

Measuring the quality of media relations in an EU institution

Developing and testing a measurement model

Hanna-Kaisa Torkkeli
Master's thesis
May 2014
Department of Communication
University of Jyväskylä

UNIVERSITY OF JYVÄSKYLÄ

Faculty: Humanities	Department: Communication
Author: Hanna-Kaisa Torkkeli	
Title: Measuring the quality of media relations in an EU institution - Developing and testing a measurement model	
Subject : Organisational Communication & PR	Level: Master's thesis
Month and year: May 2014	Number of pages: 126
<p>Abstract</p> <p>Media relations is one of the most critical areas in organisational communication. Its role as a disseminator and multiplier of information to the organisation's key audiences is very important. The media are also considered as gatekeepers and are therefore perceived as more objective than any direct communication from an organisation (e.g. news releases, advertising). Using media relations effectively and establishing good working relationships with journalists can help the organisation to achieve its objectives and to enhance its reputation. In addition, well-functioning internal working methods and cooperation with the key internal stakeholders are important for achieving coherent and effective communication towards the media representatives.</p> <p>This study develops and tests a measurement model to evaluate the performance of media relations in a public institution of the European Union. The model is inspired by the balanced scorecard for communication management by Vos and Schoemaker (2004). Altogether, 14 structured interviews were performed with the media representatives and internal staff based on the five dimensions of communication quality: clarity, environment orientation, consistency, responsiveness, and effectiveness and efficiency.</p> <p>The results of the study indicate that the overall quality of the case organisation's media relations is relatively high. The <i>journalists</i> score the service slightly higher than the internal stakeholders. They characterise the case organisation's media service as a somewhat faceless expert service that, however, communicates quite proactively, coherently and in a trustworthy manner. They would like to see more effort put into building personal relationships, simpler messaging as well as getting more background information. The news releases of the case organisation are only seen as an incentive to media articles. The <i>internal stakeholders</i> appreciate the media service's regular interaction with the operational units. However, the content of news releases is considered complex, and the press officers are encouraged to take a stronger role in improving the texts and to learn more about the core business. Staff also felt that the media relations function somewhat lacks clear priorities for its work and that it is not very proactive. A lack of overall strategies and lines to take, e.g. in communicating to the general public, was seen as an obstacle for consistent communication and for maintaining good internal relationships.</p> <p>Although the results achieved with this measurement model give rich, in-depth information about the quality of the media relations service and provide a good basis for future development, the testing of the model revealed that it is, at the moment, too resource-intensive to be used as a method for annual performance measurement.</p>	
Keywords: Media relations, performance measurement, authority and science communication	
Depository: University of Jyväskylä	

JYVÄSKYLÄN YLIOPISTO

Tiedekunta: Humanistinen	Laitos: Viestintätieteiden laitos
Tekijä: Hanna-Kaisa Torkkeli	
Työn nimi: Mediasuhteiden laadun mittaaminen EU-instituutiossa – mittausmenetelmän kehittäminen ja testaaminen	
Oppiaine : Yhteisöviestintä	Työn laji: Pro gradu -tutkielma
Aika: toukokuu 2014	Sivumäärä: 126
<p>Tiivistelmä</p> <p>Mediasuhteet on yksi kriittisimmistä yhteisöviestinnän osa-alueista. Median rooli tiedon levittäjänä ja monistajana organisaation kohderyhmille on erittäin tärkeä. Media toimii myös portinvartijana, minkä vuoksi se nähdään objektiivisempänä kuin suora viestintä itse organisaatiosta (esim. lehdistötiedotteet, mainonta). Käyttämällä mediasuhteita tehokkaasti ja luomalla hyvä yhteistyösuhteet median edustajiin organisaatio edesauttaa tavoitteidensa saavuttamista ja pystyy vahvistamaan mainettaan. Lisäksi hyvin toimivat sisäiset työskentelytavat ja yhteistyö keskeisten sisäisten sidosryhmien kanssa ovat tärkeitä johdonmukaisen ja tehokkaan mediaviestinnän saavuttamiseksi.</p> <p>Tässä tutkimuksessa kehitetään ja testataan mittausmalli, jolla voidaan arvioida mediasuhteiden suorituskykyä julkisessa EU-instituutiossa. Mittausmalli perustuu Vosin ja Schoemakerin (2004) viestinnän hallintaa ja laatua mittaavaan tuloskorttimetodiin. Tutkimusta varten tehtiin kaikkiaan 14 strukturoitua haastattelua tiedotusvälineiden edustajien ja organisaation henkilöstön keskuudessa. Haastattelut rakentuivat viiden viestinnän laatua kuvaavan ulottuvuuden pohjalle: selkeys, ympäristöön suuntautuminen, johdonmukaisuus, vastavuoroisuus sekä vaikuttavuus ja tehokkuus.</p> <p>Tutkimustulokset osoittavat, että kohdeorganisaation mediasuhteiden hoito on suhteellisen laadukasta. <i>Journalistit</i> arvioivat laadun hieman korkeammaksi kuin henkilöstö. He luonnehtivat organisaation mediapalvelua osittain kasvottomaksi asiantuntijapalveluksi, joka kuitenkin viestii varsin proaktiivisesti, johdonmukaisesti ja luotettavasti. He haluaisivat palvelun panostavan enemmän henkilökohtaisten suhteiden luomiseen ja viestinnän yksikertaistamiseen sekä saada enemmän taustatietoa. Organisaation lehdistötiedotteet toimivat vain alustavana lähdetietona journalistisille jutuille. <i>Henkilöstön</i> edustajat puolestaan arvostavat tiedottajien säännöllistä kanssakäymistä operatiivisten yksiköiden kanssa. Tiedotteiden sisältöä pidetään kuitenkin varsin monimutkaisena, ja tiedottajia kannustetaan ottamaan vahvempi rooli tekstien muokkaamisessa ja opettelemaan operatiivisen toiminnan sisältöjä. Henkilöstön mielestä mediapalvelulta puuttuu selkeät prioriteetit eikä sen viestintä ole kovin ennakoivaa. Yhteisten strategioiden ja linjojen puute koskien esim. viestintää suurelle yleisölle nähtiin esteenä niin yhdenmukaiselle viestinnälle kuin sisäisten suhteiden toimivuudellekin.</p> <p>Vaikka tutkimusta varten kehitetyllä mittausmallilla saavutetut tulokset antavat syvällistä tietoa mediasuhteiden toimivuudesta ja laadusta, mallin testaaminen paljasti, että sen vuosittainen implementointi suorituskyvyn mittaamista varten vaatii tällä hetkellä liikaa resursseja.</p>	
Asiasanat: mediasuhteet, suoritusasteen mittarit, viranomais- ja tiedeviestintä	
Säilytyspaikka: Jyväskylän yliopisto	

CONTENTS

ABSTRACT
 TIIVISTELMÄ
 CONTENTS
 FIGURES AND TABLES

1	INTRODUCTION	9
2	THEORY	16
	2.1 Media relations.....	16
	2.1.1 Importance of relationships	18
	2.1.2 Media access	20
	2.2 Authority and science communication.....	24
	2.3 Communication performance	29
3	CASE: EUROPEAN CHEMICALS AGENCY	34
	3.1 ECHA's stakeholders	37
	3.2 ECHA's media relations	39
	3.2.1 ECHA's media policies	45
	3.3 Pre-conditions for the measurement model	49
4	RESEARCH METHODS	52
	4.1 Research questions.....	52
	4.2 Research strategy	52
	4.2.1 Balanced scorecard approach.....	54
	4.2.3 Developing the measurement model.....	59
	4.2.4 Carrying out the structured interviews	59
	4.3 Methods of analysis.....	61
5	RESULTS.....	62
	5.1 Media representatives	62
	5.1.1 Clarity	62
	5.1.2 Environment orientation	66

5.1.3 Consistency	69
5.1.4 Responsiveness	71
5.1.5 Effectiveness and efficiency.....	73
5.2 Internal stakeholders.....	77
5.2.1 Clarity	77
5.2.2 Environment orientation	82
5.2.3 Consistency	86
5.2.4 Responsiveness	90
5.2.5 Effectiveness and efficiency.....	93
5.3 Comparative analysis.....	97
5.4 Summary of the results	101
5.5 Validity and reliability of the study.....	104
6 CONCLUSION AND DISCUSSION.....	106
REFERENCES.....	109
APPENDICES.....	115
APPENDIX 1: Structured interview form for journalists	
APPENDIX 2: Structured interview form for internal stakeholders	

FIGURES

Figure 1: Model of media access.....	23
Figure 2: Model of public sector communication performance.....	30
Figure 3: Organigramme of the European Chemicals Agency in 2014.....	37
Figure 4: Communication quality from different perspectives.....	55
Figure 5: Four domains or areas of focus for communication quality.....	56
Figure 6: Five dimensions of communication quality can be found in all communication domains.....	57
Figure 7: Averages for different aspects concerning the clarity of ECHA's media service among journalists.....	63
Figure 8: Averages for different aspects concerning the the environment orientation of ECHA's media service among journalists.....	66
Figure 9: Averages for different aspects concerning consistency of ECHA's media service among journalists.....	69
Figure 10: Averages for different aspects concerning responsiveness of ECHA's media service among journalists.....	72
Figure 11: Averages for different aspects concerning the effectiveness and efficiency of ECHA's media service among journalists.....	74
Figure 12: Averages for different aspects concerning the clarity of ECHA's media service among internal stakeholders.....	78
Figure 13: Averages for different aspects concerning the environment orientation of ECHA's media service among internal stakeholders.....	83
Figure 14: Averages for different aspects concerning consistency of ECHA's media service among internal stakeholders.....	87
Figure 15: Averages for different aspects concerning responsivenesses of ECHA's media service among internal stakeholders.....	91
Figure 16 : Averages for different aspects concerning the effectiveness and efficiency of ECHA's media service among internal stakeholders.....	94
Figure 17 : Total scores for the media relations function by media representatives and internal stakeholders.....	97
Figure 18 : Comparison of the five dimension scores based on the assessment of journalists and internal stakeholders.....	98
Figure 19 : Comparison of the 12 aspect scores related to different indicators between journalists and internal stakeholders.....	99
Figure 20 : Score for the five dimensions of ECHA's media relations, as assessed by journalists and internal stakeholders.....	101

TABLES

Table 1: Four academic models of public relations.....	17
Table 2: Chemicals legislation managed by ECHA with examples.....	35
Table 3: Target audiences for ECHA's external communication.....	38
Table 4: ECHA's key media stakeholders.....	40
Table 5: ECHA's media service roles and news channels.....	44
Table 6: Policy and other documents affecting the media relations function....	45
Table 7: ECHA's services and communication objectives.....	46
Table 8: Objectives and challenges of ECHA's media service.....	48
Table 9: Production of media items, roles and responsibilities.....	48
Table 10: Communication performance indicators, targets and means of measurement.....	50
Table 11: Qualitative and quantitative research.....	54
Table 12: Example of a scoring table for concern communication domain in balanced scorecard approach.....	57
Table 13: Journalist interview lengths, language and transcription dates.....	60
Table 14: Internal stakeholder interview lengths, language and transcription dates.....	60
Table 15: Total score for dimension: clarity, journalists.....	63
Table 16: Interview data for dimension: clarity, journalists.....	64
Table 17: Total score for dimension: environment orientation, journalists.....	67
Table 18: Interview data for dimension: environment orientation, journalists..	67
Table 19: Total score for dimension: consistency, journalists.....	70
Table 20: Interview data for dimension: consistency, journalists.....	70
Table 21: Total score for dimension: responsiveness, journalists.....	72
Table 22: Interview data for dimension: responsiveness, journalists.....	73
Table 23: Total score for dimension: effectiveness and efficiency, journalists...	74
Table 24: Interview data for dimension: effectiveness and efficiency, journalists.....	75
Table 25: Total score for dimension: clarity, internal.....	78
Table 26: Interview data for dimension: clarity, internal.....	79
Table 27: Total score for dimension: environment orientation, internal.....	83

Table 28: Interview data for dimension: environment orientation, internal.....	84
Table 29: Total score for dimension: consistency, internal.....	88
Table 30: Interview data for dimension: consistency, internal.....	88
Table 31: Total score for dimension: responsiveness, internal.....	91
Table 32: Interview data for dimension: responsiveness, internal.....	92
Table 33: Total score for dimension: effectiveness and efficiency, internal.....	94
Table 34: Interview data for dimension: effectiveness and efficiency, internal..	95
Table 35: Comparison of the five dimension scores and numerical differences.....	98
Table 36: Numerical differences between the 12 aspect scores from journalists and internal stakeholders.....	100
Table 37: Areas for development by dimension.....	102

1 INTRODUCTION

Media relations is one of the core activities and most critical areas in corporate communications. The media are both a constituency and a channel through which stakeholders receive information about and develop perceptions of an organisation (Argenti 2013, 145). The media's role as a disseminator of information to the key stakeholders of an organisation is very important. The media are multipliers that enable a large number of people to receive a message at the same time. They are also gatekeepers who act as filters of information, and are therefore generally perceived as more objective than the press officers who represent a particular organisation. It is important for the communication function of an organisation to understand that the media serve as third-party endorsers of information, giving one's information credibility and importance. (Wilcox & Cameron 2005, 197-199, 398-400.) Using media relations effectively and establishing good working relationships with journalists can help the organisation to achieve its objectives and to enhance its reputation.

To know the quality and effectiveness of its approach towards media and to develop its media strategy, the organisation needs to understand how it is handling relations with the media and how its media service is perceived. The fundamental goal of all organisational communication is building relationships with the key audiences. According to Childers Hon and Grunig (1999, 11), the real value of corporate communication can be determined by measuring the quality of relationships with strategic publics. Evaluating media relations will identify gaps in the organisation's knowledge about its media activity and the quality of its relationships with the journalists.

The media relations function also relies heavily on internal expert support from inside the organisation. The content of messages is based on core business activities and expertise often lies in the operational part of the organisation. Therefore, the media relations function should also be assessed inside the organisation, highlighting the effectiveness of working methods and cooperation with internal stakeholders.

The *purpose* of this research is to develop and test a measurement model to evaluate the performance media relations in a public European Union organisation. The aim is to conduct an evaluation by internal stakeholders and by the key media representatives of the European Chemicals Agency (ECHA) and gather an in-depth understanding of the *overall quality* of the organisation's media relations. This research contributes to one of the strategic objectives laid down in ECHA's Media Relations Strategy (2011), where it is stated that a qualitative audit of key media contacts will be performed - and adds the assessment of internal stakeholders to it.

This research is topical because there is no previous audit on the quality of the case organisation's media relations. The Agency has now been operating for

six hectic years and it is therefore important to get insight on how the media see the service provided to them and how the internal stakeholders assess the cooperation and support from the media service function.

The contribution of this research to the case organisation is two-fold. Firstly, a measurement model will be developed and tested. The results will show whether this kind of a measurement model is valuable to the organisation and whether some adjustments are needed. Secondly, based on the results of the research, the case organisation can improve the management of its media relationships as well its internal processes.

This research concentrates on the work of the *media service function* of the European Chemicals Agency. It is the practical basis for the development of the measurement model. In the theoretical part, the case organisation is seen as a public/government administration and as an authority dealing with scientific communication.

The central research problem will be approached by three research questions:

1. How are ECHA's media relations characterised and assessed by internal stakeholders?
2. a) What kind of media stakeholders are there (stakeholder mapping)?
b) How do media representatives assess ECHA's media relations?
3. What kind of pre-conditions for the measurement model are there in the case organisation?

The *research strategy* uses a mixed qualitative and quantitative approach. The measurement model was inspired by the balanced scorecard for communication management by Vos and Schoemaker (2004) as well as the characteristics and objectives of the case organisation.

The research material has been collected through structured interviews with media representatives and the organisation's internal stakeholders. In addition, existing documentation on media relations, e.g. communication policies, have been examined. A stakeholder mapping has been carried out to identify the different media stakeholders and pre-conditions for the measurement model in the case organisation have been discussed. The theoretical part of the research consists of three main categories:

1. Media relations/media relationships
2. Authority communication, science communication
3. Communication performance

The first theory chapter 2.1 on media relations includes subchapters on importance of relationships (2.1.1) and media access (2.1.2). Section 2.2 covers authority and science communication and 2.3 communication performance.

2 THEORY

In this chapter, the theoretical framework for the study is discussed. The first subchapter focuses on media relations, the second on authority and science communication and the third on communication performance. The case organisation and its media relations as well as the pre-conditions for the measurement model are presented in chapter 3.

2.1 Media relations

Media relations consists of all the different ways an organisation interacts with media outlets or individual media representatives. Managing media relations includes the ability to build long-term relationships with journalists who cover the topics of the organisation on a daily basis, as well as interacting with journalists who are calling the organisation for the first and maybe the only time in their career. (Doorley & Garcia 2007, 69.)

Public relations professionals dealing with the media actively seek media coverage, respond to information requests from journalists and arrange interviews. They also develop media strategies and methods to monitor and measure the effects and quality of the relationship as well as managing the contacts between the organisation's employees and journalists (Doorley & Garcia, 2007, 69).

The organisation's media relations function is very dependent on support from inside the organisation; it needs to guarantee access to information and knowledge within the organisation on matters relevant to its work as well as making sure that the organisation communicates to the media with a single voice. This cannot be done without strong management support or well-functioning internal relationships.

How the organisation interacts with its publics, and in this case, with its media stakeholders, is linked to the organisational strategies, policies and goals. Organisational communication literature provides exemplary approaches. In 1984, James Grunig and Todd Hunt (1984, 22) published their four academic models of public relations. These models describe the different forms of communication between an organisation and its stakeholders and guide the communication philosophy of public relations practitioners. Although, the four models can be helpful in terms of communicating with various audiences, they are particularly helpful with media relations (Doorley & Garcia 2007, 74). It is up to the communication professionals to decide which model they generally follow.

The first model is publicity or press agency, the second is a public relations information model, the third is asymmetric persuasion. The fourth model – the two-way symmetrical model – has become accepted as a formal definition of best practice for communication between an organisation and its audiences in the Western markets. Most of the activities that the media find repugnant are behaviours that are typical for the press agency or public information models. (Grunig & Hunt 1984, 21-22; Waddington 2013, 1.)

TABLE 1 Four academic models of public relations (Grunig & Hunt 1984, 22-23).

Model	Type of communication	Characteristics	Potential benefits	Potential downsides
1. Press agent or publicity	One-way	Uses persuasion and manipulation to influence audiences to behave as the organisation desires. Aims to get favourable publicity.	Good results in the short-term for the organisation.	Known as 'spinning'. Gives public relations a bad reputation.
2. Public information model	One-way	Uses one-way communication techniques to distribute organisational information. The focus is on communicating objective information, dismissing the interests of the organisation.	The constituency wins, as can governmental or non-profit organisations.	Communication practitioners have the responsibility to advocate for their client, not just disseminate information.
3. Two-way asymmetric model	Two-way (imbalanced)	Uses persuasion and manipulation to influence audiences to behave as the organisation desires. Conducts research to know the views of a particular constituency, but does not use research to find out how stakeholders feel about the organisation.	The organisation can win in the short-term.	Can be a short-sighted and unethical approach.
4. Two-way symmetric model	Two-way	Uses communication to negotiate with the public, resolve conflict and promote mutual understanding and respect between the organisation and its stakeholders.	Will most often result in a win-win outcome. Fosters dialogue. Can be useful in conflict resolution and in addressing ethical questions.	

To understand the model described above and the importance of media relations, it is valuable to briefly explain how public relations originated in the early 20th century. According to Grunig and Hunt (1984), the public relations profession started out following the press agency model. In a constant effort to gain free coverage in the media for their clients, press agents or publicists used every possible trick. This was called 'flacking for space'. The media and the public have never forgotten the press agency roots of public relations. Hence, this explains why media relations is considered to be the most traditional, visible and prominent of all organisational communication functions. (Grunig & Hunt 1984, 25, 30.)

The media relations function can also decide whether their approach to media is reactive or proactive. The corporate media relations function started off as a 'defensive' service for managers in response to requests from news organisations. Today, the best communication professionals actively set the discussion agenda for the organisation in the media (Argenti 2013, 158). This agenda-setting role is linked with the media's power to provide information and create awareness about products, services, companies and ideas. However, the media influence is often cumulative and long-term, especially when many media cover a subject over the years. (Sharmini 2007, 3.)

Media relations is normally located in the corporate communication function, but it can also reside in other functions such as marketing or investor relations. In the most effective setting, media relations fits the strategic and operational needs of the organisation. To succeed, the function needs to be well-coordinated, regardless of the organisational structure. It is beneficial for the organisation to have clear policies on who is responsible for which relationships, for dealing with enquiries, and how contacts coming to individual employees from the media are managed. (Doorley & Garcia 2007, 73.)

The benefits of well-functioning relations with the media are undeniable. The media are a cost-effective communication channel that enables millions of people to receive a message at the same time. In addition, the media gatekeepers serve as filters of information and are therefore perceived as more objective than any direct communication from an organisation. The importance of relationships with the media is discussed in more detail in the following chapter.

2.1.1 Importance of relationships

Given the credibility and multiplication factors, it is obvious that much value is attached to media publicity. To attract positive publicity, establishing a good working relationship with the media, despite the media's sometimes hostile tone, is essential. Cutlip, Center and Broom (2000) suggest that ultimately it is

the relationship between press officers and journalists that has an impact on media access and the quality of news about an organisation. Therefore, they suggest that organisations should view media relations as an investment. (Sharmini 2007, 4.) Organisational communication research also suggests that the value of public relations in general can be determined by the quality of relationships with strategic publics (Childers Hon & Grunig 1999, 11).

The relationship between organisational communication and media is often filled with antagonism, conflict and misperceptions, and is based on different needs and orientations (Callison & Seltzer 2008, 1). There is a fundamentally built-in conflict of interest between the two professions. Cutlip et al. (2000, 323) describe the relationship as being “adversarial at its core”.

However, at the same time, the daily gathering of news is based on this relationship - on the exchange of information. Therefore, it should be a priority for the organisation’s press officers to foster healthy relationships with the media as a means of strengthening the liaison and to earn favourable media coverage. The relationship also brings benefits to the journalists by offering them more resources (Callison & Seltzer 2008, 1.)

To promote a healthy practitioner-media relationship, Dr Glen Broom (2009) suggests five basic rules for effective media relations. By following these rules, the media relations function will succeed in advancing an organisation’s communication objectives, which consequently contribute to operational success:

1. Press officers should act honestly and ethically when dealing with journalists.
2. Press officers should help journalists do their job.
3. Press officers should not badger journalists to cover a particular story or to portray a story in a specific way.
4. Press officers should never ask journalists not to cover a story.
5. Press officers should ensure that they are sending materials to the right journalists and that the stories are relevant and newsworthy. (Callison & Seltzer 2008, 2.)

The Excellence theory by James Grunig and his team of researchers (1985) provides a theoretical framework for further investigating practices that contribute to media relations, public relations and overall organisational effectiveness. The Excellence theory represents an effort to establish a general theory of public relations that explains how, why and to what extent public relations contributes to organisational effectiveness. It also provides best practice on how public relations should be managed. Organisations that engage in excellence should achieve positive results for the organisation in terms of

stronger, longer-lasting relationships with strategic publics such as the media. (Callison & Seltzer 2008, 2-3.)

In line with the Excellence theory, Grunig and Hunt's (1984, 22) two-way symmetrical communication has been proposed as an ideal means for fostering mutually beneficial relationships. However, it pre-supposes a climate of trust and engagement of other actors. The model encourages an understanding of publics and working together to reach outcomes that create mutual benefit for both parties in the relationship. Providing stakeholders with useful information and engaging in dialogue allows public relations practitioners to be perceived as a responsive, accessible and useful resource to the media (Callison & Seltzer 2008, 1.)

An excellent communications department should seek to build public relations programmes to communicate with strategic partners, such as the media, on the same basis (Grunig, Grunig & Dozier 2009, 15). For a media relations programme, this would mean not only listening to journalists and being responsive to their needs but also giving them access to the organisation and providing useful information in a form that journalists need and want. An organisation, which opens up to the media is more likely to get fair and accurate coverage. It can also manage rebuttals with journalists more easily, without putting relationships at risk. (Grunig & Hunt 1984, 227-229.)

2.1.2 Media access

Building and maintaining mutually beneficial relationships with the media can help an organisation get access to different media. However, there are also other factors that might advance or hamper an organisation's presence in media. In this chapter, the journalists' working conditions, their attitudes towards public relations professionals, the usefulness of public relations to the editorial process as well as the legitimacy of the source are discussed.

The *working conditions* of journalists have been changing due to the financial crisis, digitalisation of news production and convergence of media. Convergence refers to the rapid developments in media technology, markets, production, content and reception. It is about the blending or merging of previously distinct technologies. Newsroom convergence, on the other hand, explains the changes in journalists' work routines and organisational structures connected to cross-platform content production. Convergence has also happened in relation to the roles of journalists and audiences within digital networks. (Quandt & Singer 2009, 130.)

The effects of newsroom convergence have been broadly studied. One of the findings is that many journalists have approached convergence with considerable concerns. At the BBC, convergence was met with resentment and

frustration from journalists who felt that their specialist skills were no longer valued and that their professional status had been unsettled. In some, efforts to combine the production for several media in one company or even create an integrated newsroom have led to severe organisational problems and even economic failure – the electronic media plans for the German daily FAZ being one example. In the United States, journalists see media companies, not public or media practitioners, as the biggest beneficiaries of convergence. (Quandt & Singer 2009, 134.).

The main reason for journalists not accepting the new working methods is that convergence is seen as a business model in which multi-skilled reporters produce more content at no increased cost for the organisation. In general, journalists trained to be sceptical, tend to distrust organisations where the benefits of required change are unclear. (Quandt & Singer 2009, 135.)

The journalists' changing work conditions and pressures were highlighted in a 2010 Journalist Survey on Media Relations Practices (Cision). The majority (about 54%) of respondents (N=1 729) reported that the editorial staff size at their media outlet had decreased over the past year, while 8% reported an increase in editorial staff. Overall, journalists report a marked increase in workload, with only about one quarter reporting no change in their editorial workload. The single greatest reason for this increased workload is the expectation that journalists now produce more stories within the same workweek. In addition, one quarter reported they are expected to work longer hours, and the same percentage reported that they now cover more topics (beats). (Cision 2010, 2.)

A beneficial by-product of this increased editorial workload to public relations professionals is that nearly 20% of journalists said that they now make better use of press releases or other communication material (Cision 2010, 2). When media outlets cut back on journalism, there is also a growing reliance on 'information subsidies' such as press releases, video news releases, briefings, trails and exclusives offered to pressurised journalists. Dinan and Miller (2009, 250) suggest that the scale and scope of modern public relations is such that investigative journalism, independent newsgathering and the institutional role of media as the critical fourth estate are diminishing. They also write that the integration of public relations and media industries has already started (2009, 252). An early example of this integration was the joint venture between British-based ITN and Burson Marsteller, one of the biggest and least ethical PR firms in the world. In the future, it is expected that PR firms will increasingly own their own channels to deliver their messages to customers and, by doing that, supersede the media. (Dinan & Miller 2009, 252.) The strengthening role of public relations and the threat it seems to pose to independent journalism, will, among other things, affect the journalists' *attitudes* towards public relations professionals.

The more practical concerns journalists have with organisational communication professionals were exposed in the Cision study (2010), where

journalists reported a wide range of dissatisfaction. Almost half of the respondents said that the communications professionals they work with don't understand which subjects they cover and over one quarter don't understand the subjects they are pitching. More than 30% reported that they cannot find the information they need on corporate websites, or the name and/or telephone number of a press officer. (Cision 2010, 2.)

In terms of the perceived professionalism, almost 70% of journalists think that press officers are very professional. However, when it comes to understanding the journalists' media outlets, most say the press office staff have only 'some understanding'. The same applies to understanding the journalists' jobs and editorial focus. (Cision 2010, 3.)

When it comes to the *usefulness of public relations to the editorial process*, the journalists have expressed concerns with media materials. The biggest concern journalists have about the materials they receive from organisations is that it is written like advertising, not journalism – nearly 60% mentioned this frustration. Furthermore, 60% also said that the material sent by these professionals is simply not relevant to their work. More than half of the responding journalists complained that the emails from organisations don't highlight why readers would care about the subject. (Cision 2010, 3.)

In general, journalists somewhat value press materials sent by corporate communicators. Most journalists replied that around one fifth of the stories they file were assisted by press officers or facilitated by corporate press releases. Of these, nearly 5% say that they have never been helped by communications professionals. On the contrary, nearly 20% of journalists say that over half of their stories are supported by communication professionals. In terms of using the corporate communication department as a source for story ideas, around 30% of journalists say they receive such ideas once a month or more. (Cision 2010, 3.)

Apart from the journalists' working conditions and attitudes that may either facilitate or complicate media access, many researchers suggest that if organisations are to attract favourable media coverage, journalists must view them as *legitimate*. Journalists rely on their own judgments when selecting sources and treat sources differently according to the degree of respect they associate to the sources. They may view regular and accurate sources as more reliable and therefore more legitimate, or regard sources that can use more resources as more important and therefore more legitimate. (Blumler & Gurevitch 1995, 55; Yoon 2005, 762.)

Legitimacy may also depend on whether journalists like and agree with sources. According to Yoon (2005, 763), theorists argue that journalists favour certain sources more than others and allow them to dominate the news agenda. Institutional and authoritative sources, for example, have privileged access to media and are able to define the news agendas by virtue of their power, representativeness and expertise. The journalists see these sources as the most efficient way of gathering news. Media representatives also frequently use

sources with superior economic power, especially in the absence of information subsidy. (Yoon 2005, 763.)

Although some sources may have a key role in the news output, studies of media-source interaction argue that organisations still have to engage in strategic actions to get media access – even though their legitimacy as a source is accepted. Competing alternative sources can also make an impact by adopting effective public relations strategies. Corporate communication could be the key strategic choice for organisations as they compete for media space. Public relations can, in some cases, help sources bypass obstacles such as a lack of financial resources and legitimacy gaps. As Schoemaker (1989) suggests, public relations may sometimes be the only strategy for groups not known to large audiences and without institutional legitimacy to achieve media access (Yoon 2005, 763.)

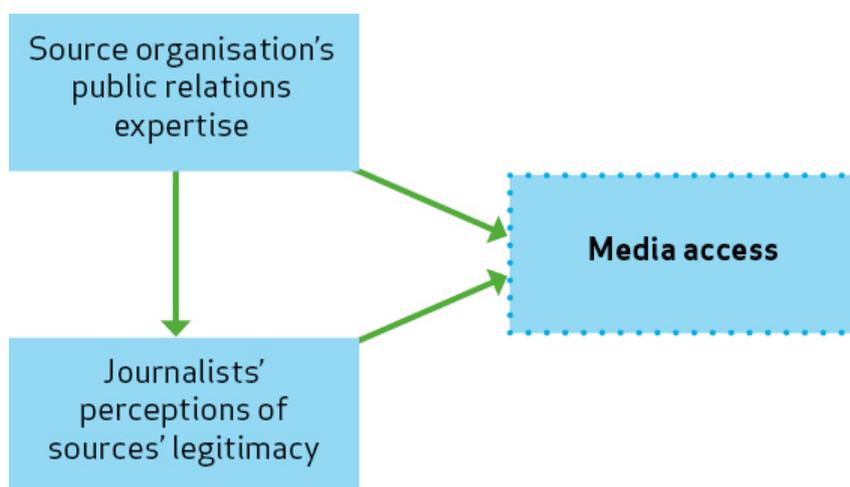


FIGURE 1 Model of media access (Yoon, 2005, 764).

2.2 Authority and science communication

This chapter focuses on the specific characteristics of authority and science communication, which are both relevant to the case organisation. Authority communication is referred to here also as public administration or governmental communication. Firstly, a short introduction is given to the concept of corporate communication and to the definition of authority.

Van Riel and Fombrun (2007, 25) define *corporate communication* as a set of activities for managing and executing internal and external communications aimed at creating a favourable position of the organisation with its stakeholders. They state that communication is the lifeblood of all organisations regardless of their size or whether they operate in the private or public sphere. It is the medium through which organisations can access the primary resources they need to operate, such as capital, labour and raw materials. Communication also helps organisations to build up stocks of secondary resources, such as legitimacy and reputation. The success of an organisation to acquire resources and to influence its environment is dependent on how well it communicates with its stakeholders. (Van Riel & Fombrun 2007, 1-2.)

Corporate communication is typically segmented to marketing communications, organisational communications and management communications. Marketing communications supports the sale of products, services and brands; organisational communications includes public relations, investor relations, environmental communication and internal communication; and management communications takes place between the top level of the organisation and its internal and external audiences. The aim of corporate communication is to adopt a coherent and integrated view, which is possible only if all communication activities have a common strategic framework. (Van Riel & Fombrun 2007, 14-20, 22.)

What then, are the specific characteristics for corporate communication in a public authority? Susan Herbst (2003, 483) says it is difficult to define *authority* precisely, but that people “tend to think they know it when they see it.” Authority actions are not only noted cognitively, but also felt, and it evokes emotions of either submission or challenge. People feel authority in their lives starting from the oversight of parents and teachers, to their superiors or government agencies. Authority is where social control and freedom clash. It makes people realise that life is based on community, with social networks both present and unavoidable. (Herbst 2003, 484.)

Authority is not negative although there is a general resentment of bureaucracies. People tolerate authority not knowing of other alternatives. Raymond Geuss (2001) argues that there are five overlapping forms of authority: epistemic, natural, de facto, de jure and moral. *Epistemic* authority is the authority gained through expertise in a certain area. For example, Stephen Hawking is considered an authority on the universe, and highly educated

doctors are authorities in medicine and human health. *Natural* authority is related to leadership: a person with natural authority has no particular legal right to demand action, but his or her charisma encourages voluntary submission. Geuss (2001) points out that natural authority is an interesting phenomenon “precisely because I may not be able to say exactly why I think I have reason to take seriously what a person with natural authority says”. (Herbst 2003, 485.)

People or organisations with *de facto* authority rule by force. An example would be an occupying army that people follow out of fear. Those with *de jure* authority are elected to, appointed to, or inherit legitimate roles to act in a legal manner. *De jure* actions are enforceable through officially sanctioned violence or imprisonment. Finally, *moral* authority is about additional moral scrutiny that goes beyond the accepted rules. People submit to moral authority actions because they should, as they are considered normative fundamentals. (Herbst 2003, 485.)

Herbst (2003) says that in most forms of authority, the focus on communication is missing. It is assumed that authority is communicated somehow but the transmission process, the rhetoric or the channels of communication are not well defined. However, it is known that communication matters, particularly in the cases of epistemic, natural and moral authority, where the way in which actions are expressed can make a difference. An organisation, for example, may be an expert authority on chemicals, but if it cannot frame its statements or ideas in a persuasive manner, it will fail to impact audiences. (Herbst 2003, 486.)

Carl Friedrich has attempted to link authority to both reason and public expression. He has noted that authority is about the quality of communication rather than a person or organisation. According to Friedrich, “what matters is that the capacity to issue communications which may be elaborated by reasoning is a decisive phenomenon in a great many social and more particularly political relationships.” Authority is incorporated in the forms, channels and signals of communication. (Herbst 2003, 486.)

Garnett, Marlowe and Pandey (2008, 266) reiterate that the role of communication has been prominent in public administration theory, but has not, with the exception of political communication, been considerably studied. Jozsef Katus (2000) who has studied governmental communication in the Netherlands says that communication plays an important role in public discourse, involving citizens, civil servants and politicians in policy making and implementation. It increases the effectiveness of performance, promotes sensitivity to the receiver, identifies contact opportunities and takes advantage of information carriers to involve citizens in the policy process. The *core competencies* of governmental communication according to Middel (2002) are:

- To remind organisations of the external world; and

- To include the target audience's perspective into the creation and mediation of meaning to make sure that information is useful for stakeholders. (Vos 2009, 4.)

Vos and Westerhoudt (2008, 5) who have studied the trends in government communication in the Netherlands by means of a survey define in their research the most important government communication *goals* as the following:

1. Interaction with the outside world.
2. Transparent policy.
3. A policy support base.
4. A positive image.

Additional goals mentioned by the survey participants, which included both top managers and communication managers were:

- Enhance trust;
- Manage expectations;
- Keep the public informed so that people can participate in our democracy;
- Realise a vibrant (local) democracy;
- Make actions understandable;
- Internal communication to realise integrated communication;
- Monitor developments among public groups;
- More accountability. (Vos & Westerhoudt 2008, 6.)

In 2001, Dutch policy papers spelt out three *functions* for communication in governmental organisation. These were:

1. Corporate communication: how the organisation presents itself as a whole, including its objectives.
 - Positioning, key messages, mission and their communication;
 - Organisation of the communication function and agreement of common starting points for centralised and de-centralised communication teams and principles. (Van Riel, 1995); (Vos 2009, 5.)
2. Policy communication: supports the various policy-making areas.
 - Communication regarding policy items: making policies public and explaining them;

- Communication as policy: supporting regulation and facilitation, aims for the realisation of policy goals;
 - Communication for policy: development of policies together with citizens and/or organisations;
 - Communication in policy: integrated approach of all policy products (Middel, 2002).
3. Organisation-related communication: supports the internal processes and focuses on continuity.
- Internal communication;
 - Labour market communication;
 - Crisis communication.
(Middel, 2002; Vos 2009, 5.)

Authority communication is on occasions prone to accusations of *propaganda*. Propaganda is defined as a deliberate, systematic attempt to shape perceptions, manipulate and to direct behaviour to achieve the goals and intent of the propagandist. It is used to persuade people to think and behave in a desired way. However, the assumption of objectivity is kept alive to guarantee legitimacy. (Gelders & Ihlen 2010, 3.)

Gelders and Ihlen (2010, 3) argue that every public relations practitioner working in public administration engages in propaganda. There are two forms of propaganda: *white* and *black*. White propaganda identifies its source and contains accurate messaging. Black propaganda, however, typically has a false source and contains lies and deceptions. *Grey* propaganda lies in the middle; its source is not correctly identified and it is not certain whether the information propagated is correct. In general, communication professionals have attempted to distance themselves from the field of propaganda by fostering dialogue between the organisation and its publics and by seeking mutually beneficial outcomes and relationships. Organisational communication is seen as a socially responsible function. Hence, the distinction between public relations and propaganda is unclear and scholars often place propaganda and public relations on a continuum. (Gelders & Ihlen 2010, 4.)

Communication in an authority tries to be non-partisan, balanced and concise. Authorities, just like all organisations, have to build relationships with their constituencies to survive and succeed. Communication is a vehicle among other management tools that the authority may choose to use. The literature on public communication tends to put focus on communication from the *efficiency* perspective. Kjellgren (2002) notes that public information is often seen as a good tool that is useful for promoting certain core values and to enable citizens to participate in public life. However, public communication is also clearly a

form of ideology production, where public relations can be misused, as in the case of black propaganda. (Gelders & Ihlen 2010, 6.)

Vos and Westerhoudt (2008) have studied the *general competencies* of communication professionals (top managers and communication managers) in governmental organisations in the Netherlands. Their results show that the three competencies considered most important for communication professionals are analytical insight, contactual skills and having an overall perspective (helicopter view). Empathy, a network focus, creativity and listening skills were also frequently mentioned. They concluded that within the general competencies, the quality of dialogue between communication experts and policymakers is seen to be important. (Vos & Westerhoudt 2008, 7.)

Science communication is often seen as simply the promotion of the public understanding of science. The British report "Science and the public: A review of science communication and public attitudes to science in Britain" (2000) defines science communication as an exchange between:

- groups within the scientific community, including those in academia and industry;
 - the scientific community and the media;
 - the scientific community and the public;
 - the scientific community and government, or others in positions of power and/or authority;
 - the scientific community and government, or others who influence policy;
 - industry and the public;
 - the media and the public;
 - the government and the public.
- (Burns, O'Connor & Stocklmayer 2003, 190-191).

This definition above identifies the important participants in science communication. However, it does not address the how or why of science communication. It is also important to identify the cultural aspects of science communication, as Cris Bryant (2002) does. He defines science communication as "the processes by which the culture and knowledge of science are absorbed into the culture of the wider community". In addition to adding the cultural perspective, this definition sees science communication as a continual process instead of a one-off activity. (Burns, O'Connor & Stocklmayer, 2003, 191.)

Science communication should never be done only for the sake of communicating. For communication to be effective it must always have aims and objectives. Burns et al. (2003, 191) define science communication through the vowel analogy AEIOU:

Science communication is defined as the use of appropriate skills, media, activities, and dialogue to produce one or more of the following responses to science:

- Awareness, including familiarity with new aspects of science;
- Enjoyment or other affective responses, e.g. appreciating science as entertainment or art;
- Interest, as evidenced by voluntary involvement with science or its communication;
- Opinions, the forming, reforming, or confirming of science-related attitudes;
- Understanding of science, its content, processes, and social factors.

Over the last two decades, scientists and those working with science have been encouraged to open up their disciplines and communicate with publics. Sarah Davies (2008, 415) argues that in practice, it is individuals or small groups of technical experts who come into contact with publics, not science as an institution or an establishment. Therefore, it is the activities of individuals that shape the scientific communication process.

Davies (2008) has studied science communication by examining the ways in which scientists talk about the *content and purpose* of science communication to the public. She found out that public communication is seen to be merely transmitting science from the scientists to the public; that it is simply about telling people. The model of communication used is similar in structure to Shannon and Weaver's (1949) model of communication and Grunig and Hunt's (1984) one-way public information model. (Davies 2008, 421.)

Communicating about science is also perceived as difficult or dangerous, and as a negative experience for the scientists involved. Communication is presented as a risky balance between interest and truth. It is described as a process that needs to be carefully thought through as the public is prone to misunderstanding or misusing science. Complete transparency is not worth pursuing. On the contrary, communication should be political. It is also seen as difficult to be clear, understandable and interesting – especially if the research is not directly relevant or applicable to the public. (Davies 2008, 421-422.)

2.3 Communication performance

A general assumption within administrative and organisation theory is that good communication leads to good performance. However, the performance of

communication in public administration has not been widely studied. James Garnett (1997) says it is because the “performance predicament”, which means that the costs of communication are easier to measure than the benefits, making it difficult to show a favourable performance ratio. Major disasters, however, show an exception to the performance predicament. In these cases, the value of communication can be retrospectively demonstrated. For example, the Chernobyl radiation release or the 2001 World Trade Centre and Pentagon attacks could have been prevented or at least their impact could have been smaller if warnings blocked in the upward channels were actually received. Crisis may demonstrate the benefits of effective communication performance, but communication performance is as important in the day-to-day operations. (Pandey & Garnett 2006, 37.)

Pandey and Garnett (2006, 38) define communication performance with three dimensions: interpersonal communication, internal (formal) communication and external communication. They have created a *model* for public sector communication performance based on the three dimensions and the distinctive characteristics for public organisation, which in their opinion are goal clarity, red tape, organisational culture and size. (Pandey & Garnett, 2006, 38.)

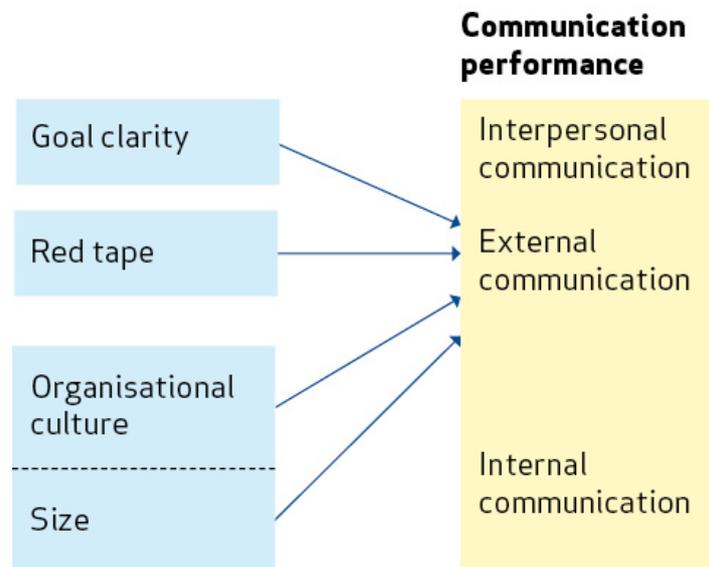


FIGURE 2 Model of public sector communication performance. (Pandey & Garnett 2006, 38.)

Goal clarity is one of the key issues for enhancing the effectiveness of organisational performance. This is believed to originate from the 1990s government reforms, which called for a mission-driven public administration. The ambiguity around organisational goals makes it difficult to identify current and future direction. Goal clarity also includes confronting issues that create tension between the organisation and its stakeholders. Defining goals in a manner which is likely to benefit all stakeholders improves the quality of

communication, measured by accuracy and consistency. This can be seen in improvements in information sharing, attitude influencing and common understanding. (Pandey & Garnett 2006, 38-39.)

Red tape can be defined as rules, regulations and procedures that are considered redundant or bureaucratic. These rules often hinder or prevent actions or decision-making. Bozeman (1993) differentiates organisational red tape and stakeholder red tape, of which the first imposes costs on the organisation as a whole and the latter impacts a specific stakeholder group. Red tape is seen to influence different organisational and individual variables. It has been shown to lead to a reduction in benefits provided to stakeholders, increase work alienation and lead to a more risk-averse organisational culture. Some research has also show that red tape has a negative impact on communication performance as well. (Pandey & Garnett, 2006, 39.)

Red tape can influence communication performance in two ways: Firstly, strict rules and procedures are expected to decrease the number and capacity of communication channels available. Secondly, red tape is likely to have a negative impact on an individual's motivation to search or give needed information. Mary Guy (1992, 328) has said that "the communication channels that work and stay open, providing free and easy access up and down the chain of command are as important as the blood vessels in the human body". Research has also shown that better communicators use significantly less formal communication channels, and that centralisation leads to a decrease in communication volume, time spent on sharing information and feedback. (Pandey & Garnett 2006, 40.)

Organisational culture is about the shared values, symbols, meanings, beliefs, assumptions and expectations that integrate a group of people to work together (Grunig et al. 2009, 482). It reflects the organisation's values and identity, and is widely seen as setting the climate and tone for communication. This is particularly valid for internal and interpersonal communication. The research on the relationship between organisational culture and communication performance has focused mainly on the concept of *communication climate*. Communication climate can be summarised as the perception which people have of the way the organisation communicates. A constructive climate is composed of trustworthy, open, accurate, frequent and supportive communication. A destructive climate has a closed nature and is defensive. (Pandey & Garnett 2006, 40.)

According to the Excellence theory, communication departments can change the culture of an organisation and make it more effective. The theory focuses on two concepts: authoritarian and participative culture. Organisations with *authoritarian culture* have centralised decision making with the executive director and a few trusted senior managers. Different departments normally pursue their own agendas which may conflict with each other. Employees feel that they are given little flexibility to be innovative and creative; and see that senior managers are only interested in them as workers and not as people.

Authoritarian organisations cultivate fear and are generally closed and resistant to the ideas coming from outside the organisation. (Grunig et al. 2009, 482-483.)

In *participative cultures*, employees share a common value: teamwork. All departments work together and their agendas match the overall objectives of the organisations. Employees believe that management values their work and sees them not only as workers but also as people. Participative organisations are open to ideas both from internal and external environments. (Grunig et al. 2009, 483.)

In the Excellence study of 300 organisations in three countries (the United States, Canada, the United Kingdom), James Grunig and his team found a strong intercorrelation among participative culture, organic structure, symmetrical internal communication and job satisfaction. On the other hand, authoritarian communication correlated strongly with mechanical structures, asymmetrical internal communication and low job satisfaction. They also found that in participative organisational cultures, the chief executive officers believed that public relations brings benefits to strategic management. The correlation, however, was weak. (Grunig et al. 2009, 62, 71-72.)

Organisational size, namely the number of employees, can have either positive or negative impacts on communication performance. Research has shown mixed results between the two variables. On one hand, communication in large organisations is more challenging and complex. On the other, large organisations have greater resources, such as expertise and budget, devoted to communication. (Pandey & Garnett 2006, 40.)

Large size translates to more organisational levels. The filtering that happens in multi-levelled organisations is considered to hinder communication accuracy and speed. Downs (1967) says that screening 50% of a message at each of seven hierarchical levels loses 98.4% of the message quantity through condensation (Pandey & Garnett 2006, 41). Size can also increase communication performance if there is certain stability and the resources are used to develop communication expertise. McPhee and Poole (2000, 506) have demonstrated that greater size and a more mechanistic culture tend to mean that there is more routine communication, for example, internal reporting. However, on balance, Pandey and Garnett (2006, 41) believe that bigger organisational size leads to lower communication performance.

During the testing of the model, performed with 570 public sector communication managers in the U.S., Pandey and Garnett found that their model was particularly strong for internal communication, but not as strong for external communication or interpersonal communication. The study results also suggest that improving communication performance is not a once-shot affair but requires regular planning and well-executed interventions. The findings support the assumption of red tape having negative effects on performance and non-hierarchical culture having positive effects. Particularly, the negative effect of red tape became evident for internal communication performance. (Pandey & Garnett 2006, 45.)

One of the major research questions in the Grunig's Excellence study (1985) focuses on the *value* of public relations to effective organisations. He asks: How does public relations make an organisation more effective and what is this contribution worth? The main finding is the importance of relationships. Organisations strive for autonomy from their publics to be able to pursue their goals. Autonomy is considered important because it allows the organisation to be effective and choose the appropriate goals for their environmental and cultural context. However, complete autonomy is an idealised goal, towards which the organisation works by managing its relations with the publics. Therefore, building and fostering relationships is the essence of organisational communication. Good relationships make organisations more effective as they allow organisations more freedom to achieve their mission. (Grunig et al. 2009, 10, 136.)

Developing relations with strategic publics can save organisations money by reducing the costs of litigation, regulation, legislation or pressure campaigns that result from bad relationships. Well-planned and executed communication can also make money by cultivating relationships with donors, employees, consumers, shareholders, the trade press and legislators. (Grunig et al. 2009, 136.)

The Excellence study also found evidence that communication is an important factor in the financial performance of an organisation. However, no single hard financial factor could be found. Instead, the public relations profession needs to identify a nonfinancial indicator of effective communication. Such an indicator should be based on relationships rather than reputation, image, goodwill or brand. (Grunig et al. 2009, 137.)

3 CASE: EUROPEAN CHEMICALS AGENCY

The European Chemicals Agency (ECHA) is one of the agencies of the European Union. It was founded in 2007 by the REACH Regulation to manage the registration, evaluation, authorisation and restriction of chemical substances. The REACH Regulation brings together the EU chemicals legislation with a goal of protecting human health and the environment. The agency is based in Helsinki. At present, ECHA has around 500 scientific and administrative staff from 27 EU and EEA countries.

The REACH Regulation shifts the responsibility for chemical safety from the authorities to industry that are manufacturing or importing chemicals in the European Union. Under the regulation, companies are responsible for providing information on the hazards, risks and safe use of chemicals that they manufacture or import. Companies are obliged to register this information with ECHA. The Agency publishes the non-confidential information from these registrations on its website.

The European Chemicals Agency also manages three other chemicals legislations. The Classification, Labelling and Packaging Regulation (CLP) introduces the globally harmonised system for classifying and labelling chemicals into the EU. This means that the same system is used throughout the world, and enables workers and consumers to become familiar with the symbols, the effects of chemicals and know how to use products safely. To comply with CLP, companies need to notify ECHA of the classification and labelling that they use for their chemicals. So far, ECHA has received millions of notifications. The information is available online. (ECHA website, 2013.)

On 1 September 2013, ECHA was given the responsibility for managing the implementation of the new Biocidal Products Regulation. The regulation concerns the placing on the market and use of biocidal products, which are used to protect humans, animals, materials or articles against harmful organisms like pests or bacteria. The new regulation was introduced to ensure that there is enough information about these products so that consumers can use them safely. (ECHA website, 2013.)

The most recent addition to ECHA's activities is the Prior Informed Consent (PIC) Regulation. On 1 March 2014, the Agency took over the operational responsibilities for the regulation from the European Commission. PIC sets guidelines for the export and import of hazardous chemicals between European Union and third countries. Through this mechanism, the receiving countries are informed when hazardous chemicals are about to enter their country and have the possibility, in certain cases, to reject the import. PIC implements the global Rotterdam Convention within the European Union. (ECHA website, 2014.)

The agency's main task is to ensure that the chemicals used in Europe do not cause risks to the consumer or the environment. It helps companies to comply with the four legislations and provides information on chemicals through its website. If certain chemical risks are unavoidable, ECHA will make sure that those risks are properly controlled and that these chemicals are replaced by safer alternatives. In addition, the agency provides EU Member States and EU institutions with scientific and technical advice on chemicals. (ECHA website, 2014.)

TABLE 2 Chemicals legislation managed by ECHA with examples.

Legislation	What is it about?	Example
REACH	<p>Applies in principle to all chemicals - not only those used in industrial processes but also in our day-to-day lives, for example, in cleaning products. Therefore, REACH has an impact on most companies across the EU.</p> <p>Places the burden of proof on companies. To comply with the regulation, companies must manage the risks of the chemicals they manufacture and market in the EU.</p>	<p>"Customers should always feel confident that products bought at IKEA are safe and healthy to use. All IKEA products for all markets, globally, shall comply with the chemical restrictions in the REACH legislation." <i>Statement from IKEA's website:</i> http://www.ikea.com/ms/en JP/about_ikea/our_responsibility/products_and_materials/ikea_and_reach.html</p>
CLP	<p>Ensures that the hazards of chemicals are clearly communicated to workers and consumers in the EU through the classification and labelling of chemicals.</p> <p>Before placing chemicals on the market, the industry must classify them in line with the identified hazards. The hazardous chemicals also have to be labelled according to a standardised system so that workers and consumers know about their effects before they handle them.</p>	 <p><i>Acute toxicity</i></p>
Biocides	<p>Concerns the placing on the market and use of biocidal products, which are used to protect humans, animals and materials against harmful organisms like pests or bacteria.</p> <p>All biocidal products require an authorisation before they can be placed on the market, and the active substances in the product must be approved.</p>	<p>Examples of product types: Disinfectants used for human and veterinary hygiene, and drinking water. Preservatives used for the preservation of fibrous or polymerised materials, such as leather.</p>

PIC	Sets guidelines for the export and import of hazardous chemicals between European Union and third countries.	Concerns around 1 000 very hazardous chemicals. For example, nicotine cannot be exported without an "explicit consent" from the receiving country.
-----	--	--

The mission of the Agency is the following:

"ECHA is the driving force among regulatory authorities in implementing the EU's ground-breaking chemicals legislation for the benefit of human health and the environment as well as for innovation and competitiveness."

"ECHA helps companies to comply with the legislation, advances the safe use of chemicals, provides information on chemicals and addresses chemicals of concern."

The vision of ECHA is to become the world's leading regulatory authority on the safety of chemicals. The five governing values are: transparency, independency, trustworthiness, efficiency, and commitment to wellbeing. (ECHA website, 2014.)

The operational organisation of ECHA is built around the Executive Director and seven directorates, of which four are considered as scientific directorates and three, namely Cooperation, Information Systems and Resources, are administrative or supporting directorates. The governing body is the Management Board, led by Swedish Chairperson Nina Cromnier. The Board of Appeal is located in the same building as the Agency, but is an independent body that decides on appeals against decisions taken by ECHA. The Communications Unit is situated in the Directorate of Cooperation.

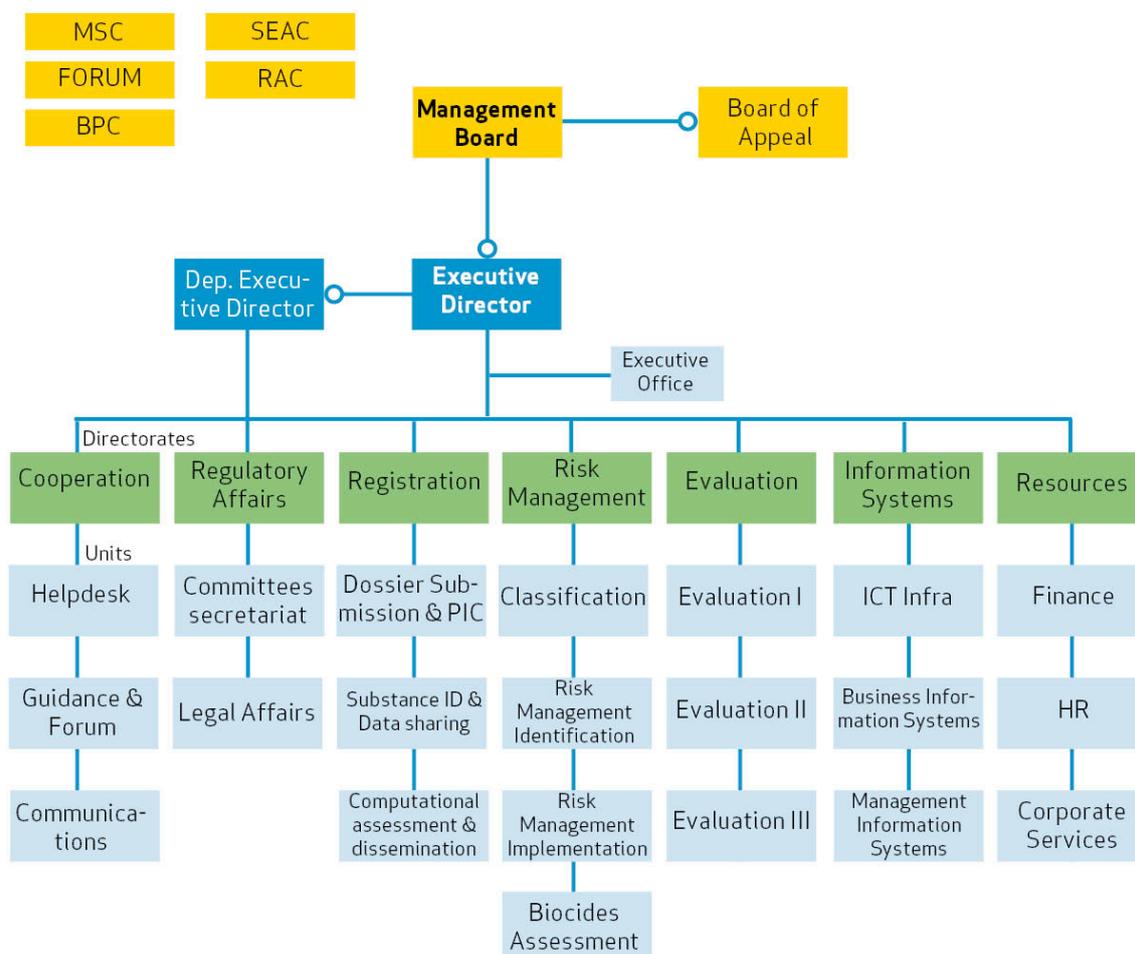


FIGURE 3 Organigramme of the European Chemicals Agency in 2014. FORUM is the Enforcement Forum, MSC is the Member State Committee, BPC is the Biocidal Products Committee, RAC is the Risk Assessment Committee, SEAC is the Socio-economic Analysis Committee.

3.1 ECHA's stakeholders

Before going into ECHA's media landscape in depth, it is important to identify the diverse groups of stakeholders the Agency is interacting with. Identification of target audiences is essential for successful communications. ECHA works with very heterogenic audiences located across Europe and beyond, which is a challenging setting for targeted communications.

ECHA's audiences are divided into six main categories consisting of several target audiences. For efficiency and transparency reasons, ECHA's communications is international and not customised for national audiences. In other words, the content of communications is identical for all countries, even if

many products and services are available in 23 official EU languages. The table below shows the six main stakeholder groups of the Agency. (External Communications Strategy, 2011.)

TABLE 3 Target audiences for ECHA's external communication. (External Communications Strategy, 2011).

Category	Description	Members
Industry	Industry representatives or persons/organisations working closely with industry. They are concerned with the process of complying with REACH, CLP, biocides and PIC either for their own or on someone else's behalf. They need information on the legislation.	Manufacturers, importers, downstream users, producers of articles, retailers, consultants, lawyers and only representatives. All of these include companies of different sizes.
Institutional partners	Public authorities who are involved in the implementation of the legislation. They may have an intermediary role in delivering information or advice to their own stakeholders. They also have an interest in ECHA as an organisation and as part of the EU system.	Member State competent authorities; national, regional and local authorities; enforcement authorities, national helpdesks; EU bodies; international organisations; and third countries with agreements with ECHA.
Accredited Stakeholder Organisations	Accredited Stakeholder Organisations consist of a variety of organisations, sharing a legitimate interest in ECHA's work. ECHA has selected them as Accredited Stakeholder Organisations according to the established eligibility criteria. All organisations work on a non-profit basis, have activities at EU level and are representative of their field of interest.	Industry associations, trade unions, consumer associations, academic associations, animal welfare and environmental NGOs. At present, ECHA has 75 Accredited Stakeholder Organisations.
Third parties	Third parties are stakeholders to whom the chemicals legislation assigns the right to bring to the attention of the Agency information on substances and other scientific information that they hold.	Academia, research institutes and companies.
Media	The media has a role both as a target audience and a channel. The two media	General media and specialised media.

	segments - general and specialised media - have the same information needs as their respective target audiences.	
General interest audiences	General interest audiences include persons/organisations that either have an interest in ECHA as an organisation or the chemicals legislation. They are interested in a very specific kind of information that meets their needs.	ECHA's suppliers, consumers, job seekers, students, trade associations, NGOs, research communities and non-EU countries.
Focus groups	This segment is a selection of focus audiences for specific communication activities (e.g. on non-animal testing). The Communications Unit defines the focus groups on an annual basis and based on the agreed priorities.	For example: SMEs and downstream users, general public in Finland.

3.2 ECHA's media relations

When the agency was founded in 2007, it took a low profile towards the media and applied a reactive approach. It published news releases and replied to media enquiries and interview requests. The media were considered as "a key target group and a channel for the Agency's communication" but it was described as "not easy to reach". (Communications Strategy, 2009.)

With maturity, the Agency's media service has taken a more proactive approach. It works mainly with expert journalists, who are interested in EU policy-making, national journalists in the EU Member States as well as the specialised press around the world. (Media Relations Strategy, 2011.)

Given the mission of the agency, the media service function is operating in a very challenging context and environment. It needs to communicate issues related to a complex regulation and science, and work in an international environment. The complex communication content creates challenges in terms of clarity, media responsiveness and reach. (Media Relations Strategy, 2011.)

The two *media segments* the Agency interacts with are general and specialised media. The specialised media share the chemical industry's information needs and multiply the message to the industry stakeholders. The general media is targeted towards the general interest audiences that are mainly interested in the impact of the legislation, human interest news and in ECHA as an organisation. A stakeholder mapping of the key media stakeholders has been

done for this research in order to form a comprehensive picture of the case organisation's media landscape.

TABLE 4 ECHA's key media stakeholders. Information on media characteristics and target audiences gathered from respective media outlet websites and the Cision media database.

Segment	Media	Media's target audience
Specialised media	<p><i>Chemical Watch</i>: an online journal, which gathers the latest developments on chemical legislation around the world and summarises them for its subscribers to read. Chemical Watch was established in 2007 in response to the REACH Regulation. www.chemicalwatch.com</p>	<p>Businesses, NGOs, government agencies. Reaches 14 300 subscribed readers.</p>
	<p><i>ENDS Europe Daily</i>: Online environmental news and information service. Includes analyses, interviews, opinion pieces and updates on national and EU laws. www.endseurope.com</p>	<p>Businesses, NGOs, government agencies. 2 200 online visits per month.</p>
	<p><i>IHS Chemical Week</i>: Online and printed news and analysis for professionals concerned with the chemical, petrochemical, specialty chemicals and related industries. www.chemweek.com</p>	<p>Businesses. Reaches 16 700 readers.</p>
	<p><i>ICIS Chemical Business</i>: Petrochemical market information provider with energy and fertiliser divisions. Provides trusted pricing data, high-value news, analysis and independent consulting to companies. www.icis.com</p>	<p>Businesses. 37 000 online visits per month to ICIS News.</p>
	<p><i>Bloomberg BNA</i>: Subsidiary of Bloomberg provides a source of legal, regulatory, and business information for professionals. www.bna.com</p>	<p>Businesses, professionals.</p>
	<p><i>Chemie.de (DE), ChemEurope.com</i>: Scientific online portal for chemicals, life sciences and analytics industry. www.chemie.de www.chemeurope.com</p>	<p>Professionals.</p>

	<p><i>ChemistryViews.org</i>: Free-to-view news and information site, which offers daily news on latest research and the chemical industry. www.chemistryviews.org</p> <p><i>InfoChimie (FR)</i>: Economic and technical news on chemicals and related industries. www.industrie.com/chimie</p> <p><i>Kemia-lehti (FI)</i>: Specialist magazine on chemistry and biosciences. www.kemia-lehti.fi</p> <p><i>La Chimica e l'industria (IT)</i>: News on chemical industry. www.speciation.net</p> <p><i>Chemical & Engineering News</i>: A weekly magazine published by the American Chemical Society. Covers science and technology, business and industry, government and policy, education, and employment aspects of the chemistry field. http://cen.acs.org</p> <p><i>Actu-Environnement (FR)</i>: News media specialising in environment and sustainable development. www.actu-environnement.com</p> <p><i>Food Chemical News</i>: A global report that covers processed food commodities. Division of Agra Informa. www.agra-net.com</p>	<p>Chemists and other scientists.</p> <p>Businesses. Reaches 84 000 readers.</p> <p>Professionals, trade.</p> <p>Businesses.</p> <p>Chemical, life sciences and laboratory professionals.</p> <p>Professionals. 36 000 online visits per month</p> <p>Decision-makers in over 80 countries.</p>
General media	<p><i>EurActiv</i>: an independent and free media portal dedicated to EU affairs. www.euractiv.com</p> <p><i>Europolitics, Europolitique</i>: European affairs daily (online and print). Provides analysis of the policies, decisions and initiatives of the European Union and its institutions that have an impact on business and citizens. http://www.europolitics.info/</p>	<p>Community of EU actors. 80 000 online visits per month.</p> <p>Stakeholders and professional observers of the European Union.</p> <p>Reaches 10 000 readers directly, potential readership more than 30 000.</p>

	<p>VDI Nachrichten (DE): a weekly print newspaper that reports on developments in engineering, technology, the economy and society. www.vdi-nachrichten.com</p> <p>Yle (FI): Finland's national broadcasting company. Radio and TV. www.yle.fi</p> <p>Kauppalehti (FI): Online and print news about the economy. www.kauppalehti.fi</p> <p>Helsingin Sanomat (FI): The largest subscription newspaper in Finland and the Nordic countries. www.hs.fi</p>	<p>General public interested in economics and technology. Print circulation 310 000.</p> <p>General public.</p> <p>General public interested in economics. Print circulation 68 000.</p> <p>12 500 online visits per month.</p> <p>General public. Print circulation 336 000.</p> <p>267 000 online visits per month.</p>
--	--	---

The media relations service the Agency offers to media is two-fold: it is a source organisation for news related to chemicals legislation and an expert service on chemicals management. Being a *source organisation* means that it publishes news relevant to its own and its stakeholders' activities and tries to gain coverage for those in the media most suitable for the topic. The bulk media relations tools are press releases, which cover, for example, important legislative milestones such as the REACH registration deadlines or the entry into operation of new legislation. In addition, the Agency organises an annual media briefing, where it invites international journalists to Helsinki to learn about current issues. In 2014, the media briefing focused on REACH and its impact on businesses and was attended by 15 journalists. Press conferences may also be arranged to coincide with important news events. At present, the Agency has the contacts of around 500 journalists in its database.

Additional tools are news alerts, the weekly e-News and the bi-monthly ECHA Newsletter. These are targeted more directly to industry affected by the chemicals legislation and are not sent directly to the media representatives. The content is focused on the actions that industry needs to take, highlighting new support available or explanations on how the Agency works. Although, not directly targeted to media, the specialised press often pick up on these 'industry news'. In 2013, ECHA published 95 news releases, of which 45 were press releases. The weekly e-News was sent out 51 times to 16 000 subscribers and six issues of the Newsletter were published.

The other aspect of ECHA's media relations is the *expert service*. As an EU authority, media consider the Agency as a legitimate source of information on

matters related to chemicals in general – not just on the four chemicals regulations. Therefore, providing journalists with an expert service is an important part of the media relations function as well as the overall objectives of the Agency.

ECHA's media service replies to general and sometimes very specific enquiries from journalists – with the help of operational, scientific staff. It also arranges and oversees interviews and commenting opportunities with spokespersons and journalists. For example, in April 2013 an ECHA scientific officer was seen commenting on the fertiliser plant explosion in Texas for the Russian TV channel RT. The Executive Director and the Director for Risk Management were featured in an American documentary 'The Human Experiment' which premiered in the United States in October 2013. There is no official spokesperson appointed to speak on behalf of the Agency – each interview or commenting request is decided separately and the best spokesperson for a particular topic will be selected. These are mainly directors, heads of unit or senior scientific officers. All of the people appointed to speak on behalf of ECHA should have media training. (Media Relations Strategy, 2011.)

In 2013, the Agency's media service responded to 480 media enquiries and organised 71 interviews with journalists representing print, online, TV news media and documentary films. Altogether, the Agency or its activities were mentioned in 3 720 journalistic articles of which 457 were published in print media and 851 online. These articles were found in media from 45 countries and their reach was over 156 million people. 94% of these articles were neutral in tone. (Kantar Media, Annual Media Coverage Report of the European Chemicals Agency 2013.)

TABLE 5 ECHA's media service roles and news channels.

Role	Channel	Content	Target audience
News source, information subsidy	Press releases	News that hold a general news value.	500 international journalists
	News alerts	Technical and scientific information specifically targeted at industry stakeholders and specialised media.	Industry
	e-News	An online weekly round-up of ECHA news, events and services, including press releases, news alerts, ECHA web articles and open positions. Published every Wednesday around 14:00.	16 000 subscribers (industry, NGOs, academia, national authorities)
	ECHA Newsletter	Bimonthly publication featuring in-depth news, background information, analysis, and interviews from ECHA and its stakeholders.	16 000 subscribers (industry, NGOs, academia, national authorities)
Expert source	Interviews, commenting opportunities	Varies, e.g. committee meeting outcomes, future outlooks.	Media
	Media enquiries	Varies.	Media

In 2011, The Agency's Communications Unit introduced a *Communication & Press Adviser model* to improve the strategic communication planning of ECHA. Communication advisers and press advisers have been nominated for each of the seven directorates, and they work in pairs. The advisers' tasks are to get to know the work of the directorates and jointly identify communications objectives, goals, targets, messages and channels; and to draw up communication plans, to follow up their implementation and results. The advisers also update a rolling communication plan for the attention of the directors. The benefits of this forward planning are more coherent messages and thereby improved reputation of the Agency.

For ECHA to gain the attention of media, communication has to be interesting, easy to read and meet the standards of a news piece – without losing the scientific and technical relevance of the message. This task is not easy: the Agency press officers cooperate with internal stakeholders to agree on key messages to be conveyed and draft material suited for media purposes on this basis. This cooperation often requires compromise from both sides but is essential for creating accurate, well-targeted and effective communication.

Communicating complex regulatory and scientific content is not a daily routine for the media. Unlike sports, politics, business and culture, these issues are generally placed on the fringes of mainstream journalism. The way the

organisation's media relationships function has an important role in 'getting the messages out there': reaching out to the right media and demonstrating the news value of the organisation's agenda to the journalists.

3.2.1 ECHA's media policies

The European Chemicals Agency has two policy-level documents, one procedure and one working instruction that touch upon media relations. In addition, the annual work programmes and multi-annual work programmes set a certain framework for communication activities, including media relations. All of these publications are introduced in table 6, and the first four are also explained in more detail later in this chapter.

TABLE 6 Policy and other documents affecting the media relations function.

Document	Content
1. External communications strategy (Document endorsed by the Management Board, 2011)	Outlines the main, high-level principles for ECHA's external communications.
2. ECHA's Media Relations Strategy, 2011	Sets the strategic framework for media relations - moving from media management to media relations.
3. Provision of Communications activities at ECHA (Procedure)	Describes the way communication activities are carried out by the Communications Unit.
4. Publication of media items (Work instruction)	Describes how to perform the different tasks required for the publication of ECHA's media items such as press releases and news alerts. The purpose is to ensure that the media items are prepared, approved and published in a structured and coherent way.
5. Multi-annual work programme 2014-2018	Introduces a five-year strategic plan. Built around four strategic objectives: 1) Maximising the availability of high quality information to enable the safe manufacture and use of chemicals, 2) Mobilising authorities to use information intelligently to identify and address chemicals of concern, 3) Addressing scientific challenges by serving as a hub for building the scientific and regulatory capacity of Member States, European institutions and other actors, 4) Embracing current and new legislative tasks efficiently and effectively, while adapting to upcoming resource constraints.
6. Work programme 2014	Presents an outline of the annual activities, based on the four strategic objectives.

The External Communication Strategy states that ECHA applies a targeted communications approach in all of its external communications. This means that communication is customised for specified audiences, of which each have their own goals and vehicles. In addition, the communication style and key messages are defined specifically for the target audience, goal and vehicle. The global communication objectives are built on ECHA's four key services. Successful delivery of these services is dependent on effective communication. The services and the related communication objectives are in table 7. (*External Communication Strategy, 2011.*)

TABLE 7 ECHA's services and communication objectives. (*External Communication Strategy, 2011.*)

Service	Communication objective
<p>Help compliance with the chemicals legislation ECHA's activities to help industry and the Member States to meet the requirements of the chemicals legislation.</p>	<p>Clear information and timely support for compliance with the legislation.</p>
<p>Advance the safe use of chemicals ECHA works with EU bodies, EU agencies, international organisations and third countries on topics like alternatives to animal testing and presenting good practice on promoting the safe use of chemicals.</p>	<p>Enhanced cooperation with partners for advancing the safe use of chemicals.</p>
<p>Provide information on chemicals ECHA maintains an online database of information on the registered and classified chemicals, and thereby increases transparency towards the industry and general interest audiences.</p>	<p>User-friendly access to information on chemicals.</p>
<p>Address chemicals of concern ECHA's activities for the identification of substances of very high concern, and the authorisation and restriction of their use. These activities aim to protect the environment and replace dangerous chemicals with safer alternatives.</p>	<p>Increased awareness of dangerous chemicals and their impacts on the environment and human health. Recognition of alternatives to dangerous chemicals.</p>

The strategy divides ECHA's communications goals into four types, depending on the desired level of interaction. These goals are to involve, cooperate, consult or inform the target audience. By *involving* the target audience, ECHA aims to raise interest and change the behaviour of the target audience. Involvement is the goal if the target audience has a high impact on ECHA's work, but a low level of awareness. *Cooperation* means working together with the target audiences for common objectives, often set by the legislation. Cooperation typically involves target audiences which have a high level of interest and a high impact. *Consultation* is about getting feedback from the target audiences.

ECHA normally consults audiences which have a high level of awareness but not necessarily such a high level of impact. *Informing* aims to spread information about the chemicals legislation and ECHA to large audiences. (External Communication Strategy, 2011).

The Agency's overall communication style should reflect its values: efficiency, trustworthiness, independency, transparency and being committed to well-being. The general communication style also follows characteristics defined in the brand manual:

1. Respected authority:

ECHA communicates in a trustworthy, efficient, professional and scientific manner, and respects the confidentiality of information.

2. Passionate explorer:

ECHA is eager to communicate on issues under its mandate and to give the broad picture related to the chemicals legislation.

3. Intelligent spokesperson:

ECHA is transparent, approachable, efficient, scientific but easy to understand, prominent and visible.

4. Tomorrow's actor:

ECHA is dynamic, proactive, and innovative and uses modern technology.

The main style used for *media relations* is the passionate explorer style and the overarching key messages are: 1) We contribute to the safety of human health and the environment by making information on chemicals available online; and 2) We work for the protection of human health and the environment by taking measures to reduce the risks of exposure to dangerous chemicals. (External Communication Strategy, 2011.)

Some of the key elements of the Agency's *Media Relations Strategy* were already presented in chapter 3.2. The strategy lays down the mission, objectives and service culture of the media relations function; lists the activities, channels and tasks; and introduces a strategy to move from reactive media relations to proactive. As the strategy document is from 2011, a large part of this strategy work has already been implemented.

The mission of the media relations function is to "coordinate all media matters of the Agency and inform the public about the activities of ECHA, the Committees, the Enforcement Forum and the Board of Appeal." The service culture promotes honesty and openness, prompt and accurate responses, respect for media deadlines, free flow of scientific information while protecting confidential information. The objectives and potential issues of the media relations function are presented in the table below.

TABLE 8 Objectives and challenges of ECHA's media service. (Media Relations Strategy, 2011.)

Objective of ECHA media relations function	Issues and challenges
Enhance the reputation of ECHA as an internationally recognised actor in the field of chemical safety and as a source of reliable and high quality information.	Reactive approach.
Make sure that the presence of ECHA in the media is accurate, coherent, consistent and balanced in terms of type of media, audience and geographical location.	Unbalanced media coverage. General public communication.
Raise awareness and improve knowledge of REACH, CLP, Biocides and PIC Regulations.	ECHA's scientific officers' communication skills.
Develop more efficient, transparent and responsive media service.	Poorly integrated communication tools.

Provision of Communications activities at ECHA lists the processes and sub processes related to communications activity. Media relations are included in two level three sub processes: Engaging with the media and Media monitoring and analysis.

The *Work instruction: Publication of media items* lays down the different steps to be taken before publishing a news release. The responsibility for these steps is with five main actors: the press adviser, the relevant operational director, the initiator (chef de file), the Executive Director/Deputy Executive Director and the Head of the Communications Unit. The process and the role of different actors are presented in table 9.

TABLE 9 Production of media items, roles and responsibilities. (Media Relations Strategy 2011.)

Role	Responsibility
Chef de file	<ul style="list-style-type: none"> Starts the drafting process for media items and liaises with the press adviser, relevant colleagues, heads of unit and the relevant director; Provides background information to the press adviser; Ensures correctness of the technical content; Helps the press adviser to answer media enquiries following the publication of the media item.
Press adviser	<ul style="list-style-type: none"> Is the editor-in-chief of the media item; Drafts texts published in the Agency's social media channels; Takes care of the commenting and approval process;

	<ul style="list-style-type: none"> • Publishes the approved media item on the website; • Coordinates media enquiries and interviews following the publication of the media item.
Relevant director	<ul style="list-style-type: none"> • Makes amendments and adds comments if necessary; • Approves the media item before it is sent to the Executive Director/Deputy Executive Director.
Executive Director/Deputy Executive Director	<ul style="list-style-type: none"> • Makes amendments and adds comments if necessary or may request changes to the media item; • Gives the final approval of the media item by email.
Head of Communications	<ul style="list-style-type: none"> • Revises and approves any media item flagged as sensitive by the relevant director before their approval.

The timeline for the drafting, approving and publishing of media items is set at around five working days. In reality, the process may take up to two weeks.

3.3 Pre-conditions for the measurement model

The case organisation, the European Chemicals Agency, has a legal obligation to report back on its achievements to the Management Board in an annual General Report. In addition, according to the Financial Regulation of ECHA, the draft budget for the upcoming year should include information on the achievement of previously set objectives. These achievements are measured through the Work Programme indicators. The *objectives* for ECHA's communication for 2013 were:

1. ECHA's external audiences are communicated with effectively, in 23 EU languages where necessary, and ECHA benefits from an accurate and proportionate media presence.
2. Accredited Stakeholders are involved in ECHA's work and are satisfied that their views are heard and taken into account.
3. ECHA staff are well informed, have a sense of belonging and feel part of a common corporate endeavour. (Work Programme 2013.)

The key performance indicators, targets and means of measuring for 2013 are shown in table 10.

TABLE 10 Communication performance indicators, targets and means of measurement. (Work Programme 2013).

Indicator	Target in 2013	Means of measuring
Level of reader satisfaction with ECHA's written output, including languages available, (website, e-News, Newsletter, press releases, news alerts). This to be measured in terms of timeliness, content and usability.	High	Annual readers' feedback and quantitative surveys.
Level of Accredited Stakeholder satisfaction with the information they receive and their engagement with ECHA.	High	Annual quantitative survey.
Level of staff satisfaction with internal communications.	High	Annual internal communications quantitative survey.

A 'high' score is given if 75% or more of stakeholders are very satisfied, satisfied or somewhat satisfied with the activity in question; a 'medium' score is given if the satisfaction level is from 50 to 75%; and below 50% is considered 'low' performance.

The Work Programme does not, at the moment, have a specific objective or an indicator for the media service. That is one reason why this study was done – to test a measurement model that could be used to indicate performance of this activity. Adding an indicator for the media relations service would also mean adjusting the communication objectives accordingly.

De Vries (2001, 319) defines an *indicator* as a single number, a ratio or an observed fact that aims to assess a situation or a development. On a general level, indicators could be judged against criteria developed by de Vries. Hence, they should be:

- Technically sound;
- Understandable;
- Relevant; and
- Cost effective. (TURC test) (de Vries 2001, 319.)

In addition to these general criteria, the measurement model for media relations should give results that can be integrated in the official reporting of ECHA. Therefore, the measurement model should:

- Indicate a level of satisfaction of the media stakeholder group;

- Give a numerical result which is in line with the scoring system: high, medium, low;
- Be repeatable and consistent over years to allow trend/development monitoring;
- Focus on quality rather than quantity to be able to give in-depth insight into media relations;
- Focus on relationships rather than reputation, image or brand as Grunig et al. (2009, 137) suggest.

4 RESEARCH METHODS

In this chapter, the research questions are reiterated and the research strategy and method as well as the reasons behind selecting these are explained. In addition, the interview questions, the implementation of the interviews and the method of analysis are discussed. The pre-conditions for the measurement model were already presented in chapter 3.3.

4.1 Research questions

The purpose of this research is to develop and test a measurement model to evaluate the performance of media relations in a public EU organisation. The aim is to conduct an evaluation by the internal stakeholders and by the key media representatives. The central research problem will be approached by three research questions:

1. How are ECHA's media relations characterised and assessed by internal stakeholders?
2. a) What kind of media stakeholders are there (stakeholder mapping)?
b) How do media representatives assess ECHA's media relations?
3. What kind of pre-conditions for the measurement model are there in the case organisation?

4.2 Research strategy

The *research strategy* uses a mixed qualitative and quantitative approach. The measurement model is built on structured interviews, which are considered a qualitative method of collecting data (Roulston 2011, 10). However, the results of the study are partly numerical as explained in the following chapter 4.2.1 on the balanced scorecard method.

The main emphasis of the study is on the qualitative approach. According to Kvale and Brinkmann (2008) structured interviews work best when the researcher benefits from comparing or contrasting the participant responses in order to answer a research question. (Kvale & Brinkmann 2008, 3.) There are also specific characteristics related to the interviews conducted for this study, which defend the qualitative strategy:

- There is a constant, evolving interaction between the researcher and the interviewee throughout the structured interview;
- The structure of the interview is not followed rigorously – the researcher as well as the interviewee can ask additional questions to follow up on the discussion topic or make additional remarks at any time. Going off the topic is encouraged to see what the interviewee considers relevant and interesting;
- After each set of statements, there is an open discussion on the specific topic (dimension) under “Remarks”;
- Due to the factors mentioned above, the recordings of the 14 interviews are almost six hours in length.

Ph.D. Marita Vos (2004) herself has noted of the balanced scorecard method that quality tends to become a quantity when you want to measure it. She points out, however, that communication is particularly qualitative data: “It is not so much about the numbers provided by the communication quality measurement, but more the recommendations that the communication experts can derive from it.” (Vos 2004, 14.) The method facilitates reflection on the researched topic.

Qualitative research aims to gain a deep understanding of a specific organisation or event, whereas quantitative research focuses on a surface description of a large sample of a population. Qualitative study generates data about human groups in social settings and allows the meaning to be created from the eyes of the participants. It is considered to be more flexible than quantitative research because it can adjust to the setting. (Jensen 2012, 266.) Qualitative research strategy is chosen, when a researcher wants to get a better understanding through real human experiences, truthful reporting and actual conversations.

Jensen (2012, 266) says that there are various reference works produced for doing qualitative communication research, but that the field has also taken inspiration from many interdisciplinary influences. Hence, all qualitative studies have at least three common denominators. Firstly, qualitative studies focus on *meaning*, both as an object of study and as a way of explaining the outcome. The role of a researcher is to interpret the interpretations that individuals have of communication. Secondly, qualitative research expects that communication should be examined in its *natural contexts*. Like quantitative studies, qualitative studies also engage in sampling of cultures, communities, periods and practices. The naturalistic approach aims to consider those contexts in which a communication phenomenon may take place and could be examined, but it also recognises that not all aspects of the phenomenon can be known or sampled in advance. (Jensen 2012, 266.)

The third common feature is the role of researchers as *interpretive subjects*. In qualitative studies, the role of human interpretation is extensive throughout the research process. (Jensen 2012, 266.)

TABLE 11 Qualitative and quantitative research (Jackson & Verberg, 2007).

Qualitative	Quantitative
Multiple realities	Single reality
Reality is socially constructed	Reality is objective
Reality is context related	Reality is context free
Holistic	Reductionistic (understanding the whole phenomenon by examining a small piece of it)
Strong philosophical perspective	Strong theoretical base
Inductive reasoning (makes broad generalisations from specific observations)	Deductive (examines a hypothesis to reach a logical conclusion) and inductive reasoning
Discovery of meaning	Cause-and-effect relationships
Develops theory	Tests theory
Unique	General
Trustworthiness of findings	Control of error

4.2.1 Balanced scorecard approach

The measurement model of this study is based on the balanced scorecard method for communication quality developed by Ph.D. Marita Vos and M.Sc. Henny Schoemaker. They have used the balanced scorecard of Kaplan and Norton (2001) as their inspiration for the method. The balanced scorecard approach is easily adjustable and can be developed to a customised tool for different organisations. It is designed to control processes, enable analysis and put forward possibilities for improvement. (Vos & Schoemaker 2004, 14-15.)

The method assesses the quality of the communication function and shows how communication contributes to the organisation's performance. It comprises more than just the communication department because elements of communication can also be seen outside the dedicated department. It approaches communication quality from three perspectives: organisational policy, the profession and the relationships. These three approaches form the basis of the method. In addition, the method uses general quality criteria used by the communication profession. By communication quality, the authors mean "the degree to which communication contributes to the effectiveness of organisational policy and strengthens relations with parties upon which the

organisation depends in order to function well.” (Vos & Schoemaker 2004, 17, 31.)

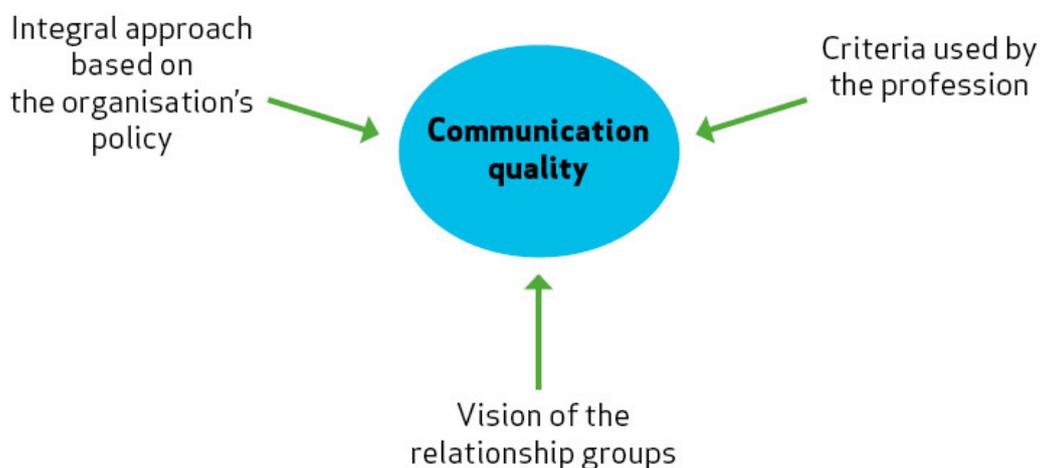


FIGURE 4 Communication quality from different perspectives. (Vos & Schoemaker 2004, 17.)

The balanced scorecard for communication quality is interested in the contribution of communication to the performance of the organisation and does not focus on the organisational policy as a whole like Kaplan and Norton do in their approach. It has four areas of focus for communication: concern communication, marketing communication, internal communication and organisation of communication. (Vos & Schoemaker, 2004, 36.)

Concern communication is about the reputation and image of the organisation. Internal communication includes internal cooperation and change management. Marketing communication promotes sales and awareness of products or services. The fourth area, organisation of communication, is different from the three other areas: it involves the vision of communication, the integration of the communication function in the organisation, the coherence of communication and the innovation of communication. Vos and Schoemaker call these areas the *four domains* of their method. (Vos & Schoemaker 2004, 37.)

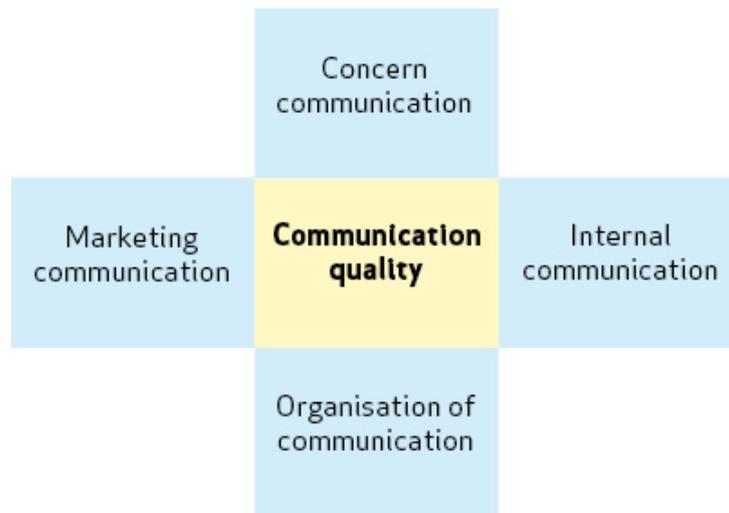


FIGURE 5 Four domains or areas of focus for communication quality. (Vos & Schoemaker, 2004, 37.)

As performance drivers or indicators for communication quality and the four domains, Vos and Schoemaker have searched for certain criteria related to good quality communication. These are called *dimensions* of communication quality and they form the pillars of communication quality in each domain. The five dimensions are:

1. **Clarity:** for example, clear profile and language
2. **Environment orientation:** for example, taking into account the internal and external environment, networking and media contacts.
3. **Consistency:** for example, coherence of communication, connection with organisational activities and consistency with organisational policy.
4. **Responsiveness:** for example, monitoring and feedback gathering.
5. **Effectiveness and efficiency:** for example, goal-orientation, priority-setting, planning and cost-efficiency. (Vos & Schoemaker 2004, 39.)

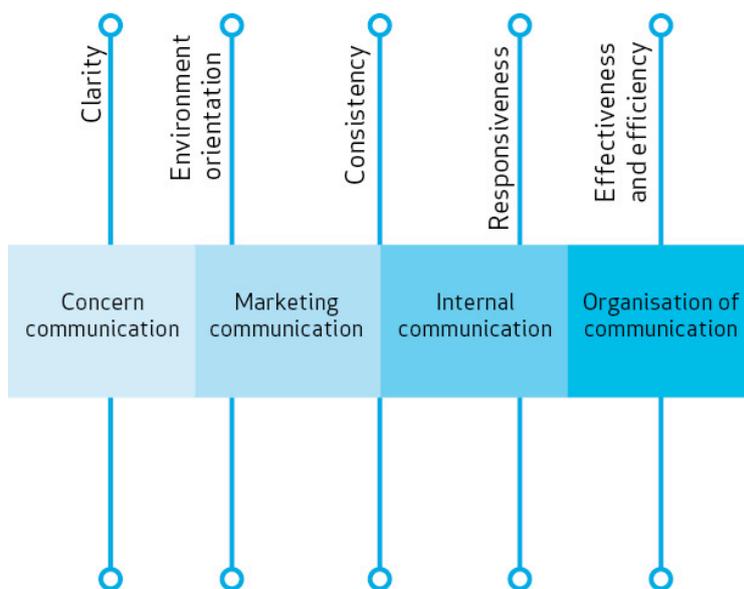


FIGURE 6 Five dimensions of communication quality can be found in all communication domains. (Vos & Schoemaker 2004, 40.)

The five dimensions are connected. Clarity and consistency reinforce each other, as do environment orientation and responsiveness. Effectiveness and efficiency is needed in all communication actions. (Vos & Schoemaker 2004, 39.)

Each of the domains has their own interpretation of the dimensions. This means that there are five indicators per domain. Each of the dimensions or indicators is assessed by different *aspects* suitable for the organisation and created by the auditor. (Vos & Schoemaker, 2004, 39.)

TABLE 12 Example of a scoring table in the balanced scorecard approach.

Indicator/dimension	Value 1-5	Score (x20) 20-100
1. Clarity (aspects: positioning is clear, communication contributes to clear positioning)		
2. Environment orientation (aspects: media relations are well maintained, financial relations are well maintained)		
3. Consistency (aspects: there is coherence with other functional areas, there is coherence with other communication activities)		
4. Responsiveness (aspects: monitoring is organised and based on issues management, when decisions are made, the consequences for communication are taken into account)		
5. Effectiveness and efficiency (aspects: corporate image is assessed, effective work methods are used)		
Total score for concern communication (sum of scores/5)		

The assessment is based on the expert opinion of internal or external auditors. For each of the indicators/dimensions, the auditor gives an expert opinion based on information gathered, documentation of policies and interviews. The assessment can focus either more on testing the situation based on relevant documentation or the interviews with selected people. The auditor studies each aspect of the indicator and gives their overall impression of the aspects. This is done using a five-point scale 1 (poor), 2 (moderate), 3 (adequate), 4 (good) and 5 (very good). Each rating from the five-point scale for the indicator is then multiplied by 20, so that the total scores are between 20 and 100. The value of an indicator is the sum of scores for the aspects divided by the number of aspects. To count the overall score for the domain, the sum of indicators is divided by the number of indicators, which is five. To calculate the total score for the five indicators, the sum of the scores from each domain is divided by the number of domains, usually four. (Vos & Schoemaker 2004, 46-48, 70.)

All the scores are between 20 and 100. Vos and Schoemaker have fixed the critical limit at 70, meaning that scores falling below the limit require attention. The results of the audit should be discussed with the communication department. Participants are asked whether they agree with the results and how they can be explained. They also study the conclusions drawn by the auditor and decide on actions and priorities for the future. The results should also be incorporated in the next communication strategy. Afterwards, all actions are evaluated forming a cycle of assessment and improvement. (Vos & Schoemaker 2004, 46-47, 70.)

The balanced scorecard approach has much to offer to government authorities. The method can conform to using the division of communication functions familiar to governmental organisations. It can, for example, discuss policy-driven communication instead of marketing communication. It can also be adjusted to put more emphasis on transparency and the role of media because, in a democracy, governmental organisations are expected to be more transparent than other organisations. (Vos & Schoemaker 2004, 16.)

Vos and Schoemaker have not intended their method to be normative; they see much more added value in customised assessments. They say that the tool should be used to “match the level of ambition required of it”. This means, for example, adjusting the method to the size of the organisation and the professionalism of communication. The method can be used at the level of the organisation as a whole or at a division level. (Vos & Schoemaker 2004, 15, 32.)

4.2.3 Developing the measurement model

Although the balanced scorecard approach has been used as the starting point for developing the model for measuring the quality of media relations in an EU institution, the model has specific characteristics relevant for the case organisation and is adjusted to the case organisation's objectives. Therefore, the measurement model:

- focuses only on one communication domain: media relations;
- relies heavily on data gathered through structured interviews from two target audiences: media representatives and internal stakeholders to gain an insight into their satisfaction with the media service;
- has a clear set of aspects that form each of the five indicators/dimensions, and these aspects are valued on a scale from 1 to 5 by the participants from the two target groups;
- incorporates an open discussion "Remarks" after the set of aspects for each dimension to get additional information and improvement ideas for the specific dimension from the interviewees;
- uses additional interview data to find more in-depth explanations behind the scoring for each aspect and dimension.

The structured interviews were adapted to the needs and structure of the case organisation and consulted with the head of communications and the team leader of the case organisation's media service function (Newsroom).

4.2.4 Carrying out the structured interviews

Altogether, 14 anonymous interviews were conducted for this study: seven with journalists and seven with internal stakeholders of the case organisation's media service function. The interviews were carried out by the researcher during 2012 and 2013.

To ensure representativeness, the participants for the interview were selected using *purposive sampling*. The seven journalists that were selected and gave their consent for the study represent the main media stakeholders of the organisation. They represent media from the United Kingdom, Sweden, Germany and Finland.

The internal stakeholders were selected based on their role in the media relations work and their frequent interaction with the media relations function. All of them are in a managerial position and therefore empowered to formally

review and approve the case organisation's news releases and journalists' replies.

Six of the interviews with *media representatives* were carried out in person during the journalists' briefing day on 22 May 2012 and the ECHA Stakeholders' day on 23 May 2012. One interview was conducted by phone on 19 October 2012. The interviews, which were both in English and Finnish, were transcribed in December 2012.

TABLE 13 Journalist interview lengths, language and transcription date.

Interview	Length	Language	Transcribed on
Journalist 1	20 minutes	EN	6 December 2012
Journalist 2	18 minutes	EN	11 December 2012
Journalist 3	11 minutes	EN	5 December 2012
Journalist 4	22 minutes	FI	4 December 2012
Journalist 5	16 minutes	EN	1 December 2012
Journalist 6	18 minutes	EN	6 December 2012
Journalist 7	26 minutes	FI	5 December 2012

The interviews with the *internal stakeholders* were executed in person during March and April 2013. The interviews, which were both in English and Finnish, were transcribed in May 2013.

TABLE 14 Staff interview lengths, language and transcription date.

Interview	Length	Language	Transcribed on
Internal 1	25 minutes	EN	21 May 2013
Internal 2	19 minutes	EN	21 May 2013
Internal 3	51 minutes	EN	22 May 2013
Internal 4	28 minutes	EN	21 May 2013
Internal 5	28 minutes	FI	21 May 2013
Internal 6	39 minutes	FI	24 May 2013
Internal 7	29 minutes	EN	21 May 2013

The structured interviews are in annexes 1 and 2. All the transcripts of the interviews can be obtained from the author of this thesis.

4.3 Methods of analysis

The collected data has been analysed according to the balanced scorecard method as explained in chapter 4.2.1. The researcher has assessed the five indicators/dimensions of quality for the media relations domain on the basis of the information gathered through the interviews.

Thematic content analysis has been used to identify and, in some cases, categorise the issues rising from the interviews, which further explain the scoring for different dimensions and give characterising information about the media relations function. Thematic content analysis involves analysing transcripts, identifying themes within the data and gathering together examples of those themes from the transcripts.

Where applicable, a comparative analysis has been performed to gain insight of the difference in perception by the two target groups.

As a final step to the analysis, the communications unit of the organisation will discuss the results. The media relations staff will be asked what they think of the results. After this the results can be incorporated into the appropriate communication strategy.

5 RESULTS

In this section, the results of the study are presented by target audience: journalists and internal stakeholders. Each of the indicators/dimensions of communication quality, namely clarity, environment orientation, consistency, responsiveness, effectiveness and efficiency, have been addressed using multiple aspects. These aspects form the basis for the total score for each dimension.

In addition, the interview data have been analysed to find more in-depth information. Those findings are also presented here. Parts of the interview data overlap between the five different dimensions. A comparative analysis between the two target groups is presented in chapter 5.3.

5.1 Media representatives

The results from the journalist interviews are presented in this chapter. Each dimension of communication quality has its own sub chapter.

5.1.1 Clarity

The journalists' opinions about clarity were assessed using five aspects for which a score from 1 = poor to 5 = very good could be given. In addition, they could give more explanation and provide reasons for their scoring.

The overall average score on a scale from 1 to 5 for clarity is 3.7. The averages for different statements concerning clarity are below.



FIGURE 7 Averages for different aspects concerning the clarity of ECHA's media service among journalists.

The total score for clarity, calculated according to the balanced scorecard approach by Vos and Schoemaker, is 73.6.

TABLE 15 Total score for indicator/dimension: clarity, journalists

Aspect	Average value	Score (x20)
1. ECHA communicates with a clear message to the media. # 1	3.5	70
2. ECHA media service works with clear priorities. # 2	4.0	80
3. ECHA's procedures (how we work) for media are clear. # 3	3.7	74
4. ECHA's media service contact details are easy to find. # 4	3.4	68
5. ECHA's positioning in the media field, in relation to comparable organisations is clear and distinctive. # 5	3.5	76
Total score for clarity (sum of scores/5)	3.7	73.6

The additional interview data giving more explanatory and characterising information about the scoring for different aspects concerning clarity is presented below, categorised in different themes. Each theme includes example quotes from the participants.

TABLE 16 Interview data for dimension: clarity, journalists.

Aspect	Theme	Quotes from interview data
# 1	Complex messaging	<p>"It takes me a little time to figure out what your statements are actually saying, what they are about."</p> <p>"The [media] answers from the press office are not always clear and I don't understand them. Sometimes I would like to get a bit more information but it's not possible for the press office to get that information in the time we've given them."</p> <p>"The message is often ambiguous; a lot of content has been packed in one release. I think this decreases clarity."</p> <p>"It would be good to have special information available for journalists, explaining more."</p> <p>"The big and small news get mixed for us who do not follow you on daily basis. We don't have the resources to focus only on one topic, so we would need the [chemical] news sent to us be framed in a bigger context: why is this news relevant now, how does this fit the bigger picture. Only then the news has a basis for a story in our media."</p>
# 2	Chemicals legislation sets priorities More proactiveness	<p>"It's clear that ECHA prioritises working with companies and authorities."</p> <p>"I think the Agency talks about the issues that are urgent."</p> <p>"I think the legislative timetables set the priorities. And that shows in communication."</p> <p>"It would be interesting to know beforehand what is coming up, what is ECHA prioritising in the autumn for example. That's very interesting to write about even though it's not news for today."</p>
# 3	Clear but faceless Need for a national angle	<p>"I prefer having a relationship with an individual person. It's much easier to check facts when you have built this relationship."</p> <p>"The press department are faceless, nameless people, and I find that patronising on ECHA's behalf."</p> <p>"Sometimes I would prefer talking directly to an expert [instead of going through the press office]. I get the replies to my questions but I often have more questions to ask and it all becomes quite cumbersome."</p> <p>"In the Finnish media, we want to portray a Finnish angle. That's why we focus more on the Agency and its functioning rather than the actual news content. Sometimes it has been hard to get the angle our readers are interested in."</p>

		<p>“What ECHA is mentioning [in] the press releases is not of much interest. If you would like to be mentioned more in the media, you should look from the perspective of the journalist in Spain, Germany, Sweden, and write releases also from their point of view to meet their need. Maybe you can work together with the authorities in the Member States.”</p>
# 4	Easier access, transparency	<p>“It would be great to have names and phone numbers online and in emails.”</p> <p>“It feels slightly strange to send a[n] email to press at ECHA, you don’t know who to address the email. It would be useful for journalists to know the names of people who work there.”</p> <p>“It is very difficult to phone people. Sometimes they [press officers] call me, but I know they prefer emails.”</p>
# 5	Distinctive role No personality	<p>“It is very clear what you do...compared to the national agencies...they explain a bit more, so you don’t have to have a lot of knowledge...if you work as a journalist in a general media, you can understand their messages.”</p> <p>“I’m always clear on what ECHA’s positioning on a question is compared to someone else, like Commission or Member States.”</p> <p>“You are serious, professional, neutral and as impartial as you can [be]. You don’t stray beyond the powers you have.”</p> <p>“ECHA does not have a personality. It is faceless.”</p> <p>“Only in the big meetings you realise that there are genuine people behind it all.”</p>

The score for clarity is above the critical limit of 70, set by Vos and Schoemaker. The journalists see that the messages coming from ECHA are not always clear and that more attention could be paid to simplifying content both in news releases and in media replies. They see that the chemicals legislation that ECHA is implementing sets the priorities for the media service and express a wish for more proactive information on upcoming issues.

The journalists are quite well aware of how ECHA works with journalists. However, the media service is seen to be somewhat faceless and journalists would like to have access to the names and contact details of the people working in the service. Many of them also value building personal relationships with the press officers. In addition, some would like ECHA to provide more of a national angle in the news.

The positioning of ECHA is considered quite distinctive, compared with, for example, the European Commission or the Member States.

5.1.2 Environment orientation

The journalists' opinions about the environment orientation of ECHA's media service were addressed using five aspects for which a score from 1 = poor to 5 = very good could be given. In addition, they gave more explanations and reasons for their scoring.

The overall average score on a scale from 1 to 5 for environment orientation is 3.8. The averages for different aspects concerning environment orientation are below.

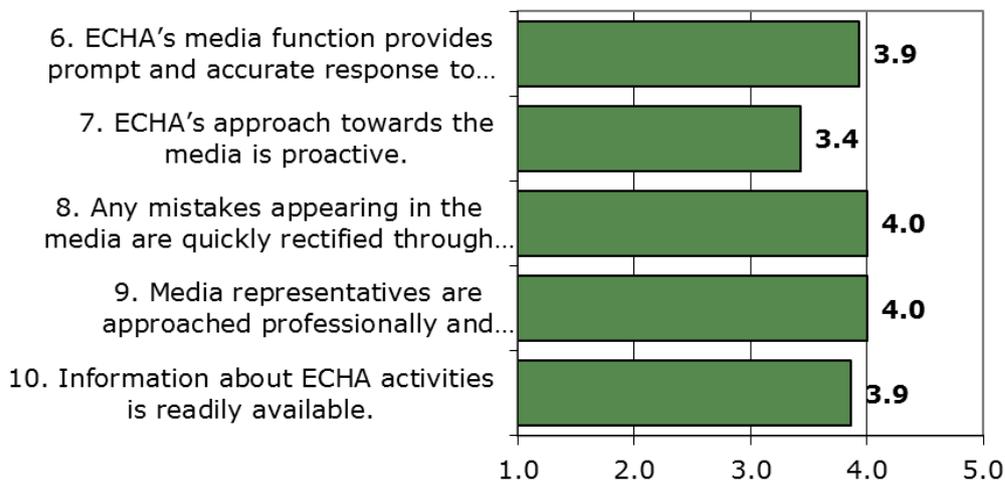


FIGURE 8 Averages for different aspects concerning the environment orientation of ECHA's media service among journalists.

The total score for environment orientation, according to the balanced scorecard approach, is 76.9.

TABLE 17 Total score for dimension: environment orientation, journalists.

Aspect	Average value	Score (x20)
6. ECHA's media function provides prompt and accurate response to media enquiries. # 6	3.9	77.2
7. ECHA's approach towards the media is proactive. # 7	4.0	80
8. Any mistakes appearing in the media are quickly rectified through direct contact. # 8	3.7	80
9. Media representatives are approached professionally and openly by ECHA representatives. # 9	3.4	68.6
10. Information about ECHA activities is readily available. # 10	3.5	78.6
Total score for environment orientation (sum of scores/5)	3.7	76.9

The additional interview data giving more explanatory information about the scoring for different aspects concerning environment orientation is presented below, categorised in different themes. Each theme includes example quotes from the participants.

TABLE 18 Interview data for dimension: environment orientation, journalists.

Aspect	Theme	Quotes from interview data
# 6	Forwarding expert replies	<p>"They are accurate in terms of what people have said. Whether they answer the question is another thing. Giving the response in writing ensures accuracy."</p> <p>"I would like to have it more lively, because we are storytellers...to add a bit more lively view."</p> <p>"Prompt, yes, but whether they go in-depth, that's a different level."</p> <p>"It sometimes takes longer than I hope, you have to ask the experts."</p>
# 7	Need for background information	<p>"Having more background information for journalists would help."</p> <p>"As said before, national considerations could be taken into account."</p>
# 8	Fact checking appreciated	<p>"I write an article and send it to ECHA for checking and they fix it. Good."</p>

		<p>"I don't have experience myself, but I've seen corrections made. You operate in such an environment that you cannot tolerate mistakes."</p> <p>"If we write anything which ECHA thinks it has an issue with, we hear quickly from you, which is good."</p> <p>"We send our bigger stories [to ECHA] for checking. This is good because the topics can be difficult."</p>
# 9	<p>Personal contacts preferred</p> <p>Looking for an opinion</p>	<p>"I have good contacts to some people. I don't like sending enquiries to press@echa.europa.eu. I like to have one or two persons whom I can ask directly."</p> <p>"In general, it's good. But there are some tricky personalities."</p> <p>"Earlier it was difficult to find a person who was brave enough to say something. Nobody seemed to have an opinion. I still believe that there are only a few people trusted in ECHA to speak with the media."</p>
# 10	Website more user-friendly	<p>"There should be more online for citizens and journalists. And easy wording."</p> <p>"General press representative cannot find anything on ECHA's website."</p> <p>"The more there is material in my own language, the easier it is."</p> <p>"Website is quite difficult to navigate and find things."</p> <p>"Editorial calendar online would help."</p> <p>"I can find information, but it would be helpful if there were a good network [with national authorities]."</p> <p>"If my audience go to ECHA's website, they understand nothing. Ask yourself: who is your website for?"</p>

The score for environment orientation is above the critical limit of 70 and therefore, according to Vos and Schoemaker, requires no special attention.

The journalists think that the media service provides prompt and accurate responses. However, they would like the quality to be a bit better – in terms of actually answering the question, being livelier and going more in-depth.

The media service is considered quite proactive. The interviewees would like, however, to get more background information on topics to help them frame the news story. They appreciate the fact checking the Agency does on their articles and that the mistakes made in the stories are quickly corrected by contacting the journalist.

As for an open and professional approach by the ECHA press officers, the general feedback ranged from adequate to good. However, it was pointed out that personal contacts were preferred instead of using a functional mailbox.

One comment claimed that the Agency does not have many “trusted people” who are allowed to speak to media.

In terms of having information readily available, the journalists thought the Agency’s website could be improved to better serve journalists and citizens.

5.1.3 Consistency

The journalists’ opinions about the consistency of ECHA’s media service were addressed using four aspects for which a score from 1 = poor to 5 = very good could be given. In addition, they gave more insight for the reasons behind their scoring.

The overall average score on a scale from 1 to 5 for consistency is 4.1. The averages for different aspects concerning consistency are below.

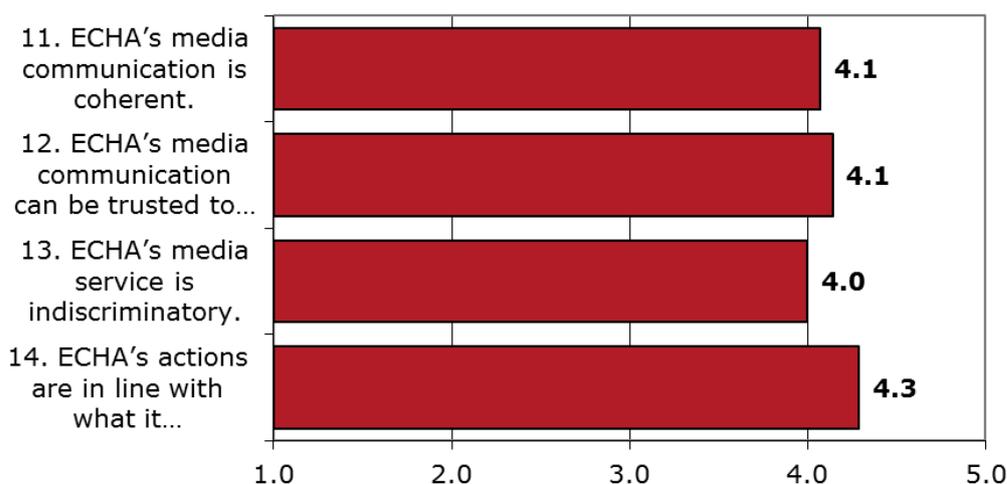


FIGURE 9 Averages for different aspects concerning consistency of ECHA’s media service among journalists.

The total score for consistency, according to the balanced scorecard approach, is 82.5.

TABLE 19 Total score for dimension: consistency.

Aspect	Average value	Score (x20)
11. ECHA's media communication is coherent.	4.1	81.4
12. ECHA's media communication can be trusted to hold, it 'stays on message'.	4.1	82.8
13. ECHA's media service is indiscriminatory.	4.0	80
14. ECHA's actions are in line with what it communicates to the media.	4.3	85.8
Total score for consistency (sum of scores/4)	4.1	82.5

The additional interview data giving more explanatory information about the scoring for different aspects concerning consistency is presented below, categorised in different themes, where possible. Each theme includes example quotes from the journalists.

TABLE 20 Interview data for dimension: consistency.

Aspect	Theme	Quotes from interview data
# 11	Discrepancy with the European Commission Sticking to own role	"The European Commission and ECHA live their own lives and might publish a different kind of a news release on the same day. This is confusing to an outsider, who does not know the different roles." "You have to go to ECHA's and the Commission's website to get the full picture." "I think that it's even too coherent. ECHA just sticks to its role as expert organisation. Media would need things to be framed to a bigger context. Of course, we can always ask other organisations to get their view."
# 12	[no negative comments or suggestions]	"It is trustworthy and feels genuine." "Now ECHA staff are bold enough to say something and there is more mutual trust."
# 13	Informal meetings to respond to media's specific needs	"Public organisations should treat people equally. However, we journalists have our specific needs and maybe the Agency could think of ways to connect with journalists on a more informal level to discuss topical issues. These could be breakfast meetings or lunch meetings with the press office people. We could then together plan a story for the future."

# 14	Communication about impact not just actions	<p>“Sometimes ECHA’s communication is hard to follow. When you write that ECHA is proposing substances for the Candidate List, I’m never sure if it’s important or not because I don’t know how often these chemicals are used or whether they are just used in specific areas. It’s hard for me to value. I cannot connect with my readers. It’s not for journalists who do not know that much.”</p> <p>“Well, you are trying. It’s your obligation to do what you’re supposed to do.”</p>
------	---	---

The score for consistency is well above the critical limit of 70. Media communication was considered quite coherent. Some expressed that there have been discrepancies with the European Commission and that getting the full picture requires news from both of these sources. There was also a comment of communication being too coherent and ECHA just sticking to its role as an expert organisation and not providing a bigger context to its news.

ECHA’s media communication is trustworthy and genuine, and the media service is considered indiscriminatory. A comment was made that although the Agency needs to treat everyone equally, the media have specific needs that could be catered for by setting up informal discussions between the media and ECHA representatives. This interaction would help in “planning a story together for the future.”

According to the journalists, the Agency’s actions are in line with what it communicates. However, some express that it would be beneficial to also communicate impacts, and not just the activities that are carried out.

5.1.4 Responsiveness

The journalists’ opinions about the responsiveness of ECHA’s media service were addressed using three aspects for which a score from 1 = poor to 5 = very good could be given. In addition, they gave more explanations and reasons for their scoring.

The overall average score on a scale from 1 to 5 for responsiveness is 3.9. The averages for different aspects concerning responsiveness are below.

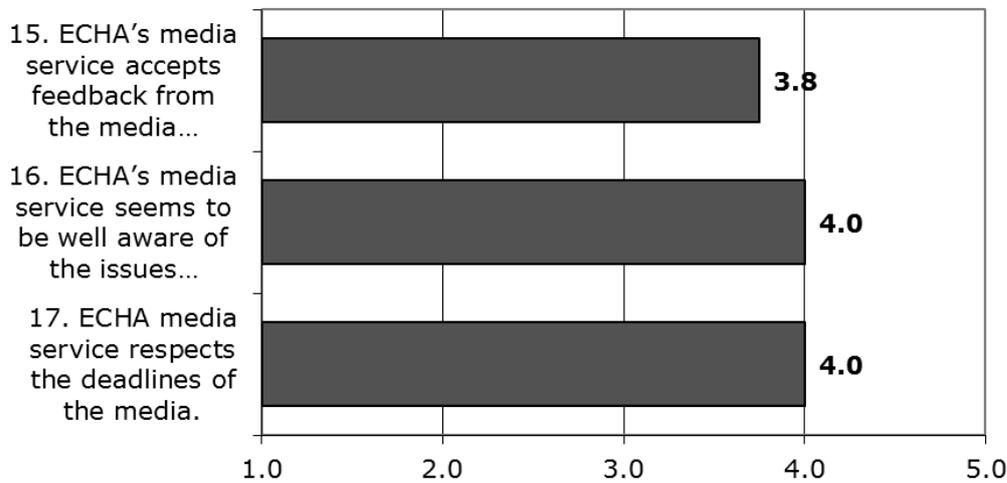


FIGURE 10 Averages for different aspects concerning responsiveness of ECHA's media service among journalists.

The total score for consistency, according to the balanced scorecard approach, is 78.3.

TABLE 21 Total score for dimension: responsiveness, journalists.

Aspect	Average value	Score (x20)
15. ECHA's media service accepts feedback from the media representatives. # 15	3.8	75
16. ECHA's media service seems to be well aware of the issues affecting them. # 16	4.0	80
17. ECHA media service respects the deadlines of the media. # 17	4.0	80
Total score for responsiveness (sum of scores/3)	3.9	78.3

The additional interview data giving more explanatory and characterising information about the scoring for different aspects concerning responsiveness is presented below, categorised in different themes, where possible. Each theme includes example quotes from the participants.

TABLE 22 Interview data for dimension: responsiveness, journalists.

Aspect	Theme	Quotes from interview data
# 15	Following up on given feedback	"I've tried to give feedback on what direction to improve, but it has not been that well received." "They listen, but not sure that they actually act."
# 16	Serving only industry? Just a message distribution box?	"For industry yes. Media or citizens, not so sure." "ECHA could think of their different media contacts and arrange something special for them. For example, economic journalists are very important to ECHA, so they could have more targeted communication." "It's hard to know when there is so little verbal conversation with the media office, it all tends to be in writing. So I don't know how much the people in the media office know themselves and how much they are being fed the message."
# 17	[no comments]	

The score for responsiveness is again above the critical limit of 70 set by Vos and Schoemaker and therefore, requires no special attention. Some journalists think that the feedback they have given was either not well received or was not followed up. ECHA's media service is seen to be well aware of the issues affecting them. However, reaching out to other audiences than industry was raised as an area for potential further development.

5.1.5 Effectiveness and efficiency

The journalists' opinions about the effectiveness and efficiency of ECHA's media service were addressed using five aspects for which a score from 1 = poor to 5 = very good could be given. In addition, they gave more explanations and reasons for their scoring.

The overall average score on a scale from 1 to 5 for effectiveness and efficiency is 3.2. The averages for different aspects are below.

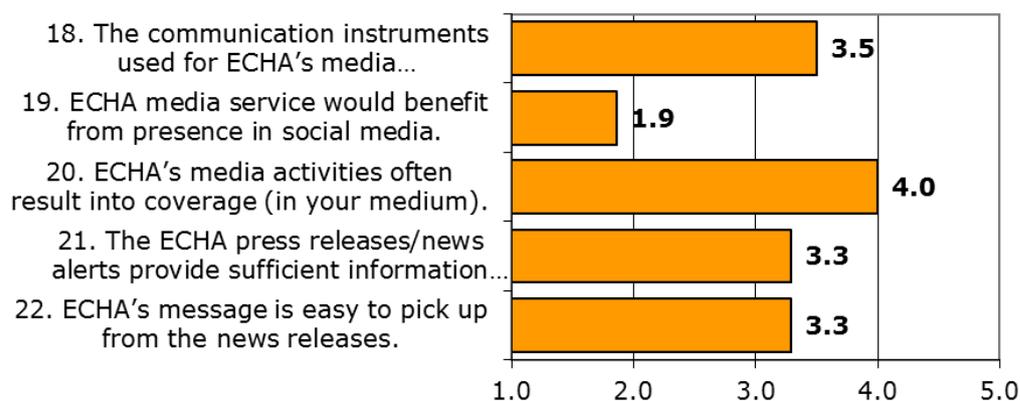


FIGURE 11 Averages for different aspects concerning effectiveness and efficiency of ECHA's media service among journalists.

The total score for effectiveness and efficiency, as presented in the balanced scorecard approach by Vos and Schoemaker, is 63.8.

TABLE 23 Total score for dimension: effectiveness and efficiency, journalists.

Aspect	Average value	Score (x20)
18. The communication instruments used for ECHA's media communication convey the messages effectively. # 18	3.5	70
19. ECHA media service would benefit from presence in social media. # 19	1.9	37.2
20. ECHA's media activities often result in coverage (in your medium). # 20	4.0	80
21. The ECHA press releases/news alerts provide sufficient information to work as a good basis for journalistic articles. # 21	3.3	65.8
22. ECHA's message is easy to pick up from the news releases. # 22	3.3	65.8
Total score for effectiveness and efficiency (sum of scores/5)	3.2	63.8

The additional interview data giving more in-depth information about the scoring for different aspects concerning effectiveness and efficiency is presented below, categorised in different themes. Each theme includes example quotes from the journalists.

	Not relevant for my target audience	<p>own side first.”</p> <p>“I use the website and turn to experts. The releases can work as incentive, but...”</p> <p>“Yes as a first step. I know that something has happened. But then when it comes to the value of information, it’s a bit tricky since I am not a chemist.”</p> <p>“I read the press releases, but they are so far from the interest of my readers.”</p>
# 21	<p>Links to Member States</p> <p>What is the impact?</p> <p>‘Translating’ expert language to my readers</p>	<p>“Maybe ECHA could write press releases together with the national authorities and link them somehow on a national level.”</p> <p>“If there is a local [national] company and it’s about a chemical on the way through an ECHA procedure, this could be mentioned. This would make it more connected and complete.”</p> <p>“Background information would be very useful. What is the effect of this news?”</p> <p>“It’s up to us to make more of it.”</p> <p>“They don’t work for me as such. I have to change them into more understandable language, they are so professional.”</p>
# 22	<p>Simplification needed</p> <p>Where is the news?</p>	<p>“I have often difficulties to understand what the message is. Look for simple words even if it is not 100 percent legally correct. It’s only a press release.”</p> <p>“The more detailed and complex it is, the harder it gets for a journalist.”</p> <p>“ECHA is an authority. If it were Greenpeace, it would write the same press release in another style and it would be sexier, and more mentioned in the newspapers. But you cannot do it and that’s ok.”</p> <p>“There was one press release where I started [writing my story] in the middle. I first thought it was a completely different subject. That’s where I was interested in, maybe other media are interested in other angles.”</p> <p>“ECHA has almost religious message to impart. I mean, ECHA deals with facts and the ability to do or not to do something.”</p>

The score for effectiveness and efficiency falls below the critical limit of 70 mainly because of the aspect touching on social media use. This indicator/dimension therefore requires special attention. For improving the effectiveness of the instruments used for media communication, establishing an online media centre with easy access to background information was

mentioned. In addition, being able to provide a bigger picture to ease framing and connectivity with media users and keeping the messages simple were considered important.

In general, ECHA's news releases are only seen as an incentive to journalistic articles, requiring the journalists to do more research and find an interesting angle for their readers. The news releases were also thought to be too complicated and general to work as a good basis for journalistic articles, where a specific angle or a demonstration of impact is needed.

The journalists interviewed thought that the main message is sometimes difficult to pick from the news. They encourage the Agency to focus on a few key messages and keep it simple. Using social media for media relations was, in general, not considered useful.

The *total score* for the media relations domain, as assessed by journalists, is 75 (sum of scores / five dimensions).

5.2 Internal stakeholders

The results from the internal stakeholder interviews are presented in this chapter. Each dimension of communication quality has its own sub chapter.

In each dimension, aspects marked with an asterisk (*) are also included in the journalists' assessment. This enables a comparative analysis of the aspects between both target groups.

5.2.1 Clarity

The opinions of selected ECHA staff about clarity were assessed using five aspects for which a score from 1 = poor to 5 = very good could be given. In addition, they could give more explanations and reasons for their scoring.

The overall average score on a scale from 1 to 5 for clarity is 3.7. The averages for different aspects concerning clarity are below.

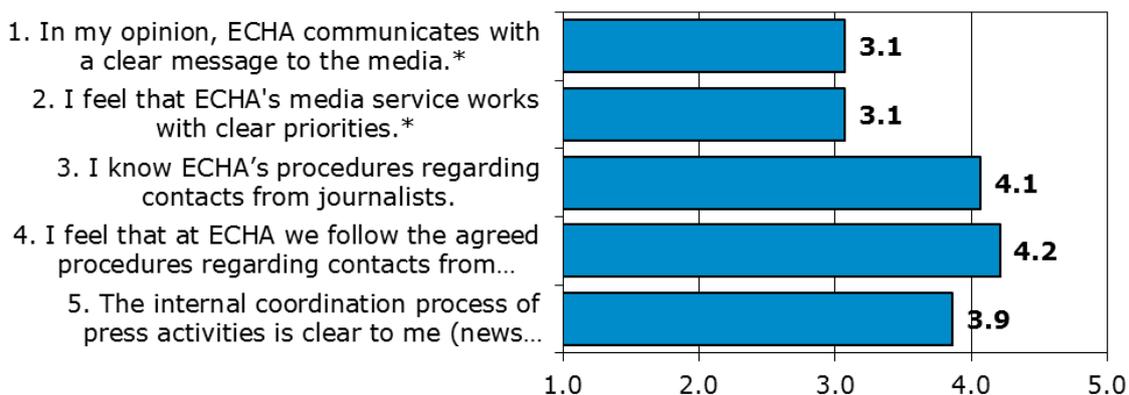


FIGURE 12 Averages for different aspects concerning clarity of ECHA's media service among its internal stakeholders.

The total score for clarity, calculated according to the balanced scorecard approach, is 73.1.

TABLE 25 Total score for dimension: clarity, internal.

Aspect	Average value	Score (x20)
1. In my opinion, ECHA communicates with a clear message to the media.* # 1	3.1	61.4
2. I feel that ECHA's media service works with clear priorities.* # 2	3.1	61.4
3. I know ECHA's procedures regarding contacts from journalists. # 3	4.1	81.4
4. I feel that at ECHA we follow the agreed procedures regarding contacts from journalists. # 4	4.2	84.2
5. The internal coordination process of press activities is clear to me (news alerts, press releases, interviews, press enquiries etc.) # 5	3.9	77.2
Total score for clarity (sum of scores/5)	3.7	73.1

The additional interview data giving more explanatory and characterising information about the scoring for different aspects concerning clarity is presented below, categorised in different themes. Each theme includes example quotes from the participants.

TABLE 26 Interview data for dimension: clarity, internal.

Aspect	Theme	Quotes from interview data
# 1	<p data-bbox="352 409 628 477">Complicated, technical language</p> <p data-bbox="352 891 603 925">Publishing too much</p> <p data-bbox="352 1066 608 1160">Better cooperation of operational and communication staff</p> <p data-bbox="352 1850 643 1917">Lack of overall strategy, lines to take</p>	<p data-bbox="676 409 1270 443">"I have the impression that we talk too technical."</p> <p data-bbox="676 461 1358 584">"Very often our news releases are not clear. I would expect the press office to take a stronger role on this. Our scientific staff explain things very complicated, put too much background information etc."</p> <p data-bbox="676 602 1350 696">"We are awfully technical, but the topics are not always easy. However, we should not aim for layman language. Our audience are educated journalists."</p> <p data-bbox="676 714 1358 871">"More attention from the press office side should be paid to improving the texts, taking out the technical elements. I expect that the main titles and the main sentences are checked by communications to make sure they attract attention."</p> <p data-bbox="676 889 1342 956">"We are issuing a lot of news. That might be hampering the clarity of key messages."</p> <p data-bbox="676 974 1310 1041">"We publish too much. That's decreases the clarity of messages."</p> <p data-bbox="676 1059 1366 1305">"Quite often from an operational perspective we'll package quite a complex message with quite some nuanced wording, and then it will go through communications, who do their job very well of translating it into plain English. But often the nuance and principal meaning is lost. And, often it can accidentally include some inflammatory messages, because it's been over-simplified."</p> <p data-bbox="676 1323 1366 1570">"When making a specific story, come and talk to the people and get a deeper understanding before. What quite often happens is that the operational draft gets completely re-edited and then goes for another round, and then because sometimes the message has been lost or twisted, then that goes for another round and another round. Having a good dialogue before making substantial changes to something that's complex would be better."</p> <p data-bbox="676 1588 1337 1756">"Our messaging is more reactive than proactive. This is why we are not always very clear. Or we leave the message to the experts and they don't necessarily know how to communicate with the press and how to get the message across."</p> <p data-bbox="676 1774 1321 1841">"The scientists and press office need to work together. And press office should challenge the scientists."</p> <p data-bbox="676 1859 1362 1982">"On individual topics it's good. But as an overall concept, I'm less impressed. Not necessarily because the communication is not clear; we lack coherent strategy behind."</p> <p data-bbox="676 2000 1299 2033">"For the more complex, political messages, it's more</p>

The efforts of the communication unit to establish proactive plans were appreciated, however, some flexibility is still required due to the uncertainties of the operational activities. The media services' procedures regarding contacts from journalists are well known and followed.

As for the clarity of the internal coordination process of press activities, the overall score is quite good. However, it was mentioned that too many people are involved in the work and that more needs to be done to educate staff to write news text.

5.2.2 Environment orientation

The opinions of ECHA staff about the environment orientation of the media service were assessed using seven aspects for which a score from 1 = poor to 5 = very good could be given. In addition, they could give more explanations and reasons for their scoring.

The overall average score on a scale from 1 to 5 for environment orientation is 3.7. The averages for different aspects concerning environment orientation are below.

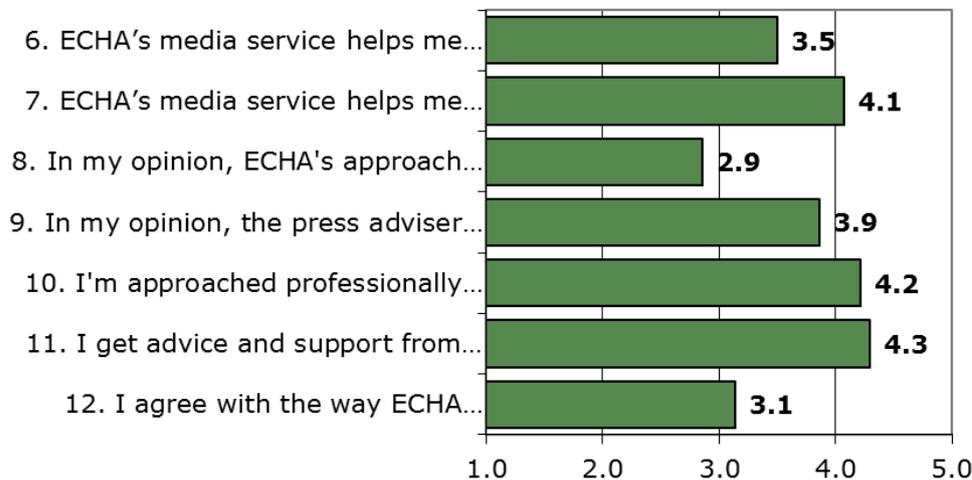


FIGURE 13 Averages for different aspects concerning the environment orientation of ECHA's media service among its internal stakeholders.

The total score for environment orientation is 74.1.

TABLE 27 Total score for dimension: environment orientation, internal.

Aspect	Average value	Score (x20)
6. ECHA's media service helps me to understand the media landscape. # 6	3.5	70
7. ECHA's media service helps me to understand the Agency's presence in the media landscape. # 7	4.1	81.4
8. In my opinion, ECHA's approach towards the media is proactive. * # 8	2.9	57.2
9. In my opinion, the press adviser model is useful. # 9	3.9	77.2
10. I'm approached professionally and openly by ECHA's press officers.* # 10	4.2	84.2
11. I get advice and support from my press adviser or other press officers on press related matters. # 11	4.3	85.8
12. I agree with the way ECHA represents itself towards the media. # 12	3.1	62.8
Total score for environment orientation (sum of scores/7)	3.7	74.1

The additional interview data giving more explanatory information about the scoring for different aspects concerning environment orientation is presented below, categorised in different themes. Each theme includes example quotes from participants.

TABLE 28 Interview data for dimension: environment orientation, internal.

Aspect	Theme	Quotes from interview data
# 6	Exploring coverage in general media	<p>"It would be good to have an introduction to the role of big mass media in our work. There are Member States that are very active in the chemicals field and their local press might be worth following."</p> <p>"I would like to get training on who the key movers and shakers are, why they are potential multipliers etc."</p> <p>"We could do something specific for the general media, especially in Finland where the Agency is located. For example, offer guest columns."</p>
	Sticking to specialised media and focus on relationship building	<p>"I feel that we sometimes make an enormous thing about this when in reality it's a very small world. We're thinking about Le Monde and other big newspapers"</p>

		<p>when in reality it's Chemical Watch and three others. We should stick with the specialised media."</p> <p>"We get coverage in the specialised media. If we want coverage in the general media, that would require a heavy investment and I'm not sure how much we will get backing for that."</p>
# 7	Press review appreciated	<p>"The press review is useful although it could cover more unknown media, not only those we have subscribed to."</p> <p>"The press review is helping a lot."</p> <p>"Press reviews are good."</p> <p>"I appreciate the daily feedback on what is in the media from ECHA."</p>
# 8	<p>Anticipating reactions, setting the agenda</p> <p>Sometimes caught off guard</p>	<p>"We are heading in the right direction. Press office is asking questions on what comes next, what questions might be asked."</p> <p>"I think we could influence the media more. We are now reactive: we have a message; we formulate it and send it out. Then we get a reaction and we are surprised – and need to discuss our response. We should anticipate the media's responses, the interest of stakeholders and how the media will play those interests and what challenges it brings to us."</p> <p>"We are not that much setting the agenda, but I have not encountered a situation where we really should be more proactive."</p> <p>"On individual news, yes. But as a concept that we actually know what we want to present, no."</p> <p>"We are trying to engage: stakeholders' days, media briefing."</p> <p>"We have improved from the early times when we were very reserved."</p> <p>"In tricky situations, we are often on the defence. But I don't know how we can be more proactive. Our actions don't always correspond to the wishes of our stakeholders."</p> <p>"The only cases where we have been extremely reactive have been triggered by the NGOs."</p>
# 9	Press adviser model works well	<p>"It's a very good way of working."</p> <p>"I know I have the two people, so it is useful."</p> <p>"It has worked very well in our case. It is really useful to go through together the issues that are on the table – it has revealed some interesting issues."</p> <p>"The model itself is useful, it just needs to work in</p>

		<p>practice.”</p> <p>“The model is useful. I want to keep that.”</p> <p>“The model may be good but I don’t see much from it at the moment.”</p>
# 10	Knowing more about the core business	<p>“Mostly press officers work in a way that is in sync with what we are trying to achieve. Sometimes I feel that communication is a goal on its own and I start to wonder how familiar people are with what we want to achieve. Press officers should learn more about the business.”</p>
# 11	<p>Regular interaction needed</p> <p>Bringing professional skills to play</p>	<p>“We agreed to have regular meetings but they don’t actually somehow work.”</p> <p>“You need to have regular interaction, so that you are pushed to think of these [communication] issues.”</p> <p>“I would still encourage press officers to take a more active role in the content of news releases. I don’t see an active role in guiding how to write. There are professional people in the unit and your skills should be taken more advantage of.”</p> <p>“We tend to make ourselves bigger than we are with our formal approach to media. Instead, we should be building relationships with these people.”</p>
# 12	<p>General public policy missing</p> <p>Oversimplification</p>	<p>“There is a tendency to overdo what we can do towards the general public. Some people think that we are geared more towards the NGO position than others, others think we are too much industry minded. We should be clear on what we can and cannot do.”</p> <p>“We explain well what we do on the legislative and technical side. We could definitely improve on what we do on the general policy side.”</p> <p>“I sometimes feel that we wish to do things that are more appealing than what we actually do. I think we create false expectations by trying to go into areas where we don’t have authority.”</p> <p>“Communication can only be as good as the actions themselves. We are still finding our way in view of our multi-annual work programme and the themes we have there. It still requires crystallization.”</p> <p>“We represent ourselves well, but we have a tendency to oversimplify and as result we lose the meaning.”</p> <p>“Not everything is meant for John Smith. We risk being patronising sometimes.”</p>

The score for environment orientation is above the critical limit of 70, which means that it does not require special attention. The Press Adviser model and regular interaction with the operational units is appreciated, as is the daily press review that brings information about the Agency's coverage in the media.

The respondents had mixed responses concerning the type of media that ECHA should pursue. Some want the Agency to gain coverage in the general media, whereas some think ECHA should stick with specialised media. ECHA's approach towards the media was not considered very proactive; although comments were made that "we are moving in the right direction". Respondents felt that the Agency should try to set the agenda more and anticipate media and other stakeholder reactions already in the planning phase.

The press officers were considered to have an open and professional conduct towards the internal stakeholders, but were urged to learn more about the business to be able to synchronise communication activities with what the Agency is trying to achieve. Advice is also easily available from the adviser or other press officers; however, the importance of regular interaction was highlighted. Again, press officers were encouraged to use their professionalism in creating news content.

Most respondents were reserved on whether they agree with the way ECHA presents itself towards the media. The main issue seemed to concern communicating to the general public - whether the Agency should or should not do that.

5.2.3 Consistency

The opinions of ECHA staff on the consistency of the media service were assessed using six aspects for which they could give a score from 1 = poor to 5 = very good could be given. In addition, they could give more explanations and reasons for their scoring.

The overall average score on a scale from 1 to 5 for consistency is 3.5. The averages for different aspects concerning environment orientation are below.

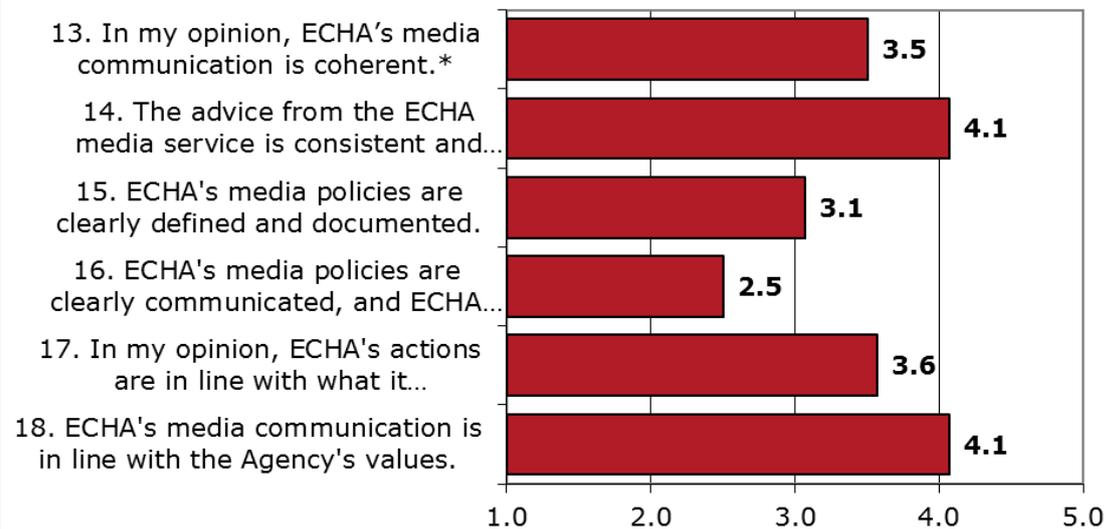


FIGURE 14 Averages for different aspects concerning consistency of ECHA's media service among its internal stakeholders.

The total score for consistency, according to the balanced scorecard approach, is 69.3.

TABLE 29 Total score for dimension: consistency, internal.

Aspect	Average value	Score (x20)
13. In my opinion, ECHA's media communication is coherent.* # 13	3.5	70
14. The advice from the ECHA media service is consistent and can be trusted upon. # 14	4.1	81.4
15. ECHA's media policies are clearly defined and documented. # 15	3.1	61.4
16. ECHA's media policies are clearly communicated, and ECHA staff is aware of them. # 16	2.5	50
17. In my opinion, ECHA's actions are in line with what is communicated to the media.* # 17	3.6	71.4
18. ECHA's media communication is in line with the Agency's values. # 18	4.1	81.4
Total score for consistency (sum of scores/6)	3.5	69.3

The additional interview data giving more explanatory information about the scoring for different aspects concerning consistency is presented below, categorised in different themes, where possible. Each theme includes example quotes from participants.

TABLE 30 Interview data for dimension: consistency, internal.

Aspect	Theme	Quotes from interview data
# 13	Approval process helps	"We have centralised the process, so that ensures coherency." "The approval cycle ensures consistency, but the problem is that is all becomes the same."
# 14	[no negative comments or suggestions]	"Good, thanks to the adviser model."
# 15	We know how, but why?	"Sometimes I see people wonder why are we doing certain things." "In terms of how we deal with news, people know. In terms of what we really want to achieve with our communication, there are some unclarities." "I think there is still a bit of lack. We have tried to clarify, streamline and plan, but are still in the same

		<p>situation as two years ago. Maybe they are all fine documented but not implemented.”</p> <p>“They might be overdocumented. I think you’ve gone too far.”</p> <p>“I rely on support from my press adviser.”</p>
# 16	Reminders needed	<p>“Hundreds of emails go out each month about IQMS documents. Staff receive them. Whether that’s the same as clearly communicated, I don’t know.”</p> <p>“I think our staff needs reminders.”</p> <p>“If our staff is involved for the first time, they need to be reminded.”</p>
# 17	<p>Clarity on key messages</p> <p>General public policy missing</p>	<p>“We are communicating so much that I’m not sure we are picking up on what is interesting to the outside world.”</p> <p>“We should clarify the key messages towards our strategic objectives, towards what we are working.”</p> <p>“I just don’t fully agree with our aspirations to communicate to the general public.”</p> <p>“I think we communicate sometimes to audiences that are not in line with our actions. I don’t see my father and mother going to our website looking for information on chemicals.”</p> <p>“Our messages are to the people who deal with our legislation.”</p>
# 18	<p>Transparency – what is it?</p> <p>Interpretation of values</p>	<p>“We mismatch between transparency and openness. I disagree with the demand of having everything publicly online. To me transparent means that you are clear on where you are open and where you can’t be open. We are, compared to other agencies, quite open in discussing with our stakeholders and getting them involved. That’s not always easy for us, it comes with a price.”</p> <p>“Communications has a different perception of what transparent means. You can be as transparent, to the level that the receiver is actually able to digest the information. Transparency has become a mantra to do stuff in a certain direction. It has become a purpose on its own – it’s no longer a value but a goal.”</p> <p>“If we define common values, we should have a common interpretation of those values. They are just words that sound good to everybody.”</p>

The score for consistency falls below the critical limit of 70 and therefore requires more attention. In general, media communication is considered

moderately coherent with the approval process having a big impact; and the advice from the media service function is consistent and trustworthy.

In terms of media policy, respondents are aware of it but would at times like to know what the aim of certain communication activities is. Reminders seem to be needed about the current policies and work instructions – especially to staff who are new to the process.

In terms of aligning communication with the Agency’s activities, more attention should be paid to clarifying key messages and matching them with the strategic objectives, and to focus on fewer news to keep the interest of the media. Again, some respondents highlighted that they do not agree with the aspirations to communicate to the general public.

The interviewees see ECHA’s media communication in general being in line with the Agency’s values. However, there seems to be a discrepancy between the communications and operational units on what transparency and openness mean.

5.2.4 Responsiveness

The opinions of ECHA staff on responsiveness of the media service were assessed using three aspects for which a score from 1 = poor to 5 = very good could be given. In addition, they could give more explanations and reasons for their scoring.

The overall average score on a scale from 1 to 5 for responsiveness is 4.1. The averages for different aspects concerning responsiveness are below.

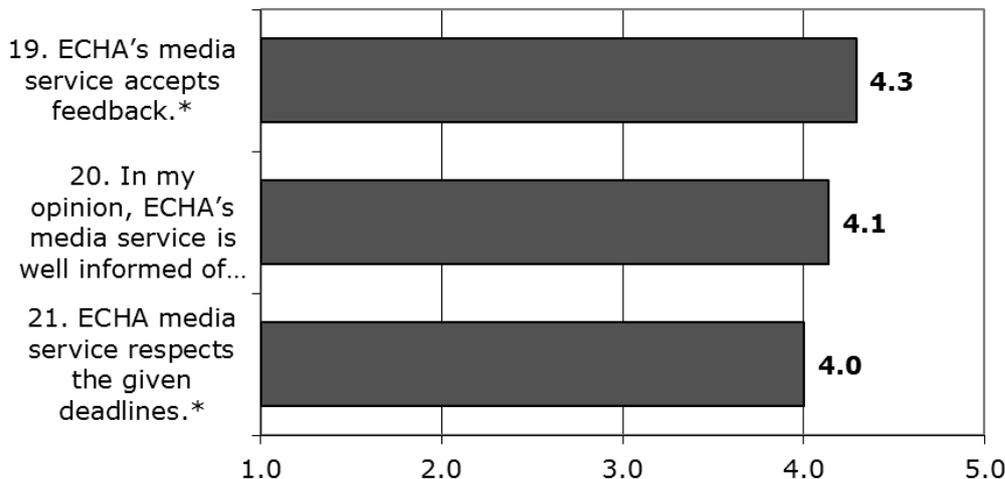


FIGURE 15 Averages for different aspects concerning consistency of ECHA’s media service among its internal stakeholders.

The total score for responsiveness, according to the balanced scorecard approach, is 82.9.

TABLE 31 Total score for dimension: responsiveness, internal.

Aspect	Average value	Score (x20)
19. ECHA's media service accepts feedback.* # 19	4.3	85.8
20. In my opinion, ECHA's media service is well informed of the issues affecting them.* # 20	4.1	82.8
21. ECHA's media service respects the given deadlines.* # 21	4.0	80.0
Total score for responsiveness (sum of scores/3)	4.1	82.9

The additional interview data giving more explanatory information about the scoring for different aspects concerning responsiveness is presented below, categorised in different themes, where possible. Each theme includes example quotes from participants.

TABLE 32 Interview data for dimension: responsiveness, internal.

Aspect	Theme	Quotes from interview data
# 19	[no negative comments or suggestions]	"Yes, definitely. You are quite receptive to that."
# 20	<p>Importance of regular interaction</p> <p>Are we seeing the bigger picture?</p>	<p>"It would be good to have regular interaction somehow...to go through things which we have not thought about, which maybe can come up from the outside."</p> <p>"Press office really makes an effort to understand what is going on."</p> <p>"I would put more responsibility on the operational units on this. Press office cannot know everything. It's another question if we always communicate to you."</p> <p>"Individuals may have a hunch, but I'm not sure the whole service is able to follow. There is so much ongoing."</p> <p>"The adviser model has helped, but it's activity based. Is there enough big picture? That would help in priority setting: to see what is the big issue and what is small, which does deserve the attention that the activity owners may think."</p> <p>"Press office should have an office in here for a couple of weeks to see the madness. We don't forget the press team on purpose, we just don't have the time."</p>
# 21	<p>Pushing for comments</p> <p>More attention to dealing with sensitive issues</p>	<p>"We are even a bit too kind when it comes to media deadlines. Responding to the media sometimes seems to take over work on our strategic objectives. It's a bit unreasonable given that we deal with complicated matters."</p> <p>"I've had occasions where I've had to use my network to be able to say no to the press office, and that's for me a bit too much."</p> <p>"Maybe we could tier our responses to the media? They sometimes come with such tight deadlines. Maybe we could first respond in short and then, with time, send more information."</p> <p>"There is always time pressure by everybody. We sometimes have a problem in delivering in time, and I guess from our side as well."</p> <p>"I think we are a little bit overly responsive on press enquiries, but I guess that's the policy. There have been occasions where we've had questions, which are politically very dangerous, and we're expected, even blackmailed, into giving an answer on the same day. I've been on the edge of what I can manage, to sustain</p>

		<p>operations and then I'm asked in 30 minutes to come up with a line on a sensitive issue. We should perhaps recognise these explosive ones and say we are not able to give an immediate line. It could do more harm than good."</p> <p>"We tend to give the media very long and complicated responses, which don't necessarily tell anything. Maybe we should aim for shorter, structured replies."</p>
--	--	---

The score for responsiveness is well above the critical limit of 70. ECHA's media service accepts feedback and seems to be well informed about the issues affecting them. However, the importance of regular interaction between communications and operations was emphasised. Although the adviser model is appreciated, a comment was made about it being activity based and not being able to grasp the bigger picture.

Some negative comments were made about the press officers pressuring operational units to respond to media enquiries at a very short notice. It was seen as unreasonable when dealing with complicated matters. An idea of a tiered approach was brought up. In addition, one comment was made of ECHA giving too complicated media responses, which may not make sense to the journalists. More time for responding is wanted for topics that are politically sensitive, as providing a quick response might be harmful to the Agency's reputation.

5.2.5 Effectiveness and efficiency

The opinions of ECHA staff on effectiveness and efficiency of the media service were assessed using five aspects for which a score from 1 = poor to 5 = very good could be given. In addition, they could give more explanations and reasons for their scoring.

The overall average score on a scale from 1 to 5 for effectiveness and efficiency is 3.2. The averages for different aspects are below.

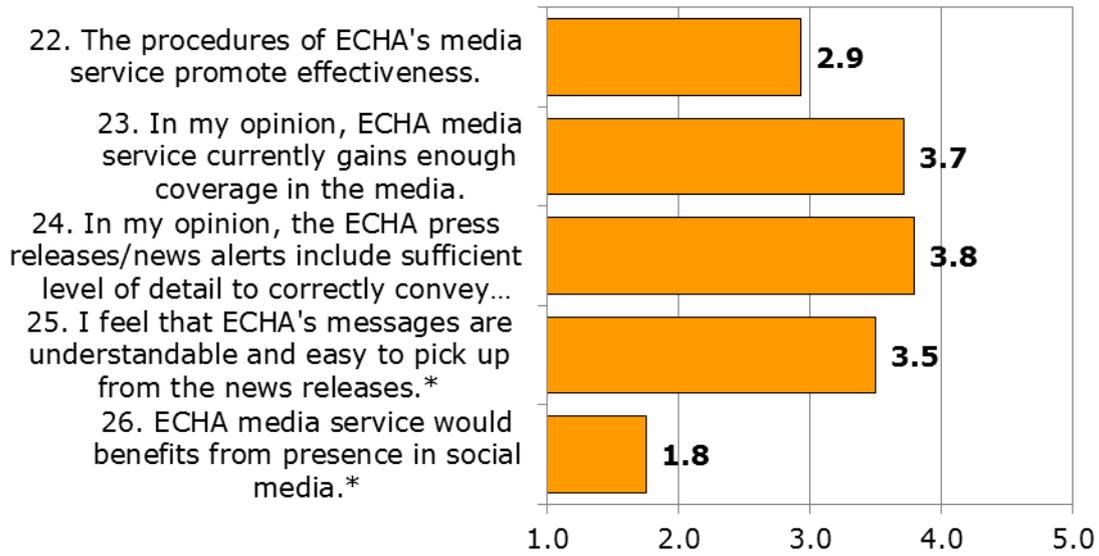


FIGURE 16 Averages for different aspects concerning the effectiveness and efficiency of ECHA's media service among its internal stakeholders.

The total score for effectiveness and efficiency, according to the balanced scorecard approach, is 62.7.

TABLE 33 Total score for dimension: effectiveness and efficiency, internal.

Aspect	Average value	Score (x20)
22. The procedures of ECHA's media service promote effectiveness. # 22	2.9	58.6
23. In my opinion, ECHA's media service currently gains enough coverage in the media. # 23	3.7	74.2
24. In my opinion, the ECHA press releases/news alerts include sufficient level of detail to correctly convey the message.* # 24	3.8	75.8
25. I feel that ECHA's messages are understandable and easy to pick up from the news releases.* # 25	3.5	70
26. ECHA media service would benefit from presence in social media.* # 26	1.8	35
Total score for effectiveness and efficiency (sum of scores/5)	3.2	62.7

The additional interview data giving more explanatory information about the scoring for different aspects concerning effectiveness and efficiency is presented

below, categorised in different themes. Each theme includes example quotes from staff.

TABLE 34 Interview data for dimension: effectiveness and efficiency, internal.

Aspect	Theme	Quotes from interview data
# 22	<p>Procedure improved, press office to take a role in simplifying the content</p> <p>Many people, many comments</p> <p>e-News instead?</p>	<p>“The overall procedure has improved. Sometimes we don’t follow our own procedures. What could be improved is to have a bit more discussion on what is the most effective way: who starts the process and where can the press office be more involved in making the text clearer. It is OK to let the text be first developed by us, but in some cases we could just give you the facts and you can transfer it. I don’t think we have a one size fits all situation.”</p> <p>“The Newsroom should take a bigger role in drafting the news.”</p> <p>“We should both [operational and communication] be more aware of the target audience and the key message. We should start the texts with an understandable part and continue to details.”</p> <p>“I have seen an improvement, we don’t anymore ping pong the drafts around many rounds. We still may be drafting too much in the course of the process. We have so many people in the approval cycle.”</p> <p>“There is too much commenting, it takes too long. The time for review/approval gets very limited.”</p> <p>“We tend to make a press release of everything. Sometimes we could do it differently. The weekly e-News reaches those people we want to reach, sometimes we could just focus on that.”</p>
# 23	<p>About right in specialised media</p> <p>Aiming for general media?</p>	<p>“In the specialised media it’s about right, and we should not be in the general media. Only if something goes terribly wrong, we will gain coverage there.”</p> <p>“We are very well visible in the specialised media.”</p> <p>“If we gain more, we get more questions.”</p> <p>“Maybe when we get recognition as a scientific expert body, there will be interest from general media.”</p> <p>“Whether we communicate about dissemination to consumers, is a strategic choice we have to make. I don’t see yet alignment on that.”</p> <p>“We should aim for general media coverage once-twice a year.”</p>

According to the respondents, ECHA's news releases at times focus too much on details and are overloaded with multiple messages. More attention should be put into keeping it simple and focusing on a few key messages. On the other hand, the importance and difficulty of balancing between scientific and layman content is recognised. Social media is not considered an important channel for the media service.

The *total score* for the media relations domain, as assessed by internal stakeholders, is 72.4 (sum of scores/five dimensions).

5.3 Comparative analysis

Comparative analysis is the comparison of two or more processes, sets of data, systems, products or other comparable alternatives. In this study, both targets – journalists and internal stakeholders – were asked questions relating to five communication indicators/dimensions: clarity, environment orientation, consistency, responsiveness and effectiveness and efficiency. In addition, both target groups were asked opinions on 12 same aspects. A comparative analysis between the target groups is presented here.

The total score for the media relations domain, as assessed by the media representatives is 75, whereas the total score from the internal stakeholders is lower: 72.4.

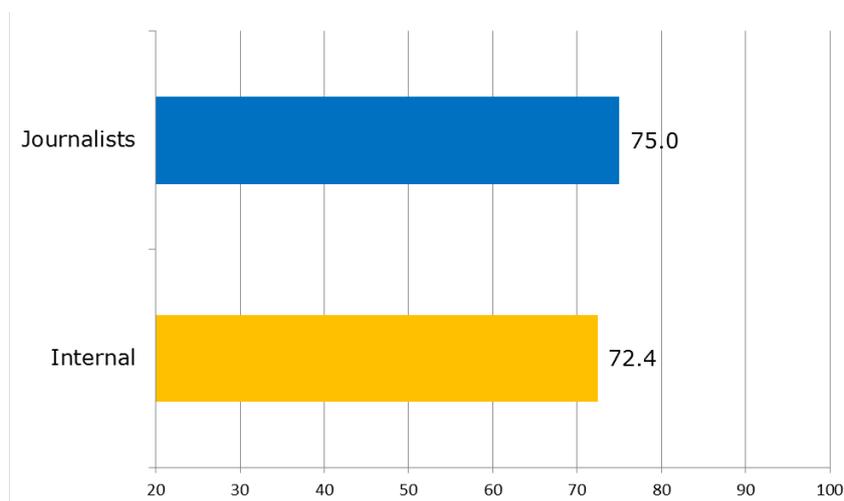


FIGURE 17 Total scores for the media relations function by media representatives and internal stakeholders.

The differences in scoring for each of the five dimensions are presented below. The biggest difference is in consistency, where the journalists score 82.5 and the

internal stakeholders 69.3 (-13.2). The only dimension where internal stakeholders gave a higher score is responsiveness.

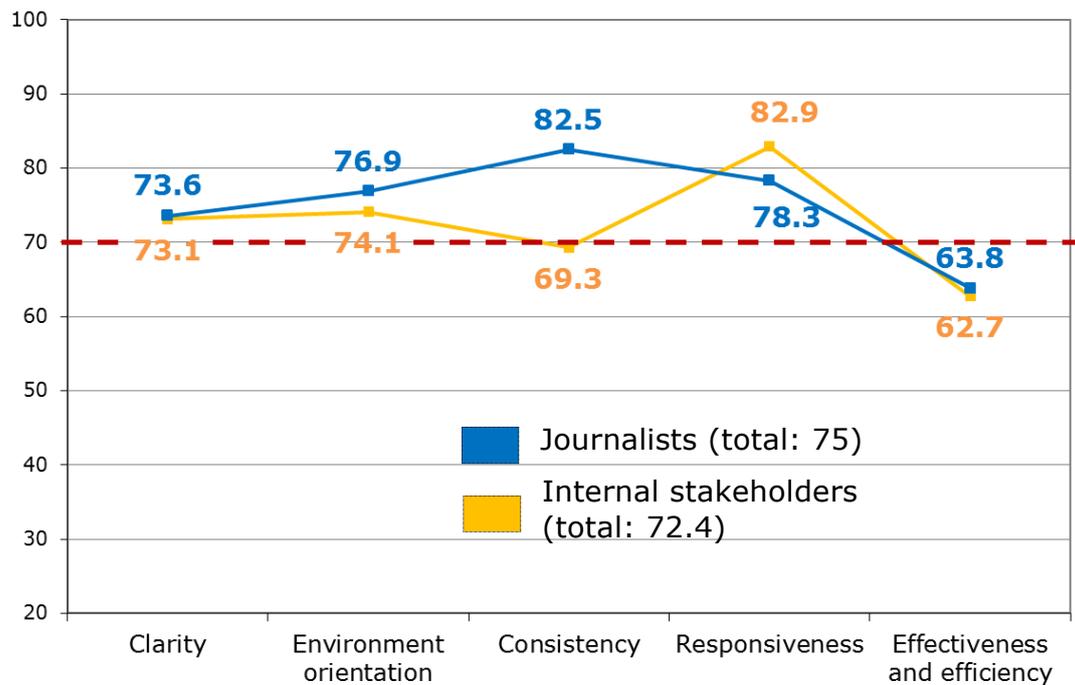


FIGURE 18 Comparison of the five dimension scores based on the assessment of journalists (N=7) and internal stakeholders (N=7).

TABLE 35 Comparison of the five dimension scores and numeral differences. Based on the assessment of journalists (N=7) and internal stakeholders (N=7).

Indicator	Journalists	Internal	Difference
1. Clarity	73.6	73.1	- 0.5
2. Environment orientation	76.9	74.1	- 2.8
3. Consistency	82.5	69.3	- 13.2
4. Responsiveness	78.3	82.9	+ 4.6
5. Effectiveness and efficiency	63.8	62.7	- 1.1

The biggest differences in aspects between the two groups are related to proactiveness towards media; working with clear priorities; professional and

open conduct of the press officers; ECHA's actions being in line with what it communicates to the media; and coherence of media communication.

The journalists see ECHA's approach to media as much more proactive than the internal stakeholders, and they are also more convinced that the media service function works with clear priorities than the staff interviewed. The journalists also think that ECHA's actions are more in line with what it communicates and that the media communication is more coherent. As for professional and open conduct by the press officers, the journalists score lower than the internal stakeholders.

The figure and the table below show the scoring for the 12 aspects included in both structured interviews as well as the differences.

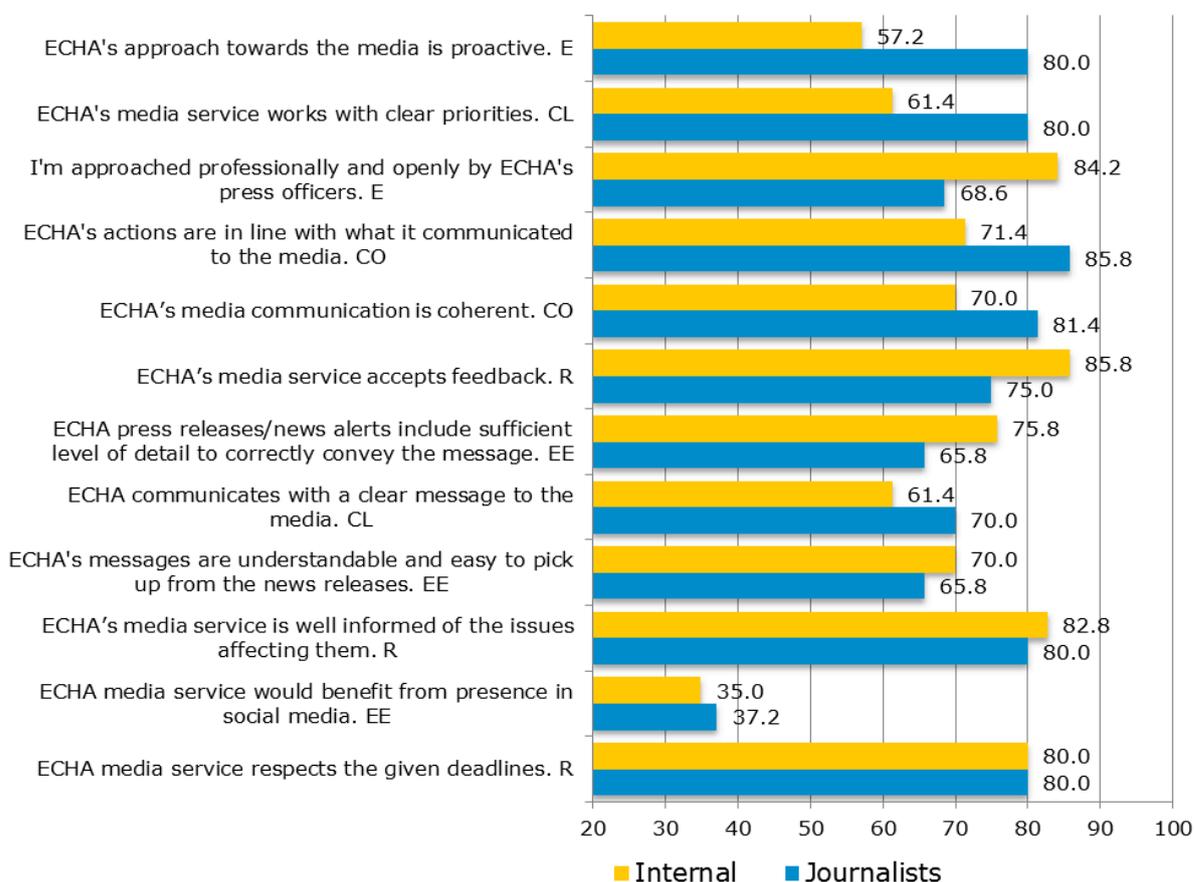


FIGURE 19 Comparison of the 12 aspect scores related to different indicators between journalists (N=7) and internal stakeholders (N=7). Starting with the aspect that has the biggest difference.

TABLE 36 Numeral differences between the 12 aspect scores from journalists (N=7) and internal stakeholders (N=7). Starting with the aspect that has the biggest difference.

Aspect	Journalists	Internal	Difference
1. ECHA's approach towards the media is proactive. E	80.0	57.2	22.8
2. ECHA's media service works with clear priorities. CL	80.0	61.4	18.6
3. I'm approached professionally and openly by ECHA's press officers. E	68.6	84.2	- 15.6
4. ECHA's actions are in line with what it communicates to the media. CO	85.8	71.4	14.4
5. ECHA's media communication is coherent. CO	81.4	70.0	11.4
6. ECHA's media service accepts feedback. R	75.0	85.8	- 10.8
7. ECHA press releases/news alerts include sufficient level of detail to correctly convey the message. EE	65.8	75.8	- 10.0
8. ECHA communicates with a clear message to the media. CL	70.0	61.4	8.6
9. ECHA's messages are understandable and easy to pick up from the news releases. EE	65.8	70.0	- 4.2
10. ECHA's media service is well informed of the issues affecting them. R	80.0	82.8	- 2.8
11. ECHA media service would benefit from presence in social media. EE	37.2	35.0	2.2
12. ECHA media service respects the given deadlines. R	80.0	80.0	0.0

5.4 Summary of the results

The overall score for ECHA's media relations is 73.7, as assessed by both media and internal stakeholders. The overall scores for each of the five indicators/dimensions are presented below.

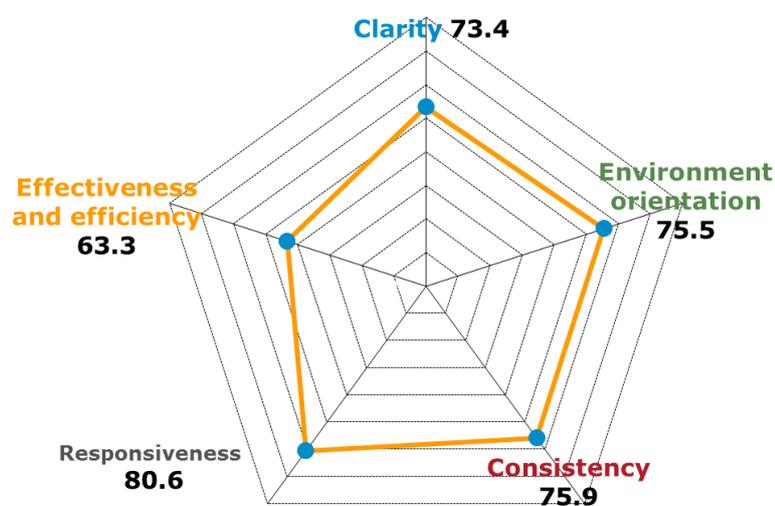


FIGURE 20 Score for the five dimensions of ECHA's media relations, as assessed by journalists and internal stakeholders (N=14).

The only dimension in the overall scores falling below the critical limit of 70 set by Vos and Schoemaker is effectiveness and efficiency (63.3). However, development areas for all five dimensions could be identified from the interview data. A summary of those by target group is in table 37.

TABLE 37 Areas for development by dimension.

Clarity	Journalists (73.6)	Internal (73.1)
	<p>Complex messaging both in news releases and media responses;</p> <p>Need for proactive information on upcoming issues;</p> <p>Need for a national angle;</p> <p>Building personal relationships and providing transparent information of people working in the media relations function.</p>	<p>Language too technical – stronger role of press officers;</p> <p>Too many news releases – losing focus;</p> <p>Better cooperation of operational and communication staff to ensure clear and accurate messages;</p> <p>Discussing common priorities and developing a coherent communication strategy;</p> <p>Streamlining the internal procedure with fewer actors;</p> <p>Educating staff.</p>
Environment orientation	Journalists (76.9)	Internal (74.1)
	<p>Quality and clarity of media replies;</p> <p>Providing background to the news;</p> <p>Website more user-friendly for general audiences.</p>	<p>Clarity on what type of media to pursue in what situations (specialised vs. general);</p> <p>More proactive agenda setting and anticipating media reactions;</p> <p>Press officers to engage more in the core business and to use their professionalism in creating content;</p> <p>Need for policy on communicating to the general public.</p>
Consistency	Journalists (82.5)	Internal (69.3)
	<p>Discrepancy with the European Commission;</p> <p>Informal networking with journalists to cater to their special needs;</p> <p>Communicating more about impact instead of just activities.</p>	<p>Clarity on media policy - what is the aim of certain communication activities?;</p> <p>Reminders about current policies and work instructions;</p> <p>Focus on aligning operational actions with communication: clarifying key messages and matching them with the strategic objectives;</p> <p>Need for policy on communicating to the general public;</p> <p>Coherent meaning of values, especially transparency.</p>

Responsiveness	Journalists (78.3)	Internal (82.9)
	Aware of issues affecting industry – also reaching out to other audiences?	Importance of regular interaction; Adviser model – ability to see the bigger picture?; Tiered approach on media enquiries (politically sensitive); Simpler media responses.
Effectiveness and efficiency	Journalists (63.8)	Internal (62.7)
	Online media centre with easy access to background information; Need for ‘bigger picture’ in news releases to ease framing and connectivity with media users; Need to focus on highlighting the key messages and keeping the content simple.	Press to take a bigger role in drafting news content and agreeing messages with operational staff; Too many people commenting on news releases; Too many details in news releases, overload of messages.

5.5 Validity and reliability of the study

Validity means truth. It can be interpreted as the extent to which the study represents the social phenomena it refers to. Reliability, on the other hand, refers to the degree of consistency with which instances are assigned to the same category by different observer or by the same observer on different occasions. (Silverman, 2010, 275.)

This study included 14 structure interviews, seven with media stakeholders and seven with internal stakeholders. To ensure representativeness, the participants for the interview were selected using purposive sampling. Purposive sampling allows the researcher to choose a case because it is interesting. However, purposive sampling also requires that the researcher thinks critically about the parameters of the population targeted by the study and chooses the sample carefully on that basis. (Silverman, 2010, 141.)

The seven journalists that were selected and gave their consent for the study represent the main media stakeholders of the organisation. They represent media active in the United Kingdom, Sweden, Germany and Finland.

The internal stakeholders were selected based on their role in the media relations work and their frequent interaction with the media relations service. All of them are in a managerial position and are in a position to formally review and approve the case organisation's news releases and journalists' replies. All of them have interview experience with journalists from different types of media.

As the main approach of the study is qualitative, also its validity and reliability should be assessed from that perspective. Qualitative research concerns a smaller number of people than quantitative research. Therefore, the question of representativeness is valid. Silverman (2010, 270), however, emphasises that even a single case is of value, since it can test a general rule. In addition, using purposive sampling demonstrates that the choice of sample is based on logical grounds (Silverman, 2010, 270.)

In addition to representativeness, qualitative study results may face issues with regard to the extent to which the respondents' answers relate to reality. An example of this was seen during the US presidential elections, when people were concealing their racist feelings about Barack Obama. (Silverman, 2010, 270.) In this study, the researcher does not see a big issue with rhetoric overtaking truth in the interviews, since the topic is not sensitive and the situation for the interviewees was made confidential.

The fact that the research method used – although not entirely simulated – is based on an established method increases validity. Both of the structured interview forms were adapted to the case organisation and tested before launching the study. Recordings of the interviews have all been transcribed to allow fact checking at a later stage.

The fact that it has taken a long time for the researcher to finish the study and report the final results decreases the validity. However, preliminary results have been fed back to the case organisation already in early 2013.

To conclude, the purpose of this study was to *develop* and *test* a measurement model for assessing the performance of media relations in an EU institution. Therefore, the validity and reliability of this method should not be overly scrutinised.

6 CONCLUSION AND DISCUSSION

The purpose of this study was to develop and test a measurement model to assess the performance of media relations in an EU organisation and to get an in-depth understanding of the overall quality of the case organisation's media relations. The outcome of the research was considered two-fold: Firstly, a measurement model is developed and tested. Secondly, based on the results of the research, the case organisation can improve the management of its media relationships as well as its internal processes.

The *measurement model* developed was inspired by the balanced scorecard for communication management by Vos and Schoemaker (2004). However, contrary to Vos and Shoemaker's approach, the model focuses only on one communication domain, media relations. It also relies heavily on information gathered through structured interviews from two target audiences: media representatives (7) and internal stakeholders (7). The structured interviews had a clear set of aspects that form each of the five dimensions (clarity, environment orientation, consistency, responsiveness, and effectiveness and efficiency). In addition, additional interview data was used to gain more in-depth explanations and insight for reasons behind the scoring.

For a measurement model to be valuable in the official reporting of the case organisation it would have to be in line with how the organisation measures and reports back on its achievements. This is currently done annually on the basis of the objectives and key performance indicators set. The model developed for this study gives a numerical indicator, as is required in the official reporting. This numerical indicator could be integrated to the reporting levels of high (> 75%), medium (50-75%), low (< 50%). It also indicates a level of satisfaction and is repeatable from year to year allowing a continuous trend analysis – also in line with the current reporting system.

The measurement of the case organisation's annual achievements is done with in-house resources and relies at the moment on quantitative data from surveys with different stakeholder groups. The method now developed for media relations relies more on qualitative data, which means that more resources are required for the actual measurement as well as for a thorough analysis of the results. In addition, to be able to integrate media relations and this measurement method into the official performance reporting would require a change in the communication objectives.

Although the results achieved with this measurement model give rich, in-depth information about the quality of the media relations function and provide a good basis for future development, it is at the moment too resource-intensive to be used as a method for annual performance measurement. However, performing a similar study on media relations could be considered – even taking on a broader scope, covering other communication domains – on a three

to five year cycle. Using an external contractor for this purpose would increase the quality and objectivity of the results and analysis.

The *overall quality* of the case organisations media relations is relatively high, the overall score being 73.7. The journalists (75.0) give the service slightly higher scores than the internal stakeholders (72.4), responsiveness being the only dimension where journalists score lower than the staff involved. The lower scores by internal stakeholders could well be explained by the staff having more interaction with the service and being more open about their views and opinions.

The *journalists* characterise the case organisation's media relations service as an expert service that has its priorities set by the regulatory tasks and activities of the organisation. The positioning of the case organisation, in their view, is distinctive compared with other similar organisations. The service is seen as somewhat faceless, with a majority of interaction happening through emails from a functional mailbox. Journalists would like to see more effort put into building personal relationships. They would also appreciate simpler messaging in news releases, more focus on impacts instead of activities, getting more background information as well as alerts about upcoming issues.

The media representatives consider the case organisation's media service as quite proactive and appreciate the accuracy and promptness of responses provided to them. They also value the fact checking done by the organisation, as the topics can be quite complicated. Communication is considered quite coherent, although some discrepancies with the European Commission have been noticed. It is also trustworthy and genuine, and the actions of the case organisation are seen as being in line with what it communicates.

The main area that requires attention is effectiveness and efficiency. The news releases of the case organisation are only seen as an incentive to journalistic articles, requiring the journalists to do more research and find an interesting angle for their readers. The journalists also expressed a wish for an online media centre.

The *internal stakeholders* consider the press officers as having an open and professional conduct towards them. They also appreciate the Press Adviser model and regular interaction with the operational units, as well as the daily press review that informs about the coverage in the media. The content of news releases was considered too technical and complex, and the press officers were encouraged to take a stronger role in improving the texts and to learn more about the core business to be able to sync communication with the operational objectives.

Staff feel that the media relations function somewhat lacks clear priorities that would guide its work. It is not seen as being proactive towards the media. The function has to balance between internal pressures and competing priorities that come from different parts of the organisation, which in turn, leads to an overload of communication. Staff also felt that the press officers

should try to set the agenda more and anticipate media and other stakeholder reactions already in the planning phase.

A lack of overall strategies and lines to take, e.g. in communicating to the general public, was seen as an obstacle for consistent communication and for the internal relationships. There were clear differences in opinion about whether the media service function should pursue the general public's attention or not. The lack of mutually agreed strategies, mainly concerning the general public, was highlighted by the fact that the internal stakeholders were not fully supporting the way the case organisation represents itself towards the media. To bring clarity on communication towards the general public, the case organisation is preparing a policy paper. This paper should be ready by June 2014. To ensure a successful buy-in and engagement of the whole agency in the policy, it should be consulted and reviewed by the top management.

REFERENCES

Argenti, Paul, A. 2013. *Corporate Communication*. 6th edition. International edition. Singapore: McGraw-Hill/Irwin.

Blumler, J. G. & Gurevitch, M. 1995. *The crisis of public communication*. London: Routledge.

Bucchi, M. & Trench, B. 2008. *Handbook of Public Communication of Science and Technology*. Milton Park: Routledge.

Bulldog Reporter and Cision. 2010. *2010 Journalist Survey on Media Relations Practices*. Cision. Available in WWW form: 11.3.2014 <<http://businessjournalism.org/wp-content/uploads/2011/01/Cision-2010-Journalist-Survey.pdf>> 11.3.2014.

Burns, T.W, O'Connor, D.J & Stocklmayer S.M. 2003. Science communication: a contemporary definition. *Public Understanding of Science*, 12, 183. Sage Publications.

Callison, C. & Seltzer, T. 2008. *We'll Get Right Back to You: The Effect of Responsiveness, Accessibility, and Information Utility on Journalist Perceptions of Organizational Media Relations Efforts*. Texas Tech University. Available in WWW form: 12.3.2014 <<http://www.instituteforpr.org/wp-content/uploads/WellGetRightBacktoYou.pdf>> 12.3.2014.

Childers Hon, L. & Grunig, J., E. 1999. *Guidelines for Measuring Relationships in Public Relations*. University of Maryland. Published by the Institute for Public Relations.

Cokins, G. 2009. *Performance Management - Integrating Strategy Execution, Methodologies, Risk, and Analytics*. Hoboken, New Jersey: John Wiley & Sons Inc.

Cutlip, S. M., Center, A. H., & Broom, G. M. 2000. *Effective public relations*. Upper Saddle River, New Jersey: Prentice Hall.

Davies, Sarah, R. 2008. Constructing Communication: Talking to Scientists About Talking to the Public. *Science Communication*, 29, 413-434.

de Vries, W. F. M. 2001. Meaningful Measures: Indicators on Progress, Progress on Indicators. *International Statistical Review* 2(69), 313-31.

Dinan, W. & Miller, D. 2009. Journalism, Public Relations, and Spin. In *The Handbook of Journalism Studies*. Edited by Wahl-Jorgensen, K. & Hanitzsch, T. New York: Routledge, 250-264.

Doorley, J. & Garcia, H., F. 2007. *Reputation Management. The Key to Successful Public Relations and Corporate Communications*. New York: Routledge.

European Chemicals Agency. 2009. *Communications strategy*. Internal document.

European Chemicals Agency. 2011. *ECHA's Media relations strategy*. Internal document.

European Chemicals Agency. 2011. *External Communications Strategy of the European Chemicals Agency*. Document endorsed by the Management Board. Internal document.

European Chemicals Agency. 2013. *Provision of Communications activities at ECHA*. Procedure under Integrated Quality Management System (IQMS). Internal document.

European Chemicals Agency. 2013. *Publication of media items*. Working instruction under Integrated Quality Management System (IQMS). Internal document.

European Chemicals Agency. 2014. Work programme 2014. Available in WWW form: 12.3.2014

<http://echa.europa.eu/documents/10162/13608/final_mb_39_2013_wp_2014_en.pdf> 12.3.2014.

European Chemicals Agency. 2014. Multi-annual work programme 2014-2018. Available in WWW form: 12.3.2014

<http://echa.europa.eu/documents/10162/13608/final_mb_38_2013_mawp_2014-2018_en.pdf> 12.3.2014.

Garnett, J., L., Marlowe, J. & Pandey, S., K. 2008. Penetrating the Performance Predicament: Communication as a Mediator or Moderator of Organizational Culture's Impact on Public Organizational Performance. *Public Administration Review*, Vol. 68, 2, 266-281. Published by Wiley on behalf of the American Society for Public Administration.

Gelders, D. & Rijnja, G. 2007. Dutch government communication professionals X-rayed: Their role and attitude in public communication about policy intentions. The Leuven School for Mass Communication Research, Dutch Government Information Service in The Hague. *Estudos em Comunicação*, 1, 26-42.

Gelders, D. & Ihlen, Ø. 2010. Government Communication about Potential Policies: Public Relations, Propaganda or both? *Public Relations Review*, 36(1), 59-62.

Grunig, J., E. & Hunt, T. 1984. *Managing Public Relations*. Orlando, Florida: Harcourt Brace Jovanovich College Publishers.

Grunig, L., Grunig, J.E. & Dozier, D. 2009. *Excellent Public Relations and Effective Organizations. A Study of Communication Management in Three Countries*. New York: Routledge.

Guy, M. Productive Work Environments. 1992. In *The Public Productivity Handbook*. Edited by M. Holzer. New York: Marcel Dekker, 321-333.

Herbst, S. Political authority in a mediated age. 2003. *Theory and Society*, Vol. 32, 4, 481-503. Springer.

Jackson, W. & Verberg, N. 2007. *Qualitative Research Methods*. PowerPoint presentation. Pearson Education Canada. Available in WWW form: 14.3.2014 <http://www.google.fi/url?sa=t&rct=j&q=&esrc=s&frm=1&source=web&cd=7&cad=rja&uact=8&ved=0CFIQFjAG&url=http%3A%2F%2Fpeople.stfx.ca%2Fwjackson%2F4e%2520Powerpoints%2Fjac_methods_Ch06.ppt&ei=cRVNU6KGF8foywPvuID4DQ&usg=AFQjCNES6wTgKA2-7FVzFgbrykCF15VSuA> 14.3.2014.

Jensen, K., B. 2012. The qualitative research process. In *A Handbook of Media and Communication Research*. 2nd edition. Edited by Jensen, K., B. London: Routledge, 265-282.

Kantar Media. 2013. *Annual Media Coverage Report of the European Chemicals Agency 2013*. Internal document.

Kvale, S. & Brinkmann, S. *InterViews. Learning the Craft of Qualitative Research Interviewing*. 2nd edition. 2008. Thousand Oaks: Sage Publications.

Lewenstein, B. 2003. Models of public communication of science and technology. *Public Understanding of Science*, 1-11. Departments of Communication and of Science & Technology Studies. Cornell University. New York: Sage Publications.

Lewenstein, B. Science and Media. 2001. *International Encyclopedia of the Social and Behavioral Sciences*. Edited by Smelser, N. J. & Baltes, P. B. Oxford: Pergamon, 13, 654-657.

Lewenstein, B. 1992. The meaning of 'public understanding of science' in the United States after World War II. *Public Understanding of Science*. Departments of Communication and of Science & Technology Studies. Cornell University. New York: Sage Publications.

Mawhinney, T. C., Redmon, W. K. & Johnson C. M. 2001. *Handbook of Organizational Performance*. Behavior Analysis and Management. Binghamton, New York: The Haworth Press, Inc.

McPhee, R., D. & Poole, M. 2000. Organisational Structures and Configurations. In *The New Handbook on Organisational Communication: Advances in Theory, Research, and Methods*. Edited by Jablin, F., M & Putnam, L. Thousand Oaks, California: Sage Publications, 503-543.

Pandey, S., K. & Garnett, J., L. 2006. Exploring Public Sector Communication Performance: Testing a Model and Drawing Implications. *Public Administration Review*, Vol. 66, 1, 37-51. Published by Wiley on behalf of the American Society for Public Administrations.

Quandt, T. & Singer, J., B. 2009. Convergence and Cross-Platform Content Production. In *The Handbook of Journalism Studies*. Edited by Wahl-Jorgensen, K. & Hanitzsch, T. New York: Routledge, 130-142.

Roulston, K. *Reflective Interviewing. A Guide to Theory and Practice*. 2011. London: Sage Publications.

Silverman, D. 2010. *Doing qualitative research. A practical handbook*. 3rd edition. London: Sage Publications.

Sharmini A/P, Rama Khrisna. 2007. *The role of media relations in corporate public relations practice: a study on 15 public listed companies in the Klang Valley*. University Sains Malaysia. Available in WWW form: 14.3.2014
<http://eprints.usm.my/9578/1/THE_ROLE_OF_MEDIA_RELATIONS_IN_CORPORATE_PUBLIC_RELATIONS_PRACTICE_A_STUDY_ON_15_PUBLIC_LISTED_COMPANIES.pdf> 14.3.2014.

Trench, B. 2008. Towards an Analytical Framework of Science Communication Models. In *Communicating Science in Social Contexts*. Edited by Cheng, D. Courtesy of the European Commission. Springer Science + Business Media B.V., 119-133.

Van Riel, C., B. M. & Fombrun, C. 2007. *Essentials of Corporate Communication. Implementing Practices for Effective Reputation Management*. Milton Park: Routledge.

Vos, M. Communication quality and added value: a measurement instrument for municipalities. 2009. *Journal of Communication Management*, 13 (4), 362-377.

Vos, M. *Communication quality measurement of Councils*. 2004. Proceedings of BledCom July 2003 in conjunction with Euprera Annual Congress, Bled, Slovenia. Available in WWW form: 19.5.2014

<<http://www.vos-schoemaker.com/downloads2/ComQuality%20Governm.Bled.pdf>> 19.5.2014.

Vos, M. & Schoemaker, H. 2006. *Monitoring public perception of organisations*. Boom onderwijs.

Vos, M. & Schoemaker, H. 2004. *Accountability of communication management. A Balanced scorecard for communication quality*. Utrecht: LEMMA Publishers.

Vos, M. & Westerhoudt, E. 2008. Trends in government communication in The Netherlands. *Journal of Communication Management*, 12 (1), 18-29.

Waddington, S. 2013. *A critical review of the Four Models of Public Relations and the Excellence Theory in an era of digital communication*. CIPR Chartered Practitioner Paper. Available in WWW form: 13.3.2014

<<http://wadds.co.uk/wp-content/uploads/2013/06/chartered-practitioner-paper-FINAL.pdf>> 13.3.2014.

Wilcox, D., L. & Cameron, G., T. 2014. *Public Relations, Strategies and Tactics*. 10th edition. Essex: Pearson Education Limited.

Yoon, Y. 2005. Legitimacy, Public Relations, and Media Access: Proposing and Testing a Media Access Model. *Communication Research*, 32, 762. Sage Publications.

APPENDICES

APPENDIX 1



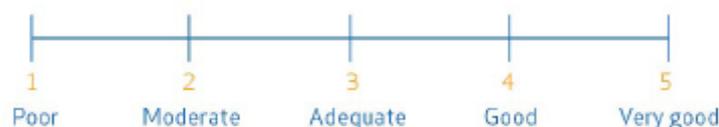
This is a **structured in-depth interview**, which aims at getting feedback on ECHA's media service. The interview will be recorded for analysis. All feedback received through this interview will be anonymous and reported as part of the overall results.

The interviewer will go through the statements with you. Each of the statements is rated on a scale between 1 to 5. Please give your honest opinion. You may discuss each statement with the interviewer to clarify your point. At the end of each section, there is a possibility to provide additional remarks. Please use this opportunity to provide ideas for improvement, examples of best practice etc.

Disclaimer: ECHA is committed to user privacy. The policy in relation to protection of individuals with regard to the processing of personal data by the Community institutions is based on Regulation (EC) No 45/2001 of the European Parliament and of the Council of 18 December 2000.

A. Clarity of ECHA's media service

1. ECHA communicates with a clear message to the media.



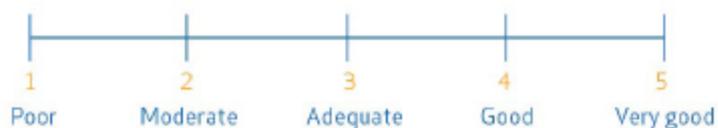
2. ECHA media service works with clear priorities.



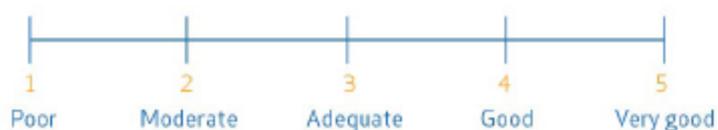
3. ECHA's procedures (how we work) for media are clear.



4. ECHA's media service contact details are easy to find.



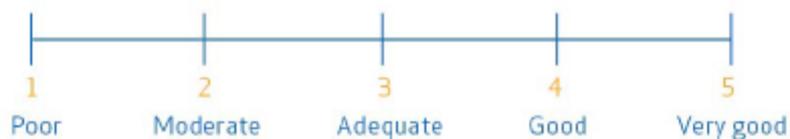
5. ECHA's positioning in the media field, in relation to comparable organisations is clear and distinctive.



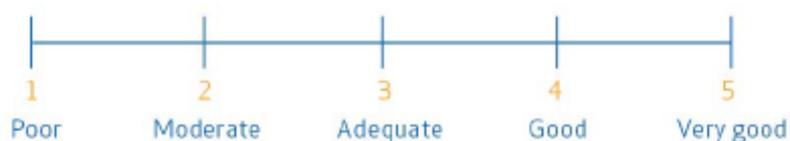
REMARKS, CLARITY: _____

B. Environment orientation of ECHA's media service

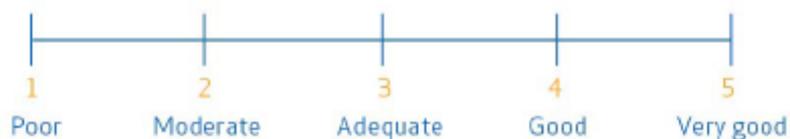
6. ECHA's media function provides prompt and accurate response to media enquiries.



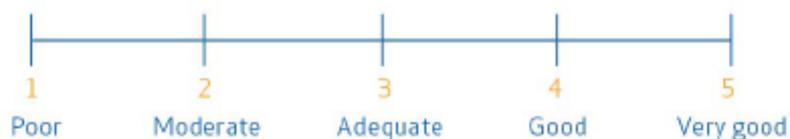
7. ECHA's approach towards the media is proactive.



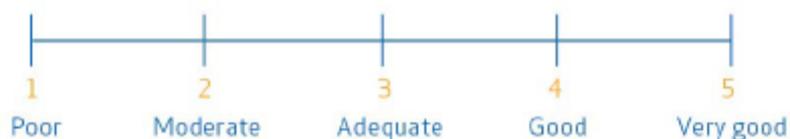
8. Any mistakes appearing in the media are quickly rectified through direct contact.



9. Media representatives are approached professionally and openly by ECHA representatives.



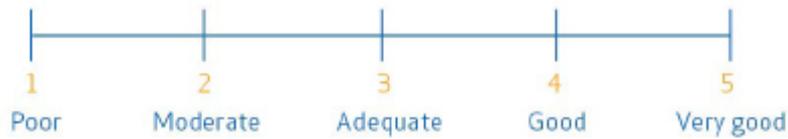
10. Information about ECHA activities is readily available.



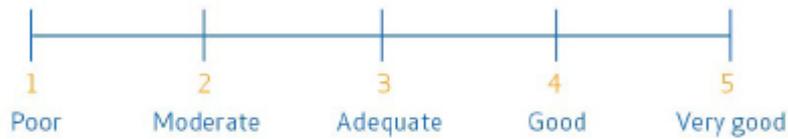
REMARKS, ENVIRONMENT ORIENTATION: _____

C. Consistency of ECHA's media service

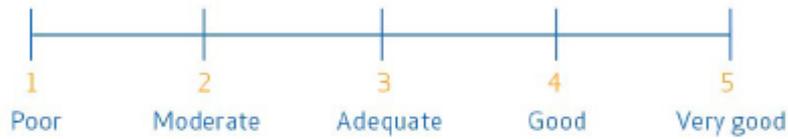
11. ECHA's media communication is coherent.



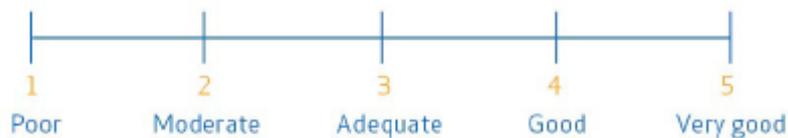
12. ECHA's media communication can be trusted to hold, it 'stays on message'.



13. ECHA's media service is indiscriminatory.



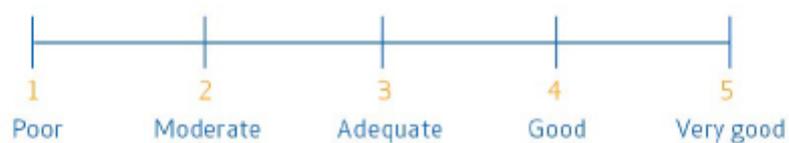
14. ECHA's actions are in line with what it communicates to the media.



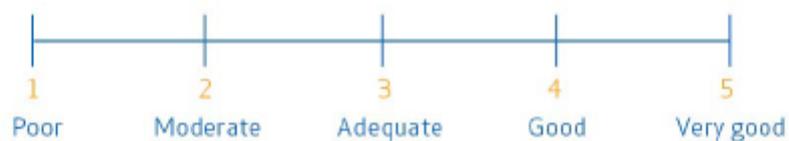
REMARKS, CONSISTENCY: _____

D. Responsiveness of ECHA's media service

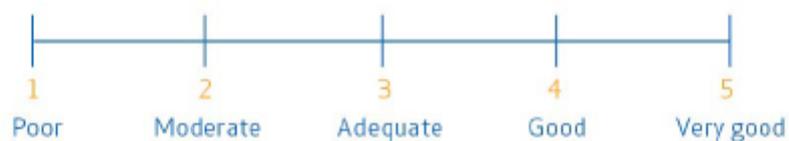
15. ECHA's media service accepts feedback from the media representatives.



16. ECHA's media service seems to be well aware of the issues affecting them.



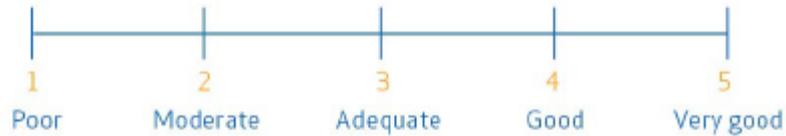
17. ECHA media service respects the deadlines of the media.



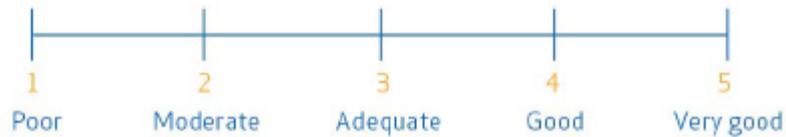
REMARKS, RESPONSIVENESS: _____

E. Effectiveness and efficiency of ECHA's media service

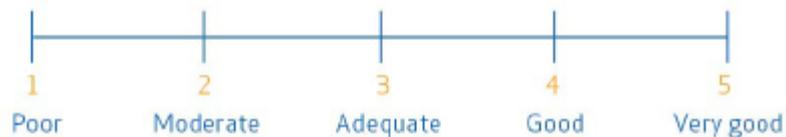
18. The communication instruments used for ECHA's media communication convey the messages effectively.



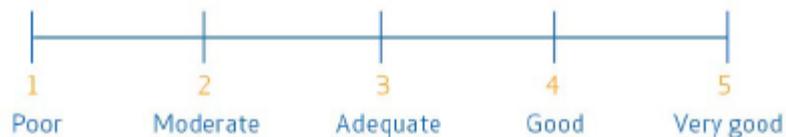
19. ECHA media service would benefit from presence in social media.



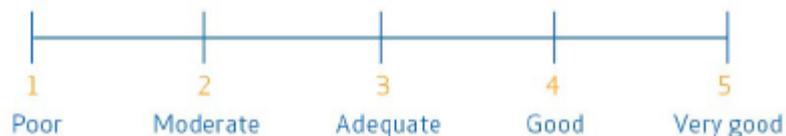
20. ECHA's media activities often result into coverage (in your medium).



21. The ECHA press releases/news alerts provide sufficient information to work as good basis for journalistic articles.



22. ECHA's message is easy to pick up from the news releases.



REMARKS, EFFECTIVENESS AND EFFICIENCY: _____

APPENDIX 2

ECHA's Media Service

Internal stakeholders

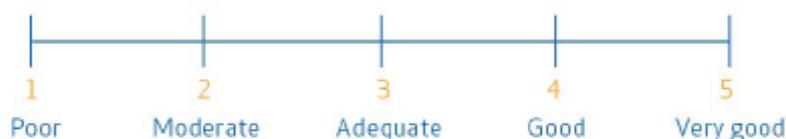
This is a **structured in-depth interview**, which aims at getting feedback on ECHA's media service from the Agency's internal stakeholders. The interview will be recorded for analysis. All feedback received through this interview will be anonymous and reported as part of the overall results.

The interviewer will go through the statements with you. Each of the statements is rated on a scale between 1 to 5. Please give your honest opinion. You may discuss each statement with the interviewer to clarify your point. At the end of each section, there is a possibility to provide additional remarks. Please use this opportunity to provide ideas for improvement, examples of best practice etc.

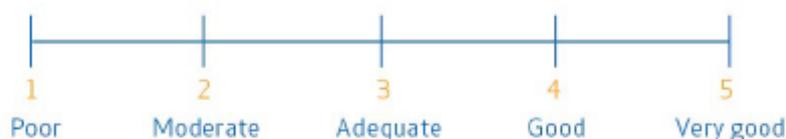
Disclaimer: The researcher is committed to user privacy.

A. Clarity of ECHA's media service

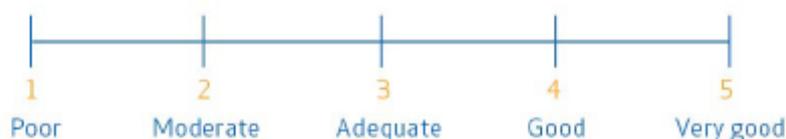
1. In my opinion, ECHA communicates with a clear message to the media.



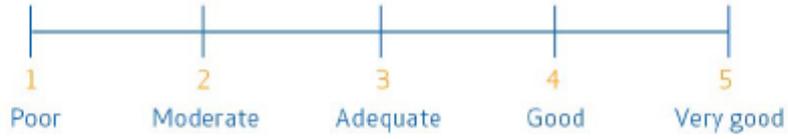
2. I feel that ECHA's media service works with clear priorities.



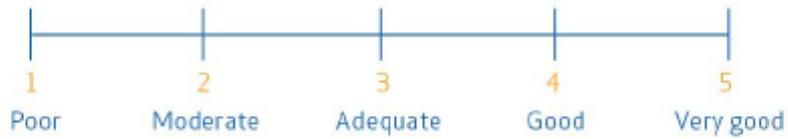
3. I know ECHA's procedures regarding contacts from journalists.



4. I feel that at ECHA we follow the agreed procedures regarding contacts from journalists.



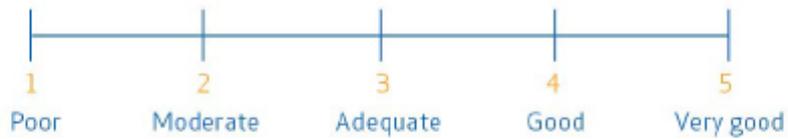
5. The internal coordination process of press activities is clear to me (news alerts, press releases, interviews, press enquiries etc.)



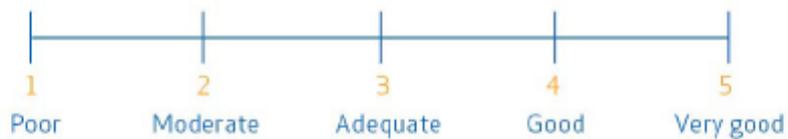
REMARKS, CLARITY: _____

B. Environment orientation of ECHA’s media service

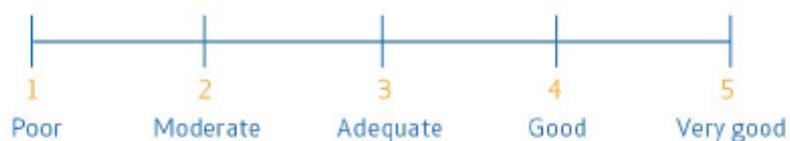
6. ECHA’s media service helps me to understand the media landscape.



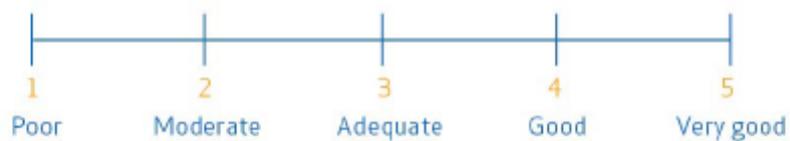
7. ECHA’s media service helps me to understand the Agency’s presence in the media landscape.



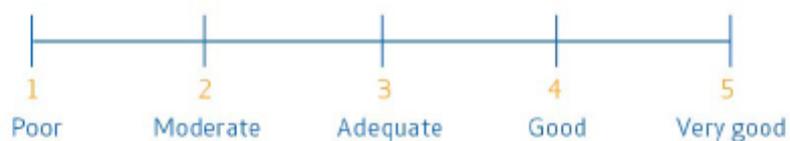
8. In my opinion, ECHA's approach towards the media is proactive.



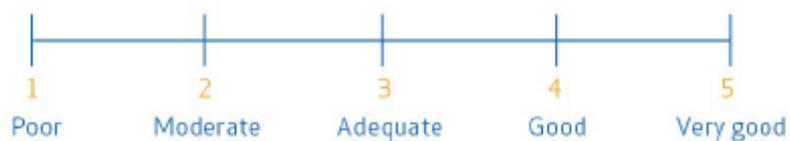
9. In my opinion, the press adviser model is useful.



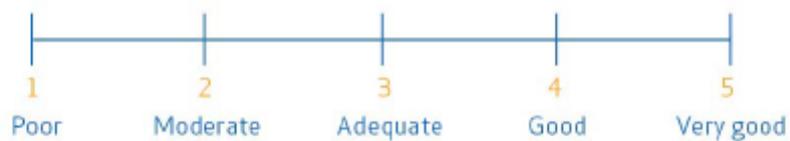
10. I'm approached professionally and openly by ECHA's press officers.



11. I get advice and support from my press adviser or other press officers on press related matters.



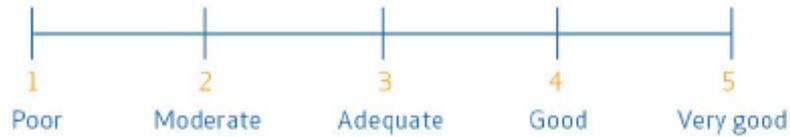
12. I agree with the way ECHA represents itself towards the media.



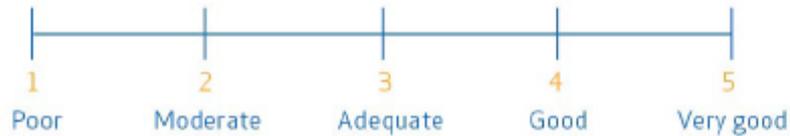
REMARKS, ENVIRONMENT ORIENTATION: _____

C. Consistency of ECHA's media service

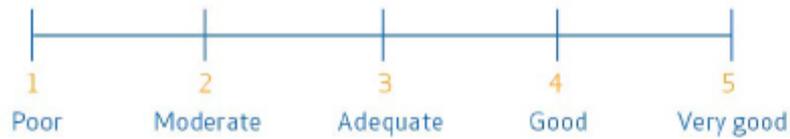
13. In my opinion, ECHA's media communication is coherent.



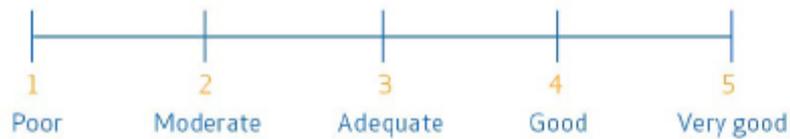
14. The advice from the ECHA media service is consistent and can be trusted upon.



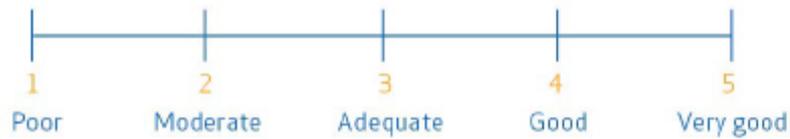
15. ECHA's media policies are clearly defined and documented.



16. ECHA's media policies are clearly communicated, and ECHA staff is aware of them.

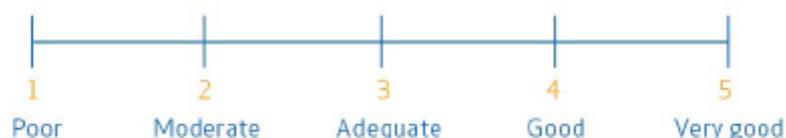


17. In my opinion, ECHA's actions are in line with what it communicates to the media.



18. ECHA's media communication is in line with the Agency's values

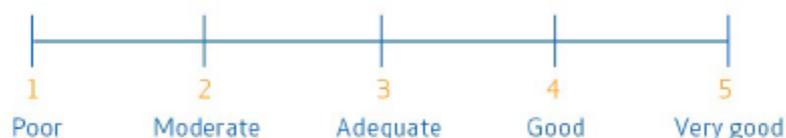
(**Transparent:** we are open and transparent in our actions and decision-making. We are easy to understand and to approach. **Independent:** we are independent from all external interests and impartial in our decision making. We consult members of the public openly before taking many of our decisions. **Trustworthy:** Our decisions are science based, consistent and impartial. Accountability and the security of confidential information are cornerstones of all our actions. **Efficient:** We are goal-oriented, committed and we always seek to use resources wisely. We apply high quality standards and respect deadlines. **Committed to well-being:** We stimulate the safe and sustainable use of chemicals to improve the quality of life of all citizens in Europe and the environment.)



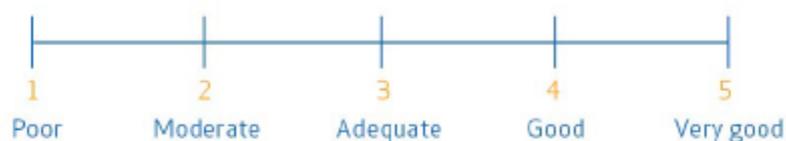
REMARKS, CONSISTENCY: _____

D. Responsiveness of ECHA's media service

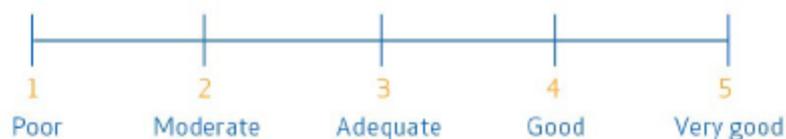
19. ECHA's media service accepts feedback.



20. In my opinion, ECHA's media service is well informed of the issues affecting them.



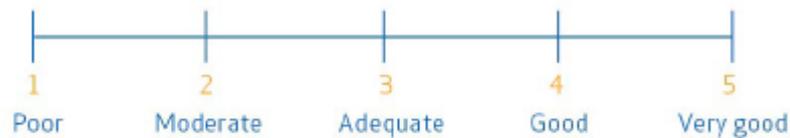
21. ECHA media service respects the given deadlines.



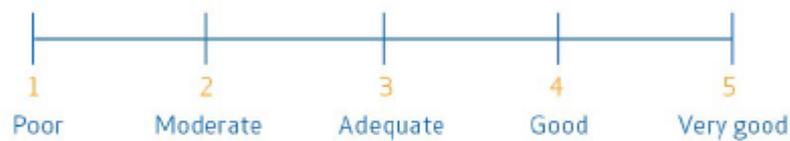
REMARKS, RESPONSIVENESS: _____

E. Effectiveness and efficiency of ECHA's media service

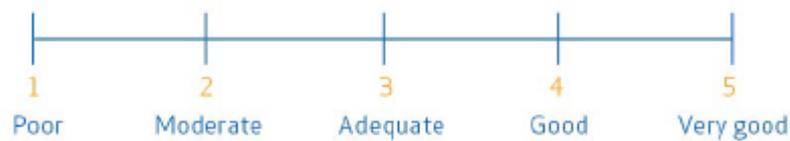
22. The procedures of ECHA's media service promote effectiveness.



23. In my opinion, ECHA's media service currently gains enough coverage in the media.



24. In my opinion, the ECHA press releases/news alerts include sufficient level of detail to correctly convey the message.



25. I feel that ECHA's messages are understandable and easy to pick up from the news releases.

