Final Report – Volume 2 (Appendices)

Review of the Voice of America and the International Broadcasting Bureau

Broadcasting Board of Governors

Washington, DC
July, 2006

This document is confidential and is intended solely for the use and information of the Broadcasting Board of Governors and IBB / VOA

This report presents our findings and conclusions regarding the IBB and VOA, along with our recommendations

- This report is organized into two volumes:
  - ***In the first volume***, we describe the current IBB/VOA structure and the distribution of functions between the IBB and VOA, examine how they affect the current business and management processes, and review information on IBB/VOA's resources and program output. We present our findings from research on comparable public and private organizations on issues of critical concern to the Agency. We then review the strategic directions that the Board has emphasized in recent years and assess some of the organization and capability requirements needed for the IBB/VOA to pursue those directions. Finally, we propose a set of recommendations to strengthen the organization and increase its ability to accomplish its mission effectively and efficiently
  - ***In the second volume***, we provide additional detail and analyses in the form of related appendices that informed the findings, conclusions, and recommendations presented in Volume 1. Each section of Volume 1 contains footnotes that will direct the reader to the appropriate reference appendix

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This appendix reviews the structure and authorities of the BBG as provided in law

- Timeline of key events to provide historical context
- List of major US legislation related to international broadcasting
- Review of BBG composition and authorities
- Review of IBB responsibilities and Director position
- Review of VOA charter and Director position

Note: Several pages included in this appendix also appear in the body of the final report. These pages are duplicated for the reader's convenience.

The United States has a rich history of government-supported international broadcasting extending almost 65 years

Timeline of Key Events in US International Broadcasting History

1942 – Voice of America (VOA) named & moves to Office of War Information (OWI)

1945 – VOA moves to Department of State

1948 – Smith-Mundt Act places international overseas information activities into Office of International Information within State Department

1950 – Radio Free Europe (RFE) and Radio Liberty (RL) begin broadcasting

1953 – US Information Agency (USIA) formed with VOA as largest single element

1960 – USIA Director endorses VOA Charter

1975 – Radio Free Europe & Radio Liberty Committee merged into Radio Free Europe/Radio Liberty (RFE/RL)

1976 – VOA charter signed into law

1983 – VOA launches $1.3 billion program to modernize programming & technical capabilities

1985 – Radio Marti broadcasts first program to Cuba

1990 – TV Marti broadcasts first television program

1994 – International Broadcasting Act establishes International Broadcasting Bureau (IBB) within USIA & creates Broadcasting Board of Governors (BBG)

1996 – Radio Free Asia (RFA) founded

1996 – First VOA TV program

1998 – Foreign Affairs Reform & Restructuring Act abolishes USIA, moves all US non-military international broadcasting to BBG, and establishes BBG as an independent agency

2002 – Radio Sawa launched

2002 – BBG issues Strategic Plan, "Marrying the Mission to the Market"

2004 – Alhurra launched

Source: Internal Company Documents, BAH Analysis

The structure and functions of the United States International Broadcasting system (USIB) flow from a series of laws

Major Legislation Related to International Broadcasting

- **1948: US Information & Educational Exchange Act (Smith-Mundt Act)**
  - Placed international overseas information activities under the Department of State
- **1953: Reorganization Plan Number 8 (22 USC 1461 Note)**
  - The functions vested in the Secretary of State by the Smith-Mundt Act were transferred to the USIA
- **1976: Voice of America (VOA) Charter**
  - Established purpose and essential principles for VOA as federal law
- **1994: Foreign Affairs Act, the International Broadcasting Act**
  - Established and defined Broadcasting Board of Governors (BBG) within the US Information Agency (USIA)
- **1998: Foreign Affairs Reform and Restructuring Act**
  - Disbanded USIA and moved most of its functions into the Department of State
  - Established BBG as an independent federal government agency
  - Gave BBG responsibility for all US non-military international broadcasting, both direct US Government broadcasting and US Government-funded broadcasting conducted by nongovernmental entities

Source: Legislation as listed, BAH Analysis

The Board is bipartisan by statute, and is composed of 8 appointed members plus the US Secretary of State, *ex officio*

Composition of the Board

- Broadcasting Board of Governors consists of 9 voting members
  - 8 members appointed by President, confirmed by Senate
  - Secretary of State, *ex officio* member
- President appoints and Senate confirms one member (other than Secretary of State) as Chairman
- No more than 4 of the 8 appointed members may be of same political party
- Except for the Secretary of State, members may not be full time employees of the US government
- Must have 5 members present for quorum in decision making, which requires a majority vote

Source: US Code Title 22

The BBG was created to achieve a few critical goals

Initial BBG Authorizing Framework

- According to key Congressional committee staff and former IBB staff who participated in creating the 1994 and 1998 foundational legislation – the BBG was established with a few critical goals in mind:
  - Maintain a "firewall" between international broadcasting and the political branches of government (both the Administration and the Congress), to ensure that journalists would not feel undue influence to shape their coverage, both to enhance their credibility with audiences and to protect their safety
  - Bring the various components of US international broadcasting (those from USIA, RFE/RL and RFA) under one governance structure to reduce duplication and competition for resources, and to promote effectiveness and efficiency
  - Ensure high standards of professional and financial integrity across all components

Source: Interviews of staff from House International Relations Committee, Senate Foreign Relations Committee, former IBB executives

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The law specified the Board's responsibilities and authorities

Board Authorities and Responsibilities

✓ = Non-delegable authority

- ✓ Ensure that United States international broadcasting is conducted in accordance with appropriate standards
- ✓ Submit to President and Congress annual report which summarizes and evaluates activities within BBG
- ✓ Review and evaluate mission and operation, and assess quality, effectiveness, and professional integrity of all activities
- Review engineering activities for quality and cost-effective delivery
- ✓ Supervise all broadcasting activities
- Include in required annual report information on expenses for administrative and managerial services by IBB and grantees and steps taken by BBG to reduce overhead costs for each broadcasting service
- Procure temporary and intermittent personal services for BBG as BBG determines necessary and fix their compensation
- ✓ Ensure US international broadcasting is conducted in accordance with US standards & principles
- Procure goods and services from other departments or agencies for BBG and IBB
- ✓ Review, evaluate, and determine, at least annually, after consultation with the Secretary of State, addition or deletion of individual language services
- ✓ Allocate funds appropriated for international broadcasting activities among the various elements of IBB and grantees
- Undertake studies to identify areas where broadcasting activities could be made more efficient and economical
- Procure supplies & services necessary to carry out functions of the Board
- Obligate and expend, for official reception and representation, money available through appropriations
- ✓ Appoint staff personnel for BBG subject to title 5 and fix compensation
- ✓ Make and supervise grants for broadcasting and related activities

Source: US Code Title 22 Chapter 71 § 6204

Responsibilities of the IBB and its Director are articulated in legislation and in delegations of authority from the Board

Statutory Responsibilities of the IBB (and IBB Director)

- IBB Director is nominated by the President and confirmed by the Senate
- Under the Board's supervision, IBB carries out all non-military international broadcast activities other than those conducted by the grantees
- IBB Director is to organize and chair a coordinating committee (including representatives of BBG, RFA, RFE/RL, and, "as appropriate", OCB, VOA, and WorldNet*) to make recommendations to the Board on:
  - Long-term strategies for the future of international broadcasting
  - New technologies
  - Further consolidation of broadcast services
  - Consolidation of currently existing public affairs and legislative relations functions in various international broadcasting entities
- IBB Director submits proposed IBB budgets to Board

Responsibilities Delegated by Board to the IBB Director

- Multiple 1999 Delegation Orders from the Board enumerate the authorities delegated to the IBB Director
  - Range of managerial and administrative functions
  - IBB's role in providing specific support functions (e.g., engineering, marketing, program support) to VOA and/or grantees

**WorldNet was a television service of USIA, since folded into VOA*

Note: A 2005 Delegation Order places the IBB Director's authorities with the BBG's Executive Director until the IBB Director position is filled

Source: US Code Title 22 Chapter 71; BBG Delegation Orders 99-1, 99-2, 99-3, 99-6, 99-9, 99-11, 99-14

The VOA Charter describes the core purpose and journalistic code but does not specify its structure or authorities

VOA Charter

The long-range interests of the United States are served by communicating directly with the peoples of the world by radio. To be effective, the Voice of America must win the attention and respect of listeners. These principles will therefore govern Voice of America (VOA) broadcasts:

- VOA will serve as a consistently reliable and authoritative source of news. VOA news will be accurate, objective, and comprehensive.
- VOA will represent America, not any single segment of American society, and will therefore present a balanced and comprehensive projection of significant American thought and institutions.
- VOA will present the policies of the United States clearly and effectively, and will also present responsible discussions and opinion on these policies.

Source: VOA website, Public Law 94 -350

The VOA Director's responsibilities are not stated in law but are articulated in the official position description

VOA Director Position Description

- Noncareer Senior Executive (SES) position appointed by Board with White House approval
- Reports to IBB Director who provides "broad direction"
- Responsible for planning, organization, direction & policy application of all VOA broadcasting activities
- Participates in IBB management decisions related to VOA
- Maintains contact with appropriate officials of State Department, other Executive Branch areas, and Congressional leaders in foreign affairs
- Maintains relationships with high level management of other major international broadcast organizations
- Advises IBB Director on "all" matters of international radio broadcasting

Source: VOA Director Position Description ES-1001

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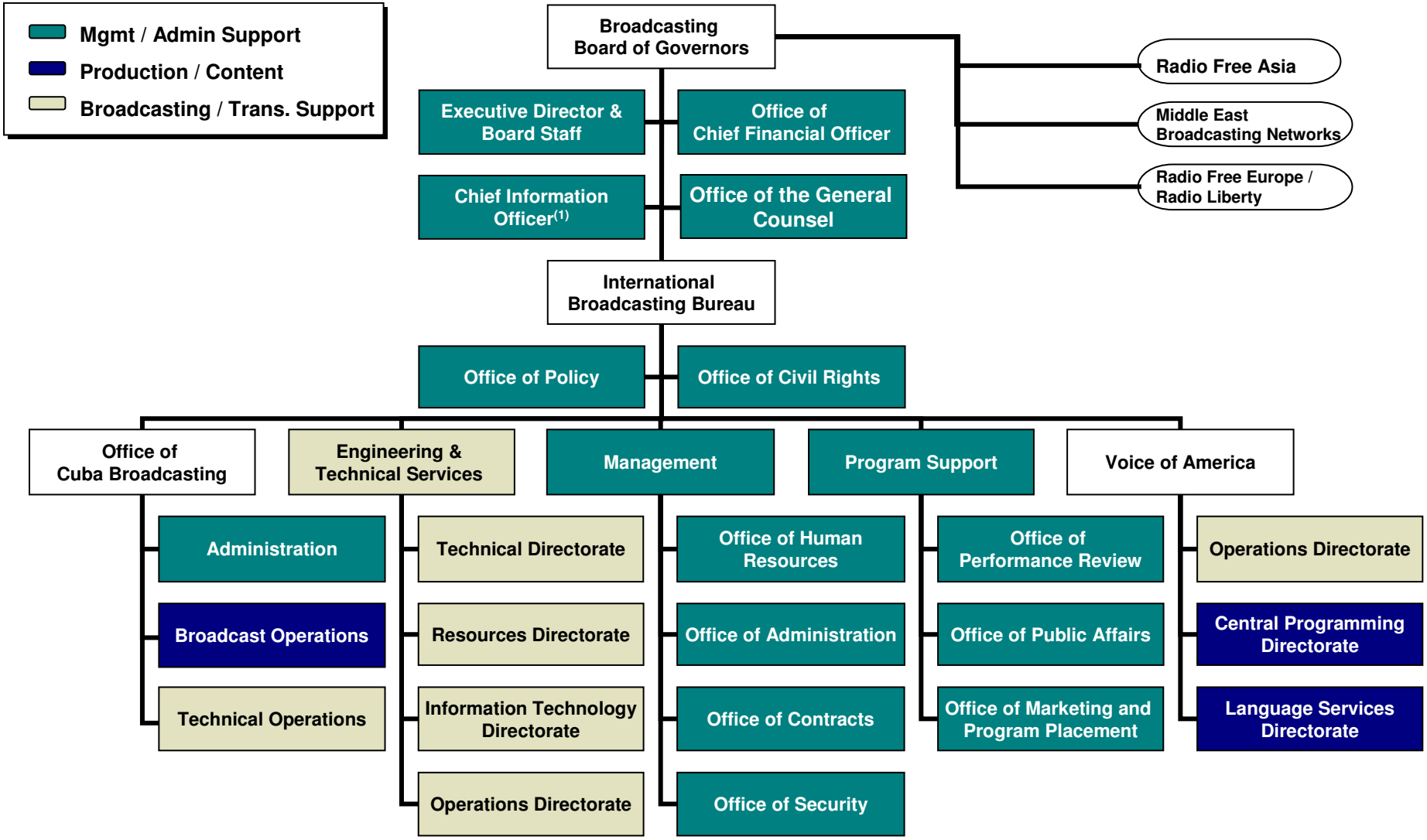
This appendix contains a description of the organization and alignment of activities within the IBB and VOA

- The alignment of activities is depicted in organization charts ("lines and boxes") with accompanying descriptions of associated roles and responsibilities
- As the scope of this assessment is limited to the IBB and VOA detailed descriptions of the Office of Cuba Broadcasting and the grantees are not included
- More detailed descriptions are included in this document for divisions or offices where further understanding of the organization was pertinent to the assessment
- Throughout this section, where findings are not stated on the same page as the organizational unit, they are presented after the relevant subsection

Note: In many areas, the project team completed charts and descriptions beyond Level 4 or 5 of the organization. These descriptions are not included in this document, but can be provided at the conclusion of the project by request

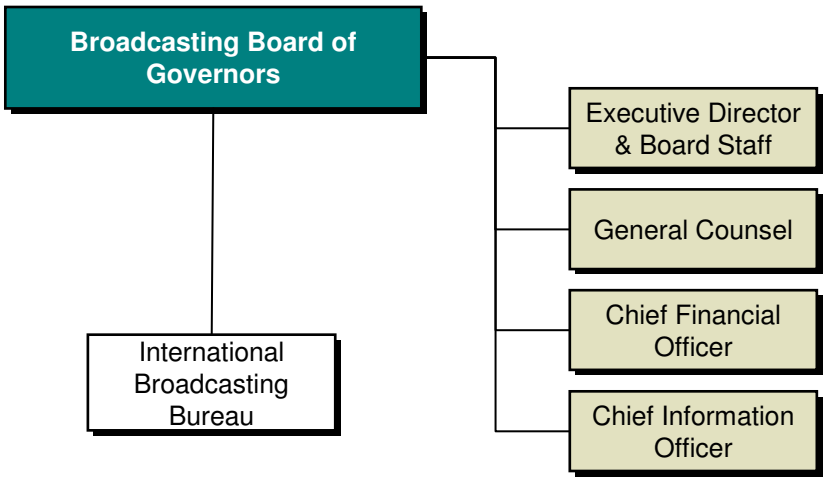
The BBG oversees all US international broadcasting activities of the IBB, the VOA, and the grantees



(1) The Chief Information Officer also aligns to Engineering & Technical Services

Note: Not shown is an Ombudsman who reports to IBB Director

The Board staff performs several key functions



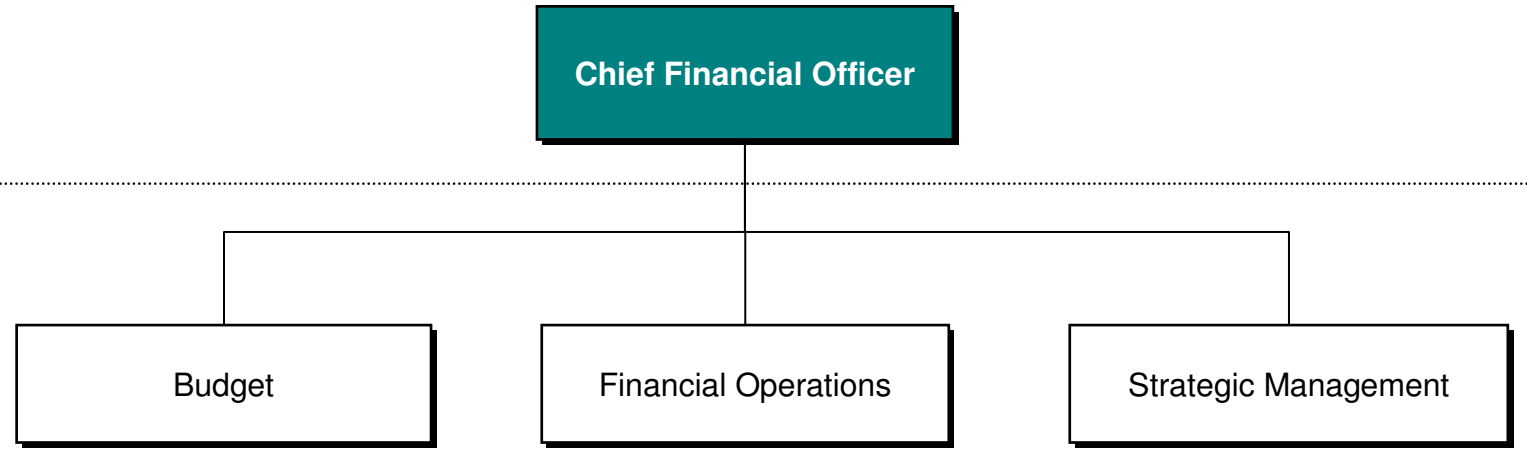
Roles and Responsibilities

- **Board:**
  - Supervises and oversees all non-military US international broadcasting including the IBB, VOA, OCB, RFE/RL, RFA, and MBN
- **Executive Director and Board Staff:**
  - Principal liaison between the Board of Governors and external/internal entities; coordinates Board activities
  - Integrates strategic planning, language service review, audience research and program review
  - Coordinates BBG's congressional activities and programs
- **Office of the General Counsel:**
  - Provides legal advice to the Agency
  - Represents the BBG on all legal matters
  - Assures compliance with all pertinent laws and regulations
- **Office of the Chief Financial Officer:**
  - Responsible for the overall management of the BBG's budget, financial operations and strategic management

Note: Although the Chief Information Officer reports directly to the Board, description of the position is contained in Engineering & Technical Services
Source: BBG Resource Book (2004); BAH interviews

The Chief Financial Officer is responsible for budget formulation and execution, financial operations, and strategic management

Level 0



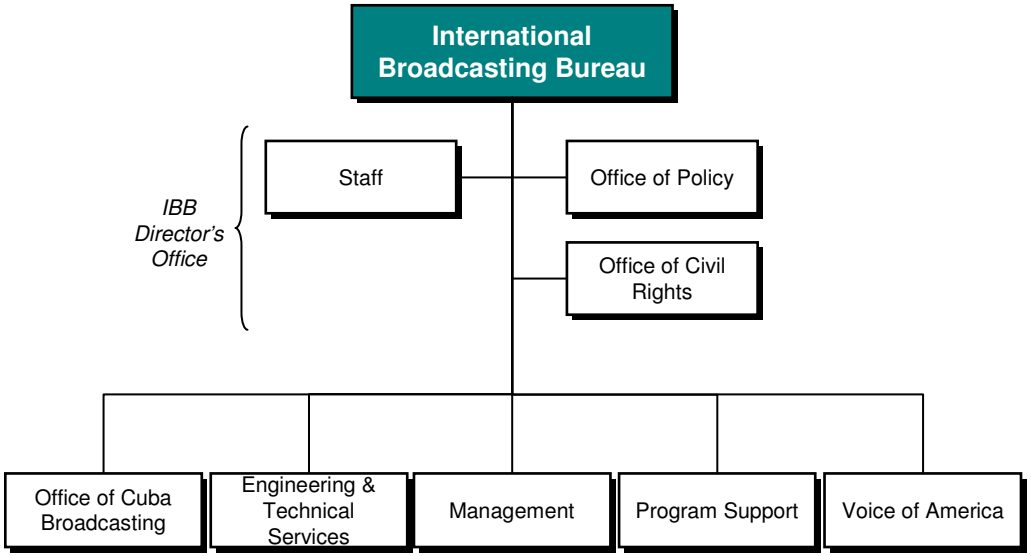
- Works with program offices to ensure that funding is managed, obligated and expended appropriately
- Responsible for coordinating development of BBG's funding requirements, and representing them to OMB and Congress
- Advises the CFO on budgetary policy and procedures

- Provides oversight and guidance for financial systems, debts, payments, reporting and payroll
- Processes payments, record adjustments, establish accounts receivable and record receipts
- Serves as ARCO for financial operations contracts
- Facilitates annual audit of BBG's financial statements

- Coordinates and facilitates development of IBB strategic planning, performance plans and performance indicators
- Responsible for the coordination, collection and dissemination of strategic and performance reporting for the BBG (GPRA, PART and PAR)
- Integrates performance information with BBG budget exercises
- Conducts reviews and special projects for long term planning and/or performance

Source: Overview document of the Office of the Chief Financial Officer; IBB Review Document (2003); BAH interviews

The IBB supervises three support service divisions and two international broadcasting operations

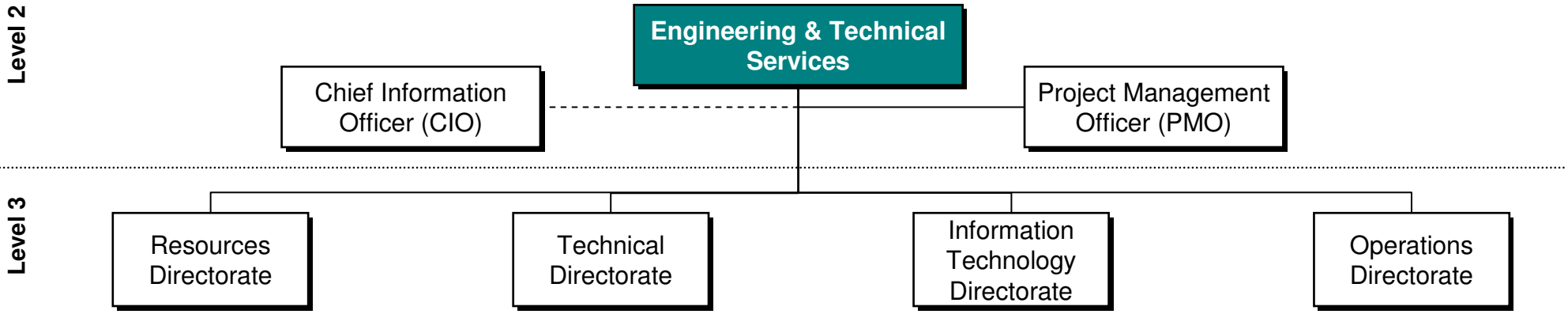


Roles and Responsibilities

- **International Broadcasting Bureau**
  - Under the supervision of the Board, the IBB is responsible for all US non-military international broadcasting support services (e.g. engineering, program support, management) and the OCB and VOA
- **Office of Policy**
  - Produces radio, television and internet programming that fulfills the VOA Charter requirement to, "present the policies of the United States clearly and effectively."
  - Produces editorial pieces for broadcast on VOA programs, and responsible for a bi-weekly international public affairs talk show called *On the Line* and International Crime Alerts
- **Office of Civil Rights**
  - Responsible for strategic development of increasing representation of women, minorities and persons with disabilities in IBB's workforce
  - Directs the Affirmative Employment Program, processes complaints and administers mentoring and outreach programs

Note: Not shown is an Ombudsman who reports to IBB Director
Source: Office of Policy Roles and Responsibilities Memo; Office of Civil Rights website; IBB Review Document (2003); Office of Policy website; BAH interviews

IBB's Engineering & Technical Services Division includes four directorates focused on transmission and information technology



Resources Directorate

- Establishes mechanisms for efficient resource management
- Coordinates engineering budget
- Interfaces with IBB budget, procurement, and financial management
- Supports engineering project and contract administration
- Provides administrative and personnel support

Technical Directorate

- Focal point for engineering planning, technical development, and systems integration for the global transmission network
- Plans, implements, and manages the TV and radio satellite distribution system, earth terminals, and supporting telecommunications
- Plans and guides major station projects and assists with implementation
- Provides technical support for fielded systems, including worldwide affiliates
- Manages Digital Broadcasting Project, Internet and other digital applications
- Applies appropriate new technology to broadcast requirements

Information Technology Directorate

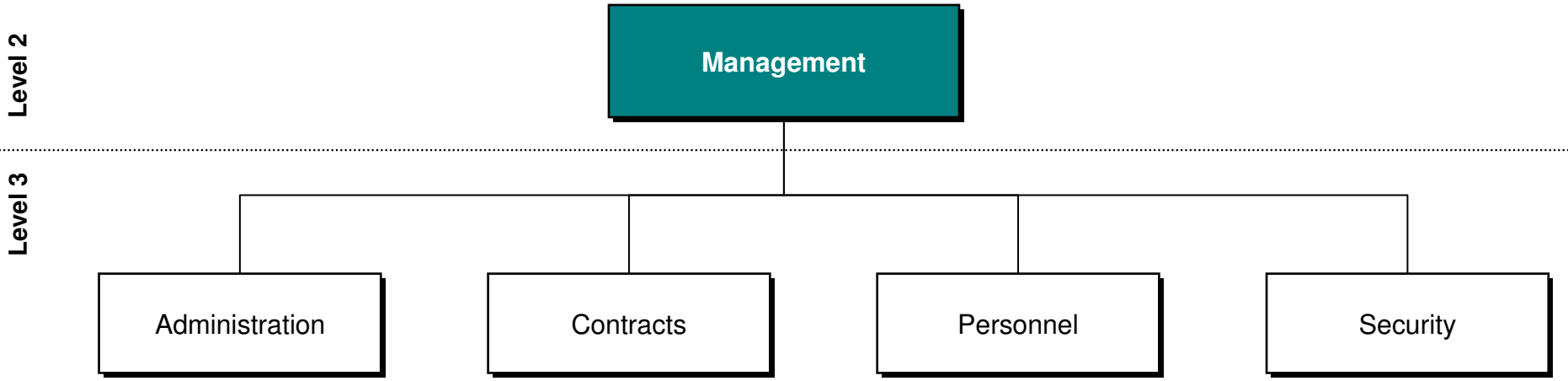
- Provides guidance and program direction on information policy and planning issues throughout Broadcasting
- Provides comprehensive, 24/7, end-user services
- Develops and manages IBB computer networks and systems
- Designs, develops, tests and implements computing software and hardware
- Plans and manages IBB internet operations (i.e., VOA homepage design template, servers, budget)

Operations Directorate

- Develops, implements, and assesses policy for the IBB global transmission network
- Provides management, engineering and logistics support to stations
- Manages frequencies and schedules
- Operates the 24 hour Network Control Center (NCC)

Note: By legislative mandate, CIO reports directly to the BBG; PMO position is currently filled by the head of the Technical Directorate
Source: Overview document of Engineering and Technical Directorate (July 2005); BAH interviews

IBB's Office of Management conducts administrative, procurement, personnel and security functions for the IBB and VOA



- Delivers administrative support services to the IBB and VOA
- Supports facilities management services with emergency planning, mail processing and building infrastructure planning and maintenance
- Provides administrative officer services support for supplies and equipment, payment of facilities invoices and leasing building facilities

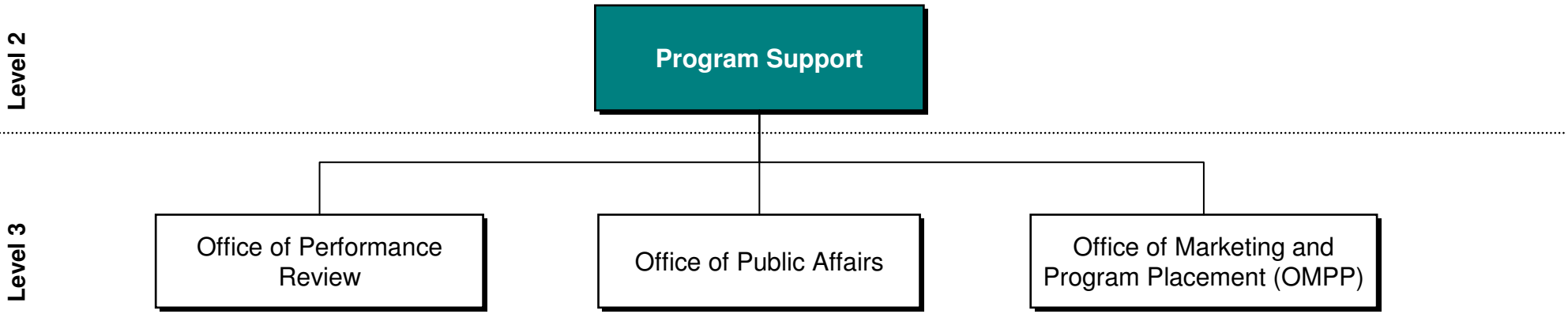
- Provides direct and indirect acquisition support for the BBG procurement process

- Provides personnel management policies, programs and services for the IBB
- Facilitates benefits, labor and employee relations and training and development

- Provides a secure environment
- Maintains an effective and efficient personnel security program
- Conducts security training
- Creates a safe and secure workplace for all domestic and overseas BBG/IBB employees

Source: Current Office of Security Performance Plan; Office of Contracts Information Briefing (2002); IBB Review Document (2003); BAH interviews

IBB's Office of Program Support conducts performance reviews, public affairs, marketing, and program placement



- Annually evaluates broadcasts of VOA language services
- Semi-annually evaluates Office of Cuba Broadcasting (OCB) programs
- Reviews content and presentation of broadcasts, against relevant documents such as VOA Charter and OCB editorial guidelines
- Recommends measures to correct program deficiencies and improve program quality and effectiveness

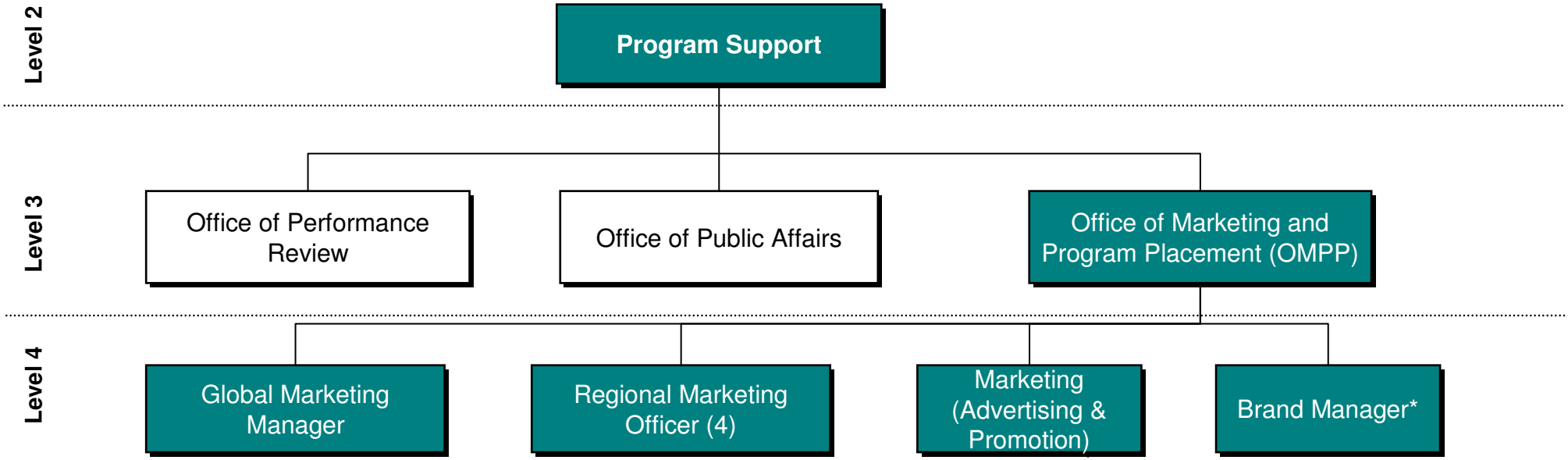
- Serves as spokesperson for IBB, VOA and Radio and TV Marti
- Issues press releases and Fact Sheets
- Publishes information/ Program Guide semi-annually
- Manages format and design of VOA.gov
- Has primary responsibility for studio tours

- Identifies and secures AM, FM, TV and internet broadcasting arrangements through local and network affiliations and licensing agreements
- Manages and services worldwide affiliates
- Promotes awareness of VOA and its programs in target media markets through brand and program advertising and other promotional activities

Note: The scope of OMPP's placement responsibilities includes VOA and grantees

Source: Current OMPP Mission Document; Office of Program Review Overview Document (2005); Office of Public Affairs overview document; IBB Review Document (2003)

Within Program Support, the Office of Marketing and Program Placement manages global affiliate, advertising, and brand activities



Affiliate Acquisition

- Supervise Regional Management Officers
- Coordinate contract execution

Manage Affiliate Relationships

- Track affiliates
- Conduct spot monitoring of content transmission

Affiliate Acquisition

- Manage affiliate acquisition process
- Assist HQ in target selection
- Identify local POV resources to assist in acquisition
- Prepare deal sheets/supervise contract negotiation

Manage Affiliate Relationships

Advertising & Promotion

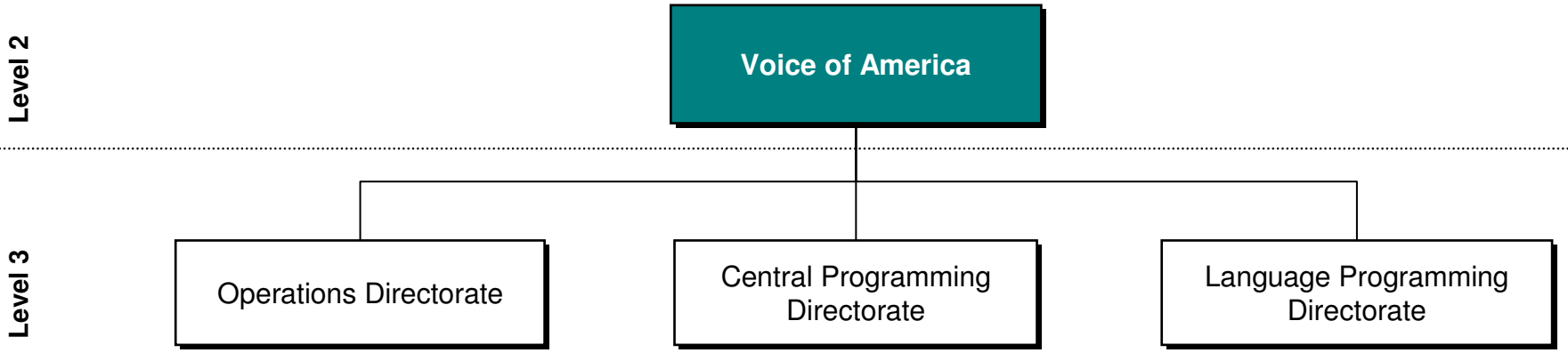
- Develop advertising & promotion plan for projects
- Allocate remaining resources among "high priority" languages services

Brand Management

- Develop and manage branding activities

Note: Brand Management position currently unfilled - activities have been suspended
Source: Current OMPP Mission Document; BAH interviews

The Voice of America is responsible for creating and producing radio, television, and internet programming



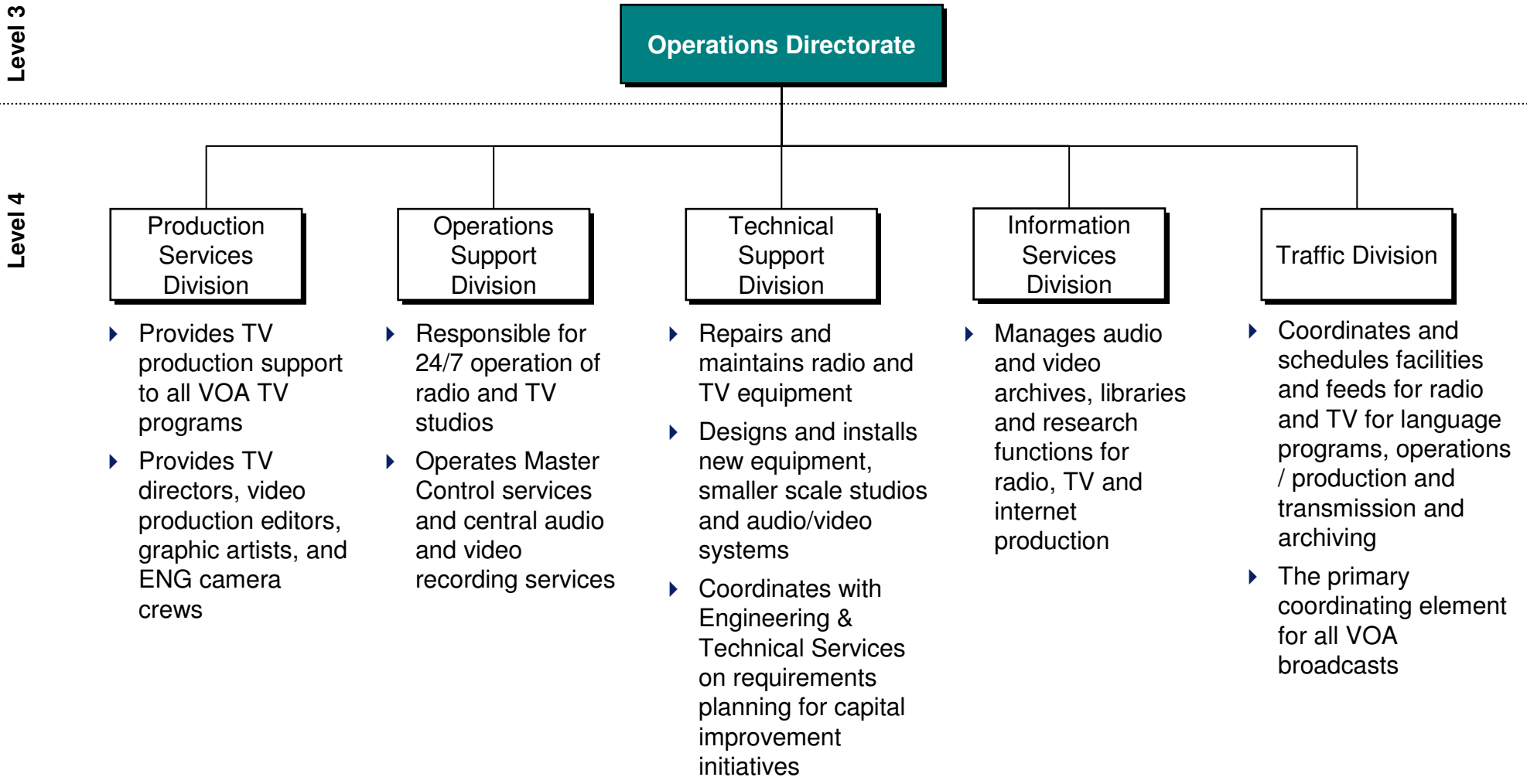
- Provides technical, operational, production, logistical and maintenance services to VOA programming directorates
- Coordinates technical operations and programming feeds with the Engineering and Technical Services division
- Coordinates with Engineering and Technical Services to refresh, maintain and dispose technical infrastructure

- Oversees the creation and dissemination of centrally-produced content for VOA programming
- Assigns, edits and distributes domestic and international correspondent reporting; special event reporting
- Creates and produces programming content such as special English and Music programming
- Manages the English-language Web Desk responsible for the VOA English homepage and web portal

- Plans and develops programming to all regions of the world in the language appropriate to each area, including English
- Develops TV, radio, and internet programming that blends products created in the Central Programming Directorate with individual service-originated material

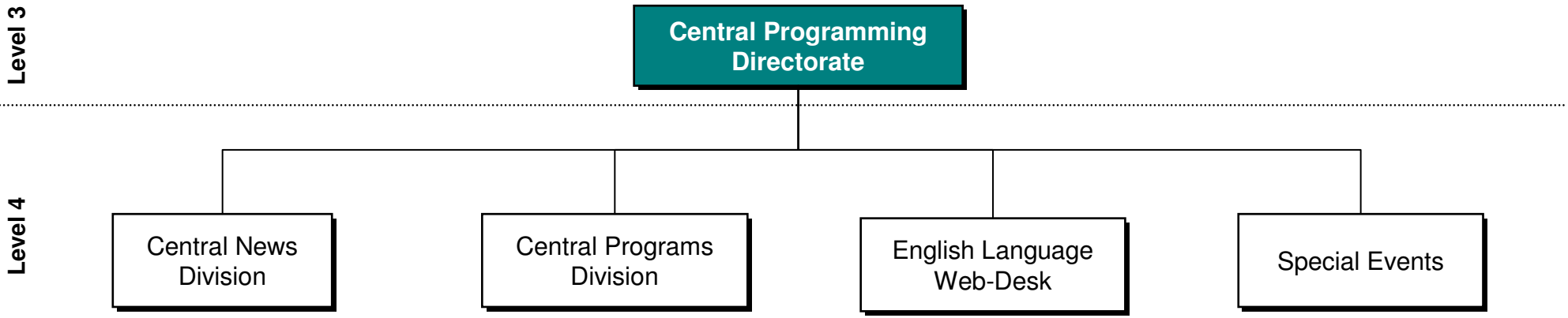
Source: WorldNet-VOA merger documents (2004); BBG Resource Book (2004); Operations Directorate Overview Document (2005)

VOA's Operations Directorate includes five divisions supporting radio and television production



Source: Operations Directorate Overview Document (2005)

VOA's Central Programming Directorate provides content for radio and TV broadcasts by language services



- Determines central news line-up and designated 'must-have' stories for Language Services
- Provides radio scripts and matching edited video packages for Language Services
- Assigns, edits and distributes domestic and international Correspondent Reports for radio, and Video Journalist (VJ) Reports for television
- Receives requests for minicam crews

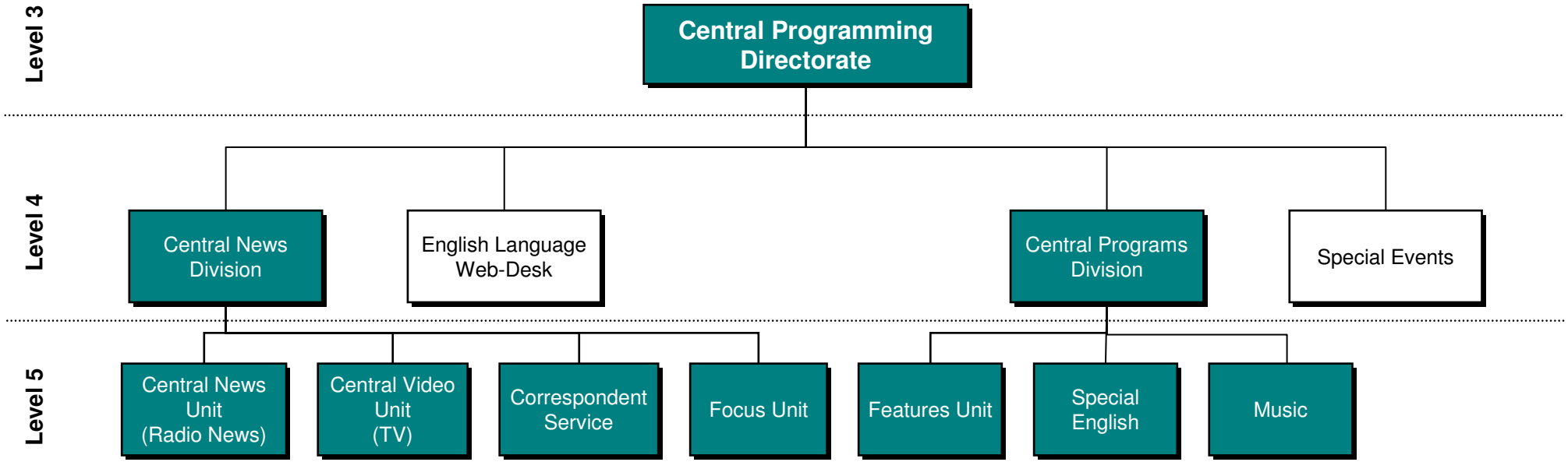
- Provides Language Services with tracked feature stories for radio
- Produces the Special English programs for radio and television
- Produces music programming and music-related interviews and features

- Loads English programming content
- Responsible for maintaining the VOA homepage

- Researches, coordinates and administers logistics for language service reporters covering major events
- Administers travel and logistic expenses for smaller language services

Source: Central Division Org chart (2003); BAH Interviews

The Central News and Central Programs divisions produce scripts, reports, video packages, and features for the language services



Central News Unit
- Determines 'must-have' reports
- Edits CN scripts and loads them onto internal CN wire
- Writes 40 sec. radio scripts using wire services

Central Video Unit
- Edits video packages to match CN scripts
- Maintains video feeds for the house

Correspondent Service
- Manages content and production of domestic and international correspondent reports

Focus Unit
- Write and track 'OpEd' analysis radio reports

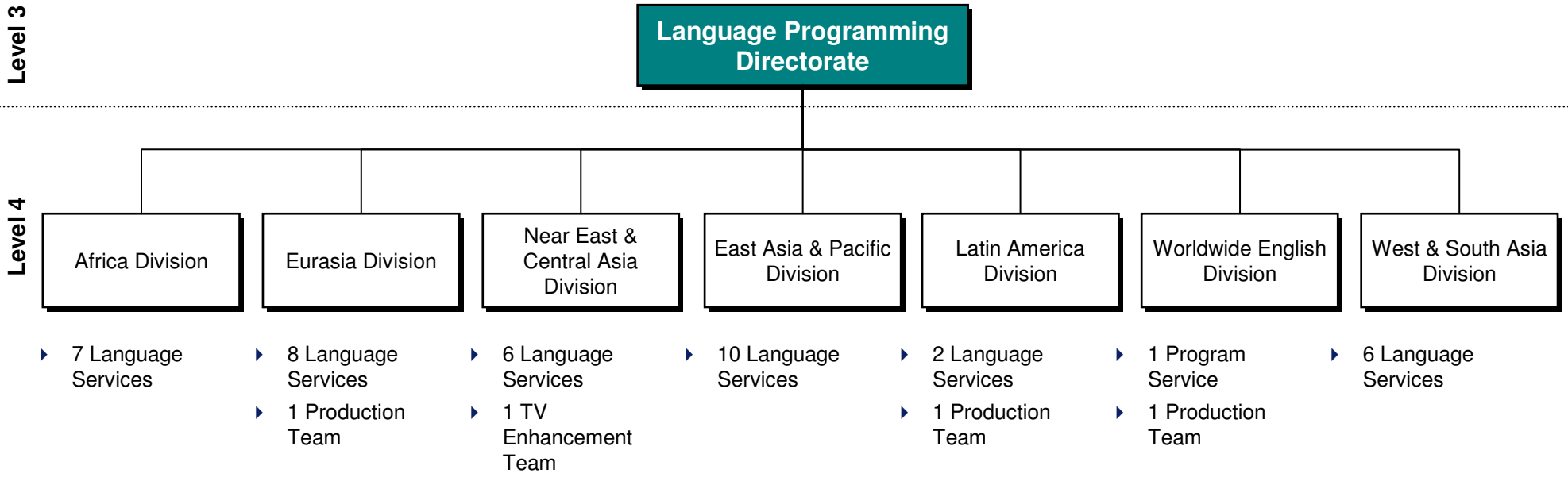
Features Unit
- Responsible for content gathering and production of Features radio segments and series

Special English
- Creates and broadcasts radio and TV news programming using a limited English vocabulary and specialized voice track

Music
- Maintains VOA music library and responsible for music programming

Note: Central Programming Directorate announced in mid-September, 2005, a plan to alter its Level 4 and 5 organizational structure
Source: Central Division Org Chart (2003); WorldNet-VOA merger documents (2004); BAH interviews

VOA's Language Programming Directorate oversees seven geographic divisions that contain 44 language services



Language Services

- Create, produce and broadcast daily radio, television programs and internet content
- Produce material for live broadcast or taped placement on local radio and television stations overseas
- Provide special feed services to other radio and television stations or networks on request and as resources permit

Production Team

- Support the digitization of radio broadcasting operations
- Train staff on necessary changes digitization is creating

TV Enhancement Team

- Support the launching of television broadcasting
- Train staff on television skills
- Represent prioritized regions for television expansion

Source: VOA programming guide (2005); BAH interviews

Each Language Programming Division is overseen by a Director supported by supervisory and administrative staff

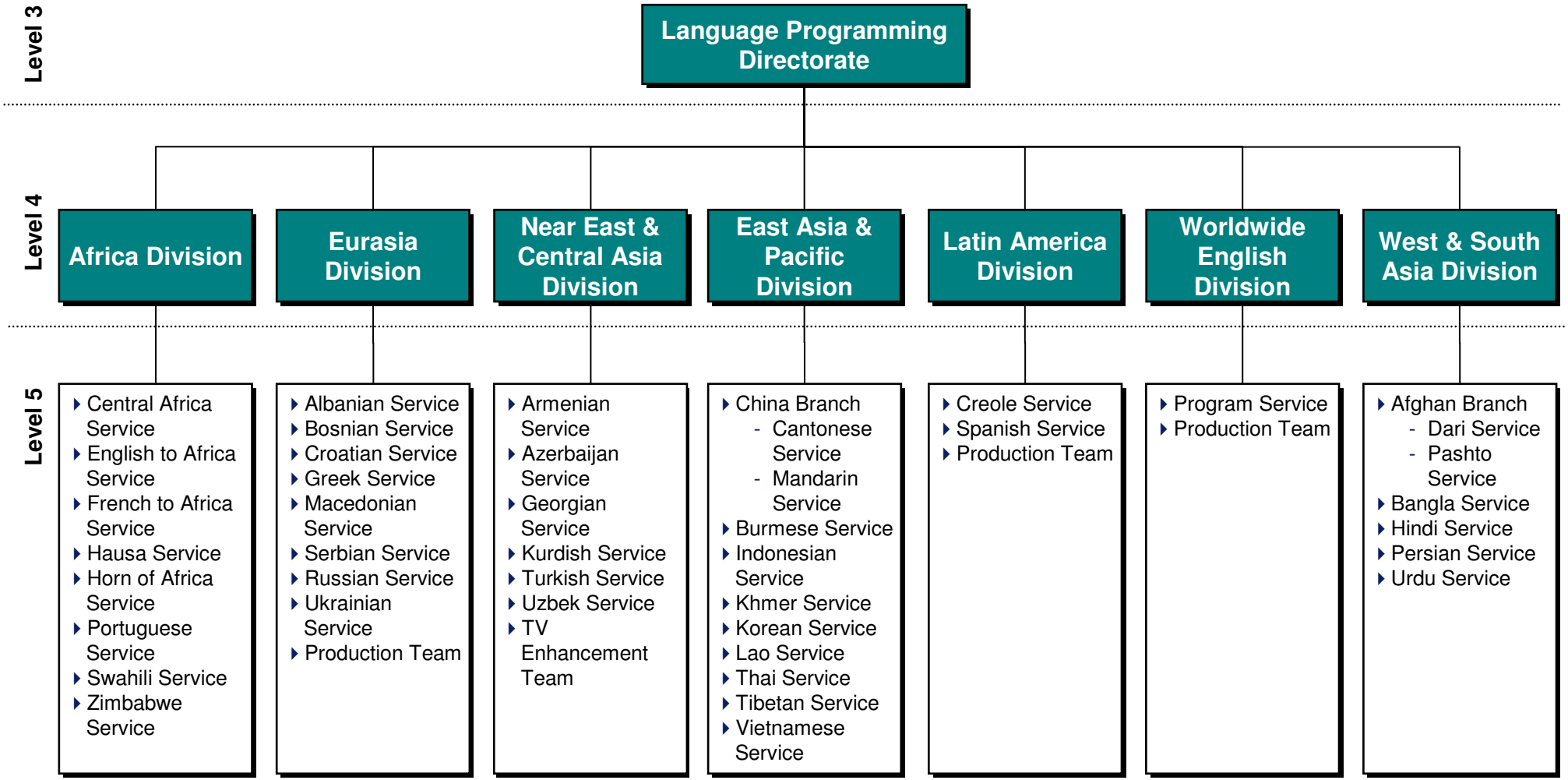
	Africa	Eurasia	Near East & Central Asia	East Asia & Pacific	Latin America	Worldwide English	West & South Asia
Administrative Officer	✔	✔	✔	✔	✔	✔	✔
Executive Producer	✔	✔	✔	✔			✔
Placement Coordinator	✔				✔		
Supervisory Broadcaster	✔	✔ (2)	✔	✔	✔	✔	✔
Managing Editor		✔		✔			
Administrative Assistant	✔	✔ (4)	✔	✔	✔ (2)	✔ (2)	✔
Senior TV Specialist	✔ (2)						
Senior Radio Specialist	✔ (2)						
TV Specialist	✔ (3)	✔ (2)					✔
Radio Specialist	✔			✔			✔
Program Manager	✔						✔
Coordinating Producer		✔					
Executive Officer				✔			✔
Senior Advisor							✔

Note: Numbers signify additional staff working in the position listed

Source: Office of Personnel staffing summary, 2005; CFO review, 2006

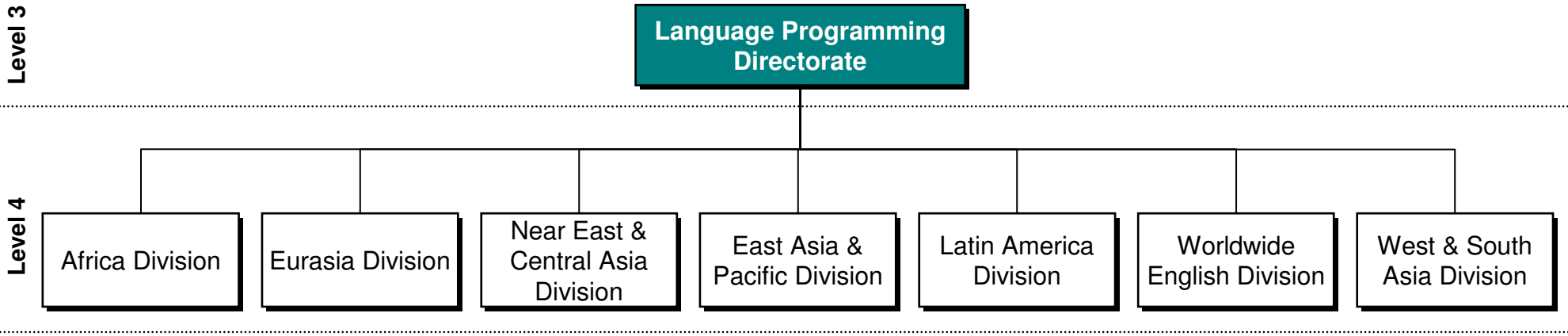
Denotes no position of this description allocated to Division

The number of individual language services managed within a single division varies by region



Source: VOA programming guide (2005); BAH interviews

The Language Programming Directorate also manages functional teams that support all the regional divisions



Support units serving all divisions

Level 5

Versions Team

- Plan and directs production of language versions for produced and acquired film and videotape programs
- Arranges for simultaneous translators to translate during live TV programs

TV Enhancement Team

- Supports the launching of television broadcasting
- Trains staff on television skills
- Represents prioritized regions for television expansion

Audience Mail Office

- Reviews and responds to audience mail
- Tracks incoming mail and provide statistical analysis of important data and trends

Source: Language Programming overview documents; BAH interviews

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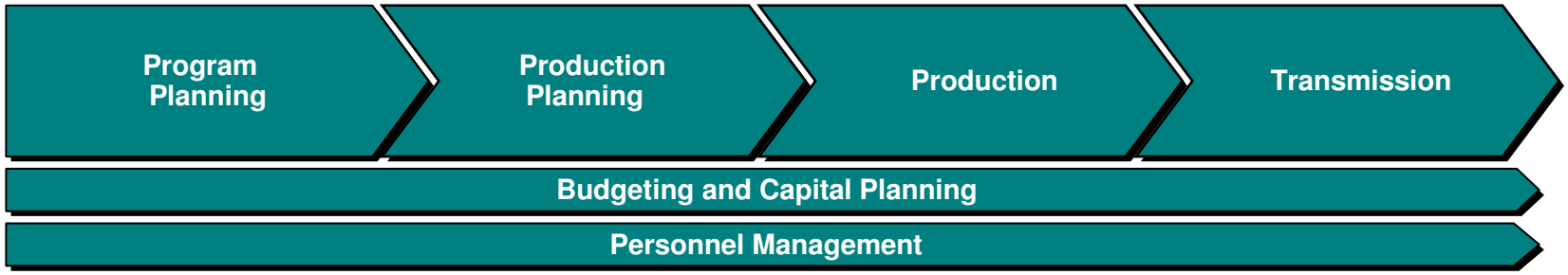
This section describes IBB/VOA's "core" business processes and includes our findings on each

- This section provides a high-level description of the "core" business processes involved in bringing VOA programming to listeners and viewers, including key support processes that provide resources to that effort
  - This section includes: an overview of the broadcast process; program and production planning; transmission planning; content gathering; radio production; TV production; personnel management; capital planning and budgeting
- Process descriptions were compiled primarily from interviews with participating management and staff, as very few of the processes were documented in detail
  - Some processes have many variations among the different units, and there are many informal process "work-arounds;" we sought to capture the most commonly used process
- A summary of participants' observations and comments follows each process; these are headed "Issues Raised" and are coded by letter to particular points on the related process map
- Each process was verified / confirmed by the primary "owners" of each process; e.g. managers with responsibility for key elements of the process
  - Independent verification of these processes was beyond the scope of this exercise; however, process maps were reconciled and reconfirmed to eliminate factual inconsistencies to the greatest extent possible

IBB/VOA's broadcasting process spans a wide range of activities and encompasses numerous distinct functions



KEY ACTIVITIES:

PROGRAM PLANNING

- Market research
- Content strategy definition
- Program type planning (format)
- Affiliate solicitation
- Individual program definition

PRODUCTION PLANNING

- Implementation planning
- Detailed scheduling of operations
- Facilities management for assets used in production

PRODUCTION

- Content gathering
- Processing activities (editing / dubbing)
- Broadcasting
- Master control / assemblage
- Library / Storage

TRANSMISSION

- Transmission of broadcast programs
- Infrastructure management
- Network management

BUDGETING AND CAPITAL PLANNING

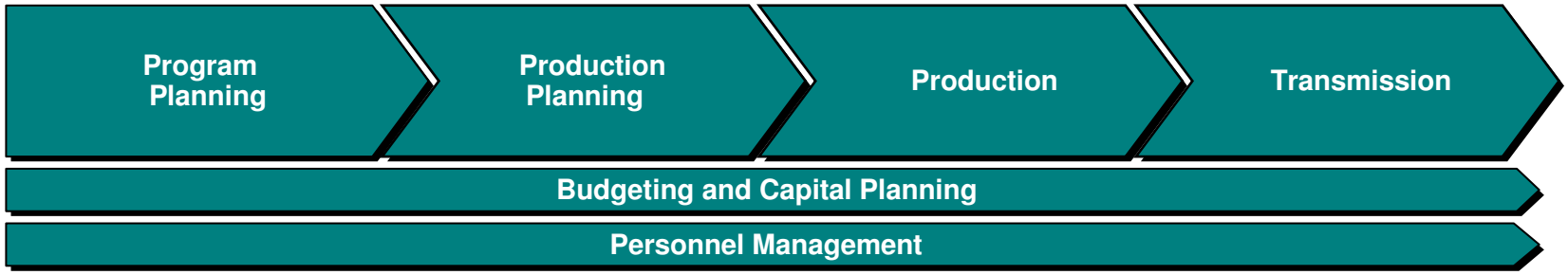
- Strategic management and performance
- Resource planning and allocations
- Capital and IT planning

PERSONNEL MANAGEMENT

- Request for Hiring Exceptions
- Hiring Process
- Selection Process
- Offer Process

Source: BAH Interviews / Analysis

The process flow charts that follow describe IBB/VOA's core operating and support processes



REVIEWED PROCESSES:

PROGRAM PLANNING

- New Programming / Affiliate Acquisition

PRODUCTION PLANNING

- Production Planning

PRODUCTION

- TV Content Gathering
- Radio Content Gathering
- TV Operations
- Radio Operations

TRANSMISSION

- Transmission Operations / Planning

BUDGETING AND CAPITAL PLANNING

- Capital and IT planning
- Budget Formulation
- Budget Execution

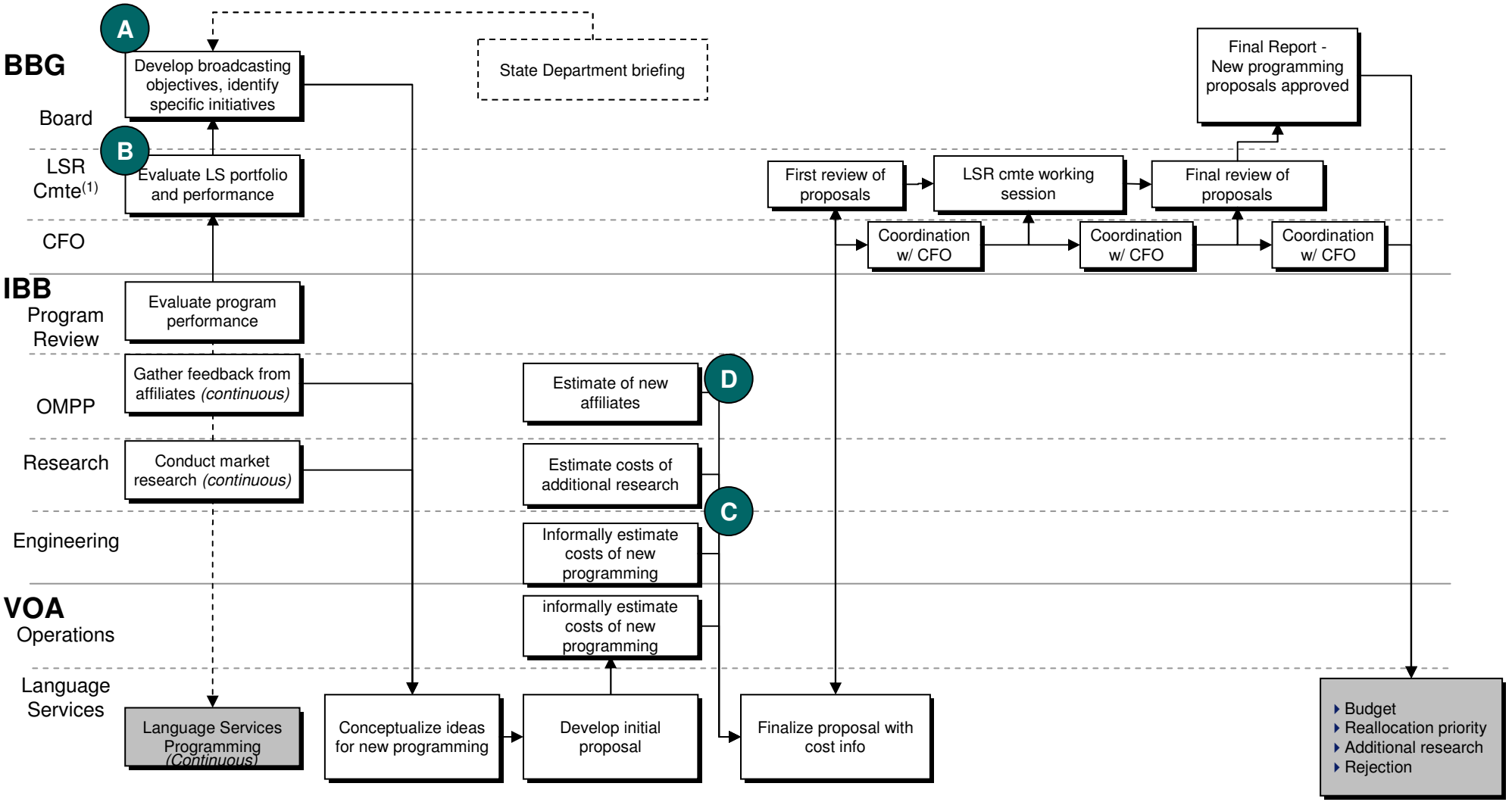
PERSONNEL MANAGEMENT

- Request for Hiring Exceptions
- Hiring Process
- Selection Process
- Offer Process

Source: BAH Interviews / Analysis

Current IBB/VOA Program Planning Process – New Programming

Input:	Output:
▸ Market research ▸ Program performance data ▸ BBG priorities ▸ Affiliate input/unsolicited audience feedback	▸ Program enhancements/deletions ▸ Additional research requirements ▸ Changes to existing programming



(1) LSR Cmte is the Language Services Review Committee including Board members and staff

Source: BAH interviews; FY05 Language Service Review documents

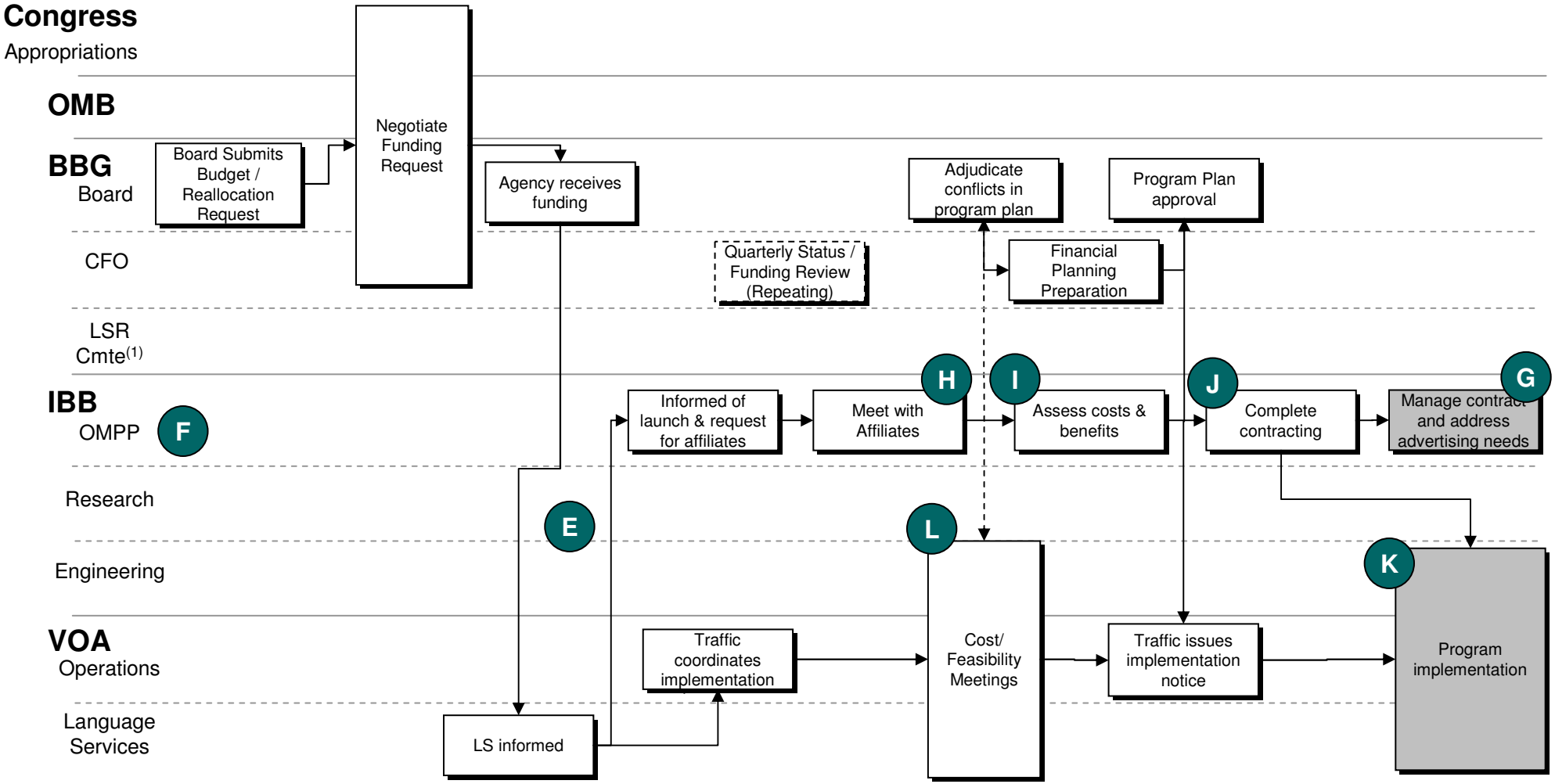
Issues Raised: Program Planning Process

Letter	Issues	Source
A	▸ The language review/program enhancement process has been substantially revised to become the primary planning cycle encompassing BBG's direction. It now includes relatively clear steps and roles. Previously, program planning was largely conducted on an ad hoc basis with limited transparency – However, some managers and staff are uncertain of the program enhancement process and how decisions are made	▸ Memo documentation from FY 2005 Language Service Review ▸ Interviews
B	▸ Language Services managers and staff reported that they have no formal opportunity to evaluate support services and provide feedback – Current review process does not clearly articulate assessment of support service performance	▸ Interviews ▸ Sample FY 05 program reviews ▸ FY 03, 04, 05 Language Services Reviews
C	▸ Staff report a lack of a clear and consistent approach to identifying support services required by each language service in order to be successful – Language Services managers indicate that their relationship with IBB support units in the program proposal phase is based on collaboration/consensus – there are not formal relationships or clear decision rights to determine resource requirements	▸ Interviews ▸ Process maps
D	▸ Interviewee feedback indicated that a lack of adequate advance planning is perceived to create capacity constraints and to force reprioritizations during implementation – Interviewees asserted that the shortened time period during the program enhancement process may not be enough to make reasonable cost estimates – Interviewees asserted individual cost estimates for additional programming do not take all support services into account – Interviewees asserted VOA broadcast operations lacks a formal and consistent process to assess new program costs. VOA broadcast operations managers feel their input has little impact on the program planning process.	▸ Interviews ▸ FY 2007 Program Enhancement proposal copies ▸ Copies of Traffic Division implementation notices, 2005

Note: Letters correspond to process maps on the preceding page

Current IBB/VOA Program Planning Process – New Programming (cont'd)

Input:	Output:
▸ New programming initiative approval ▸ Funding for programming	▸ Approved affiliate contract for placement of programming ▸ Programming schedule for production implementation



(1) LSR Cmte is the Language Services Review Committee including Board members and staff
Source: BAH interviews

Issues Raised: Program Planning Process…(cont'd)

Letter	Issues	Source
E	▸ Interviewees questioned the breakdown of responsibilities between OMPP and Language Services and suggested that the process does not fully leverage core capabilities and skills of each unit – As programs are planned, there is often direct BBG-OMPP interaction, without a concurrent involvement of Language Services regarding the program that it may be called upon to deliver – The marketing process sometimes occurs simultaneously with program creation – without a consistent process or practice of coordination; interviewees reported that OMPP receives demo tapes to help it place programming on affiliates for some programs, but not in all instances	▸ Interviews ▸ Process map
F	▸ Both Language Services and OMPP interviewees suggested that improvements in OMPP capabilities were necessary – Language Services managers and staff asserted that some marketing personnel do not speak the primary language(s) of the countries in the regions in which they work. Conversely, some who do have appropriate language skills do not a depth of marketing experience	▸ Performance review ▸ Marketing database analysis
G	▸ Interviewees asserted that informal effort is sometimes required from Language Services to manage advertising contracts (a role which is ordinarily the responsibility of OMPP staff) – Interviews indicate instances in which Language Services staff manage advertising contracts because those staff have the greatest local expertise and appropriate language skills	▸ Interviews
H	▸ Interviewees indicated that the decision authority for affiliate acquisition is not exercised consistently between Language Services and OMPP – Language Services staff and managers sometimes directly solicit and make agreements with affiliates themselves (without support from OMPP) because they have established relationships within the region, and they have local expertise and language skills	▸ Interviews

Note: Letters correspond to process maps on the preceding page

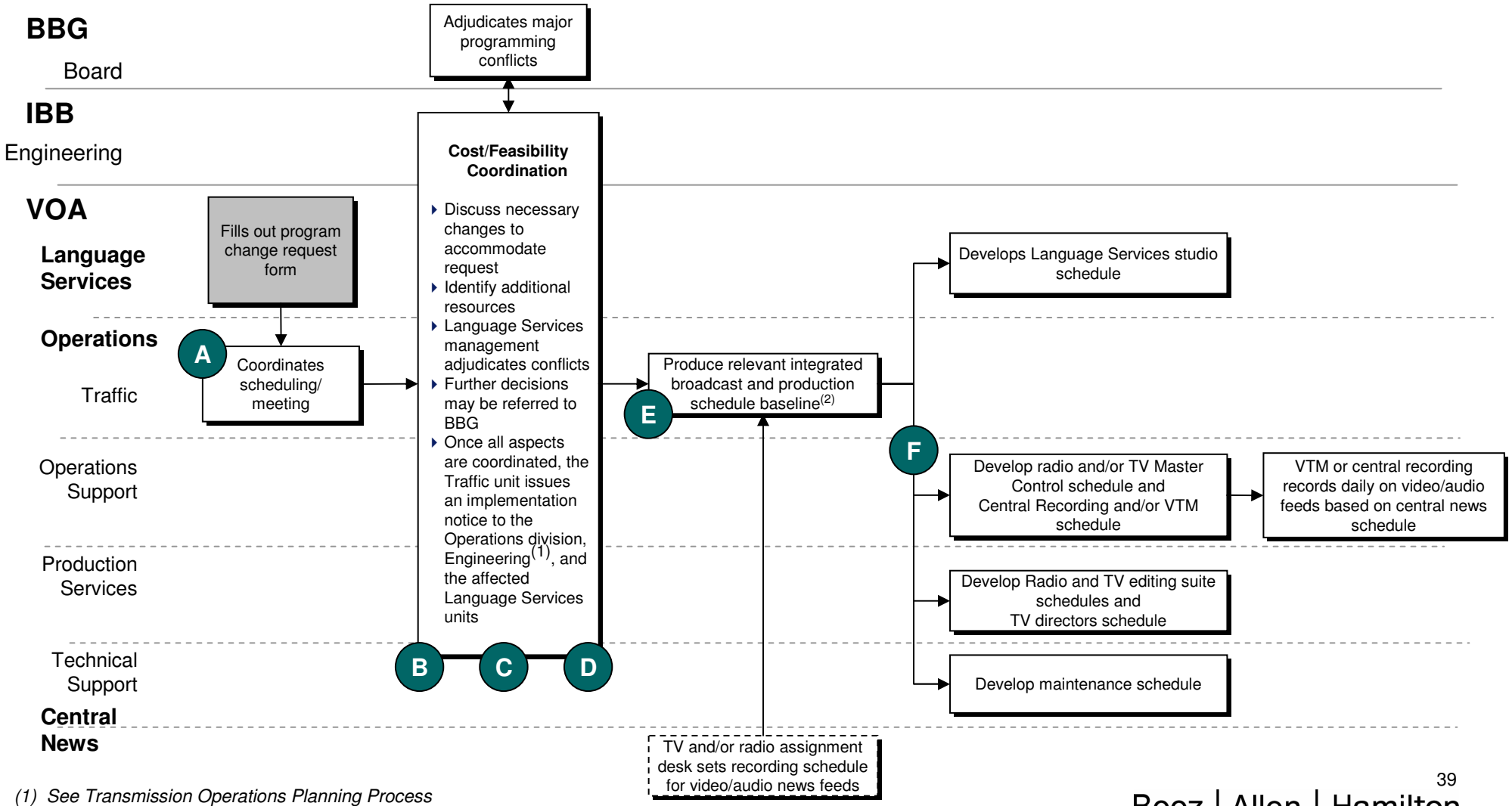
Issues Raised: Program Planning Process…(cont'd)

Letter	Issues	Source
I	▸ Performance of affiliates and program placements are not evaluated independently – Metrics/measures of placement success are gathered by OMPP field staff and may not be independently verified	▸ Interviews
J	▸ Interviewees reported that programs are sometimes developed and produced with no affiliate committed to broadcasting the program – Affiliate recruitment is sometimes not completed in time of program launching – The recent enhancement of Russian programming was highlighted as an example	▸ Process map ▸ Interviews
K	▸ Interviewees commented that the Program Planning decision-making process varies and that this variation causes inadequate and/or delayed consideration of relevant resource constraints – For example, arrangements are sometimes made with affiliates before VOA Operations can provide input on the cost/resource implications of providing the programming.	▸ Interviews
L	▸ Interviewees commented that significant, unnecessary re-work of a new program and the resources allocated to support it is often required during the implementation stage – Interviewees reported that programming considerations that were overlooked during the planning/feasibility stage of the process force alterations to the program or to the resource allocation of other programs during the implementation phase – Interviewees cited changes that include altering the format/content of the intended program and/or re-allocating man hours, studio time, or transmission capacity in an ad hoc manner	▸ Interviews

Note: Letters correspond to process maps on the preceding page

Current IBB/VOA Production Planning Process

Input:	Output:
▸ Language Service Program change request ▸ Content change or initiation request from the Director of Language Services ▸ Inventory of studio equipment and capability	▸ New production and operations schedules for Language Service and Operations divisions



(1) See Transmission Operations Planning Process
(2) Ad Hoc changes occur on a daily basis to the production schedule
Source: BAH interviews

Issues Raised: Production Planning

Letter	Issues	Source
A	▸ Timeframe for program enhancements / alterations varies – Reconciling conflicting needs for production resources depends on the flexibility of affiliate demands, program format and style requests, availability of applicable Operations Directorate labor, and equipment. Some program changes require several program coordination meetings – Situations occur where a single Language Service will accumulate three different program change implementations over 3-4 months because new requests are submitted before previous ones can be reconciled and completed	▸ Interviews ▸ Notes from 2005 Indonesia program change implementation ▸ Copies of Traffic Division implementation notices, 2005
B	▸ Implementation and cost feasibility assessments are conducted on a rolling, per-program basis without clear metrics that generate boundaries for what a program is operationally allowed to request	▸ Interviews ▸ Copies of implementation notices, 2005
C	▸ Resource trade-off decisions are often made at the implementation stage rather than during earlier strategic and program planning phases – Program planning involves informal and non-binding input from Operations – Resources that existed during program planning may no longer be available at the time of program implementation – Operations managers claim that the inadequacy of information they receive from program planning leaves them unable to create a corresponding operational plan	▸ Interviews ▸ Copies of Traffic Division implementation notices, 2005

Note: Letters correspond to process maps on the preceding page

Issues Raised: Production Planning…(cont'd)

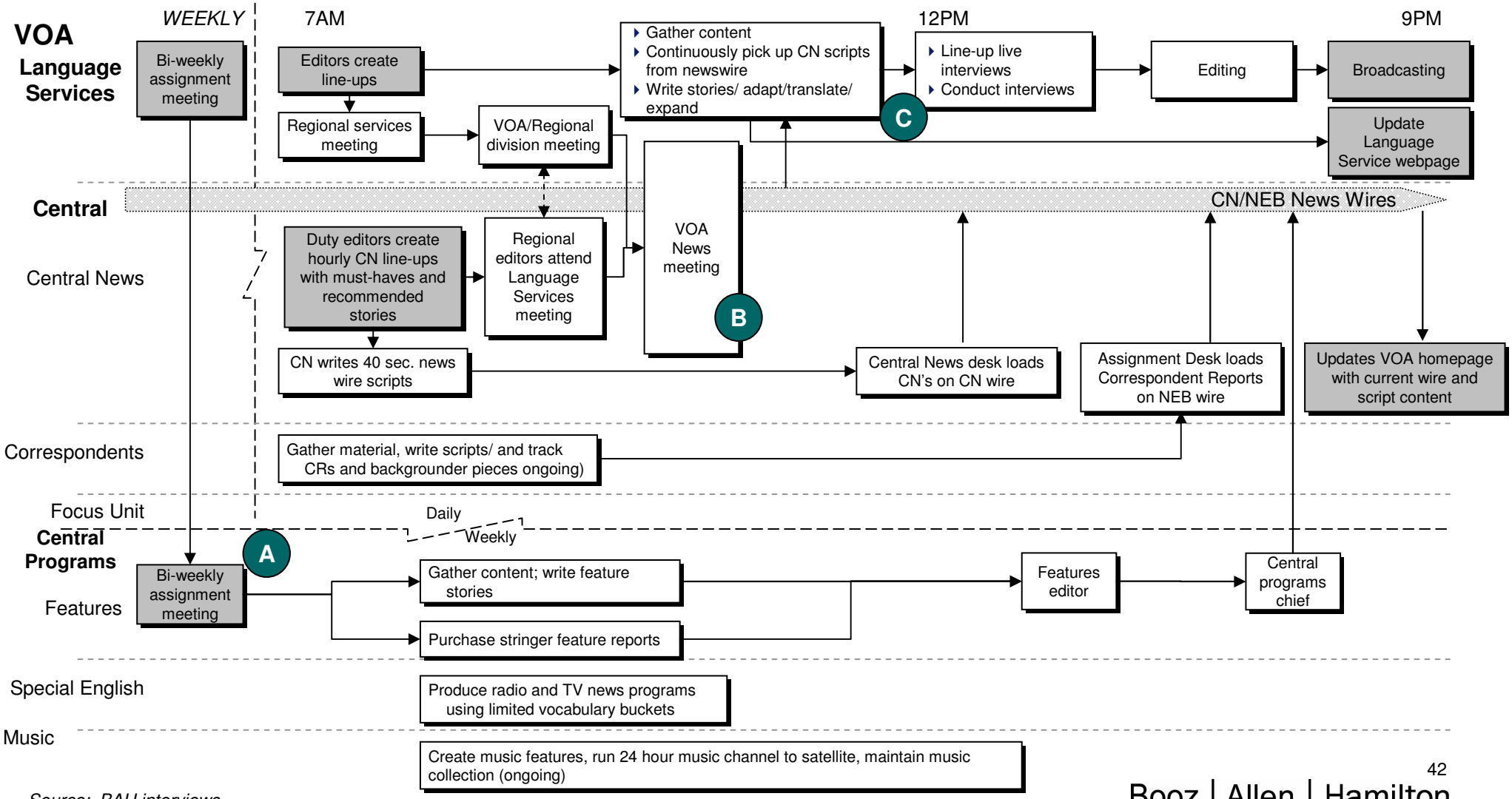
Letter	Issues	Source
D	▸ TV broadcasting requires more technicians and other staff resources than does radio broadcasting – Interviewees stated that at least four times as many staff are needed to develop an hour of television programming as are required to develop an hour of radio – The VOA's gradual increase in television programming impacts staff workload and availability	▸ Interviews
E	▸ Interviewees indicated that once a program implementation plan is negotiated and scheduled, it is considered completed and is not reviewed after production begins	▸ Interviews
F	▸ Feedback from interviews indicated that the Operations schedule for program production is constrained by both labor and equipment resources – Schedule might dictate that a program broadcasts out of different studios on different days of the week, or assigns different production or TV control room crews to the same program	▸ Interviews ▸ Notes from 2005 Indonesia program change implementation

Note: Letters correspond to process maps on the preceding page

Business Process…Content Gathering (Radio)

Current IBB/VOA Daily Content Gathering (Radio)

Input:	Output:
▸ AP, Reuters, AFP, DPA news wires ▸ Current events ▸ Program content ideas from Language Services	▸ Material/content ready for editing ▸ Edited packages prepared for radio broadcast



Source: BAH interviews

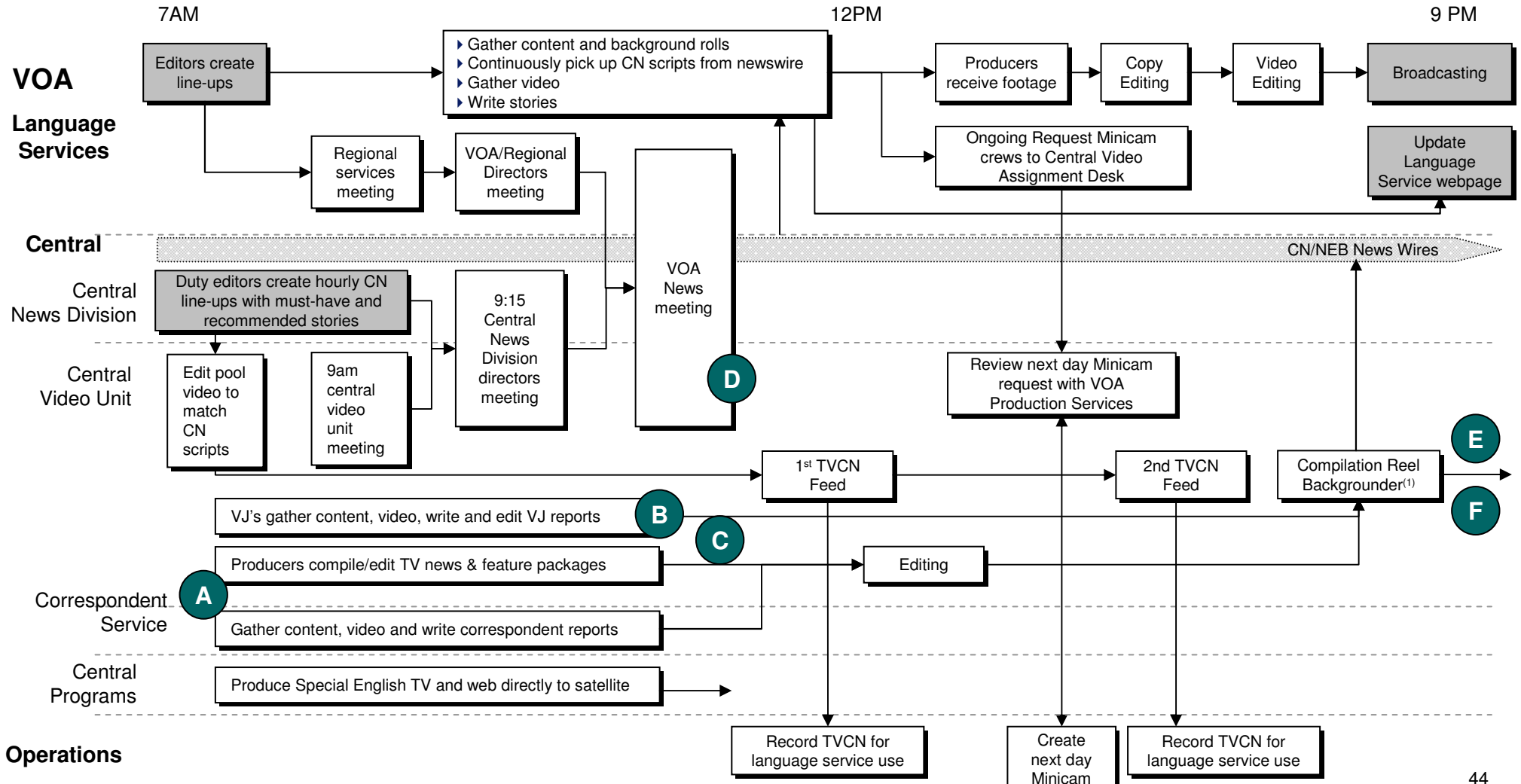
Issues Raised: Content Gathering (Radio)

Letter	Issues	Source/Explanation
A	▸ Biweekly assignment meeting does not bind any program to use the features pieces – Lack of a control mechanism to compel Language Services to maximize use of features produced by Central Programming	▸ Interviews ▸ Meeting attendance data
B	▸ Language Service interviewees reported that stringer assignments are not consistent with Language Services' perceived needs – They believe that audiences prefer more local stringer usage – They noted that the inconsistent use of individual stringers is limiting their access to "first tier" stringers, as competitors are offering retainer compensation in addition to the stringer rate	▸ Interviews ▸ Stringer utilization data from a regional division
C	▸ Language Service interviewees expressed dissatisfaction with weekly and monthly production of items from the Central News division – They commented that production timing does not consistently match broadcast programming needs (Language Services has evaluated daily and weekly production cycles of Central News division reports and compared those production cycles to broadcast programming needs)	▸ Interviews ▸ Language Programming Production/Utilization analysis

Note: Letters correspond to process maps on the preceding page

Current IBB/VOA Daily Content Gathering (TV)

Input:	Output:
▸ CN news-wire scripts ▸ Current events ▸ Program content ideas ▸ APTN, NewsOne, Washington Pool Video	▸ Material/content ready for editing ▸ Edited story packages ready for TV broadcast ▸ TVCN feeds and Daily Compilation Reel



(1) Compilation Reel is available for next morning broadcasts

Source: BAH interviews

Issues Raised: Content Gathering (TV)

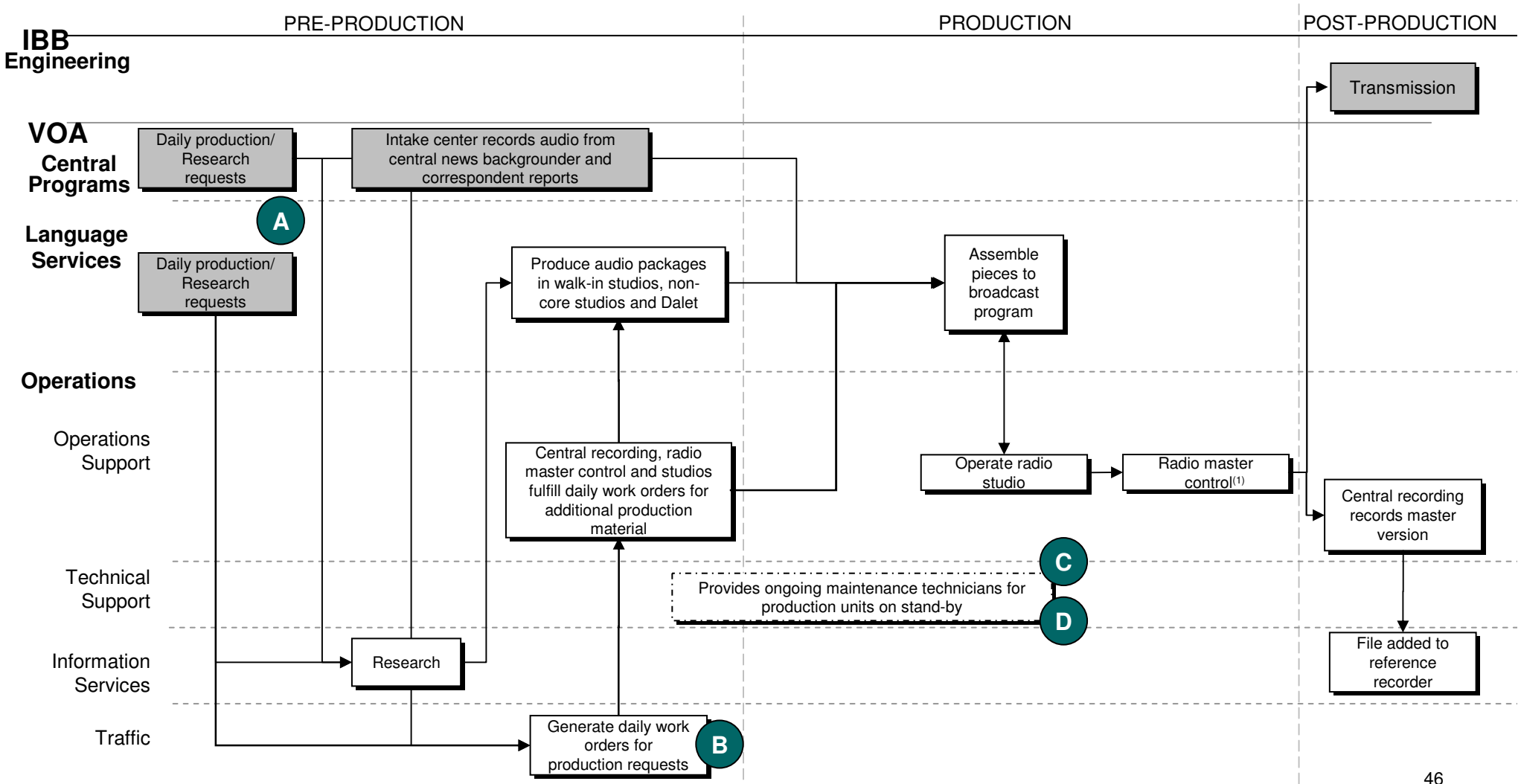
Letter	Issues	Source
A	▸ Interviewees stated that Language Services' needs/requests do not consistently influence Central Programming assignments – Central News does not require stories to be "commissioned" by a Language Service in order to be produced – Use of Central Programming material varies across Language Services	▸ Interviews ▸ Central Scripts/ AVSTAR usage data
B	▸ VJ's write, shoot and produce original pieces, often on location, that usually take several days to a week to complete	▸ Interviews
C	▸ Central News and Language Service program budgets are separate, so the cost per program or cost per listener calculations do not include the cost of news gathering or production for the CN pieces that are used in the LS broadcasts	▸ BAH team analysis
D	▸ The VOA news meeting is described as a coordination and information sharing meeting more than as a decision-making venue	▸ Interviews
E	▸ Central Programming television packages are assembled into the Compilation Reel in the evening, after many language services have already completed that day's broadcast – Language services can use packages for the following day's broadcast if still timely	▸ Interviews
F	▸ TV utilization logs captured in AVSTAR are not linked with the Central Scripts usage system. Outputs of both systems do not track critical performance measures – No single database is capturing programming performance – No succinct performance information captures use of Central News products by Language Services, or production rates for Central Programs	▸ BAH team analysis

Note: Letters correspond to process maps on the preceding page

Business Process…Operational Flow (Radio)

Current IBB/VOA Daily Operational Flow (Radio)

Input:	Output:
▸ Program line-up ▸ Radio production and research requests ▸ Gathered content	▸ Final VOA radio broadcasts prepared for transmission



(1) Hand-offs alter slightly if program is a recorded broadcast instead of live

Source: BAH interviews

Issues Raised: Operational Flow (Radio)

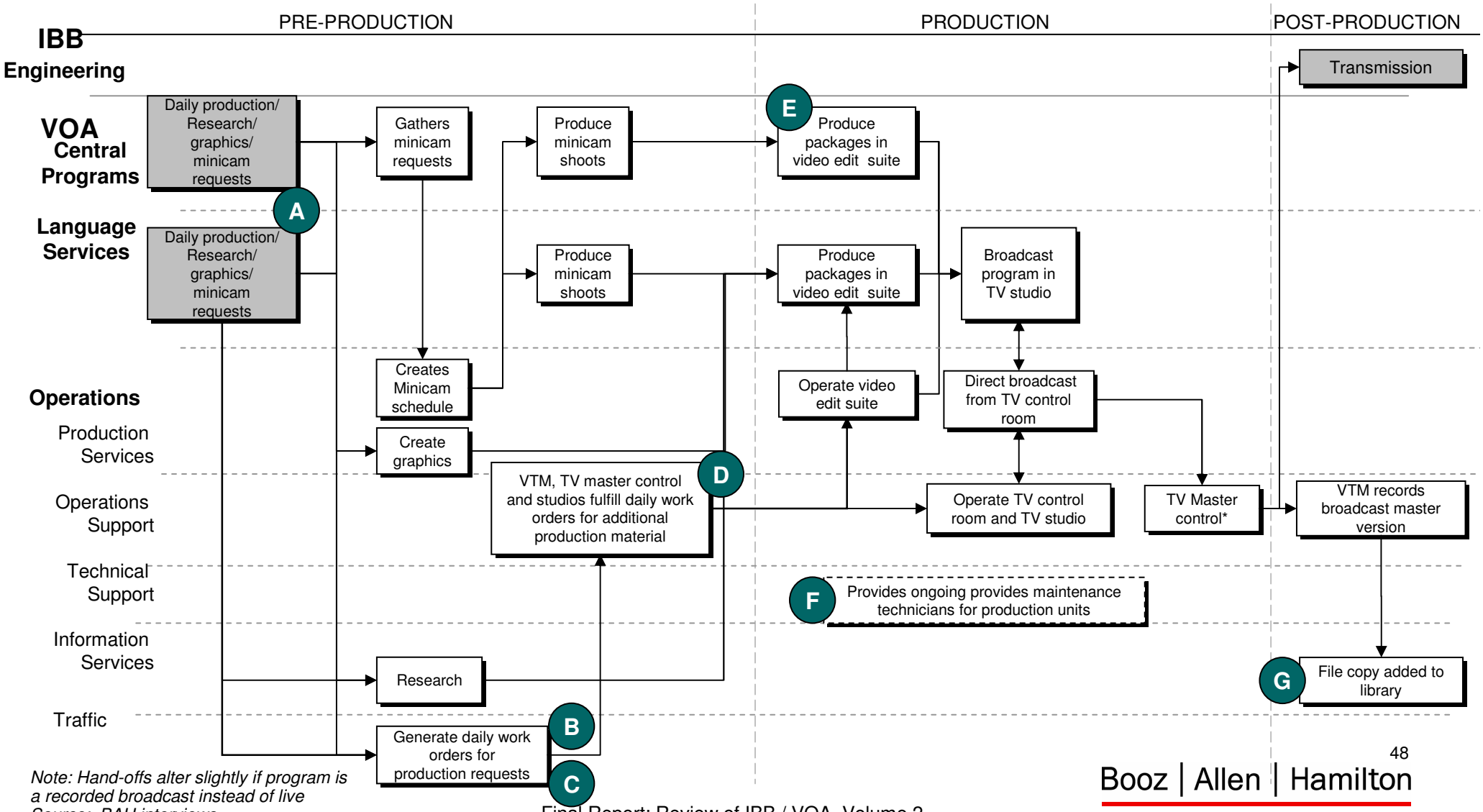
Letter	Issues	Source
A	▸ Both Language Services and Central Programming issue production requests to Operations services creating potential resource and scheduling conflicts	▸ Interviews
B	▸ Interviewees stated that unions' agreements with management prohibit Operations managers from interchanging radio workforce and TV workforce, regardless of individual capabilities for tasks	▸ Interviews
C	▸ Interviewees also singled out union contract restrictions constraining managers from hiring contractors for radio technical and maintenance functions – Managers reported that this increases radio overtime expenditures to complete production for radio programming	▸ Frequency of set design changes
D	▸ Managers' perception was that maintenance staff were trained in older technology and have had difficulty adapting to changing technological requirements – Managers perceive that the quality of production is hurt because staff are not consistently able to use the full potential of available technology	▸ Interviews

Note: Letters correspond to process maps on the preceding page

Business Process…Operational Flow (TV)

Current IBB/VOA Daily Operational Flow (TV)

Input:	Output:
▸ Program line-up ▸ Television production, research, graphics and minicam requests ▸ Gathered content	▸ Final VOA television broadcasts prepared for transmission



Note: Hand-offs alter slightly if program is a recorded broadcast instead of live
Source: BAH interviews

Issues Raised: Operational Flow (TV)

Letter	Issues	Source
A	▸ Operations managers and staff felt that Language Services and Central Programming have duplicative, concurrent processes that demand Operations unit resources	▸ Interviews ▸ Programming schedules
B	▸ Daily operations requests made by Language Services and Central Programming modify the operations schedules that were established during program implementation phase – Production requests require TV technicians, camera staff, studio staff or master control operators who must be scheduled through traffic and resourced away from their normal operating schedules	▸ BAH team comment
C	▸ Television studios and technical staff do not operate 24 hours a day/ 7 days a week (unlike radio staff) – Scheduling options for studio time/capacity are much more limited than for radio	▸ Interviews
D	▸ Budgetary processes do not simultaneously provide programming flexibility (within existing programs) and financial accountability – Language Services do not budget overages for technical services to cover requests they may make of the Operations unit that require overtime – Language Services forgo coverage opportunities or reprioritize existing funds	▸ Interviews ▸ Budget/resource allocation processes

Note: Letters correspond to process maps on the preceding page

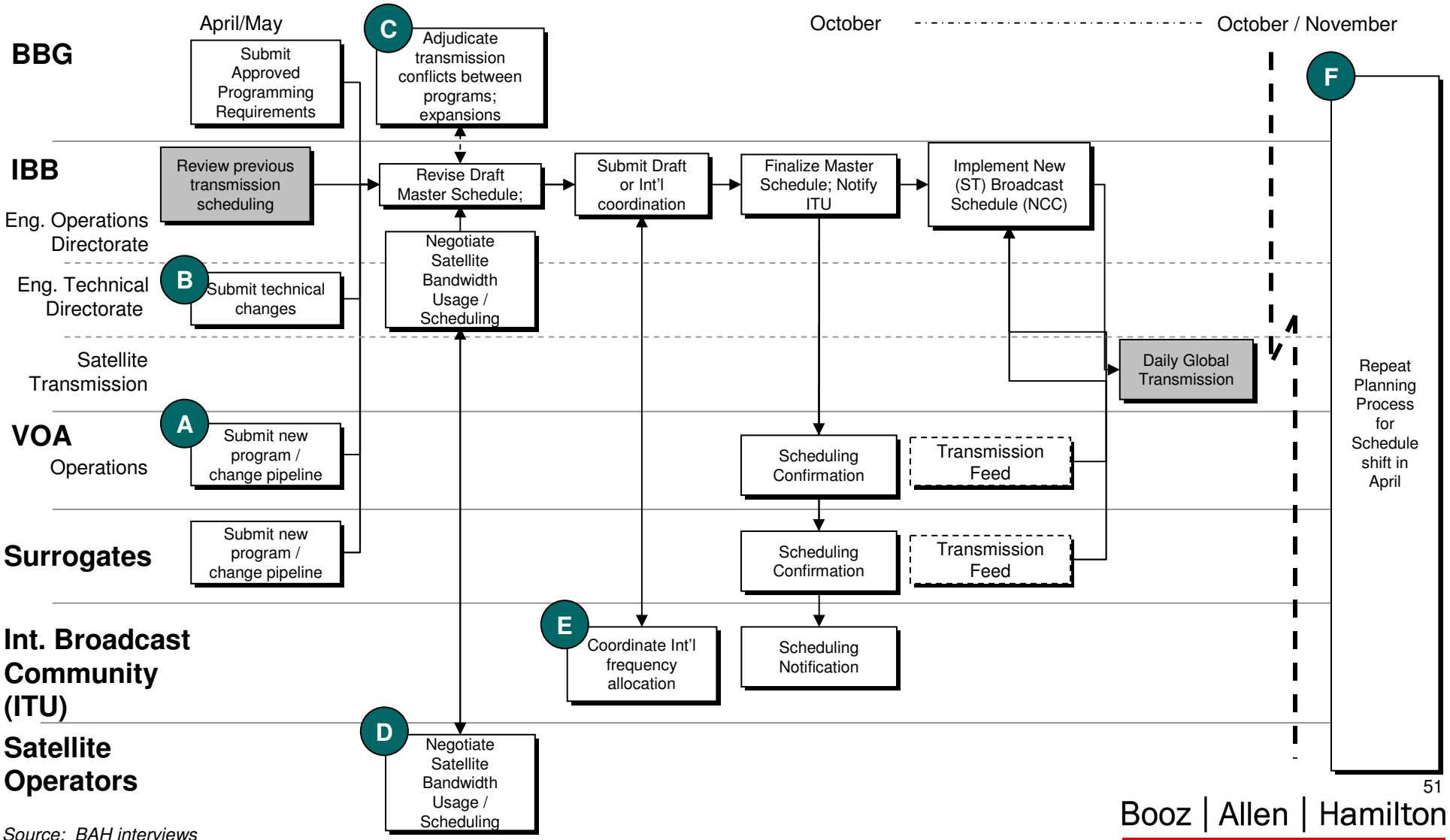
Issues Raised: Operational Flow (TV)…(cont'd)

Letter	Issues	Source
E	▸ VOA staff who are experienced and trained in radio production are being asked to produce television – Staff is recently trained in television equipment and production techniques, but some question the sufficiency of the training	▸ Interviews
F	▸ Operations staff commented that the antiquated technical assets and equipment require a significant amount of maintenance, and can lengthen production times	▸ Facilities tour and asset inventory ▸ Interviews
G	▸ Staff stated that the Digital Asset Management is not enabling user-friendly storage and retrieval – Interviewees claimed this is increasing time and effort required in information retrieval and content gathering for language and news programs	▸ Interviews

Note: Letters correspond to process maps on the preceding page

Current IBB/VOA Transmission Operational Planning Process

Input:	Output:
▸ Standing Master Transmission Schedule ▸ New programming requirements ▸ Technical Infrastructure Upgrades/Adjustments ▸ Upcoming program changes	▸ Satellite Transmission Feeds



Source: BAH interviews

Issues Raised: Transmission Operations Planning Process

Letter	Issues	Source
A	▸ The programming enhancement / change development pipeline is not tracked centrally, leading to a perception of insufficient lead time in capacity planning – VOA does not have formal, ongoing project milestone reporting requirements for program development that would allow Operations and Engineering to anticipate probable changes in capacity utilization	▸ Interviews
B	▸ Adjustments to the master schedule can be triggered by planned technical upgrades, such as transmission capacity	▸ Interviews
C	▸ Board adjudicates the use of transmission capacity when delivery scheduling conflicts between either language services within an entity (e.g. VOA) or between entities (e.g. VOA and RFE/RL) – Board adjudicates conflicts that are strategic in nature; e.g. conflicts that require the movement or elimination of transmission of one program as a result of the requirements of a higher priority program, or conflicts that require the consideration of significant additional transmission capacity	▸ Interviews
D	▸ Adjustments in programming, particularly TV, can trigger a renegotiation of satellite bandwidth procurement – Interviews indicated that as the BBG fulfills its stated objective to have a greater TV presence, satellite transmission expenditures are likely to increase significantly	▸ Interviews

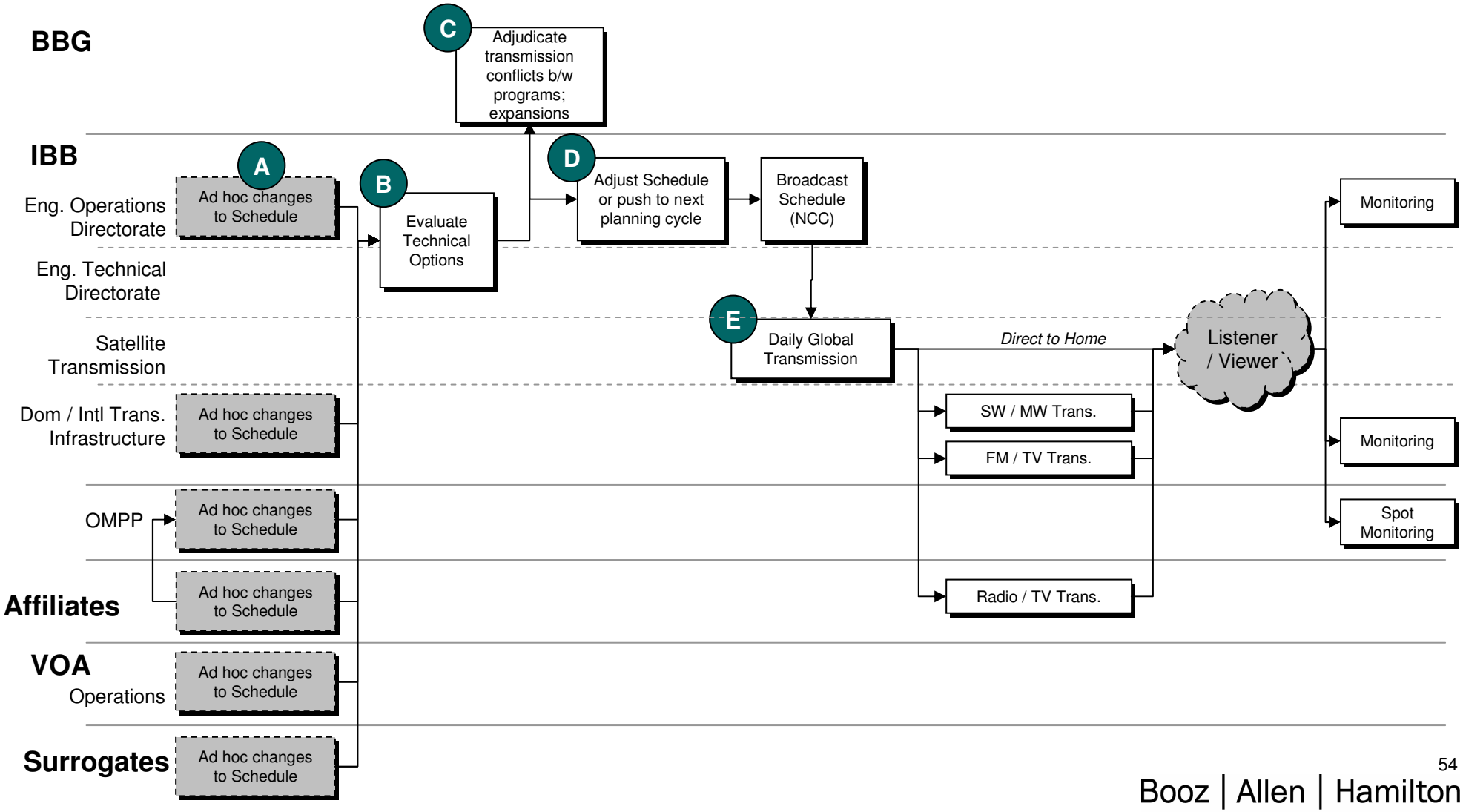
Note: Letters correspond to process maps on the preceding page

Issues Raised: Transmission Operations Planning Process…(cont'd)

Letter	Issues	Source
E	▸ The IBB Engineering and Technical Directorate is responsible for coordinating the use of frequencies with the international community – This coordination occurs at regular intervals throughout the broadcast year – Priority is generally given to a broadcaster with historical use of a frequency; As the U.S. has been broadcasting longer and more broadly than a vast majority of countries, it lays claim to a large (and desirable) collection of spectrum assets	▸ Interviews
F	▸ The Transmission Operations Planning process is triggered by the global shift between Daylight Savings Time and Standard Time and technical differences in radio transmission that occur between seasons – The shift in time assignment provides an optimal forum for making transmission adjustments required by programmatic changes – The planning process is initiated 4-5 months prior to the expected shift between DST and ST	▸ Interviews

Note: Letters correspond to process maps on the preceding page

Current IBB/VOA Ongoing Transmission Operations Process			
Input:	▸ Ad hoc (out of cycle scheduling changes)	**Output:**	▸ Radio / TV Broadcast programming



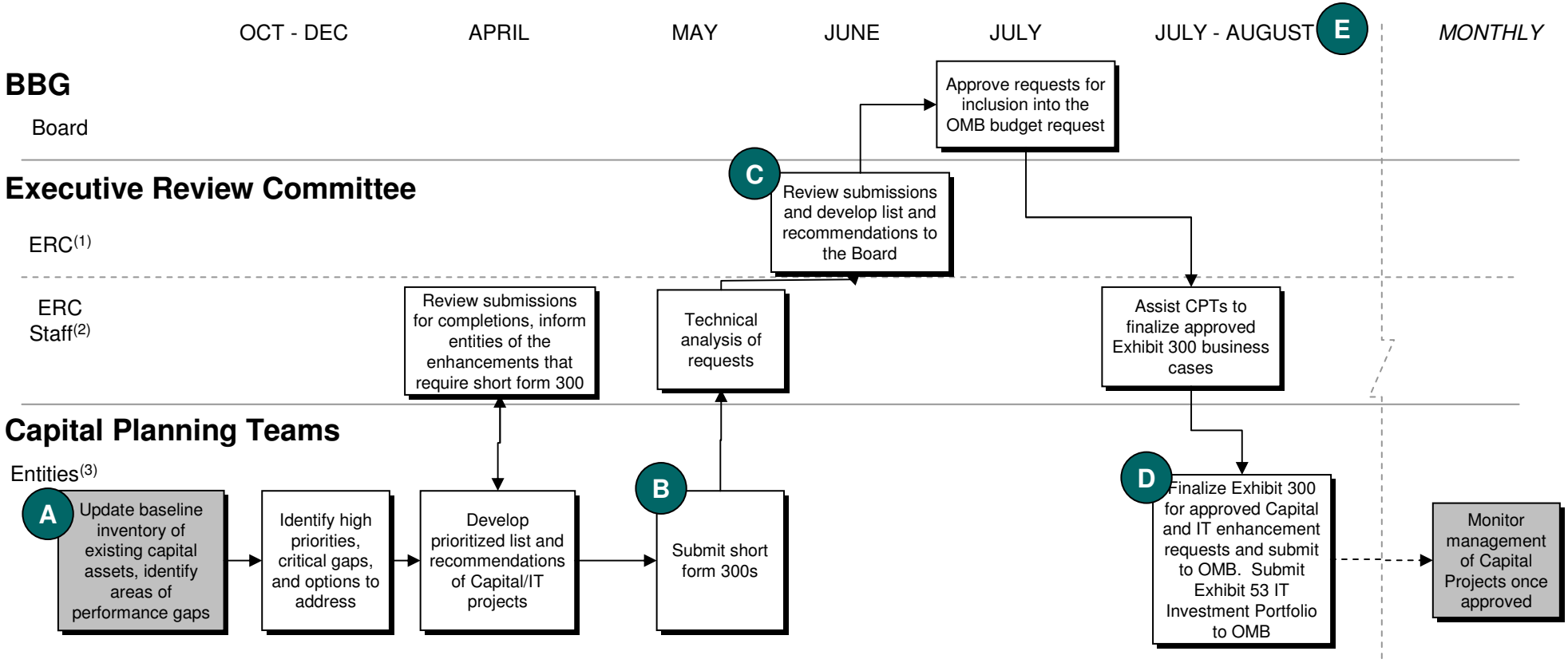
Source: BAH interviews

Issues Raised: Ongoing Transmission Operations Process

Letter	Issues	Source
A	▸ "Out-of-cycle" changes can be triggered by the broadcasters or by required technical maintenance – The launch of new programs and changes to existing programs on an "ad hoc" basis may trigger scheduling adjustments – Affiliates can also require technical changes; these are typically filtered through the OMPP, but may also be a direct request to the Operations directorate – Technical failure or maintenance requirements are passed through the Eng Tech Directorate – Coordination between OMPP and broadcasters is inconsistent when processing affiliate scheduling changes	▸ Interviews
B	▸ Eng Operations Directorate works with the Technical Directorate on out-of- cycle changes	▸ Interviews
C	▸ BBG adjudicates the use of transmission capacity when ad hoc delivery scheduling conflicts between either language services within an entity (e.g. VOA) or between entities (e.g. VOA and RFE/RL) occur – The BBG adjudicates conflicts that arise from technical, programmatic, or affiliate requirements that cannot be otherwise resolved	▸ Interviews
D	▸ Scheduling changes are accommodated through a technical adjustment, trade-off, or postponement – A number of scheduling changes are "pushed" to the next DST/ST shift cycle	▸ Interviews
E	▸ The satellite transmissions now have (4) paths to the listener/viewer: direct to home; through the owned/leased and operated SW/MW assets; through the owned/leased FM/ Free-to-Air TV assets; and through the affiliate network – Large scale changes to the distribution network have fundamentally changed the scope of the work of the Engineering & Technical services units – Interviewees perceived that additional technologies and additional distribution points (affiliates) have increased the variability and volume of work required of engineering	▸ Interviews

Note: Letters correspond to process maps on the preceding page

Current IBB/VOA Capital & Information Technology Planning Process			
Input:	▸ BBG's strategic planning, budgeting, and performance goals ▸ Baseline inventory of existing capital assets ▸ Identification of gaps	**Output:**	▸ New Capital and IT enhancement projects ▸ Stronger management of current assets



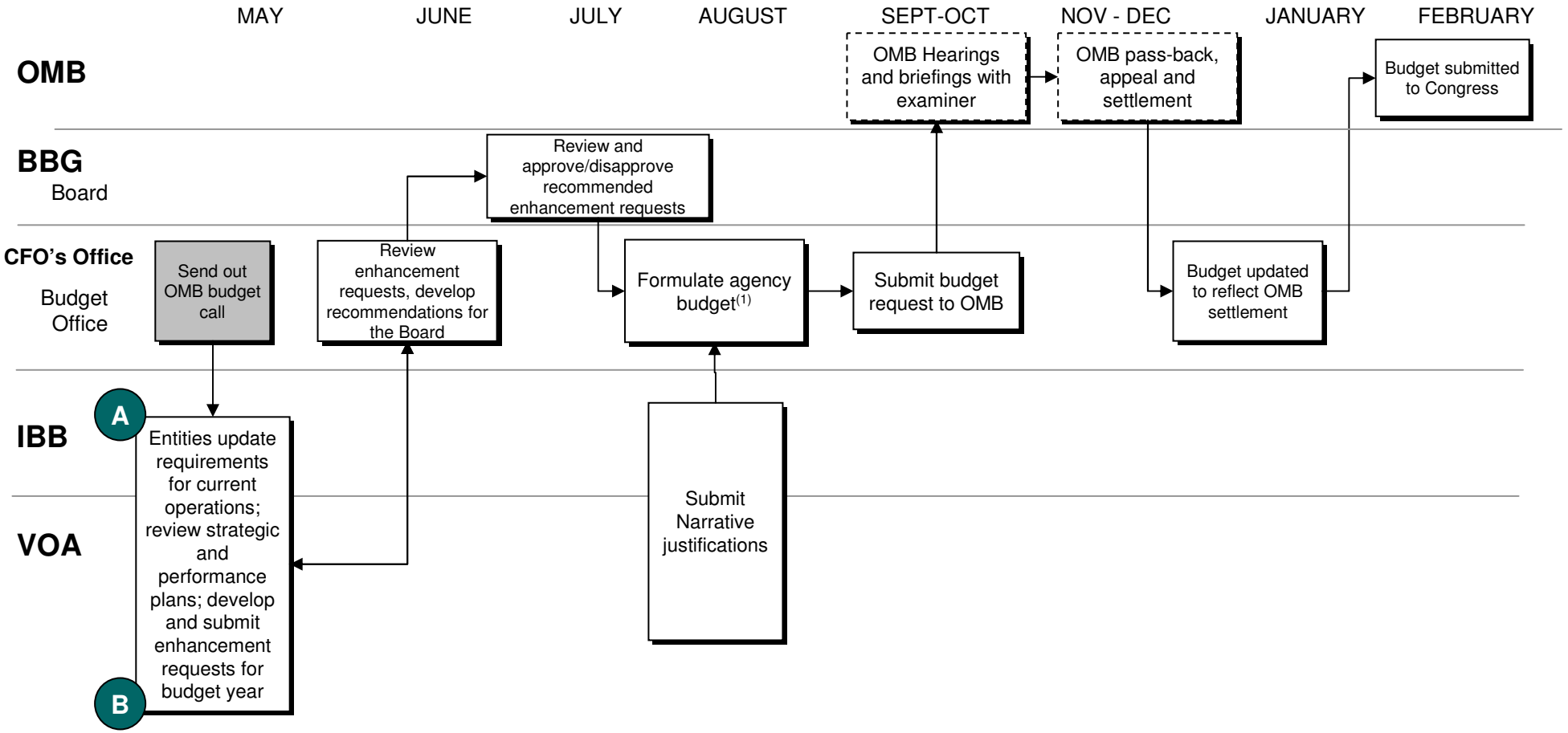
(1) Executive Review Committee: Chair – BBG Executive Director; Members – Broadcast entity heads
(2) Chair – BBG CFO; Members – BBG budget/finance and strategic planning representatives and CIO
(3) IBB, OCB Subcommittee, RFE/RL, RFA, MBN
Note: For VOA- Chair – IBB Director; Members – representatives from VOA Programming, Engineering, OMPP, Computing Services, Procurement, Security, Administration, Budget/Finance, Strategic Management, CIO
Source: BBG Capital & IT Planning Process document; BAH interviews

Issues Raised: Capital and IT Planning Process

Letter	Issues	Source
A	▸ The capital and information technology planning process is very new and has not yet been tested – Process in place roughly one year, and it represents a significant change from prior capital planning activities – Participants view establishment of the process favorably, although they anticipate that several cycles will be necessary before the process is fully functioning	▸ Interviews
B	▸ Participants report that a great deal of effort is expended to develop a large number of capital funding proposals, but relatively few are funded (low "hit rate")	▸ Interviews
C	▸ Despite perceived low "hit rate" for project proposals, managers felt there had not been a significant adjustment in the number or value of capital requests	▸ Capital improvement requests 2003-2007
D	▸ Much of the BBG's infrastructure, particularly broadcast technologies, is considered outdated and well-beyond its expected life-cycle – Transmission and production technologies are seen as behind industry standards	▸ Interviews
E	▸ The cycle time of the mandated federal procurement process is perceived to inhibit rapid response to market needs	▸ Interviews

Note: Letters correspond to process maps on the preceding page

Current BBG Budget Formulation Process			
Input:	▸ Current operations costs ▸ Future needs of BBG entities	**Output:**	▸ Budget request to OMB ▸ President's request to Congress

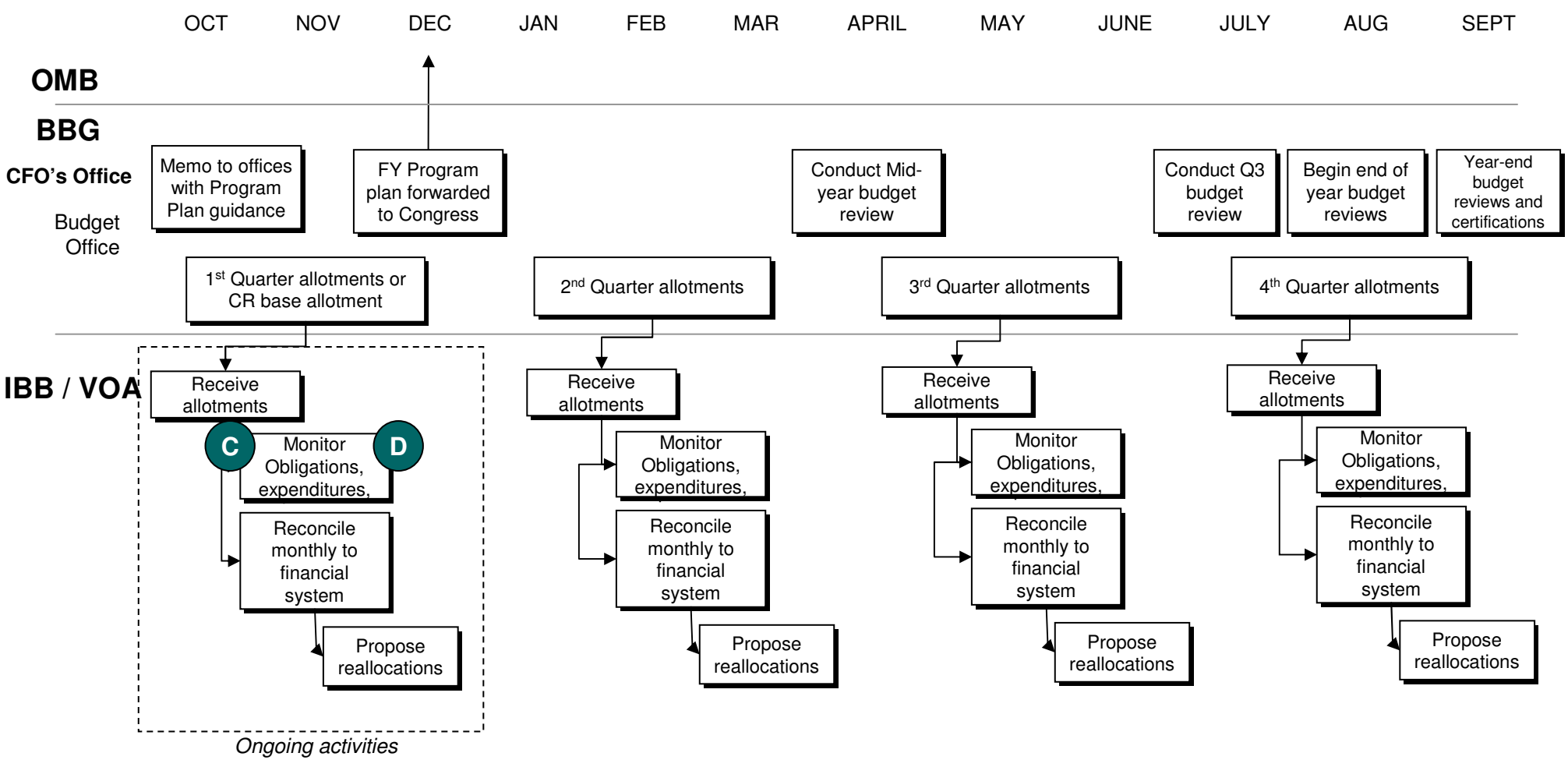


(1) Budget incorporates approved enhancements, updated cost estimates for current operations including COLA, inflation, and exchange rates
Source: CFO Calendar for formulation and execution of FY2005 Budget

Business Process…Budget Execution

Current BBG Budget Execution Process

Input:	▸ President's budget request to Congress ▸ Congressional appropriation	**Output:**	▸ Implementation of BBG programs, enhancements, initiatives ▸ Funding reallocation / reprogramming if necessary to address critical requirements



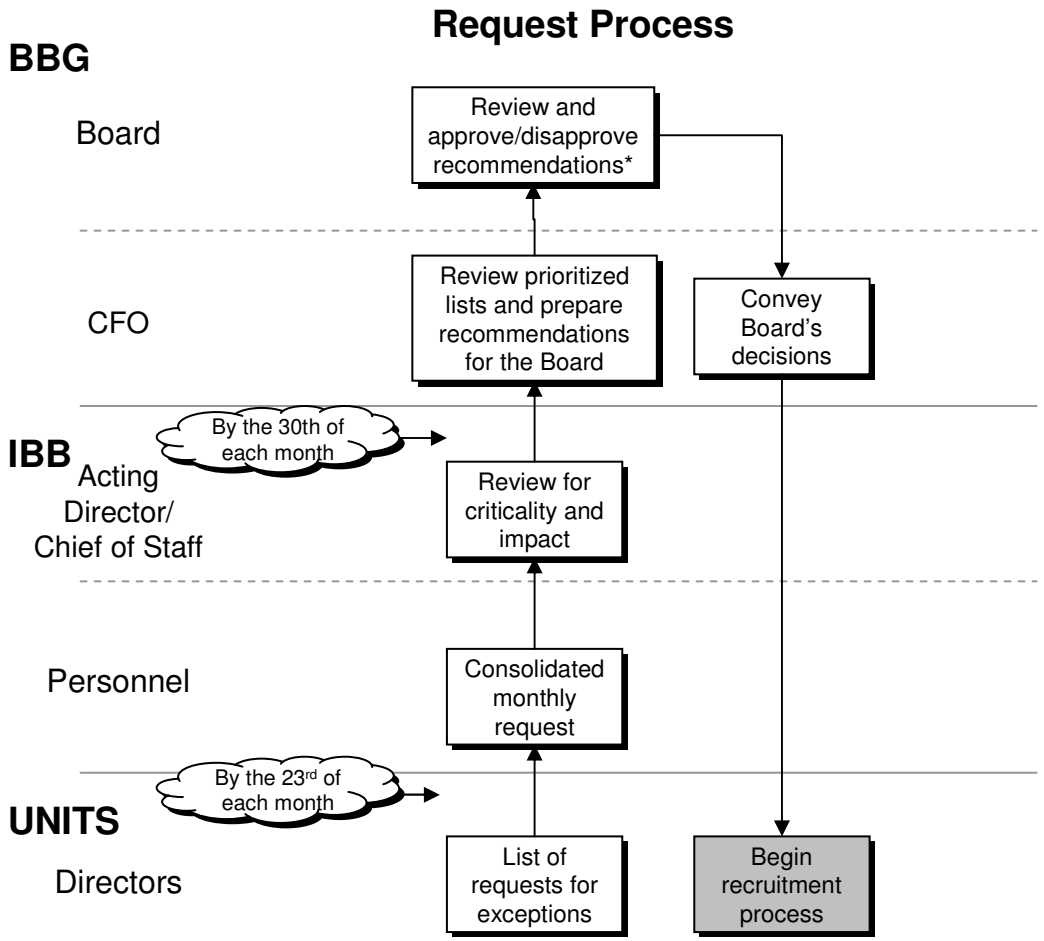
Source: CFO Calendar for formulation and execution of FY2005 Budget

Issues Raised: Current Budget Formulation and Execution Process

Letter	Issues	Source
A	▸ Several IBB / VOA managers and staff perceived the level of detail required to request and/or report financial data to be excessive – Perceived excessive oversight of expenditures by senior management was cited as a barrier to accomplishing mission critical activities efficiently	▸ Interviews
B	▸ There has been a recent effort to coordinate the timing of the Language Service Review and the budgeting/enhancement process – This past year language service review was completed prior to, and informed the budgeting process	▸ Interviews
C	▸ Managers consistently referred to a lack of good financial data and analysis to inform near-term decision-making	▸ Interviews
D	▸ Interviewee feedback indicated that financial information was not tracked promptly by VOA program offices – Cited concerns included a lack of discipline and timeliness with respect to the obligating and de-obligating of funds	▸ Interviews

Note: Letters correspond to process maps on the preceding 2 pages

Current Personnel Management Process: Requests for Exceptions to the Hiring Freeze



Exception Request Criteria

Required whenever a personnel action will increase current salary costs:

- Filling positions from within or outside of the Agency
- Merit promotion actions
- Promotions resulting from an accretion of higher-level duties to an existing position
- Reassignment that create vacancies that would have to be filled from within or outside the Agency
- Conversion from part-time to full-time

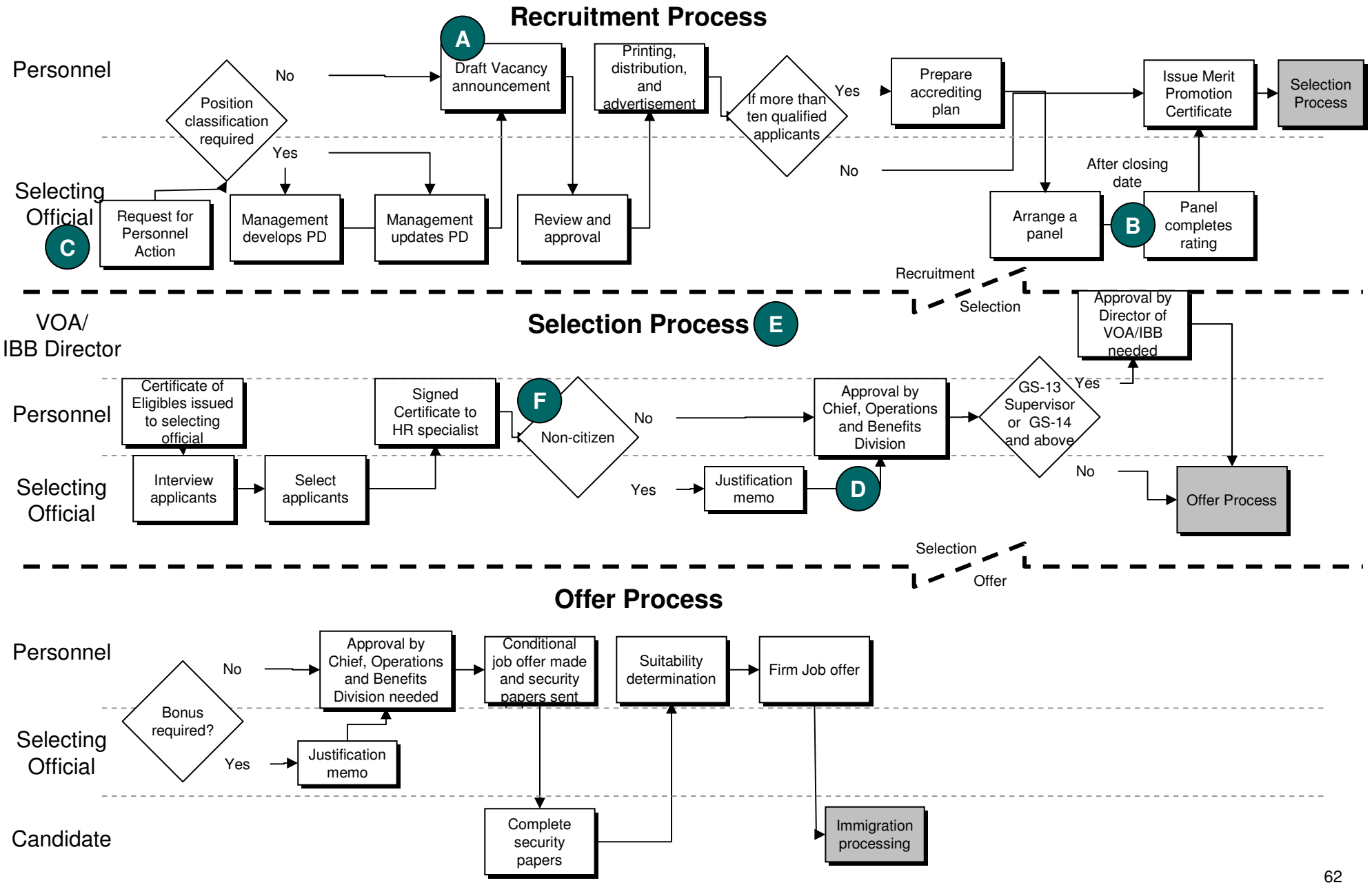
Actions not requiring exception:

- Career ladder promotions
- Conversions of a non-US citizen from an excepted service appointment to a competitive service appointment
- Extensions of temporary appointments when funding has been approved
- Conversions of temporary appointments to career appointments or appointments without time limitation (e.g., GG employees approved for long-term employment) when funding has been approved
- Details or reassignments to fill critical vacancies, which would not create vacancies that would have to be filled

** The stated purpose of Board review is to determine whether the recommended action is consistent with Agency priorities*

Source: CFO's Office, Requests for Exceptions to the Hiring Freeze Memo

Business Process…Personnel Management



Source: IBB Steps in Hiring Process, February 2004

Issues Raised: Personnel Management Process

Letter	Issues	Source
A	▸ Broadcasters are recruited continuously; after passing a screening test, they are placed on candidate rosters for when needs arise	▸ Interviews
B	▸ A panel is not required for staff who are US citizen; accreditation is done electronically	▸ Interviews
C	▸ Managers commented that the Labor-Management Process requires a lot of time and effort from VOA managers, taking them away from their work duties	▸ Interviews ▸ Process diagram
D	▸ The hiring process is long, taking many months to fill positions, and requiring the involvement of many parties – The process maps illustrate the steps and parties involved, while performance data establish estimates of how long the process takes. Interviewees suggested the actual times may be longer	▸ Interviews ▸ Process diagram ▸ Personnel performance data FY 02 to 04
E	▸ Interviews highlighted the lack of transparency, not allowing managers to easily track down where applicants are in the process – Follow-up requires managers to contact all staff participating in the process to find out where the applicant's portfolio may be and what steps are required next	▸ Interviews
F	▸ Hiring/promotion of non-citizens requires special justifications if the candidate or promotee is selected over a US citizen – Language Service chiefs and directors provided many anecdotes describing the challenges of managing their multi-nationality labor force due to the additional requirements faced during hiring and promotion process	▸ Interviews

Note: Letters correspond to process maps on the preceding page

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- Appendix D: Production Levels
- Appendix E: Resources
- Appendix F: Output/Input Ratios
- Appendix G: Glossary of Terms

This appendix contains an overview of the types of VOA programming and the number of weekly program hours produced

- Program types
  - VOA program types by Language Service division
  - VOA radio
  - VOA TV
  - VOA internet

Note: Several pages included in this appendix also appear in the body of the final report. These pages are duplicated for the reader's convenience.

The many individual formats of VOA radio programming can be aggregated into four categories

Radio Program Categories(1)

News/Current Affairs	Features	Talk/Interactive	Music
▸ Contains news segments about global, US, and regional current events – Includes both programs and news "capsules"	▸ Contains segments about culture, science, sports, lifestyle, travel, business, etc.	▸ Contains discussions and debate with VOA colleagues, field correspondents, and special guests	▸ Contains music of various genres
▸ Program lengths vary according to Language Service	▸ Program lengths vary according to Language Service	▸ Program lengths vary according to Language Service	▸ Program lengths vary according to Language Service

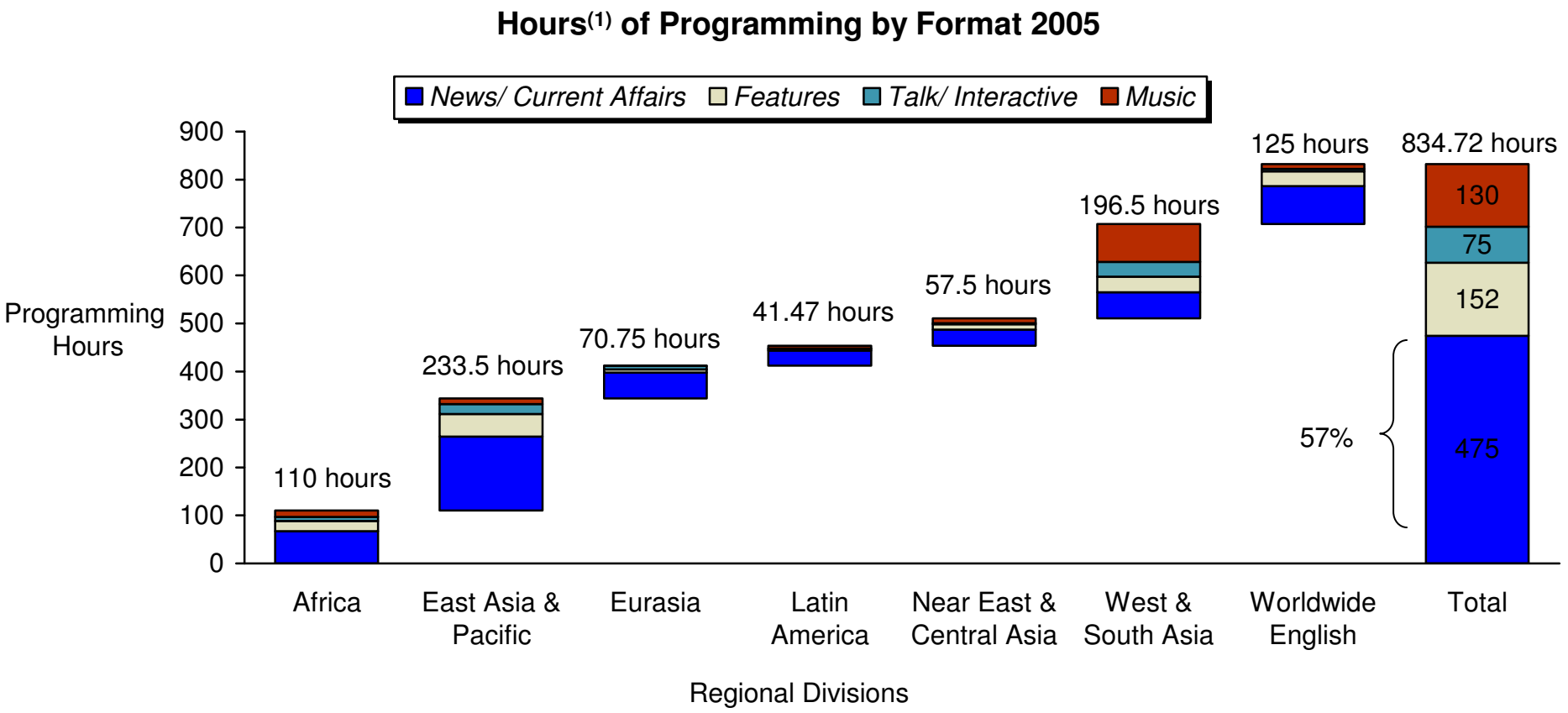
(1) Categories defined in partnership with Language Programming Directorate
Note: Programs sometimes fall into multiple categories due to the volume and variety of radio programming
Source: VOA TV checklist 5/9/2005; VOA Program guide; BAH interviews

News/Current Affairs represents the majority of radio programming broadcast weekly

		News/ Current Affairs	Features	Talk/ Interactive	Music	Total
Africa	Weekly Programs[1]	N/A[3]	N/A[3]	N/A[3]	N/A[3]	N/A[3]
	Weekly Hours[2]	67	21.40	8.06	13.54	110
East Asia & Pacific	Weekly Programs	44	83	20	14	161
	Weekly Hours	154.33	47.33	20.25	11.58	233.5
Eurasia	Weekly Programs	N/A[3]	N/A[3]	N/A[3]	N/A[3]	N/A[3]
	Weekly Hours	56.39	6.52	7.31	.53	70.75
Latin America	Weekly Programs	10	24	2	7	43
	Weekly Hours	31.5	3	1.47	5.5	41.47
Near East & Central Asia	Weekly Programs	73	34	6	11	124
	Weekly Hours	34.17	10.75	2.5	10.08	57.5
West & South Asia	Weekly Programs	156.25	142.75	58	40	397
	Weekly Hours	54.5	32	30.83	79.17	196.5
Worldwide English	Weekly Programs	966	82	5	10	1063
	Weekly Hours	79	31	5	10	125
Totals	***Weekly Programs***	***N/A[4]***	***N/A[4]***	***N/A[4]***	***N/A[4]***	***N/A[4]***
	Weekly Hours	***476.88***	***152.00***	***75.42***	***130.40***	***834.72***

(1) Wide range of counts of weekly programs across Divisions suggest that some counted "programs" while others may have counted "individual segments"
(2) Hours of programming provided for broadcast each week; may exceed hours produced due to repetition. Decimals represent parts of an hour and not minutes
(3) Languages Services within Division were unable to provide accurate number of programs data
(4) Unable to calculate total due to incomplete data
Note: Total broadcast hours by region may differ with other published sources due to the inconsistency of program tracking
Source: BAH Language Services Program Survey 9/23/2005; Broadcast Hours 8/2005; BAH analysis

News/Current Affairs programs comprise 57 percent of all radio program hours broadcast weekly



(1) Hours of programming provided for broadcast each week; may exceed hours produced due to repetition. Decimals represent parts of an hour and not minutes
Source: BAH Language Services Program Survey 9/23/2005; Broadcast Hours 8/2005; BAH analysis

Most VOA television programming types fall into four categories

Television Program Categories(1)

Talk	News Magazine	Features Magazine	News Feed
Contains round table discussions and debate with VOA colleagues, field correspondents, and special guests	Contains in-depth analysis of current events and geographically-relevant issues	Contains segments about culture, music, lifestyle, travel, sports, technology, business, health, etc.	Contains news segments about global, US, and regional current events
Topics include current events and geographically-relevant issues	Topics may be covered in a documentary, studio-based, or magazine format	Topics may be covered in a documentary, studio-based, or magazine format	May include unformatted capsules for affiliates' use
Usually 30 or 60 minutes long	Usually 30 or 60 minutes long	Can be 30 or 60 minutes long	Usually 3 to 15 minutes long

(1) Categories defined in partnership with Language Programming Directorate
Source: VOA TV checklist 5/9/2005; VOA Program guide; BAH interviews

VOA television offers a relatively even balance of news, talk and feature formats, along with numerous shorter news feeds

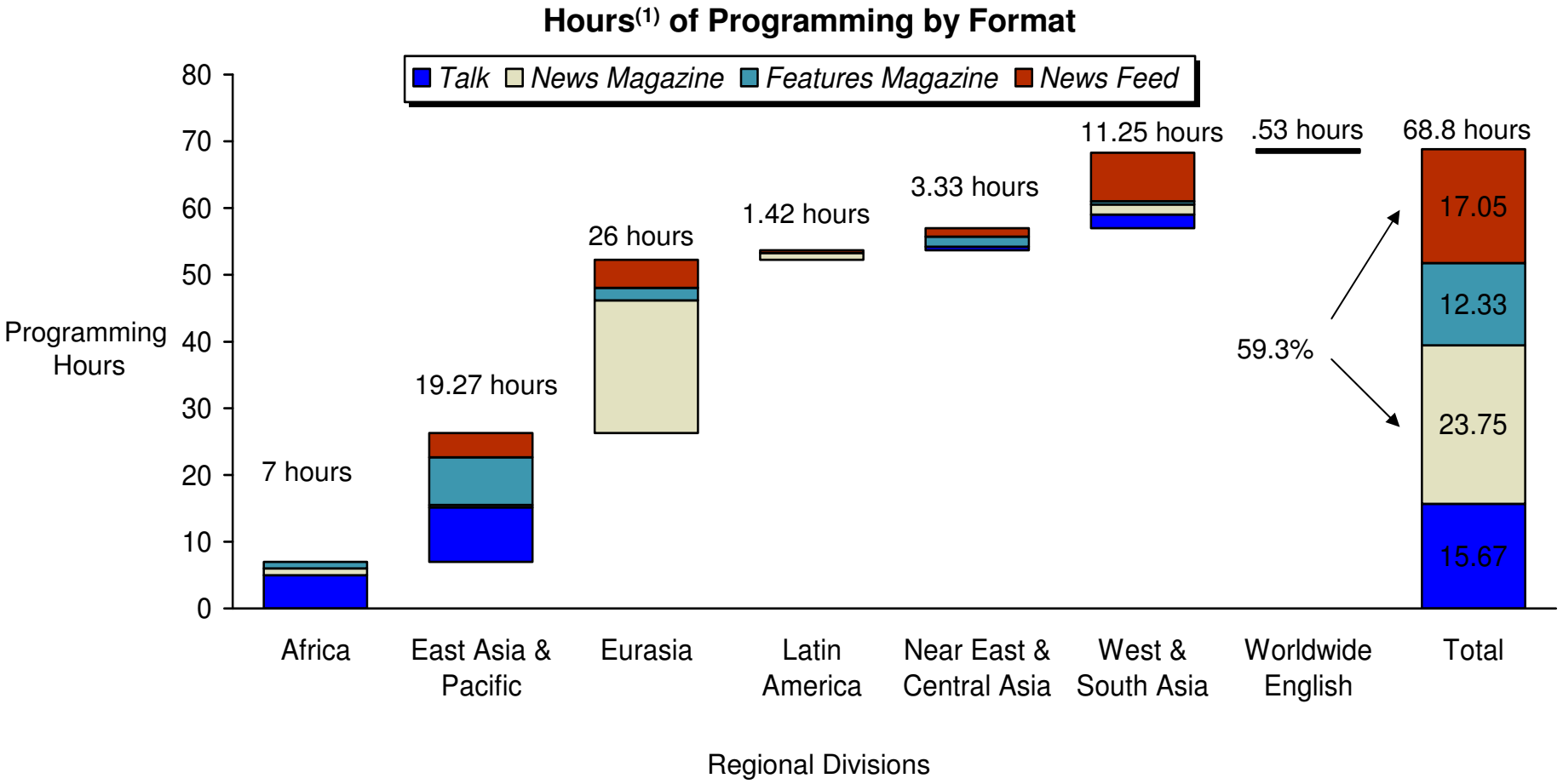
		Talk	News Magazine	Features Magazine	News Feed	TOTAL
Africa	Weekly Programs	3	1	1	0	5
	Weekly Hours(1)	5	1	1	0	7
East Asia & Pacific	Weekly Programs	11	1	14	4	30
	Weekly Hours	8.17	.33	7.17	3.6	19.27
Eurasia	Weekly Programs	0	30	4	31	65
	Weekly Hours	0	19.92	1.83	4.25	26
Latin America	Weekly Programs	0	1	0	5	6
	Weekly Hours	0	1	0	.42	1.42
Near East & Central Asia	Weekly Programs	1	0	3	10	14
	Weekly Hours	.5	0	1.5	1.33	3.33
West & South Asia	Weekly Programs	2	3	1	9	15
	Weekly Hours	2	1.5	.5	7.25	11.25
Worldwide English	Weekly Programs	0	0	5	5	10
	Weekly Hours	0	0	.33	.20	.53
Totals	***Weekly Programs***	***17***	***36***	***28***	***64***	***145***
	Weekly Hours	***15.67***	***23.75***	***12.33***	***17.05***	***68.80***

(1) Hours of programming provided for broadcast each week; may exceed hours produced due to repetition. Decimals represent parts of an hour and not minutes

Note: Total broadcast hours by region may differ with other published sources due to the inconsistency of program tracking

Source: BAH Language Services Program Survey 9/23/2005; VOA TV Checklist 5/9/2005; Broadcast Hours 8/2005; BAH analysis

News magazines and news feeds comprise almost 60 percent of total weekly television programming hours



(1) Hours of programming provided for broadcast each week; may exceed hours produced due to repetition. Decimals represent parts of an hour and not minutes

Source: BAH Language Services Program Survey 9/23/2005; VOA TV Checklist 5/9/2005; Broadcast Hours 8/2005; BAH analysis

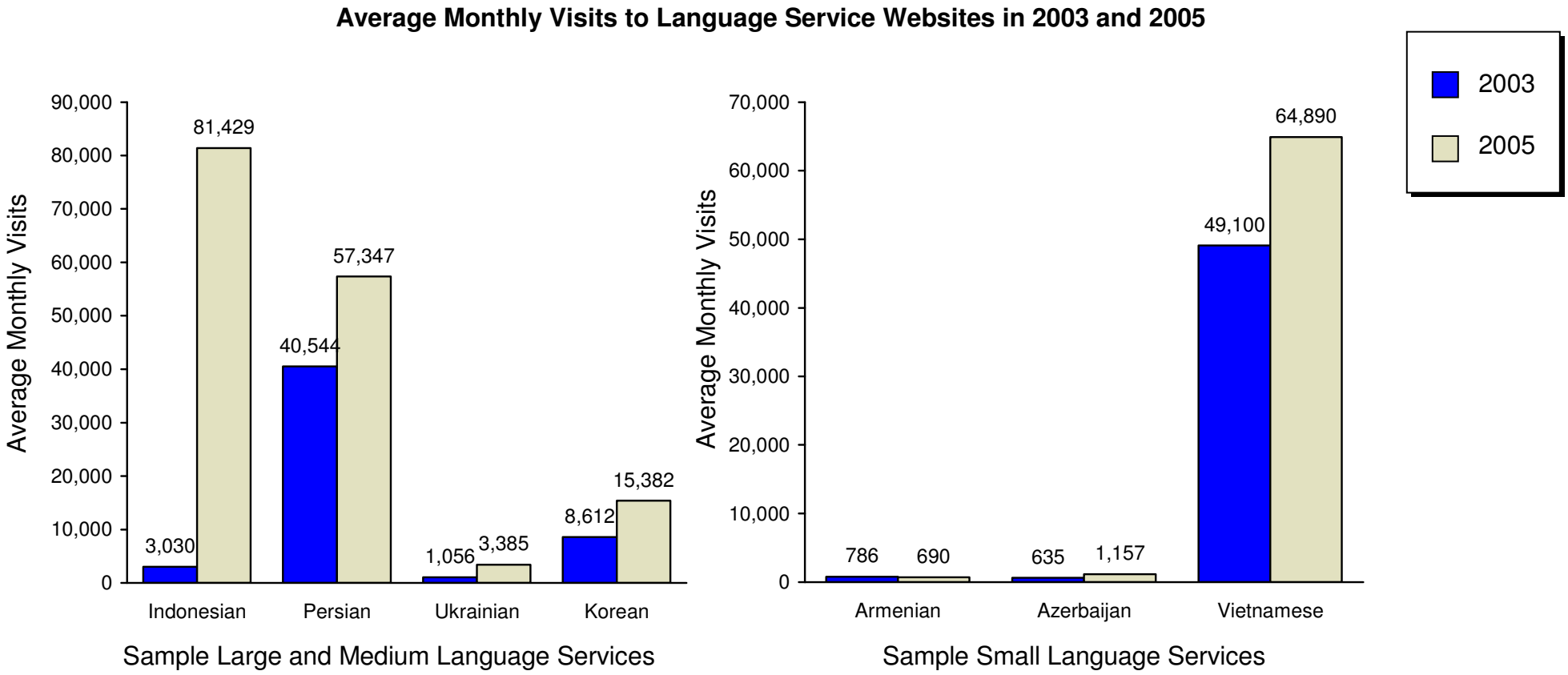
Aside from the VOA homepage and portal, each Language Service is responsible for maintaining its own internet content

Internet Services

General Home Page	News/Current Affairs	Streamlined Audio and Video	Podcasts
Each of the 44 Language Services maintains its own homepage	Provides uploaded web-text from the radio or television program scripts or Central News wires	Provides access to listen or view VOA radio or TV packages, or related current events	Provides access to listen to MP3 files
Approximately 25% of the Language Services maintain a skeleton template without uploaded news content	Frequency of updates varies according to Language Service	Service depends on Language Service	Currently being developed on portal page by VOA webdesk

Source: BBG internal documents, BAH Interviews

Visitor hits to Language Service websites vary across division and size, but have generally grown since 2003



Note: Language services displayed here were selected based on size of Language Service staff, and are intended for use as a representative sample only
Source: 2005 Language Service Program Review Website Usage Analysis

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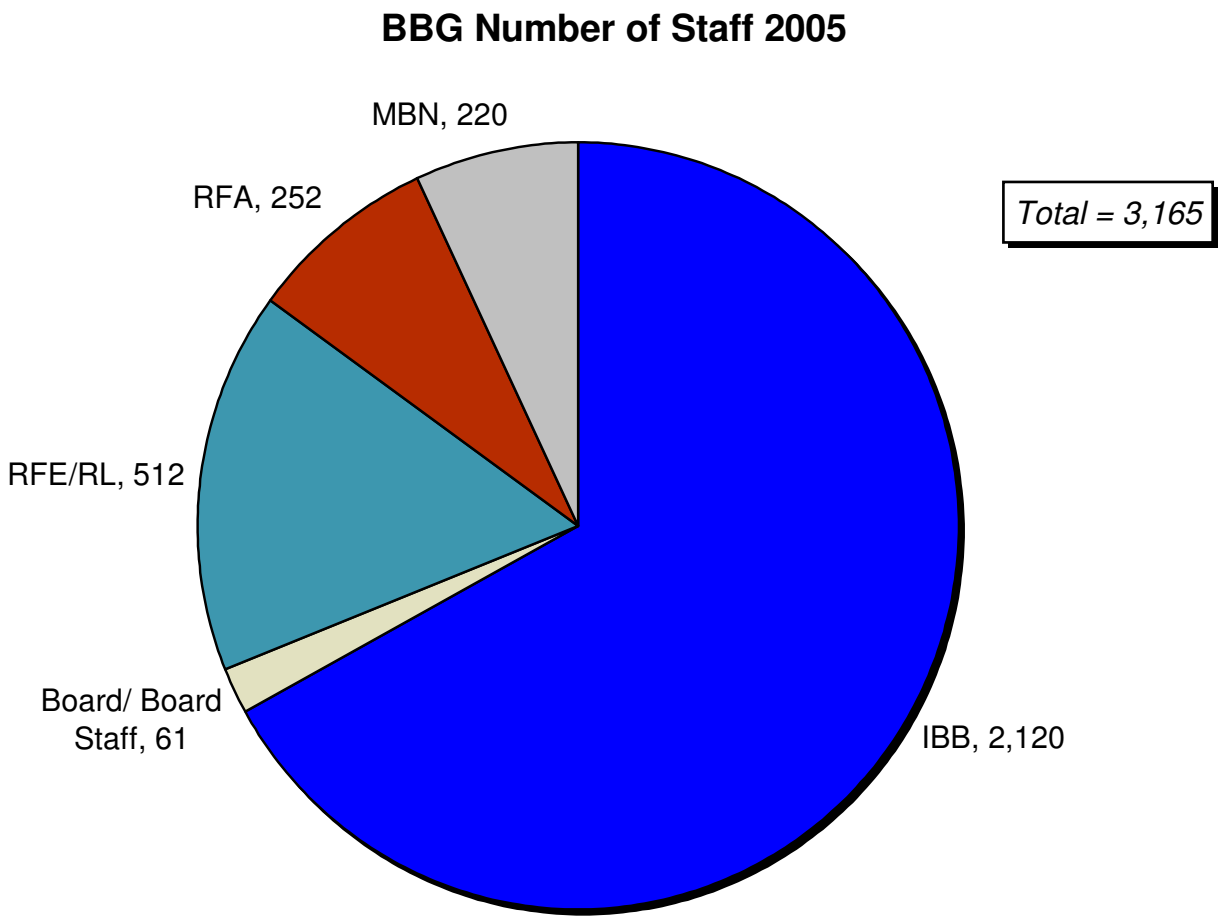
This appendix provides additional detail on the staffing of the BBG, IBB and VOA

- **Staffing**
  - Current staffing levels by unit
  - Staffing trends over time
  - Compensation grade summary
  - Employee years of service
  - Labor unions

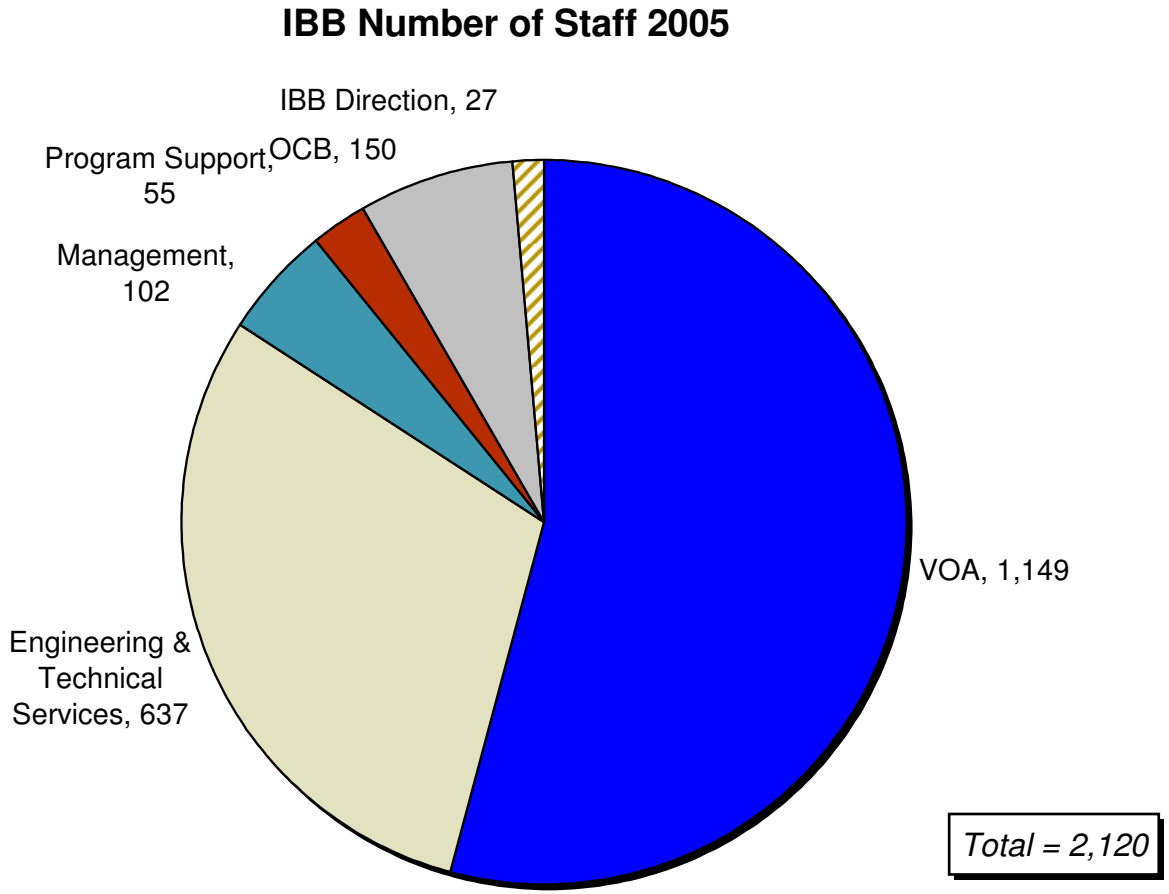
Note: Several pages included in this appendix also appear in the body of the final report. These pages are duplicated for the reader's convenience.

Two-thirds of the employees of the US international broadcasting system work for IBB, which includes VOA



Note: Represents actual staff in positions and not positions
Source: BBG2005 Budget Documents (as of 9/30/05)

A majority of IBB's employees work for VOA



Note: Represents On Board staff in positions and not positions
Source: BBG2005 Budget Documents (as of 9/30/05)

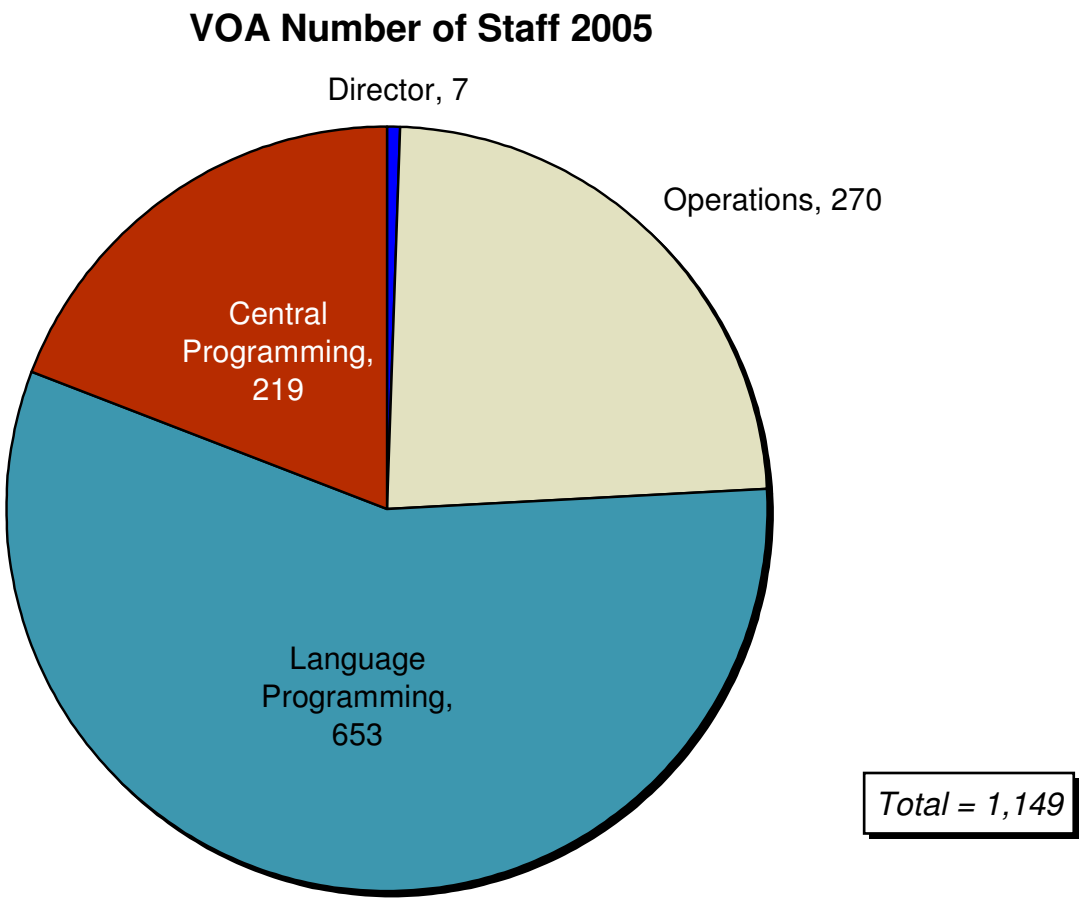
IBB's three management / support service units employ approximately 800 staff; 60% of these work at transmission stations

Breakdown of IBB Management/Support Services Staffing 2005

Engineering & Technical Services		Management		Program Support	
Technical	35	Human Resources	37	Program Review	16
Resource Management	15	Administration	37	Public Affairs	13
Information Technology	53	Contracts	14	Marketing and Program Placement	7
Operations	37	Security	13	Assoc Dir	7
Transmission Stations	481	Assoc Dir	1	Regional Offices	10
Monitoring Offices	11			Int'l Media Training	2
Director	5				
Total	**637**	**Total**	**102**	**Total**	**55**
				Management /Support TOTAL	**794**

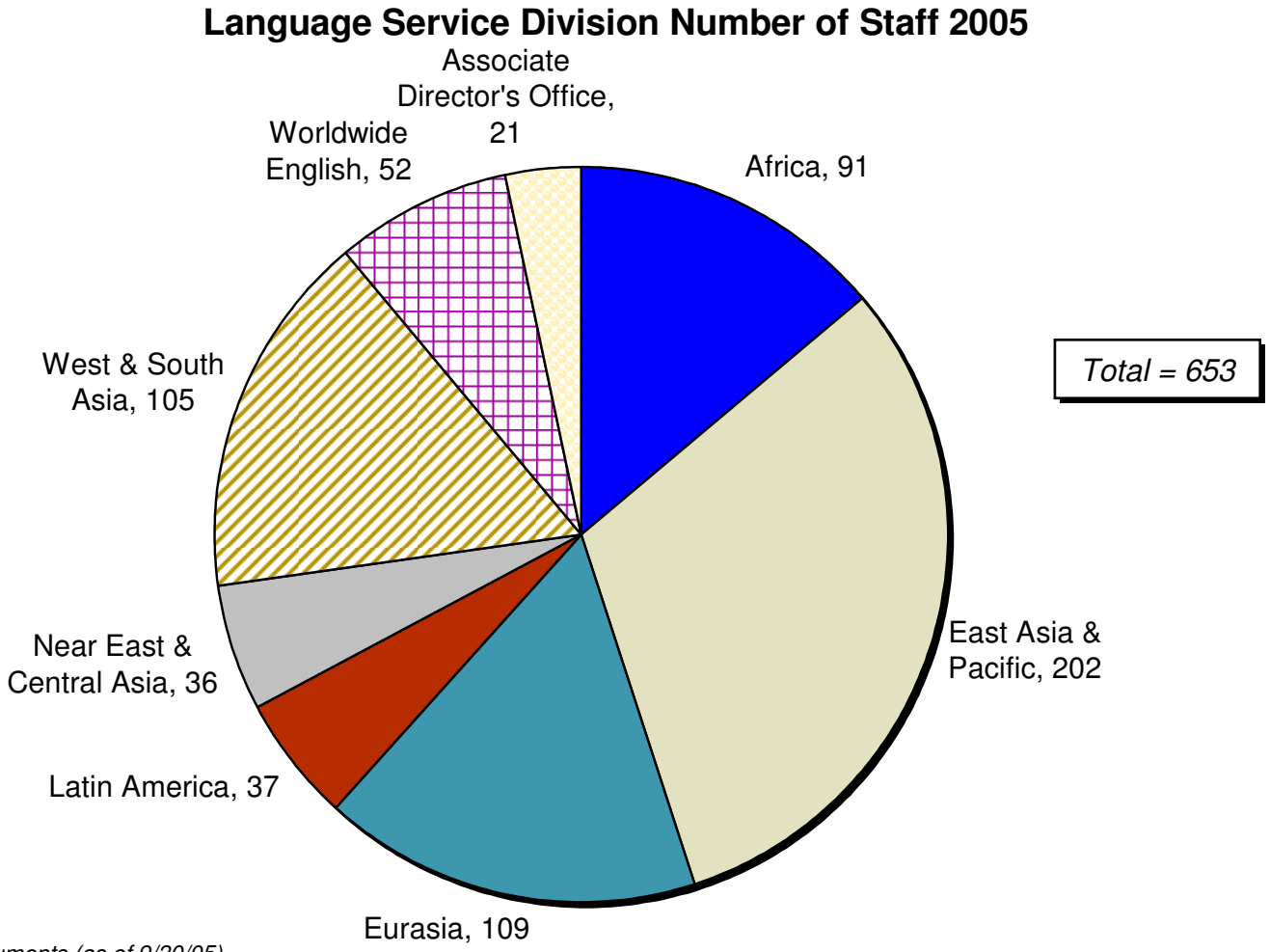
Source: BBG 2005 Budget Documents (as of 9/30/05)

Of VOA's 1,200 employees, 57% work in Language Programming



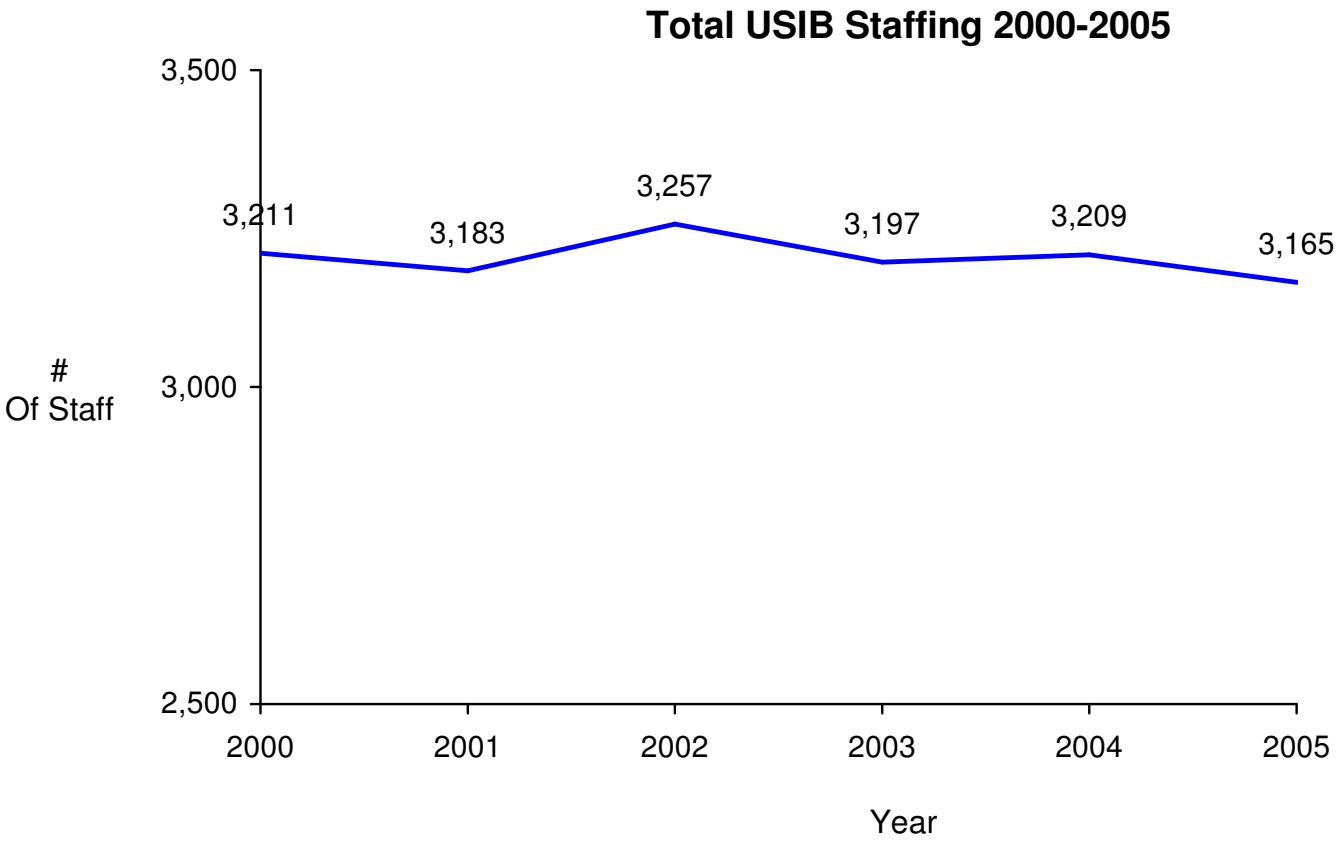
Note: Central Programming is the sum of Central Programs, Central Programming, Domestic & Overseas Bureaus
Source: BBG 2005 Budget Documents (as of 9/30/05)

Among the seven Regional Divisions, the East Asia & Pacific Division has by far the most employees



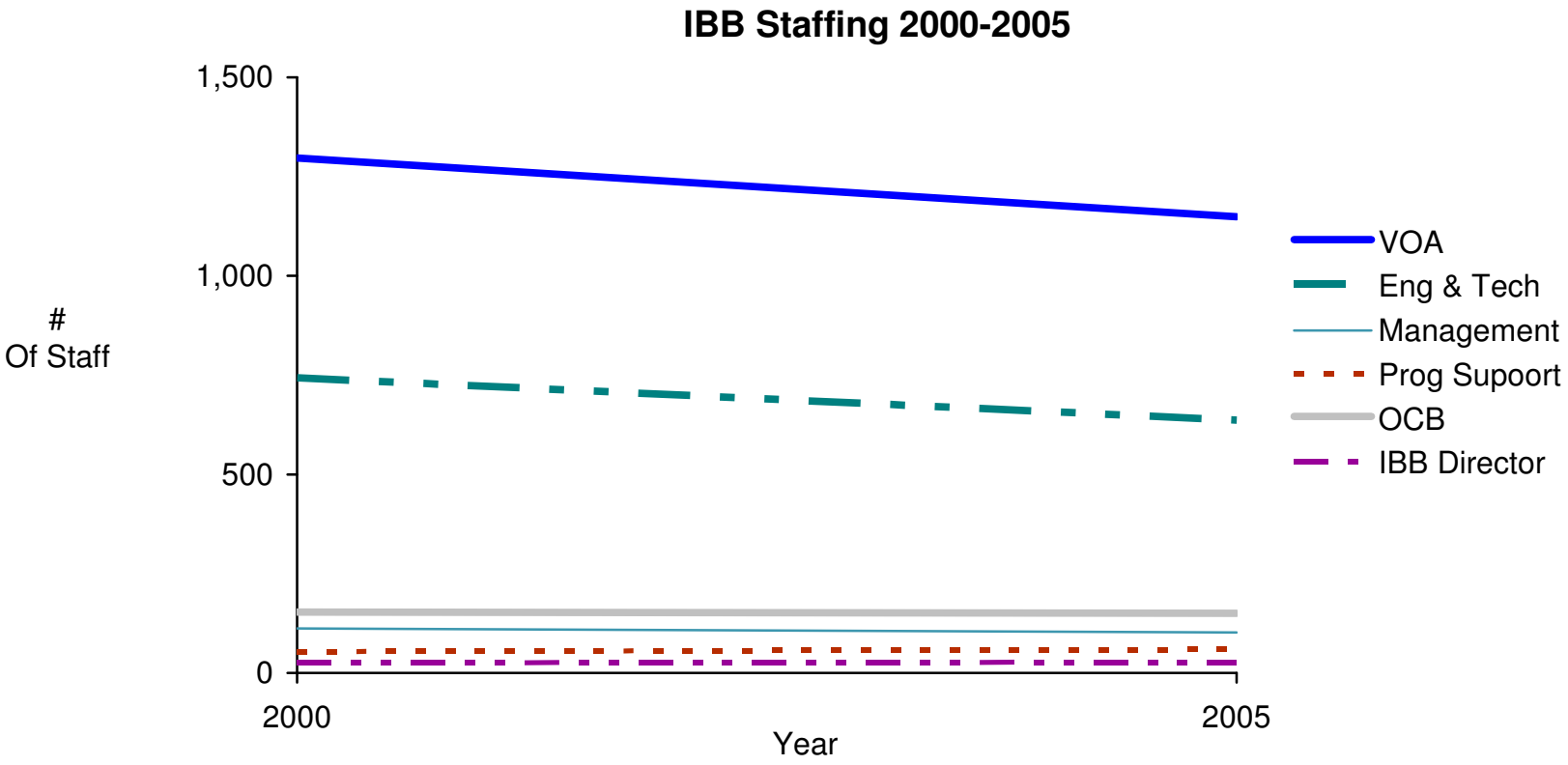
Source: BBG 2005 Budget Documents (as of 9/30/05)

Over the past five years, U.S. international broadcasting has maintained a relatively stable overall staffing level



Note: Includes Board, Board Staff, IBB, VOA, and Grantees
Source: BBG 2000-2005 Budget Documents (as of 9/30/05)

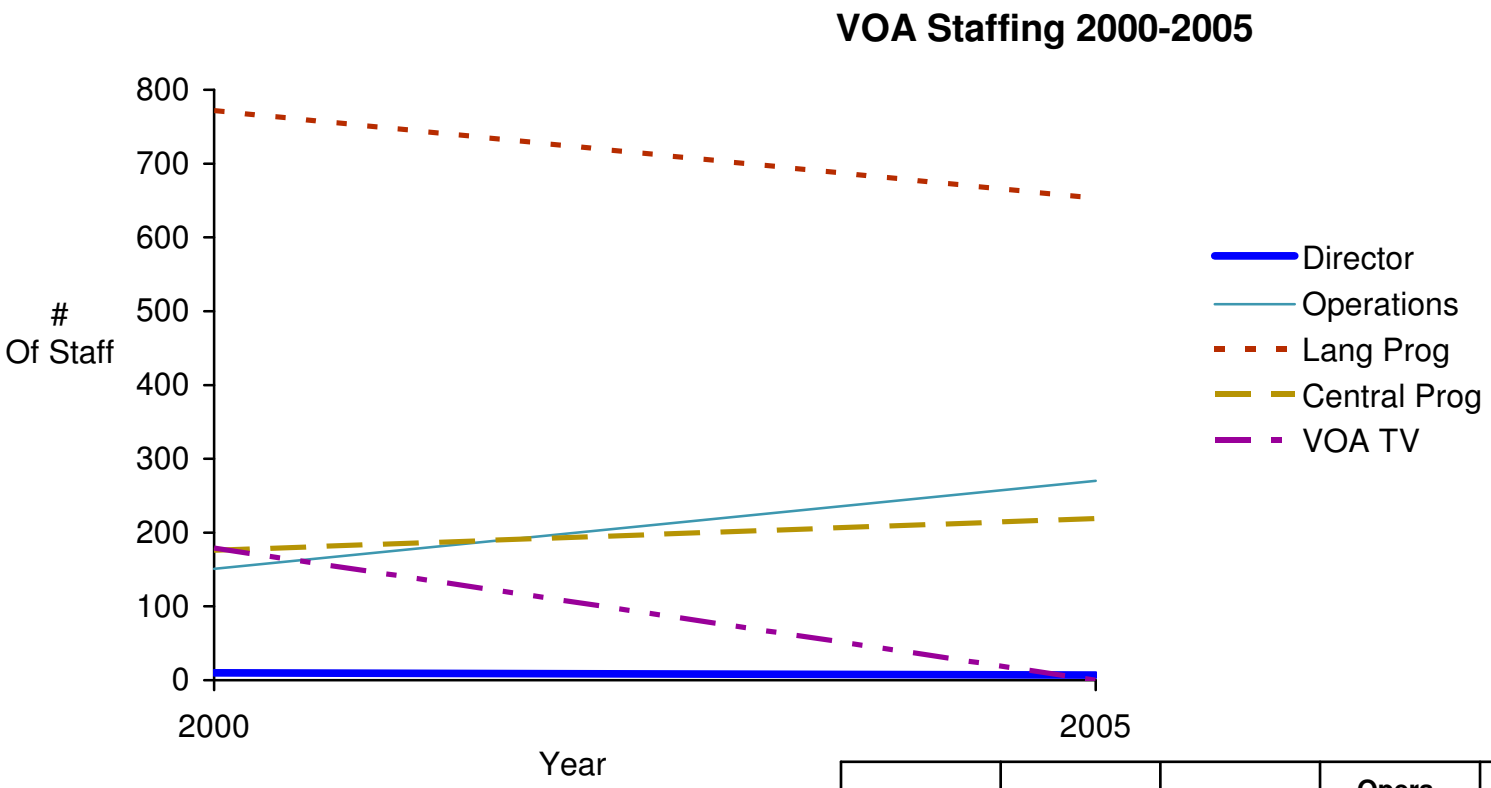
IBB's total staff has decreased slightly, with the VOA seeing the largest decrease in staff



Year	IBB Total	IBB Director	VOA	Eng & Tech	Manag-ement	Prog Support	OCB
2000	2385	26	1297	743	112	54	153
2005	2120	27	1149	637	102	55	150

Source: BBG 2000-2005 Budget Documents (as of 9/30/05); Represents On Board Staffing

Within VOA, Language Services lost staff while Central Programming and Operations grew; and most VOA-TV staff were transferred into other units



- Language Programming staff decreased 16%*
- Central Programming increased 24%
- Operations grew 79%
- Much of the growth is attributed to the merger of VOA-TV into other units

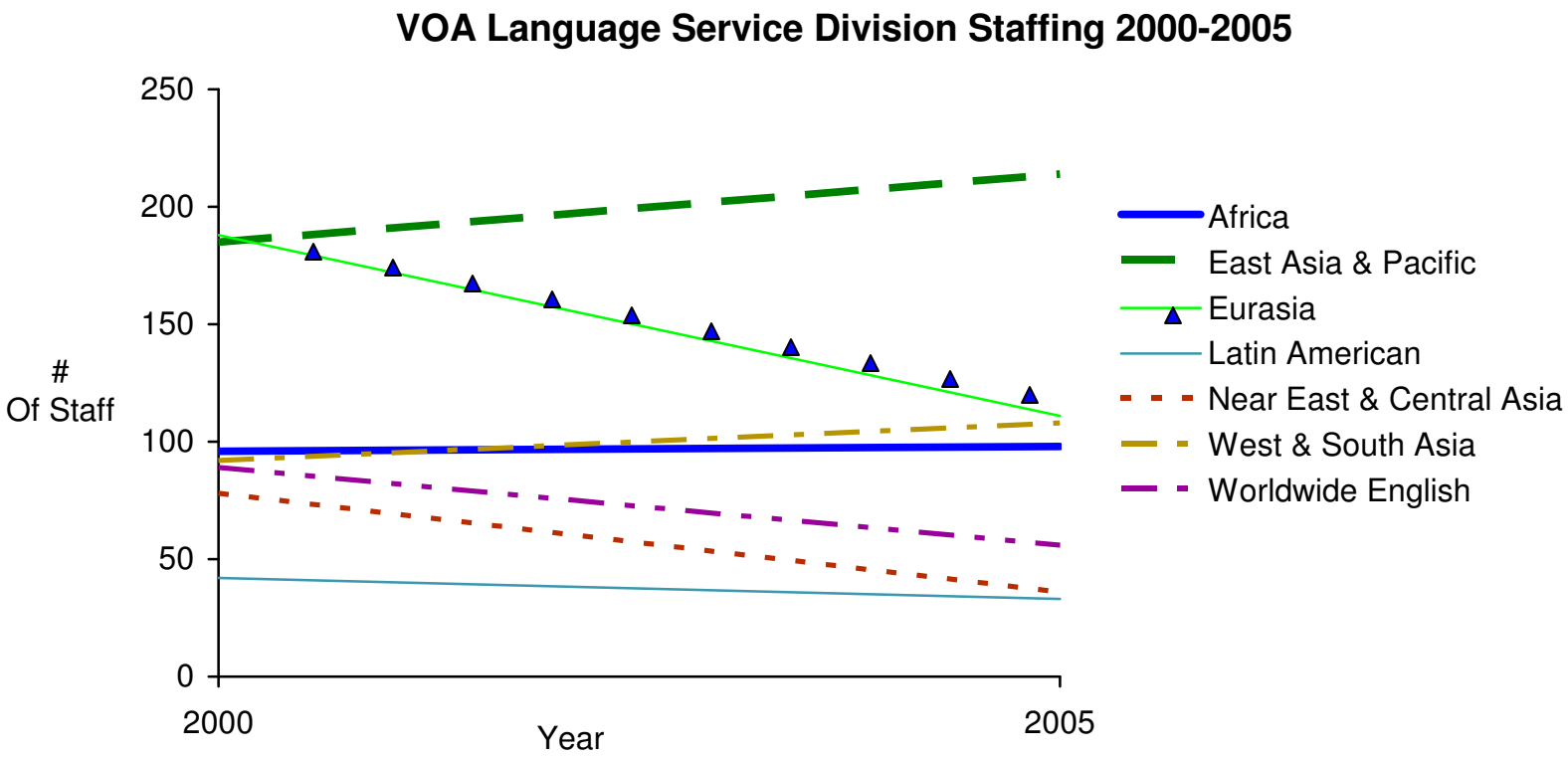
Year	VOA Total	Director	Opera-tions	Lang Prog	Central Prog	VOA TV
2000	1297	10	151	779	178	179
2005	1149	7	270	653	219	0

** For further explanation see page 85 of this document*

Note: Growth in Operations reflects the incorporation of much of VOA TV; Central Programming is the sum of Central Programs, Central Programming, Domestic & Overseas Bureaus

Source: BBG 2000-2005 Budget Documents (as of 9/30/05)

Among the Language Services Divisions, East Asia & Pacific and West & South Asia grew, while Eurasia declined in size



Year	LS Total	Associate Director	Africa	East Asia & Pacific	Eurasia	Latin America	Near East & Central Asia	West & South Asia	Worldwide English
2000	779	0	96	185	188	51	78	92	89
2005	653	21	91	202	109	37	36	105	52

Source: BBG 2000-2005 Budget Documents (as of 9/30/05)

Staff reductions resulted from eliminating several languages, transferring Arabic to MBN, and staffing decline in other services

VOA Language Service Division Significant Staffing Changes, 2000-2005

Language Service Eliminated

- Brazilian
- Bulgarian
- Czech
- Estonian
- Hungarian
- Latvian
- Lithuanian
- Polish
- Romanian
- Slovak
- Slovene

(Reduction of 83 staff)

On Board Staffing Reduced

- English to Africa (20-16)
- Chinese (3-0)
- Lao (9-6)
- Russian (41-30)
- Armenian (7-2)
- Uzbek (7-3)
- Hindi (14-10)
- Worldwide English (89-52)

(Reduction of 69 staff)

Middle East

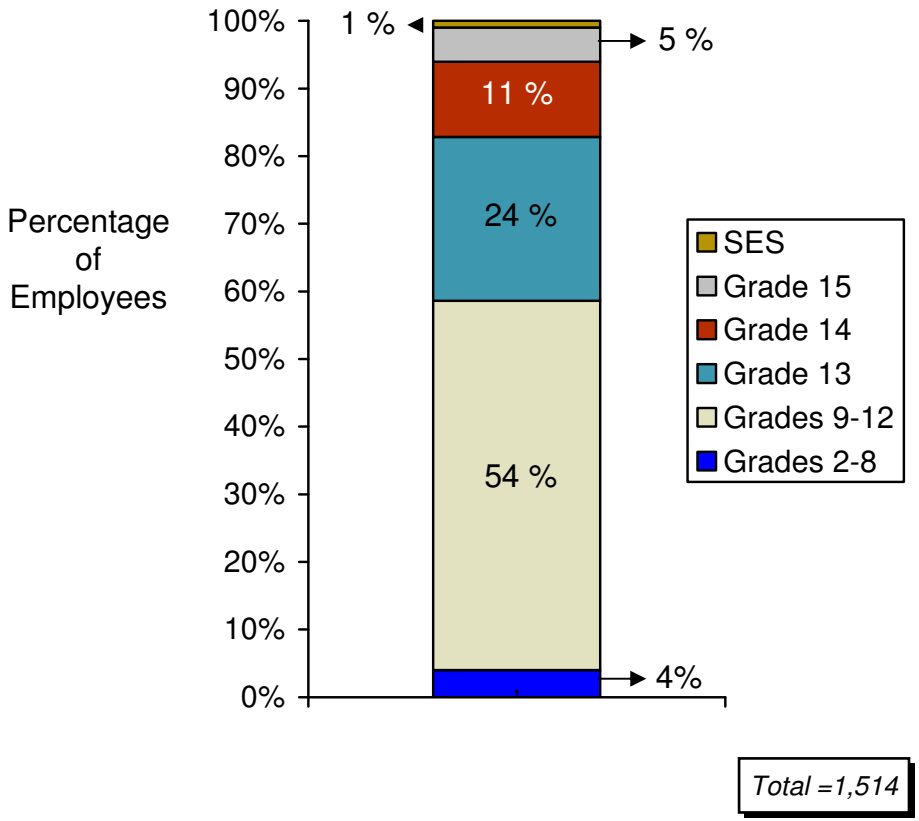
- Arabic (36-0)

(Reduction of 36 staff)

Note: Staffing reductions offset by increases in other areas
Source: BBG 2000-2005 Budget Documents (as of 9/30/05)

Most IBB and VOA employees are paid according to the federal General Schedule; about half are in grades GS-9 to GS-12

2005 IBB/VOA SES and GS(1) Staffing Composition



Summary by Grade

- SES
  - 14 total
- Grade 15
  - 73 total
- Grade 14
  - 173 total
- Grade 13
  - 365 total
- Grades 9-12
  - 822 total
- Grades 2-8
  - 67 total

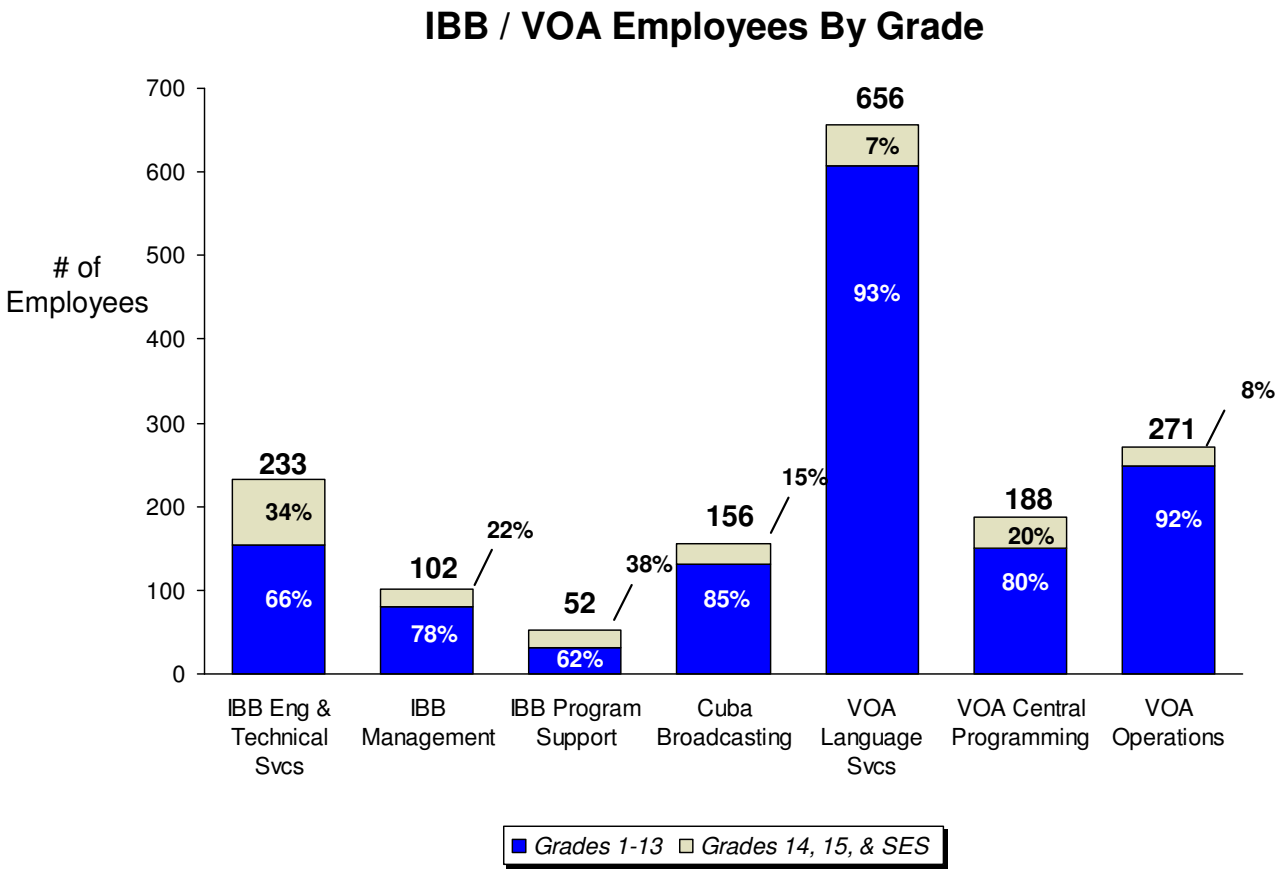
(1) Includes equivalent GM and GG system employees

Note: Numbers represent staff in position not authorized positions

Total does not include additional IBB/VOA staff whose grades fall outside the SES/GS/GM/GG system

Source: 2005 Staffing Data, IBB Office of Personnel; BAH analysis

The grade level of employees varies significantly by organizational unit



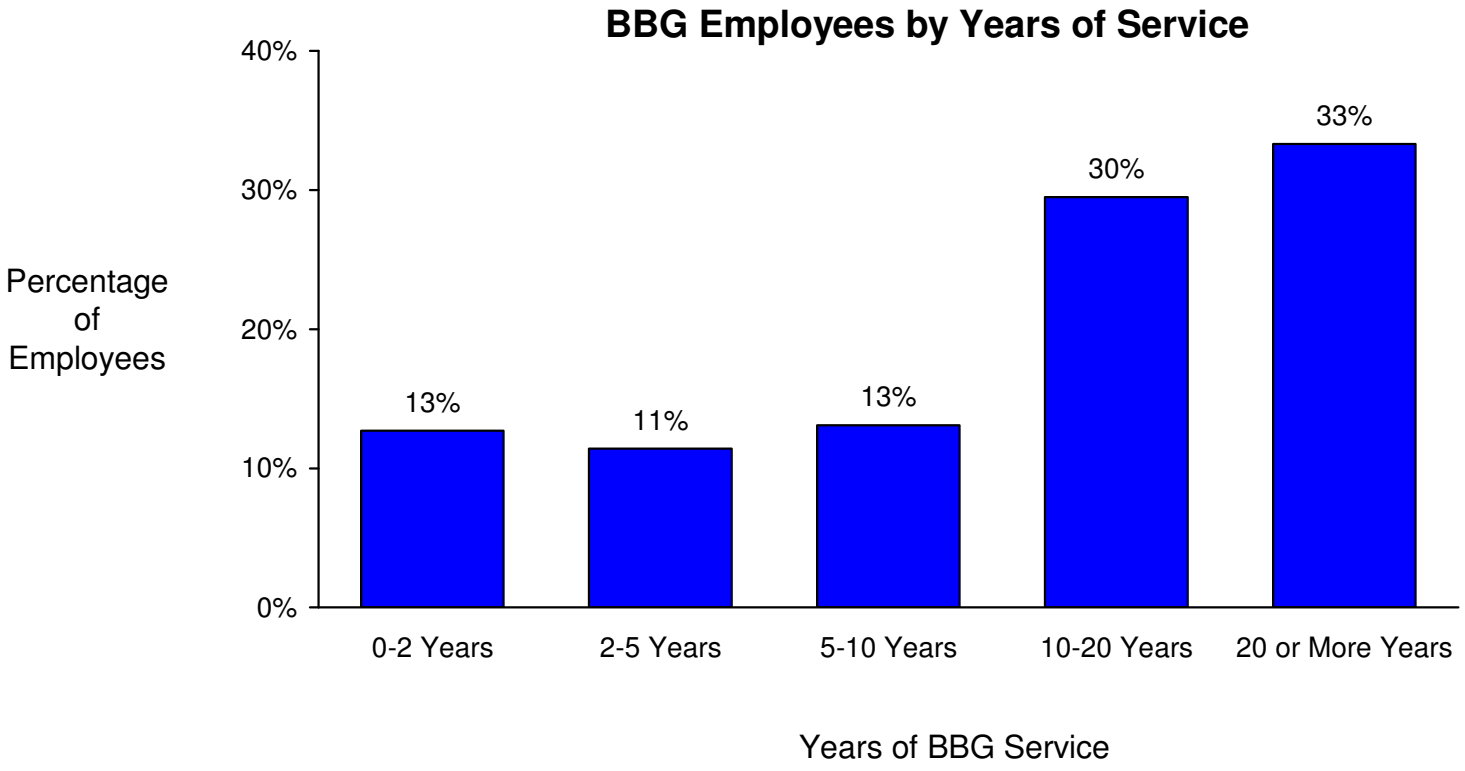
- The Program Support and Management Divisions have 38% and 22% of their GS graded employees at level 14 or above, respectively*
- Within VOA, the Central Programming directorate have 20% of its GS graded employees at level 14 or above

Note: IBB / VOA employees within the GS / SES system including GM and GG designated sub categories; analysis does not include employees outside these categories.

**This analysis skews the Engineering & Technical Service data, as many supervised staff at overseas transmitting stations are not on the GS Schedule*

Source: IBB Office of Personnel

More than 60% of BBG's government employees have 10 or more years of service, and a third have 20 years or more



Note: Includes some USIA service for employees who transferred to the BBG from other USIA elements when the BBG was part of the USIA, excludes volunteer interns

Source: IBB Office of Personnel

Three active Unions represent a majority of the employees of the IBB/VOA

Union	Description
AFGE American Federation of Government Employees	• Represents all non-professional and professional non-supervisory domestic General Schedule (GS & GG) and Wage System employees • 940 employees in the bargaining unit • Contract negotiations halted 02/05: issues agreed upon were incorporated into new contract; all other issues roll-over from previous contract and come up for review in 1 year
AFSCME American Federation of State, County and Municipal Employees	• Radio Broadcast Technicians • Approximately 105 employees in the bargaining unit • Includes only VOA radio employees • Contract effective 2001; up for negotiation in 02/06
AFSA American Foreign Service Association	• Foreign Service personnel • 45 employees in the bargaining unit • Approximately 90% of union employees work outside of DC • Contract effective 08/93. Open for negotiation on an annual basis

Source: BAH Interviews

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This appendix presents weekly broadcast hours per staff FTE ratios

- The ratio of weekly broadcast hours per staff FTE is an attempt to gauge the production productivity of staff within individual language services
- The data presented in this appendix provide *a starting point* for further analysis of production productivity
  - Further analysis must model the variability of programming decisions as well as resource consumption not captured in currently available data

These weekly broadcast hour / staff FTE ratios may not accurately represent each Service's productivity

- To be accurate as a measure of productivity, the numerators of the ratios should be the programming hours *produced* by each Service rather than the hours *broadcast,* to eliminate hours of repeats; this data was unavailable
- Similarly, the denominator of the ratios should include the total FTE's supplied by contractors, which varies across the Services; we were unable to obtain such counts
  - In addition, differences in the nature and scheduling (daily/weekly) of broadcasts have a significant impact on the number of staff required by an individual language service
- Further, the ratios treat radio and television broadcast hours as requiring equal levels of effort; similarly, original production and "versioning" are treated equally
- There is no set measure of quality, so it is not certain that the production quality is fully comparable across products or across Services
- Given the constraints on staffing redeployments, in most cases the changes in these ratios over the years may reflect management decisions on the number of hours to be broadcast with a relatively unchanged staffing level, rather than changes in the productivity of employees
- The difficulties in developing simple ratios of output to input to examine relative productivity across Services emphasize the need for VOA to develop better operational performance measures

Weekly Broadcast Hours per Staff FTE: Voice of America

	FY 2000		FY 2005E		FY 2005E	FY '00 - FY '05E
	Weekly Radio/TV Broadcast Hours	FTE's	Weekly Radio/TV Broadcast Hours	FTE's	Weekly Broadcast Hours Per FTE	% Change '00 - '05 in Weekly Broadcast Hours per FTE
TOTAL, VOICE OF AMERICA	1078	1297	1176	1169	1.01	17%

- The Voice of America, as a broadcast programming unit, has a weekly broadcast hours per staff FTE ratio of roughly 1.01
- Overall, the Voice of America has increased the ratio of weekly broadcast hours to staff FTE by 17% between FY2000 and FY2005

Note: Available data were very limited in their application; Output / Input ratios may not represent an accurate accounting of the efficiency of individual language services. Additional research into the efficiency of the individual language services was outside the scope of this study.

Source: BBG Budget Documents (as of 8/31/05); Analysis based on FY05 Estimates

Weekly Broadcast Hours per Staff FTE: Africa Division

	FY 2000		FY 2005E		FY 2005E	FY '00 - FY '05E
	Weekly Radio/TV Broadcast Hours	FTE's	Weekly Radio/TV Broadcast Hours	FTE's	Weekly Broadcast Hours Per FTE	% Change '00 - '05 in Weekly Broadcast Hours per FTE
Africa Division						
Central Africa (Kinyarwanda, Kirundi)	7	7	8	9	0.83	-17%
English To Africa Service	29	20	35	19	1.82	27%
French To Africa Service	23	19	23	18	1.28	8%
Hausa Service	10	10	11	10	1.05	11%
Horn Of Africa (Amharic, Tigrigna, Oromiffa)	9	11	10	12	0.79	2%
Portugese Service	13	12	17	12	1.38	27%
Shona/Ndebele/English (funded by USAID)			10			
Swahili Service	6	6	6	7	0.86	-14%
Total, Africa	**95**	**96**	**117**	**98**	**1.19**	**21%**

Note: Available data were very limited in their application; Output / Input ratios may not represent an accurate accounting of the efficiency of individual language services. Additional research into the efficiency of the individual language services was outside the scope of this study.

Note: Divisional Totals include divisional staff FTEs not assigned to individual language services; Shona/Ndebele/English FTE's funded by USAID

Source: BBG Budget Documents (as of 8/31/05); Analysis based on FY05 Estimates

Weekly Broadcast Hours per Staff FTE: East Asia & Pacific Division

	FY 2000		FY 2005E		FY 2005E	FY '00 - FY '05E
	Weekly Radio/TV Broadcast Hours	FTE's	Weekly Radio/TV Broadcast Hours	FTE's	Weekly Broadcast Hours Per FTE	% Change '00 - '05 in Weekly Broadcast Hours per FTE
East Asia & Pacific Division						
Burmese Service	11	12	11	12	0.88	0%
Cantonese Service	14	7	15	7	2.10	5%
Indonesian Service	18	19	75	44	1.70	85%
Khmer Service	14	11	11	12	0.88	-31%
Korean Service	11	11	21	12	1.76	85%
Lao Service	7	9	4	6	0.68	-13%
Mandarin Service	84	64	101	73	1.38	5%
Thai Service	6	5	8	4	1.88	56%
Tibetan Service	21	21	29	22	1.32	32%
Vietnamese Service	21	16	18	14	1.29	-2%
Total, East Asia & Pacific	**206**	**185**	**291**	**214**	1.36	23%

Note: Available data were very limited in their application; Output / Input ratios may not represent an accurate accounting of the efficiency of individual language services. Additional research into the efficiency of the individual language services was outside the scope of this study.

Note: Divisional Totals include divisional staff FTEs not assigned to individual language services

Source: BBG Budget Documents (as of 8/31/05); Analysis based on FY05 Estimates

Weekly Broadcast Hours per Staff FTE: Latin American Division

	FY 2000		FY 2005E		FY 2005E	FY '00 - FY '05E
	Weekly Radio/TV Broadcast Hours	FTE's	Weekly Radio/TV Broadcast Hours	FTE's	Weekly Broadcast Hours Per FTE	% Change '00 - '05 in Weekly Broadcast Hours per FTE
Latin American Division						
Creole Service	10	11	10	10	0.95	10%
Spanish Service	33	16	38	17	2.22	9%
Total*, Latin American	**51***	**52***	**47**	**33**	**1.43**	**31%**

* *FY2000 Divisional Totals include the former Brazilian service*

Note: Available data were very limited in their application; Output / Input ratios may not represent an accurate accounting of the efficiency of individual language services. Additional research into the efficiency of the individual language services was outside the scope of this study.

Note: Divisional Totals include divisional staff FTEs not assigned to individual language services

Source: BBG Budget Documents (as of 8/31/05); Analysis based on FY05 Estimates

Weekly Broadcast Hours per Staff FTE: Eurasia Division

	FY 2000		FY 2005E		FY 2005E	FY '00 - FY '05E
	Weekly Radio/TV Broadcast Hours	FTE's	Weekly Radio/TV Broadcast Hours	FTE's	Weekly Broadcast Hours Per FTE	% Change '00 - '05 in Weekly Broadcast Hours per FTE
Eurasia Division						
Albanian Service	12	12	14	11	1.27	25%
Bosnian Service	6	5	7	5	1.40	17%
Croatian Service	14	7	11	8	1.42	-29%
Greek Service	5	4	4	4	1.03	-21%
Macedonian Service	1	1	4	2	2.08	66%
Serbian Service	18	15	14	13	1.09	-7%
Russian Service	42	41	25	31	0.81	-21%
Ukrainian Service	14	15	17	19	0.89	-5%
Total, Eurasia	**180**	**188**	**97**	**111**	**0.87**	**-9%**

Note: Available data were very limited in their application; Output / Input ratios may not represent an accurate accounting of the efficiency of individual language services. Additional research into the efficiency of the individual language services was outside the scope of this study.

Note: Divisional Totals include divisional staff FTEs not assigned to individual language services

Source: BBG Budget Documents (8/31/05); Analysis based on FY05 Estimates

Weekly Broadcast Hours per Staff FTE: Near East & Central Asia Division

	FY 2000		FY 2005E		FY 2005E	FY '00 - FY '05E
	Weekly Radio/TV Broadcast Hours	FTE's	Weekly Radio/TV Broadcast Hours	FTE's	Weekly Broadcast Hours Per FTE	% Change '00 - '05 in Weekly Broadcast Hours per FTE
Near East & Central Asia Division						
Armenian Service	9	7	1	2	0.67	-48%
Azerbaijani Service	4	6	4	5	0.88	50%
Georgian Service	4	4	4	6	0.58	-33%
Kurdish Service	7	5	28	8	3.50	150%
Turkish Service	8	9	13	8	1.56	70%
Uzbek Service	4	7	4	3	1.33	133%
Total, Near East & Central Asia	**84***	**78***	**54**	**36**	**1.49**	**38%**

* *FY2000 Divisional Totals include the former Arabic service*

Note: Available data were very limited in their application; Output / Input ratios may not represent an accurate accounting of the efficiency of individual language services. Additional research into the efficiency of the individual language services was outside the scope of this study.

Note: Divisional Totals include divisional staff FTEs not assigned to individual language services

Source: BBG Budget Documents (8/31/05); Analysis based on FY05 Estimates

Weekly Broadcast Hours per Staff FTE: West & South Asia Division

	FY 2000		FY 2005E		FY 2005E	FY '00 - FY '05E
	Weekly Radio/TV Broadcast Hours	FTE's	Weekly Radio/TV Broadcast Hours	FTE's	Weekly Broadcast Hours Per FTE	% Change '00 - '05 in Weekly Broadcast Hours per FTE
West & South Asia Division						
Afghanistan Service	18	24	85	29	2.93	291%
Bangla Service	11	10	11	12	0.88	-17%
Hindi Service	11	14	12	13	0.88	18%
Persian Service	25	25	37	27	1.38	41%
Urdu Service	11	14	86	19	4.55	506%
Total, West & South Asia	**74**	**92**	**231**	**108**	**2.14**	**167%**

Note: Available data were very limited in their application; Output / Input ratios may not represent an accurate accounting of the efficiency of individual language services. Additional research into the efficiency of the individual language services was outside the scope of this study.

Note: Divisional Totals include divisional staff FTEs not assigned to individual language services

Source: BBG Budget Documents (8/31/05); Analysis based on FY05 Estimates

Weekly Broadcast Hours per Staff FTE: Worldwide English and Central Programs Divisions

	FY 2000		FY 2005E		FY 2005E	FY '00 - FY '05E
	Weekly Radio/TV Broadcast Hours	FTE's	Weekly Radio/TV Broadcast Hours	FTE's	Weekly Broadcast Hours Per FTE	% Change '00 - '05 in Weekly Broadcast Hours per FTE
Worldwide English Division						
Programs	169	68	136	36	3.78	52%
Total, Worldwide English	**169**	**89**	**136**	**56**	**2.43**	**28%**

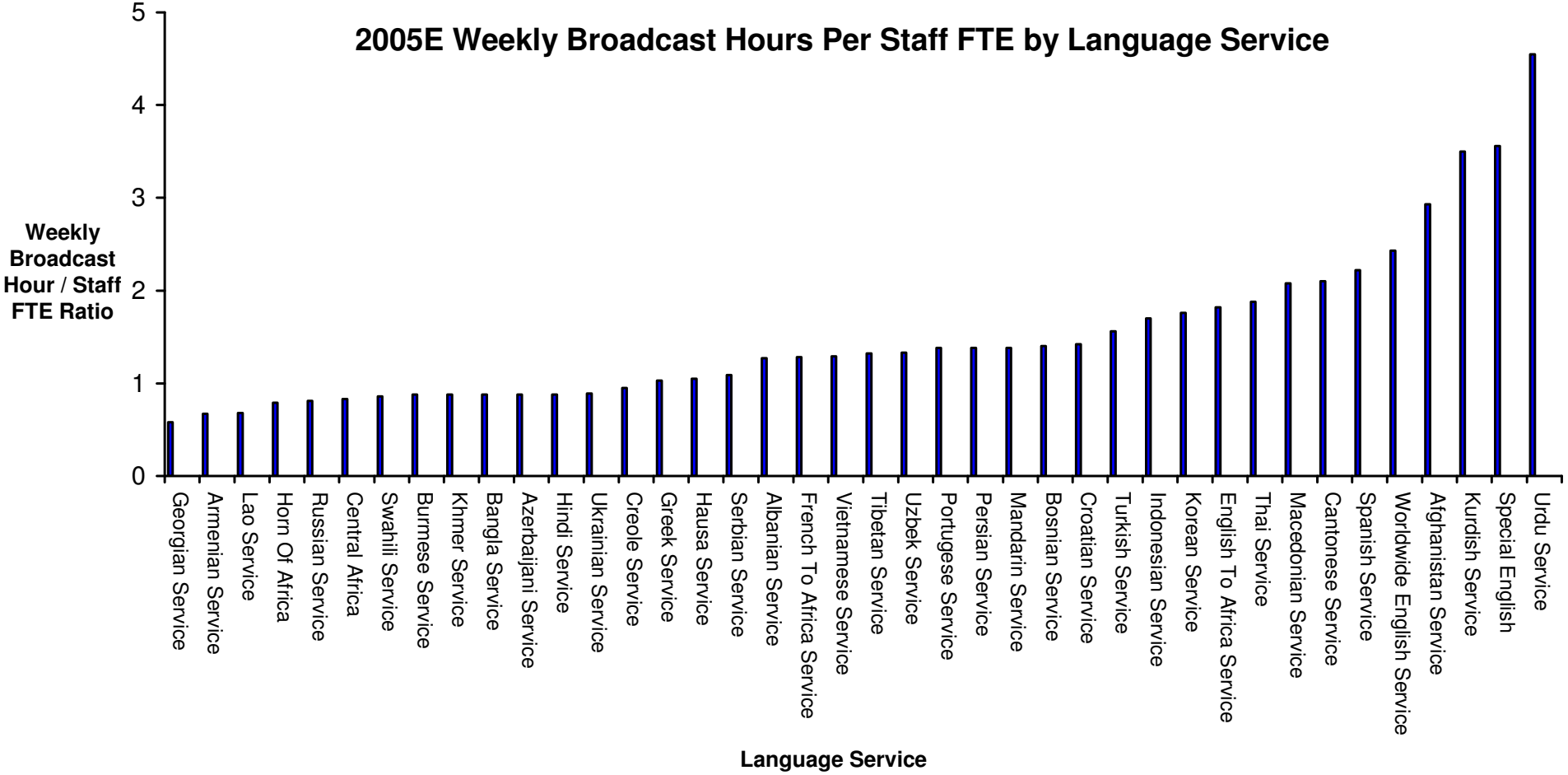
	FY 2000		FY 2005		FY 2005	FY '00 - FY '05
	Weekly Radio/TV Broadcast Hours	FTE's	Weekly Radio/TV Broadcast Hours	FTE's	Weekly Broadcast Hours Per FTE	% Change '00 - '05 in Weekly Broadcast Hours per FTE
Central Programs Division						
Music Programs	168	13	168	11	15.27	18%
Special English	34	10	36	10	3.56	5%
Total, Central Programs	202	25	204	41	4.99	-38%

Note: Available data were very limited in their application; Output / Input ratios may not represent an accurate accounting of the efficiency of individual language services. Additional research into the efficiency of the individual language services was outside the scope of this study.

Note: Divisional Totals include divisional staff FTEs not assigned to individual language services

Source: BBG Financial Documents (as of 9/30/05)

The VOA language services vary considerably in the number of weekly broadcast hours per staff FTE

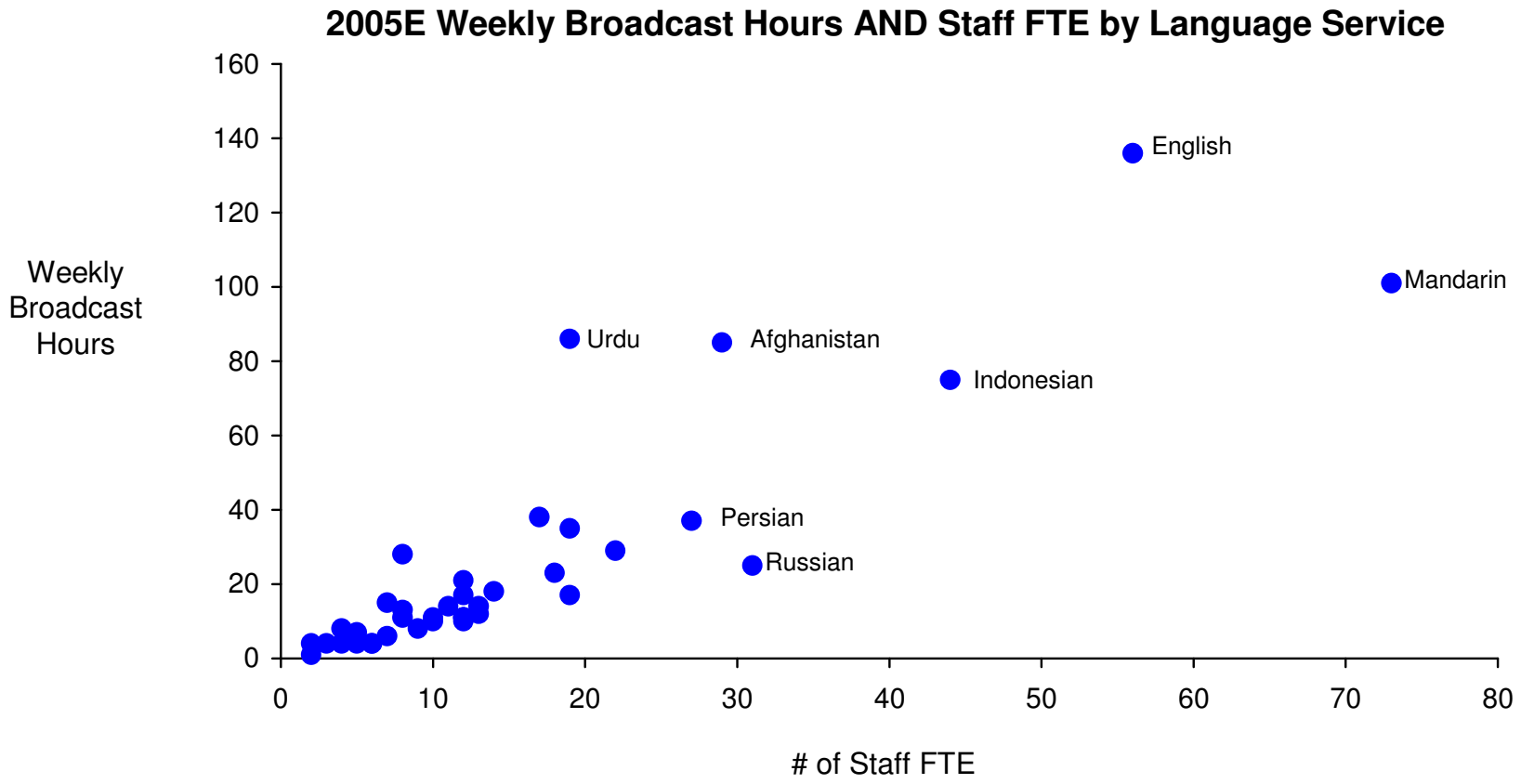


Note: Dedicated Broadcast Production staff NOT included with Worldwide English Service Ratio; Music Programs not included in chart

Note: Available data were very limited in their application; Output / Input ratios may not represent an accurate accounting of the efficiency of individual language services. Additional research into the efficiency of the individual language services was outside the scope of this study.

Source: BBG Budget Documents (8/31/05); Analysis based on FY05 Estimates

The VOA language services also vary considerably in the total number of weekly broadcast hours *and* total staff FTE



Note: Available data were very limited in their application; Output / Input ratios may not represent an accurate accounting of the efficiency of individual language services. Additional research into the efficiency of the individual language services was outside the scope of this study.

Source: BBG Budget Documents (as of 8/31/05); Analysis based on FY05 Estimates

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Glossary of Terms

Term	Description
AFGE	American Federation of Government Employees; Represents all non-professional and professional non-supervisory domestic General Schedule (GS & GG) and Wage System employees
AFSCME	American Federation of State, County and Municipal Employees; Represents Radio Broadcast Technicians
AFSA	American Foreign Service Association; Represents Foreign Service personnel
Agency	Broadcasting Board of Governors; Used to describe the Board, its staff, and the federal government organizations it supervises (e.g. IBB, VOA, and OCB)
BAH	Booz Allen Hamilton
BBG	Broadcasting Board of Governors; Used to describe the Board and its subordinate entities
Board	The nine member board that heads the Agency

Term	Description
Board Staff	Personnel directly providing support to the Board, including the Executive Director, Offices of the General Counsel and Chief Financial Officer
CFO	Chief Financial Officer
CIO	Chief Information Officer
CN	Central News
CN scripts	Radio scripts written by Central News and uploaded onto wire
COLA	Cost of Living Adjustments
CPT	Capital Planning Coordination Team for BBG Capital & Information Technology Planning process
CR	Correspondent Reports

Glossary of Terms

Term	Description
GAO	Government Accountability Office (formerly General Accounting Office)
GPRA	Government Performance and Results Act of 1993
GG	General Government; Federal Employee graded pay system designation
GS	General Schedule; Federal Employee graded pay system designation
IBB	International Broadcasting Bureau
IBB's Support Functions	Engineering & Technical, Management, and Program Support offices
IOT	Internal Office Tool; OMPP's Affiliate database
ITU	International Telecommunication Union
Management Office	IBB's Office of Management containing Administration, Contracts, Personnel and Security
MBN	Middle East Broadcasting Networks
NCC	Network Control Center located within VOA Operations
NEB	Network English Broadcast wire
OCB	Office of Cuba Broadcasting
OMB	Office of Management and Budget
OMPP	Office of Marketing and Program Placement located within IBB's Office of Program Support

Glossary of Terms

Term	Description
PMO	Project Management Officer located within IBB's Office of Engineering & Technical Services
RFA	Radio Free Asia
RFE	Radio Free Europe
RL	Radio Liberty
SES	Senior Executive Service
Stakeholder	Participants from the BBG, IBB, VOA and Congressional committees interviewed and consulted both formally and informally as part of the data gathering effort
TVCN	Television Central News
USIA	United States Information Agency
USIB	United States International Broadcasting, used to denote the entire system of US non-military international broadcasting organizations overseen by BBG, including both federal agencies and non-profit corporations
VJ	Video Journalist
VOA	Voice of America
VTM	Video Tape Monitoring