

Omdømme i offentlig sektor



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Omdømmebygging

Befolkningens tillit til folkevalgte og offentlig ansatte er en forutsetning for et velfungerende lokaldemokrati. Arbeidet knyttet til etikk utvides på mange områder, og fokuset styrkes i kommunal sektor.

- › Arbeidslivskonferansen 2009
- › Invitasjon - Kommunesektorens Traineeprogram 2010-...

Regionalt omdømmeprosjekt

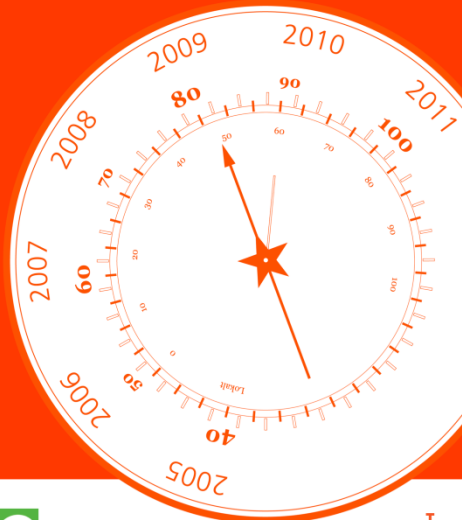
Region Stavanger BA er med i et regionalt prosjekt som skal jobbe med omdømmet til Stavangerregionen.

Prosjektets navn

Omdømmeprosjekt for Osloregionen

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Omdømmebarometeret 2009

Hagesundsregionen



ORDKRAFT



Han skal redde omdømmet

Er sørlandinger treige, konfliktsky og intolerante eller driftige, diplomatiske og tillitsfulle? Stian Rønvaag skal de neste tre årene jobbe med å bevise at Sørlandet fortjener et bedre omdømme.

Finn Holmer Hoven, Fædrelandsvennen,
7 Nov. 2009

PR-bransjens nyttige idioter

Kommunikasjonsbyrået Ordkraft har trolig et større hjelpebehov enn de kunder på Agder som har bestilt PR-bransjens svar på eventyret om Keiserens nye klær.

- omdømme-onanistene
- Keiserens nye klær
- «omdømmekspertene»
- innholdsløst, betydningsløst – og meningsløst
- Hvilken verdi ser politikere i å bruke penger på omdømme-fjas?
- Det går ut over politikernes omdømme.



Distriktsenteret
Kompetansesenter for distriktsutvikling

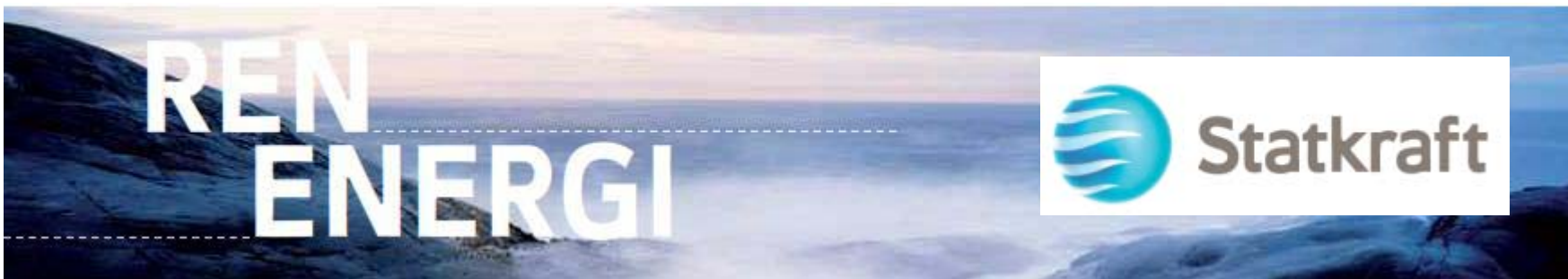
Omdømme Medvirkning Nyskaping Omstilling

Du er her: [Startside](#) » [Omdømme](#) » [Omdømmeskolen](#)


Omdømmeskolen

Omdømmeskolen skal inspirere kommuner, småsamfunn og andre til å arbeide systematisk med profilering, omdømmeprosesser og stedsutvikling.

Omdømmeskolen vil derfor være en viktig arena for å øke kunnskapen og den faglige innsikten knyttet til omdømmearbeid.



**REN
ENERGI**



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Omdømme-prosjekt



LOGISTIKK- OG
TRANSPORTINDUSTRIENS
LANDSFORENING

Norsk Transportarbeiderforbund, Politiet, Vegdirektoratet, Yrkestrafikkforbundet og Transportbedriftenes Landsforening deltar LTL i et omdømmeprojekt i regi av Norges LastebilereierForbund

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- Flere steder i Europa lider den offentlige sektor under dårligt image og manglende evne til at tiltrække og fastholde yngre medarbejdere. Økonomisk fremgang og en generel mistillid til den offentlige sektor er nogle af forklaringerne, mener eksperter.

Af Peter G. H. Madsen,

phm@lo.dk

14. januar 2008 /nr. 2

- »Studenterne vil helst arbejde i den private sektor, fordi de forventer, at kommunerne byder på uinteressante arbejdsopgaver, lav løn, dårlige udviklingsmuligheder og så videre,« hedder det blandt andet i rapporten.

Nordlands Forskning

- Kommunal- og regionaldepartementet--
omdømmekampanje for å gjøre
distriktskommuner attraktive for unge folk i
etableringsfasen



Røyken og Hurums Avis

- Det er satt av 200 000 kroner til omdømmebygging, og vi har så vidt begynt å bruke av disse pengene. Vi ønsker å få mest mulig ut av midlene, og derfor har vi startet med et **filmprosjekt**, forklarer ordfører Rune Kjølstad

Svein Ove Isaksen
16. november 2009

Kompetanse og fagkunnskap

De ti beste	Prosent
1 Meteorologisk institutt	79
2 KRIPOS	69
3 Politiet	66
4 Forbrukerombudet	64
5 Mattilsynet	60
6 Forbrukerrådet	59
7 Høyesterett	59
8 Økokrim	59
9 Datatilsynet	58
10 Riksmeglingsmannen	57

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23:43

Comments:

Vi vender tommelen ned for Utlendingsdirektoratet, Helsedepartementet og alt som smaker av samferdsel og forsvar.

De ti dårligste	Prosent
1 Fornyings- og adm.dep.	10
2 DIFI - (Direkt. for forvaltning og IKT)	10
3 IMDi - (Integr.- og mangfoldsdirek.)	11
4 Statsbygg	12
5 Statens landbruksforvaltning	15
6 UDI - Utlendingsdirektoratet	17
7 Kunnskapsdepartementet	17
8 Statens jernbanetilsyn	17
9 Sametinget	18
10 Forsvarsdepartementet	19

“Reputation is not yours. Someone else gives it to you based on your performance.”

Duncan Hawthorne,
President & CEO
Bruce Power

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- Your reputation with others is determined by their experience, knowledge or belief about you
- Reputation is more accurately a perception of character in the minds of others
- Reputation is more related to deeds than its sister concept image which refers to impressions
- You cannot directly control it

- Risk to reputation by contrast is within your control; it is determined by how well you meet expectations of others and hence you can reduce the risk.
- Risk control is about reducing uncertainty.

- Reputation is a behavioral risk not a communications risk: it is about what you do not what you say
- Managing reputation requires an awareness of stakeholder expectation in relation to department performance or behavior
- Reputation must be constantly cultivated and guarded, as it delivers a promise: this is how the organization will behave in the future

Private vs Public Sector

(Ramsey et al. 1976)

- Degree of market exposure
- Legal, formal constraints
- Political influences
- Coerciveness – monopolists
- Breadth of impact
- Public scrutiny
- Unique public expectations
- Complexity of objectives, evaluation and decision criteria
- Authority relations and role of administrators
- Organizational performance
- Incentives and incentive structures
- Personal characteristics of employees

Private Sector measurements not always applicable to Public Sector

Public sector organizations serve as legislators, officials, regulators, educators, development and research centers, and as such cannot always please all stakeholders.

- Public sector organizations cannot afford to differ too much from each other
- Their products and services are dictated to a large extent by legislation
- This limits the amount of uniqueness that is possible
- There is the need to do better than other public sector organizations to create a reputational advantage
- But there is the need to maintain stability

- Reputation risk has an enormous impact on value.
- In the public sector value is expressed in terms of trust and confidence in the service provider.
- Reputation matters because a bad one is an indictment of leadership quality and inevitably a precursor of change.
- A poor reputation among citizens and tax payers will reduce trust in government so that ultimately the incumbent political party will be ejected by the voters.

For public sector organizations, reputation is typically linked with high expertise and trustworthiness along with rather poor service and bureaucratic functions, often a mixture of the good and the bad

- The public expect more openness, better quality service delivery and solutions to more complex problems, but without losing any of their existing social entitlements

Finnish Research (Luomä-aho)

- An excellent reputation is risky for the public sector
- The better the reputation, the further the fall if something unexpected should occur
- For public sector organizations, this risk may often be too high to take, as their functions require stakeholder trust no matter what the situation

Finnish Research (Luomä-aho)

- Excellent reputations require constant cultivation
- Public funds are often scarce and the cultivation of reputation is rarely at the top of the agenda, no matter how great the need

Luomä-aho's proposition:

- Public sector should have a neutral reputation – not good, not bad
- Ryan (2007) would define this as a mediocre reputation

Using resources to achieve excellent or superior reputation might not be possible or wise.

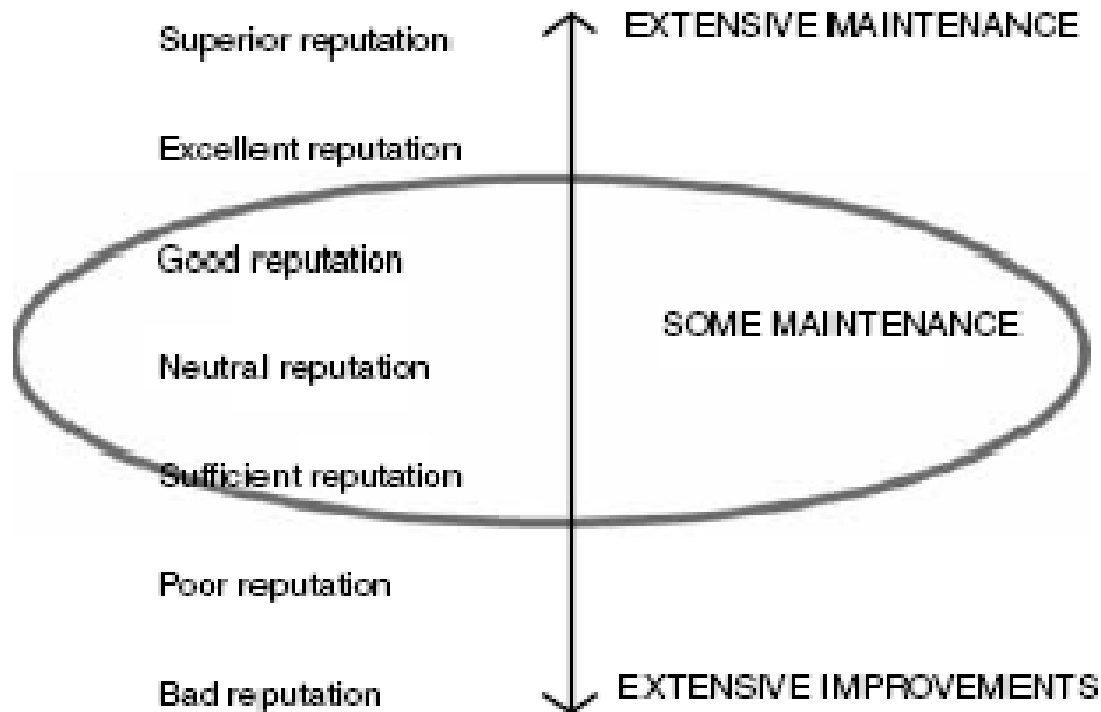


Figure 1: Reputation as a continuum. The area circled shows the proposed ideal level of reputation for public sector organizations

My opinion? Ridiculous

Reputation management in public sector organizations need not require huge resources of money and time

Concentrate on maintaining stakeholder trust and making sure that stakeholder experiences of the everyday practices of the organization are positive

- A dual strategy of stakeholder expectation management and department performance improvement
- It is not sensible to do one without the other
- In short – do a good job and let people know you are doing it

Develop a Scorecard

- What are we trying to achieve?
 - Community Priorities
- What key things do we need to get right to achieve them?
 - Strategic Objectives
- How do we know if we are getting there?
 - Measures and Targets

The Impact

Link priorities to strategic objectives and individual performance.

- | Staff can see their place in the bigger picture.
- | Genuine enthusiasm for the results.
- | A real focus on performance management.
- | Services are improving

Building
Confidence,
Enhancing
Reputation

Become an
Employer of
Choice

Empowering
Staff through
Investment

Sharing
Learning
and Best
Practice

Increase
Strategic
and Political
Leadership
Capacity

Supporting
and
Rewarding
Innovation
and Risk

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Kommunikasjonspolitik -- HOW?

- Ha kunnskap om sine målgruppers behov, forutsetninger og synspunkter
- Delta i samfunnsdebatten og understøtte økt demokratisk deltakelse
- Bruke et godt og klart språk som kan forstås av alle
- Sikre at offentlig informasjon og kommunikasjon er pålitelig og samordne
- Kommunisere og informere målrettet og effektivt slik at målgruppene nås
- Utnytte mulighetene som ligger i ny teknologi og nye kanaler effektivt og formålstjenlig
- Vise respekt og imøtekommenhet i sin kommunikasjon

Measuring Success

- Number of employees receiving training on implementing guidelines
- % of residents with a positive perception of the public sector: kommuner, units in the government, etc.
- Numbers of citizens involved in consultations
- Number of citizens receiving information
- % of citizens who experience communication as promised
- % of residents with a positive perception of service

Public service core values stated in public documents in OECD countries

- Norway:
 - Impartiality, neutrality, objectivity
 - Legality
 - Transparency, openness, proper disclosure of information
 - Efficiency
 - Equality
 - Justice, fairness
 - Loyalty, fidelity to the State
 - Respect for State resources

Public service core values NOT stated in public documents in Norway

- Responsibility, accountability
 - maintaining reputation and responsibility for faults
- Professionalism
- Kindness, humanity

OECD Working Papers on Public Governance 2007/1

Needed

- Increased number of communicators and communication consultants
 - Communication training of employees
 - Emphasis on leaders
 - More goal/objective-oriented communication planning
 - More use of proper measurement tools



Raskere tilbake

// Raskere tilbake-telefonen for arbeidsgivere

Du er her: // NAV

Snarveier for arbeidsgivere

Velg

Snarveier for helsepersonell

Velg

Ditt fylke

Velg

Her kan du

- Finne ledige jobber
- Registrere deg som arbeidssøker
- Sende elektronisk meldekort
- Logge deg inn på Din side
- Logge deg inn på Din pensjon
- Beregne barnebidrag
- Beregne foreldrepenger
- Finne satser og utbetalingsdatoer
- Bytte fastlege



Stort press i NAV gir mindre fornøyde brukere 04.05.09

En undersøkelse fra NAV gjennomført i februar og mars viser at brukerne er mindre fornøyde med NAV nå enn på samme tid i fjor. [Les mer om brukerundersøkelse i NAV](#)



Arbeidsledigheten økte sterkt i april 30.04.09

Ved utgangen av april er det registrert 72 700 helt ledige hos NAV. Sammenliknet med april i fjor er det registrert 34 000 flere ledige, det vil si en økning på 88 prosent. [Les mer om ledighetsutviklingen](#)

// Tall og analyse

72 712 Registrerte arbeidsledige
 6,0 % Sykefravær (legemeldt)
 339 241 Personer med uføreytelse
 21 329 Tilgang stillinger
 70 256 Grunnbeløpet

// Hjelpemidler

[Generelt om hjelpemidler](#)
[Hjelpemiddelsentralene](#)

Research from Public Sector Research in the UK

- The chief hallmarks of excellent communications are:
 - high and rising public satisfaction
 - pro-activity with the media
 - getting the key messages out to residents, stakeholders and the media
- Chief executives also point to high staff satisfaction, good staff relations and working well and having credibility with other services.

- The strength of a reputation campaign lies in delivering on branding, communications and engagement as well as services.
- Consequently, the power of the campaign is diminished if communications have not persuaded the political and managerial leadership of the merits of its full application.

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- Two key challenges for communications and the public sector are:
 - to raise resident informed ratings and
 - to close the gap between perceived and actual service satisfaction
- Both these endeavors should improve reputation levels and satisfaction ratings

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3 Views of Governmental Communicators by Leaders

- One-third do not think it is the role of communications to be involved in service development and improvement, or that their heads of communications did not have the requisite skills, understanding of council business or capacity.
- One-third see the strategic input in terms of feedback for council services through consultation and engagement functions run by communications
- One-third see communications as playing a full strategic role in terms of service development and engagement, and change management

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Where to Start:

- Identify what constitutes effective local government communication
- How can communication becomes a more strategic tool in order to deliver the business plan of the public sector?
- Identify the impact of communication on satisfaction
- Identify what values drives a the public sector as a brand and the effect communications has on 'the brand'
- Define what excellent local government communications looks like and provide a framework for rating individual communication departments
- Assess the current level of training and professional development and describe what skills practitioners need in order to move from communications technicians to strategists
- Critically appraise how authorities recruit, train and develop local government communicators.

Improving reputations is a work in progress

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Takk for Meg! Og Lykke til.

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