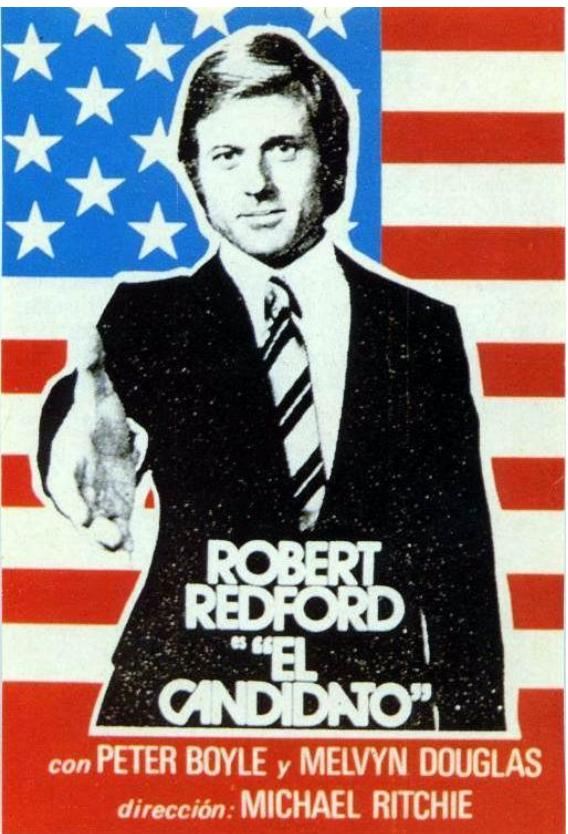


Comunicar gobiernos

ALACOP 23 de mayo de 2013



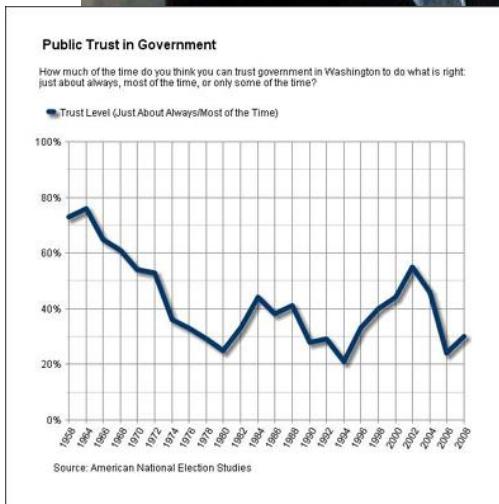
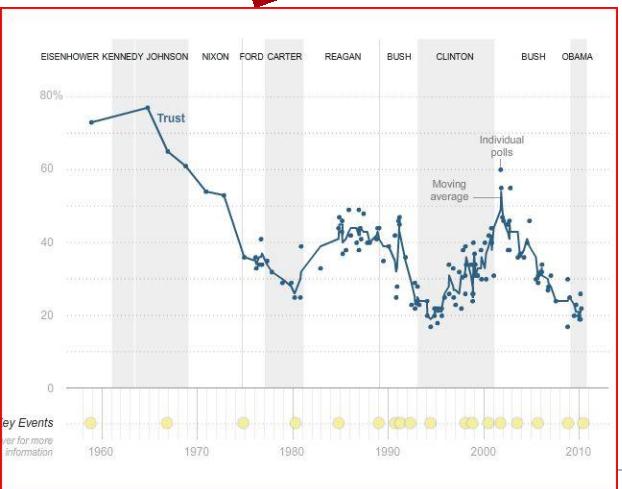
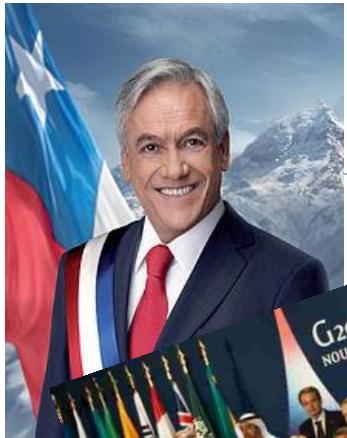
Y ahora,
¿qué?

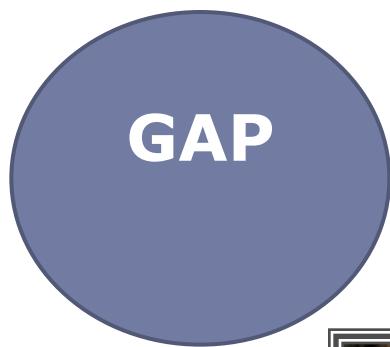


Karen Sanders

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La comunicación de gobiernos en 15 países

Countries	Political freedom rating ^a	Press freedom rating ^b	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.



GROUP 1								GROUP 1											
HUMAN RESOURCES	1. Sweden	2. Germany	3. USA	4. UK	5. France	6. Australia	7. Spain	8. Poland			1. Sweden	2. Germany	3. U.S.	4. UK	5. France	6. Australia	7. Spain	8. Poland	
	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 Communication Centre	320 employees at the ministries	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)	Law of Advertising and Institutional Communication (2005) to disassociate from political parties	The Act on Civil Service (2008), The Act on Civil Service introducing the system of neutral members of the civil service corps adopted in 1996
	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	REGULATORY AND NORMATIVE FRAMEWORK	Access to information/transparency legislation	Yes: Freedom of Information Act (FOIA) (1976)	Yes: FOIA (2005)	Yes: FOIA and the Government Sunshine	Yes: FOIA (2005)	Yes: Administrative Transparency Act (FOIA) (1982)	Proposed Transparency Law 2012	Yes: The Act on the Access to Public Information (2002)	
	Principal government communication structure	Non ministerial Information and Communication Department (<i>Information Rosenbad</i>)	Federal Press and Information Office	Office of Communication Press Office	Communication Board Government Communication Network	Government Information Service	Press Office Communication Advice Branch	Communication State Office with the rank of a Secretariat of State (below a ministry)	Government Communication and Information System										
	GROUP 1								GROUP 1										
	1. Sweden	2. Germany	3. U.S.	4. UK	5. Sweden	6. Australia	7. Spain	8. Poland	1. Sweden	2. Germany	3. U.S.	4. UK	5. France	6. Australia	7. Spain	8. Poland			
	Professional backgrounds	Journalists	Journalists	Diverse and varied backgrounds	Professional PR/marketing	Diverse and varied backgrounds	Journalists PR/Marketing	Diverse and varied backgrounds from corporate communication and PR	Journalists PR/Marketing	Diverse and varied backgrounds	Journalists PR/Marketing	Journalists PR/Marketing	Journalists PR/Marketing	Journalists Increasingly from corporate communication and PR	Journalists PR/Marketing	Social Science Political Science Journalism Sociology Law Economics			
	Specialized training for civil servant communicators	No	No	Some programmes at Federal level	Specialized training for civil servant communicators	No	No	Some programmes at Federal level	No	No	Some courses began in 2008	No	No	No	No	No			
	Designated chief executive spokesperson	No	No	High: political appointee	Designated chief executive spokesperson	Yes	No	Very high: political appointee	Very high: political servant	Yes	No	No	No	No	No	Yes			
	Designated government spokesperson	No	Yes: junior minister	No	Designated government spokesperson	Usually yes	Yes: junior minister	Yes: senior minister	Yes	Usually yes	No	No	Yes: senior minister	Yes	Yes	Yes			
	GROUP 1								GROUP 1										
	1. Sweden	2. Germany	3. U.S.	4. UK	5. Sweden	6. Australia	7. Spain	8. Poland	1. Sweden	2. Germany	3. U.S.	4. UK	5. France	6. Australia	7. Spain	8. Poland			
	Advertising campaigns	Not available	Not available	Not available	Advertising campaigns	Not available	Federal government advertising in 2009-10 financial year was US\$119.3m	Not available	US\$ 260m (2010)	Not available	Federal government advertising in 2009-10 financial year was US\$119.3m	Not available	Federal government advertising in 2009-10 financial year was US\$119.3m	US\$ 104.3m (2010)	No systematic data available	Only some data available.			
	Other communication costs	Budget for non-ministerial Information and Communication Department US\$ 3.42m (2010)	In 2010 the Federal Press and Information Office budget of US\$ 20.6m for PR. The ministries have communication budget; data on expenses are published	Not available	Other costs: US\$ 260m (2010)	Budget for including polling, SIG budget (2011) and Communication Department US\$ 3.42m (2010)	Estimated costs of staff Federal, state and local Office budgets of US\$260m annually PR. The ministries have communication budget; data on expenses are published	Not available	Estimated costs of staff Federal, state and local Office budgets of US\$260m annually PR. The ministries have communication budget; data on expenses are published	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	Only some data available.					
	GROUP 1								GROUP 1										
	1. Sweden	2. Germany	3. U.S.	4. UK	5. Sweden	6. Australia	7. Spain	8. Poland	1. Sweden	2. Germany	3. U.S.	4. UK	5. France	6. Australia	7. Spain	8. Poland			
FINANCIAL RESOURCES								FINANCIAL RESOURCES											
Government Communication CHALLENGES	Not available	Not available	Not available	Not available	Not available	Not available	Not available	Not available	Not available	Not available	Not available	Not available	Not available	Not available	Not available	Not available			

La comunicación de gobierno en 15 países

- ▶ PREOCUPACIÓN por la comunicación
 - ▶ CENTRALIDAD de la comunicación
 - ▶ DESCONOCIMIENTO de la comunicación
 - ▶ NECESIDAD de INNOVACIÓN en la comunicación
-
- HAY QUE TRABAJAR MÁS LA COMUNICACIÓN DE LOS GOBIERNOS



Ejes para el análisis

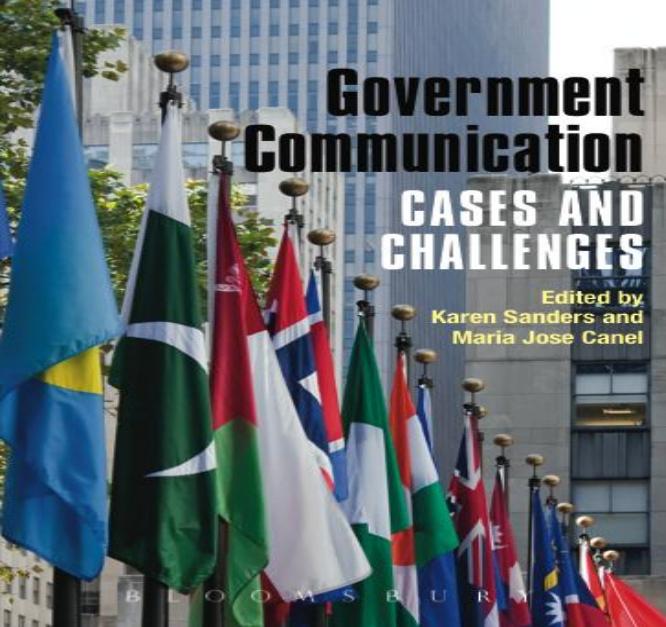
TÁCTICO

ESTRATEGICO

Orientado al
PARTIDO

Orientado al
CIUDADANO





Retos

De lo táctico a lo estratégico

De lo táctico a lo estratégico

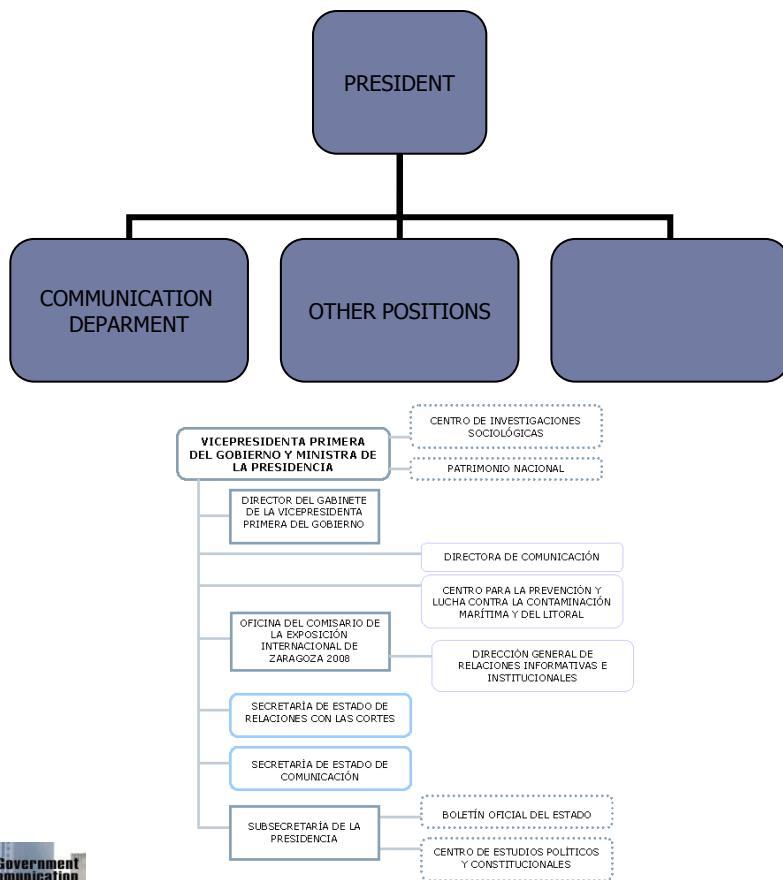


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Organigramas que prioricen la comunicación

▶ Rango de la comunicación



Extender el alcance de las tareas

Pensar estratégicamente

- ▶ Redactar notas de prensa
- ▶ Convocar ruedas de prensa
- ▶ Tratar con los medios
- ▶ Preparar las intervenciones de los líderes
- ▶ Alimentar web

- **Planes de comunicación**
- **Mapas de públicos**
- **Auditoría y evaluación resultados**
- **Anticipar y gestionar crisis**
- Trabajar los **intangibles**:
 - Confianza
 - Reputación
 - RSI
 - Cultura corporativa



Extender el alcance de las tareas

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 Chile, South Africa, India Mexico, Singapore, China	United States, United Kingdom, Australia



Pensar estratégicamente

- ▶ Redactar notas de prensa
- ▶ Convocar ruedas de prensa
- ▶ Tratar con los medios
- ▶ Preparar las intervenciones de los líderes
- Elaborar **planes de comunicación**
- Identificar públicos
- Establecer relaciones
- Asesorar
- Gestionar crisis
- Trabajar los intangibles:
 - Confianza
 - Reputación
 - RSI

NUEVAS TAREAS

NUEVOS PERFILES

- Planificadores
- Estrategas
- Creativos
- Captadores de tendencias
- Investigadores
- *Networkers*



Mejorar la formación, contratación y promoción

- ▶ Definición de perfiles
- ▶ Definición de puestos
- ▶ Definición de tareas
- ▶ Definición de objetivos
- ▶ Definición de indicadores de promoción



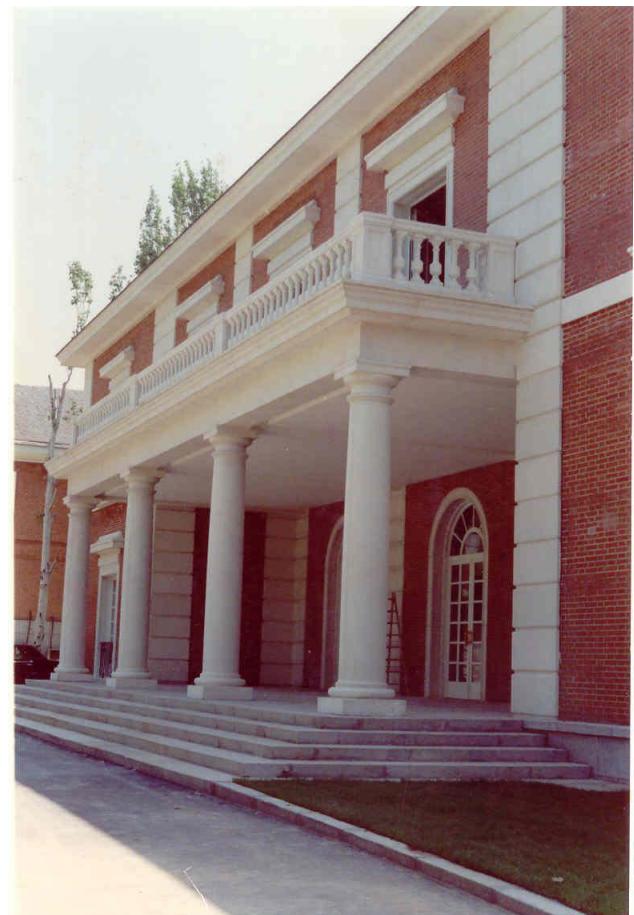
Desarrollo de formación especializada

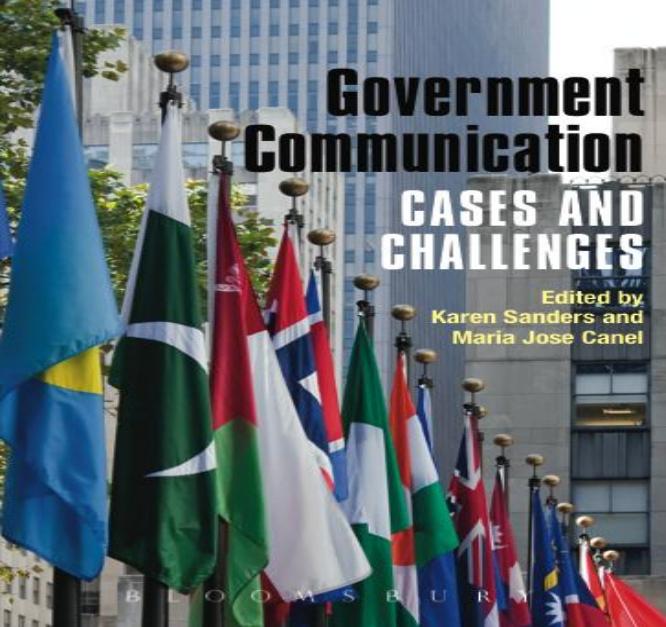
No development of specific/ specialized training	Some development of specific/specialized training	More development of specific/specialized training
Sweden, Germany, France, Australia, Poland Chile, India Mexico, Singapore, Zimbabwe	Spain South Africa China	United States, United Kingdom



La comunicación de la Moncloa Gobierno de España

- ▶ Ausencia de puesto reconocido en organigrama
- ▶ Plantillas obsoletas
- ▶ En consecuencia: sobrecarga de tareas tácticas sobre directivas





Retos

Del partidismo al ciudadano

Del partidismo al ciudadano

- ▶ Transparencia (leyes y *reporting practices*)

- ▶ E-participación

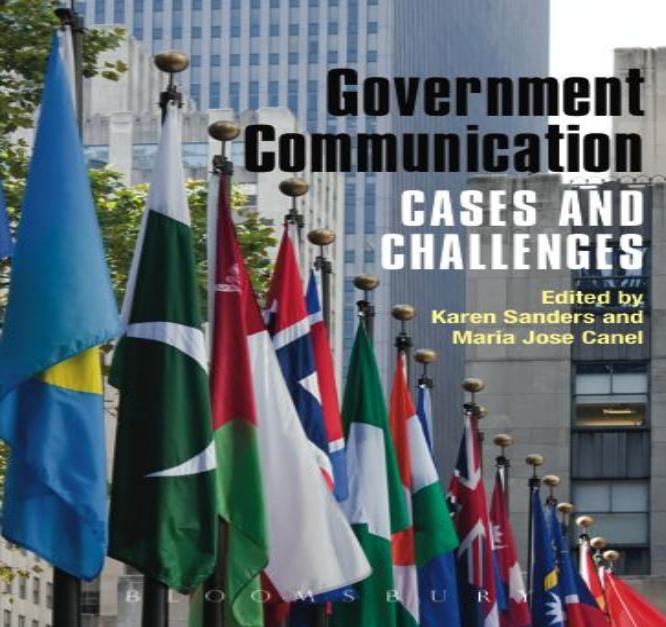
- ▶ Reglas y convenciones sobre el no partidismo



No-partidismo

Non-partisanship			
Legislation, policies and conventions specifically regarding non-partisanship in government communication^a	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 Singapore, China, Zimbabwe	United States, France, Australia, Spain, Poland, Chile, South Africa Mexico	Sweden, Germany, United Kingdom,





Retos

Del partidismo al ciudadano

✓ Mejorar los procesos y protocolos para crear prácticas impulsadas por el rendimiento.



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THIS HAS
BEEN ANOTHER
GOVERNMENT
COMMUNICATION
WITH MEDIA.

✓ Prácticas impulsadas por objetivos de reputación



**Comunicación de gobierno:
Impulsada por el rendimiento y guiada por los
valores (*performance-driven/value-led*).**



10



**La comunicación de 10 Downing St y
Tony Blair**

✓ Líderes de comunicación: guardianes de la reputación y autenticidad

- ▶ Competencias: en gestión, procesos políticos, capacidad analítica y crítica, integridad, valor de los intangibles.
- ▶ Comunicación estratégica: planes de comunicación a corto, medio y largo plazo evaluados y vinculados a las prioridades de los programas del gobierno.
- ▶ Información sobre el progreso hacia la consecución de los objetivos de la reputación.



**Pensar
estratégicamente**

- ▶ Redactar notas de prensa
- ▶ Convocar ruedas de prensa
- ▶ Tratar con los medios
- ▶ Preparar las intervenciones de los líderes

Orientarse a la gente

NUEVAS TAREAS

- Elaborar planes de comunicación
- Identificar públicos
- Establecer relaciones
- Asesorar
- Gestionar crisis
- Trabajar los intangibles
 - Confianza
 - Reputación
 - RSI

NUEVOS PERFILES

- Planificadores
- Creativos
- Captadores de tendencias
- Investigadores
- *Networkers*



Thank you

谢谢

Gracias



¿Preguntas?

Questions?

有问题吗？

