

BBC Media Action has 15 country offices<sup>1</sup> from which the majority of our work is delivered, with a number of projects also run from headquarters in London. This gives us the capacity to **mobilise personnel and set up projects quickly**, using existing infrastructure and staff where possible and drawing in further resource as required. Country offices comprise national staff and a small number of internationally deployed specialists which ensures **leadership by those with in-depth knowledge of local realities**. These local teams would lead on CSSF programme design and delivery in their particular context supported by managerial, technical, editorial advisory and commercial expertise in London. Additionally, teams also have access to the breadth of experience in offices across our global portfolio. Our Global Creative Director, for example, is based in our India office. This breadth and depth of in-house skills and resource available would enable us to undertake multiple, simultaneous requests from CSSF in a timely fashion.

Where additional long-term staff would need to be recruited for a specific project we would use BBC Media Action's standard **recruitment channels**. Staff are recruited both internally within the BBC and externally from the development, media and academic sectors. Jobs are advertised widely via the BBC website, third party sites and via social media. We use our networks, including partners and BBC overseas bureaux, and find that these channels together with the BBC brand, attracts highly skilled and experienced candidates. The duration of this process is typically a few weeks. All BBC Media Action recruitment internationally and locally is carried out in accordance with public sector equality requirements, complies with key legislation on international principles on labour and ethical employment and follows BBC policies and processes. To ensure fair selection, these processes ensure that job descriptions are clear and specific, people are recruited in the appropriate pay band, and that the strongest candidates are selected for the roles. Job descriptions not only seek technical competencies, but also softer skills that ensure individuals possess appropriate skills for the day-to-day working environment. Most recruitments include either two interviews or a test along with one interview and are undertaken by a panel of two or more staff. All panel members are required to undertake a BBC 'Fair Selection' training prior to recruitment, and wherever feasible, panels are required to be gender and ethnically diverse. A structured scoring system is used to identify the strongest candidates, references are also verified and security checks undertaken where required prior to confirmation of contract. For production or training positions, examples of the preferred candidates' work are requested and quality checked prior to job offer.

In addition to our own highly skilled and diverse staff base we regularly access and deploy non-BBC freelancers and consultants to provide specific expertise at key stages in a project. BBC Media Action has set up and maintains a **database of a network of over 200 trainers and consultants** who can be mobilised at short notice. Consultants are added to the pool based on their professional credentials and previous training experience. While preferring formal training credentials, BBC Media Action will offer in-house '**Training the Trainers**' courses to candidates with strong skillsets. The bulk of consultants in the database are broadcast and production experts, with skills ranging from news journalism to programming making, social media and digital. These are complemented by experts in communication, project management, editorial sustainability, development, media strategies and broadcasting. Given the depth and quality of consultants in the database, projects are able to recruit at very short notice (weeks), although whenever possible we follow a full and transparent recruitment process.

As part of the BBC, we have the unique advantage of being able to **leverage wider BBC resources**, drawing on a range of skills, experience and systems that support BBC Media Action to execute work effectively and efficiently. We offer short-term attachments to BBC staff interested in

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<sup>1</sup> Afghanistan\*, Bangladesh\*, Cambodia, Ethiopia\*, India, Kenya\*, \*, Myanmar\*, Nepal\*, Nigeria\*, Sierra Leone\*, Somalia \*, South Sudan\*, Tanzania, Tunisia (from where programming in Libya and Algeria is also managed), and Zambia (\* refers to FCAS)

working on our projects and where there is a skills match. These attachments are seen by BBC management and HR as personal development opportunities for staff and, therefore, it is easy to tap into BBC experience and expertise in the form of consultancy and training. The Editorial Development team has built strong relationships with key BBC departments and have been able to negotiate staff deployment at a couple of weeks' notice. Over the past three years have received support from BBC Radio One, BBC Radio Four, CBeebies, BBC Learning and the Natural History Unit on specific projects.

We have diverse and complementary skillset within our **country-teams** drawing predominantly on skills and experience from local staff; more than 80%<sup>2</sup> of our staff come from, and work in, developing and transitional countries. We invest heavily in strengthening their capacity and creative talent through training and on-the-job mentoring and shadowing, to ensure that our outputs are delivered by those with in-depth knowledge of local realities and sharp technical skillsets. The structured development of our personnel is managed through the BBC appraisal process, where all staff have bi-annual appraisal meetings. Objectives are formally set and reviewed during these cycles with relevant learning opportunities, training and tasks to apply training built into staff development plans. All staff have access to BBC training and development materials and courses, and BBC Media Action has developed bespoke training to equip them for their roles. Often, face to face training is supported with learning materials provided through BBC Media Action's online learning portal [iLearn](#), and for particularly technical areas we have developed more dedicated resources, including BBC Media Action's [gender microsite](#). We have also developed specific learning hubs for key technical areas such as BBC Media Action's Key roles comprising in-country HR structures include: Project Directors/Managers who oversee project implementation and hold relationships with clients; technical Researchers who contribute insight to our communication strategies by improve our understanding of audiences' needs, media habits and barriers to change and conduct monitoring and evaluation to assess the reach and impact of our projects; Producers who design engaging formats<sup>3</sup>and make context-specific mass media content,; Trainers/Mentors who build the capacity of in-country media practitioners. Country offices also have staff providing financial, administrative and logistical support necessary for effective project delivery.

Headquartered in London we have existing expert teams who support all country offices. These include a team of **thematic Advisers**, specialising in governance and rights (including conflict and fragility), gender, health, resilience and humanitarian response. They provide guidance to country teams on project design and implementation, facilitate inter-country cooperation, improve the coherence, consistency and quality of our work, gather and develop best practice within the organisation, then sharing this externally through networking and policy engagement. Our **Editorial Development** team drives efforts to uphold core BBC editorial values of independence, impartiality, accuracy, balance, fairness, creativity and overall trust across all outputs. The team has specialist experience and expertise in media production, training and has extensive contacts across the BBC and wider media sector. The team's expertise is available to all projects and country teams, where it both supports the development of creative ideas, and innovative output to engage audiences and also contributes extensively to the review and refinement of our programmes. The team also supports our media capacity strengthening, advising on appropriate training methods and overseeing ongoing development of training resources, particularly through the I-learn portal. Our **Finance** team provides procurement and financial reporting support where required.

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<sup>2</sup> As of 31<sup>st</sup> March 2018

<sup>3</sup> The nature of the mass media content and how it is presented to audiences e.g factual documentary, magazine, drama.