Suggestion for revised structure of chapter III¹:

ORGANISATIONAL ISSUES

General remarks:
- only criterion for inclusion of examples and case studies in manual should be potential utility and inspirational value for others; historical overviews, anecdotes, hagiography, propaganda or blowing one’s trumpet should be critically assessed and if possible excluded.
- In my view each section should consist of three parts:
  o a short outline of the issue discussed
  o a list of recommendations
  o case studies/examples illustrating the recommendations and showing how things can be done in practice.

Chapter III - Organisational issues
How to organize the statistical office and statistical output for optimal communication with the media

Introduction
- outline of what this chapter is about, of the approach taken here: organisational aspects
- brief overview, in order of appearance, of the different topics treated

3.1 Data types, formats and dissemination strategies
How different data types can be distinguished, each requiring different optimal formats and different dissemination strategies

Comments:
- shifting from print to electronic support (former 3.1) addresses just one of the possible strategic choices to be made; there are many more and they depend on the data type and the chosen format and dissemination strategy

¹ Prepared by Marc Debusschere
- what needs to be done for this section:
  o defining different possible data types provided to media (I see four: 1 alerters &
    notifications; 2 press releases, pre-digested ready-to-print ‘stories’; 3 data bases
    (mainly background material); 4 meta-data, aid in interpreting data);
  o listing different possible data formats and dissemination strategies;
  o choosing the optimal ones for each data type.

Outlining issue and context

Set of recommendations

Case studies / Examples

Items for discussion:
- do you agree with 4 types of data transmitted to press? Do you see more? Less?
- do you agree with the proposed optimal formats and dissemination strategies? Do you see
  any more, other, new ones?
- Do you think case studies/examples are fitting? Can you suggest more, others?

3.2 The back-office
How to organize the dissemination data-bases, the different channels and the units and
persons responsible in view of a fast and accurate response to demands and an active release
of data

Wholly new topic

The issues here are:
- what kind of questions can be expected from the media? What are the
  ‘statistical needs of the media’? Possibilities:
  o to get in touch, find a contact, find a spokesperson, commentator
  o to be alerted of news
  o obtaining print-ready copy
  o finding background material for article
  o obtaining meta-data, information about status of data, how to be
    interpreted
- what are the organisational implications of responding quickly and cost-
  efficiently to each of these needs?

Outlining issue and context

Set of recommendations

Case studies / Examples

3.3 Release calendars
How to establish release dates for indicators and how to respect them

Used to be 3.3
3.4 Dealing with authorities
Different ways of dealing with demands, justified or not, of political authorities and administrative hierarchies concerning press contacts (issues of censorship, tampering with or even suppression of data).

Wholly new topic (controversial!)

3.5 Dealing with bad news
How to deal with bad publicity, hostile comments and negative press attitudes; how to manage a media crisis

Used to be 8.2, 8.3

3.6 Impact measurement
How to measure success or lack of success; how to learn from mistakes

Used to be 8.1
3.7 Outsourcing
How to decide whether or not to outsource and, when doing so, how to go about it

Other possible subjects:
- providing data under embargo: pro and contra, how to handle this, how to cope with non-respect of embargo
- trying to be correctly quoted as data source, given credit; how to react when this is not respected (implications for reputation building, positioning of statistical institute, PR)