

***Communication
Guidelines for
Consortium Task
Leaders***

*Center for Human Resources Management
National Academy of Public Administration*

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Introduction

“Communication Guidelines for Task Leaders” has been developed as part of the HRM 2002 Consortium Task Three, “Improving Communications and Relevance of CHRM Consortium Research and Study Products”. The guidelines are aimed at improving the communication practices of Napa’s Center for Human Resources Management as they relate to Consortium tasks.

The research activity, one of the basic pillars of the Center, is done by the task teams. The Tasks have a prominent role in ensuring that the research products answer the needs of the Consortium, are well received by its members and useful to them in form and substance in managing change.

The following guidelines are addressed to the task leaders with the intent of assisting them to improve communication with all the actors relevant to the success of the research and its applications.

Communication, in the context of the “Guidelines”, is every exchange of information related to the research task. It includes:

- **Searching and receiving information from the stakeholders about the identified needs and problems.**
- **Continuously exchanging views, experiences, qualified opinions and feedback with the target group about the progress of the project in order to make sure that the planned research product answers the actual need.**
- **Exchanging information about the work process, methodological and managerial issues, and contacts with the other tasks and the management of the CHRM.**
- **Informing the stakeholders about the existence and value of the research products.**

Having such a large scope, communication is not just important for delivering the research products once they are ready to the stakeholders, but it also plays an essential role in developing the products best suited to support change envisaged by the Consortium.

Preconditions for a successful communication function and a successful task

To create successful research products and effectively inform the recipients about their value, the task leader will need:

- The support of the management of the CHRM, to invest in activities, which enhance communication to the target group and to other stakeholder groups.

- To budget right from the planning phase of the task work a number of activities that are communication related and aimed to increase the quality of the research products.
- To put “communication” on the agenda of every task related meeting, in order to check your success in developing research products perceived by the target group as useful.

How to use these Guidelines

The Guidelines divide the “communication job” of the Tasks in 5 stages.

Beginning of the
Task

Stage 1

Preparation of the research

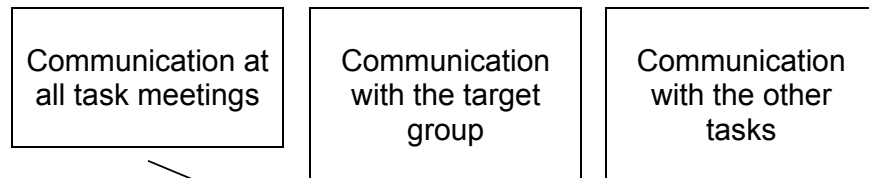


Stage 2

First Task meeting



Stage 3



Stage 4

Final preparation of deliverables



Stage 5

Delivery and communication of the research products

End of the task
work

Of the 5 stages of the Task, Stage 3 represents the actual research phase. As the scope of the communication function on this stage is wide, its presentation is divided over 3 chapters: Stage 3A, Stage 3B and Stage 3C.

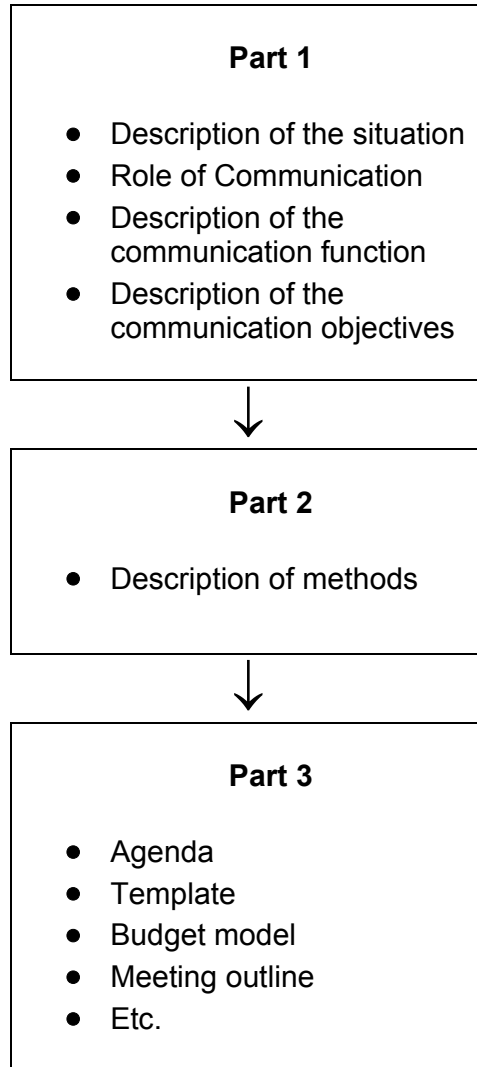
The communication function of all other stages are discussed in a section each.

Each section is structured in 3 parts, as follows:

The first part contains the concepts that will help the reader to master the main communication needs at every stage of the research.

The second part contains the description of the concrete methods, actions that will lead you to achieve the communication objectives.

The third part contains practical tools, which you can apply directly in your work. These support materials, are structured in such a manner that they can be easily pulled out of the Guidelines, and used in meetings.



Some of the suggested methods (e.g., meetings) are not new to the task work. Every task has a variety of meetings anyway. In such cases it may not be necessary to add extra meetings, but rather to add the suggested communication agenda to the agenda of the existing meetings.

The role of the Task Leader as a Task Communicator

The role of the task leader is very comprehensive, as the task leader has to combine

- the scientific requirements of the research,
- the strategic decisions regarding the proposals and models advanced in the research products,
- the managerial pressure of dealing with the task's limited resources.

Having such a pivotal position in the task, the task leader has to make sure that the task will use the resources available optimally in order to develop products, which are combining the highest scientific standard with the highest degree of implementability and relevancy for the Consortium.

Accomplishing this constant communication with the actors involved in developing and/or using the research products is the most important tool in the hands of the task leader.

The following communication guidelines offer a detailed model of a communication strategy, with the necessary methods and tools that can be adapted to any of the tasks. By integrating the communication strategy in the work of the task, the task leaders will ensure that the results of their work will get the deserved attention both from the Consortium and from other influential actors such as Congress or the press. Thus the impact of the research products on the Consortium, in the places where the changes are needed, will be greatly facilitated.

Stage 1: Preparation of the Task

Situation: The research has yet not started, but there are:

- an identified need,
- prospective beneficiaries,
- an idea about the budget,
- the institutional support of the Academy's CHRM,
- a task developer.

Role of communication at Stage 1:

At this stage the most important role of the communication is to get better informed yourself about what sort of research product you should produce (in terms of content and form), and to reach agreement with the beneficiaries of the research and the management of the CHRM about the future communication aims.



THE COMMUNICATION FUNCTION AT STAGE 1 CONSISTS OF

Clarifying:

- the context of the research.
- the expectations of the beneficiaries towards the research product.
- the resources available.

in order to be able to strategically direct your research and project work towards creating a product that will best suit the needs of the Consortium.

Also:

- getting the relevant information to support your work as a task leader.
- developing a communication goal for the task (together with the Consortium and CHRM) and securing resources for fulfilling it.

Communication Objectives:

- Create together with the parties involved a clear AIM and VISION for the task.
- Discuss the role and the functionality of the research product (which will be produced by the task).

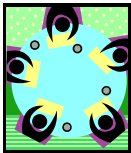
- Define the communication aim for the task.
- Gather information about the users/recipients of the research.
- Discuss the communication budget.

Methods:

The methods outlined here seek to implement the objectives of communication at this stage. They are complementary in that each of them addresses a different issue. In case the task leader decides not to apply one method, another way should be found to achieve the communication objective addressed by that method.

Method 1

Task preparation meeting



Participants (max.7 persons):

- Task Leader.
- Management of NAPA's CHRM (which should act as a guardian of the values and aims of the CHRM).
- Those members of the Consortium, who proposed the task, and those who have a particular interest in the issues addressed by the task.

Method 2

Task Description: this will be an internal document which formulates the most important conclusions of the task preparation meeting, and which will constitute a basis for future work.



This document should be:

- formulated after the task preparation meeting by the task leader.
- distributed for feedback to the participants of the meeting (optionally to all Consortium members).
- considered as a "contract" document between the Consortium and the CHRM, in what concerns the aim of the research and the deliverables.

Method 3



Article in the e-newsletter of the CHRM: once the conclusions of this first preparation stage are reached, launch the "task" officially by including it in the consortium work plan and/or by writing an article in the e-newsletter of the CHRM, presenting the identified need, the aim and the importance of the research. The article should include references to the research documents planned, the delivery date and the task.

Tools:

(presented on the next pages)

1. Sample agenda for the communication component of the meeting (page 10 - 11)
2. Sample budget elements for the communication budget (page 12)
3. Draft of the "Task Description" document (page 13)



Suggested communication agenda for the task preparation meeting:
(2 pages)

What you will want to find out from the participants of the meeting...

...about the context of the research:

- ? Why is the research necessary and important?
- ? How and by whom was the issue at stake identified as a problem?
- ? How much of a priority does it represent?
- ? What change may be pursued with the help of the research product?
- ? What is the vision of the beneficiaries, and how can the research product be instrumental in achieving their vision?

...about the characteristics of the desired research product:

- ? What sort of research product is needed or requested by the members of the Consortium?
- ? Who will use the research product?
- ? How do the Consortium members plan to use the research product?
- ? Are there any “best practice” examples of research products that were used with great success by the consortium members? If yes, what products are they and what made them special?

...about the communication goal of the research:

- ? How do the members of the Consortium intend to spread the research product within their departments or agencies?
- ? Who are the target groups considered to be instrumental to be informed about the research findings?
- ? Who are the people in the departments and agencies directly working with the issues addressed in the departments, and could/should they be involved in a consultative role in the research?

What the participants of the meeting need to hear:

...about the form of the research product:

- ! what would be in your experience pros and cons to different forms of research products.

...about the communication needs of the task:

- ! It is imperative for the stakeholders to understand that their continuous involvement in developing the research product is vital. Therefore, the task team will have to interact with the target group (the end-users of the research product), and for that it needs the support of the Consortium.
- ! The task will need to create a consultative body of professionals, who will be competent and interested in the research topic, and who will be available to attend 3-4 meetings at NAPA to discuss the research findings, recommendations and the research products. These professionals could be named by the participants at the meeting or identified otherwise, but they will need to enjoy the full support of the HR Director to participate in the NAPA's CHRM activity.

...about the possibilities of supporting the departments in distributing the research results and mastering the innovative approaches proposed in the research product, by creating a variety of options such as:

- ! A range of basic products available to all the Members of the Consortium.
- ! Specialized research products available to the Consortium Members against separate fees (such as presentations in Departments, documents specially compiled, consulting work, etc)

...about the costs of different communication options:

- ! Some of the communication costs are caused by activities that represent a critical part in developing a research product with improved usability for the Consortium. Therefore, those costs should be integrated in the basic budget proposal of the task. (See the budget proposal)
- ! Some of the communication activities can be seen as additional services for the Consortium, and should be provided based upon a funded request from Consortium members. It is essential to get from the consortium right from the beginning a show of interest for some of these services so that they can be considered during preparation of the research products. The primary reason is the fact that the task teams are temporary project groups, with limited scope of work (and limited availability in time and resources).

Decisions to be made

...about the scope of the task

- Does the Consortium want the task to include in the range of its research products presentations (such as: Power Point presentation, leaflets, printed high-gloss executive summaries)? If yes, the cost for preparing them has to be introduced during preparation of the budget for the task.

Budget elements

This is a suggested list of activities related to communication that will need to be included in the budget of the task. All the activities are presented in detail in the Guidelines.

Integrated

Stage 1	<ul style="list-style-type: none"> • Task preparation meeting (2hrs.) • Writing the task mandate
Stage 2 & Stage 3A	<ul style="list-style-type: none"> • Task meetings (4 x 1hr.)
Stage 3B	<ul style="list-style-type: none"> • Consultative workshops with the target group (4 x 2hr) • Creating a mailing list for the participants in the consultative workshop • Preparation of presentation (visuals) for the consultative workshops • Preparation of the “workshop conclusions” (1 page document) • Writing an article about the research in the e-newsletter of the CHRM (3-4 times during the Task)
Stage 3C	<ul style="list-style-type: none"> • Meeting with the task leaders, consultants working on other tasks and management of the CHRM (3 times throughout the research). • Preparation (or update) of the reference document of task research (1 page document). • Preparation of handouts about the state of the research. • Preparation of visual presentation (s) (when possible).
Stage 4	<ul style="list-style-type: none"> • Preparation of activities related to the launching of the research products • Preparation of drafts of the research products, to be presented to the target group at the consultative workshop.
Stage 5	<ul style="list-style-type: none"> • Launching event • Workshop for consortium members for presenting the research products (2hrs.)

Additional

- Preparation of any additional research products, aimed at supporting the distribution of the research in the consortium member organizations (ex. PowerPoint presentations, presentations by the task leader, etc.).
- Presentation of research products at conferences and other speaking opportunities.

Template for Task Description

(1 page)

This is a guide that outlines the main categories of information that have to be filled in by the task leaders, after the task preparation meeting. The task description will be shared with the participants at the task preparation meeting, in order to ensure a shared understanding about what the task will do, the context of the research and the envisioned research products.

Context of the research:

This part will contain the brief description of the problems that are sought to be changed with the help of the research, and the developments that have led to those problems.

The change envisioned by the Consortium:

A short description of the situation sought to be achieved by the Consortium organizations, with the assistance of the CHRM and the task team.

The aim of the research:

This part should contain the broader aim of the research.

The objectives of the research:

This part should contain the concrete goals sought to be achieved by the research.

The research products:

This part should contain the description of the deliverables, which can be both products and/or services.

The envisioned use of the research products:

This part should contain the description of how it is planned that the research products will be used.

The target group of the research products:

This part should contain the description of who is planned to be the target group of the research products.

Stage 2: First Task Meeting

Situation: The actual research work has not yet started, but there is:

- A clear “mandate” for the task team about the scope of the research work that needs to be accomplished.
- A good estimate about the form of the research products that need to be developed and a secured budget.
- Contracted task team members.

Role of communication at Stage 2

Communication at this stage is developed to build a common basis and understanding within the task team about the task ahead, about the role of the task leader and about the communication aim of the task.



THE COMMUNICATION FUNCTION AT STAGE 2 CONSISTS OF

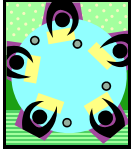
creating clear understanding within the team about:

- the research need as identified by the Consortium.
- the aim of the task.
- the aim and vision of the Consortium members regarding the research topic.
- the actual research context.
- the planned research products.
- the use of the available budget.
- the role of the task leader.
- the communication function of the task.

Communication objectives:

- Discuss with the team the framework of the research project (the scope of the research, the institutions/organizations involved, the available budget, etc.).
- Discuss the importance of making communication an integral part of the task work.
- Discuss how the methodology of the research supports the communication function.
- Discuss the research products.
- Discuss the timeframe of the work.

Methods:



First Task Meeting:

Participants: the task team

Tools:

Draft suggested communication agenda for the task meeting (presented on page 16-18)



Suggested communication agenda for the first task meeting (3 pages)

What you need to give the participants of the meeting:

- the “task description ”¹.
- any relevant background documents.

What you need to tell the participants of the meeting:

...about the project:

- ! The need, which was identified by the Consortium as a reason for the task.
- ! The context of the identified issue.
- ! The vision of the Consortium members regarding the research topic.
- ! The aim of the research (as formulated by you on the basis of the discussions from the task preparation meeting).
- ! The role of the research in inducing the envisioned change as seen by the members of the Consortium and by you (the task leader).

...about the communication function and aim of the task

- ! The need to involve the target group in creating a more usable product.
- ! The need to support the communication processes within the Consortium member organizations with both general and specific communication services (also: how is this support being foreseen through the envisaged research products.).
- ! The strategic need to improve communication with the Consortium.
- ! Your role (the role of the task leader) in the communication function.

...about the target group:

- ! Which categories of professionals did the Consortium members identify as primary target groups of the research? (Meaning: who will use the findings and who will work with the proposals?). (e.g., HR Directors, line managers, HR professionals dealing with a certain issue, training professionals, executives, etc.)
- ! Which other target groups will (or should) use the research products? (Such as press, Congress, professional associations, union leaders, etc)

¹ See Stage 1

...about the research products:

- ! What will be the research products as agreed with the Consortium members.
- ! How will the research products answer the formulated need in the member organizations of the Consortium?

You need to discuss:

...the products & the target group:

- How the consultants think that the chosen products will serve their purpose in addressing the target group(s)?
- What are the possibilities to raise awareness in the target group about the research issues and about the ongoing research, in order to prepare them for the releasing of the results and research products?
- How should the task team plan to get the feedback of the target group, so that the conclusions of the feedback can be effectively integrated in the research products, when necessary?

...integrating communication in the research methodology

- The question should be posed: are the customers of your research (meaning the people with whom you will be primarily in contact, while doing the field research) also the target group (meaning users) of your research products?
If yes: you will need to discuss ways of informing them about the research, the vision of the Consortium and the research products envisioned.
If not: you will need to discuss occasions and ways of creating contact with the target group to inform them about the research and get their feedback.
- Plan as part of your research an evaluation of the situation in the Consortium organization, concerning the problem that you want to tackle in the research products. This is very important for it will give a realistic picture about the extent of the problem. You will then be able to use this information, both for the research and for underlining the relevance of your research products, once they are ready.
The data you need for your evaluation may be already available from the organization itself, from other research institutes, or you may need to gather it yourself.

...the research timeline

The task team will set the timeline for conducting the research. A number of elements essential for the communication function have to be integrated into the plan:

- Task team meetings.
- Survey about the extent of the problem tackled by the research, in the Consortium member organizations.
- 3 meetings (workshops) with the people who are representative for the target group. These meetings should be an opportunity to give and receive feedback on the research, to share experiences on the issues researched, and to consult about the needs of the target group.

Some tasks may need more or less than 3 meetings, or they might choose to develop a workshop that may not always have the appropriate format for such a meeting. The task leader will make the final decisions about how to organize the meetings with the target groups, as best suited for the purpose of the task.

- About 3 interim reports for the e-newsletter, which should contain highlights from the research, interim results, reports, products, etc.
- Activities anticipated for the presentation of the research products to the Consortium and / or to the individual Consortium member organizations.

...communication function

- What are/what have been the challenges for the NAPA's CHRM for reaching its target groups to the extent it would have been desirable?
- Who are the people in the Consortium member organizations known to the members of the task team, who work directly with the issue of the task and could be involved on a consultative basis in the research? (You can create a list of contacts that will complete the list of names proposed by the consortium members).
- Is there any possibility for consultants or research assistants to take over some of the communication responsibilities from the task leader?

Stage 3A: Other meetings of the Task team

Situation:

- The task team has a clear aim and a clear mandate.
- The task team has established a research strategy.
- The research has started, but is as yet not finished.
- The task team has interim observation and results.
- The task team has established communication channels with the target group.

Role of communication at Stage 3A:

Communication with the task team is very important throughout the project. As the research progresses, the communication strategy needs to be evaluated and adjusted.



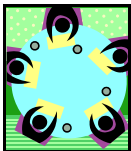
THE COMMUNICATION FUNCTION AT STAGE 3A

This is not a distinct stage in time, as the task team meetings take place parallel to the research and to the other communication related activities. However, communication related issues and the mid-term evaluation of the communication strategy need to be an integral part of the agenda of all task meetings.

Communication objectives:

- Discuss the experiences you had meeting the target group.
- Discuss the feedback of the target group and the suggestions you have received from them.
- Evaluate critically your communication strategy so far.
- Discuss proposals for improving the communication strategy in the next phases of the research.
- Discuss tasks, linked to communications, which are coming up.

Method:



Task team meeting:

Participants: the task team

Tools: Sample communication agenda for the task team meetings (page 20)



Sample communication agenda for the task team meetings (1 page)

Among other things the task leader may discuss with the task team:

...intermediate results and observations:

- Is the research going according with the plan? If not, why?
- What are the most interesting intermediate results or observations?
- Is, until now, the hypothesis of the research supported by the findings, or not? If not, in what points is the hypothesis lacking?

...contacts to the target group:

- What contacts have there been with the target group?
- How did the last consultation session go?
- Was the group of participants at the consultation session (workshop) satisfied with the way in which CHRM is communicating with them?

...feedback on the research:

- What was the input of the participants at the consultation workshop?
- What were the main points of their feedback?
- Are there any changes in the focus of the research or in the research strategy, information sources, etc. necessary in order to make the outcome more relevant to the target group?

...further steps towards reaching the communication aim:

- Who will write the article for the e-newsletter about an interim result, or about an interesting aspect of the research?
- What are opportunities in the coming period the (conferences, discussions, meetings) in which the research could be presented and promoted? Who will participate?

Stage 3B: Meetings with the Target Group

Situation:

- The task team has a clear aim and a clear mandate.
- The task team has established a research strategy.
- The research has started, but is as yet not finished.
- The task team has interim observations and results.
- The task team has established communication channels with the target group.

Role of communication at Stage 3B

This is a very important part of the communication function of the task. The task Leader will have to establish communication channels with the target group (the beneficiaries) of the research products and consult with them throughout the research about the research topics, findings and research products.



THE COMMUNICATION FUNCTION AT STAGE 3B CONSISTS OF

establishing contacts with professionals who are representative of the target group and involving these professionals in the research on a consultative basis. They will:

- Provide the task team with vital information about the context in which they function (as related to the research topic).
- Help the task team learn about what would be the required systemic, structural and cultural conditions for implementing the proposals arising from the research.
- Act as a pilot audience for the research products, and help improve them before they are finalized.

This stage runs throughout most of the research, production and presentation of research products.

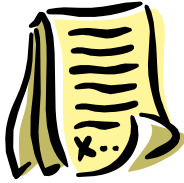
Communication Objectives

- Find the appropriate people from the Consortium member organizations who are competent, willing and interested in following the research.
- Establish communication channels with the identified representatives of the target group.

- Get the input of the target group on the research topic, as well as its feedback on both the theoretical approaches adopted by the task and the practical proposals developed.
- Get the feedback of the target group on the form (the user friendliness) of the research products.
- Remind the Consortium members regularly about the research and the importance of it.

Methods:

Method 1.



Creating a list of professionals from the Consortium member organizations who are:

- Professionally dealing with the issues at the heart of the research
- Can commit to participate IN 3-4 meetings at NAPA in order to assist the task team
- Enjoy the support of the HR Director of their department or agency to participate in the research

This list should be proposed first by the Consortium members who participate at the task preparation meeting, then completed by the management of the CHRM, the task Leader and the consultants.

Finally, the people on the list should be contacted with a description of the task, and invited to participate in a series of 3-4 workshops, seminars, status meetings, etc. throughout the duration of the task.

As not all the people invited are likely to answer the invitation positively, it would be good to gather roughly twice as many names, as the number of people expected to participate.



Method 2

Creating a mailing list, for the participants in the consultative workshops.

Method 3



Organizing a sequence of 3-4 consultative workshops, seminars or meetings with the target group:

Participants: between 7 and 20 people

Method 4

After discussing the conclusions of the “consultative workshops” in the task meeting, prepare a 1 page document called “workshop conclusions” in which you:



- highlight the main conclusions of the workshop
- present how they will influence the planned research products

This document should be sent on email (using the mailing list) to all the participants of the consultative workshop”.



Method 5

With the support of the management of the CHRM and the consortium members, inform participants about up-coming events within the Consortium member organizations (meetings, seminars, conferences), which deal with the topic tackled by your task.

Try to arrange participation in the event (for task leader or a consultant), and make a presentation about your approach to the topic at hand and your results.

This is a resource-demanding (time and money) task, however it will be good to participate in as many such events as possible. This will inform your target group about what you are doing, and preparing the field for your research products.

Method 6



Don't forget that you need to remind the consortium members regularly about the research.

Write regular updates about the research, as well as preliminary results in articles in the e-newsletter.

Present in the e-newsletter also the results of the survey you conducted about the extent and the consequences of the problem, you are working on in your research.

Tools:

Outline for the consultative workshops (page 24).

Outline for the consultative workshops

(1 page)

Depending on the stage of the research, some of the discussion areas might be more relevant than others.

Exchange of experiences about the issue at the center of the research:

- When did the participants encounter the problem and in what form? What was the implication arising from that problem in their concrete case?
- Have there been any attempts in their organizations to tackle the problematic issue?
- What has been successful? What has failed? Why?

Discussion about needs:

- What would the professionals from the target group think they would need in order to improve the situation?

Presentation of intermediary results:

Discussion questions:

- How is this research relevant?
- How will the gathered information be useful in resolving the researched issue?

Any draft products, any models or proposals which are ready should be presented, if possible with visuals.

Discussion questions:

- How do people think the presented aspect/model /proposal is useful?
- How can it be made more useful?
- What are seen as the strengths of the presented product / model / etc?
- What are its weaknesses?
- What would the professionals need in order to implement such a proposal (to transfer to reality)?

Stage 3C: Communication with other Consortium Tasks

Situation:

- The task team has a clear aim and a clear mandate.
- The task team has established a research strategy.
- The research has started, but is as yet not finished.
- The task team has interim observation and results.
- The task team has established communication channels with the target group.

As communication between the tasks is a sustaining pillar of the Academy's CHRM, the management of the CHRM should provide incentives and opportunity for the tasks to meet and to exchange. The quarterly meetings that are already being organized are important forums for improving the internal communication of the CHRM. ENCmarketing, Inc. that has advised Task Three on improving communication practices, has also highlighted the quarterly meetings with the consultants as important and valuable platforms for informing about the activity of the CHRM.

Role of communication at Stage 3C

Communication is essential in order to support an open and trusting organizational culture, create a basis of shared knowledge and experience, promote an environment of transparency and common vision, as well as give possibility for exchange and learning.



THE COMMUNICATION FUNCTION AT STAGE 3C CONSISTS OF

- Using the opportunities created by the management of the CHRM to present the research on its different stages, and to exchange information about all issues related to the research: content, methodological and managerial.
- Exchanging with the other tasks about concepts, approaches and trends in human resources management in general.
- Discussing together with the other tasks the research framework provided by the CHRM, and providing feedback to enable improvement.

This stage is not distinct in time as it runs throughout most of the research, production and presentation of research products.

Communication Objectives

- Presenting the existing plans for the research products.
- Exchanging good and bad experiences related to the research, target group, etc.
- Exchanging professional questions (methodological, etc.).
- Pooling experiences in order to be able to give feedback to the management of the CHRM on issues arising.

Methods:

Method 1

Create a reference document for the research of your task part of the Consortium work plan.



This document should be created early on, once the coordinates of the research are clear.

The reference document will be normally 1 page long, and it will contain:

- The AIM of the research
- Background information (1 paragraph about the need for this research)
- Task Leader
- What are the main research methodologies to be used
- What research products are planned

With the support of the management of the CHRM, this reference document should be distributed to all the task leaders and consultants.

Method 2



Presentation of the task work at the meetings with the consultants and task leaders.

For these meetings you should prepare:

- The reference document of your research
- Handouts about the state of the research

Visual presentation (when possible)

Method 3

Article in the e-newsletter of the CHRM:



Write regularly, at least 3-4 times during the entire research about your work and the issues for the e-newsletter of the CHRM.

This is a medium, which will be read by both the target group and the fellow researchers and task leaders in the CHRM.

Method 4



Make sure that you, as a task Leader, are well informed about what the other tasks are doing, what their research is about, at what stage of their work they are at the moment and what research products they are preparing.

In this way a network of researches will be built, which will allow all the tasks and task teams to profit from each other's experiences, contacts, materials, etc.

Use formal and informal occasions to get this information. This will provide you orientation when you are searching material about a certain topic as well as a source of inspiration for your work.

Stage 4: Final Preparation of deliverables

Situation:

- The research end nears.
- You have gathered all the information you need.
- You have the draft version of your deliverables.

Role of communication at Stage 4

At this stage the role of communication is to double check the form, quality and target group orientation of the research products, and prepare their launch.



THE COMMUNICATION FUNCTION AT STAGE 4 CONSISTS OF

- Presenting the draft research products to the target group (the participants in the consultative workshop), and receiving their feedback.
- Getting informed from the target group, management of the CHRM and Consortium about strategies to launch the research product in various consortium member organizations.

Communication Objectives

- Consulting with the target group about the form and final structure of the research products.
- Consulting with the target group about the available possibilities for promoting the research products in their organization.
- Consulting with the management of the CHRM about organizing a high profile event for launching the research products (inviting consortium members, Fellows of the Academy, experts – who might have contributed to the development of the research products, government professionals, the press, and representatives from Congress).

Methods:

Method 1

Organizing a last consultative workshop with the target group:

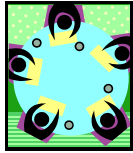


Participants: between 7 and 20 professionals (who have followed the development of the project)

For this meeting, the research products as well as the presentation materials – if they were part of the task mandate - should be ready to show (if it is a printed document, layout should be decided already).

The research products should be sent to the participants of the meeting beforehand.

Method 2



Meeting with the management of the CHRM, to consult about the possibility of organizing a high profile event for the launch of the research products.

Method 3



Get in contact with the consortium members, particularly with those who were identified by your evaluation as very affected by the problem you are working on in your Task.

Invite them to a Workshop (which will be held after the research products are ready), aimed at

- Presenting the products.
- Discussing their practical applicability and the preconditions for their implementation.

Stage 5: Delivery and communication of the research products

Situation: the research is finished, and the research products are ready to be delivered to the Consortium members.

Role of communication at stage 5

At this moment, the value and the usability of the research product has to be introduced to the Consortium members at large. The Consortium's awareness has to be raised about the existence and the benefits of the research products.



THE COMMUNICATION FUNCTION AT STAGE 5 CONSISTS OF

- Presenting and promoting products to the Consortium and other stakeholders at events organized by the CHRM, such as briefings and speaking opportunities.
- Supporting the communication within the consortium member organizations.

Communication Objectives

- Inform all the stakeholders about the research products.
- Create a momentum for the implementation of proposals from the research products.
- Suggest to the direct beneficiaries of the research a way or ways to implement the proposals developed as a result of the research in order to achieve the change envisioned by them.

Methods:

Method 1

Launching Event for the research products.

This event should be seen as both a professional and a social event to which all stakeholders should be invited:

- Consortium
- Experts
- Members of Congress concerned with the issue
- Journalists



- Fellows of the Academy

If well known personalities will answer the invitation, the occasion could be used to organize a press conference, which would raise the profile of the issue in discussion, the research and the NAPA's CHRM.



Method 2

Presentation in various conferences and speaking opportunities.



Method 3

Offer to support the professionals who participated in the “consultative workshop”, to promote the research product in their own organization. (Against separate fees, if this is not foreseen in the budget).

Method 4

Organize a workshop for the consortium members, in which you



- Point out the relevance of the research for them.
- Inquire about their strategies to tackle the issue.
- Present the research results.
- Invite experts (who have contributed to your research) to discuss the applicability of the proposals advanced in the research products, and the preconditions for implementation.
- Discuss how to best use the research products to tackle the problematic issues.