

Communication Questionnaire 1 results

Nine (9) out of all the eleven (11) PURE partners answered to the Communication Questionnaire I. Of these, 6 out of 8 were local PURE partners (cities and water companies) and the rest three the partners forming the Project Steering Group (UBC, HELCOM and John Nurminen Foundation).

1. Organization's internal communication

1.1 Internal communication aims

Among all the project partners (9/9) organization's internal communication aims in PURE are to keep the organization and personnel aware that

- the organization is a partner in PURE project
- how the project is financed and
- which are project results and benefits for the organization.

Aim of "what project activities are happening at our local site" was relevant to 8/9 of PURE partners.

However, the frequency of communicating these issues varies quite a lot: one of the PURE partners (1/9) informs that it is partner of PURE only before every PURE event. Others do that every quarter (1/9), once a month (2/9) or even once a week (2/9), or whenever there is a need to (3/9). The other aims were communicated more varyingly, from whenever needed and weekly to once in the beginning of the project.

Among 7/9 partners internal communication aims in PURE are to keep the organization and personnel aware that what are other personnel's' (e.g. PR or treatment plant operators) tasks regarding the project, and they were communicated by request or when needed. One of the (1/9) PURE partners and a PSG member has weekly meetings to keep other personnel aware of how the project is proceeding.

1.2 Internal communication target groups

The listed internal communication target groups in the questionnaire and their popularity among answered PURE partners were:

- Other administrations/divisions of our organization (6/9)
- Our subcontractors, consultants (5/9)
- Our financial and administrative staff (9/9)
- Our treatment plant operational staff (5/9)
- Our PR staff (8/9)
- Board of our organization (7/9)
- Others, who? (3/9) Among these top management and advisory group were mentioned

Financial/administrative (9/9) and PR (8/9) staff were among the most popular of PURE partner organizations' internal communication target groups. The frequency differs however, for financial staff from once in the beginning of PURE project to even daily. For contacting PR staff more important than regularity was if project aims are achieved, but also informing "often" or "by request" were mentioned. Also boards (or equivalent body) of PURE partner organizations (7/9) are informed of PURE regularly, most often during every of their meetings. Among the local PURE partners treatment plant operational staff (5/6) are informed from two times a week to quarterly or by request, and subcontractors or consultants (4/6) likewise.

1.3 Internal communication tools

The listed internal communication tools in the questionnaire and their popularity among answered PURE partners were:

- internal newsletter (4/9) was popular among local partner organizations
- internal website/intranet (5/9)
- staff meetings and meeting documents (8/9)
- message boards/blackboards (2/9)
- coffee breaks (7/9)
- staff excursions (3/9)
- presentations in internal seminars (6/9)
- e-mailing lists (7/9)
- phone or skype (7/9)
- instant messaging (3/9)
- anonymous blogs (0/9)
- online file sharing (5/9)
- video conferences (2/9)
- Others tools, which? (2/9) Among these informal discussions and presentations in top management meetings were mentioned

As expected, staff meetings and meeting documents (8/9) were the most popular internal communication tool concerning PURE. Also presentations in internal seminars (6/9) and coffee breaks (7/9) are among popular face to face communication other than meetings, and e-mailing lists (7/9) and phone or skype (7/9) are very popular among electronic tools.

Depending on organization staff meetings are held every week or every month, or after project events. Internal newsletters were in use in the local PURE partner organizations (4/6), but only one publishing frequency of such was mentioned, and that was quarterly. Mainly local PURE partners use message board/blackboards (2/6), staff excursions to treatment plants or attending to fairs (3/6), or instant messaging (3/6). None of the PSG partners (0/3) use internal newsletters, message boards/blackboards, staff excursions or instant messaging. Some partner organizations use even video conferencing tools (2/9). No single partner has anonymous blogs in internal use, but that's no surprise.

2. Organization's external communication

2.1 External communication aims

The mentioned "other external communication aims than PURE project aims" by answered PURE partners were clean Baltic Sea and concrete work to improve the state of the sea, media and PR, and encouraging external partners and stakeholders. However, these are also PURE project's communication aims as stated in the Communication Plan.

2.2 External communication target groups

In the questionnaire listed communication target groups external to the organization itself but inside PURE project, and their popularity among answered PURE partners were:

- Other project partners (7/9)
- Work package leaders and Project Steering Group (UBC EnvCom, HELCOM, JNF) (9/9)
- Our local municipal policymakers (3/6), of which only one was a local partner

Other PURE project partners are however mostly contacted if needed/necessary (but the possible oc-

casions were not defined), and among local PURE partners the contact is kept with the partner from the same country. The contacts with local policy makers are surprisingly few.

External communication target groups outside PURE project in the questionnaire and their popularity among answered PURE partners were:

- Other waste water treatment plants (WWTPs) (3/9), of which all local PURE partners
- National WWTP organization (2/9)
- Other municipalities (3/9)
- Networks and associations of municipalities (3/9)
- National authorities (5/9)
- EU institutions (4/9), of which 3/4 PSG partners
- Financial institutions (4/9), of which 3/4 PSG partners
- Non-governmental organizations (6/9)
- General public (locally & nationally) (4/9)
- Universities and research institutions (3/9), of which all local PURE partners
- Others, who? (2/9)

It was a little surprise that two of the local partners claim that they have no external stakeholders outside PURE project organizations at all. Two most active local PURE partners in external relations are ZWiK Szczecin (with contacts to other municipalities and WWTPs, regional water association, an NGO and a regional university) and Entsorgungsbetriebe Lübeck (with contacts to other WWTPs, water associations and a local university of applied science). Also it was a surprise that NGOs (6/9) as the most popular external group stand out of all the external target groups, both among local partners and PSG members.

For the local partners also other WWTPs (3/6), and universities and research institutions (3/6) are important external communication stakeholders. National WWTP organizations (1/6), municipal networks (1/6), EU (1/6) or financial institutions (1/6) were not popular external stakeholders to local PURE partners.

On the contrary, none of the PSG partners estimated WWTPs or universities and research institutions to be among their external PURE stakeholders. But both national authorities, EU institutions and financial institutions were mentioned as communication stakeholders to all of the PSG partners. This is quite natural taking into account their field of work in general.

2.3 External communication tools

The listed external communication tools in the questionnaire and their popularity among answered PURE partners were:

- Printed/brochures (4/9)
- Printed/articles in newsletters to e.g. customers or co-operation partners (4/9)
- Printed/articles in professional media (2/9)
- Printed/articles in media of associations, networks etc. (2/9)
- Printed/articles in general public media (5/9)
- Printed/public reports, plans etc. (5/9)
- Electronic/website (7/9)
- Electronic/e-mailing lists (6/9)
- Electronic/other (1/9)
- Events and meetings/stakeholder seminars, public events etc. (7/9)

- Events and meetings/meeting of important stakeholders (5/9)
- Events and meetings/organizing excursions (5/9)
- Other tools, which? (1/9) phone calls were mentioned

The most popular external communication tools are electronic ones (website 7/9, e-mailing lists 6/9) and among events and meetings stakeholder seminars (7/9), meeting of important stakeholders (5/9) and organizing excursions (5/9). Printed communication tools were not so popular, but among them the most used are articles in general public media (5/9) and public reports or plans (5/9). The least popular external communication tools were articles in professional media (2/9) or media of associations or networks (2/9). One of the local partners claims to use all of the printed communication tools, but doesn't describe any of them.

3. Conclusions

3.1 Partner organizations' internal communication

Internal PURE project communication aims are common and clear to all of the PURE partner organizations, and they are communicated inside each organization regularly. Partner organizations' internal communication target groups include mostly financial and PR staff, and board or equivalent body. Almost all (5/6) of the local partners informed their treatment plant operational staff of the PURE project. Over half of the answered PURE partners have chosen all the mentioned target groups as being their internal target groups.

However it can be questioned, whether among one of the PURE partner organizations other staff that PURE contact persons are aware of these, as most of the mentioned groups are informed of PURE "by request". How can there be a request if there is no awareness of PURE project among these internal target groups?

It is good that the most common internal communication tools include both formal and informal face to face meetings (staff meetings and coffee breaks), as personal meetings are the most effective means of communication among people. Among half of the local PURE partners also staff excursions are organized. Documents most widely used include meeting documents and presentations in internal seminars. Among electronic tools e-mailing lists, and phone or skype are commonly used.

Summarized it can be stated that PURE project partners' internal communication is both clear-aimed, regular among several personnel groups and diverse in tools.

3.2 Partner organizations' external communication

External communication aims mentioned by some PURE partners are same as the PURE project communication aims, i.e. in line with the project aims.

There could be more contacts and communication between PURE partners, as now it occurs mainly between Riga and Jurmala (both Latvian), Szczecin and Gdansk (both Polish) and among PSG partners (all situated in Finland). Lead Partner UBC is of course in touch with all the other partners.

Of the communication target groups external to PURE and its partners, among partners important target groups scatter or even diverge. Some local partners claim that they have no external stakeholders outside PURE project organizations at all, and surprisingly NGOs are the most popular external group among all PURE partners. Of the local PURE partners only one has policymakers as one of the target groups, even though at PURE project level the decision makers are defined as important stakeholders.

However, among PSG PURE partners the project level important stakeholders stand up, as national authorities and WWTP organizations, EU and financial institutions are important to them. It is quite natural that universities and research institutions are important to some local PURE partners but not to PSG partners.

PURE partner organizations are quite modern in using external communication tools: The most popular external communication tools are electronic, website and e-mailing lists even though other electronic tools like social media or blogging were not used. Personal contacting of stakeholders is the secondly important group, made through events, namely meetings, meeting stakeholders in seminars or otherwise and organizing excursions. Surprisingly, printed communication tools were not so popular, but among them the most used are articles in general public media and public reports or plans, i.e. very open public communication and not restricted to some specific stakeholder groups.

3.3 Remarks and suggestions

Internal communication best practices:

- aims, target groups, frequency & tools: Lübeck!
- target groups, frequency & tools: Jurmala!
- tools: ZWiK Szczecin!

Suggestions for improvements in internal communication:

- Gdansk: internal communication target groups only financial and administrative staff? Tools only meetings and meeting documents?
- Kohtla-Järve: more internal communication from PURE personnel to other groups inside organization with more communication tools (now only coffee breaks and emailing lists)

External communication best practices:

- ZWiK Szczecin & Lübeck: target groups!

Suggestions for improvements in external communication:

- New target groups for all local partners: other PURE partners & local policymakers!
- Gdansk & Kohtla-Järve: no external target groups at all? (even though ZWiK says it communicates w. Gdansk...), Kohtla-Järve: no ext communication tools at all but only events/excursions?