

# Communication Reference Book „HOW TO PROMOTE VALUES?” by means of best practices of HKIK



**2011.**

## Introduction

Communication is important not only because all projects need to inform people about EU funds and how they are spent. It is also important that you raise awareness by explaining what you do and how this project helps developing vocational education. Disseminating your project outputs also helps you to guarantee the durability of the project's results. Inspire others by presenting results you have achieved by international cooperation!

This communications handbook is addressed to people working with communication and information within the participating partner organisations of ProEthics. It helps you to plan and improve your communication strategy.

All Transfer of Innovation projects are encouraged to develop a dissemination and valorisation plan which is very close to communication plans, which is the basis for all practical public relations activities. The structure of the guideline follows the structure of a communication plan, giving an overview of all its main elements: communication objectives, target groups, project messages, communication tools, internal communication, evaluation methods.

The partner organisations are encouraged to develop a communication strategy, where in addition to the project results the ethical messages are also planned to communicate. Here, in the guide, the ethical messages, as they are a kind of outcomes of the ethical strategy of the institution, are called also projects.

We hope you will find the guide useful.

## Communication

All of the acting organizations, institutions or companies are based on effective communication which needs to be monitored all the time. The key of success is the effective communication which must be protected and think over consistently, must be updated from time to time. Communication is also essential to the means by which an organization communicates with external environment.

In case of institutional communication we have to consider the direction of information flow. On the bases of this aspect we can determine:

- internal communication
- external communication.

**Internal communications** is the function responsible for effective communication among participants within an organization. Internal communication involves the communication that exists within a company and can take many forms. Key to the success of an organization is communication from within. In order to effectively engage in two-way symmetrical communication, (the goal of public relations practitioners), communication is essential internally.

**External communication** covers how a provider interacts with those outside their own organization. This may be with the public, employers, community organizations, local authorities, job centers, careers offices, funding bodies, specialist agencies and other training providers.

The Internal and external communications of any organization can be both formal and informal.

**Formal communication** can be defined as, “A presentation or written piece that strictly adheres to rules, conventions, and ceremony, and is free of colloquial expressions.” It emphasizes the essence of formal channel of communication. The different forms of formal communication include; departmental meetings, conferences, telephone calls, company news bulletins, special interviews and special purpose publications.

The main advantage of formal communication is that the official channels facilitate the habitual and identical information to communicate without claiming much of

managerial attention. Essentially, executives and managers may devote most of their precious time on matters of utmost significance.

But at the same time, the weakness of formal communication should not go unaccounted. Communication through channel of command greatly obstructs free and uninterrupted flow of communication. It is, generally, time consuming, cumbersome and leads to a good deal of distortion.

An organization can make efficient use of **informal** channels to fortify the formal channels of communication. It acts as a valuable purpose in expressing certain information that cannot be channelled via the official channels. It satisfies the people desires to identify what is happening in the organization and offers an opportunity to express dreads, worries and complaints. Informal communication also facilitates to ameliorate managerial decisions as more people are involved in the process of decision-making.

In spite of many advantages, informal communication has certain disadvantages. Informal communication contains facts, deceptions, rumours and unclear data. The informal channels of communication may transmit completely imprecise information that may harm rather than help an organization. In addition, it is impossible to fix the responsibility for its origin or flow of information.

If the communication is targeted outside of the organization and institution, we are talking about **external communication**. It is important to mention the importance of unique design and development, because the first impression is not only counts for humans but also about the companies. The identity design can contribute for the business success hereby will be emerging the positive image for the potential clients among. This is the first step to create successful customer relationship.

External communication in general aims to ensure positive supportive relationships now and in the future with those groups outside the organization who influence access to required resources – this, of course, includes the sale of goods and services, new investment changes to working practices, or the provision of further financial support in the case of public sector and not-for-profit organization.

## Image Reference Guide

For the communication of the institutions, companies an image reference book is prepared and has to be followed through all communication activities.

The image reference guide shall contain the following:

- Logo
- Font type
- Using color
- Publications, advertisements
- Stationery items
- Uniform sample signature
- Internal and external control system
- Web-based communication tools
- Description of the required to wear
- Rules, applications, prohibitions

As an example, you can find the Image Reference Guide of the Heves County Chamber of Commerce and Industry in Annex 1.

## Project communication

Project communication is the exchange of project-specific information with the emphasis on creating understanding between the sender and the receiver. Effective communication is one of the most important factors contributing to the success of a project.

## Requirements at EU project communication

Documents connected to ProEthics project within the Leonardo da Vinci programme always shall include:

Leonardo da Vinci logo with text, EU-emblem, and a logo for ProEthics. They should be placed visible and at the front page. For printed documents, logos shall be accompanied by this phrase:

*'This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.'*

Are you having questions, are looking for other versions or logos in EPS for printing or enlargement, please contact:

[http://ec.europa.eu/dgs/education\\_culture/publ/graphics/identity\\_en.html](http://ec.europa.eu/dgs/education_culture/publ/graphics/identity_en.html)

## Communication plan

The purpose of the Project Communication Plan is to provide consistent and timely information to all project stakeholders. This plan will assist the project team in building an effective communication strategy to enhance communication throughout project delivery. A good communication plan includes a conflict management strategy which is designed to make issues between stakeholders more manageable. Project managers minimize conflicts and resolve issues through constant communication with the project sponsor(s), project team members, and other project stakeholders. The project communication plan includes the information needed to successfully manage project product deliverables.

## How to create a communication strategy?

Before communication you should always ask yourself; What shall I communicate? Who is the audience? and How to make the communication most effective. Already in the start of a project, try to define the objective, a clear message and the target groups. Do not take this step lightly – this is the essence of your project. This is why you should put effort into getting it right during the first time.

## Communication objectives

Communication needs to be goal-driven. We communicate to achieve or change something, therefore it is important to define communication objectives properly in advance. What does the project need to communicate to reach change in the project topics?

## Develop a message

A message is a simple and clear idea that acts as a guiding principle for all kinds of communication – everything from the content of leaflets, brochures and websites to the agenda for a media interview, to conversations with stakeholders. A message is not the same as an advertising slogan or a marketing line.

Messages sum up the main aims of your project and may focus on some of the specific aspects of the project.

A good message will be immediately appealing to its target audience: it should be strongly worded to stand out from everything else that is competing for their attention. At the same time, it is important to keep things clear and simple. Do not use more than three messages at any time, otherwise your audience will suffer from “information overload” and fail to grasp any of these ideas. Instead, to multiply the effect, try to send few messages from different sources and on different occasions.

## Examples on how to develop a project message

- Try to put down what you do in one short sentence. What problems does your project tackle? How does it benefit the participating regions? Why should people care about it? What three things would you like the audience to remember and tell someone else about your project?
- Make many draft messages and try to combine similar ones, if possible. Decide which message are the most important.

- Try to refine the language and say the same messages in a more simple way. Remove all unnecessary words and complicated vocabulary. Look at each word and ask whether it would be understood by someone who is not fluent in your language or who doesn't know much about the subject matter of your project. Make every word count!
- Show the messages to people outside your project. Friends and family will do, but journalists or people close to your target audiences are better. Do they understand? Are they interested? If not, try again.

A message should be a short sentence (up to 25 words), which is simple, clear, credible, memorable, positive, active, free from jargon, easily identifiable, and adoptable in different communication tools.

## Target groups

The key stakeholder audiences your project needs to communicate with are called "target groups". These groups all have different characteristics and needs. To be effective, it is important to know precisely who you need to address and think about the target audience every time you communicate.

Brainstorm a list of possible target groups.

## Communication time plan

Define the main communication activities and correlate them to already decided project activities.

## ProEthics project

The project ProEthics has been developing an innovative tool set using the existing products of the Leonardo da Vinci programme and has been testing and transferring this set with the help of managers, customers, institutions, and teaching staff working in professional education. On that foundation, a consultation process with educational institutions, companies, labour unions, education experts will be triggered that will foster the transfer of the ProEthics instruments into the national education systems.

## Aims and objectives of the project

ProEthics represents the following goals:

- actively improving the quality in professional education
- stronger emphasis on teaching job morality
- applying suitable instruments of value management at companies/professional education institutions

In view of the wide range this topic has on society, ProEthics can only achieve its goals if they are tailored to the available resources. ProEthics will focus on the professional education in the commercial-technical and business areas. With this focal topic, ProEthics is vehemently responding to the necessary fight against corruption (e.g. in the building industry). The professional education institutions taking part in this project are putting in their own funds to directly develop the necessary instruments mentioned above for value dialogues with employees, companies, apprentices, and other stakeholders. The project aims at giving a bottom-up, best practice example for the national systems. There is, of course, a high transferability potential for other sectors (care, health, social work), professional counselling, and professional further training.

The first aim that we have to review the Proethics project's results for the companies, schools, every country's Chamber of Commerce Industry and the population of our regions throw media channel, flyers and so on.

## ProEthics target groups

1. The key stakeholders are “inside” the institutions.
  - a. In the vocational schools the teachers, trainers, workers and last but not least the students themselves.
  - b. At companies and other institutions we can talk about the employees and the management.
2. It is also important to communicate values externally.
  - a. At schools: the parents, other educational institutions, education experts, companies, municipalities, and the citizens.
  - b. at companies: other companies, chambers, labour unions, job centres, schools, and the citizens.

## Communicating ProEthics

Communication is concerned with message relayed between individuals within an organization and externally. The aim of communication of the project is not only dissemination of the project results, but the communication of the ethical values determined at the different organisations. The tools of this communication are more or less the same, as the usual communication tools used by the institution every day. The ethical messages can be integrated into these activities. If we would like to reach bigger effect, we can use a special tool for communication, eg. poster exhibitions, or just like the suggestion of Fundación Tomillio. (see later).

## A short introduction of the communication of Heves County Chamber of Commerce and Industry



### The introduction of Heves County Chamber of Commerce Industry (HKIK)

The HKIK's most important objective is to promote the development and the organization of the economy, to facilitate the general and common representation of the business units' interests. The structure of the chamber consists of 3 sections (Industrial, Commercial, Handicraft). The present number of volunteer members is appr. 1000. The form of the chamber is a public body, operating on the basis of the self-government principle. The specific duties of the Chamber include the development of business activity and commerce, the collection of information related to the economy, providing information, the elaboration of ethical rules for market attitude. Vocational trainings, master courses and the related administrative tasks are of high importance. To introduce continuously the modern communication technologies and to encourage their application by SMEs, organizing e-learning course for them.

HKIK is experienced in managing national and international projects, that is why it is also an important topic at the chamber, how to communicate, disseminate project results. That is why HKIK took the responsibility to work out the Media Tool Box

together with the Spanish partner, Fundacion Tomillio in the present Leonardo Transfer of Innovation project: ProEthics.

The **internal communication's** means as examples of HKIK has been introduced (Annex 2):

- team-building trainings
- workshops
- further education events
- internal newsletter
- questionnaire for satisfaction
- "Employee of the year" award
- Educational special IT system
- Common IT system used (Intranet)
- Notice board
- Questionnaires about the satisfaction of the employees
- "Idea-box"

**Public Relations** as an activity and it's contacts can be external or internal. Internal PR includes helping members feel proud of organization and encouraging involvement in activities. The tool of the external communication is the external PR, which means the constant communication with the external environment, with the stakeholders. The external relations target the public outside in the external environment, while internal relations concern the staff within the institution.

## The Public Relations activities of the chamber

### 1. Media relations



#### 1.1 Printed publications

HKIK has a heading in the local newspaper (Heves County News-Sheet) it is called “Money-Market-Chamber”. It includes information about trainings, local companies, laws and regulations, sustainable development, etc.

Journals: HVG

Advertiser newspaper: Superinfo

#### 1.2 Local Radios

HKIK is making advertisements for the local radio station. Eg. The last promotions can be classified into the Széchenyi Card promotions, International Rexroth Pneumobil Competition promotion and advertisement about liberation of gas and energy community.

Rádió Eger

Rádió 1

Dió Rádió (Gyöngyös)



#### 1.3 Local TVs

The chamber is usually appears in the news of the television and have a programme in the local television – MoneyWord, where different up-to-date topics of economy are discussed in the studio with experts. (excellent way of communicating ethic values)

TV Eger

Gyöngyösi TV

Hatvani TV

Füzesabonyi TV



### 1.4 Internet

Home Page contains the latest news about programmes, exhibitions, lectures and competitions about training, qualification and entrepreneurship. In addition, it contains links to the home pages of HKIK's other pages, other chambers, and so on.



**KOP** – Chamber's Qualification Portal is developed by the experts of HKIK for training and qualifications. It contains information about trainings, qualifications, schools and other training institutes. The page has a separate e-learning home page which was developed by a national project fund.

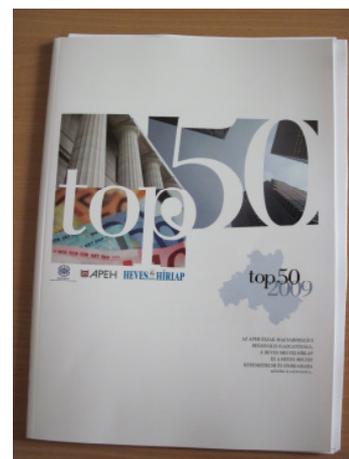
## 2. Events

- New Year's Economic Opening Ceremony
- Chamber Ball
- Project meetings
- May Day for the companies
- Ceremony for Masters

## 3. Press releases

## 4. Publications

- Book of programmes
- Press of other chambers
- Chamber Almanach
- TOP 50
- Leaflets, booklets of projects



**The Book of programmes** appears in every month, and delivered, posted for the members of the chamber. The main content provide information about qualifications and career, programmes, latest news of

the HKIK, changing in laws and regulations about entrepreneurship, competitions and tenders, introduction of entrepreneurs and companies from the region and business offers.

**Newsletter** mainly contains the latest news about programmes, exhibitions, lectures and competitions about training, qualification and entrepreneurship. HKIK sends it to the member and pledge entrepreneurs every week.

## 5. Sponsorship

## 6. Corporate Social responsibility activities

## Communication plan

Planning the activities and events to be implemented, we have to consider the place of publications, deadline, responsible person, and costs.

For example:

Name of the Event	Date of the Event	Type of publication media	Place of publication	Date of publication	Responsible person	Deadline (for preparation)	Costs
Opening event	2011.05.18.	Advertisement (invitation for the event)	Heves County Newspaper	2011.05.12.	XY	2011.05.12.	80000 HUF

The completed table will give help the project management giving a guide.

All the press releases, evidence of events...etc. should be collected into the project documentation.

HKIK communicates the results of ProEthics project mainly using the internal communication channels using also the network of chambers in Hungary. Secondly the results will be communicated toward the companies, vocational schools using mainly the Book of Programmes and organizing Focus Group events.

## Fundación Tomillo's proposal for PROETHICS media tool box

Our proposal for Proethics's media tool box is **to develop a teaching guide on digital media** that facilitates the acquisition of **ethical and moral values** with high school students.

We pursue the acquisition and development of the following core competencies:

- Express thoughts, emotions, experiences and opinions, discuss, have a critical and ethical outlook, generate ideas, use communication to build equal relations between men and women and the elimination of gender stereotypes.
- Social and civic competence: understand the social environment (context) they live in and get engaged with its improvement, resolve conflicts of interests through critical reflection and dialogue, be able to understand the point of view of others, even if it's different of theirs.
- Use skills of convergent and divergent thinking for going over ideas and feelings of themselves and others.
- Autonomy and personal initiative competence: have values and attitudes such as responsibility, self-knowledge and self-esteem, self-criticism and emotional control. Have social skills to interact, cooperate and teamwork.
- Learn to learn: acquisition of the awareness of their own intellectual, emotional and physical capabilities; what they can do for themselves and what they can do with the help of others; sense of personal competence.

All this with the aim of achieving knowledge and skills to understand and transform reality, obtain a critical competency (to wonder about facts) and an emotional competency (knowledge and skills for emotions) to enable the individual to better

cope with challenges in daily life: living with a partner, relations in the study centre or in the workplace.

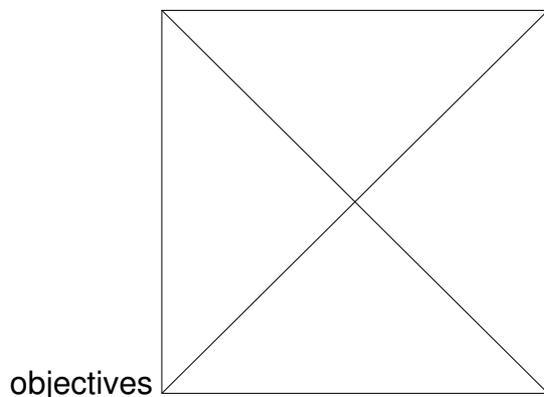
The school is traditionally the place where issues such as ethics and morality first arrive in a structured way to students. But at the same time, school is as a space where social conventions are more evident.

School is a shared space for coexistence, learning, education, interaction, joint participation, reflection, play, but also for also of confrontation and adjustment to diversity and differences, exposure of conflicts, establishing relationships through the use of spaces, resources, exchange of ideas, collective creation. It offers great opportunities to have “life experiences” and transform them into learning experiences.

At any stage of education it is necessary to address this issues mainstreaming, but adolescence is a particularly appropriate stage since it is a a priority to build own distinct identity. At this stage previously models and expectations can be modified and reflect on the ideal in place of the real.

This guide will be developed by Reading & Scene’s practitioners, a project of Fundacion Tomillo with a team that has more than 10 years of experience in education.

The project will use classical literature (plays and poetry) to achieve the proposed



in its implementation in any school. It will end with a tutorial in audiovisual form with the process to carry out with the participants from the beginning to the end.

Reading & Scene is a project that works primarily with classical works (sometimes with full text, sometimes with fragments) because they are an important resource to stimulate the learning ability and creativity, use divergent thinking, reflecting and analyzing with the distance that provides the fiction of their arguments, understand and resolve the problematic situations shown.

Any text, a play, novel, poem, song, legend, fable ... for adults, youth, children contains a message that can be used in an educational way.

The working process goes from the dramatized reading to the staging, trying to get a plus of creativity so that the secondary school students feel capable of finding that sense of theatre that allows them to connect with the everyday in a more integral manner from a educational and experiential point of view.

The theatre and cinema, as communication systems, provide methodological integration of all forms of expression, verbal and nonverbal, and the exploration of ideas, emotions and feelings. Used as work material texts of plays and poems, we will offer young students of secondary education the possibility of creating a material that will bring a great training experience and moreover, will also be useful for other young people, other teachers, and other educational establishments.



Instruments of ethical management  
for improvement of quality  
in vocational education and training



Annex 1: Image Reference Guide of the Heves County Chamber of Commerce

Annex 2: HKIK –Media Tool Box Instruments

Annex 3: ..... **Fundación Tomillo role plays**

Annex 4: **Poster exhibition**