

**Radio Broadcasting Management In Thailand :
Organizational And Personnel Management**

By

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Country Paper

Radio Broadcasting Management in Thailand :

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1. Introduction

In Thailand radio broadcasting has been recognized as one of the persuasive tools to support government policies and national development. As people in the whole kingdom, even in the most isolated rural areas, have access to radio, the most important and popular media in the country. The National Broadcasting Services of Thailand (NBT) has served as a major disseminator of information through the various radio stations and television stations located in every region of Thailand.

Stress on radio service, to serve majority and minority groups is the main subject of attention. NBT expand their network throughout the country by setting up more transmission stations and regional radio stations year by year as annual budget allocation. Development of organization structure and personnel administration is also the intention to promote their services to serve people's need of acknowledgement of news, information and entertainment.

2. Management Structure

2.1 Organization Structure

The National Broadcasting Services of Thailand is one of the organization of the Government Public Relations Department, composed of the National Radio of Thailand Network, Television of Thailand Network and the Educational Radio Broadcasting Network. The detail of

radio management structure are as follow :-

2.1.1 The National Radio of Thailand Network

NBT has 58 AM radio stations and 32 FM radio stations throughout the country. The biggest premise is situated in Bangkok as the central stations. Where as many as 9 stations are housed in 2 buildings, including the Central Programme Production Unit.

The rest of those stations are situated in specific areas in the country under the aegis of the Regional Centres of PRD. At present, there are 6 such Centres throughout Thailand.

All NBT radio stations offer general programme services of information and entertainment except for Service two and three in Bangkok and some FM stations. The detail of the operation and management of NBT radio stations in Bangkok and regional areas are as follow :-

a. The Bangkok NBT radio stations

operates as the parent station for the regional radio station for link up news programmes and other interesting programmes at specific times.

The Bangkok NBT radio stations runs three services as follow :-

1. The Regular Service : This Service is the principal channel of national news and general knowledge. The details of various kind of programmes are below :-

News programmes : The station offers news programmes all day, four main national newscasts at specific times, 5 minutes news ten times a day ; news commentaries and current affairs programmes.

General knowledge programmes : The station offers various forms of presentation feature, national development issues covering economic, social, educational and agricultural interests.

Cultural programmes : The station presents this kind of programmes with the aim of preserving and promoting national culture and introducing local culture to audiences nationwide.

Religious programmes : The station presents religious programmes in form of discussions, lectures and sermons on Sunday and Buddhist Holy Day.

Entertainment programmes : The Regular Service offers 12 entertainment programmes per day, most of which are musical in style, ranging from Thai classic to smashed hit, including traditional drama and light entertainment.

Percentage for each type of programme of the Regular Service :-

The news and information programmes occupy 45 per cent of the air time. Of the remainder, 40 per cent in entertainment and the rest of 5 per cent is allocated for sports, religion and public announcements.

Frequencies : The Regular Service broadcasts on AM 891 kilohertz and FM 88 and 92.5 megahertz on the medium wave, and 4830 ,6070 and 7115 kilohertz on the short wave.

Service two :

To serve the government policy on education through electronic media, the NBT works in close co-operation with the Ramkhamhaeng Open University to offer educational programmes for students and also other people to continue studying. Service two offers 8,030 half-an-hour courses in a year. And also broadcasts news and information during its $14\frac{1}{2}$ hours daily.

Percentage for each type of programmes of Service two :-

The educational programmes occupy 64 per cent of the air time; 22 per cent in news and the rest of 14 per cent is allocated for sports and entertainment.

Frequencies : The Service two broadcasts on AM 846 kilohertz with 10 kilowatt transmission

Service three :

Service three aims to give Bangkok listeners fine music, traffic reports and public Service announcements. It joins the Regular Service

for major news programmes as well as producing its own short segments of news and information every hour from 05.00 a.m. to 11.00 p.m.

Percentage of each type of programmes of Service three :-

The musical programmes occupy 50 per cent of the air time, news and traffic reports occupy 40 per cent and the rest of 10 per cent is for public information.

Frequencies : The Service three broadcasts on AM 819 kilohertz and FM 93.5 Megahertz with 10 and 5 kilowatt transmission.

External Service

As the state broadcasting organization, the NBT has been given complex tasks in promoting and enhancing relations between Thailand and friendly nations through its broadcasting services, which include nearly 12 hours international broadcasting in 10 major languages of the world and the region. These languages are English, French, Lao, Mandarin, Vietnamese, Khmer, Malay, Japanese, Burmese and Thai. Total transmission time are 11 hours 35 minutes a day, Monday through Friday. Two hours of music and information are added for the English Service on Saturday and Sunday 06.00 - 08.00 GMT

The programmes broadcast through the External Service of NBT reflect Thai opinion and project Thai life and culture and development in various fields. The aim of this Service is to promote better understanding to foreign listeners both inside and outside the country.

The External Service also broadcasts in English only for Thai and foreigner in Bangkok 7 hours of the transmission time from 06.00 a.m.- 13.00 p.m.

Frequencies :

Radio Thailand External Service broadcasts on short wave 11905, 9655 kilohertz and AM 927 kilohertz and FM 97 Megahertz with 100,50 and 20 kilowatt transmission.

The Central Programme Production Unit

The Unit is aimed at supplying broadcast material and radio programmes to all radio stations in the country, as well as providing a transcription service for the general public. Certain broadcast materials are now available for all radio stations of PRD.

b. The Regional NBT Radio Stations

PRD. has 6 regional Centres in specific areas throughout the country. Centre I is situated in Kon Kaen province to broadcast for people of the northeastern region.

Centre II is situated in the upper northeastern region in Ubon Ratchathani province.

Center III is situated in the northern region in Lampang province.

Centre IV is situated Phitsanulok province with service area about 9 provinces of the lower northern region.

Centre V is situated in Surat Thani province to broadcast for people in the southern region.

Centre VI is situated in Hat Yai; Songkla province with broadcasting service for listeners in the lower southern region.

Each PRD Centre has the same organization structure and each offers two services : radio and television broadcasting

The regional radio stations offer news and informations programmes, entertainment programmes and cultural programmes for each local area.

They produce programmes of their own, and link up with the parent station in Bangkok for newscasts 4 times a day at 7.00 a.m., 12.30 a.m., 7.00 p.m. and 8.00 p.m. and at other period of time for special broadcasts. The four national newscasts are relayed by the radio stations of other organization as well.

2.1.2 The Educational Broadcasting Network (EBN)

This network aims to be a medium of public education in Thailand, so as to help arise the standard of formal education and also to enable people in remote rural areas or those of out-of-school age to obtain lifelong education.

Eleven broadcasting stations have been set up for this network : Three 100 kilowatt AM stations in Bangkok, Lampang and Kon Kaen

province, four 50 kilowatt AM stations in the lower northern region, two 20 kilowatt AM stations in the northeast and east region and two 2.5 kilowatt FM stations in the northern and southern provinces. Each station is able to originate educational programmes for listeners in its own area according to the criterion of suitable time and listening opportunity.

A system of UHF links through the microwave facilities of the Telephone Organization of Thailand was installed to obtain programmes and technical connections between the Bangkok area main station and other provincial network stations.

Types of programmes : Educational programmes provided by the EBN consist of :-

1. In-school programmes
2. Non-formal education programmes
3. In-service teacher training and direct mailing programmes
4. Open University programmes
5. Agricultural extension programmes
6. Health programmes
7. News programmes

Six government agencies are responsible for the production of these programmes. They are the Non-formal Education Department, the Teacher Training Department, Sukhothai Thammathirat Open University, The Ministry of Agriculture and Cooperatives, the Ministry of Public Health and the PRD. The EBN serves as a central coordinating organ of programme production, providing technical and artistic services.

The EBN at present broadcasts for 19 hours and 40 minutes a day. The target audiences are students, teachers, Buddhist monks, pre-school children and out-of-school people who are involved in certain courses currently arranged through a system of postal correspondence.

Percentage for each type of programme of EBN are as follow :-

1. In-school programmes occupy 19.5 % of airtime
2. Non-formal education programmes occupy 11.8 %
3. In-service teacher training and direct mailing programmes occupy 8 %
4. Open University programmes occupy 37.4 %
5. Agricultural extension programmes occupy 5.3 %
6. Health programmes occupy 2.6 %
7. News programmes occupy 11.8 %

2.2 Finance

The National Broadcasting Services of Thailand is an organ under the aegis of the Public Relations Department, the Government organization. The Financial Division of PRD is responsible for finance management: make the budget expenditure, plan manage revenue and provide budget to all division of PRD.

Government Budget Expenditure

The budget expenditure of PRD has been allocated from the Government budget every fiscal year which begin from October to September. The Government Bureau of Budget has categorized the budget expenditure of PRD by function into 14 function and 3 of these functions are the National broadcasting function, the National television function and the Educational broadcasting function :-

The budget expenditure by the National broadcasting function has been allocated for operation of the National Radio of Thailand Network, which composed of the Bangkok NBT Radio Station and the Regional NBT Radio station. The budget expenditure by the Educational broadcasting function has been allocated for the operation of the Educational Broadcasting Network.

The total budget expenditure of NBT in Fiscal Year 1990 are 137,130,800 baht (US \$ 5,485,232)

The total budget expenditure of the EBN in fiscal year 1990 by the Educational broadcasting function are 29,998,400 baht (US \$ 1,199,936)

The Financial Division of PRD will provide these total budget expenditure to each division by the Budget expenditure plan of PRD. If more funds are needed by any division to cover certain unexpected expenditure or necessary payments during the fiscal year, those division could propose for PRD revenue, approved by the Director-General of PRD.

PRD RevenueThe PRD revenue represents income from sales of broadcasting airtime services, broadcasting fees and other miscellaneous source.

NBT revenue from the radio stations by sales of broadcasting airtime services in fiscal year 1990 are 54,219,959.05 baht (US \$ 2,168,798)

3. Personnel Management

3.1. Personnel Policy

The personnel management of the government organization is under the Civil Service Law which authorized by the Civil Service Commission Bureau. PRD, as one of the government organization, has the Personnel Sub - division to be in charge of personnel administration to implement the Law.

Recruitment and Examination : Personnel Sub - division will publicize the vacant position to the interested person and fix the examination day. Person who can apply for the examination should be more than 18 years old and graduated in the field that the position needed. There are two steps of the examination : written and oral (interview).

Person who pass the examination will be appointed and has six months probation.

Salary : The Civil Service Law defined the salary level of the civil service officers to be 11 levels as well as the position level, first level is 2,350 baht (US\$ 94) and last level is 19,050 baht (US\$ 762).

Retirement : The civil service officers retire at 60 years old and the government will pay the pension every month for them until the last day of their life.

Position Classification

The position classification is the system to classify the level of each position. There are 11 levels, from 1 to 11.

<u>levels</u>	<u>qualificerlion</u>	<u>position</u>
1-3	undergraduated	lower staff
3-5	graduated	staff
5-6	graduated	junior administrator
7-8	graduated	senior administrator
9-11	graduated	higher and highest administrators

NBT Personnel Policy

The NBT, as the one of the organ of PRD, operates the personnel policy by base on the Civil Service Law. Chief of the General Administrative of the Bangkok NBT Radio of Thailand Station and 6 Regional Centres of PRD. are responsible for NBT personnel management by co-ordinating with Chief of Personnel Sub - division of PRD.

Personnel of NBT composed-of :

Director of Radio Thailand is the executive of the Bangkok NBT Radio Station. Director of the Regional Centre of PRD. is the executive of the Regional NBT Radio Station. The Director of the Educational Radio Stations is the executive of the Educational Broadcasting Network. Each radio station has the Head of the station to administer as the assistant of the Director.

The other positions are : -

Programming Sub - division : - Chief of Programme Producer
- Programme Producer
- Announcer

Programme Production Sub - division
- Chief of Programme Production
- Programme Producer
- Technician
- Script Writer

Engineering Sub - division : - Chief of Engineering
- Electrical Engineers
- Sound Operator
- Technicians

General Administration : - Chief of General Administration
- Clerk
- Typists

Total amount of the NBT staffs is 1,870, 374 for the Bangkok Radio Station, 173 for EBN, and 1,323 for the Regional NBT Radio Station. The details of the personnel structure of NBT are in the annex.

3.2 Problems of Personnel Management

3.2.1 Recruitment

a. Examination Problem

As the personnel administration of PRD has been centralized by the Personnel Sub-division. This Sub-division is responsible for recruitment and appointment person in each position. There are many positions which need person who are keen in that field, for example, the ~~announcer~~ and the programme producer, but less person with this qualification were appointed. The reason is that the Personnel Sub-division would recruit and appoint person who passed the examination. The process of examination was defined by the Civil Service Law, which were suitable for recruitment the civil service officer in general field.

For broadcasting field, the regulation of recruitment of the Civil Service Law should have been improved some part to recruit the suitable person in the job.

b. Transfer and Promotion Problem

The position of programmer, programme producer and ~~announcer~~ need the specialists or person who are keen in these fields to do their good job. They should have the art of creation, innovative idea and technique to produce good programmes or to ~~announcer~~ attractively.

3.2.2 Unadequate Staff Problem

According to the budget constraint, PRD. has been facing unadequate staff problem. Especially working in radio station, time schedule is very tight. Therefore, one person has to be responsible for many duties in the same time. Then, it is impossible to do an effective output under this staff problem.

3.3 Career Development by Training

Training courses in broadcast journalism date back to the year 1961 when the Public Relations Department established the Public Relations School to provide an in-service training program for media practitioners in the country. This was the first short training course in communication media ever organized in Thailand and the Public Relations School has been widely hailed for such an innovative venture. At present, many universities and training institutions are following in the Public Relations School's footsteps by organizing training courses in broadcasting and other media.

At first, the Public Relations School geared its training programs to suit the interest of public relations officers and the program contents naturally focused on public relations and general communication media. However, courses on radio and TV program production techniques were also included. Sometime later, a separate training program in radio and TV was organized for broadcasters. Until recently, three short training programs have been regularly offered for radio and TV journalists from both public and private organizations. They are : "Radio Program Production," "Broadcasting Management for Radio Administrators," and "Radio Programming for Special Groups."

Owing to space limitation and financial constraints, admission to a training course has always been quite selective. Usually, trainees have been selected to represent various government agencies involved in media activities. The Public Relations School can admit only about 100 persons to radio and TV production courses each year and thus far has produced over 1,000 graduates in this field. Most alumni are now working for various media units under the Ministries and some hold key positions within their organizations. A large number of graduates in broadcasting have also come from private organizations and state enterprises. These alumni form a large network of broadcasters who have devoted themselves to the development of the broadcasting industry in Thailand.

A number of the NBT's staff have graduated with degrees in broadcast journalism from well-known universities within and outside the country. After a few years' experience with the Public Relations Department, they are sent abroad to receive further in-service training with such international broadcasting organizations as the BBC and AIBD. Many of them have also been required to attend extensive training courses offered by the Public Relations School.

Side by side with its short training program in broadcasting, the Public Relations Department has also arranged a special in-service training

course in engineering for its technical staff. This training course is run by the Radio Engineering and license Division and a large number of officials and technicians have completed the course.

In view of increasing demands by both the NBT's staff and the general public, the Public Relations Department is now considering upgrading the Public Relations School to a National Institute for Public Communication Training in cooperation with local and international training institutes. Once completed, such a National Institute could provide a more efficient training service for broadcasters from both inside and outside Thailand.

4. Broadcasting Law and Regulations

Broadcasting activities in Thailand has been controlled by the Radio and Television Broadcasting Board (RTBB). RTBB is the body responsible for the control of radio and television broadcasting. Regulations and proclamations issued by this body are observed all radio and television broadcasting stations, whether operated by government departments or state enterprises.

In practice the board is a committee chaired by the Prime Minister or his representative and comprising 16 members who represent various government agencies, including the Police, Central Intelligence, Post and Telegraph, and Public Relations Department. The Commander-in-chief or representatives of the three armed forces, the Secretary General of the National Security Council, the Juridical Committee and representatives of the Ministries of Education, Foreign Affairs, the Prime Minister's office as well as the Chief of the Joint Staff or his representative are members of the Committee.

The RTBB is empowered to act as follows :

- (1) to determine conditions and procedures in the setting up or relocation of stations;
- (2) to consider and grant permission for the setting up or relocation of stations;
- (3) to lay down regulations for advertising and business services;
- (4) to lay down programming regulations;
- (5) to lay down principles conducive to desirable technical characteristics;
- (6) to determine conditions, rules or regulations relating to such activities as are prescribed in these regulations;
- (7) to fix the time and duration for the relay or broadcasting of prescribed programs; and
- (8) to give advice and exercise control and supervision so that these regulations are complied with by the stations.

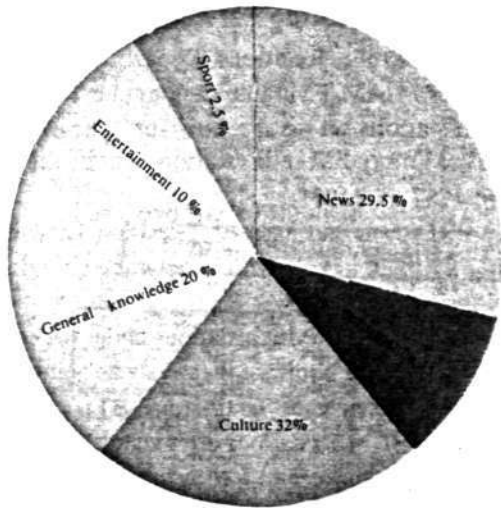
Violation of these regulations, conditions, or rules is liable to punishment ranging from warning in writing to closing of the station.

As the RTBB is only a committee which does not have an office of its own, the Public Relations Department is assigned the task of providing office space and clerical work, arranging meetings, inspection, registration,

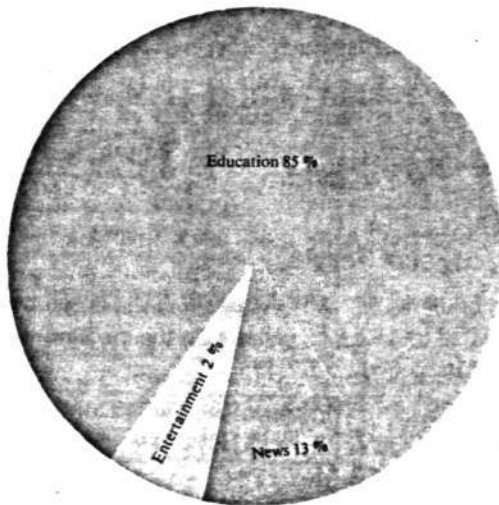
statistics, examination of announcers and other work specifically assigned by the RTBB.

From time to time the Public Relations Department circulates letters instructing radio and television stations to operate in the ways most appropriate for the public. These letters, regarded as regulations, are always issued at the discretion of RTBB meetings.

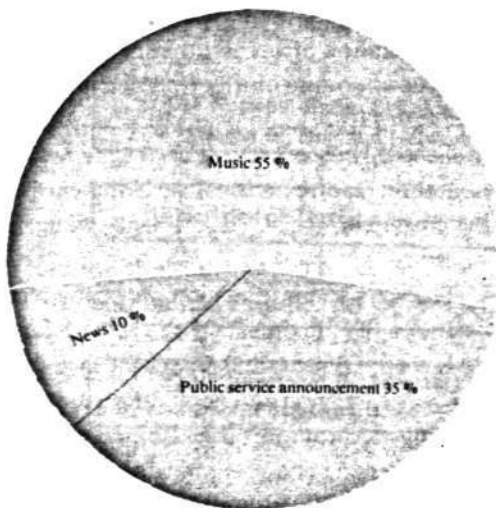
The RTBB has set up various committees and sub-committees to be responsible for specific tasks, such as the prebroadcast censorship committee which ensures that obscene language, extreme violence and scenes that may demoralize the public are omitted.



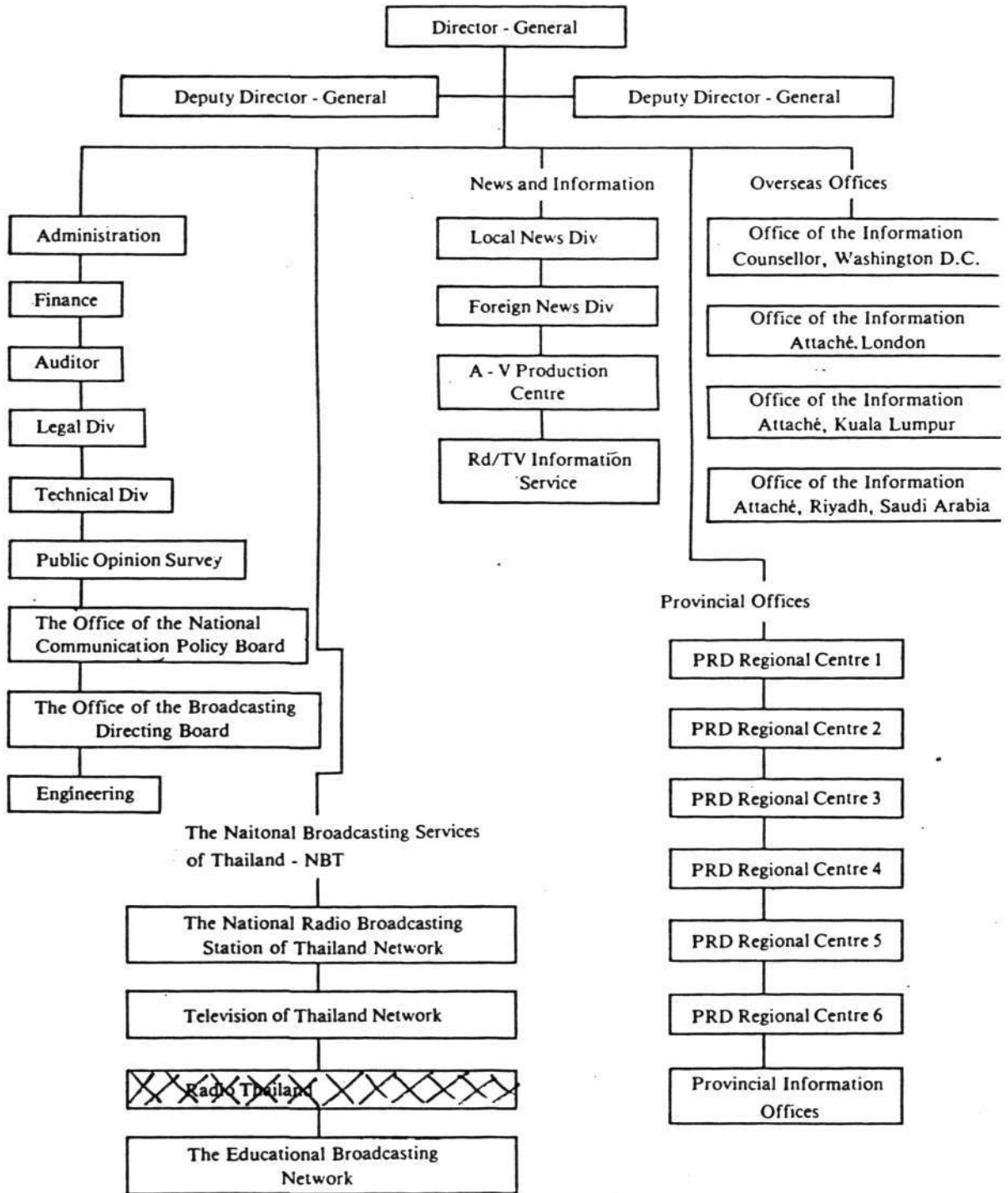
Regular Service
daily airtime $17\frac{1}{2}$ hrs.



Service Two
daily airtime $14\frac{1}{2}$ hrs.



Service Three
daily airtime $17\frac{1}{2}$ hrs.



<u>Name of Station</u>	<u>Number of Employees</u>					
	<u>Total</u>	<u>Tech</u>	<u>Admin</u>	<u>Jour</u>	<u>Prod</u>	<u>Others</u>
a) Radio Thailand	374	153	41	53	70	57
b) The Education Broadcasting Network	173	96	27	42	8	-
c) PRD. Regional Centre 1	192	100	39	40	11	2
d) PRD. Regional Centre 2	179	92	36	37	12	2
e) PRD. Regional Centre 3	263	133	51	61	16	2
f) PRD. Regional Centre 4	123	60	29	25	7	2
g) PRD. Regional Centre 5	315	176	55	63	19	2
h) PRD. Regional Centre 6	251	133	47	54	15	2

