

INTERNAL COMMUNICATION POLICY OF THE CZECH STATISTICAL OFFICE

INTRODUCTION

The Czech Statistical Office (CZSO) as a knowledge institution considers internal communication to be a crucial factor for success in implementing and sharing of mission, vision, strategy, key priorities, and work programme¹ of the CZSO. Internal communication is one of the basic elements of the CZSO organizational culture and is an instrument for employees' involvement and motivation. It is an important tool of image management and overall development of the CZSO.

STRATEGIC CONTEXT OF COMMUNICATION

The Mission declared by the CZSO includes "provides a consistent and trustworthy picture of the condition and development of the society". This is linked to the Vision of "highly motivated qualified experts, for whom [CZSO] creates corresponding working conditions". The CZSO strategy includes "permanently motivate and professionally develop key employees" and "enhance effectiveness of processes and labour productivity" emphasising knowledge management and records via internal communication.

PURPOSE OF THE INTERNAL COMMUNICATION POLICY

Purpose of the Internal Communication Policy is to set basic objectives and principles of internal communication, define roles of both employees and management in this process, describe main communication channels, and contribute to their effective usage.

OBJECTIVES OF INTERNAL COMMUNICATION

The main objective of internal communication is to increase motivation and engagement of employees. Partial goals in this sense are as follows:

- ensure every employee has enough information necessary for their work;
- ensure employees have enough information on what is going on in the CZSO and on the CZSO plans;
- ensure employees have opportunities and motivation to provide feedback across the CZSO;
- set clear standards of internal communication;
- enable effective involvement of employees into the internal communication process; and
- support knowledge sharing inside the CZSO and enable substitution of employees.

BASIC PRINCIPLES OF INTERNAL COMMUNICATION

- Information is targeted, has appropriate scope, it is timely and understandable.
- Positive information is communicated as often as possible with no delay as best.
- Problems are communicated right after they have been revealed.
- Conflicts are solved with no delay.
- Good manners are unconditionally adhered to.
- Every communication process enables efficient feedback.
- All efficient forms of communication are supported for exchanging information, knowledge, and ideas.
- Important information and knowledge is documented and made accessible for further use (at least as summaries) by means of suitable communication tools (e.g. intranet, servers, etc.).

¹⁾ This consists of the Statistical Survey Programme, Catalogue of Products, Budget, and Priority Tasks for the given year.

ROLES IN INTERNAL COMMUNICATION

Every CZSO employee:

- has access to relevant and up-to-date information necessary for their high-quality work;
- has opportunity to raise questions related to work activities, namely to their superordinates; and
- has opportunity to ask the superordinates and other colleagues for consultancies within their scope of field and within a broader context of the CZSO activities.

Every CZSO employee is responsible for:

- respecting the Basic Principles of Internal Communication;
- active participating in the internal communication process;
- active making themselves familiar with internal communicates (i.e. regular checking email and intranet messages, at least once per day),
- participating in meetings (or other forms of negotiations), or providing for an adequate substitute if possible and necessary due to position;
- transferring relevant information and issues to be solved to the superordinates;
- complying with the subordination, before all communication with the immediate superordinates; and
- exchanging experience and transferring knowledge acquired within the unit or among units as well.

Line management organizational structures form a crucial element of internal communication. They facilitate communicating of information of all-Office importance and provide for its adaptation in accordance with the context of respective unit activities.

The CZSO management:

- are entitled to directly communicate information concerning the subordinates and subordinated units;
- shall receive information on tasks assigned to their subordinated units in case they are not their originators (depending on concrete conditions either from the recipient or originator);
- shall receive information in advance the way they are able to respond to potential questions of their subordinates;
- have the opportunity to express their opinion on proposed changes that influence their subordinated units in order to provide for the changes are functional; and
- shall receive information on a broader context of the CZSO activities from the superordinates.

The CZSO management are responsible for:

- knowing information on the scope of field of their subordinated units and activities of the subordinates;
- independent and timely transition of information concerning the subordinates and subordinated units;
- determining impacts of information on the scope of field of the subordinates and subordinated units and the way they are implemented in practice;
- creating conditions for the knowledge and experience sharing and supporting efficient forms of both formal and informal communication;
- dealing with questions and requests of the subordinates, including explanations necessary;
- organising of regular or ad hoc meetings for mutual communication with the subordinates on the CZSO development, work plans, and on status of solving of tasks in the scope of field of the subordinated units;
- creating conditions for regular feedback from the subordinates (e.g. time windows at meetings);
- documenting important information and knowledge; and
- making work documentation accessible to appropriate employees and providing for it is accurate and up-to-date.

COMMUNICATION CHANNELS

The CZSO, as a knowledge institution, supports all types of both formal and informal communication among the employees in accordance with the Basic Principles described in this document. Communication is facilitated by means of suitable communication tools and appropriate organisation measures.

MAIN CHANNELS OF FORMAL COMMUNICATION AT THE CZSO

Personal:

- work meetings,
- negotiations (teams, control meetings, consultancies),
- evaluating interviews,
- seminars, workshops, conferences, and lectures,
- training, and
- other types of communication in person (e.g. exhibitions, sports activities, mass meetings, etc.).

Electronic/Printed:

- intranet tools,
- email clients,
- tools for record management,
- teleconference instruments,
- Internet access by means of client PCs,
- journal of Statistika&My,
- newsletters,
- annual reports,
- posters and notice boards, and
- other published materials.

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