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CONTENTS

- FOREWORD7
- INTRODUCTION9
- 1 THE FUNDAMENTALS OF CENTRAL GOVERNMENT COMMUNICATIONS11
- 2 THE ROLE AND AIMS OF COMMUNICATION13
- 3 THE PRINCIPLES OF COMMUNICATION14
- 4 FORMS OF COMMUNICATION15
- 5 PLANNING, ORGANISATION AND IMPLEMENTATION OF OFFICIAL COMMUNICATIONS16
 - 5.1 Communications planning16
 - 5.2 Communications management, organisation and responsibilities16
 - 5.3 Implementation of communications17
- 6 SPECIAL AREAS OF COMMUNICATION23
 - 6.1 Social media23
 - 6.2 Reputation management24
 - 6.3 Ownership steering communications25
 - 6.4 Political communications25
- 7 COMMUNICATIONS MONITORING, EVALUATION AND TRAINING27
- 8 STATUTES28

FOREWORD

These guidelines are based on the work of a working group appointed by the Prime Minister's Office in autumn 2008 to review central government communications. The working group's task was to examine the extent to which the 2002 Recommendation on Central Government Communication required revision. In addition, the working group's task was to prepare a proposal on the principles and practices to be followed in central government communications. Separate, revised guidelines on communications in crises and emergencies were issued in autumn 2007.

In the 2010s, the various forms of communication are an inseparable part of society and its functioning. It is pointless even to itemise the things with which communications are not connected. Communications have diversified and at the same time accelerated. We operate in a continually changing media world, which has become a global electronic network.

As communications diversify, there is greater emphasis on interaction, cooperation and coordination. Communication is a two-way process and therefore much more than information alone. We cooperate closely with representatives of the media.

In stakeholder and expert communications, there is scope for further development. Listening to the views of stakeholders as well as wide-ranging cooperation improve the quality of decision-making.

New forms of media create new, positive opportunities for interaction between the public and central government. Promoting discussion and the involvement of the public at the preparation stage of issues requires the utilisation of new operating practices.

Open government-to-citizen communication is an essential element of the service task of the central government and its organisations. Special attention should be paid to clarity in communication. Issues important to citizens must be addressed and written in comprehensible language.

We respond positively to the changing and diversifying field of communications. We encourage employees of the central government and its organisations to communicate openly and to interact actively with the public. Social media also have a growing significance in this.

Reliability, timeliness and impartiality remain key principles of communication. The effectiveness of communication must also be regularly reviewed. The reputation of central government arises from its actions.

Well-managed communications and their development require organisations' communications to be adequately resourced. Straightforward, efficient cooperation between the parties responsible for communication and the rest of the central government administration is important. Communication is like a travel partner who cannot be left by the side of the road. Strategic planning of communication must be an integral part of all central government activity. Communication plays an active role in everyday work and in different projects and assignments – from start to finish.

Communication is not only a duty. It is an opportunity.

These guidelines replace the Recommendation on Central Government Communication issued by the Prime Minister's Office on 23 May 2002.

Helsinki, 15 September 2010



Mari Kiviniemi
Prime Minister



Asko Mattila
Director of Government Communications

INTRODUCTION

The 2002 Recommendation on Central Government Communication were well formulated and they have been widely used. Like their predecessors, these guidelines were also a product of their time. The guidelines emphasised the sender and the forms of communication. The public were viewed as recipients: "in pursuit of these aims, governmental communication 1) provides general information on the work of the state administration and other factors affecting the wellbeing of the public and the activities of business enterprises; 2) provides advice on matters handled by the authorities and the available public services; and 3) provides information on matters being prepared by the authorities in order to facilitate and ensure opportunities for participation by the public."

The forms of communication covered were announcements, the internet and other computer networks, advertising and sponsorship. In communications monitoring, the emphasis was mainly on media monitoring. Long-term profiling or reputation management were frowned upon. They were viewed mainly as image advertising, the construction of images unrelated to the actual work of government.

The world was less complicated: the major crises that arose were of a kind that tested the cooperation of the authorities or influenced the credibility of the political system. How has communication changed in the 2010s?

The public is more active. Social media emphasise networked peer communications. The internet lowers the threshold for individual members of the public to participate. Moreover, the internet makes it easy for people who share the same ideas and opinions to contact each other. Civic engagement takes new forms. Simply informing the public is therefore not sufficient; a participatory perspective prevails.

The role of the media has changed. The ability for public authority to control communication and to determine what is published has declined. Issues are becoming more individual: the boundary between private and public is less clearly defined in political communication. The media landscape has fragmented. News communications are continuously updated and news is increasingly read on the internet. The media is changing from an instrument discussing the exercise of power to an actor actively exercising power.

Two issues will be highlighted in the management and arrangement of central government communications. The political and administrative

relationship will change: for example, new forms of cooperation between ministers' assistants and communications units must be found. Cooperation between authorities will increase, because social challenges will increasingly cross sector boundaries.

Every central government unit operates in different fields of openness and creates openness in its own work. Public, network and expert openness are also evident alongside media openness. The dynamics of openness are unpredictable: some theme might flare up when the various fields of openness start to feed each other.

Communications will be monitored and evaluated more extensively than at present. Critical evaluation will shift from media evaluation to the monitoring of fields of openness.

1 THE FUNDAMENTALS OF CENTRAL GOVERNMENT COMMUNICATIONS

Finland's government is based on the democratic values of the rule of law and the Nordic model of the welfare state. The special features of central government communications include the fact that its objectives and operating principles are rooted in fundamental rights, such as freedom of speech, the right to participation and influence, the right to due process, the right to one's own language and culture, and fundamental rights in the area of education and learning.

The most important fundamental right from the perspective of central government communications is the right to receive information on the authorities' public decisions and the preparation thereof. This translates in practice into the principle of right of access and the obligation on the authorities to produce and disseminate information. Official communications are also affected by the many norms and administrative principles of the different branches of government. For this reason, central government communications are subject to special quality and procedural requirements.

The significance of communications in society has grown, creating new expectations for central government communications. Each authority must take care to ensure appropriate communications in its own branch of government. But communication is not only a duty; it is also an opportunity for each authority to perform its tasks effectively.

Successful communication is based on many factors. Communication must be planned, and it must also be re-evaluated often in order to identify and anticipate areas requiring further development. Each authority is responsible for defining the priorities of its communications as well as its target groups and partners, for example non-governmental organisations, in matters under preparation. Communication must be also regular and consistent. In addition, authorities must apply good information management practices and create clear lines of responsibility within their communications functions.

In planning their communication, the various authorities must also take care to prepare for unexpected situations requiring more extensive communication than normal to ensure fluent communication and cooperation between authorities. Such situations may arise from either external or internal causes such as sudden political, economic or other events in society, accidents or dangerous situations in Finland or abroad,

or misunderstandings or rumours relating to such events or situations. Separate guidelines outlining Government Communications in Crisis Situations and Emergencies were issued in autumn 2007.

Central government communications are affected by the same factors and expectations as government in general. Openness, public service, participation and interaction are essential aims. Government is also expected to be efficient and effective in the performance of its duties. This requires goal-directed, systematic, coordinated and professionally implemented communications. Senior management in government agencies must ensure that they have sufficient specialist personnel to take care of communications tasks and that there is effective cooperation between communications personnel and other staff.

The public increasingly expects to receive more information on matters under preparation. Civil servants participating in preparation and presentation tasks must have the necessary training and supervision to ensure that they have what it takes to communicate matters within their area of responsibility.

Communications must be continually developed. Development priorities include increasing interaction, evaluating the effectiveness of communications, utilising internet and other network communications, and the comprehensive and effective use of communications in support of management and operations.

2 THE ROLE AND AIMS OF COMMUNICATION

The aim of central government communications is to support the effective functioning of democracy and the upholding of citizens' rights, and to create favourable conditions for business enterprises and other organisations. Central government and its communications exist to serve the public.

Communications are active and service-oriented. Communications are based on the recipient's needs, rights and interests. Communications create the basic framework to ensure that individual members of the public and other actors have the opportunity to participate in planning and decision-making. Communications are used to familiarise the various stakeholders with the government and its role and to create favourable conditions for the interaction of the public, organisations and government.

In pursuit of these aims, central government communications:

- 1) provide information on the work of the central government and on other factors affecting the wellbeing, rights and duties of the public and the activities of business enterprises and other organisations,
- 2) provide advice on the use of public services and on contacts with government,
- 3) provide information on matters being prepared by the authorities and on future issues to be decided,
- 4) maintain and develop interactive forms of communication to create and safeguard opportunities for the public to participate.

As different authorities handle different issues, their communications priorities will also vary. The need, quality, forms, timing and targeting of communications will depend on the specific responsibilities of the authority concerned. For example, in central administration the emphasis is on communications serving the participation of individual members of the public and their organisations. In agencies responsible for public services, on the other hand, the focus is on providing quality customer communications and advice.

Internal communications, moreover, ensure that everyone working in an organisation is aware of information essential for fulfilling the organisation's operational objectives and for performing its work.

3 THE PRINCIPLES OF COMMUNICATION

Central government communications provide the tools for understanding the work of the authorities and the various factors that influence their work. Communications give people the opportunity to form an overall picture of government activities and to form their own critical assessment of these activities. Care should also be taken to ensure access to information; information should be offered wherever members of the public come into contact with the authorities.

The main principles of efficient, effective government communications are openness, reliability, impartiality, speed and interaction. A precondition for reliability is the accuracy, clarity and sufficiency of the information provided and that the information is provided by a competent authority. Reliability should not, however, be compromised for the sake of speed. Interaction is based on bidirectionality and service-orientation. Independence and impartiality are also cornerstones of communication.

Different points of view should be taken into consideration as equally as possible in communications. Communications must also take into account regional and linguistic equality. Moreover, it is the authorities' task to ensure that the information provided is not misleading.

4 FORMS OF COMMUNICATION

Diverse forms of communication are used in central government communications according to the communication needs of those involved. Forms of communication include topical announcements (i.e. press releases and bulletins, briefings and other forms of discussion), customer service, the internet, brochures and other publications, campaigns, and presentations at fairs and exhibitions.

The role of the internet in particular is increasing in central government communications. Internet and other computer network communications serve the public, the media and other stakeholders. The internet facilitates the transmission of information quickly, widely and efficiently. It is an excellent tool for increasing public discussion. It offers an opportunity for interaction between government and the public as well as for public participation.

Depending on communications needs, information events are arranged to ensure flow of information. The aim is to implement the technical arrangements of events to enable, when necessary, the electronic media to have an opportunity to make direct broadcasts. Authorities can produce their own recordings of events for their websites.

Press releases and other official material are also transmitted to the media and various stakeholders by email when necessary. The distribution and ordering of press releases can also be handled via websites. The opportunities offered by digital and mobile communications should be utilised as far as possible according to need.

Advertising practised by the central government is essentially social advertising, whose primary task is to disseminate information. The basis of sponsorship cooperation and joint funding of activities by the authorities is the achievement of the government's own objectives. The form of funding used must not jeopardise the objectivity or independence of the authorities as wielders of public authority.

5 PLANNING, ORGANISATION AND IMPLEMENTATION OF OFFICIAL COMMUNICATIONS

5.1 Communications planning

Good communication is impossible without planning and anticipation. Strategic planning of communication supports the implementation of the Government Programme, the action and financial plans of the ministries, and the specific objectives of agencies and institutions. Authorities must have an up-to-date communications strategy and communications guidelines based on this. Planning should take into consideration both long-term objectives and the means to achieve them and shorter-term operational measures. Communications and their planning should also be incorporated into actual projects.

Communications planning should aim for predictability, and those requiring information should be able to rely on the regularity and consistency of communications. Communications should also be planned to ensure that people are able in practice to influence issues under preparation.

The importance of communications should be taken into account in human resources planning and budgeting.

5.2 Communications management, organisation and responsibilities

Communications are a key element of government activity and the achievement of set objectives. The operational and management culture incorporates goal-directed, systematic and active communications that adhere to agreed ground rules. Communications are an essential management tool.

The directors of agencies and institutions are responsible for the appropriateness of their organisation's communications and are also the main communicator. Communications units are responsible for communications planning, implementation, coordination and monitoring.

The person responsible for communications must be a member of the organisation's management group. It is the duty of civil servants to inform those handling communications at a sufficiently early stage about any matters pending or awaiting decision. Correspondingly, the communications unit should inform other personnel about issues significant for the handling of their duties.

All civil servants should attend to their own communications and interaction with partners affected by their work. Members of the public and organisations have the right to make direct contact with civil servants. In addition, each authority should ensure that those working in customer service have sufficient knowledge of legislation on right to access and official communications. Internal codes of practice and training should ensure that officials are aware of their responsibilities.

5.3 Implementation of communications

5.3.1 Government-to-citizen communications

Government-to-citizen communications are based primarily on the right of citizens to obtain information on official activities, and underlying this is government openness. Citizens' opportunities to participate and exert an influence should be promoted through the authorities' provision of quality services and contact opportunities. Members of the public must have opportunities to monitor official activities and the exercising of public authority. The openness of official activities facilitates monitoring as well as participation in preparation and public discussion.

Citizens' participation should be implemented through interactive communications. Interaction also encompasses the taking into account of feedback received from the public. Feedback received should be monitored regularly, responded to as quickly as possible and utilised in evaluating activities.

Publicly important issues should be reported on the commencement of preparatory work, and information should be kept readily available on the progress of preparatory projects. Proposals should also be highlighted for public debate utilising, among other things, network communications. Active and interactive communications with the public via the internet, for example, requires authorities to ensure that they are adequately resourced.

Important material produced by the authorities must be available in both the Finnish language and the Swedish language and in certain cases also in the Sámi language. In addition, authorities may also produce material in the English language and in other languages when necessary.

The internet has changed the role of citizens as communicators. Members of the public use the internet as a matter of course to find information and they are also increasingly active information providers on the internet. In the current flood of information, the emphasis in official communications should be on reliability. Authorities' websites must be kept up-to-date and official information must be easy to find on the internet. Accessibility requirements must also be taken into consideration in internet communications.

The form of communication is determined according to the target group in question. In situations requiring extensive government-to-citizen communications, access to information must also be safeguarded for special groups and for those who have no opportunity to use the new media – for example, by producing campaigns, public service announcements and brochure material.

5.3.2 Media communications

The media are an important channel for disseminating official information. The media are consequently also a significant monitor of social decision-making. Communications directed at the media must be open, active, service-oriented and impartial.

The objective is for the public to receive via the various media as wide and as diverse a picture as possible of the actions and decisions of the authorities. The real-time network services of the traditional media are accessible by the public 24 hours a day. On their websites, many media outlets give the public the opportunity to discuss topical issues.

Up-to-date, well-managed internet material from the authorities is also essential in media communications, because the internet is an important tool for journalists. In media communications, the aim should be to use video and audio recordings of information events.

Officials should respond to media contacts and act, if necessary, as experts in the media. In the most extensive and complex communications projects, background communications, such as briefings and separate information packs on the internet, should be arranged for the media.

Websites may have services and information packs aimed particularly at journalists to assist them in their work outside official working hours. For example, the Government's media service is an internet service requiring registration, where press releases of the ministries, the Office of the President of the Republic of Finland and the Office of the Chancellor of Justice and other material intended for media use is published. The service acts as a disseminator of information intended for the media and as a channel for invitations and accreditations to information events.

5.3.3 Stakeholder and expert communications

By stakeholders is meant those cooperation and target groups with whom the central government cooperates to achieve its objectives. Stakeholders have links with and areas of interest in the central government. They influence the central government's actions and the central government in turn influences their actions. To be able to respond to stakeholders' need for information and interaction, continuous contact and sounding is required. The central government must be able to recognise themes and be ready to take up positions and engage in discussion. Agencies and institutions may also have strategies for non-governmental organisation and stakeholder relations that specify the objectives of communications.

Stakeholder work is generally the exchange of information in the context of information events, meetings, seminars, consultations or hearings. Information is also transmitted to stakeholders with the aid of press releases, brochures, publications and memoranda. Cooperation with stakeholders takes place, for example, in matters relating to statute and budget preparation, important projects or the preparation of EU issues. When tasks and projects are initiated, plans are made as to how and when stakeholders will participate in preparation.

Via stakeholders, the central government can roll out its message, but it can also receive information to develop its work. Listening to the views of stakeholders improves the quality of decision-making; the broader the discussion and cooperation at the preparatory stage, the better the preparation and the end result. Extensive contact with the relevant parties at the preparatory stage promotes the quality and efficient implementation of issues. To foster open and constructive interaction it is important that the justifications for opinions and measures are clear and that they can be discussed.

All central government personnel, moreover, are individually responsible for stakeholder communications. Communications units should coordinate and ensure that all stakeholders are taken into consideration in planning, but responsibility for maintaining contact and disseminating basic messages lies with management units. The management contribution is important, particularly in communication that take place via personal contacts and meetings.

Stakeholder work must be done on both individual and group levels. Communication can be maintained through direct and indirect channels. The most important direct forms of communication are personal encounters, meetings, seminars and working groups. Indirect forms of communication include press releases, websites, e-mail messages, electronic newsletters, publications and brochures.

Central government organisations are expert organisations. For this reason, it is important that experts are able to effectively communicate and influence and also perform in public as experts in their own field.

5.3.4 International communications

The internationalisation of central government work also calls for the internationalisation and coordination of communications. Each ministry, agency and institution, moreover, has responsibility for handling and developing international communications in its own branch of government.

The international communications of ministries are directed by the Government Programme and international agreements. The main task of international communications is to support the implementation of Finland's political, economic and other goals. The main policy outlines, positions and initiatives in the various policy segments must be made known in the key reference groups, such as in the UN and in EU member states and bodies. It is a question of international influence.

The international media and news agencies play a key role in this. Media contacts should be actively forged, and maintained on a long-term basis.

Finland's goals are promoted abroad not only through traditional diplomacy and communications, but also through public diplomacy linked to them.

By public diplomacy is meant comprehensive, systematic and long-term influence with carefully selected foreign, non-governmental target groups to achieve Finland's goals. Public diplomacy is based on the strengths of Finnish society, utilising communications, culture and

other means of promotion. Public diplomacy is based on a strong national brand.

Finland's diplomatic missions abroad play a key role in public diplomacy, but ultimately Finland's reputation is affected by the actions of all ministries and other authorities.

5.3.5 EU communications

Communications relating to the European Union should be handled according to the same principles as other central government communications. Ministries, Parliament, agencies and institutions are independently responsible for their own EU communications. The Government Communications Unit coordinates the EU Cabinet Committee's information and handles, for example, European Council communications. The Ministry for Foreign Affairs' Europe Information Unit is responsible, as a rule, for providing information services on EU issues to the general public.

Each ministry should have a communication officer responsible for EU communications, who may also attend Council sessions, as required.

5.3.6 Internal communications and flow of information

Internal communications ensure that everyone working in an organisation is aware of information essential for fulfilling the organisation's operational objectives and performing its work. Senior management and supervisors have a key role in the internal flow of information.

Internal communications are essential for the operation of every working community. As working life continually changes, personnel of agencies and institutions regularly require up-to-date and comprehensive information on, among other things, activities and finances.

The Act on Cooperation in Government Agencies and Institutions requires that personnel have an opportunity to influence their work and working conditions and decision-making affecting the work of their organisation. The principles of internal communications in government agencies and institutions should be included in the cooperation procedure.

Open and interactive internal communications strengthen communality, increase the personnel's job satisfaction, boost trust in the organisation's senior management and improve operational performance and economy. Personnel's experiences of their working community's communications are highly dependent on how committed the

organisation's senior management are to good internal communications. On the other hand, every employee is also responsible for finding the information they need and for transmitting essential information that they themselves have to those who need it.

The significance of internal communications is emphasised particularly during times of organisational change. The main principle should be that personnel, in terms of measures that affect them, are informed of the justifications, effects and options before issues are decided. Personnel should be informed of decisions before the media.

In extensive projects involving change, it is recommended that a separate internal communications plan be prepared and that this is included in the cooperation procedure. The plan should particularly take into consideration those target groups that the change project will affect, the timetable for changes, the various channels and forms of communication at different stages of the project, and opportunities for personnel to be heard. Good change communications enable personnel to find their own role in the change and thus free themselves to act in an appropriate way.

6 SPECIAL AREAS OF COMMUNICATION

6.1 Social media

Internet social media are becoming increasingly popular in interaction between individuals and organisations. Through social media tools and operating practices, users create content, share information and form communities. The internet also stimulates opinions and experiences relating to government and governmental preparation.

To central government, social media offer new opportunities to increase interaction with the public and to enhance their own services. Authorities can utilise social media in, for example, communications, dissemination of information, publicising services, promoting participation and sounding out public opinion, but also in cooperation and interaction within government. Participation in social media is increasingly part of a civil servant's work in the information society.

Opportunities and means to utilise social media should be assessed as part of the work and communications of each government organisation. Organisations themselves decide the way in which they participate and the degree to which they encourage their personnel to use social media. When making this assessment, an organisation should take into account the kind of expectations directed at its work in social media as well as how participation will serve the objectives set for the organisation's work.

It is recommended that organisation-specific procedures for the initiation and implementation of social media services, campaigns and other activities be incorporated into each government organisation's other guidelines relating to communications and interaction. Guidelines should specify procedures as to how service activity taking place in the organisation's name can be initiated in social media and who, for example, has the right to set up a community profile of the organisation in social media.

More detailed guidance material relating to the activity of government and individual civil servants in social media is published on the Ministry of Justice democracy website www.kansanvalta.fi.

6.2 Reputation management

By reputation management is meant the systematic management of different organisations' reputations. Reputation is long-term, strategic activity planned in advance, aimed at achieving at the same time trust between the organisation and its stakeholders. Reputation management actively aims both to steer both the organisation's own activities and to influence the interpretations that stakeholders construct about the organisation.

Reputation arises in various encounters from the interaction of actions and communications. When members of the public assess, for example, the reputation of a ministry, agency or institution, they do so on the basis of their own experiences, the experiences of others and information disseminated by the media. If members of the public have no experiences of their own of a ministry or agency, they make their assessment purely on the basis of images. These images are built mainly by the media, but also by the organisation itself through its different communication channels, such its website, for example. Precisely for this reason, it is important that the field of central government communications is examined more widely than from the perspective of traditional media information.

An essential part of reputation management is identifying the various elements of reputation. In practice this means that the organisation must be aware of the factors that substantially contribute to forming its reputation.

An organisation's most important task in evaluating its reputation assessment is to find gaps between stakeholders' impressions and the organisation's own reality, and to steer both the organisation's activities and communications. In practical reputation management, an organisation knows its own reputation and stakeholders' changing expectations, and trains and prepares its personnel to act such that a good reputation is maintained in all circumstances. Reputation management is ultimately a question of whether an organisation is consciously striving to influence the formation of its reputation and whether it surrenders the greatest power of determination to other actors.

6.3 Ownership steering communications

As an owner, the state adheres to clear information practices in ownership policy and steering. These practices are based on the general communication principles and objectives of these Central Government Communication Guidelines.

The Prime Minister's Office is responsible for communicating the general principles, objectives and results of the state's ownership policy as well as the state's ownership steering communications relating to companies administered by the Prime Minister's Office. Other ownership steering communications relating to individual companies directly owned by the government, as well as communications relating to all state-owned enterprises, are handled by the ministry administering the company or enterprise.

Particularly when the state's ownership steering communications relate to individual state-owned companies listed on the stock exchange, communications should take into consideration the principles and practices of stock exchange disclosure, which are based, for example, on the Securities Markets Act and established, formal stock market practices. Communications should adhere to insider rules and to the insider register maintained by the Prime Minister's Office.

6.4 Political communications

The communications of the Government and the ministries comprise, on the one hand, the handling of official tasks and, on the other hand, the political leadership of the government and ministries.

Ministries have traditionally endeavoured to separate management communications and political communications. In practice, it is often difficult to draw the line. The basic principle is that ministries' purely party-political positions and statements as well as speeches and travel plans are made public via the parties' communications.

A minister's communications and publicity are handled by a special adviser and/or press assistant in cooperation with the ministry's communications unit. This cooperation includes, for example, the minister's media relations, interviews and briefings. In addition, ministerial teams may have a separate special adviser responsible for the ministerial team's overall communications.

The ministries' communications tasks include, among other things, assisting ministers and their staff. Media monitoring, practical arrangements and the planning of communications for various issues in collaboration with the political leadership are a part of natural cooperation.

Communications units must be aware of the leadership's political goals and follow the Government Programme. Communications units must also be informed in good time of any key events, speeches and meetings in ministers' programmes that concern internal and external communications. Communications units, moreover, must also keep ministers and their staff up-to-date in matters relating to internal communications. Regular meetings between the ministers' staff and communications units promote such cooperation.

7 COMMUNICATIONS MONITORING, EVALUATION AND TRAINING

The efficiency and effectiveness of communications should be monitored and evaluated regularly. The principal objective of evaluation should be to develop communications such that the public's, the media's and stakeholders' need for information can be fulfilled in various situations. Tools and methods have been developed for tracking social media and internet communications and these can be utilised alongside traditional media monitoring.

Systematic monitoring and analysis of the media, open sources and public feedback lend support to the authorities' decision-making and create better conditions for assessing the effectiveness of communications. The effectiveness of internal communications, too, should be regularly assessed.

To develop central government communications, a communications monitoring and evaluation system should be created, facilitating the comprehensive evaluation of communications at the different levels of government. The system should consist of evaluation on three levels: self-evaluation, peer evaluation and external evaluation.

Regular communications training is arranged in central government to maintain and enhance the communications preparedness of civil servants.

8 STATUTES

The following statutes concern and relate to central government communications:

The Constitution of Finland (731/1999)

Act on the Openness of Government Activities (621/1999)

Decree on the Openness of Government Activities and on Good Practice in Information Management (1030/1999) and later amendments, particularly (380/2002)

Administrative Procedure Act (434/2003)

Act on Electronic Services and Communication in the Public Sector (13/2003)

Personal Data Act (523/1999)

Language Act (423/2003)

Sámi Language Act (1086/2003)

Copyright Act (404/1961)

Non-Discrimination Act (21/2004)

Act on Cooperation in Government Agencies and Institutions (651/1988)



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