

***Government  
communication***

**Dealing with challenges  
in multidisciplinary and  
comparative research**

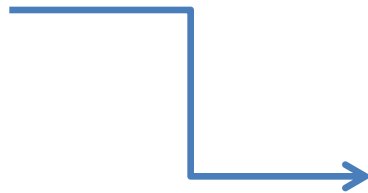
Doctoral seminar

Department of Communication

University of Jyväskylä

# From election campaigns to day-to-day political communication

- Unresearched topic
- Unestablished concept
- At the intersect of disciplines
- Very little comparative research



A row of international flags on poles in front of a modern city building. The flags include the Swedish flag (blue with a yellow cross), the Danish flag (red with a white cross), the Norwegian flag (red, white, and blue), the Finnish flag (white with a blue cross), the German flag (black, red, and gold), the French flag (blue, white, and red), the United Kingdom flag (Union Jack), and the Canadian flag (red with a white square and a maple leaf). The background is a tall, modern building with many windows.

# **Government Communication**

## **CASES AND CHALLENGES**

**Edited by  
Karen Sanders and  
Maria Jose Canel**

B L O O M S B U R Y

# Definition of government communication

- Government communication refers to the aims, role and practice of communication implemented by **executive politicians** and officials of public institutions in the service of a political rationale, and that are themselves constituted on the basis of the people's indirect or direct consent and are charged to enact their will (Sanders & Canel, 2013).

# An initial glance

| What has been done in the US on government communication   |   |  |  |  |  |
|--|---|--|--|--|--|
| Presidential Rhetoric  | Presidential News Operations and Strategic Communication  | Organizational Issues  | Presidential PR  | Administrative Communication   | Evaluation of communication  |
| Denton & Hahn, 1986; Smith & Smith, 1994; Denton & Holloway, 1996; Ryfe, 2005; Coe & Reitzes, 2010 | Speakes, 1988; Kurtz, 1998), presidential power and communication (Buchanan, 1978; Kernell, 1986 and 1997 | Cox, 2001; Kumar, 2001a, 2001b, 2003a, 2003b, 2003c and 2008 | Hess, 1984; Spragens, 2003; Walcott & Hult, 2008; Kiouisis & Strömbäck, 2010; Eshbaugh-Soha, 2011; Maltese, 1994 | Garnett, 1991; Garnett & Kouzmin, 1997; Graber, 2003; Pandey & Garnett, 2006 | Fisher & Horsley, 2007; Liu et al., 2010; Kim & Liu, 2012; Hong et al., 2012; Lee et al., 2012 |

# An initial glance

| What has been done in Europe? |  |  |   |
|-------------------------------|--|--|---|
| PM and the media              | Spin   | Organizational Issues  | Evaluation of Communication   |
| Seymour Ure, 2003             | Franklin, 2004;<br>Palmer, 2000;<br>Davis, 2001;<br>Jones, 2001;<br>Lance, 2005;<br>Andrews, 2006;<br>Gaber, 2007;<br>McNair, 2011 | Jones, 2001;<br>Ingham, 2001<br>and 2003;<br>Moloney, 2000;<br>Gaber, 2004 | Gregory, 2006;<br>Vos, 2006; Vos and<br>Westerhoudt, 2008;<br>Vos, 2009 |



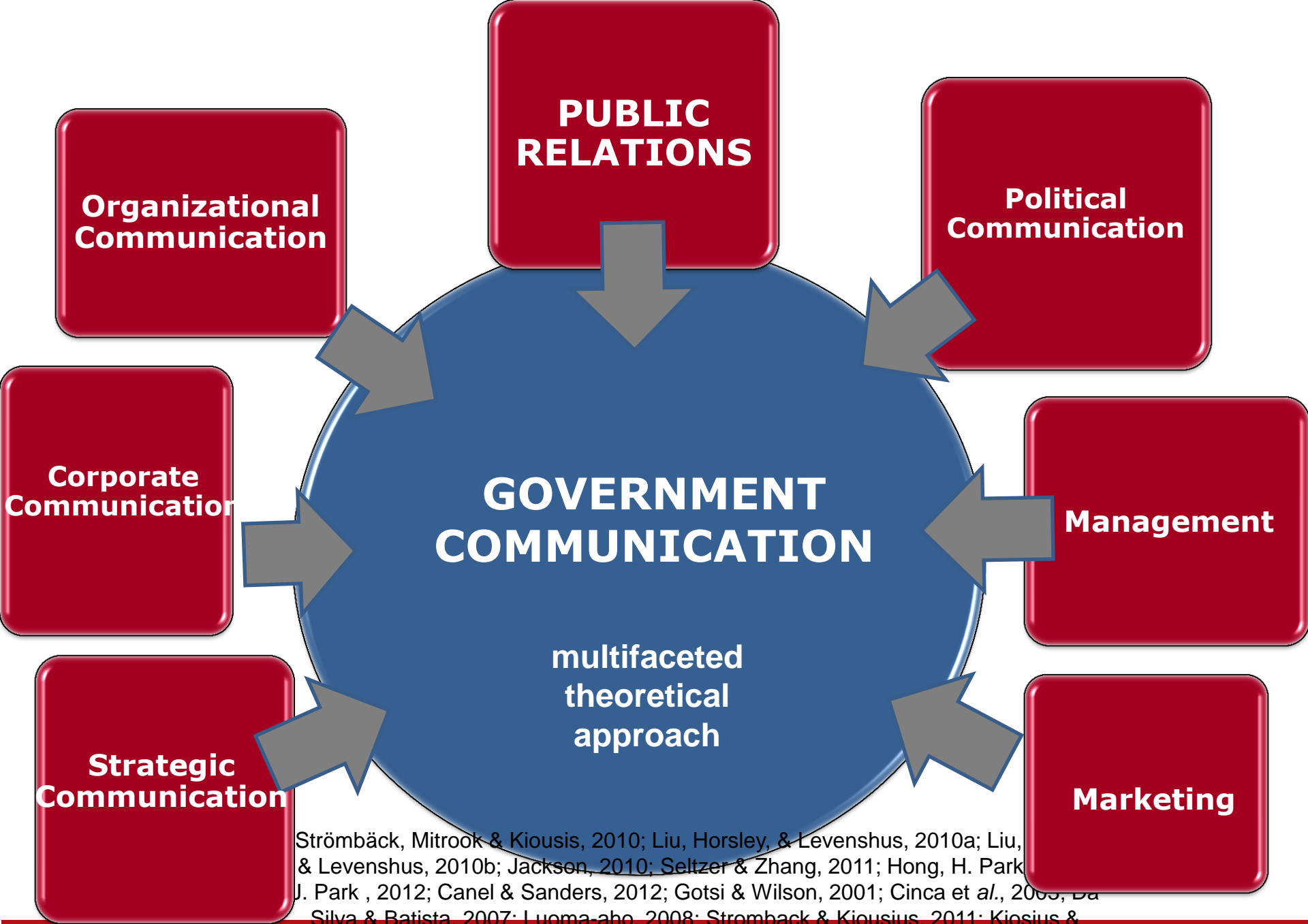
# An initial glance

- Only one comprehensive country-based overview of government communication Young, 2007: Australia
- No considered examination of the subject exists that provides either an account of the contemporary landscape with regard to government communication or an exploration of common and diverging themes on a cross-national basis.

Looking for concepts, theories, approaches at different research fields and disciplines

# **MAPPING THE FIELD**





Strömbäck, Mitrook & Kiousis, 2010; Liu, Horsley, & Levenshus, 2010a; Liu, & Levenshus, 2010b; Jackson, 2010; Seltzer & Zhang, 2011; Hong, H. Park, J. Park, 2012; Canel & Sanders, 2012; Gotsi & Wilson, 2001; Cinca et al., 2009; Da Silva & Batista, 2007; Luoma-aho, 2008; Stromback & Kiousius, 2011; Kiousius & Stromback, 2011)



# From Pol Comm to PR/CC/SM

**TABLE 1.1** Political communication and the study of government communication

| Chief executive communication   | The development of the permanent campaign  | Logistical and operational issues  | News media/ government nexus   |
|---|--|--|--|
| Neustadt, 1960<br>Denton & Hahn, 1986; Tulis, 1987; Smith & Smith, 1994; Denton & Holloway, 1996; Cox, 2001; Edwards, 2003; Zarefsky, 2004; Edwards, 2009; Crockett, 2009<br><br><i>Country focused studies:</i><br>De Masi, 2001; Seymour-Ure, 2003; Franklin, 2004; Young, 2007 | Blumenthal, 1980<br><br><i>Analysis of critical consequences:</i><br>Patterson, 1994 and 2003; Blumler & Kavanagh, 1999; Ornstein & Mann, 2000; Cohen, 2008; Dulio & Towner, 2009; Hajer, 2009 | Kumar, 2001a, 2001b, 2003a, 2003b and 2008; Kumar & Sullivan, 2003<br><br><i>Government communication practices associated with the development of electronic technology:</i><br>Axford & Huggins, 2001; Saco, 2002; Izurieta, Perina and Arterton, 2003; Chadwick, 2006; Davis, 2010; Gibson & Ward, 2012 | <i>Indexing hypothesis:</i><br>Bennett, 2004<br><br><i>Primary definition:</i><br>Gitlin, 1980; Hall, 1982; Herman & Chomsky, 1988<br><br><i>Agenda setting:</i><br>McCombs & Shaw, 1972; Weaver, McCombs & Shaw, 2004<br><br><i>Priming:</i><br>Iyengar & Simon, 2000<br><br><i>Framing news stories:</i><br>Reese, Gandy & Grant, 2003; Entman, 2004; Bennet & Iyengar, 2010; De Vreese & Lecheler, 2012 |

# From Pol Comm to PR/CC/SM

## 1) From vote-seeking to relation-building – Long-standing relationships

**TABLE 1.1** Political communication and the study of government communication

| Chief executive communication   | The development of the permanent campaign  | Logistical and operational issues  | News media/ government nexus   |
|---|--|--|--|
| Neustadt, 1960<br>Denton & Hahn, 1986; Tulis, 1987; Smith & Smith, 1994; Denton & Holloway, 1996; Cox, 2001; Edwards, 2003; Zarefsky, 2004; Edwards, 2009; Crockett, 2009<br><br><i>Country focused studies:</i><br>De Masi, 2001; Seymour-Ure, 2003; Franklin, 2004; Young, 2007 | Blumenthal, 1980<br><br><i>Analysis of critical consequences:</i><br>Patterson, 1994 and 2003; Blumler & Kavanagh, 1999; Ornstein & Mann, 2000; Cohen, 2008; Dulio & Towner, 2009; Hajer, 2009 | Kumar, 2001a, 2001b, 2003a, 2003b and 2008; Kumar & Sullivan, 2003<br><br><i>Government communication practices associated with the development of electronic technology:</i><br>Axford & Huggins, 2001; Saco, 2002; Izurieta, Perina and Arterton, 2003; Chadwick, 2006; Davis, 2010; Gibson & Ward, 2012 | <i>Indexing hypothesis:</i><br>Bennett, 2004<br><br><i>Primary definition:</i><br>Gitlin, 1980; Hall, 1982; Herman & Chomsky, 1988<br><br><i>Agenda setting:</i><br>McCombs & Shaw, 1972; Weaver, McCombs & Shaw, 2004<br><br><i>Priming:</i><br>Iyengar & Simon, 2000<br><br><i>Framing news stories:</i><br>Reese, Gandy & Grant, 2003; Entman, 2004; Bennet & Iyengar, 2010; De Vreese & Lecheler, 2012 |

### Relational approach

Broom, Casey & Ritchey, 1997; Ledingham, 2011; Strömbäck & Kioussis, 2011; Canel & Sanders, 2012; Gruning (J.Grunig, 1992; J.Grunig & L.Grunig, 1992; J.Grunig & Hunt, 1984; J.Grunig, 2001; J.Grunig, 2008

➤ The purpose of government communication? To engage citizens at the long-term?

# From Pol Comm to PR/CC/SM

## 2) From tactical to managerial approach – Strategy, reputation, intangibles

| Strategy  | Iss Man/Pub Dip + Affairs   | Reputation   | Intangible assets  |
|---|---|--|--|
| Lilleker & Jackson, 2011;<br>Kiousius & Strömbäck, 2011;<br>Zoch & Molleda, 2006;<br>Froehlich & Rudiger, 2006;<br>Kiousis, Popescu, & Mitrook, 2007;<br>Lieber & Golan, 2011;<br>Tedesco, 2011; Hallahan, 2011; Canel, 2012; Vos, 2006; Vos and Westerhoudt, 2008; Palttala, P., Boano, C., Lund, R., & Vos, M., 2012; Palttala, P., & Vos, M., 2012 | Heath, 2006; Heath & Waymer, 2011;<br>Signitzer & Wamser, 2006; Molleda, 2011;<br>Harris & Fleisher, 2005; Grath, Moss, & Harris, 2010; Harris, 2007;<br>Coombs & Holladay, 2010; Coombs, 2011; Kim & Liu, 2012 | Gotsi & Wilson, 2001;<br>Barnett, Jermier & Lafferty, 2006; Walker, 2010; Lilleker and Jackson, 2011; Bale, 2006; Smith, 2009; Scammell, 2011; Jackson, 2011; Da Silva & Batista, 2007 | Carmeli & Cohen, 2001; Cinca, Molinero, & Quiroz, 2003; Cinca, Harisalo, & Stenvall, 2003; Pandey & Garnett, 2006; Luoma-aho 2005, 2006, 2007, 2008; Luoma-aho & Peltola, 2006; Glenney, 2008; Bell, Hindmoor, & Mols, 2010; Bevir 2011. |

# From Pol Comm to PR/CC/SM

## 3) From democratic concern to democracy building

– Mutuality, symmetry, receptiveness



Technical 'professional'  
capacity to control  
public opinion



The public  
administration's duty to  
communicate

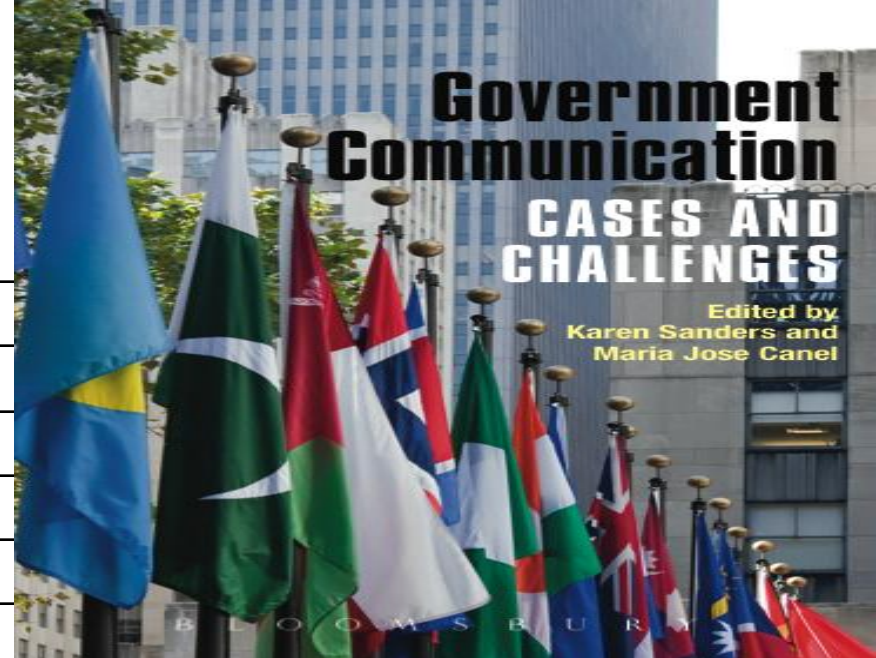
transparency, trust, accessibility and responsiveness  
(Pandey & Garnett, 2006; Roosbroek, 2006; Spencer &  
McGrath, 2006; Cloete, 2007; Fairbanks, Plowman, &  
Raulins, 2007; Gaber, 2007; Zmerli & Newton, 2008;  
Greiling & Spraul, 2010; Kim, 2010; Salminen & Ikola-  
Norrbacka, 2010)

Is the *purpose* of governments communication about democracy building?

**SELECTING COUNTRIES**



| <b>COUNTRY</b>     | <b>AUTHOR</b>         |
|--------------------|-----------------------|
| Germany            | Christina Holtz-Bacha |
| Spain              | María José Canel      |
| France             | Philippe Maarek       |
| Sweden             | Lars Nord             |
| Poland             | Boguslaw Dobeck       |
| United Kingdom     | Karen Sanders         |
| United States      | Brooke Fisher Liu     |
| Australia          | Sally Young           |
| Chile              | Rodrigo Uribe Bravo   |
| South Africa       | Nkanyiso Maqeda       |
| China              | Steven Guanpeng Dong  |
| Singapur           | Terence Lee           |
| India              | Holli Semetko         |
| Mexico (tentative) | Yolanda Meyenberg     |
| Zimbabwe           | Nkanyiso Maqeda       |



| Countries      | Political freedom rating <sup>a</sup> | Press freedom rating <sup>b</sup> | Group |
|----------------|---------------------------------------|-----------------------------------|-------|
| Sweden         | 1 (F)                                 | 10 (F)                            | 1     |
| Germany        | 1 (F)                                 | 17 (F)                            |       |
| United States  | 1 (F)                                 | 18 (F)                            |       |
| United Kingdom | 1 (F)                                 | 21 (F)                            |       |
| Australia      | 1 (F)                                 | 21 (F)                            |       |
| France         | 1 (F)                                 | 24 (F)                            |       |
| Spain          | 1 (F)                                 | 24 (F)                            |       |
| Poland         | 1 (F)                                 | 25 (F)                            |       |
| Chile          | 1 (F)                                 | 31 (PF)                           | 2     |
| South Africa   | 2 (F)                                 | 34 (PF)                           |       |
| India          | 2.5 (F)                               | 37 (PF)                           |       |
| Mexico         | 3 (PF)                                | 62 (NF)                           | 3     |
| Singapore      | 4(PF)                                 | 67 (NF)                           |       |
| China          | 6.5 (NF)                              | 85 (NF)                           |       |
| Zimbabwe       | 6.5 (NF)                              | 80 (NF)                           |       |

Sources: Freedom House (2012). *Freedom in the World*. Freedom House: Washington, DC. Freedom House (2012). *Freedom of the Press*. Freedom House: Washington, DC.

# **ELABORATING A FRAMEWORK FOR ANALYSIS AND DECIDING METHODS**

# Common key information

## MACRO LEVEL:

- 1. Political landscape.
- 2. Media landscape.
- 3. Brief **historical background** to the development of government communication and **recent trends**.

## MESO AND MICRO LEVEL:

- 4. **Structure of government communication:** roles (including that of the political leader), responsibilities; roles of civil servants and political appointees; decision making process; professional profiles; tasks developed.
- 5. **Government communication resources:** finance, personnel numbers, services, infrastructure.
- 6. **Communication process/activities:** media relationships, news operations, campaigns, websites, events, crisis management.

## FRAMEWORK FOR THE ANALYSIS OF GOVERNMENT COMMUNICATION

|           |                 |                               |   |
|-----------|-----------------|-------------------------------|---|
| STRUCTURE | Administration  | Formal rules                  | Organizational charts<br>Legislation<br>Policies and guidance |
|           |                 | Financial resources           | Budgets<br>Reward systems                                     |
|           | Human resources | Skills<br>Knowledge<br>Values | Professional profiles<br>Training<br>Recruitment              |

(Cutlip, Center, & Broom, 2000; Gregory 2006; Vos, 2006, 2009; Sanders, Canel & Holtz-Bacha, 2011)

### □ *Research methods:*

in depth-interviews,  
secondary sources,  
case-study,  
comparative research  
cross-country

## PROCESS: COMMUNICATION

| PROCESS: COMMUNICATION  |  |  |
|---|--|--|
| INFORMATION GATHERING AND ANALYSIS  | INFORMATION DISSEMINATION  | INFORMATION EVALUATION   |
| Research work,<br>coordination and<br>planning,<br>mechanisms and<br>routines | Briefings, meetings,<br>press conferences,<br>digital media,<br>campaigns and<br>advertising | Feedback<br>mechanisms<br>Media analysis<br>Communication<br>metrics (ROI<br>measures) |

# Common key themes

- What is **professional** govt communication?
- Are there common trends in **professional profiles and practices**?
- How do governments manage the tension between information, propaganda and persuasion?
- Impact of **digital media**?
- **Global model** of government communication?
- Does the **democracy** issue make a difference?

|                 |  | GROUP 1  |   |  |   |  |  |   |   |
|-----------------|--|--|---|--|---|--|--|---|---|
|                 |  | 1.Sweden   | 2. Germany  | 3. USA   | 4. UK   | 5. France  | 6. Australia   | 7. Spain  | 8. Poland   |
| HUMAN RESOURCES | Number of government communicators           | 140 in central government (2010) (out of a total of 4,800 employees)                     | 470 (2012) in the Federal Press and Information Office excluding ministry communication employees (370 in Berlin, 90 in Bonn) | No figures are given for federal government 15,540 (2010) in all local government communication categories | 3,158 (2008) working for all central government ministries    | The Prime Minister's Communication office (SIG) includes 24 senior managers. Each ministry has its own communication department (2011) | Estimates of 3,000 communicators employed by federal and state governments (2010)                    | 400 in central government communication office and ministries (out of 131,954 government employees)                           | 32 employees at the Government Information Centre 200 employees at the ministries   |
|                 | Spokespeople's profile                       | Political appointees   | Political appointees  | Public servants Political appointees   | Public servants   | Political appointees   | Public servants Political appointees   | Political appointees But members of the civil service and members of political cabinets take part in government communication | The government spokesperson is political appointee. The spokespersons of ministers and governors could be members of the civil service or members of political cabinets |
|                 | Principal government communication structure | Non ministerial Information and Communication Department ( <i>Information Rosenbad</i> ) | Federal Press and Information Office  | Office of Communication Press Office Office of Public Engagement   | Communication Delivery Board Government Communication Network | Government Information Service   | Press Office Communication Advice Branch Department of Finance and Deregulation Ministerial Liaison, | Communication State Office with the rank of a Secretariat of State (below a ministry)   | Government Communication and Information System   |

|                                    |  | GROUP 1   |   |   |   |  |  |
|------------------------------------|--|---|---|---|---|--|--|
|                                    |  | 1.Sweden  | 2. Germany  | 3. U.S.   | 4. UK   | 5. France  | 6. Australia   |
| REGULATORY AND NORMATIVE FRAMEWORK | Communication, advertising, PR legislation/policies regarding non-partisanship | Policies and unwritten code of civil service neutrality | Court decisions (1977) (1983): right of the government to active PR but communication must not be used for electoral purposes | The Hatch Act (1938) preventing partisan activities by government communicators | e Code (1996 and revised in 2006) and Propriety Guidance for government communicators | Various government decrees on expenditures and mandatory competition for contracting pollsters | Guidelines on Information and Advertising Campaigns (2010) |
|                                    | Access to information/transparency legislation                                 | Yes: Freedom of Information Act (FOIA) (1766)           | Yes: FOIA (2005)  | Yes: FOIA and the Government Sunshine Act 1976                                  | Yes: FOIA (2005)  | Yes: Administrative Transparency Law (1978)  | Yes: Freedom of Information Act (FOIA) (1982)              |

|                     |  | GROUP 1   |  |                                  |                                 |   |   |  |   |
|---------------------|--|---|--|----------------------------------|---------------------------------|---|---|--|---|
|                     |  | 1.Sweden  | 2. Germany   | 3. U.S.                          | 4. UK                           | 5. France   | 6. Australia  | 7. Spain   | 8. Poland   |
| HUMAN RESOURCES     | Professional backgrounds                             | Journalists   | Journalists  | Diverse and varied backgrounds   | Journalists, PR/Marketing       | Diverse and varied backgrounds                                  | Journalists PR/Marketing  | Journalists Increasingly from corporate communication and PR | Social Science Political Science Journalism Sociology Law Economics   |
|                     | Specialized training for civil servant communicators | No  | No   | Some programmes at Federal level | Yes (from 2006)                 | No  | No  | Some courses began in 2008                                   | No  |
|                     | Designated chief executive spokesperson              | No  | No   | Yes: political appointee         | Yes: public servant             | Yes   | No  | No   | Yes   |
|                     | Designated government spokesperson                   | No  | Yes: junior minister   | No                               | No                              | Usually yes   | No  | Yes: senior minister   | Yes   |
|                     | Advertising campaigns                                | Not available   | Not available  | Not available                    | US\$ 862m (2010)                | Not available   | Federal government advertising in 2009-10 financial year was US\$119.3m                   | US\$ 104.3m (2010)   | No systematic data available  |
| FINANCIAL RESOURCES | Other communication costs                            | Budget for non-ministerial Information and Communication Department US\$ 3.42m (2010) | In 2010 the <i>Federal Press and Information Office</i> budget of US\$ 20.6m for PR. The ministries have | Not available                    | Staff costs: US\$ 525.5m (2010) | Altogether, including polling, SIG budget was US\$ 34.4m (2011) | Estimates of staff costs across federal, state and local governments of US\$260m annually | Data not available   | Only some data available. The costs of outsourcing of Government Information Centre in the Chancellery of the Prime Minister US\$ 858,730 |
|                     |  |   | communication budget; data on expenses are published   |                                  |                                 |   |   |  |   |

María José CANEL



**PROCESSING DATA**

# Two axis

TACTIC

STRATEGIC



Organizational structure and chart, Recruitment and training, Rules regarding functions, Practices and coordination

PARTY-  
CENTRED



CITIZEN-  
CENTRED

Non-partisanship, Transparency, Accountability, E-Participation

**TABLE 16.3** Assessment of government communication in 15 countries

| AXIS A                    |   |  |  |   |
|---------------------------|---|--|--|---|
| TACTICAL ←————→ STRATEGIC |   |  |  |   |
| STRUCTURE                 |   |  |  |   |
| Human resources           |   |  |  |   |
| A-1                       | Organizational structure  | Limited development of specialized communication units (mainly media briefing and information publication) | Some development of specialized communication units (e.g. social media, corporate relations, opinion research) | Extensive development of specialized communication units (e.g. public/digital engagement, citizens' insight research) |
|                           |   | Zimbabwe   | Sweden, Germany, France, Spain, Poland<br>Chile, India<br>Mexico, Singapore<br>China                           | United States, United Kingdom, Australia<br>South Africa  |
| A-2                       | Organizational chart: chief executive or government spokesperson position | Position is not defined in organizational chart  | Position is defined in organizational chart but its status changes   | Position is defined and fixed in organizational chart   |
|                           |   | Sweden, Australia  | France, Spain<br>Chile<br>Mexico, Singapore  | Germany, United States, United Kingdom, Poland<br>South Africa, India<br>China, Zimbabwe                              |

|   |   |  |  |  |
|---|---|--|--|--|
| <b>A-3</b>  | <b>Recruitment</b>  | <b>Recruitment profiles mainly of those with journalism backgrounds</b>                      | <b>Broader range of recruitment profiles including those with social science/communication backgrounds</b> | <b>Specialized recruitment profiles from broad range of communication backgrounds (public relations, marketing, digital, IT, journalism, etc.)</b> |
|   |   | Sweden, Germany, Spain<br>Zimbabwe   | France, Poland<br>Chile, South Africa, India<br>Mexico, Singapore  | United States, United Kingdom,<br>Australia<br>China   |
| <b>A-4</b>  | <b>Training</b>   | <b>No development of specific/specialized training</b>                                       | <b>Some development of specific/specialized training</b>   | <b>More development of specific/specialized training</b>   |
|   |   | Sweden, Germany, France,<br>Australia, Poland<br>Chile, India<br>Mexico, Singapore, Zimbabwe | Spain<br>South Africa<br>China   | United States, United Kingdom  |
| <b>Rules regarding government communication functions</b> |   |  |  |  |
| <b>A-5</b>  | <b>Legislation, policies and conventions regarding government communication functions</b> | <b>No legislation, policies and conventions</b>  | <b>Limited legislation, policies and conventions</b>   | <b>Extensive legislation, policies and conventions</b>   |
|   |   | Singapore, China, Zimbabwe   | Chile, South Africa, India<br>Mexico   | Sweden, Germany, United States, United Kingdom, France, Australia, Spain<br>Poland   |

## AXIS A

TACTICAL ←————→ STRATEGIC

### Technical infrastructure

| A-6 | E-government development <sup>a</sup> | Limited development<br>(Ranked from 101 –184) | Some development<br>(Ranked from 31–100)                                | High degree of development<br>(Ranked from 1–30)  |
|-----|---------------------------------------|---|---|---|
|     |                                       | India (125)<br>Zimbabwe (129)                 | Poland (45)<br>Chile (34), South Africa (97)<br>Mexico (56), China (72) | Sweden (12), Germany (15), United States (2), United Kingdom (4), France (10), Australia (8), Spain (9)<br>Singapore (11) |

### PROCESS

| A-7 | Practices | Tactical tasks, mainly limited to media relations | Some strategic planning at managerial level including media relations, public relations and campaigns | Managerial tasks are developed including strategic planning, research and assessment |
|-----|-----------|---|---|--|
|     |           | Zimbabwe  | Sweden, Germany, France, Spain, Poland<br>Chile, South Africa, India<br>Mexico, Singapore, China      | United States, United Kingdom, Australia   |

|            |   |  |  |  |
|------------|---|--|--|--|
| <b>A-8</b> | <b>Coordination<br/>of government<br/>communication</b> | <b>No coordination<br/>function or structure</b> | <b>Coordination is defined<br/>as a function/role/task</b>                                 | <b>There is a coordination<br/>structure(s)</b>                      |
|            |   |  | Sweden, Germany,<br>France, Spain, Poland<br>Chile, India<br>Mexico, Singapore<br>Zimbabwe | United States, United<br>Kingdom, Australia<br>South Africa<br>China |

| AXIS B                               |  |   |  |   |
|--------------------------------------|--|---|--|---|
| PARTY-CENTRED ←————→ CITIZEN-CENTRED |  |   |  |   |
| Non-partisanship                     |  |   |  |   |
| B-1                                  | Legislation, policies and conventions specifically regarding non-partisanship in government communication <sup>a</sup> | No legislation, policies and conventions  | Legislation, policies and conventions limited to specific issues, e.g. the use of public resources for electoral campaign activities | Wide-ranging legislation, policies and conventions, e.g. the UK Propriety Guidance for government communicators |
|                                      |  | India<br>Singapore, China, Zimbabwe   | United States, France, Australia, Spain, Poland, Chile, South Africa<br>Mexico   | Sweden, Germany, United Kingdom,  |
| B-2                                  | Profile of government spokespeople   | Political appointees  | Both political appointees and civil servants   | Only civil servants   |
|                                      |  | Sweden, Germany, France, Australia, Spain<br>Chile,<br>Mexico, Singapore, China, Zimbabwe | United States, Poland<br>South Africa, India   | United Kingdom  |



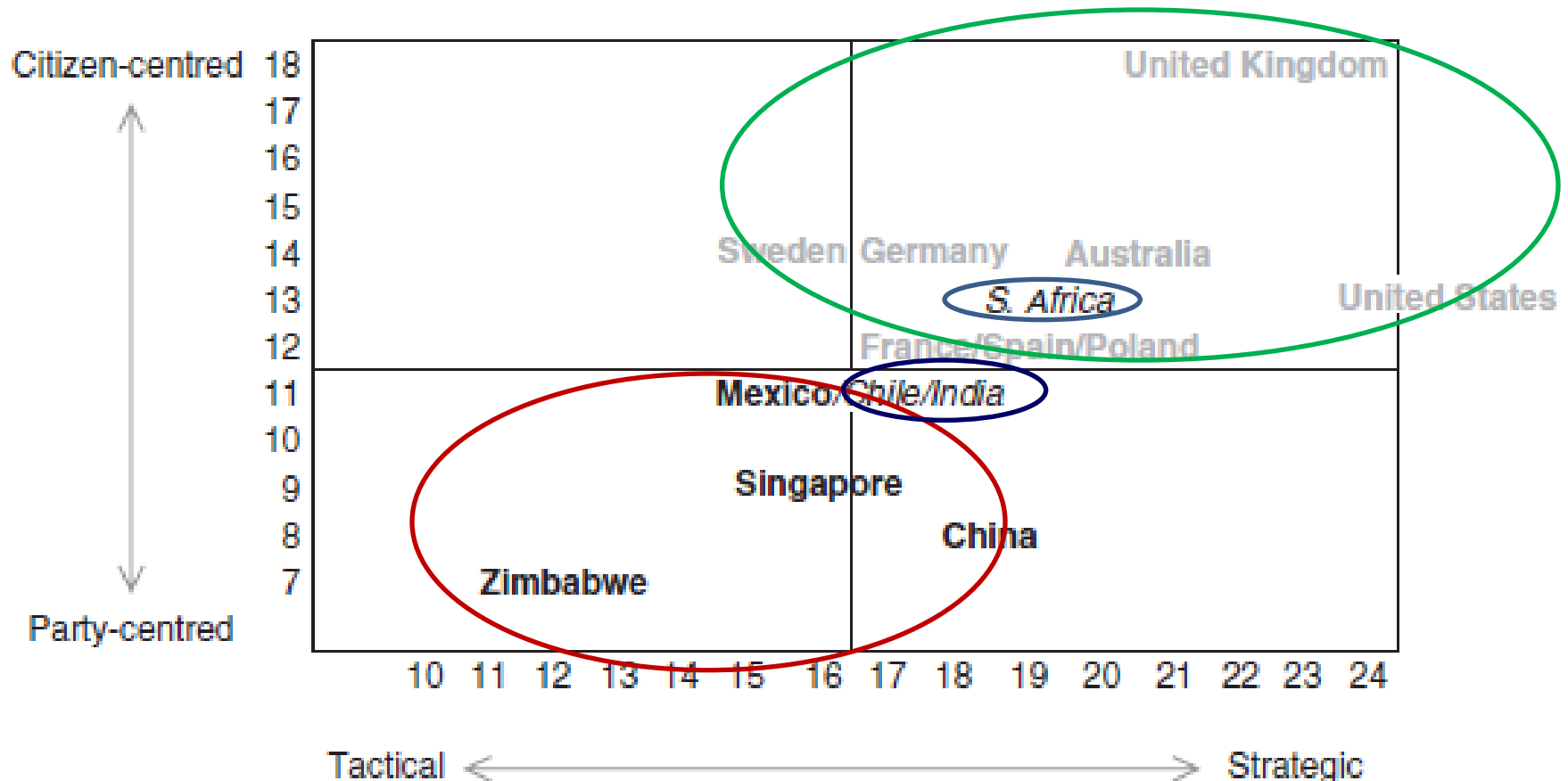
## Transparency

|            |   |  |   |   |
|------------|---|--|---|---|
| <b>B-3</b> | <b>Reporting of financial resources dedicated to communication activities</b> | <b>No or very limited information</b>                                  | <b>Some systematic information</b>  | <b>Extensive systematic information</b>                             |
|            |   | United States<br>Singapore, China, Zimbabwe                            | Sweden, France, Spain, Poland<br>Chile, India<br>Mexico   | Germany, United Kingdom,<br>Australia<br>South Africa               |
| <b>B-4</b> | <b>Reporting of staff numbers</b>   | <b>No information available</b>  | <b>Some data available and staff categories defined</b>   | <b>Data available and staff categories defined</b>                  |
|            |   | China  | Sweden, Germany, United States,<br>France, Spain, Poland<br>Chile, South Africa, India<br>Mexico, Singapore, Zimbabwe | United Kingdom, Australia   |
| <b>B-5</b> | <b>Transparency laws and evidence of effectiveness<sup>b</sup></b>            | <b>Little or no documented commitment and evidence of transparency</b> | <b>Documented commitment and evidence of transparency</b>   | <b>Extensive documented commitment and evidence of transparency</b> |
|            |   | Singapore, Zimbabwe  | Germany, France, Australia, Spain,<br>Poland<br>Chile, South Africa, India<br>Mexico, China                           | Sweden, United States,<br>United Kingdom                            |

| Participation |                              |  |   |  |
|---------------|------------------------------|--|---|--|
| B-6           | E-participation <sup>c</sup> | Government has very limited mechanisms to seek feedback from citizens/society<br>(Ranked from 101–184) | Government has some mechanisms to seek feedback from citizens/society<br>(Ranked from 31–100) | Government has extensive mechanisms to seek feedback from citizens/society<br>(Ranked from 1–30)                         |
|               |                              | Zimbabwe (144)   | Poland (51)<br>Chile (34), South Africa (64), India (58)<br>Mexico (32), China (32)           | Sweden (23), Germany (14), United States (6), United Kingdom (4), France (15), Australia (2), Spain (3)<br>Singapore (9) |

# **CATEGORIZING COUNTRIES**

# Government communication in 15 countries



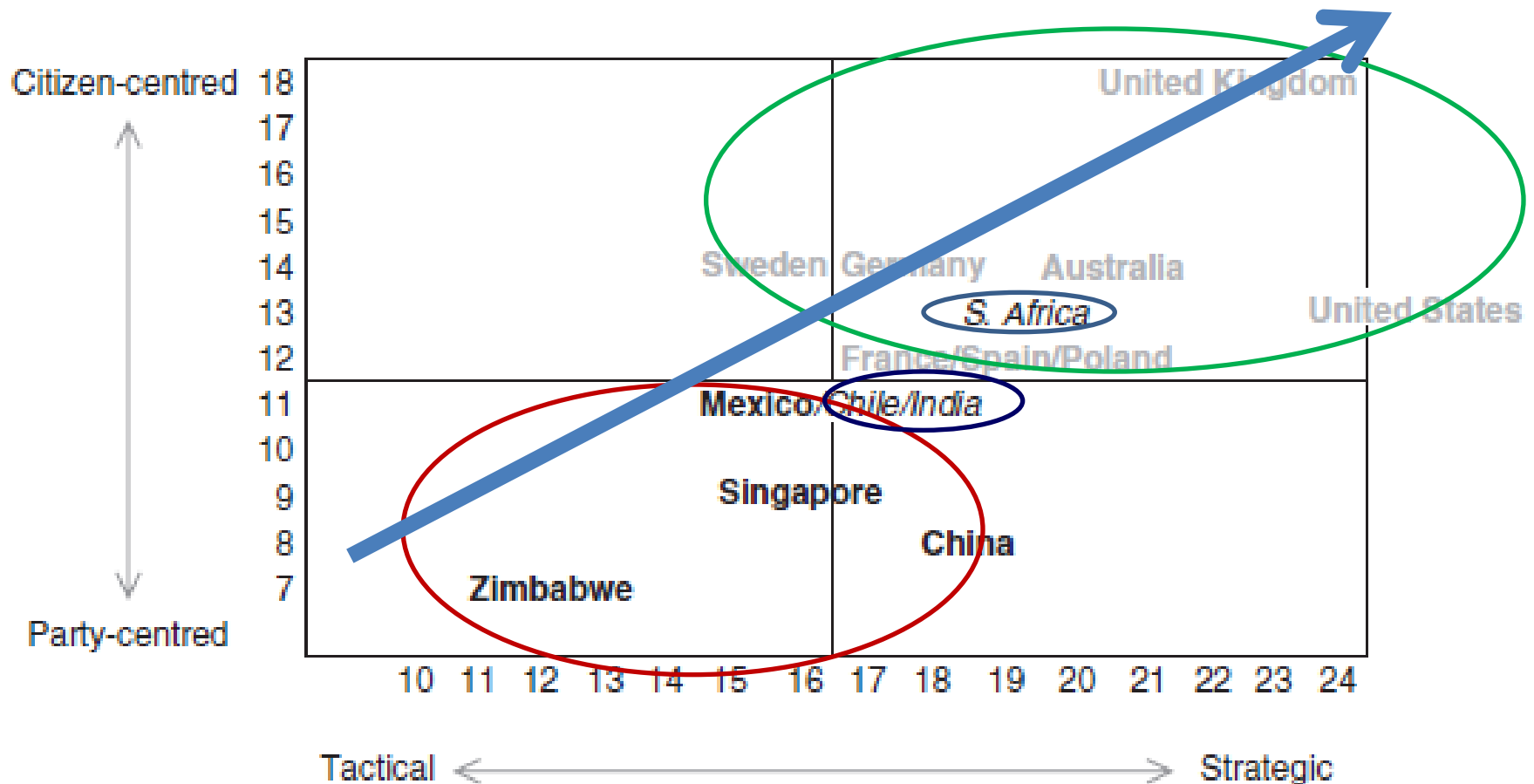
Common problems, trends, challenges, future

# **WHAT WE FOUND**

# Top 10 challenges

- **Government as a communicating organisation(s):** new formulas, measures, innovations are being implemented in all countries.
- Global (un)recognition of the centrality of communication to governments
  - ❑ Different speeds
  - ❑ Speed per groups of countries

# Government communication in 15 countries





# Top 10 challenges

## ➤ COORDINATION AND CONSISTENCY

- Need for **getting structures right** to ensure **consistent and coherent** communication

➤ BROADENING  
THE SCOPE  
OF TASKS

## Top 10 challenges

- Journalists' profiles and training
- Media relations
- News releases
- Speech writing
- Press conferences

- **Varied communication specialisms**
- **Communication plans**
- **Stakeholder maps**
- **Reputation management**
- **Communication assessment**

Thinking strategically

## Top 10 challenges

### NEW PROFILES

- Planners
- Trend-hookers
- Researchers
- Networkers

### NEW TASKS

- Strategic planning
- Identify publics
- Relation-building
- Reputation-building
- Crisis management
- Work on intangible assets:



FROM  
TACTICS TO  
STRATEGY

### NEW TECHNOLOGIES

- Trust
- Reputation
- SR

People-oriented

# Top 10 challenges

## ➤ ADAPTING TO NEW TECHNOLOGIES

- The role of digital media
- Customer insight
- What to do with customer insight?

➤ Implications: transparency, openness, participation, trust building

# Top 10 challenges

- SAFEGUARDING FROM PARTISANSHIP
  - The proper **balance** between **the work of policy and political communicators**: how this should be reflected in
    - Institutional arrangements
    - Recruitment/training/professional profiles
    - Legislative arrangements
- DEFINING THE ROLE OF CIVIL SERVANTS

## Top 10 challenges

- ETHNOCENTRIC NATURE OF CONCEPTS FROM POLITICAL COMM RESEARCH

*False dichotomy*



Professional  
communication

The diagram consists of two large, blue, interlocking arrows. The left arrow points to the left and contains the text 'Professional communication'. The right arrow points to the right and contains the text 'Democratic communication'. The arrows are positioned such that they appear to be two sides of a single coin or a false dichotomy, with the text 'False dichotomy' written in red above them.

Democratic  
communication

# False dichotomy

Professional  
communication

Democratic  
communication

## Political Communication

## Public Relations

Subject matter

Campaigns  
Media/political systems  
Advertising

Competences  
Practice  
Media transparency and PR  
professionals

Focus

Power  
Normative effects  
Structures and systems

Effective practice  
Standards  
Communities of practice  
Organizational identity and  
legitimacy

## Top 10 challenges

### ➤ THE PROFESIONALIZATION OF THE FIELD



# Top 10 challenges

## ➤ COLECTING RELEVANT DATA

- Lack of (systematized) crossnational data