

Management kit for leaders

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Overview

This **Management Kit** is a resource for leaders in newsrooms across the **EaP countries** (Six Eastern European Partner countries of Armenia, Azerbaijan, Belarus, Georgia, the Republic of Moldova and Ukraine)

The kit is to support the mentoring and training of Newsroom Editors in Independent News organisations. It aims to help them with the fundamentals of news management and its practical implementation, with templates of essential documents and supporting videos.

Goals

1. To help newsroom leaders take a strategic approach when expanding news operations (from linear) to multimedia.
2. To provide advice for decision making and the development of long and short term strategies, such as multimedia planning and commissioning.
3. To help with the organisation of teams in multimedia newsrooms, including sample line management charts and job description templates.
4. To aid awareness of gender sensitivity with guide policies supporting women's equality in newsrooms.

Specifications

The kit is being used and distributed to the newsrooms as part of business management mentoring provided by UE4IM experts. It offers

- An intelligent approach to organisation (template charts which can be adapted to each newsroom)
- An explanation of the relationship between the different roles and departments
- Videos to highlight common dilemmas, with expert advice

Target groups

Main group: Editors and Managers of independent newsrooms across EaP countries.

Secondary group: Local management and business mentors engaged in helping newsrooms achieve better business practices and financial sustainability.



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Overall approach to management and reasons for change

Advice on multimedia planning and commissioning

Advice on Diversifying sources of income

2. Newsroom structure guides

Guide organisation charts and job titles

Explanation of connections between different positions

Examples of Job specification templates

3. Policies to promote equality

Guide to policies supporting equal work opportunities for women

4. Supporting Videos

Short videos filmed with local and international experts

1. Introduction to Management Kit

This kit outlines an approach for the management of news teams serving a multi platform audience. It will explain why becoming more multimedia will help your business model, as well as improve your reputation as an employer.

- **Why should your newsroom change?**

Audiences: To better serve evolving audiences who are looking for news from more sources than traditional Radio, TV or websites. To grow younger audiences and brand loyalty.

For example, to respond to the increase of news consumed by young audiences (16-24 year olds) on social media platforms such as YouTube, Instagram and TikTok.

Revenue: It may help with new revenue streams for native content as well as traditional advertising. It will make your organisation more resilient to future change.

Reputation: Increasing your digital journalism can improve how your organisation is seen by customers and makes it available to more people on a wider variety of platforms so strengthens your brand as an independent news provider.

- **How can newsrooms change?**

Reorganisation: Leaders can make organisational changes with the aim of increasing Social Media and Digital content.

For example, re-organising a newsroom to produce more social media content may involve expanding job roles to become multimedia, changing managerial oversight to include social media or combining planning and commissioning across different platforms to make better use of existing journalism. You may decide to make digital the priority over other platforms.

Strategy: By planning and stating your intentions to change, and sharing that with your teams, everyone will know what needs to be done and how you intend to achieve it.

- **How can newsroom leaders help make it a success?**

Mentoring: Leaders can work with mentors who'll advise and support changes. They should think strategically by setting targets over a period of time and planning how to achieve them.

Communication: Leaders should make sure everyone in the organisation knows what the goals are with clear communication to teams and with training for anyone

who needs it. Communication should include face to face meetings as well as emails/messaging. It should have regular visible updates.

By taking a strategic approach to change, newsrooms will be clear about what they want to achieve and be more likely to succeed.

Multi Media Commissioning and Planning

A key area to consider before making structural changes to a newsroom is how your journalism is planned and commissioned. In a multimedia newsroom, the more your teams work together from the beginning of a story, the more likely that piece of journalism will be seen and heard by a wider audience.

- **How does multi media planning and commissioning work?**

It brings together all news teams in one organisation, to discuss and plan their journalism and to share ideas and stories. This can involve a daily news meeting which everyone joins (or a representative from every team).

A News Editor will oversee this meeting, guiding editorial decisions and helping to prioritise stories.

Larger organisations may have daily or weekly planning meetings as well, to share ideas for longer term journalism, the following day's news as well as special projects. Some newsrooms may introduce the role of a Planning and Commissioning Editor, to oversee all the news planning and story commissioning, ensuring the journalism is produced for all platforms. This editor can decide which investigations are followed and how they are told. They will work closely with all the journalists as well as advertising and sales.

- **How can a small team use its journalists more effectively?**

Even a small news organisation can bring together all journalists daily to plan the news coverage and to share ideas, content and resources. They can do this either in person or via an online platform.

News editors should use all live data available to understand how stories are performing with audiences across different platforms.

All the journalists in your company will know who is gathering material on a story and who is writing news copy, as well as how the story is performing with audiences. All material gathered should be shared and re-versioned for the different (multimedia) platforms.

A second meeting or a messaging system can update journalists during the day as stories develop.



- **How do you make your journalism reach more people?**

By commissioning stories from multimedia journalists who produce their story for all (or several) platforms.

By sharing video and news copy across teams and re-versioning core stories for more media platforms.

By making digital a priority and pushing stories out quickly so they are seen and shared on social media platforms ahead of later bulletins or programmes.

- **How does everyone know what's happening within an organisation?**

Have an online diary system to support planning, so it is visible to everyone in your organisation;

Keep everyone up to date during the news day as stories change.

Longer term exclusive stories or special projects can be prepared in several formats so all of your media platforms can publish simultaneously.

- **How do different areas (ie. websites or radio) stay unique?**

Understand what different audiences like and share by using data analysts and other techniques. Use this knowledge to shape your content. It can show which stories are followed on many platforms, using the same content but in different styles of writing or editing.

There will be longer or more indepth versions of stories online or on the radio which you can signpost for audiences.

Specialists can manage content for specific platforms and ensure stories are reversioned appropriately. For example, an online editor will manage all the content for the website, a Social Media producer will manage all of their posts.

Some stories will still only appear on one platform if they are not suitable for other areas.

Case study - BBC News' daily meeting

The BBC Newsroom holds a morning meeting at the start of every working day which is led by a Senior Editor or Head of News. All areas of BBC News are represented at the meeting.

There is a shared news diary which a Planning Editor has prepared. Early in the morning the diary is updated with latest developments and it is discussed at the meeting covering both detail of stories and editorial issues. The meeting also looks at data analytics to see how stories are performing on different media. The Editor of any Breakfast programmes will report back on the morning's developments and reaction.

Everyone is encouraged to contribute and say something about their plans or editorial views on stories.

Together Editors will discuss which angles are important, sharing their knowledge and information. They'll learn about exclusive interviews and coverage ideas. The meeting means all news departments know what everyone else is doing. Editors can then decide which stories to follow up and how to tell them in a way that is suitable for their audience and platform. During the day they share text, video and stills as they come in.

When there is a big story, the meeting will hear directly from a news reporter on location, or if there is a difficult legal issue, a lawyer may join so everyone gets the right legal information together. A second meeting is held later in the day for news updates and to plan the next day's programmes.

BBC News has a shared video and stills portal, so all teams can access news material as soon as it is uploaded. Completed scripts can be read by other teams to minimise duplication on research and fact checking.


The meeting format will change over time, and has become more digitally focused with social media and digital video becoming more of a focus for BBC News.

Diversifying Sources of Income

Financial sustainability is one of the biggest challenges for modern Newsrooms. Increasing multimedia production can help you build new sources of income, whilst still producing quality content. It will help newsrooms be more resilient to future changes. Leaders will need to find a balance between editorial and sponsored content.

These are some income sources to consider for online media;

Traditional Advertising: Banners, Pop-ups on desktop and mobile, Video Pre-rolls,



Sponsored Video in an article, RSS feed from partner organisations, Monetization of the mobile app.

Native advertising; Content marketing, Content advertising on a regular basis - monthly subscription with a set fee for partner organisations and individuals (long-term), Sponsored content, Sponsorship of a topic or a specific article.

On-site Subscriptions for readers: (Paywall content) Monthly and annual subscriptions for readers for different services - news, specialised content, games, and readers club membership. Special services for readers - ie. a consultation with a doctor, lawyer.

E-commerce elements: Affiliate marketing, Implementation of your own E-commerce services into the information web portals.

Using Social Media platforms: Monetization of videos on Youtube. Product placement on Facebook pages and groups, Product placement on Tik-Tok and Instagram

Organising External events; Sponsored conferences, festivals, media. News staff may host events.

Offering services: training for media interviews, journalist training. Offering local news copy to other organisations.

Funding from international bodies and organisations; producing specific content which is funded by donor organisations.

Selling services of the tech team (web developers) - creating new websites for customers and selling existing software.

Newsrooms may to draw on a number of funding sources to ensure ongoing revenue and business continuity. Implementation will require close communication between the Editorial, Sales, and Marketing Teams.

Case study - Palitra Media Editorial and Marketing financial strategy

At Palitra Media the Newsroom team is separate from the Marketing/Sales team so both plan and budget independently, working to the strategy of the parent company.

At the beginning of the year, they write a detailed financial plan for the next 12 months. There is an agreement between them that gives exclusive rights to the Marketing/Sales company to sell Newsroom products and keep 20% of the profit. The Newsroom pays a fixed fee for Marketing services.

The success and development of both areas is of mutual interest. At the same time, both teams think about increasing their income independently and come up with ideas on how to make money from content.

At weekly meetings of the Editorial + Sales + Marketing teams, ideas are approved and it's decided who will implement them. Sometimes the newsroom will introduce monetization independently without the advertising group. For example - On-site Subscriptions for readers, Services for readers, and Implementation of projects funded by international organisations.

Steps taken when planning and implementing new monetization ideas:

1. Generation and initiation of the idea (mostly during weekly editorial meetings). Each editor is motivated to share their own ideas of monetization.
2. Analysis of the idea - market research, experience of international outlets and competitors. Analysing the complexity and profitability of the project.
3. Consultations with technical and marketing teams.
4. Approving the Idea and creating a business plan.
5. Implementation
6. Testing
7. Launching
8. Promoting
9. Measuring results

Example of one successful project implemented by Palitra Media Newsroom is a "doctor service" on the medical website Mkurnali.ge. Readers can ask a question to a particular doctor and get the answer from them.

2. Newsroom Structure Guides

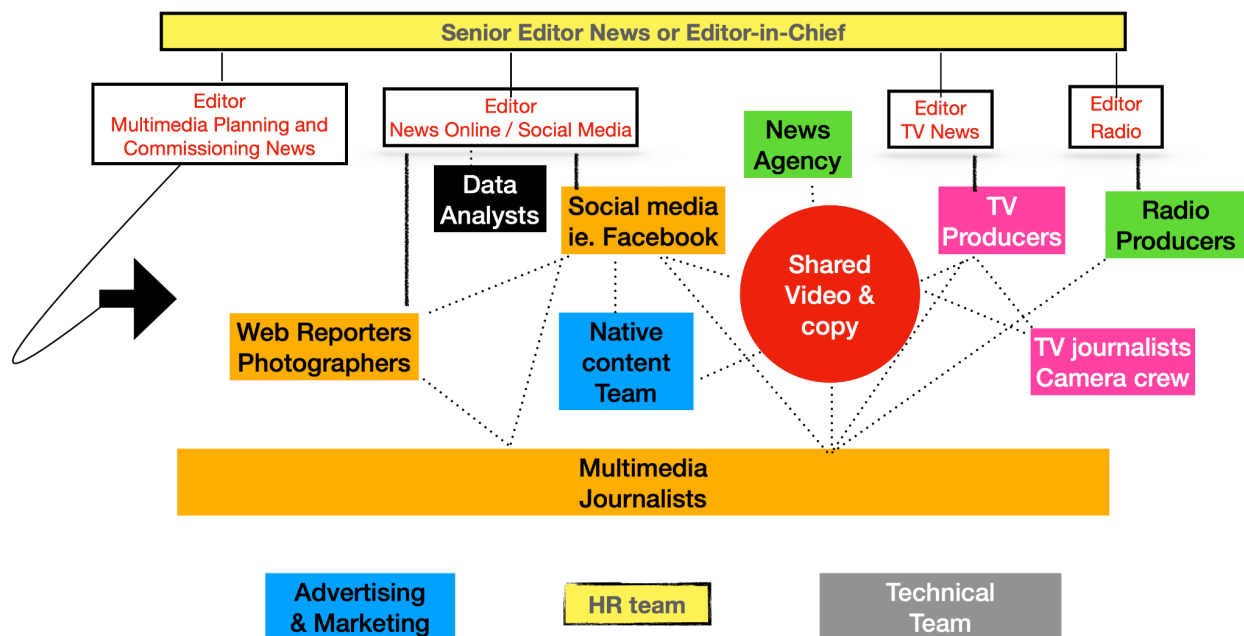
These are sample organisation structures which can help leaders who are considering reshaping a newsroom to increase multimedia working.

These are intended as illustrative guides which can be adapted and help newsroom leaders design a suitable structure according to their own resources and priorities.

Organisation charts


- A. A template for a larger multimedia newsroom
- B. A simplified template for smaller multimedia newsroom

A - Organisation chart one - for a larger newsroom



Explanation

In this model for a larger news organisation there are separate editors for Online/Social Media, TV and Radio. The job descriptions in the next section give more information about how the roles can work, for example MultiMedia Journalists can produce content for all the platforms, overseen by editors, or they may be able to combine two roles and work as camera operator and journalist.



Websites will have specialist pages for example News, Sport, Analysis, Women, Lifestyle and Videos (perhaps human stories). Some of this content will also work on Social Media and other platforms.

Some newsrooms have a News Agency team made of multimedia journalists. They write stories and copy which are sold to external media companies. These journalists may also work for other areas, such as the radio output.

A Data analyst will monitor traffic and audiences to the various platforms and inform news editors so they know which stories are being well read or viewed. This information can be shared across all areas of the news department and may help with editorial decisions on unconnected platforms, such as TV.

A newsroom can have a special unit of Native Content producers/writers who work with both the advertising team and News Editors to produce funded content for the web or social media.

A large media organisation will have Advertising, HR and technical teams who support the whole company.

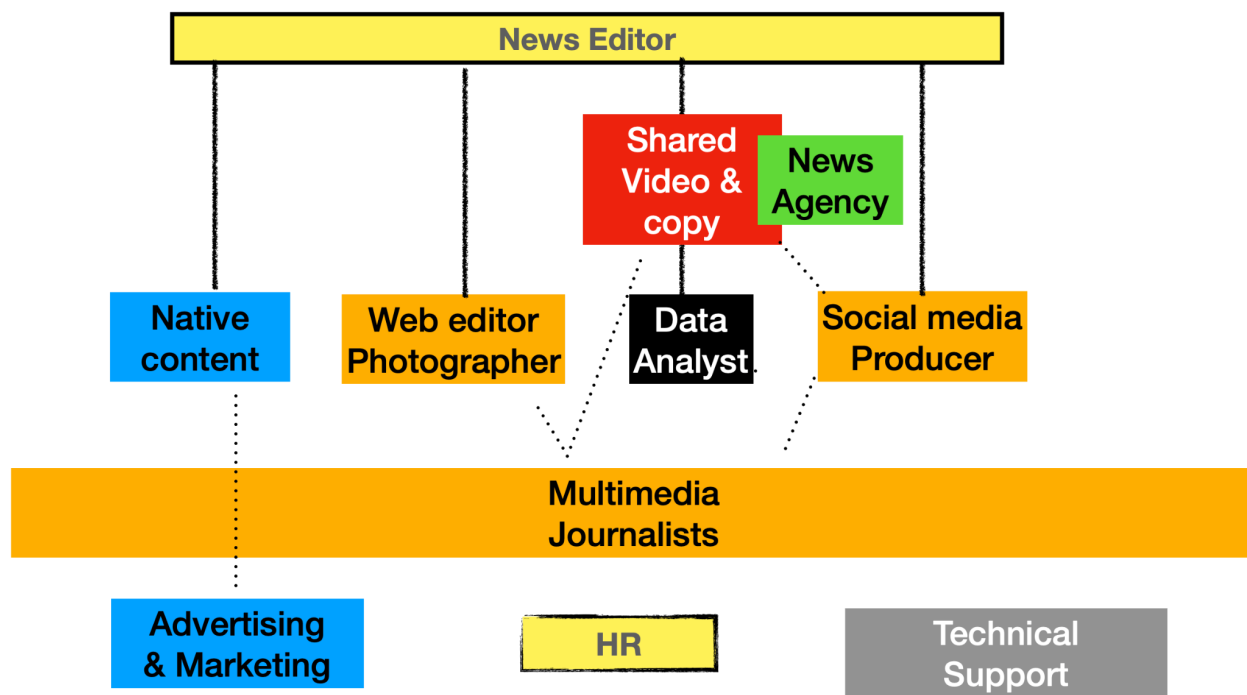
The Technical team will work on all areas of the business including daily output, planning and innovation, web refreshes and any other development.

Human Resources (HR) support management in the recruitment and training of staff, as well as organising pay, contracts and policies for employees such as maternity pay and career development. They can work with editors to improve equality in the workplace.

Some larger organisations may want to consider an inhouse Training programme to find new talent ie. Palitra Media's 12 month scheme bringing in social media trainees, some of whom stay on as journalists.

Communication is an important area to consider and some large organisations may employ a communication specialist. Otherwise managers can ensure important information is passed down to all staff via multiple pathways. They should also allow staff to easily feedback ideas to managers, and ensure they can easily talk to someone about any problems they face in their job.

B - Organization chart two - for a smaller newsroom



Explanation


In this model there is a much smaller team of multimedia journalists who work on both web and social media output. The newsroom may need several website editors depending on its size but one news editor could oversee all the content and manage all the journalists.

This smaller newsroom still has a data analyst to monitor traffic, and it may have a small news agency as well as a native content writer to raise revenue.

It could have an HR manager, some technical support and Advertising staff, working alongside all the journalists. Otherwise HR (hiring, contracts and development of staff) would be carried out by the news manager.

The shared video and copy would be a core part of the set up, with all information available to other journalists and editors with many stories adapted for different platforms to maximise their impact and reach.

Job description templates



This section includes some sample job specifications to illustrate how they can be written and to help explain what each role might involve. These can be amended to suit your newsroom.

It is useful to have job descriptions and contracts when hiring staff or changing people's roles so both the employee and employer are clear about what is expected.

They can also help you hire the best person for the job, by ensuring they meet your core skill requirements which you have decided beforehand.

- Templates include a brief job description, skills required for the role and a prompt to include the hours and salary range.
- Templates included here are for Senior and Junior staff such as Multimedia commissioning Editor, Multimedia reporter, Social media producer and Data analytics producer.
- Also included are some non-journalist roles for Marketing and Advertising Sales which work alongside the newsroom.
- All the job descriptions mention your company's Editorial Guidelines. These are a set of guiding principles which can be written by management and available for all staff to help them work to your goals. They will define your organisation's news values and can be updated as media developments require. (ie. social media guidelines are likely to change along with technology)

Website Editor

Job Description

As Website Editor you'll be responsible for all the stories and content of the website(s) on a daily basis.

You'll work with multimedia journalists (and the planning editor if you have one) commissioning stories, planning ahead and delivering special projects.

You'll understand data analytics and publishing software to decide which stories to publish and how to promote them.

You will work closely with marketing and sales to maximise the reach and revenue for the website. You will also have ideas of new ways of monetizing journalism.

Optional - You'll also oversee social media and ensure the journalism is suitable for different audiences and platforms.

Skills required

Suggest stories and generate headline ideas in alignment with target audience

Coordinate publishing cycle and manage content areas.

Proofread and edit stories or pieces, ensuring data and facts are accurate

Present ideas for data visualisation of stories

Develop and maintain a network of contacts to bring in original stories,

Manage the future planning of upcoming investigations and special projects (working with planning editor if company has one)

Work with the technical team on maximising website performance.

Be able to work quickly and efficiently in stressful situations

Be able to meet deadlines and budget requirements

Experience of managing news teams, good communication skills and team player

Work to our company's Editorial Guidelines

Hours and salary range included

Editor of Planning and Commissioning

Job Description

As the Editor of Planning and commissioning you will oversee the work of multimedia journalists and work with all news editors to originate and decide on pre-planned news content. You'll commission stories from journalists for all platforms, coordinating their publication or broadcast.

You will oversee the planned content for the websites including digital video as well as social media (also TV/Radio if applicable)

You will manage the news diary and original journalism production for all teams, and work closely with marketing and advertising to generate income.

Skills required

Editorial experience managing reporters and identifying stories
Excellent organisation skills to run news diaries and resolve conflicting demands
Ability to navigate different opinions and requirements to bring together first class journalism for multiple news platforms
Excellent knowledge of traditional media as well innovation in social and digital
Understand news trends and be able to use analytics to drive editorial decisions.
Work to our company's Editorial Guidelines.

Hours and salary range included**Multimedia Reporter****Job Description**

You will work as a journalist for TV, Radio, Website and Social Media as needed.
Your job will be to originate, research, produce and present stories, understanding the technical requirements of different platforms and different audiences.
You will work closely with colleagues across the wider newsroom adapting stories as required for different outlets

Skills required

Strong journalism skills and editorial instinct
Ability to work with editors to originate and develop stories on a daily basis.
Develop and maintain a network of contacts to bring in exclusive stories
Present live news broadcasts, sometimes with the assistance of camera operator.
Edit video for articles and projects, sometimes with a video editor.
Present ideas for data visualisation and create infographics.
Work with technical team and news editors on special projects
Be able to work quickly and efficiently in stressful situations
Be accurate with data and double check facts before publishing.
Work with data analysts to maximise story impact.
Communication skills and team player
Work to our company's Editorial Guidelines.

Hours and Salary range included

Social Media Producer

Job Description

As Social Media producer you will compile and publish news content for social media platforms, helping us reach new audiences and increasing the awareness of our news brand. You will also help develop the social media strategy.

Skills required

Strong journalism skills and editorial instinct.

Able to generate story ideas daily and for longer term projects.

Good understanding of how social media works, Facebook, Instagram as well as TikTok and YouTube

The ability to identify shareable content; create, package and sell it on social media

Strong writing skills to generate accurate copy with precise attribution

Visual and editing skills to help promote material in the most effective way.

Able to work with multimedia journalists to plan live stories and short video stories

Help create the strategy for increasing share, reach and engagement on social media

Work closely with online teams and help with the training of other journalists.

Ability to analyse data on social media platforms and prepare reports for management.

Able to work quickly and efficiently in stressful situations.

Communication skills and team player

Work to our company's Editorial Guidelines.

Hours and salary range included

Data Analyst

Job Description

By Analysing data of traffic through our different platforms you will improve the reach and share of audiences across the news organisation. You will prepare daily, weekly and monthly reports for our websites and present them to the editorial and advertising teams.

You'll participate in news meetings and present the previous day's performance analysis for each website.

You will be able to advise News editors and the Social media team based on data.

Skills required

Good journalism skills and editorial values

Able to research, identify and use the most effective platforms for analysing data.

Able to present this information clearly to news editors and management.
 Able to work with editors, the technical team and management to improve the user experience on websites.
 Periodically provide training for editors and advertising team to better understand how to use data for an improved performance.
 Be a team player and good communicator.
 Work to our company's Editorial Guidelines.

Hours and salary range included

Marketing manager

Job Description

As Marketing manager you will work closely with the News Editor/ Editor in Chief to maximise the audience reach of our journalism. You will be responsible for planning marketing strategies for media outlets, making decisions on promoting them through different channels, budgeting, and following up on the results of campaigns.
 Communicating with potential media partners, setting agreements with them, and following up on the results of these media partnerships.
 Being in coordination with the editorial team to better understand their needs and taking part in the promotion of special projects and particular media products.
 Cooperation with the brand manager and participating in the brand development process.
 Managing the marketing department team.
 Understanding digital marketing trends and analysing market trends.
 Performing competitor research and sharing findings with news editors.

Skills required

Experience of marketing with a good understanding of journalism and editorial priorities.
 Ability to understand analytic reports and translate them into successful marketing strategies.
 Excellent communication, interpersonal, and networking skills, to collaborate with partners, editorial team, and employees.
 Innovative thinking and creativity - understanding new trends and the ability to follow innovations in marketing.
 Project Management skills - planning, budgeting, implementing.
 Analytical thinking - Analysing results of implemented projects and predicting.
 Critical thinking and problem-solving skills

Presentation skills.

Able to work quickly and efficiently in stressful situations.

Communication skills and team player

Work to our company's Editorial Guidelines.

Hours and salary range included

Advertising Sales Manager

Job Description

As a Sales Manager, you will be responsible for planning sales strategies for media outlets, setting goals, and creating sales plans.

Being informed about trends in the media sales market and being able to implement them on the media platforms.

Working on diversifying income sources for media outlets, collaborating with the editorial team.

Working with the technical team on improving the CRM system and also on the implementation of innovative tools.

Participating in the creation of different offers for companies.

Managing the sales team and providing training for the salespeople.

Creating the motivational and bonus system for the sales team.

Tracking and analysing the results of the sales team in compliance with set goals.

Skills required

Personal experience in sales with a good knowledge of CRM systems.

Financial education for planning and budgeting.

Excellent and effective communication, interpersonal, and networking skills, to collaborate with partner organisations, as well as editorial and sales teams.

Innovative thinking - understanding new trends and the ability to follow innovations in sales.

Analytical thinking and problem-solving.

Strong Presentation skills and good time management.

Hours and salary range included

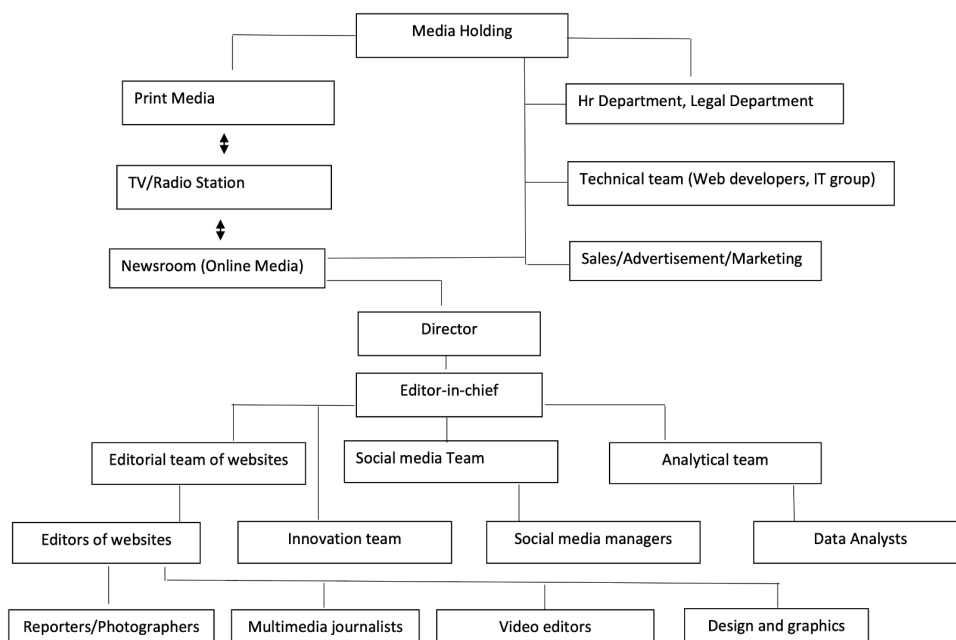
Case study - Palitra Media's multimedia newsroom

Palitra Media is a successful media organisation in Tbilisi, Georgia which runs a newspaper (Print Media) as well as TV and Radio stations, websites and social media (mainly Facebook).

This organisation chart shows how this news organisation has been able to diversify its web team into social media and digital journalism.

It has multimedia journalists who work to different platforms.

Organizational structure of Newsroom, Palitra Media



3. Policies to promote women's equality in newsrooms

Addressing gender sensitivity issues can bring many benefits to your organisation, both internally through job satisfaction and retention of your employees and externally by how it is seen by advertisers and external funding bodies.

It is a goal of global organisations such as the United Nations to promote gender equality. The UN sees it not just as a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world.

- **Why do we need equality policies?**

Because hiring and retaining women at all levels will benefit your newsroom and your journalism. It can bring a better balance in management, a wider variety of stories reflecting audiences, and gives leaders more choices when hiring staff.

Equality can bring benefits in how the newsroom is seen by external bodies who may be sponsoring content, or issuing grants and funding.

Having clear policies will support your commitment to these areas and managers and staff will know what to expect from your organisation.

- **How do we become a better employer for women?**

By adopting employment policies, such as fair recruitment giving equal access to jobs for all women and men. Also by supporting women through their careers so they continue to grow and take on more senior roles, or stay in employment.

Clear job descriptions: These can be used to help with fair recruitment. Identify the skills required for the role and select candidates against the criteria. This will allow you to judge people fairly. Consider skills such as organisation and people management to be as important as editorial decision-making.

Fair Recruitment: This involves advertising all jobs and giving women the same opportunity to apply as men. Candidates are chosen for meeting the skills outlined on the job specification. A fair recruitment process would have someone from HR (or an independent manager) on the interview.

Career support: leaders can support women employees with career planning, on the job training and development opportunities. Regular one-to-one appraisals with staff helps them fulfil their potential, through feedback and mentoring.

- **What else would make us an equal employer?**

Moving towards **equal pay** for equal work so men and women earn similar salaries (for example: women's pay in Georgia is only around 65% of men's salaries)

Managers can **monitor numbers** of men/women across their newsroom at different levels and seek to address any imbalance.

Introduce benefits such as paid **maternity leave** to retain women taking time off to have a baby, which can save you hiring and training costs as well. Help women stay in the workplace as they juggle other demands such as bringing up a family.

Consider **Flexible working** requests from employees who are parents and carers and would like to work part time, flexible hours or from flexible locations.

Hire **women returners** (who took time off to care for their family) or older experienced women to help fill roles. They may bring knowledge in other areas and help with age balance and equality.

Consider promoting other areas of equality such as race, disability and age.

- **How does our company make these changes?**

Identify one or two areas initially and work with HR if you have them, to draw up policies to introduce them. You can consider how other companies have successfully introduced maternity pay by reading case studies or seeking advice from equality organisations.

Additional resources which may be useful:

1. Women Empowerment Project Unicef **WEPS** offer resources to help companies draw up equality policies, and has case studies explaining how some have made changes <https://www.weps.org/resources>
2. The United Nations is taking global action on gender equality with five goals explained here. <https://www.un.org/sustainabledevelopment/gender-equality/>
3. European institute for Gender Equality drives progress across European countries and has useful advice and case studies <https://eige.europa.eu/>
4. The UK's Equality and Human Rights Commission works to promote gender equality and has practical advice for employers <https://www.equalityhumanrights.com/en>

4. Supporting Videos with subtitles for all languages

1. Top **management tips** on running a multimedia newsroom - A News executive gives their advice on what they learned from going multimedia and running a newsroom. (Natalia Mumladze, Manager of Palitra Multimedia newsroom, Tbilisi Georgia)
2. How to **hire the right people** in the multimedia age - A News executive explains what policies you should put in place to get the best staff and how to hire the right people in the digital age
(Liz Gibbons, Executive News Editor BBC World service, London UK)
3. **What I expect from my employer** and why I choose to work here - a Journalist doing multi-media work tells us what they are looking for in a job and what makes them stay with an employer in a competitive market.
(iSalome Abulashvili Multimedia journalist, Tbilisi Georgia)
4. What will the **next 5 years in news** look like? A senior leader in a leading International News organisation tells us what the big developments are in News and what leaders are focusing on.
(Dominic Ball Deputy Director of News Content, BBC News, London UK)
5. How to **make money from journalism** ?.. A senior News Editor talks about how you can manage the conflict between monetizing journalism and editorial control.
(Filips Lastoviskis, Editor in Chief, Delfi website, Riga Latvia)
6. How to make **Gender equality** work for you. A senior policy research explains how companies can do more on maternity rights and why it will benefit them as well as employees. (Davit Keshelava - senior researcher at ISET Policy Institute)