



Jihočeská univerzita  
v Českých Budějovicích  
University of South Bohemia  
in České Budějovice

# INTERNAL COMMUNICATION STRATEGY

2021

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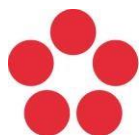
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EVROPSKÁ UNIE  
Evropské strukturální a investiční fondy  
Operační program Výzkum, vývoj a vzdělávání

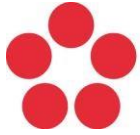


MINISTERSTVO ŠKOLSTVÍ,  
MLÁDEŽE A TĚLOVÝCHOVY



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## Introduction

The term communication in general can be perceived differently, and thus a uniform definition cannot be given. The word communication is of Latin origin, based on the verb **communicare**, which can be translated as "make something communal, impart something, share something"<sup>1</sup>. It is "the **process of sharing certain information in order to eliminate or reduce uncertainty on both communicating sides. The subject of communication is data, information and knowledge.**"<sup>2</sup>

Another important fact is that communication is a two-way process. Armstrong (2015, p. 500)<sup>3</sup> states: "**Employee communication processes and systems enable 'two-way communication'**". In one direction, they are a tool for the management to inform employees about matters that concern them. In the other direction, they provide a way for the employees to speak out on matters concerning them.

**The purpose** of communication in general is **the transfer of information from a source to a recipient**. Each piece of information transmitted via a communication tool has its specific purpose. Therefore, if the author wishes to get their message across correctly, they must choose appropriate and effective tools and forms. This means that different communication tools must be used for different types of information in order to achieve a successful transfer of information from its author to the recipient.

Internal communication is very important and forms the **culture of any institution**. Communication is also a tool for **increasing interest in the institution and motivating its employees**.

**This document introduces a basic concept outlining the purpose and objectives of controlled internal communication. It describes the current situation in this area at the University of South Bohemia in České Budějovice (USB), defines the basic prerequisites for controlled internal communication and provides a basis for future more comprehensive implementation plan and strategy of internal communication activities.**

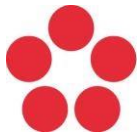
In addition to financial, time and personnel capacities, future comprehensive implementation strategy for communication and marketing activities must also reflect and support the general strategies and long-term intents of the university, its vision, values and mission. Therefore, the internal communication strategy cannot

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<sup>1</sup> VYBÍRAL, Zbyněk. Psychologie komunikace. (Psychology of Communication) 2<sup>nd</sup> edition. Praha: Portál, 2005. ISBN 978-80-7367-387-1.

<sup>2</sup> HOLÁ, Jana. Interní komunikace ve firmě. (Company Internal Communication) Brno: Computer Press, 2006. ISBN 80-2511250-0.

<sup>3</sup> ARMSTRONG, Michael, TAYLOR, Stephen. A handbook of Human Resource Management practice; 13<sup>th</sup> edition. Praha: Grada Publishing, 2015. ISBN 978-80-247-5258-7.



entail only the sharing of data, information and knowledge, as the subject of communication is also values and attitudes.

## Purpose of Internal Communication Strategy

The purpose of implementing an internal communication strategy is to **streamline management and operation of the institution in general** so that each employee is clear about their role in the institution and about how to respond in various situations. It also involves subsequent improvement of external communication and perception of the institution by general public.

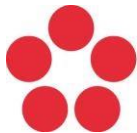
The purpose of the internal communication strategy is therefore **to introduce controlled and controllable internal communication** at USB, define individual communication tools, specify the types of information for which individual tools are to be used, set measurable goals for all activities and define roles, responsibilities and competencies of all employees at the institution. The communication strategy also defines the target groups (interest groups) for each activity.

At the same time, the purpose of the communication strategy is to define the frequency and periodicity of the use of individual tools as well as any cost and sources of funding for individual tools.

## Internal Communication Goals

Internal communication, like any other activity in an organization, must define goals which the institution wants to achieve. These can be defined as follows:

1. **To satisfy information needs correctly and timely.**
2. To ensure the efficiency of the whole institution operation.
  - a. To ensure optimal interaction and communication between the management of the university/its constituent parts and staff, between the managerial employees and their teams and between teams and individual staff members.
  - b. To ensure optimal interaction and communication between students and staff.
3. To ensure mutual understanding, respect and cooperation between employees and individual constituent parts of the institution.
4. To ensure provision of information in cases of absence of a key employee (e.g., Head of a unit).
5. To influence and lead people to the desired relationship and attitude towards the institution and its activities.
6. To receive feedback for the institution's management and other staff.



## 7. To introduce a strategy to support the obtaining of HR AWARD in 2023.

In general, all goals should always be defined by the so-called SMART goals:

- S - Specific
- R - Realistic
- M - Measurable
- T - Time specific
- A - Achievable

Despite the fact that communication is a very complex and "soft" area, the internal communication strategy needs to have SMART goals set.

Setting partial SMART goals for individual clearly defined and established communication activities in the internal communication strategy is more practical and brings more purpose.

Last but not least, this document also aims to create an overview of the communication tools currently in use and evaluate their strengths and weaknesses, their development and interconnection opportunities and a proposal for possible new communication tools.

## Target Groups of Internal Communication Strategy and their Characteristics

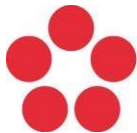
The target groups of all USB communication activities (USB interest groups) have the following basic structure:

### External communication

- Applicants for study
- Graduates
- Key partners
  - Press and media
  - Municipalities
  - Government institutions
  - Secondary education institutions (secondary and primary schools)
  - Other business / non-profit entities
- the public
- Job applicants

### Internal communication

- Employees



- Lifelong learning students and participants<sup>4</sup>

The target groups of internal communication can be further divided as follows:

- **Institution employees**
  - Academic staff
    - Domestic
      - Full-time and part-time employees
      - Agreement to Perform a Job, Agreement to Perform Work employees
    - International
      - Full-time and part-time employees
      - Agreement to Perform a Job, Agreement to Perform Work employees
  - Non-academic staff
    - Domestic
      - Full-time and part-time employees
      - Agreement to Perform a Job, Agreement to Perform Work employees
    - International
      - Full-time and part-time employees
      - Agreement to Perform a Job, Agreement to Perform Work employees
  - Researchers
    - Domestic
      - Full-time and part-time employees
      - Agreement to Perform a Job, Agreement to Perform Work employees
    - International
      - Full-time and part-time employees
      - Agreement to Perform a Job, Agreement to Perform Work employees

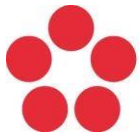
For internal communication, employees are a crucial target group, as they can promote the institution if sufficiently informed. At USB, this group consists of about 1,500 natural persons. In many cases, one person plays multiple roles. The situation is specific as there is also a relatively high proportion of external staff, some of whom work at other "competing" universities or research institutions.

At the same time, the internal communication strategy partially affects the group of job applicants who need to be taken into account when planning certain internal communication activities. It is also important to note that

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<sup>4</sup> For the purposes of this concept proposal of internal communication strategy, students and lifelong learning participants will be included as the target group of internal communication. It is also possible to choose an approach without including lifelong learning students and participants.





some internal communication activities overlap with the external target groups of the USB (e.g., the USB website, some documents which are used on the Intranet, etc.).

• **Students and participants of lifelong learning courses**

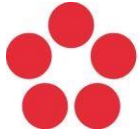
- Full-time
  - o Domestic
  - o International
- Students of combined study
  - o Domestic
  - o International
- Lifelong learning
  - o Domestic
  - o International

From the point of view of internal communication, students are a special group. There are almost 10,000 students at the university (including Doctoral students). From a purely marketing point of view, they are primarily consumers of the provided services, and therefore clients. Nevertheless, their position at the university is different. From the nature of a higher education institution, they are part of the academic community and can be elected to the Academic Senate. The Academic Senate of the university as well as the Academic Senates of the individual faculties are self-governing academic bodies. This means that students are represented in the governing bodies of the university and their constituent parts. In addition, their activities fundamentally influence the outcome of research; they participate in teaching and co-create the image and prestige of individual units and the university as a whole.

The inclusion of students in the target group of internal communication will expand this group from hundreds of employees to thousands of individuals which will significantly affect the degree of openness of information communicated through internal communication system. At the same time, it is necessary to take into account the time limited (short-term) involvement of individual students at the university, which again follows from the fact that the educational process is time limited.

The degree of openness and accessibility of the information communicated through internal communication system can be controlled by making the information available in tiers.

Consideration about the inclusion of students in the target group of internal communication is crucial with regard to protecting the university know-how, intellectual property, etc.



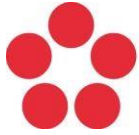
**Advantages of including students in the target group of internal communication:**

- greater activation of students
- innovative approach
- higher level of students' responsibility for the results of the unit and the institution as a whole
- identification with the institution
- forming closer relationships and bonds
- loyalty not only during the studies, but also after graduation
- building relationships with graduates; an involved student = a loyal, active graduate with strong relationship to their Alma mater even after graduation

**Risks of inclusion of students in the target group of internal communication:**

- Considering the current number of students, the boundaries between the institution's internal and external communication will be blurred.
- Limited ability to control the content of communication, students can hardly be bound by restrictions on communicating certain types of information to third parties.
- There is no employment contract with students, it is therefore harder to enforce compliance with any guidelines and rules concerning communication.
- Protection of know-how and intellectual property will become harder. (For example, if we make the results of surveys and benchmarking available to students in internal communication how can we ensure that they do not pass them on to the competition?)












## Current Situation Analysis

USB is a **public university** based in České Budějovice. It is an **educational and research institution focusing on natural, human and social sciences**.

The university currently has 9,500 students in more than 220 Bachelor's, Master's and Doctoral specializations and programmes at 8 faculties.

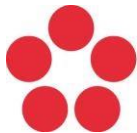
USB faculties:

-  Faculty of Economics
-  Faculty of Arts
-  Faculty of Education
-  Faculty of Science
-  Faculty of Fisheries and Protection of Waters
-  Faculty of Theology
-  Faculty of Health and Social Sciences
-  Faculty of Agriculture

The University offers lifelong learning courses and programmes for the general public. USB employs almost **1,500 Czech and international academic and non-academic staff** who work in **various places in the South Bohemian Region**.

The university was founded in 1991 **and for almost 30 years of its existence, certain internal communication system has been used within the institution**. This system reflects the nature of the institution (public university) as well as the customs of the employees. **The internal communication system is partly stipulated and defined** not only by legislation, but also by internal regulations, ordinances and rules.

An important premise for setting up controlled internal communication at USB is the fact that **it is a public institution which is not managed only in a linear way (e.g., project management)** and the systems used by private companies with a clearly defined ownership and management structure are not applicable. This is the result of the current legislation on the one hand and of the habitual behaviours which evolved in the internal communication at USB over time on the other hand.



The result of this situation is that **individual constituent parts of the institution as well as employees are** in many cases **both subordinates and superiors to each other at the same time.** <sup>5</sup>

**USB currently does not have conceptual basis which would allow further development of the effectivity of internal communication** and university activities, such as full electronification of the agenda, etc. The situation has reached a point where this brings complications not only to the administrative staff who are forced to seek ad hoc solutions but it ultimately **creates recurring unnecessary burden on staff and increases the cost** of running the organization.

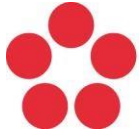
**Missing systems** such as a project register and more importantly a user-friendly platform for work or studies, the so-called "**Intranet**", **is becoming a major obstacle**. An effective tool for recording internal management documentation, work procedures, approaches and connections of individual systems, or process-based communication within working groups and among individual employees is very effective in reducing the time required to perform the necessary agendas, which are in the vast majority of administrative nature. This would significantly reduce costs, ensure compliance with internal legislation and support the internal culture of the organization in general.

**The university uses a wide range of IT systems**, software and other e-infrastructures. Demands on their use are constantly increasing and there are **legitimate requirements for interconnectedness** and a user-friendly environment. **The university will have to** find adequate solutions for these and other issues and **provide a systematic solution**.

USB regularly evaluates its activities and has received several audit reports, proposals and feedback from its own staff and external reputable entities. It is the duty of the university to continue to take these documents into account, to evaluate them and to take measures ensuring waste prevention optimization in the scope and quality of the performed activities.

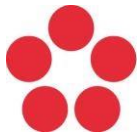
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<sup>5</sup> For example: A project may require the cooperation of employees from more than one institutes or constituent part of the USB. Project superiority and subordination is set directly by the project (see e.g. projects OP VVV, where the project director is for the given project superior to the Vice-Rectors/Rector, who are his superiors in line management).



## SWOT Analysis of the Current Internal Communication Situation

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Several electronic communication tools (see Annexe 1), which can be used to address employees (or students) throughout the university</li> <li>• Partially possible to make internal documents available to predefined groups within the university website</li> <li>• Microsoft Office 365 university-wide software licenses</li> <li>• Qualifies staff to create written and visual content</li> <li>• Established printed magazine Journal, information screens in some USB buildings</li> <li>• Traditional university events organized regularly (see overview) in support of informal communication</li> </ul>	<ul style="list-style-type: none"> <li>• Disconnection of existing communication channels and information systems</li> <li>• Lack of overall concept and processes setting boundaries and rules of internal communication</li> <li>• Lack of "modern" Intranet enabling efficient and comfortable management of internal documentation, work processes, approaches and connection of individual systems</li> <li>• Unclear and inconsistent way of storing documents on USB and faculty websites</li> <li>• Failure to follow a uniform visual style guidelines</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Better interconnection and streamlining of existing communication tools and USB information systems - ideally one unifying information system</li> <li>• Adjustment of individual communication tools based on which target groups they serve and how they are used (for example, USB websites for promotion of the university to the general public, etc.)</li> <li>• Fundamental change in structure and content of the planned new website to serve more as a tool for external communication</li> <li>• Active approach to sharing information using new communication tools, such as newsletters, bulk e-mails, USB news portal, Rector's blog, etc.</li> <li>• Greater use of social networks</li> <li>• Systematic and streamlined use of Microsoft Office 365 tools (MS Teams, Yammer, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of concept and fragmentation of communication tools and messages</li> <li>• Too many different resources and communication channels will lead to clutter, oversaturation, and loss of attention</li> <li>• Insufficient coherence and interconnection can cause duplication on the one hand and loss of important messages on the other</li> <li>• Lack of interest from the target groups and their distrust in existing or new communication channels</li> <li>• Low loyalty</li> <li>• Creation and development of "informal", "unofficial" communication platforms</li> <li>• Lack of information creates room for speculation, distorted information and rumours</li> </ul>



## Current University-wide Communication Channels and Information Systems

### **www.jcu.cz (and web presentations of the faculties):**

**Parameters:** The USB website has almost 800,000 visits and 2 million page views per year. The sections with most visits are: / Study at USB, / Study at USB/what-to-study-with-us, / students – in this section especially the section Applicants.

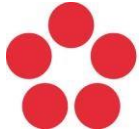
**Responsibility:** Marketing department, administrators of individual website sections, faculty contact persons, CIT technical support.

**Description:** The website of the USB as an institution is very complex containing vast amount of information and data. In parallel to the USB website, there are also faculty websites, as well as separate websites of individual departments and institutes, projects, etc.

**Target group:** Applicants for study, students, lifelong learning participants, employees, graduates, media and partners, the general public. According to the analysis of access, the most frequent visitors are applicants for study.

**Opportunities:** Following the IP19-20 project, a new institutional website of USB is currently under construction, unifying the websites of individual faculties up to the level of departments and institutes and websites of USB constituent parts (e.g., Academic Library, USB Publishing House, USB Dormitories and Refectories). The new main website of the university focuses on the needs of the primary target group (applicants for study) which means that it should become more of a tool of external communication. Detailed analysis and solution proposals can be found in the website presentation structure. Nevertheless, it is assumed that until a unified USB Intranet is created (or a unified USB information system), the new website will also serve as a document repository (for logged-in users) and to announce USB news USB and upcoming events to internal communication target groups.

**Threats:** Failure to create a unified USB information system or Intranet, and thus not taking advantage of the opportunity to transform the official website into a tool for purely external communication with a focus on applicants for study, job seekers and the general public interested in basic information and for signposting. Limitation of comprehensibility and clarity due to information overload. The content management system is too complex (at the moment we are in the phase of completing the implementation documentation) and does not allow to flexibly respond to the development of new communication tools and the changes in needs and requirements.



## **University magazine Journal:**

**Parameters:** Published 5 times a year (including summer special), 4,000 copies printed.

**Responsibility:** USB Marketing Department

**Description:** University medium with a seven-year tradition (since 2013), high popularity and great impact of published messages within USB. The same model of operation as mainstream media; disadvantage: low responsiveness as there are about 14 days between submissions deadline and magazine distribution; suitable for dissemination of long-term ideas; used to build up the university community. Some faculties also publish their own printed magazines (e.g., The EFektiv magazine at the USB Faculty of Economics etc.)

**Target group:** Especially students, but also university staff in significant measure; limited reach outside the university (reach ensured mainly by targeted distribution of copies).

**Opportunities:** Increase the number of copies and expand distribution points both inside and outside the university, work on the introduction of this media as a mobile application; consider a more commercial model (advertising revenues - price list, etc.). Creation of the USB news portal (together with a link to the ScienceZoom portal, faculty journals, or magazine Universitas) with daily updates and a close link to the USB social networks.

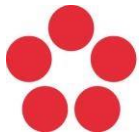
**Threats:** Loss of interest in printed media (this does not seem a near future threat and there is a possibility to move to an online platform).

## **Social networks:**

**Parameters:** Facebook, Instagram, Twitter, Youtube, LinkedIn. Facebook is still the strongest the most used social network in the Czech Republic. Instagram is extremely popular among young people and students. However, unlike all the above-mentioned communication channels, social networks are not owned or managed by USB.

**Responsibility:** Official USB profiles on social networks are managed by the USB Marketing Department and used systematically to communicate and share news and information about USB, but also for targeted promotion of the university to the USB's primary target group (applicants for study). Most faculties, as well as some departments and institutes of the University of South Bohemia and USB student associations (SUJU, Radio K2, etc.) also systematically use social media.

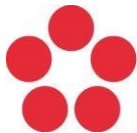
**Description:** A great advantage, both for administrator at the central level and at the level of faculties or departments, is responsiveness at relatively low operating costs. Thanks to the avalanche effect of social media, information can reach a large group of people (including internal target groups). This, of course, has its



disadvantages in negative cases or hoaxes and misinformation. At the same time, social media can also be used to defend the university against these.

A major disadvantage is the "publicity" of information on these communication channels. As there is no obligation for the USB employees and students to use social media, they cannot be considered an official channel of internal communication and so like the official USB website, they are a supportive channel toward the target groups of internal communication.

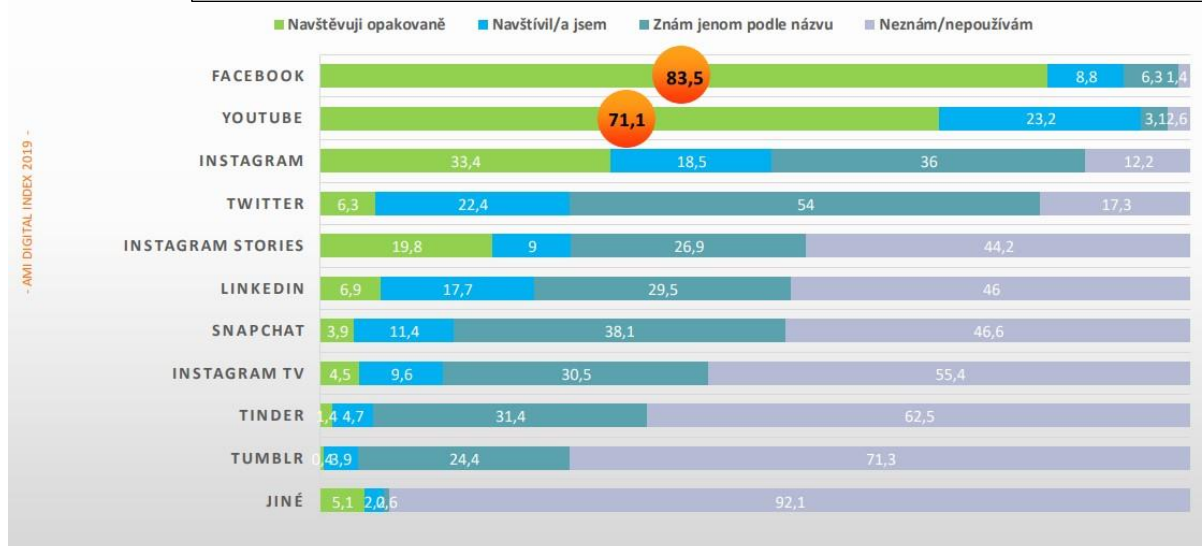
**Threats:** Social networks are very volatile. It is difficult to predict how they will function in future, even in the medium-term perspective.



## KNOWLEDGE AND USE OF SOCIAL MEDIA IN THE CZECH REPUBLIC

### Znalost a užívání sociálních médií v ČR

Green: I use regularly, blue – I have visited, turquoise: I know only by name, violet – I do not know/use



#### Information screens in USB buildings:

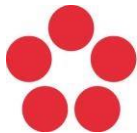
**Parameters:** Information screens in the lobbies of some USB buildings.

**Responsibility:** Most are managed by the USB Marketing Department. Some are independent of the central management and managed by individual faculties.

**Description:** This communication channel is mostly used to advertise planned events and share current information and news about USB. As with social networks, it is not possible to filter exactly who will be reached by information published this way and therefore the screens are a combination of internal and public communication channels. They basically function as a dynamic notice board.

**Threats:** Due to their static (and very often not prime) location in the lobby of buildings, the screens are easily overlooked by regular visitors to these spaces (very often these are part of the target group for internal communication).





### **USB social events:**

**Parameters:** regular events relevant to internal communication are in particular: the USB Representative Ball, Meet the USB Rector event for employees, the event held at the end of the academic year called Univerzitní zavírání (University Closer), the celebratory Opening of the Academic Year and the Advent Concert.

**Responsibility:** events are organized and managed by the USB Marketing Department.

**Description:** This communication channel is rather informal and enables the USB management to communicate current as well as long-term essential information to the target groups (however, again, not only those). At the same time, these events can help build interpersonal and informal relationships within the USB and can serve as "teambuilding" events.

**Threats:** Due to the nature of this communication channel, there may be a direct confrontation between the target group for internal communication and the USB management. It is not always possible to prepare for such interactions and to control the communication and possible interaction.

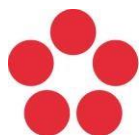
### **USB information systems and applications:**

**Parameters:** IS/STAG, iFIS - Financial Information System, Verso/MIS - management information system, OrgStr - organizational structure of USB, IDM - Identity management, StuduJU - mobile application, etc. Annexe No. 1 of this document lists the most important information systems used at USB.

**Responsibility:** Information Technology Centre.

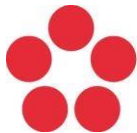
**Description:** At present, there are several information systems and applications used for specific purposes at USB. Despite their diverse possibilities, they are used exclusively for their primary purpose. In this area, there is a great opportunity and challenge to join these into one interconnected information system, in which the user could log in and be able to administer everything in one place according to modules accessible to them. At the same time, they could reach all information about USB relevant to them.

**Threats:** It is impossible to interconnect the existing systems into one and so there is a need to create a new information system "from scratch". This means high costs of creating and managing such an information system.



## Evaluation of Tools from the Point of View of Fulfilling the Goals of the Strategy and Target Groups

Communication channel	Building of loyalty	Effective distribution of information within USB	Employees	Students and LLE participants
<b>www.jcu.cz</b>	Traditional PR tool, however only limited use for internal communication; should primarily serve external communication.	Not suitable with regard to the accessibility of relevant sections by the general public.	Interested only in some sections .	Interested only in some sections.
<b>Journal magazine</b>	Traditional tool to build loyalty.	Limited, can only refer to the location of internal documents and information.	Although on voluntary basis, the interest is relatively high.	Although on voluntary basis, the interest is relatively high.
<b>Social media</b>	Suitable as a complementary tool to traditional tools for loyalty building; not owned by the university.	Limited, can only notify and provide a link. Not suitable as accessible to the general public.	Limited interest by older employees regardless of job classification.	Active students actively participate in communication on social media.
<b>Information screens in the buildings</b>	Traditional PR tool (dynamic notice board) but limited in terms of internal communication.	Limited, can only notify and refer to location. Not suitable as accessible to the general public.	Limited interest from employees - static location, over time "blends into the background".	Limited interest from employees - static location, over time "blends into the background".
<b>USB social events</b>	Traditional PR tool, limited in terms of internal communication.	Not suitable as accessible to the general public.	Although on voluntary basis, the interest is relatively high.	Although on voluntary basis, the interest is relatively high.



<b>IS USB</b>	Currently, this goal is not met. There is great potential for development in this area.	Suitable, has built-in tools for document sharing and information distribution.	Expected very high usage by employees.	100% use but only selected sections which are necessary for management of studies. Potential to promote other content.
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## Internal Communication Solution Proposal

Given the size of the institution, its complex structure, and diverse staff, it is crucial for USB (if the goal and purpose of the internal communication strategy is to be fulfilled and if the institution as such is to develop effectively) to:

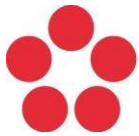
### **transition from the current communication system and management to systemic and process management of the institution!**

**The cornerstone** for the introduction of process management at USB is **to create an organizational structure where its individual parts are established based on the internal legislation and regulations of the organization.** At the same time, it is **necessary to create a system for creating and maintaining this organizational structure.**

**Internal legislation and processes** (generally meaning current ordinances and methodological recommendations) are **vitaly important** for any organization with so many organizational units. These need to be managed effectively to achieve awareness of the staff and students who are directly concerned. The legislative environment must also allow for monitoring and evaluation of its effectiveness which is an equally important function.

Through the **implementation of process management in all its structures**, the university will become aware of the logic of individual connections and its workflow. It will enable for identification of ultimate responsibilities, removal of unnecessary agendas, which bring no added value, and thus help the university prepare for LEAN management and systemic approach already used by a number of successful international universities.

**Based on the analysis provided** by not only the internal ICT Council, partial and mainly systemic measures will be introduced to integrate the use of individual systems and create their interconnection. To this end, it will be necessary to create a methodology for entering primary data which will be strictly adhered to. This measure is



an inevitable step for the efficiency of the operation of the entire institution, as it not only reduces the operating costs of these systems and the demands on human capital, but also allows to integrate the database, which is necessary for management and other reporting.

The university should put in place measures that will enable **prevention of possible adverse effects of the economic situation**, or at least enable the institution to cope better with its consequences. Not to mention the positive environmental effect of effective and, if possible, “paperless” administration.

All the above measures are the basic conceptual prerequisites to ensure an efficient and effective administrative apparatus of the organization. **Any organization is shaped primarily by its people** who ensure the day-to-day operation and **by the decisions and approach of the management at all levels**. Without the support of this level, no conceptual steps can be taken.

## Internal Communication Solution Implementation Proposal

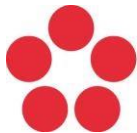
It is clear from the above that due to the scale of this issue, it is not possible to implement a change of internal communication at USB without wholehearted support from the university management and with sufficient personnel and financial resources.

At present, a working group has been established at the USB Rectorate to deal with this issue. It is currently preparing a project application to secure the necessary resources. At the same time, for the implementation of this concept it is necessary that the change of internal communication (or the transition to process management) be accepted by the USB management as one of the priorities and be incorporated in the next USB Strategic Plan.

## Proposal of New Communication Channels Strategy

The above analysis shows that USB has an extensive website serving the external and internal audience, several information systems and applications for internal administration, which are complementary and interconnected in some areas, but in others the information is duplicated. The university also communicates through its printed magazine Journal and uses tools such as bulk emails and social networks.

A unified platform which would serve the entire internal target group (both employees and students) and could be used not only as a functional tool for study and other agendas but also for building relationships with employees and increasing their loyalty to the institution is currently missing. At the same time, there are several communication channels and tools not currently used which could streamline the communication from



management towards employees and among employees. Some of them are already available to the university and can be used almost immediately, some need to be created first.

### **Newsletters:**

**Description of the current situation:** Some USB constituent parts use newsletters to communicate with selected, mostly external, target groups (e.g., the Rectorate communicates in this way with registered graduates). Although there are some attempts to use the newsletter as a form of internal communication (e.g., USB Grant Newsletter on non-research grant opportunities for USB staff, communication with participants of lifelong learning courses at Faculty of Theology), this is a marginal activity. For this reason, newsletters have not been included in the analysis of the current internal communication tools. Technological level and content quality of the newsletters is very variable and so is their efficiency and impact (sophisticated HTML newsletters embodied into e-mail on the one hand, pdf files sent as an attachment on the other).

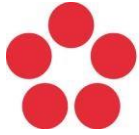
**Feasibility of implementation:** From a technical point of view, licenses to create, distribute and manage newsletters (e.g., Mailchimp, Ecomail, etc.) are available at the university. If necessary, these licenses can be extended and modified at relatively low cost. The reason for not using them for internal (but also external) communication is the currently unresolved issue of GDPR, especially towards students.

**Proposed measures:** By the end of 2021, deal with the GDPR issues regarding the distribution of newsletters towards the target groups of internal communication by compiling databases of individual groups. Ensure regular distribution of newsletters to defined groups.

**Responsibility:** USB Marketing Department in cooperation with other relevant departments of the Rectorate (especially CIT, Legal Department, etc.).

**Opportunities:** Utilization of an active targeted communication by including links to already existing texts and articles in information sources of the University of South Bohemia and other sources, expansion of the database of contacts.

**Threats:** Newsletters can be perceived as spam. It is necessary to monitor the latest trends to prevent this, so that the message reaches its recipients. At the same time, there is the issue of insufficient manpower to create regular newsletters and the unresolved legal side and GDPR.



## **USB Online Magazine:**

**Description of the current situation:** At present, magazine Journal is published regularly, enjoys great popularity even in today's electronic age and certainly has its place at the university. The disadvantage is its inflexibility and the inability to respond to immediate situation as already mentioned in the analysis.

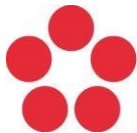
**Feasibility of implementation:** There is an option to transfer the magazine into electronic form and connect it to other communication portals already provided (e.g., ScienceZoom portal, which regularly publishes information on science and research at USB). A new web environment and content management system would need to be created for this, but this is not a major problem. Nevertheless, to create and regularly update such a system requires time and personnel capacity.

**Proposed measures:** By the end of 2021, verify the time, personnel and financial demands of this proposal and submit it to the USB management to decide whether to establish this electronic magazine.

**Responsibility:** USB Marketing Department in cooperation with other necessary departments of the Rectorate (especially CIT).

**Opportunities:** Greater links to the content of the main USB website [www.jcu.cz](http://www.jcu.cz), or to the created USB information system and the websites of faculties; possibility to develop multimedia content, achieve greater interactivity and increase traffic through targeted promotion; to develop the English mutation; to create a mobile application.

**Threats:** Ongoing development of information technologies and social networks may make it more difficult to attract readers to a website; if underfunded, the content may become outdated or the technology of the portal may become obsolete.



### **MS Office 365 tools:**

**Description of the current situation:** USB provides licenses for this program package to all its employees and students. This package includes programs and tools enabling communication between individuals, groups and teams. The most important tools included is MS Teams (a corporate platform which enables text communication, video calls, data storage for files, and integration of other applications into this environment), Yammer (a private social network used by companies to share information among employees or work teams), or Planner (a service for planning internal tasks).

**Feasibility of implementation:** At the moment, these tools are used individually and on a voluntary basis. However, the implementation of their use is only a matter of creating internal processes and ordinances which will require their use. There are no currently known technical limits for the institution-wide implementation.

**Proposal of measures:** Submit a list of activities, processes and areas in which these tools could be used, possibly also a list of areas where the use would be an obligation for specific persons within the USB.

**Responsibility:** USB Marketing Department in cooperation with other relevant departments of the Rectorate (especially CIT).

**Opportunities:** To make effective use of the possibilities of these tools in a safe mode with regard to public / private communication.

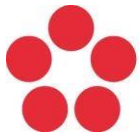
**Threats:** Reluctance of staff and students to learn to use these tools and inclination to their usual means of communication (email, messenger, personal meetings, phone calls, etc.)

### **Unified information system at USB (Intranet):**

**Description of the current situation:** USB currently uses several individual systems and applications which serve only their specific purposes - see the analysis of current university-wide communication channels.

**Feasibility of implementation:** There is an option to integrate all these tools in one platform, which would provide a user-friendly environment allowing employees to manage all their work and study needs. Regarding internal communication, the system could contain communication agendas, including thematic bulletin boards, discussion forums, invitations, advertisements, blogs. However, the implementation is demanding in terms of finances and manpower and it is not possible to ascertain whether implementation of such would be economically beneficial and whether it is not better to implement individual agendas in separate systems for security reasons.





**Proposed measures:** In the course of 2021, evaluate whether the integration of existing systems in one information system would be economically beneficial.

**Responsibility:** USB Information Technology Centre.

**Opportunities:** A functional system able of identify individual users and distinguish their needs. A large number of users – obligatory use for all students and teaching staff who would be required to learn to use it. Several extension agendas could be developed providing the potential of a full-fledged Intranet.

**Threats:** If the individual agendas and the system are not set to meet the needs of various users, there is a risk of offering too many options, which would discourage both new users and the users of the current individual systems. It could become another addition into an already complex system of agendas. Inability to respond to modern trends (responsive design, mobile versions, mobile applications, multimedia support, connection to social networks, more advanced graphics of the interface). Insufficient interconnection can cause duplication of information; sensitive economic and personal data can be compromised if access rights are set incorrectly when interconnected with other tools.

## Annexes

Annexe 1 – List of major information systems (IS) used at USB