

**PUBLIC RADIO  
TRAINING &  
PROFESSIONAL  
DEVELOPMENT  
SURVEY**

**RESEARCH REPORT**

**Presented by**

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**September 2000**

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## **EXECUTIVE SUMMARY**

### **PUBLIC RADIO TRAINING & PROFESSIONAL DEVELOPMENT SURVEY**

**Peter Dominowski, Market Trends Research Inc.**

*"Training and professional development are critical to the future growth and advancement of our product, public radio...and the individual stations."*

- In August 2000, Market Trends Research Inc. developed an online survey to provide knowledge about attitudes and behavior concerning training and professional development activities in public radio. 225 persons completed the survey, translating to a standard error in the responses of about +/- 7%.
- The goal of the survey is to obtain information to build a national training initiative that meets public radio's needs.
- Over one fourth of the surveys were completed by general or station managers. About two-thirds came from market sizes 20-50 and over 100. The remaining stations were equally divided between Top 20 markets and those ranked 51-100.
- 73% of respondents participated in at least one conference or professional gathering in the past year. 25% have participated in three or more of these activities in the past twelve months. 76% have participated in at least one training or professional development activity in the past year.
- Areas of training with greatest participation in the past year were: Management Development, Software Training, and Fund Raising.
- The areas of training with the greatest **personal interest** were: Increasing audience size or loyalty, Management Development, Strategic Planning, and Software training.

- The areas of greatest the importance to the **station or organization** for training were: Fund Raising, Increasing Audience size and loyalty, Personal Skills [i.e. Stress management, interpersonal communication], Management Development, and Software training.
- Two-thirds or more agreed that training related to fund raising development, audience growth, and announcing should be conducted in programs specifically designed for public radio.
- Only four percent have experienced any type of Internet-based training. Only two areas – Training for improving membership and underwriting, and training to increase the size and loyalty of audiences - rated above average as possible Internet training possibilities.
- When asked to choose budgetary priorities, adding new staff and investing in local programming were the two priorities ranking highest on average. Training ranked sixth of eight possible choices. Only 8% of the sample ranked training as their top priority. 6% ranked training as the least important priority
- The average annual training budget is \$11,136. The median annual training budget is \$5,000. For stations in the top 50 markets, the average annual training budget is \$18,531. The median annual training budget is \$10,000, twice as much as for the entire sample.
- What additional amount might stations invest in future training? The amount is almost identical to the current level of investment. **The average future investment** was only a 4% increase over current spending on training. **The average figure for the top 50 markets** was only a 5% increase over current spending.
- Would **individuals** help to fund future training opportunities? Yes, but to a very limited extent. The average amount an individual would spend on training was \$340. The median amount was \$200, although 28% indicated that they would be willing to spend \$500 or more. These answers were not significantly different in responses from larger and smaller markets.

*"Lots of talk occurs about staff development in public radio, or the need to develop younger talent. But little or no overall planning and assessment has taken place in order to advance the industry as a whole."*

## **TRAINING SURVEY BACKGROUND & OBJECTIVES**

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An ad hoc "training summit" was held after the 2000 Public Radio Conference in Orlando. Representatives of many national organizations and other concerned individuals attended, and explored four strategic questions:

- How do we determine training needs and set priorities?
- How can we increase training effectiveness?
- How can we develop more ways to deliver training?
- How can we better coordinate and market current and future training efforts?

In order to adequately answer these questions, it was necessary to obtain additional information about attitudes and behavior within public radio relating to training.

In July 2000, Market Trends Research was commissioned to develop a survey instrument that would provide the required knowledge prior to the 2000 PRPD conference in San Diego. An **online survey** was developed so that the maximum number of responses could be achieved within limited time and budget parameters. The online survey was promoted through the Pubradio listserve, and by several national organizations involved in the ad hoc training efforts.

**The ultimate goal of the survey is to obtain the necessary information to build a national training initiative that meets the needs of public radio professionals.**

For the purposes of this survey, the word "training" was used generically to represent all mentoring, professional, educational, and management development activities. Also for the purposes of the survey, the definition of training did NOT include attendance at annual industry conferences [i.e. PRC, PRPD, PRDMC].

## How to Read Tables and Charts

- The “Valid Percent” column of a chart indicates the percentage of valid answers to each response in a question.
- “Missing system” indicates respondents who did not complete a particular question.
- Note that charts use different scales; interpret with caution!

## WHO RESPONDED?

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*"I'm not the first person to point out that few of us in the system have ever had the training to go along with our positions, no matter what the staff level. I think most of us are hungry for such development opportunities."*

- 225 responses to the survey were received. If a random sample, this would translate in to a standard error of about +/- 7%. Response to this survey can be considered some indication of interest in training and professional development.

## Employment

- The following tables provide information about the sample in terms of employment and other demographic definitions.

|         |                                 | Position/title |         |               |                    |
|---------|---------------------------------|----------------|---------|---------------|--------------------|
|         |                                 | Frequency      | Percent | Valid Percent | Cumulative Percent |
| Valid   | General/Station Manager         | 61             | 27.1    | 27.2          | 27.2               |
|         | Business/Finance Manager        | 4              | 1.8     | 1.8           | 29.0               |
|         | Program Director                | 31             | 13.8    | 13.8          | 42.9               |
|         | Development Director            | 18             | 8.0     | 8.0           | 50.9               |
|         | Chief Engineer                  | 2              | .9      | .9            | 51.8               |
|         | News Director                   | 8              | 3.6     | 3.6           | 55.4               |
|         | Operations                      | 11             | 4.9     | 4.9           | 60.3               |
|         | Business/Administrative         | 2              | .9      | .9            | 61.2               |
|         | Human Resources                 | 1              | .4      | .4            | 61.6               |
|         | Development                     | 25             | 11.1    | 11.2          | 72.8               |
|         | Production                      | 15             | 6.7     | 6.7           | 79.5               |
|         | Programming                     | 12             | 5.3     | 5.4           | 84.8               |
|         | Engineering                     | 2              | .9      | .9            | 85.7               |
|         | News                            | 9              | 4.0     | 4.0           | 89.7               |
|         | Network employee                | 8              | 3.6     | 3.6           | 93.3               |
|         | Independent producer            | 6              | 2.7     | 2.7           | 96.0               |
|         | Consultant                      | 5              | 2.2     | 2.2           | 98.2               |
|         | Independent Promotion/Marketing | 2              | .9      | .9            | 99.1               |
|         | Other                           | 2              | .9      | .9            | 100.0              |
|         | Total                           | 224            | 99.6    | 100.0         |                    |
| Missing | System                          | 1              | .4      |               |                    |
| Total   |                                 | 225            | 100.0   |               |                    |

- Over half of the surveys were completed by persons in top and middle management positions
- Over one fourth of the surveys were provided by general or station managers

## Station Licensee

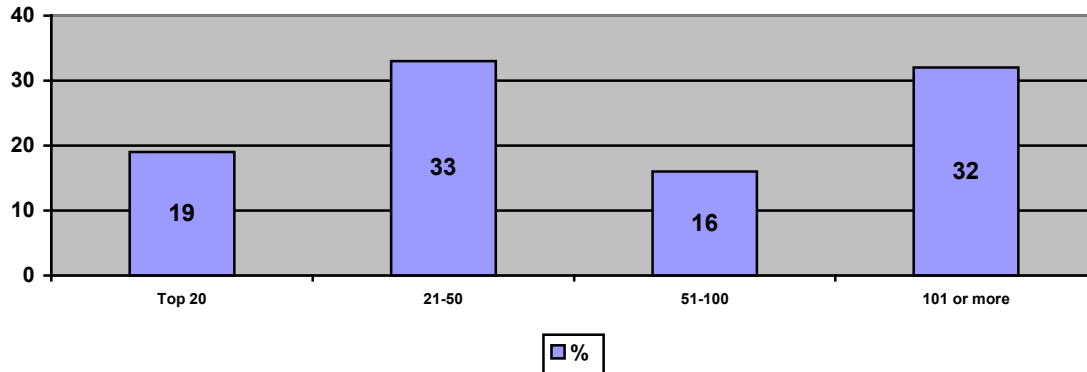
Station licensee status

|         |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------------------|-----------|---------|---------------|--------------------|
| Valid   | University licensee     | 118       | 52.4    | 58.1          | 58.1               |
|         | Community licensee      | 52        | 23.1    | 25.6          | 83.7               |
|         | State network           | 9         | 4.0     | 4.4           | 88.2               |
|         | Community radio station | 9         | 4.0     | 4.4           | 92.6               |
|         | Other                   | 15        | 6.7     | 7.4           | 100.0              |
|         | Total                   | 203       | 90.2    | 100.0         |                    |
| Missing | System                  | 22        | 9.8     |               |                    |
| Total   |                         | 225       | 100.0   |               |                    |

- Nearly 60% of responses were from University licensed stations.

## Market Size

- About two-thirds of the responses came from market sizes 20-50 and over 100. The remaining stations were equally divided between Top 20 markets and those ranked 51-100.



- Among **managers** responding to the survey, 10% were from Top 20 markets, 20% from markets 21-50, 15% from markets 51-100 and 52% from markets 101 or smaller.

## Annual Budget

Total annual budget for station or organization

|         |                         | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------------------|-----------|---------|---------------|--------------------|
| Valid   | \$100,000 or less       | 13        | 5.8     | 6.2           | 6.2                |
|         | \$100,000 - \$250,000   | 20        | 8.9     | 9.5           | 15.6               |
|         | \$250,000 - \$500,000   | 26        | 11.6    | 12.3          | 28.0               |
|         | \$500,000 - \$750,000   | 21        | 9.3     | 10.0          | 37.9               |
|         | \$750,000 - \$1 million | 23        | 10.2    | 10.9          | 48.8               |
|         | More than 1 million     | 108       | 48.0    | 51.2          | 100.0              |
|         | Total                   | 211       | 93.8    | 100.0         |                    |
| Missing | System                  | 14        | 6.2     |               |                    |
| Total   |                         | 225       | 100.0   |               |                    |

- Most individuals completing the survey worked for organizations with annual budgets exceeding one million dollars. Only 28% had budgets of \$500,000 or less.
- For top 50 markets, the median annual budget was between \$500,000 and \$750,000.

## Public Radio Experience

Years worked in public radio

|         |                    | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|--------------------|-----------|---------|---------------|--------------------|
| Valid   | Less than one year | 11        | 4.9     | 4.9           | 4.9                |
|         | 1-2 years          | 12        | 5.3     | 5.4           | 10.3               |
|         | 3-4 years          | 23        | 10.2    | 10.3          | 20.6               |
|         | 5-6 years          | 24        | 10.7    | 10.8          | 31.4               |
|         | 7-8 years          | 10        | 4.4     | 4.5           | 35.9               |
|         | 8-9 years          | 9         | 4.0     | 4.0           | 39.9               |
|         | 10-20 years        | 92        | 40.9    | 41.3          | 81.2               |
|         | More than 20 years | 42        | 18.7    | 18.8          | 100.0              |
|         | Total              | 223       | 99.1    | 100.0         |                    |
| Missing | System             | 2         | .9      |               |                    |
| Total   |                    | 225       | 100.0   |               |                    |

- Survey respondents averaged between 10 and 20 years experience working in public radio.

## Fiscal Year

In what month does your station or organization fiscal year begin?

|         |         | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|---------|-----------|---------|---------------|--------------------|
| Valid   | January | 15        | 6.7     | 6.8           | 6.8                |
|         | July    | 162       | 72.0    | 74.0          | 80.8               |
|         | October | 34        | 15.1    | 15.5          | 96.3               |
|         | Other   | 8         | 3.6     | 3.7           | 100.0              |
|         | Total   | 219       | 97.3    | 100.0         |                    |
| Missing | System  | 6         | 2.7     |               |                    |
| Total   |         | 225       | 100.0   |               |                    |

- Most organizations responding to the survey operate on a July-June fiscal year.

## Age

Age

|         |               | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|---------------|-----------|---------|---------------|--------------------|
| Valid   | 24 or younger | 6         | 2.7     | 2.7           | 2.7                |
|         | 25-34         | 40        | 17.8    | 17.9          | 20.6               |
|         | 35-44         | 84        | 37.3    | 37.7          | 58.3               |
|         | 45-54         | 71        | 31.6    | 31.8          | 90.1               |
|         | 55-64         | 21        | 9.3     | 9.4           | 99.6               |
|         | 65 or older   | 1         | .4      | .4            | 100.0              |
|         | Total         | 223       | 99.1    | 100.0         |                    |
| Missing | System        | 2         | .9      |               |                    |
| Total   |               | 225       | 100.0   |               |                    |

- Nearly 70% of the surveys were completed by persons 35 – 54. The median age of survey respondents was between 35 and 44.

## Gender

Sex

|         |        | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|--------|-----------|---------|---------------|--------------------|
| Valid   | Male   | 132       | 58.7    | 59.5          | 59.5               |
|         | Female | 90        | 40.0    | 40.5          | 100.0              |
|         | Total  | 222       | 98.7    | 100.0         |                    |
| Missing | System | 3         | 1.3     |               |                    |
| Total   |        | 225       | 100.0   |               |                    |

- Gender response was 60% male, 40% female.

## Ethnicity

### Ethnic Origin

|         |                    | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|--------------------|-----------|---------|---------------|--------------------|
| Valid   | African American   | 5         | 2.2     | 2.3           | 2.3                |
|         | Caucasian / White  | 202       | 89.8    | 92.2          | 94.5               |
|         | Asian-American     | 6         | 2.7     | 2.7           | 97.3               |
|         | Native American    | 1         | .4      | .5            | 97.7               |
|         | Hispanic or Latino | 5         | 2.2     | 2.3           | 100.0              |
|         | Total              | 219       | 97.3    | 100.0         |                    |
| Missing | System             | 6         | 2.7     |               |                    |
| Total   |                    | 225       | 100.0   |               |                    |

- Caucasians completed more than 90% of these surveys.

## TRAINING ACTIVITIES

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*"I am in favor of as many training sessions as possible. I will never feel like I know everything "there is to know" in the business. And I encourage my staff to assume the same mindset. It keeps us ahead of the curve."*

What kinds of training activities have survey participants experienced in the past year?

### PR professional conferences/meetings attended in last twelve months

|         |              | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|--------------|-----------|---------|---------------|--------------------|
| Valid   | None         | 61        | 27.1    | 27.4          | 27.4               |
|         | One          | 59        | 26.2    | 26.5          | 53.8               |
|         | Two          | 47        | 20.9    | 21.1          | 74.9               |
|         | Three        | 31        | 13.8    | 13.9          | 88.8               |
|         | Four         | 10        | 4.4     | 4.5           | 93.3               |
|         | Five or more | 15        | 6.7     | 6.7           | 100.0              |
|         | Total        | 223       | 99.1    | 100.0         |                    |
| Missing | System       | 2         | .9      |               |                    |
| Total   |              | 225       | 100.0   |               |                    |

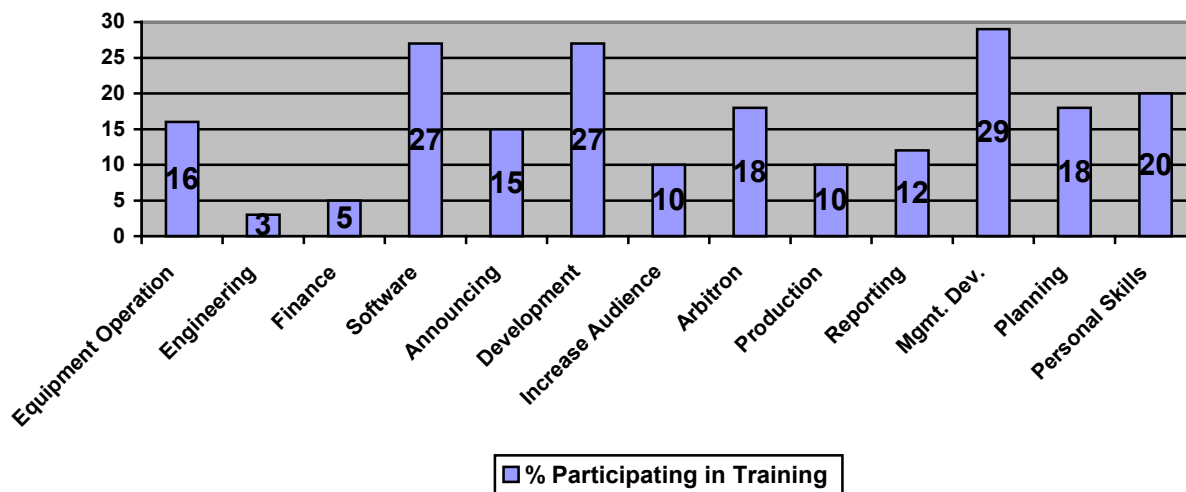
- Only 27% of respondents claimed **not** to have participated in any type of conference or professional gathering in the past year. 25% have participated in three or more of these activities in the past twelve months.

- Among all stations, median attendance was two conferences in the past year; for stations in the top 50 markets, median attendance was three conferences in the past year.

#### Participated in training activities in the past twelve months

|         |        | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|--------|-----------|---------|---------------|--------------------|
| Valid   | Yes    | 168       | 74.7    | 75.7          | 75.7               |
|         | No     | 54        | 24.0    | 24.3          | 100.0              |
|         | Total  | 222       | 98.7    | 100.0         |                    |
| Missing | System | 3         | 1.3     |               |                    |
| Total   |        | 225       | 100.0   |               |                    |

- Three of four have participated in some kind of training activity in the past twelve months. Participation was slightly greater for top 50 market stations.
- The chart below shows [Survey Question 9] the percentage of survey respondents that have participated in different types of training activities in the past twelve months. [Because more than one training activity could be chosen, percentages exceed 100%]



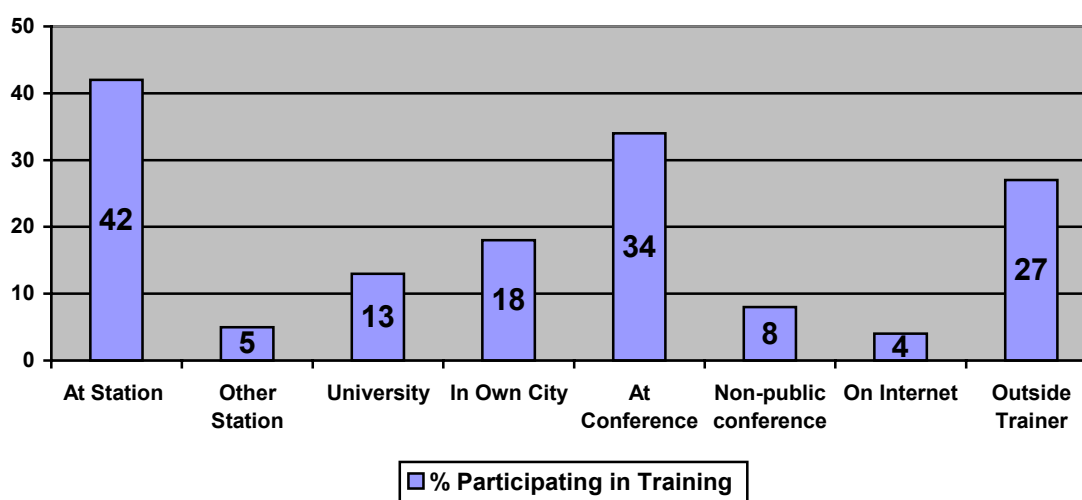
Areas of training with greatest participation in the past year:

- **Management Development**
- **Software training**
- **Development – Membership & Underwriting**

For top 50 market stations, the areas of training with greatest participation in the past year were:

- **Development – Membership & Underwriting**
- **Management Development**
- **Strategic Planning**
- **Software Training**

Where did this training take place *[Question 10]*?

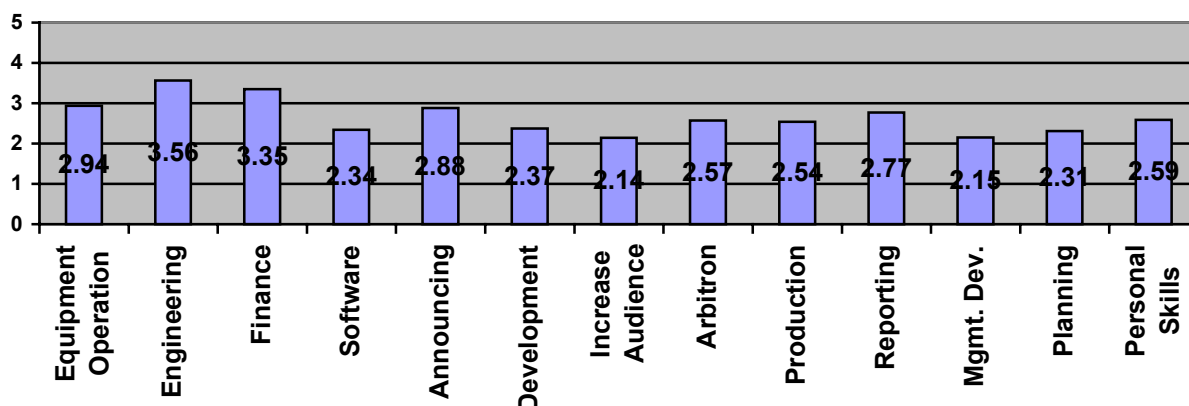


- The vast majority of training occurred at the station or within the context of a public radio related conference. *[Because more than one training activity could be chosen, percentages exceed 100%]*
- Only 4% participated in any kind of training over the Internet.

## TRAINING PRIORITIES

### Personal Interest

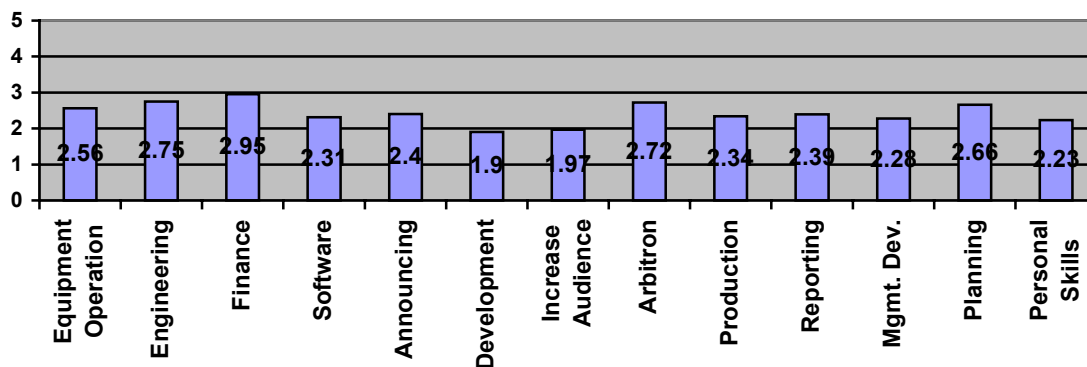
The survey asked respondents about their **personal** level of interest [Question 11] in furthering their skills in several areas. Responses were on a 1 to 5 scale, with "1" representing **"Very Interested,"** and "5" representing **"Not At All Interested."** **The lower the average score, the greater the interest expressed in each area.**



- The areas of greatest **personal interest** for training were:
  - **Increasing audience size or loyalty**
  - **Management Development**
  - **Strategic Planning**
  - **Software training**
  
- It is important to keep in mind that personal interest in these topics is likely to be dependent on the position held at a station, and on the percentage of different areas that are represented in this survey. For example, engineering was represented by only 2% of the respondents.

## Station Interest

Respondents were then asked about the importance to their **station or organization** of furthering skills in several areas [Question 12]. Responses again were on a 1 to 5 scale, with "1" representing "**Very Interested,**" and "5" representing "**Not At All Interested.**" **The lower the average score, the greater the interest expressed in each area.**



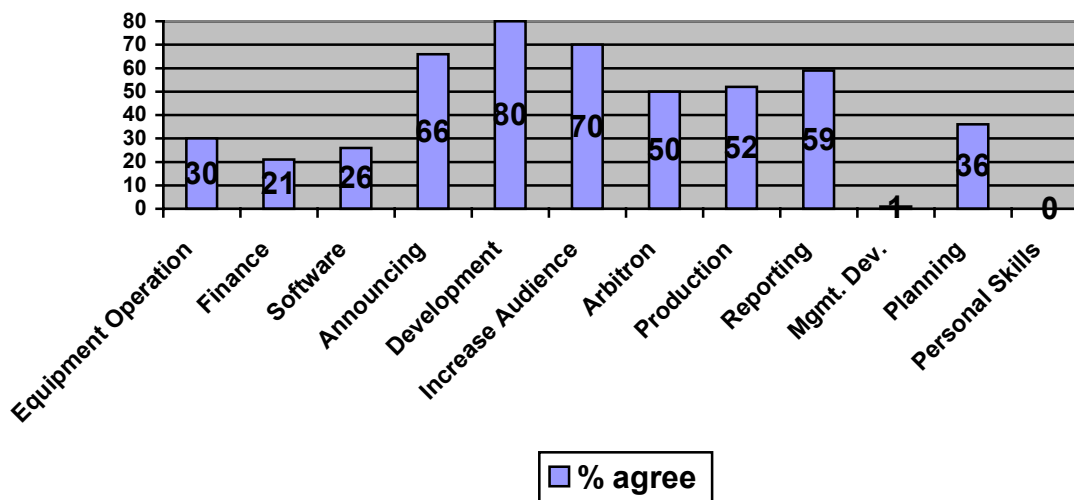
- The areas of greatest the importance to the **station or organization** for training were:
  - **Development – Membership & Underwriting**
  - **Increasing Audience size and loyalty**
  - **Personal Skills [i.e. Stress management, interpersonal communication]**
  - **Management Development**
  - **Software training**
  
- What training content did **managers** rate as important stations?
  - **Development – Membership & Underwriting**
  - **Increasing Audience size and Loyalty**
  - **Management Development**
  - **Personal skills [i.e. Stress management, interpersonal communication]**
  - **Software training**
  - **Improving Reporting, writing, & editing**
  - **Improving the quality of production**

- What training did **top 50 market stations** rate as important?
  - **Development – Membership & Underwriting**
  - **Increasing Audience size and Loyalty**
  - **Personal skills [i.e. Stress management, interpersonal communication]**
  - **Management development**
  - **Announcing training**
  - **Software training**
  - **Improving Reporting, writing, & editing**

## METHODS OF TRAINING

*"Training programs are most effective when you can engage the participation of many staff from your station simultaneously -- this way everyone is learning the "same thing at the same time." When this doesn't happen, the person who attended such a program is sometimes shunned because their co-workers just don't understand things on the same level. Some of the people who attended the workshop can turn into a zealot as a result of what they've just learned and everyone else just "doesn't get it" because they didn't go through the same experience."*

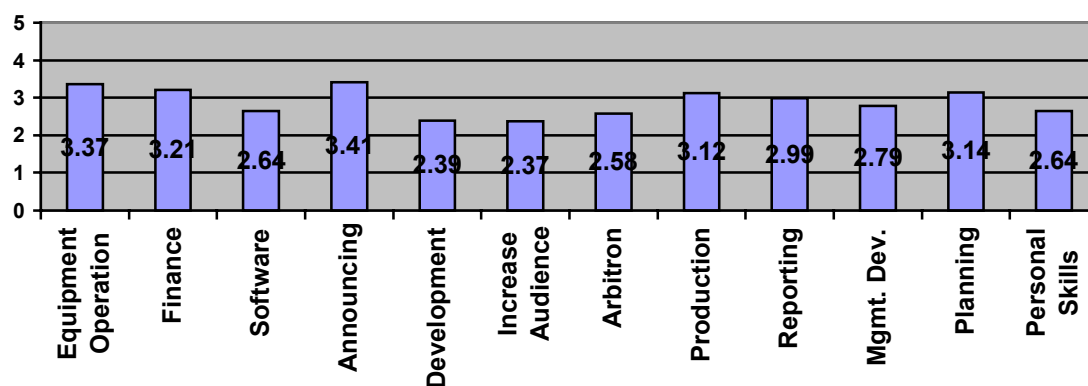
Some types of training are more general in scope, and may be successfully offered by private companies or universities. Others must be specifically designed for use in public radio. Which types of training fit these descriptions most? Survey participants answered in this question [Question 13].



- While rated very important in previous questions, Management development and personal skills training are the training activities least required to be designed specifically for public radio professionals.
- Two-thirds or more agreed that development, audience growth, and announcing training should be conducted in programs specifically designed for public radio.
- Managers responded to this question almost precisely the same as the entire survey sample. There were no significant differences.

*"I find that the small group and one-on-one interaction is invaluable. Not convinced that kind of training would be effective over the Internet."*

We discovered that only 4% of the survey sample has experienced any kind of training via the Internet. But what of the future? Might the Internet be a viable medium for the future of training? What types of training would be most appropriate for cyberspace? Survey respondents answered in Question 14. Responses were on a 1 to 5 scale, with "1" representing **"Very Interested,"** and "5" representing **"Not At All Interested."** **The lower the average score, the greater the interest expressed in Internet training for each area.**



- While overall Interest in most areas of training was relatively high, Interest in Internet-based training remains lukewarm at best. Only two items – Training for improving membership and underwriting [development] and training to increase the size and loyalty of audiences - rated more favorable than 2.5 on this five point scale. Response from top 50 markets was only slightly more favorable to Internet based training.
- The fact that so few individuals have experienced Internet-based training may account for some of this response. It is often difficult to determine how effective a training medium will be until it is tested and experienced.

## INVESTING IN TRAINING

*"People who attend or participate in training/professional development activities see the organization in a whole different light. They return from the experience with new energies and ideas which could help the organization to reach new heights. However, when a station is on a tight budget, it's very difficult to remember the positive impact from the last training program."*

Expressing the need for training and an interest in participating is one part of identifying need. But determining whether, and how much, stations and individuals will pay for this training is another matter.

### Current Training Expenditures

- For the **entire survey sample**, the average annual training budget is \$11,136. The median annual training budget is \$5,000.
- Including only **responses by general or station managers**, the average annual training budget is \$7,932. The median annual training budget is \$4,000.
- For stations in the **top 50 markets**, the average annual training budget is \$18,531. The median annual training budget is \$10,000, twice as much as for the entire survey sample.

## Funding from Individuals

*"I feel it is unrealistic to expect public radio employees to "invest" much money in training opportunities until there is an indication that the system is likely to "invest" in increased salaries and promotional opportunities for staff system-wide."*

If extensive training and professional development is to be a part of public radio's future, funding will likely come from a variety of sources, including individuals hoping to advance their knowledge through training.

Would public radio professionals be likely to help pay for their own training? Survey Question 15 asked how likely individuals would be to use their personal funds to attend a training activity.

How likely would you be use any personal funds to attend a training activity?

|                   | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------|-----------|---------|---------------|--------------------|
| Valid Very Likely | 37        | 16.4    | 16.4          | 16.4               |
| Likely            | 68        | 30.2    | 30.2          | 46.7               |
| Not Sure          | 69        | 30.7    | 30.7          | 77.3               |
| Unlikely          | 42        | 18.7    | 18.7          | 96.0               |
| Very unlikely     | 9         | 4.0     | 4.0           | 100.0              |
| Total             | 225       | 100.0   | 100.0         |                    |

- Nearly half of the sample indicated that they would be "Very Likely" or "Likely" to help fund a training experience from their personal funds. One of three was not sure, and about 23% were "Unlikely" or "Very Unlikely" to do so. There was no significant difference in response to this question based on market size.

How much might spent by individuals on any single training opportunity?

- For the entire survey sample, the average amount an individual would spend on training was \$340. The median amount was \$200, although 28% indicated that they would be willing to spend \$500 or more.
- These answers were not significantly different in responses from larger and smaller markets.

## Funding from Stations and Organizations

*"Fortunately, my station does invest in people and training of all types. There's always room for improvement."*

**We have already determined that the average amount spent on training** for the entire survey sample was \$11,136, with the median annual training budget \$5,000. What is the potential for stations to budget for training if they are convinced of its usefulness?

**The answers do not indicate an untapped set of resources. The amount that stations would invest in training is almost identical to the amount they already are investing.**

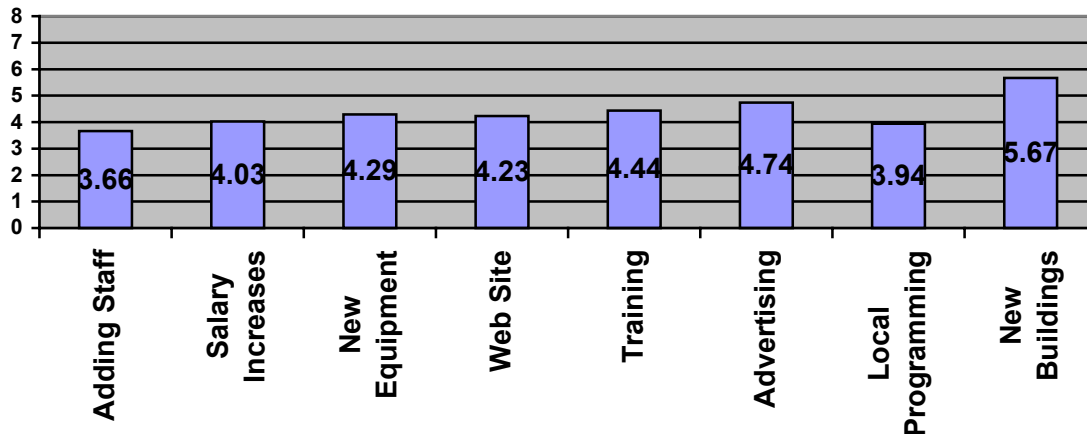
- **The average figure** was \$11,581, only a 4% increase over current spending.
- **The average figure for the top 50 markets** was \$19,415, only a 5% increase over current spending.
- The information is slightly more encouraging when including only **responses by general or station managers**. The average training budget increase figure is \$8,875, a 12% increase over current spending.

## Training As A Priority

*"We basically try to hire people who already are trained."*

To obtain a context of the importance of training, survey participants were asked [Question 18] to rank several station priorities in order of importance.

Responses were ranked from 1 to 8, with "1" representing the "**Most Important Priority,**" and "8" representing "**Least Important Priority.**" *The lower the average score, the higher the overall priority to survey participants.*



- These data do not indicate a clear consensus, but do indicate that training is not a top priority compared to most of these other activities.
- Adding staff and investing in local programming were the two priorities ranking highest on average. Training ranked sixth of eight possible choices.
- Only 8% of the sample ranked training as their top priority. 6% ranked training as the least important priority.
- Among **managers**, training ranked fifth of eight possible choices. Adding staff and investing in local programming were also their two highest-ranking priorities, with salary increases third. 9% of managers ranked training as their top priority. 4% ranked it as the least important among these priorities.
- In responses from the **top 50 markets**, training ranked fifth of eight choices on average. Ranking ahead of training were: adding staff, investing in local programming, building an Internet site, and staff salary increases.

## HOW TRAINING MAKES A DIFFERENCE

*"An individual cannot grow and keep current with out continual training. I believe it is important to keep on the "cutting edge". That is difficult in today's rapidly changing world!"*

One might draw a bleak picture from the fact that most survey respondents did not indicate that training was a top priority, and most stations would not dramatically their training budget. But there is another perspective on training that cannot be easily expressed in closed-ended survey questions. Many survey respondents told of specific situations where training did – or would have – made a positive difference to themselves or their stations. These comments encompass many of the needs and priorities stations face every day.

### RESPONSES FROM MANAGERS

- *"As a manager trained mostly as a programmer, I could use more basic management training."*
- *"Better access to production training resources would have allowed us to move more quickly and in a more unified way when we brought our digital workstation on-line in our main production studio."*
- *"Until the CPB adjusted their CSG grant to provide greater assistance to rural stations, we were only able to send one person to a conference/meeting. During the past year, we were able to send two people to national meetings/conferences which had a profound effect on these people. They came back with: 1) a better sense of how the quality of their work compared to that of others around the nation, 2) new ideas to mold for use at our station 3) connections with others in the business - building the basis of a network 4) a better or invigorated attitude about what they are doing that manifested itself in their work. I could go on...but you get the picture."*
- *"We purchased listener survey information, and training in it's interpretation would have helped us apply that information."*

- *"Attended the PD Workshop. Had a PD Consultant visit the station. Attended Arbitron workshop. We have increased listenership 50%. If we had this reaction to all training, we'd do much more training."*
- *"It would be great to have someone who was available to discuss management problems with as a mentor, much like DEI has people on call."*
- *"Internet [training] would be OK so long as it included sound."*
- *"The Board of Trustees wants a business plan -- none of us has any experience in writing one, but we're coping."*
- *"Obtaining regular training for all of my staff members from the Morning Host to the Music Director and the Production Coordinator. Getting them out into the 'system' to see how others handle situations is key. Slowly but surely it's occurring, because we've made it a priority."*
- *"While I believe heavily in training, I want it to be excellent training, and I do not think any one organization is strong enough to cover all of the training needs for all of the areas identified in the survey."*
- *"We made the decision to change the format of our daytime music program. We could have used advice on all aspects of that adjustment."*
- *"Staff understanding of audience data...minor program changes were made and a number of staff members did not buy into the changes."*
- *"It's all too commonplace for people to not know that our station exists -- even among people who enjoy the music genre we most often play. We seriously need help with guerilla marketing efforts."*

- *"With little in resources, some sort of "library" system for all stations or "guidance counselors" or "paid mentors" to help pull these underachieving stations along would be great. The ideal would be to raise the knowledge bar for all employees entering the system so the knowledge base is that much better/professional/talented throughout the system. Long run, that will help us all."*
- *"As a relatively green manager, I have had some difficulties dealing with what are, I suspect, common management situations. Management training might well have helped me used me time and resources more efficiently, and might have decreased by anxiety level, too."*
- *"Training and professional development is ongoing and evolutionary. To be successful, it must be a part of culture of an organization, not just a project or event."*

There were a number of comments about the perceived lack of funding for training opportunities.

- *"I am saddened that CPB no longer provides training support to the system. Some of my most valuable experiences early in my career were gained at training events. I felt I gained perspective, made professional contacts, improved my job performance and helped my station when I shared the information with other staff."*
- *"It is an area that needs great attention. For small stations...access to training is needed at affordable rates, in affordable amounts of time in convenient locations. This is part of the Catch 22 syndrome everyone needs continual upgrading how to accomplish this without disrupting the everyday running of the station."*
- *"We would be interested in training and development assistance. Unfortunately, we have just removed virtually all "extras" from our budget due to expenses of our move to new facilities. Training and conferences have all been written out budgets for the next five years until it stabilizes."*

- *"This topic has been on my "most complained to CPB about" list for sometime. Especially the smaller stations are "wisdom" poor. The low salary makes them typically "starter" positions. These places where the largest improvements could be made can't afford the people with the wisdom to make these improvements."*
- *"Some in-service training is helpful, but all in all, we would prefer having the money CPB puts into training invested in programming for the system. In my opinion, too much of CPB money is frittered away on training programs. Why not give it to the stations in Community Service Grants and let the stations decide where they can best use the money?"*

## **RESPONSES FROM PROGRAMMERS**

- *"We've had a good deal of staff turnover, growth and growing pains. A helping hand from an experienced professional who understands organizational growth and change would have soothed the transition."*
- *"Dealing with a difficult staff member, who refuses to take direction or work under supervision, and spreads an uncooperative attitude to other staff."*
- *"I had a situation with an employee that turned into both sides getting very defensive. If I had had more experience in this management area, it could have been avoided and handled better."*
- *"Announcers' on-air style and reporters' writing and reporting skills are, by far, the primary bankable assets of the organization in today's competitive environment."*
- *"Very low underwriting revenue. Training in underwriting sales techniques would have been helpful."*
- *"Severe organizational conflict arising from Board and development not understanding their roles and how they could be successful."*

- *"New, former volunteer, News Director, with no journalistic background could desperately use a quick, cheap training in the skills of public radio news reporting and production."*
- *"Our management strategic planning is a bit slipshod. We tend to "discover" our priorities and directions as they "emerge." I fear our company may be missing opportunities because of this."*
- *"In dealing with announcers regarding on-air performance."*
- *"Training for our development staff in the importance of working with, rather than separately from, the radio staff. An understanding of fundraising as BOTH a programming and a development activity."*
- *"Employee morale, motivation, understanding how a real job works and what is expected in terms of work ethic, growth, attendance, performance and accountability."*
- *"There has been a couple times in the past year where my station would have benefited greatly from having a strategic plan and guidelines about what direction the station plans to head in the future."*
- *"Our organization had a commitment to training, but we had to take it out of the budget in the final rounds of negotiations, so our existing training budget (at least in my department) doesn't exist."*
- *"We need to train those of us who have never been managers to become real managers. We may know how to program, announce and promote, but can we effectively communicate and manage others in those same areas? Not as well as we should..."*

## RESPONSES FROM DEVELOPMENT DIRECTORS

- *"I can tell you what it actually produced: We cleared funds to send our Subscriber Services Manager and lead staff person (along with other Devo staff and our GM) to the Nashville Pub Radio Devo Conference. Well, we created membership monsters and that's a good thing. Prior to my arrival, no one had included additional staff in management or professional development training but the GM was very open to the idea. The Devo office had fallen victim to low morale, even lower productivity and increasing turn-over. The training, the sense it created that upper management had a vested interest in their development and the infusion of energy from those activities have only produced a lean, mean fundraising team. They are awesome. And they are happier! (My last position was with public TV and my station had made not only the PBS Devo Conference and Academies available to me but additional professional training in grant writing, major donor cultivation, planned gifts, strategic planning and so much more.) I have encouraged my present staff to go out and find courses and seminars that they believe will help them do their work better and almost every time, my GM and I have approved their requests. We are way over budget for training - only two months into the new fiscal year - but he and I believe it will make a vast improvement in efficiency, effectiveness AND morale. Now, if we could just get the "News People" on the same management training page. Thanks for the opportunity to tell a "so-far-successful story.""*
- *"Internal communications is a big problem at my station. I believe the station could better achieve its goals if we had a program director so our GM wasn't so busy AND if we had regular all staff team building training and management training among all top management to get top management working together toward the same goals."*
- *"We budget for training, which includes conference attendance. Sessions at the July PRDMC conference have already proven to be effective among my underwriting staff."*

- *"I know that all public broadcasting seems to be suffering from a severe lack of leadership training. We are guilty of promoting people to middle and upper management positions because they have held their present positions for a period of time OR have expressed an interest in advancement without the benefit of actual leadership experience. Retaining and training staff to assume management openings must be deliberate rather than by happenstance. I find it amazing that many of the public broadcast stations I have come in contact with do not operate with a strategic plan in place. Each department within a station or network or organization needs to start with goals and objectives that are unique to their effort and then come together as a unit to create a unified plan for the future - specifically for how the organization's members will manage themselves."*

## **RESPONSES FROM OTHERS**

- *"I can't single out one instance, but getting feedback, much less actual training, in regards to my on-air performance is nearly impossible. When my PD does listen to an aircheck, he never gives any substantial comments. I'm hungry for training as an announcer! The only training I'm getting is that which I seek out, and it's pretty hard to come by."*
- *"Last November I was given the responsibility of producing our local talk show in addition to engineering it. My background is production and music - not news and public affairs. I would have benefited from either formal training in talk show production or the opportunity to visit with the staff of TALK OF THE NATION or a similar program."*
- *"As a project manager, it would be nice to have a "guru" or "go to person" about management issues."*
- *"Just across the board in everything we do. How we sound, how we interact with each, how we use equipment. Everything, at every level here needs a great deal of improvement, especially management's attitude toward giving us development training."*
- *"Any type of basic, thorough training on new equipment and technology would have been useful: Audio Vault, recording equipment, etc."*

- *"Our Board (and our bank account!) really believes that our station needs a development director/underwriting director and our station manager thinks he can do it all by himself (while coordinating the news department, his former position)."*
- *"It is the subtle hallmark of good public radio to have features which give stories that extra context. This only comes from wide reading and (preferably) discussion with professional peers. Opportunities to meet and discuss our work are invaluable."*
- *"Visioning session for Internet service -- we DID have help, and it was very valuable."*
- *"When our clients have asked us to give them an estimate of how many listeners their program has, I would like to have had help understanding the Arbitron data."*
- *"I regularly go over air checks with our announcers. It would be nice to have some training that gives me ideas to help my announcers improve their on-air performance and presence."*
- *"The news department here is expanding, bringing in new personalities and ideas. The existing staff, being more "experienced" (re: jaded), sometimes bristles at these new ideas. An open forum for these ideas could be very helpful. Therefore, a production workshop could provide a shared experience whereby new and old staff would discuss ideas together and come to a greater understanding of one another's ideas."*
- *"With a new format started in January a complete overhaul of the membership database and record keeping was done, I think that professional advice or training would have assisted in creating a more effective system, I've already changed the system twice when working out flaws."*

## CONCLUSION

*"It's very difficult to survive and compete in the 21st century without necessary staff training at all levels."*

With over 200 responses, this training and development survey experienced excellent response. But it must be kept in mind that **any** survey is a reflection of the sample, and any interpretation of the survey data should be with the composition of the sample firmly in mind.

Clearly, the need for training is acknowledged. Many stations and individuals recognize weaknesses that could be addressed by training. The question, as it so often is in public radio, is funding. Traditionally, many public radio training activities have been partially or fully subsidized. While this era may have come to an end, many stations indicate that they are unlikely to make additional training expenditures. The potential for individual investment exists, but is not significant.

The solution appears to be some combination of:

- New funding sources
- More cost efficient training and professional development opportunities

While some uncertainty about Internet training was expressed, much of this is likely because the viability of this training medium has yet to be demonstrated. If some of public radio's major training and professional development needs can be addressed on the Web, this could be the cost efficient method required to reach the majority of stations affordably.

Market Trends Research Inc. appreciates the opportunity to provide this information about public radio training attitudes and behavior.

For additional information, Market Trends Research may be reached at (727) 784-0967, or at our Website:

[www.MarketTrendsResearch.com/pubradio](http://www.MarketTrendsResearch.com/pubradio)

# **ATTACHMENTS**

## **PUBLIC RADIO TRAINING & PROFESSIONAL DEVELOPMENT SURVEY**

**1. Which one of the following best describes your job function or area in which you work in connection with public radio?**

### **Station - based**

- |                               |                             |
|-------------------------------|-----------------------------|
| 1. General or Station Manager | 8. Business/Finance/Adminis |
| 2. Business/Finance Manager   | 9. Human Resources          |
| 3. Program Director           | 10. Development             |
| 4. Development Director       | 11. Production              |
| 5. Chief Engineer             | 12. Programming             |
| 6. News Director              | 13. Engineering             |
| 7. Operations                 | 14. News                    |

### **Non-station based**

- |                          |   |
|--------------------------|---|
| 15. Network employee     | 18. Independent Promotion/<br>Marketing |
| 16. Independent producer | 19. Other                               |
| 17. Consultant           |   |

**[If not station-based, please skip to question #4.]**

**2. Is your station a:**

- |                        |                            |
|------------------------|----------------------------|
| 1. University licensee | 4. Community radio station |
| 2. Community licensee  | 5. Other                   |
| 3. State network       |                            |

**3. What is the market size of your station?**

- |           |                |
|-----------|----------------|
| 1. Top 20 | 3. 51-100      |
| 2. 21-50  | 4. 101 or more |

**4. What is the total annual budget for the station or organization where you work?**

1. \$100,000 or less
2. \$100,000 - \$250,000
3. \$250,000 - \$500,000
4. \$500,000 - \$750,000
5. \$750,000 - \$1 million
6. More than 1 million

**5. What is the annual budget for training in your station or organization? \$\_\_\_\_\_**  
**[If unknown please skip to question #6].**

**6. How many years have you been working in public radio?**

1. Less than one year
2. 1-2 years
3. 3-4 years
4. 5-6 years
5. 7-8 years
6. 8-9 years
7. 10-20 years
8. More than 20 years

**7. How many public radio professional conferences or meetings have you attended in last twelve months?**

1. None
2. One
3. Two
4. Three
5. Four
6. Five or more

**8. Have you participated in any training activities in the past twelve months?**

1. \_\_\_\_\_ Yes                      2. \_\_\_\_\_ No

**[If no, please skip to question 11.]**

**9. What types of training have you participated in over the past twelve months?** [Check all that apply]

- a. Equipment operation
- b. Engineering training
- c. Finance/Accounting
- d. Software training
- e. Announcing training
- f. Training to increase membership or underwriting revenue
- g. Training to increase the size and/or loyalty of audiences
- h. Training that explains audience data such as Arbitron or i. AudiGraphics
- i. Training to improve the quality of production
- j. Training to improve the quality of reporting/writing/editing
- k. Management development
- l. Strategic planning
- m. Personal skills [i.e. stress management, interpersonal communication]
- n. Other

**10. Where did these training activities take place?**

[Check all that apply]

- a. At your station
- b. At another station
- c. At a university
- d. In your city or community
- e. At or adjacent to a public radio meeting or conference
- f. At or adjacent to a non-public radio meeting or conference
- g. On the Internet
- h. With an outside trainer or consultant
- i. Other

**11. On a scale of 1 to 5, with 1 as "Very interested" and 5 as "Not at all interested," indicate your personal level of interest in furthering your knowledge and skills through training in the following areas.**

Very Interested    1       2       3       4       5       Not At All Interested

- a. Equipment operation
- b. Engineering training
- c. Finance/Accounting
- d. Software training
- e. Announcing training
- f. Training leading to increased membership or underwriting revenue
- g. Training to increase the size or loyalty of audiences
- h. Training to explain audience data such as Arbitron or AudiGraphics
- i. Training to improve the quality of production
- j. Training to improve the quality of reporting/writing/editing
- k. Management development
- l. Strategic planning
- m. Personal skills [i.e. stress management, interpersonal communication]
- n. Other

**12. On a scale of 1 to 5, with 1 as "Very important" and 5 as "Not at all important," indicate the level of importance to your station or organization in furthering knowledge and skills in the following areas.**

Very Important    1       2       3       4       5       Not At All Important

- a. Equipment operation
- b. Engineering training
- c. Finance/Accounting
- d. Software training
- e. Announcing training
- f. Training to increase membership or underwriting revenue
- g. Training to increase the size or loyalty of audiences
- h. Training to explain audience data such as Arbitron or AudiGraphics
- i. Training to improve the quality of production
- j. Training to improve the quality of reporting/writing/editing
- k. Management development
- l. Personal skills [i.e. stress management, interpersonal communication]
- m. Strategic planning
- n. Other

**13. Some training and professional development opportunities are offered by universities or private companies. Others are specifically designed by or presented for people public radio. In your opinion, which of the following types of training must be specifically designed for public radio in order to be effective?**

[Check all that apply]

- a. Equipment operation
- b. Software training
- c. Finance/Accounting
- d. Announcing training
- e. Training to increase membership or underwriting revenue
- f. Training to increase the size or loyalty of audiences
- g. Training to explain audience data such as Arbitron or AudiGraphics
- h. Training to improve the quality of production
- i. Training to improve the quality of reporting/writing/editing
- j. Management development
- k. Personal skills [i.e. stress management, interpersonal communication]
- l. Strategic planning

**14. There has been discussion about using the Internet to provide training and professional growth opportunities within public radio. On a scale of 1 to 5, with 1 as "Very likely" and 5 as "Not at all likely," how likely would your station or organization be to utilize reasonably priced training using the Internet, in the following areas?**

Very Likely      1      2      3      4      5      Not At All Likely

- a. Equipment operation
- b. Software training
- c. Finance/Accounting
- d. Announcing training
- e. Training to increase membership or underwriting revenue
- f. Training to increase the size or loyalty of audiences
- g. Training to explain audience data such as Arbitron or AudiGraphics
- h. Training to improve the quality of production
- i. Training to improve the quality of reporting/writing/editing
- j. Management development
- k. Personal skills [i.e. stress management, interpersonal communication]
- l. Strategic planning

**15. Assuming that the experience would be valuable to you and your career, how likely would you be use any of your personal funds in order to attend a training activity?**

1. Very likely      2. Likely      3. Not Sure      4. Unlikely      5. Very unlikely

**16. Again, assuming that the experience would be valuable to you and your career, and that the cost was shared by your employer and/or other sources, what is the maximum amount of your personal funds you would be likely to invest into a single training activity? \$ \_\_\_\_\_**

**17. How much could your station or organization realistically invest in training on an annual basis, assuming the training were valuable and useful? \$ \_\_\_\_\_**

**18. Please rank the following in terms of their importance for station or organization? Place a 1 by the activity your feel is most important, a 2 by the next most important activity, until you have ranked each of the choices.**

***[If any of these activities do not apply to your station, or organization, please skip to the next choice.]***

- a. Adding additional staff
- b. Salary increases for current staff
- c. Investing in new equipment
- d. Investing in a Web site an the Internet
- e. Investing in mentoring, training professional, educational, and management development activities
- f. Investing in advertising or promotion
- g. Investing in local programming
- h. Investing in new buildings or office space

**19. In what month does your station or organization fiscal year begin?**

1. January    2. July    3. October    4. Other

**20. Please describe a situation in the past year where professional advice, management development, or training would have made a positive difference for you, your station, or organization?**

**The remaining questions will be used for classification and verification purposes only!**

**21. Please check the category that contains your age.**

- a. \_\_\_\_\_ 24 or younger      b. \_\_\_\_\_ 25-34  
c. \_\_\_\_\_ 35-44              d. \_\_\_\_\_ 45-54  
e. \_\_\_\_\_ 55-64              f. \_\_\_\_\_ 65 or older

**22. Are you:**      a. Male      b. Female

**23. Which of the following best describes your ethnicity?**

1. African American
2. Caucasian / White
3. Asian-American
4. Native American
5. Hispanic or Latino
6. Other

**24. Please enter your e-mail address**

**25. What is your station or organization?**

**26. Please provide any other comments you may have about training and professional development in public radio.**

**All responses to this survey will remain confidential!**