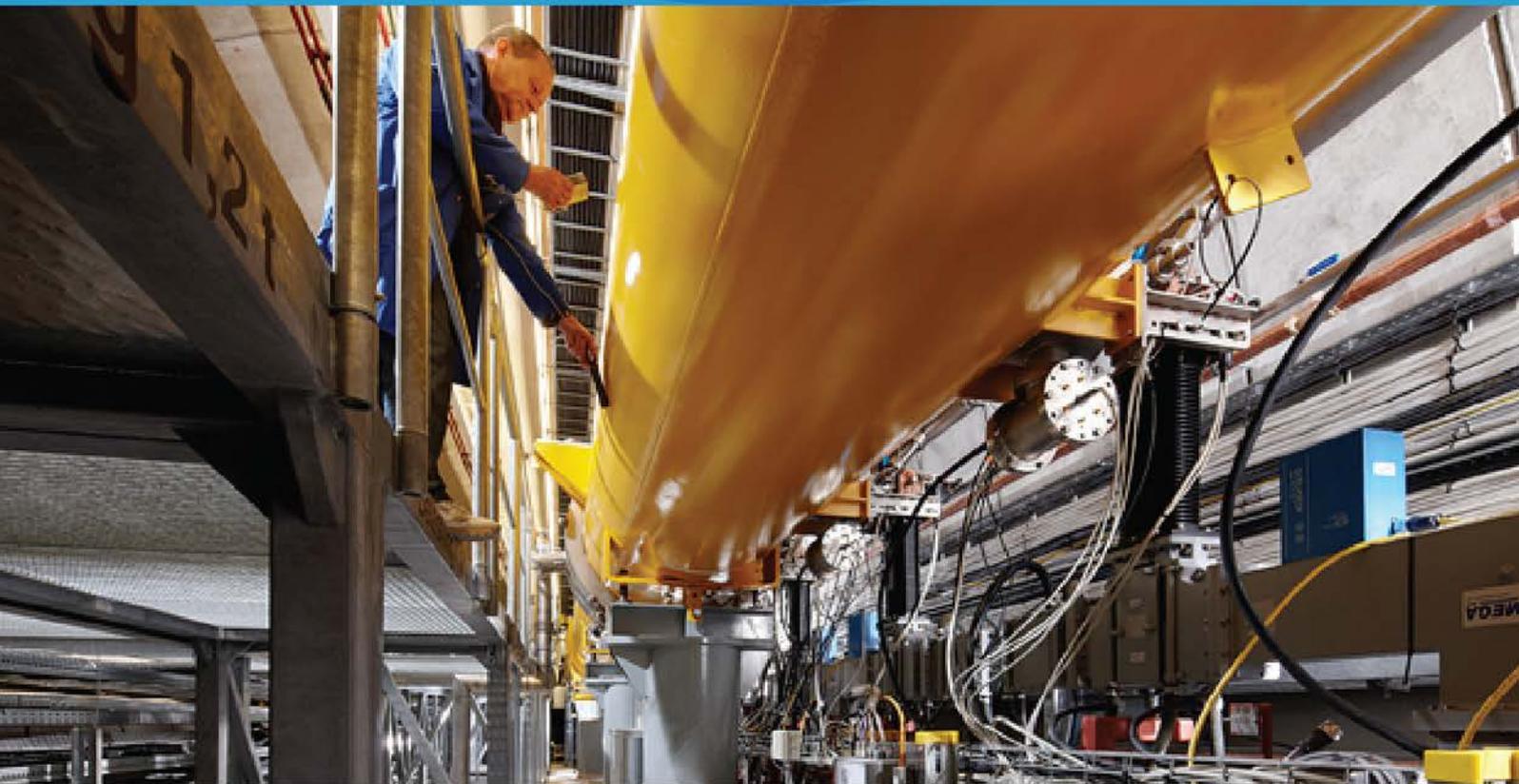


PEER REVIEW

— of —

DESY'S PRESS AND PUBLIC RELATIONS GROUP



Conducted by
INTERACTION COLLABORATION
March 2015



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1. Executive Summary

- The InterAction Collaboration conducted a peer review of DESY's Press and Public Relations Group from 24-27 March 2015 at the request of the laboratory's Chairman of the Board, Professor Dr Helmut Dosch (Appendix A).
- To perform the review, the InterAction Collaboration convened a committee of eight members (Appendix B) including communications and media experts from the United States and Europe. The Panel was chaired by the CEO of the Diamond Light Source, Professor Andrew Harrison, and was led for the InterAction Collaboration by Board member Terry O'Connor.
- The Panel was tasked to review the laboratory's communications with a particular focus on strengthening DESY's public reputation, in the light of 10 years of growth and diversification at the laboratory.
- The Panel conducted extensive discussions with senior management, the Press and PR Group, and with external and internal stakeholders, customers and clients. The Panel delivered its final report on 27 March at a closeout session that included Prof Dosch, Director of Administration Christian Scherf, head of the Director's Office Dr Axel Lindner, other DESY staff and the staff of the Press and PR Group.
- Panel members thank all participants for their willingness to engage in open, thoughtful discussion of all issues, and for the kindness and generosity extended to them throughout their visit.
- From the beginning of the review, Panel members found the title of the laboratory's communications group did not fully capture the broad range of services it offers, and for the sake of clarity recommends that it be renamed the Communications Group. This terminology is used throughout the remainder of this report.
- DESY is a world class research institute with a long and proud history of scientific and technological achievement, but is still in transition from a primary focus on high energy physics to a stronger focus on photon science.
- In addition to the internal cultural change required by this transition, DESY senior management acknowledges that the future funding environment may require a greater emphasis on demonstrating the societal, economic and wider benefits of investment in science than has been the case to date.
- The Panel found many examples of communications services delivered to a very high standard: graphic design, community relations, site visits by the public and VIPs, and services to users such as housing and local services support, although not all these

services are provided by the Communications Group. The Panel was also provided with evidence of strong connections between Communications and German media.

- But the Panel also found areas requiring improvement. The Communications Group has not fully kept pace with the changes in the lab's mission or focus, emerging trends in the external environment, or developments in communications practice and channels. Significant effort is still allocated, for example, to explaining scientific results, and to doing so in more traditional forms of media.
- At the heart of the issues identified by the Panel is the lack of a Communications Strategy, and a corresponding lack of effective evaluation process and metrics.
- The key recommendation of the Review is therefore that the Board of Directors should task the Head of Communications to urgently produce a single communications strategy for DESY directly linked to the laboratory's Vision and Strategy.
- The communications strategy must include a rigorous set of metrics, and identify appropriate evaluation processes for each proposed activity. It should be formally agreed by the Board before dissemination widely across DESY staff, users and partners.
- Implementing the communications strategy will require the re-allocation of communications resources to the highest priority tasks identified by the Panel. These are support for internal communications, and the development and dissemination of more compelling material around the societal, industrial and economic benefits arising from research at DESY. Some lower priority tasks should cease.
- The laboratory's senior management and the leadership and staff of the Communications Group should also seize the opportunity afforded by the development of the communications strategy to foster stronger personal connections.
- A range of specific actions are also identified in this report, and should be included in the action plan for the implementation of the new strategy.
- The Panel wishes in particular to thank Antje Brandes of the DESY Communications Group for her excellent logistical support throughout the review process, and Tina Henderson of the UK Science and Technology Facilities Council for her work as Executive Secretary.

2. Organisation, management and Resources

Findings

- The panel found that all participants were welcoming, and engaged in open, thoughtful discussion of all issues.
- DESY provides very many services to a high standard, including graphic design, community relations, site visits by the public and VIPs, and services to users such as housing and local services support.
- We were provided with evidence of strong connections between Communications and German media.
- DESY is a world class research institute with a long and proud history of scientific and technological achievement. It receives significant funding support from federal and state authorities. Funding support for science in Germany has not been affected by the global financial crisis to the extent that it has in other nations.
- The laboratory is continuing a transition from a primary focus on high energy physics to a stronger focus on photon science, with associated issues of culture change within the workforce and user community.
- DESY senior management acknowledges the future funding environment may require a greater emphasis on demonstrating the societal, economic and wider benefits of investment in science. The panel saw evidence of a very high personal commitment from the Laboratory's Board of Directors to making the case for DESY's science to decision makers.
- The laboratory does not have a Communications Strategy. The panel was also told of a lack of effective evaluation process and metrics in communications.
- The emphasis of Communications on communicating science results does not reflect the strategic priorities outlined by the lab's senior management. The panel was told of a lack of personal connection between senior management and staff of Communications.

Sub Committee Members

Andrew Harrison (Lead)
Angela Anderson
Kate Kahle
Vincenzo Napolano
Terry O'Connor
Lucy Stone
Janine Tychsen

- DESY is at the heart of a growing cluster of research institutes. The panel heard various definitions of this grouping – including a science park, and a campus – but was not given a single compelling definition of the cluster or of DESY’s role in it.

Comments

- The process of conducting the review was made much easier by the spirit of openness evident throughout, and the panel commends all participants for their contributions.
- The panel recognises, from the experience of other laboratories that have undergone a change in science focus, the need to maintain a strong corporate identity, and the important (if not vital) role that a properly resourced and planned internal communications function can play in supporting lab management during this period.
- The inconsistencies evident to the panel in areas such as communications priorities and definition of the campus, and the resulting inappropriate resource allocations, can be directly traced back to the lack of a single Communications Strategy.
- The panel feels that improved personal connection between senior management and the leadership and staff of Communications is essential for improvement.
- The change in focus for the lab, and the emerging requirement to prioritise “impact” communications, will require the lab to acquire new communications skills.
- The panel feels the cluster/campus/grouping is a huge potential strength for all partners, but that these strengths are not being fully realised, and will not be until communication at all levels between partners is established.

Recommendations

- The Board of Directors should task the Head of Communications to urgently produce a single communications strategy for DESY with the objective of securing DESY’s vision. The strategy must include a rigorous set of metrics, and identify appropriate evaluation processes for each proposed activity.
- The new communications strategy should demonstrate a clear linkage to the laboratory’s strategy, and should receive formal sign-off from the Board before dissemination widely across DESY staff, users and partners.

- The new communications strategy should be based on a rigorous and ruthless prioritisation of target audiences, which the panel acknowledges will firstly require research to fully understand the laboratory's audiences.
- The prioritisation should be used to re-allocate resources within Communications to the highest priority tasks, including support for internal communications and development/dissemination of more compelling material around the societal, industrial and economic benefits arising from research at DESY.
- The panel recommends that Laboratory management clarify whether Communications' responsibilities include support to the Board to:
 - establish a comprehensive programme of internal communications including electronic channels;
 - assist the user office with communications to users;
 - advise Directors on reputational and issues management.
- The authority of the Head of Communications in relation to communications activities at the DESY-Zeuthen campus should also be clarified.
- The panel recommends that the Director-General encourage all Divisions to provide Communications with a permanent agenda item at Divisional bimonthly management meetings, to facilitate two-way information sharing, effective networking and improved outputs and outcomes.

3. Communication to Decision Makers

Findings

- The panel saw evidence of a very high personal commitment from the Laboratory's Board of Directors to making the case for DESY's science to decision makers.
- A sample VIP tour of the campus showed the breadth and complexity of the science and technology of the laboratory.
- The panel heard reports of significant engagement by senior DESY representatives with federal, state and local officials in both official and personal capacities, and of an extensive visits programme at Hamburg and in Berlin.
- Senior DESY staff delivered a compelling and consistent high level strategic narrative on the societal, economic and international impacts of the lab's staff, science and technology, and demonstrated a deep understanding of the imperative to convey this message widely to opinion formers, staff, users and the public.

Sub Committee Members

Janine Tychsen (Lead)
Terry O'Connor

Comments

- The panel acknowledges the strong financial support provided by the German and Hamburg governments to DESY and the wider campus, and sees a clear link between lab management's engagement activities and DESY's success in attracting federal and local funding, and in growing the campus.
- It was immediately obvious to the panel that Professor Dosch and his senior team are impressive ambassadors for DESY, and more widely for German science.
- An internationally-focussed science organisation such as DESY would normally demonstrate close links between laboratory senior management and Communications in terms of formulating strategy and tactics for engagement with decision makers/stakeholders. The panel was disappointed that this does not appear the case at DESY, with Communications' role in communicating to decision makers apparently limited to events, graphic design and "traditional" media work.

- The panel questioned what at first appeared as excessive reliance on major events at the laboratory but heard a convincing explanation of the local appropriateness of this activity in generating pre-planned outcomes.
- The panel recognises the legitimate desire of all campus partners to maintain their separate identity when communicating to specific appropriate audiences. But this is inappropriate when dealing with “common audiences” such as senior national and local elected officials, and the lack of a clear campus identity is seen as a potential lost opportunity.

Recommendations

- The strategic narrative deployed by DESY senior management in their engagement with decision makers/stakeholders should form the core of the lab’s new Communications Strategy, and be embedded in all internal, community, media and user engagement.
- The Communications Strategy must include relevant targets and metrics of direct relevance to engagement with decision makers.
- To meet the requirements of the Communications Strategy, Communications should re-allocate a significant percentage of effort from “traditional” science communications to demonstrating to decision makers (and industry) the ‘impact’ of the lab’s science, technology and skills.
- DESY senior management is encouraged to work with partners and government to quickly develop a clear and consistent definition of the campus so that all partners are better able to promote the campus’ globally significant science, technology and industrial offering.

4. User and Campus Communications

Findings

- Users are informed about scientific activities and achievements primarily through the web site and highlight reports for each of the areas: 'Accelerators', 'Photon Sciences' and 'Particle Physics.'
- An annual user meeting has been established that attracts of the order of 1000 participants per annum and now incorporates the potential XFEL community.
- German and international visiting scientists and students are well supported by a "guest services team" who have produced an excellent Welcome booklet and provide assistance in finding accommodation, aspects of German law and regulations, language courses. This team now also provides campus-wide support for visiting scientists and students.
- The campus is evolving rapidly with the arrival of a number of laboratories and institutes: DESY, EMBL, the University of Hamburg and European XFEL have been joined relatively recently by CFEL and CSSB. These entities have different structures and legal status, and their communication operations are very different.
- There are concerns about the identity of the campus. DESY wishes it to be strongly associated with DESY; some of the smaller entities wish to keep or establish their own distinct identify within the campus.
- There is no coherent communications policy for the campus as a whole.
- There are some bilateral relations between the communications units for different laboratories and institutes on the campus, but no overall co-ordination or even forum for discussion.
- DESY provides a dedicated fire service with paramedic capability as well as a single emergency contact point for the whole campus. It is working with partners to provide a consistent safety offering across the campus.
- DESY's safety teams do not have the legal right to enter all the buildings on site.

Sub Committee Members

Andrew Harrison (Lead)
Janine Tychsen

- The safety team has no means of easily distributing information electronically to everyone on the campus.

Comments

- The annual reports are well produced and well-suited to target audiences, and provide a vehicle for transmitting wider strategic issues. However, there was no strong engagement of Communications in these publications.
- Femto is a visually attractive publication, but is not clear who is the intended target audience. It does require very significant resources to produce.
- The user meeting is a good vehicle to strengthen the relationship with the growing community of photon science users, both internal and external, at DESY.
- Support for visiting scientists and students is working well at present, but resources are under considerable pressure which will increase as the campus expands. Support services would also benefit from more information about the evolution of all partners on the campus to anticipate future needs.
- Lack of clarity about the relation between campus partners, and lack of a coherent communications policy, means that the campus has no clear identity.
- The extent to which the partnership institutes CFEL and CSSB were supported by DESY Communications was unclear.
- We believe the means of communicating urgent information across the campus is inadequate for the campus partners' ambitions.

Recommendations

- As part of the re-evaluation of priorities and channels arising from the introduction of the new Communications Strategy, the lab should reconsider whether Femto is an effective instrument for communicating with the users.
- Clear communication is needed from the DESY Board to the "guest services team", Communications, and other relevant groups, about plans for future growth of the campus, and plans need to be drawn up for the provision of additional resources, if required.

- DESY's reputation would be enhanced by effective promotion of the campus. Communications should therefore explore ways of celebrating the achievements of all partners on the campus, so as to help build relations and trust. This will ultimately reflect well on all partners.
- DESY should establish an electronic means of sending information to everyone on the campus.

5. Community Relations

Findings

- The panel was provided evidence of significant effort by DESY and the European XFEL to ensure widespread awareness among relevant local communities of laboratory activities such as disruption from tunnelling or construction operations, plans for future activities, and large scale events such as the Open Doors event.
- DESY operates a year-long school programme including targeted and age-relevant hands-on activities. We were provided evidence that the programme is directly linked to the Hamburg education system and was evaluated for effectiveness.
- DESY’s public visits programme operates year-round, and provides guided tours for around 8000 visitors a year hosted by PhD students and post-docs. We were told the visits programme was often booked significantly in advance. The booking system operates by telephone or email.

Sub Committee Members

Terry O'Connor (Lead)
Angela Anderson

Comments

- The panel was impressed by the dedication of the community engagement staff in ensuring rapid service to neighbours of DESY and the XFEL, and wished to commend their hard work.
- While awareness of the laboratory’s existence amongst neighbours appeared high, the panel was less clear whether neighbours fully appreciated the extent of the laboratory’s current operations, world-leading science or future campus plans – for example, we were told on several occasions that locals still saw DESY as a “particle physics laboratory”.
- In the context of laboratory management’s desire to ensure wider awareness of the societal, economic and international benefits arising from DESY’s work, the panel felt that the concentration of community relations on construction and “public engagement” activities could be widened to include awareness-raising of the

laboratory's wider remit and impact. This could provide a vehicle to quickly "market test" new or emerging messages among a laboratory-friendly audience.

- The schools programme is clearly popular, well run, and effective. The panel noted very positively that it directly contributes to one of the lab management's top four missions for the laboratory.
- The panel appreciated the dedication of the staff, including from Communications, who support the daily visitor programme. We were not provided with evidence of evaluation of the effectiveness of the programme, especially in terms of attitude change among visitors. The programme was not targeted, and clearly requires significant staff resource.

Recommendations

- Communications should embed the laboratory's new Strategic Narrative (impact, benefits) into all community engagement activities. The laboratory's positive engagement with its neighbours should be used to obtain feedback to evaluate the effectiveness of messaging.
- Laboratory management should continue their strong support for the effective and popular schools education programme.
- The effectiveness of the daily visit programme should be re-assessed against the objectives of the Communications Strategy, with a view to re-allocating resources to an expanded programme of industrial and VIP engagement. If laboratory management finds that the daily visits programme is effectively meeting an identified objective, the lab should introduce rigorous booking conditions, and an online booking system, so as to reduce the resources required to administer it. In this instance, Communications should receive additional staff support to deliver an expanded programme of industrial and VIP engagement.

6. Publications, Multimedia and Branding

Findings

- Communications produces a 44-page quarterly magazine, Femto, which targets decision makers, media, stakeholders, industrial partners, the interested public and staff with “a journalistic approach” that represents “all facets of research”. Communications invests approximately 1.5 FTE (editorial and graphic design) and 80,000 Euros for four print issues a year. The website homepage offers a link to download a PDF of the print issue. The team has produced the first three issues as of this review, and 1,000 people have subscribed.
- Communications also produces inFORM, a quarterly 12- to 16-page magazine for DESY employees. Articles are written by Communications and DESY staff members. Layout and design is done in Communications. The team spends nine days a quarter to produce the magazine.
- Communications provides editorial, layout and production support for three printed annual reports each year for DESY research divisions. They also provide support for numerous brochures of DESY groups in addition to two versions of a DESY overview brochure.
- Multimedia at DESY consists of four videos on the DESY website and one additional series of videos on the DESY YouTube channel (total 15 on YouTube). There is no direct link to videos and no YouTube social media button on DESY homepage. Press releases and news stories do not incorporate multimedia.
- The DESY brand identity was recently re-evaluated in light of the growth and complexity of the DESY campus, facilities, and partner institutes. Communications reported to lab management on the issues and recommendations.

Sub Committee Members

Angela Anderson (Lead)
Kate Kahle

Comments

- Communications is very passionate about Femto and report that it is generally well received in the laboratory and in “target audiences” based on anecdotal accounts.

The review panel found the publication has strong design elements, which makes it a visually attractive product. However, several concerns emerged, including:

- lack of audience specificity;
 - no concrete connection to a comprehensive, laboratory-wide communications strategy;
 - and a lack of digital repackaging of content, which prevents metrics and analysis to evaluate the cost-benefit of the publication.
- These concerns make it difficult to assess whether the current resources devoted to Femto are justified.
 - While inFORM has a clear target audience, its format – a quarterly print publication – cannot address more urgent or timely internal communications needs. It is the single vehicle for internal communications to employees beyond posters and letters. A survey has not been conducted among DESY employees to ascertain the effectiveness of the publication as an internal communications vehicle or to gather broader input about internal communications needs.
 - While the magazines are well produced and attractive, in their current format they are missing an opportunity to amplify key strategic communications messages, and their effectiveness cannot be quantitatively measured.
 - The research division annual reports target a specific audience and serve a clear purpose. The Photon Science division reported that eight staff scientists act as a team of editors for content submitted by scientists. Communications commented that the reports are also used to generate ideas for other content, but are not fully harvested for other channels. The panel saw potential here for visual and other content sharing across channels.
 - The panel was surprised by the amount of print materials produced by, or supported by, Communications and had the impression that print was the focus and the dominant activity of the group in an age when people increasingly find electronic formats more convenient and effective.
 - Communications and laboratory management express the need to expand the production and utilization of multimedia for YouTube, other social media, media outreach and as a complement to editorial content. The panel noted unfavorably the minimal multimedia content.
 - DESY brand identity is consistent, well recognized and exemplary of the strong graphic design expertise in Communications. The panel was impressed with Communications' response to leadership's request for a revised brand strategy based on emerging complexities -- they provided a strategic, broad and well thought-

out report including current state of play, issues and recommendations, which was well-received by laboratory management.

Recommendations

- The Communications Strategy should clearly identify the target audiences, and set clear objectives, to support the wider laboratory strategic objectives. Each publication should be reviewed against the Communications Strategy.
- Publications that do not meet identified objectives should be discontinued and resources reallocated to higher priority communications tasks. For those that do meet those objectives, Communications should re-evaluate their effectiveness, and alignment with communications strategy and cost-benefit, in six months.
- Communications should consider a migration from print to digital publications to better reflect both the reputation of DESY as a high-tech, state-of-the-art laboratory, and emerging communications trends. This would facilitate metrics gathering and reporting to measure effectiveness.
- Communications should develop a strategy and process for repurposing content across channels. They should harvest the maximum content from annual reports for use on web and social media.
- Communications should not devote resources to development of new multimedia content until the Communications Strategy is completed. The team should then seek external professional advice with a view to maximizing the potential of digital media to meet the strategic objectives.
- The panel supports the implementation of Communication's brand identity recommendations for DESY and its groups.

7. Web and Social Media

Findings

- Communications uses a traffic light system for websites:
 - “Green” websites echo the brand identity of the laboratory and have more resource allocation from Communications than other websites.
 - “Yellow” websites are from other groups and the content is the responsibility of the groups themselves.
 - “Red” websites differ greatly in design and are sometimes fully supported or hardly supported by Communications.
- The DESY homepage links are not labelled to suggest which audience should click on them. While Facebook and Twitter are linked from the DESY homepage, YouTube/Video content is not.
- DESY is present on YouTube, on Twitter with English and German accounts, and on Facebook with a bilingual English-German account.
- The panel was told the current social media strategy is “least effort for maximum benefit”.
- No strategic communication currently exists for:
 - using social media for human resources recruitment.
 - promoting social media to visitors onsite e.g. for open days, School laboratory and daily visits.

Sub Committee Members

Kate Kahle (Lead)
Vincenzo Napolano

Comments

- The Panel found that the laboratory’s digital presence is currently a much lower priority than print publications for Communications.

- There is a strong need for a process to ensure oversight of all content on the DESY website, so that Communications is able to fully exploit the content from group websites and promote it to key stakeholders.
- Web and social media metrics must be evaluated in order to strategically plan content. There was no evidence that this evaluation had been done. This evaluation would help Communications assess what outputs, such as videos, podcasts, etc., make sense in terms of resource investment.
- Communications is not fully exploiting “quick wins” of repackaging existing content on web and social media e.g. webcasts of their existing public lectures, repackaging division report content, showcasing amazing images from DESY’s image database with links to find out more.
- Social media metrics were provided to the panel. These metrics showed that the interests and demographics of the online followers is in line with the target audience of DESY job opportunities, as reported by HR. Social media is a growing medium for recruitment and this is not currently being exploited.
- The panel does not believe the laboratory’s online presence reflects its role as a world leader in science and technology.

Recommendations

- The Communications Strategy should prioritise digital content over print content, so as to allow for a wider, more measurable audience to appreciate the excellent science of the laboratory and its benefits to society.
- The Strategy must include processes to evaluate web and social media metrics as a key component in planning content.
- Communications must fully exploit existing content by “repackaging” for social media audiences – in particular existing images and “wow” facts.
- Communications should use existing activities (Open days, school visits etc.) to promote DESY’s social media channels – and vice versa.
- Communications should work closely across the organisation to promote themes in line with the Communications Strategy. For example, carefully selected images will more effectively deliver the lab’s key messages about diversity of people and roles, and the breadth of activity from science to engineering to innovation.

8. Media Relations

Findings

- There is around 1 FTE dedicated to media relations.
- Most of the press office work is done in-house, with the exception of the media monitoring.
- There is no formal established process for information about lab developments to be shared with Communications.
- The media relations team has good personal connections with journalists and maintain frequent contact. The panel was told the team answers enquiries in a timely manner.
- The media relations team produces 20 to 30 press releases and 40-60 news stories per year.
- There is a database of 300 receptive journalists, who have subscribed on a voluntary basis.
- Every year there are several hundred pieces of media coverage (from 400 to 600).
- In 2014 around 25% of media coverage was national and the rest was split between Hamburg and other regions. There is little evidence of international media coverage.
- The panel was told that about 30% of the coverage is due to direct impact of press releases. There is no monitoring of which topics receive the most coverage.
- Communications puts emphasis on a “consistent, positive and honest” representation of the laboratory and on the communication of the “forefront results” of its research.
- There is no evidence of the integration of multimedia communication within media relations.
- There is a clear effort devoted to LHC communication, and evidence that this effort produces a large amount of coverage in German newspapers, radio and TV.

Sub Committee Members

Vincenzo Napolano (Lead)
Lucy Stone

Comments

- The press office appears to provide a reliable and reactive service for journalists.
- The number of journalists reached by press releases could be increased by a company that offers press distribution services. This could complement existing contacts.
- The profile of DESY could be raised further through an increase of national and international media coverage.
- The changing media landscape and reduction in science reporters increases the need to target non-science journalists.
- The media coverage is large, but the direct effect (30%) of press releases could be improved. This could be achieved through a greater understanding of the strategic priorities of the laboratory, and an appreciation for which publication to target with the relevant stories.
- Communications must ensure their output reflects the need to support cultural change across the laboratory – requiring a shift in focus from prioritising the value and the fascination of scientific results to a more strategic and corporate perspective with a focus on the impact and benefit of research.

Recommendations

- Communications should establish a formal process for receiving information from the research groups and from the management.
- To increase its effectiveness, Communications must adopt a greater focus on pitching stories directly to journalists, focusing on fewer but better targeted stories.
- Communications must adopt a more qualitative approach to media monitoring so that they can better understand which of the stories are being covered the most in the media.
- In its media activities the laboratory must reflect its new Communications Strategy's focus on promoting the societal, economic and wider benefits of DESY's work.
- The Strategic Narrative identified in the section on Decision Makers should be embedded in all communications outputs.
- Communications should use multimedia to improve the quality of its media offering.

- A more strategic approach is needed to ensure that DESY senior management are put in front of the media to talk about the LHC.

9. Internal Communications to Staff

Findings

- Communications, senior management and other staff have all identified a need to enhance existing internal communication at DESY.
- No individual believes that they have responsibility for internal communications but each member of Communications feels that they do some level of internal communication, and that there may be staff elsewhere in the organization contributing to such activity.
- There is no staff intranet and no effective staff e-mail address list for DESY. Much of the laboratory's communication is conducted in a paper-based fashion.
- A quarterly internal newsletter is produced for all staff – this has been reduced from ten editions a year to four, releasing resources for producing Femto. Roughly 0.2 FTE is dedicated to the internal publication (9 full days every quarter).
- Staff are addressed twice a year by the Director General.
- The panel was told on several occasions that staff feel they are not informed and that they need more information flow and stronger information flow.
- The panel was told that there is no formal plan for crisis communication – this is in the development stage.
- Senior staff told the panel there was a need for staff and users to feel a stronger connection to DESY so that they can be ambassadors for the lab.
- Staff felt that more social networks could be in place across DESY and the campus.

Sub Committee Members

Lucy Stone (Lead)
Andrew Harrison

Comments

- The Communications Strategy must include a robust internal communications plan with the goal of improved information flow across the laboratory. We believe this will enhance efficiency of the entire communications output.

- An intranet could be a central point for staff information.
- An all staff email address would enable regular communication in the intervals between the quarterly internal newsletters. Staff currently take some of their information from the user website and this is being considered as a basis for starting an intranet.
- There are no metrics to show how many people are reading the printed copy of the internal newsletter InFORM – the layout for printing the document is time consuming.
- More regular staff briefings by senior management would help staff feel more informed and enable them to celebrate the laboratory's successes and therefore feel more connected to the laboratory.
- A crisis communications plan would ensure the laboratory is fully equipped to protect reputation as far as possible in the event of an emergency.
- Stronger networks and information flow would help staff feel more connected to each other, leading them to feel part of a team, more positive at work and therefore take on an ambassadorial role for the laboratory.

Recommendations

- The Communications Strategy should allocate a high priority for an effective internal communications operation, and the laboratory should ensure this is properly led and resourced.
- More electronic communications would ensure that key messages are received by staff in a timely manner and in the event of an emergency.
- Unless metrics demonstrate the need for a printed internal newsletter the panel recommends an electronic-only newsletter to be distributed to all staff by email and placed onto the intranet if these two methods of communications are established.
- A shift to electronic communications channels would free resource which could allow consideration to be given to a more frequent electronic publication.
- The laboratory should introduce regular staff briefings to be presented by different directors and feature updates from 'guest' speakers to communicate the breadth of work carried out across DESY. This will result in the staff feeling more informed and lead to a more collegiate institution.

- The panel recommends the immediate drawing up of a crisis communication plan including consideration for the broader campus.
- Consideration should be given to creating occasions to bring staff together contributing to a more positive working environment for staff and a stronger identification with DESY, particularly important at a time when the landscape of the laboratory is changing.

10. Appendices

Appendix A - Charge Letter

Accelerators | Photon Science | Particle Physics

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A Research Centre of the Helmholtz Association



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28 January 2015

Peer Review of DESY's Press and Public Relations Group

Dear Mr O'Connor,

The last decade has witnessed exciting growth and diversification at DESY as well as ongoing scientific and international success for the laboratory and wider German research community. DESY is recognized as a truly world-class multi-purpose research campus, at the center of strong national and international research and innovation partnerships. We have to ensure that our communications is matching these developments.

I am pleased to invite the InterAction Collaboration to chair a peer review of our communication function at DESY and I propose that the review has a particular focus on DESY's public reputation and future means to further strengthen it.

I ask the review to examine:

- Communications support and advice to laboratory management
- Support on staff communications
- Communications support for stakeholder engagement
- Communications to, and support for, campus partners including the university and the European XFEL
- Support for, and communications to, our user communities
- Communications support for local community engagement
- The structure, budget and organizational positioning of communications within the laboratory

I also propose that the review focus on efficiency and effectiveness of the laboratory's:

- Media relations, including local, national and international media
- Digital presence, including websites and social media
- Publications
- Events and exhibitions
- Outreach and public engagement

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Prof. Dr. H. Dosch
(Chairman)
Prof. Dr. J. Mnich
C. Scherf
Prof. Dr. E. Weckert
Prof. Dr. C. Stegmann
(Representative of Directors
in Zeuthen)



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Date 28 January 2015

- Internal and external communications networks
- Evaluation of communications outputs

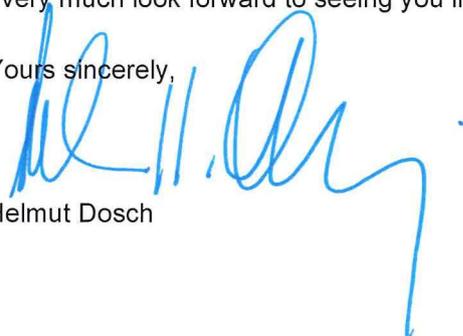
While the committee should also take into account the interaction between the central lab communications and other activities (e.g. DESY Zeuthen, technology transfer, human resources), the review should focus on communications activities of DESY's public relations group.

The review should take place from **24 to 27 March 2015**. DESY will cover travel expenses for the review committee and provide local organizational support.

Travel planning and logistics will be handled by Antje Brandes (+49 40 8998-3613, antje.brandes@desy.de).

I very much look forward to seeing you in March, and to taking this review forward.

Yours sincerely,


Helmut Dosch

Appendix B – Committee Members

Andrew Harrison (Chair)

Andrew Harrison was awarded a degree (1982) and doctorate (1985) in Chemistry at Oxford University, was awarded a UK Royal Society University Research Fellow (1988) and then took up a lectureship in chemistry at the University of Edinburgh in 1993. His research interests were centred in magnetic materials and the understanding and exploitation of microwave heating in chemistry. He became Professor of Solid State Chemistry in 1999 and in 2002 he became founding Director of the Centre for Science at Extreme Conditions in Edinburgh before leaving on secondment for the Institut Laue Langevin in Grenoble as Technical Director (2006), Director of Science (2007) then Director General (2011). In 2013 he was appointed CEO of the Diamond Light Source in Harwell, the UK's national synchrotron source. He is currently a UK delegate for the ESFRI Council, and also serves on Dubna Council, on the International Advisory Committee for Russian Megascience and was a rapporteur for the 2014 assessment (POF III) of 'Matter' for the Helmholtz Association.

Angela Anderson

Angela Anderson is a communications professional with more than 20 years of experience leading creative development of award-winning communications and marketing outreach, advertising, and community education in the fields of medicine, science and technology. She currently serves as Editorial Manager in the Office of Communications at SLAC National Accelerator Laboratory where she oversees a team of science writers and editors, develops content strategies, and manages content creation for a variety of online and print publications. Before coming to SLAC, she led an in-house creative team in the execution of marketing and advertising campaigns across a broad range of media for a network of healthcare providers, clinics and hospitals in the San Francisco Bay Area. Angela has a bachelor's degree in Communications/Journalism and will soon complete a master's degree in Visual Media.

Kate Kahle

Kate Kahle began as a physicist before being awarded distinction for an MSc in Science Communication at Imperial College London. She joined CERN in 2006 to communicate for CERN-led European projects after 5 years of editorial experience in the Pearson publishing group: Dorling Kindersley, Penguin Press and Longman Schools Science. She became CERN social media manager and news editor of the CERN Courier in 2012. Kate currently manages CERN's presence on the social media platforms Twitter, Facebook, LinkedIn, Instagram, Google+ and YouTube. Under her management, CERN was named the most effective international organisation on Twitter in terms of retweets in 2013, passed the 1 million follower mark in 2014 and was awarded best Twitter account in Switzerland in 2015.

Vincenzo Napolano,

Vincenzo Napolano has been a communications manager at the Communication Office of the Italian Institute for Nuclear Physics, INFN, since 2008 and represents INFN in the international network 'Interactions'. He has a PhD in Physics from the University of Trieste and a Master's degree in Science Communication from the International School for Advanced Studies (SISSA) in Trieste. After his doctorate he worked as a freelancer collaborating with several newspapers, magazines, websites and radio stations. From 2004 to 2007 he led communications, media relations and public relations at the Institute of Cybernetics 'Edoardo Caianiello' of the National Research Council, CNR in Naples. He is interested in using new technologies and artistic languages to communicate science and has been curator of several exhibitions, including the highly successful *Science Blunders*, Palazzo Blu, Pisa in 2014.

Terry O'Connor

Terry O'Connor is the Head of Communications for the Science and Technology Facilities Council, a UK government science agency which is one of Europe's largest multi-disciplinary research organisations with responsibility for operating large laboratories, managing UK membership of major European research facilities including CERN, and funding particle and nuclear physics and astronomy research. Terry leads on all aspects of communications, including reputation, issues management, internal communications, media and online. After a career as a political and diplomatic journalist, culminating in appointment as Chief Political Correspondent for the Australian national wire service AAP, Terry joined the personal staff of a senior Australian Cabinet Minister in press and policy roles. He then moved into corporate affairs and communications roles, initially with the Australian trade promotion agency Austrade, then the British High Commission in Australia, and the Australian air navigation service provider, before being recruited to his current UK role in 2008.

Lucy Stone

Lucy Stone was until March 2015, Communications Manager at the European Synchrotron, the ESRF, in Grenoble after going there for a year on secondment from the Science and Technology Facilities Council's (STFC) Rutherford Appleton Laboratory (RAL). She now works as STFC's Deputy Media Manager and previously worked as a Press Officer for STFC, a post she took up in 2008. Prior to her career in science communications, Lucy spent six years as a radio journalist and her journalism career included news reading and reporting in subjects covering everything from healthcare to sport. She has worked for the BBC and in commercial radio, both nationally and locally.

Janine Tychsen,

Janine Tychsen has been the Deputy Head of Communications and Media Relations for the Helmholtz Association since January 2013. Previously to that Janine has been a spokesperson

for Bayer HealthCare Pharmaceuticals for Global Media Relations and Scientific Communications as well as freelancer in corporate communications. She also spend seven years working for Allianz SE. Janine studied for six years in Journalism, Communication and Media Sciences, Psychology and Pedagogical Studies and has experience in radio and newspaper journalism.

Appendix C – Agenda

Open Session:	Open to all
Panel Session:	Committee plus subject-matter experts.
Executive Session:	Committee members only
Closed Session:	Committee plus invited participants only

Tuesday 24 March

1615	Closed Session: Lab management
1700	Executive Session: Welcome and discussion
1830	Informal dinner for Committee and Laboratory communications staff

Wednesday 25 March

0845	Executive Session: Overview
0900	Open Session: Introduction to review
0930	Open Session: Introduction to DESY PR Group
1100	BREAK
1115	Panel session: Publications and Multimedia
1200	Informal lunch with lab communications staff
1330	Sample VIP tour of DESY
1500:	Executive Session: Introductions and update for Chairman
1600:	Panel session: Web and Social Media
1645:	Panel session: Internal and Campus Communications
1730:	Panel Session: Public Engagement and Local community relations
1930	WORKING DINNER

Thursday 26 March

0845	Executive Session: Overview
0900	Open session: Welcome, Introduction and Lab objectives/strategy
1000	Open session: User Communications
1100	SHORT BREAK
1115	Closed session: Campus partners
1200	Panel Session: VIP visits and Events for decision makers
1245	Executive Session: Working lunch
1400	Panel session: International networks and communications
1445:	Panel session: Media relations
1530:	BREAK
1600:	Panel session: DESY brand architecture
1645:	Executive Session
1930	WORKING DINNER

Friday 27 March

0845	Executive Session: Overview
1100	Open Session: Closeout presentation
1230	Review concludes
1400	Optional additional Tour of lab