

# UER

ET SES ACTIVITÉS EUROVISION ET EURORADIO



# REFRAM

5ème Conférence des Présidents  
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# **EVALUATION PAR LES PAIRS DES VALEURS DE SERVICE PUBLIC**

**UN OUTIL BASE SUR L'ADN DU SERVICE PUBLIC**



# UNE DÉMARCHE VOLONTAIRE S'APPUYANT SUR 3 PILIERS

1

**IDENTIFICATION  
D'UN CORPUS DE  
VALEURS I.E. L'ADN  
DU SERVICE PUBLIC**

2

**MÉTHODE  
STRUCTURÉE AUX  
ÉTAPES CLAIRES**

3

**RÉSULTAT  
EFFICACE : UN  
RAPPORT  
LARGEMENT  
DISTRIBUE**

# 1. Le corpus de valeurs

**Il est essentiel de savoir qui nous sommes pour pouvoir s'améliorer**





# 1. Le corpus de valeurs

Les valeurs dites de "service public" ont été définies à Strasbourg en juin 2012. Elles s'articulent autour de 6 notions clés:

1. UNIVERSALITÉ
2. INDÉPENDANCE
3. EXCELLENCE
4. DIVERSITÉ
5. OBLIGATION DE RENDRE COMPTE
6. INNOVATION

## EMPOWERING SOCIETY DECLARATION ON THE CORE VALUES OF PUBLIC SERVICE MEDIA

### UNIVERSALITY

We aim to reach and offer our content to all segments of society, with no one excluded. Everyone, everywhere. We strongly underline the importance of sharing and expressing a plurality of views and ideas. We strive to create a public sphere, in which all citizens can form their own opinions and ideas. We are aiming for inclusion and social cohesion. We are multi-platform, sharing our content in all kinds of ways. We are accessible for everyone, without thresholds. We enable our audiences, and each individual, to engage and participate in a democratic society.

### INDEPENDENCE

We want to be trusted programme-makers, trustworthy in all fictional and non-fictional programming, in all genres and formats, from news to entertainment, from science to sport, from culture to education. We make our choices only in the interest of our audiences. We strive to be completely impartial and independent from political, commercial and other influences and ideologies. Free to challenge the powerful, test prevailing assumptions, and contribute to an informed citizenship. We want to be autonomous in all aspects within our remit such as programming, editorial decision-making, staffing. Our commitment to independence needs to be

underpinned by safeguards in law, and our commitment to the safety of journalists needs to be underpinned in all our actions.

### EXCELLENCE

We act with high standards of integrity and professionalism and quality; we strive to create benchmarks within the media industries. We foster our talent and train our staff. We want to empower, enable and enrich our audiences. We want our work to result in maximum participation and involvement. We understand that our audiences are also participators in our activities, and even at times contributors of news and programming. This is what we are. This is what we promise.

### DIVERSITY

Our audiences consist of a diverse range of interest groups: differing generations, cultures, religions, majorities as well as minorities. So we strive to be diverse and pluralistic in the genres we are programming, the views we are expressing, and the people who work with us. We support and seek to give voice to a plurality of competing views – from those with different backgrounds, histories and stories. Conscious of the creative enrichment that can derive from co-existing diversities, we want to help build a more inclusive, less fragmented society.

### ACCOUNTABILITY

We want to be open. We listen to our audiences and engage in a permanent and meaningful debate. We publish our editorial guidelines. We explain. We correct our mistakes. We strive to report on our policies, budgets, editorial choices. We are transparent and subject to constant public scrutiny. We want our audiences to understand the workings of our media organizations. We strive to be efficient and managed according to the principles of good governance.

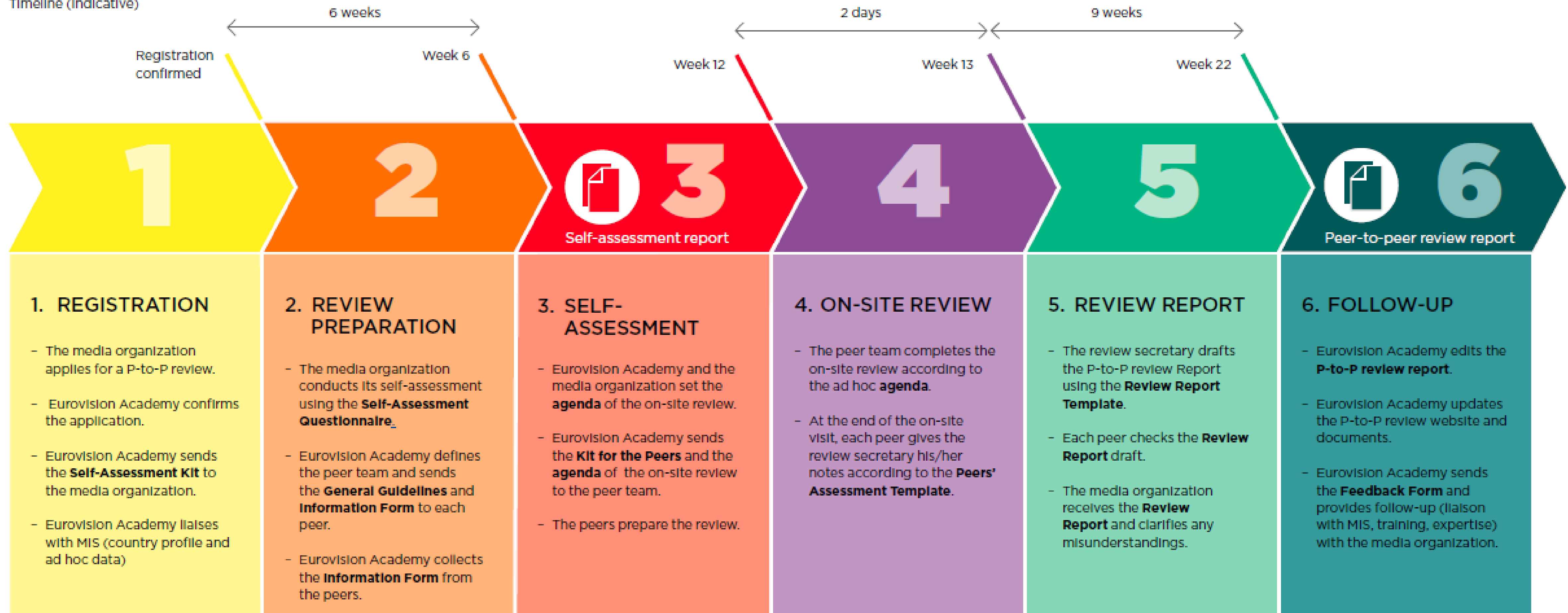
### INNOVATION

We want to enrich the media environment of the countries and regions we work in. We strive to be a driving force of innovation and creativity. We aim at new formats, new technologies, new ways of connectivity with our audiences. We want to attract, retain and train our staff so that they can participate in and shape the digital future, serving our public.

# 2. Une méthode structurée d'investigation et de réflexion avec un double tempo: l'auto-évaluation suivi de la visite des pairs



Timeline (Indicative)



# 2. Etape 1: l'auto-évaluation à partir d'un questionnaire précis et pratique



Chaque valeur est déclinée en **plusieurs sous valeurs.**

Une **auto-évaluation, claire avec une explication** pour chaque sous valeur :

- L'occasion pour le média évalué de prendre du recul et de se livrer à une analyse autre que celle des bilans annuels.
- Questionnaire pratique en ligne

## UNIVERSALITY

- Reach
- Accessibility
- Social cohesion

## INDEPENDENCE

- Governance
- Funding
- Editorial decision-making
- Contribution to an informed citizenship

## EXCELLENCE

- Quality of organization and improvement process
- Quality of content
- Audience research and audience satisfaction
- Technical quality of content and reliability of delivery
- Staff motivation and capacity building

## DIVERSITY

- Programming
- Interaction with the audience
- Organization

## ACCOUNTABILITY

- Transparency
- Reporting
- Self-regulation
- Asset protection

## INNOVATION

- Content
- Technical innovation
- Exploring new perspectives and territories

# 2. Etape 1: exemple de questionnaire

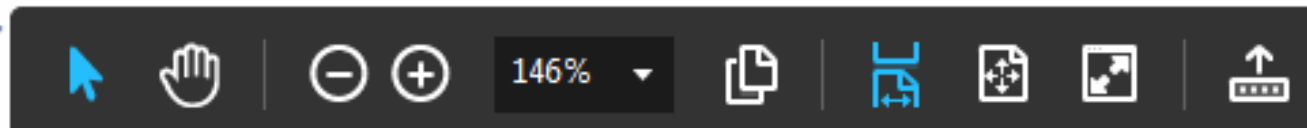


## 2. INDEPENDENCE

### Governance

The challenge for PSM is to make their decisions and choices in the interest of their audiences, independently from any political, commercial, or other pressures and interests.

- What are the decision-making bodies of the media organization and how are they appointed?  
Click here to enter text.
- To what extent does the media organization have full autonomy in decision-making?  
(For Editorial Decision-Making, see subchapter below)  
Click here to enter text.
- To what extent is the public service remit/charter/contract submitted for review?  
Click here to enter text.
- Does the media organization have in-house rules to manage potential conflicts of interests? Both within the media organization, and in its relationship with its stakeholders?  
Click here to enter



## 2. Etape 2 : l'évaluation sur place par les pairs



**QUI** des professionnels des médias de service public (équipe de 5 ou 6 pairs)

**COMMENT** une visite sur place de 2 à 3 jours

**QUOI** selon les principes d'ouverture et transparence



Observer la manière de travailler



Obtenir des informations complémentaires qui ne sont pas dans l'auto-évaluation



Rencontrer



Ecouter



Voir de ses propres yeux



Echanger



Valider des hypothèses

## Etape 2 : les pairs

1. Une vision large stratégique et opérationnelle
2. Une connaissance des problèmes et défis propres au service public
3. L'habilité à discerner les bonnes pratiques
4. Des suggestions tirées de leur propre expérience
5. Un dialogue d'égal à égal
6. Une source d'inspiration partagée pour les pairs et pour le média évalué



### 3. Un rapport de qualité et utile

- "Executive summary"
- Ce rapport prend la forme d'un scanner, d'un regard holistique et bienveillant sur l'organisation et ce, sans parti pris, sans intérêt directs

**EBU**

OPERATING EUROVISION AND EURORADIO

## PEER-TO-PEER REVIEW ON PSM VALUES

JUNE 2015

**RTS**

Radio Télévision  
Suisse

# 3. Un rapport de qualité et utile



Chaque sous valeur est analysée en 3 temps

1. La situation actuelle
2. Les meilleures pratiques
3. Les suggestions

## TRUST

### CURRENT SITUATION

For both radio and television programmes, RTS benefits from a high level of audience loyalty and a high position in terms of market share in a competitive environment (commercial media providers, as well as French public service broadcasting offer). RTS is particularly strong for News and Current Affairs, as well as for Sport programmes. Such results show the audience trust in RTS.

RTS results are weaker relating to on-line services, though RTS developed digital services from high quality. They actually face very strong competition, and particularly the news on-line service. It's a real challenge for RTS.

### BEST PRACTICE(S)

/

### SUGGESTION(S)

Swiss society is moving. Even though the level of trust in RTS remains high, lobbying groups and younger people challenge the status quo, and the traditional public service media system. Big companies are against the planned reform in the licence fee that will increase their operational costs, whereas younger generations question both the idea of public service and its role in terms of social cohesion, and the fact that it needs to be paid for.

To maintain and broaden its audiences, RTS needs to provide trustworthy and innovative on-line services and programmes. Such a challenge can be met in a parallel process consisting of sustaining the current audiences to protect the market share while expanding the service offer to younger and digital audiences. Financially it means RTS must remain cost efficient to pay for the new services, which is hard to achieve.

# BILAN: ELAN COLLECTIF DE SOUTIEN MUTUEL VERS L'EXCELLENCE



- En 3 ans: CTV (République tchèque), YLE (Finlande), RTBF (Belgique francophone), RTS (Suisse), TVR (Roumanie) et la RTE (Irlande)
- Chaque rapport a été largement distribué, utilisé , envoyé aux parties prenantes – le personnel, le board, le gouvernement, le parlement, présenté à la presse, etc.. –
- Le rapport a servi pour bâtir de nouveaux outils, de nouvelles stratégies, des plans d'action.



**MERCI POUR VOTRE ATTENTION**

[ebu.ch/learning-networking/psm-values-review](https://ebu.ch/learning-networking/psm-values-review)

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