



CZSO INTERNAL COMMUNICATION POLICY

INTRODUCTION

As a knowledge-based institution, the Czech Statistical Office (CZSO) considers effective internal communication as a key success factor in sharing and implementing its mission and vision, strategy, policies and activity programme¹⁾. Internal communication is one of the fundamental elements of CZSO's internal culture and a tool for employee engagement and motivation. It is an important part of image management and an instrument for the comprehensive development of CZSO.

STRATEGIC CONTEXT OF COMMUNICATION

CZSO's mission is to provide official statistics for evidence-based decision-making. Related to this is the vision of motivated and qualified professionals for whom [the Office] creates the appropriate conditions. Part of CZSO's strategy is to ensure that internal communication is improving in order to strengthen CZSO's brand (reputation) as an employer and feedback both from management to employees (top down) and from employees to management (bottom up).

PURPOSE OF THE INTERNAL COMMUNICATION POLICY

The purpose of this Policy²⁾ is to set the basic objectives and principles of internal communication, describe the target groups and the main communication tools and contribute to their effective use.

OBJECTIVES OF INTERNAL COMMUNICATION

The main objective of internal communication is to increase employee motivation and commitment. The sub-objectives, the fulfilment of which leads to the achievement of the main objective, include:

- ensure that employees have sufficient and timely information to do their jobs,
- to ensure that employees have sufficient and timely information about what is happening within the CZSO and its plans,
- ensure that employees have the opportunity and incentive to give feedback on their work and the activities of the CZSO,
- set clear standards and rules for internal communication,
- enable the effective inclusion of employees in the internal communication process,
- promote knowledge sharing within the CZSO and ensure employee interchangeability,
- enable CZSO management to obtain feedback from employees.

BASIC PRINCIPLES OF INTERNAL COMMUNICATION

- Information is communicated in a targeted, appropriate, timely and comprehensible manner.
- Positive information is communicated as often as possible, preferably immediately.
- Problems are communicated as soon as they are identified.
- Conflicts are resolved promptly.
- The principles of courtesy are observed unconditionally when communicating.
- Each communication process allows for effective feedback.
- All effective forms of communication leading to the exchange of information, knowledge and ideas are encouraged.

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

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- Relevant information and knowledge is documented and made available (at least in summary form) for further use using appropriate communication tools (e.g. intranet, shared drives, servers, etc.).
- The set system of communication tools and the corresponding types of communication products (i.e. linguistic, and possibly non-linguistic, communication, speeches or messages) is maintained as stable over the long term. Changes are usually related to the requirements for increasing the efficiency of communication and to changes in technological conditions.
- The management of access to communication tools is based on specific categories of service and job roles.

TARGET GROUP OF INTERNAL COMMUNICATION

- a) employees of the head office;
- b) employees of regional offices;
- c) employees on maternity and parental leave;
- d) former employees;
- e) family members of employees.

COMMUNICATION TOOLS

The CZSO as a knowledge-based institution supports all types of both formal and informal communication between employees in accordance with the basic principles (see above). Communication is facilitated by appropriate communication tools and a range of organisational measures.

Where appropriate and feasible (e.g. employees with a workplace in the same building, absence of restrictive measures) and effective (adequate number of participants, need for knowledge sharing, synergistic effects of verbal and non-verbal communication, brainstorming, etc.), face-to-face communication is favoured at the CZSO. If face-to-face communication is logistically difficult, teleconferencing tools or telephone are used. In other cases (e.g. working with large materials, commenting on documents, large number of recipients, one-sided nature of the message, etc.) other appropriate communication tools must be used.

MAIN INTERNAL COMMUNICATION TOOLS IN CZSO

Personal:

- management meetings and the resulting outputs (e.g. minutes and tasks),
- briefings and meetings (work teams, operative meetings, consultations), or minutes,
- evaluation interviews,
- seminars, conferences and lectures,
- training and courses,
- other types of personal communication (openings, sports activities, group meetings, competitions, etc.),
- meetings with CZSO management.

Written (or audio-visual):

- intranet tools and/or other electronic communication platforms (including e.g. shared drives),
- electronic mail tools,
- SMS and other instant messaging services,
- internal public address system,
- filing service tools,
- teleconferencing tools (e.g. MS Teams),
- CZSO journals,
- newsletters (newsletters containing current news and updates),
- annual reports,
- posters and bulletin boards,
- other publications.



PRINCIPLES OF INTERNAL COMMUNICATION IN RELATION TO COMMUNICATION METHODS AND SELECTED TOOLS

1. Face-to-face communication

- Standards of face-to-face communication are set out in the CZSO Employee Code of Ethics. The Code is based on the basic rules of social behaviour (emphasising, among other things, courtesy, understanding, helpfulness, respect and loyalty) and on the customs applied in the field of work and official relations (e.g. rules of dress and behaviour on the premises of the Office).
- Main types of communications are interview, meeting, presentation, meet-up and lecture.

1.1 Meetings

- Meetings (of various types, hereinafter referred to as meetings) have a clearly specified objective or agenda if they cover several subject areas. The agenda is published a reasonable time in advance.
- The degree of formalisation of meetings is appropriate to their nature and the need to ensure an adequate audit trail.
- If the nature of the meeting warrants, the tasks from the previous meeting are reviewed at the beginning of the meeting and the output must be clear conclusions or tasks (including responsibilities and deadlines for implementation) in a written format to which all participants have access (e-mail, intranet, shared collaboration tool, etc.).
- The standard process for preparing and conducting meetings (of various types) includes the following steps:
 - A. Preparing for a meeting**
 - Preparation of the agenda;
 - Preparation of the materials for discussion (in particular the consultation procedure, the settlement of comments and the distribution of the final version indicating the comments and how they were settled).
 - B. Conducting a meeting**
 - Review of the implementation of tasks from previous meetings;
 - Discussion of the subject (including identified risks) and adoption of a conclusion of approval/disapproval/acceptance (including communication of this conclusion to the minutes clerk);
 - Determination of tasks
 - C. Preparation and approval of minutes**
 - Drafting of the minutes;
 - Commenting on the draft minutes;
 - Publication of the approved minutes in a designated place, including any annexes and materials discussed;
 - Updating the list of tasks.
- The organiser/chair will ensure the adequacy of the meeting time, specify in advance the time allocated to each topic and ensure that the agenda is followed.
- Each participant in the meeting is adequately prepared and familiar with the agenda and the content of the material.
- Each participant will excuse his/her absence within a reasonable time before the meeting and, where appropriate, will appoint a substitute.
- The materials must be of a length optimal for effective discussion (and, where appropriate, decision), concise and factually correct.
- The organiser/chair will provide space for feedback from participants.
- A reasonable period of time is set for comments on draft materials and minutes.

1.2 Telephone communication

- The same principles apply to telephone communication as to face-to-face communication.
- The employee will always introduce himself/herself by name at the beginning of the call and, in the case of external calls, will typically state the department to which he/she is assigned and the name of the office.
- If the employee has a work mobile phone, he/she must be reachable on it during official/working hours and ensure a reasonable response time; when performing civil service/work from another location, he/she must have it available for the agreed official/working hours and ensure a reasonable response time, normally agreed in the agreement on civil service/work from another location.



- If the employee does not have access to the contact telephone for a prolonged period of time (usually more than a few hours), he/she will set up a call forwarding to his/her deputy or colleague who will inform of the absence or write down the caller's message.

1.3 Communication via teleconferencing tools

- The same principles apply for teleconferencing tools as for face-to-face communication and meetings.
- Employees will log in for teleconference meetings in a timely manner.
- Employees have the camera is typically switched on during their first appearance or speech.
- If the employee is not speaking at the time, his/her microphone is turned off.
- If he/she wishes to make a contribution, he/she signs up to speak.
- Employees have a profile photo set up. If it is different from the photo in the personnel information system, the photo must correspond to the requirements and practices applied in the field of work and official relations.
- Employees may set a virtual background which corresponds to the requirements and practices applied in the field of professional and official relations.
- If the employee is away from the office, he/she will choose the most appropriate environment in terms of appearance and distractions consistent with the requirements and practices of business and official relations. If this is not possible, a virtual background must be set.
- Main types of events with the possibility of using teleconferencing tools (e.g. MS Teams): online calls, meetings (of various types), chats, training, planning, creating or commenting on documents in shared mode, sharing documents or multimedia content.

1.4 Organisation of collective events

- The CZSO management supports the implementation of collective events with the aim of developing teamwork and social ties between employees. The concept of the events must correspond to the objectives of internal communication.
- The target group is always informed about the organisation of collective events in a timely manner and through appropriate communication tools.
- Main types of events: group assemblies, conferences, seminars and other educational, social, sporting, cultural and team-building events.

2. Written (or audiovisual) communication

- Standards of written communication are set out in the CZSO Employee Code of Ethics.
- Written communication is used when the amount of information communicated does not allow for effective face-to-face communication, or for the purpose of providing an audit trail.
- Main types of communications: e-mail (or other electronic communication, e.g. calendar appointment, chat), mass e-mail, letter, message via data box, document, audio-visual content.

2.1 Email communication

- Email correspondence contains a brief subject line that summarizes the content of the message.
- Addressing the addressee must be in accordance with the rules of courtesy.
- Messages are signed with the e-mail signature in accordance with the CZSO Manual of Uniform Visual Style (always in the case of external communication; in the case of internal communication at least in cases where the correspondence with the given recipient is occasional).
- The content of the message should be concise. If relevant, the expected date of reply will be indicated.
- The recipient should respond to the email message to which a reply is requested within one, but no later than two working days. The first response need not be a direct reply to the query or suggestion sent. However, the recipient will indicate that he/she has received the email and indicate when a complete response can be expected.
- Employees are obliged to check their email regularly, at least once a day, while on duty/working elsewhere; to check their email regularly, at least once a day, while on civil service/working from another location, or at another response time if agreed in the agreement on civil service/working from another location.
- If an employee is unable to access his/her email for a prolonged period of time (usually more than two days), he/she will set up an automatic absence reply indicating another contact for himself/herself or for his/her representative.



- If an employee receives an email apparently sent in error (e.g. an incorrect name was selected when sending), he/she will inform the sender.
- The sending of bulk emails is subject to the assumption of effective communication, where no other appropriate way of reaching the target group is possible and is restricted to those departments which are competent to do so. Bulk emails must relate to either work or official business for all employees. The sending of unsolicited emails is not permitted.
- The email account of the Office cannot be used for private purposes.

2.2 Intranet communication

- The intranet is a central, easily accessible and transparent source of up-to-date and reliable information and documents for all CZSO employees.
- The intranet serves as a channel for communication and news for the whole Office.
- If an employee has established access to the intranet outside his/her workplace, he/she must regularly check the news published via the intranet at least once a day while on duty/at work.
- The structure and navigation of the intranet must be adapted to the target group.
- The home page contains relevant news items which relate only to the work or service matters of all employees or to the professional matters of all the agendas of the Office. The publication of news is conditional on the assumption of effective communication, where there is no other more appropriate way of reaching the target group and is restricted to those departments that are thematically competent.
- In terms of content, the intranet subpages can be adapted to the needs of individual departments or teams. Each department or team will designate a subpage administrator and, where appropriate, a deputy. These persons may always enter information in accordance with the remit of the department or team. They must create a simple and clear structure. They will always publish information in one place and ensure that it is up to date.
- Main types of communications: internal regulations, forms, document templates, information on departmental operations and agendas, project information, minutes of meetings, contact information, directory of links to applications (e.g. helpdesk, HR information system), surveys and other information needed by all or large groups of employees.

2.3 Communication via SMS and other instant messaging services (instant messaging; business/work mobile devices only)

- (Bulk) SMS and instant messaging serves the purpose of employees promptly about current, significant, extraordinary or crisis events related to CZSO activities.
- The same principles apply to communication via SMS and instant messaging as in the case of telephone communication.
- The sending of bulk SMS and instant messaging is conditional on the assumption of effective communication, where no other suitable way of reaching the target group is possible, and is reserved only for the departments that are competent to do so. Bulk SMS and instant messaging must relate to either work or business matters of all employees or internal communication targets.
- Main types of communications: short text messages, possibly multimedia content.

2.4 Communication using internal public address system

- The aim of using the internal public address system is to inform employees present at the workplace about crisis or emergency events or other significant mass events.
- The use of internal v is conditional on the assumption of effective communication, where no other suitable means of reaching the target group is possible and is restricted to those departments which are competent to do so.
- The message broadcast on the public address system must relate to either the work or official business of all employees or to internal communication objectives.
- Main types of communications: brief verbal messages.

2.5 Communication using posters and bulletin boards

- Posters and bulletin boards are used to strengthen the image of CZSO, to raise awareness among employees/visitors of CZSO buildings about CZSO activities or to inform about important events related to CZSO activities.



- Independent posting of posters, distribution of leaflets and similar materials, including private advertising, is not permitted (except in designated areas - e.g. trade union notice boards).
- Main types of communications: posters, leaflets, documents and other printed visual materials.

2.6 Visual communication

- CZSO's visual communication must comply with a unified visual style, which forms a coherent concept of graphic design, and which sets out the rules for the use of visual elements (especially logos and colour schemes).
- Main types of communications: products and internal documents (including their publication channel) with elements ensuring a unique identity, elements of the building navigation system, promotional items, commercial printed materials, service badges, interviewer ID badges, elements and solutions for a more friendly and comfortable working environment, etc.

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