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## **Deliverable No. 1.1**

### **Internal communication strategy and intranet**

Project acronym:

**PERFORM**

Project Title:

**Participatory Engagement with Scientific and Technological Research through  
Performance**

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## SUMMARY

This deliverable corresponds to Task 1.2. “Facilitation of the consortium communication” aiming to design and maintain a sound and effective internal communication strategy among PERFORM partners. It first describes the goals and expected outcomes of the project internal communication strategy and it then outlines the four main communication tools to be used by PERFORM partners to enhance the exchange of information, discussion and reflection on the project progress. These communication tools consist of i) an intranet for supporting document exchange and project management, ii) e-communication means for boosting day-to-day interactions, iii) project meetings for ensuring face-to-face interactions, organisation and implementation of project activities, and iv) an internal e-Newsletter for updating information about the project execution. The Coordination Team at the Universitat Oberta de Catalunya (UOC) is in charge of coordinating and supervising an effective and proper use of such communication tools among PERFORM partners.

## 1. INTRODUCTION

PERFORM is developed by a consortium of 10 partners from Austria, France, Spain and the United Kingdom with a wide expertise in different science communication domains, ranging from performance to science education and research. Consequently, PERFORM partners have different needs regarding the kind of information to communicate and material to exchange within the consortium. These needs vary from the Coordination Team supporting other partners' management by providing templates and other documents for technical and financial reporting, to Case Study Coordinators updating the consortium about the project progress in each setting (i.e., Barcelona, Bristol, Paris). Partners conducting the case studies also need to exchange contents and strategies for developing science education methodologies based on performing arts and training toolkits, as well as methodological approaches and research data for impact assessment. In turn, partners responsible for dissemination to both general audiences and policy makers need to share logistic details on the organisation of project events, and organise to build a common strategy to disseminate the information and to shape it to different audiences. A well-developed internal communication strategy is thus necessary to assure an effective coordination within and among Work Packages (WPs), for a successful execution of the project.

The **main goal** of this internal communication strategy is to support a sound and effective communication within the consortium and facilitate the flow of different kinds of information among PERFORM partners. In particular, an effective and clear communication is fundamental to avoid misunderstandings for a smooth collaboration in achieving results, reporting activities, exchanging materials, sharing a common vision about the project and its objectives, and keeping the Coordination Team informed about the progress of WPs tasks to anticipate potential unexpected deviations in the working program.

In what follows, the four internal communication tools envisioned and developed to achieve such goal are carefully described:

- 1) intranet,

- 2) e-communication means,
- 3) project meetings, and
- 4) internal e-Newsletter.



**Figure 1. Kick-off meeting in Barcelona (November 2015)**

## 2. INTERNAL COMMUNICATION TOOLS

PERFORM internal communication strategy is composed by **four main communication tools** to improve and promote interaction among partners and to facilitate information and documents exchange about PERFORM development and management.

First, an **intranet** – consisting of internal web-based messaging and document sharing services - has been set up to ensure the flow of information and the exchange of all scientific, educational, legal and administrative documents among the members of the consortium.

Second, the use of traditional **e-communication means**, such as e-mail, phone calls and videoconferences, is encouraged by the Coordination Team to ensure in-time and adequate information and data exchange between the different WPs and partners.

Third, the organisation of **project meetings**, both consortium and WP-related meetings, to provide a space for direct interaction among partners and follow-up of project activities, as well as further coordination within the consortium.

Fourth, the creation of an **internal e-Newsletter** to update partners on the activities and outcomes developed by PERFORM members.

### 2.1. Intranet

To facilitate the exchange of material and information PERFORM has developed an intranet, which system is currently under testing in order to be ready to post it on the PERFORM website (<http://performresearch.eu/>) that will be launched in Month 6. The intranet will thus be set in a private area of the website accessible to the project partners through the following procedure:

- \* registration
- \* double opt-in with email
- \* login
- \* possibility to change the password
- \* modify user data



The following screenshot shows the features of the Wordpress plug-in.

**Simple Intranet**

Problems? [Visit our Support Area.](#)

**Step #1: Setup A PARTNER Directory**

- To add new **partner** Directory with photos, insert the [ **partner** ] shortcode into any page or post.
- [Add new partner](#) edit their profiles and upload photo avatars.
- Enable options (admins only) under the *Enable Detailed **Partner** Directory Page?* heading in [Your Profile](#).

NOTE: It is a good practise to [change your Permalinks](#) from "Default" to "Post name".

**Step #2: Manage Your Events Calendar**

- Your current events calendar is found at <http://www.simpleintranet.org/demo/events/>
- [Edit your calendar settings](#) or [add events](#).
- To add an event request form to the front-end, insert the shortcode [ **event\_form** ] into a post or page.

**Step #3: Create Online Forms**

- Create [forms](#) via drag and drop from right column to the left.
- Insert a form using the "Add Form" icon above the content editor of a post or page.
- [View form entries](#) or [export and download data](#) into a CSV(Excel) spreadsheet.

**Other Options**

- View [settings](#) of your activity feed and add it to your menu.
- [Add a logo](#) to admin and/or login areas.
- [Click here](#) to restrict site access to logged in users only.

**Shortcodes**

- To add a searchable **partner** directory to a page or post, insert the [ **partner** ] shortcode. Limit to 10 **partners** per page using the limit parameter: [ **partner limit="10"** ]
- To add an event request form to the front-end, insert the shortcode [ **event\_form** ] into a post or page.
- To add an organization chart of your **partner** , insert the [ **org\_chart** ] shortcode in a post/page. To set a custom size, add width and height values such as like this: [ **org\_chart width="400" height="300"** ]. To add **partner** to the chart, visit "Users / Your Profile" and scroll down towards the bottom to change the "Organization Chart Option" which allows you to "Choose who you report to".
- To restrict content only to **partners** who are logged in, include content between these shortcodes: [ **partner\_logged\_in** ] *Some content* [ / **partner\_logged\_in** ] in a post/page.
- To display a new member/ **partner** registration form (requires username/e-mail and sends password via e-mail), use this shortcode: [ **register** ] in a post/page.
- To show content only to **partner** with specific roles, add content between these shortcodes: [ **access role="administrator,editor"** ] *Content for admins or editors only* [ / **access** ] in a post/page.
- Add an upload function in pages/posts using [ **upload uploadpath="testing1"** ] and display it using [ **upload\_list dir="testing1"** ] ([View details](#)).

**Widgets**

- Display a Facebook-like Activity Stream of comments using the **Activity Feed** widget ([View settings](#)).
- Display a list of **partners** using the **partner** widget.
- Display out of office notifications in the **partners** directory using the **Out of Office** widget ([View details](#)).
- The **Login Form** widget allows users to login to your site and show who is currently logged in ([View/enale settings](#)).
- The **Most Popular Content** widget displays all posts/pages of content with the view count next to them ([View details](#)).
- The **Upcoming events** widget displays the photo and name of approaching birthdays within a specified number of days forward ([View details](#)).



The intranet consists of web-based messaging and document sharing services that enables partners to share documents and materials and project events calendars. During the kick-off meeting in Month 1, the consortium decided to simplify the functions of the internal webpage to a protected document handling system, since previous experiences with complex intranets that included other functions such as chats and interactive calendar were underused.

This internal website is divided in 4 sections: administrative, technical, meetings and work packages (see Figure 2 for a scheme of the intranet sections).

The *administrative* section allows a dynamic follow-up of managerial components of the project by facilitating partners to complete the reports and have all the relevant legal and ethical information.

The *technical* section contains general documents that enable communication and coordination, and material about interesting experiences and initiatives that can inspire project partners.

The *meetings* section contains a folder for each project meeting (kick-off, intermediate, final) and the meetings of the General Assembly (GenA) and the Steering Committee (SC).

Finally, partners are encouraged to use the *work packages* section to exchange educational and research materials, data and results.

The intranet use guidelines is being developed and will be sent to partners in the next weeks. Such guidelines include information about the organisation of the internal website and how to use it.

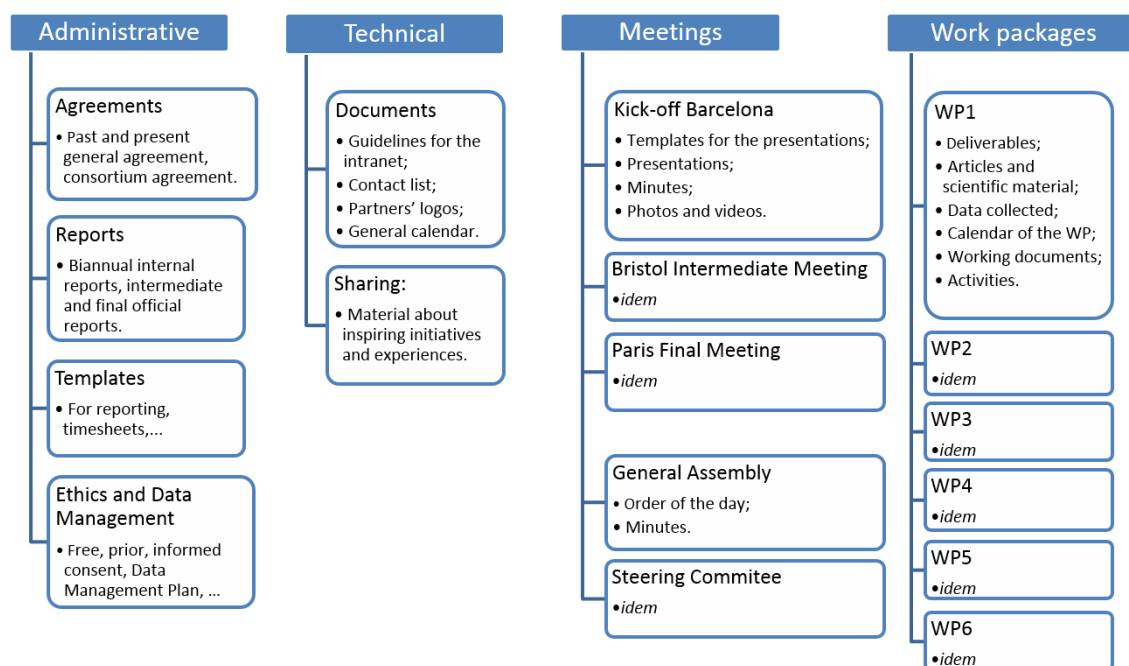


Figure 2. Intranet structure

## 2.2.E-communication means

Day-to-day communication is fundamental to strengthen cooperation among partners working on the same WP and to coordinate all WPs toward a successful achievement of the goals and results expected from the project. In particular, regular communication among partners has the important role to provide fast feedbacks and suggestions on the progress of the project and peer-review the deliverables produced by other partners. Day-to-day communication is actively encouraged by the Coordination Team and takes place regularly through phone calls, video conferences and emails.

Phone calls and video conferences are organised by the partner that is interested in discussing a specific project task, deliverable or other issues with one or other partners by contacting them directly. The interested partner may also involve the Coordination Team in the conversation if s/he considers it is necessary.

To facilitate the e-mail exchange within groups of contacts, PERFORM has created two different kinds of **mailing lists** (see Annex I for consortium contact lists):

- 1) One mailing list for the **team**, which includes all PERFORM beneficiaries.

Partners should use this mailing list only for sending emails concerning all WPs,

meetings and the GenA.

- 2) One mailing list for the **SC**, which only includes the **WP** leaders and the Coordination Team. The use of this mailing list is thus restricted to these partners. **WP** leaders should use this mailing list for emails concerning technical issues that could affect more than one **WP**.

Additionally, there are some guidelines for regular email use within the consortium:

- 1) The name of the project and topic of communication should be clearly written in the subject of the email.
- 2) Emails concerning potential deviations within one **WP** should be also sent to the Coordination Team.
- 3) Emails involving only one **WP** should not be sent to the mailing lists mentioned above. Instead, the interested partner should contact solely the concerned partner(s).

## 2.3.Meetings

Project meetings are fundamental to strengthen partners' communication and consortium collaboration through face-to-face discussions on the implementation and management of project (Table 1). They provide the opportunity to share expertise, knowledge, and approaches to the project.

PERFORM organises **three consortium meetings**: Barcelona kick-off meeting (Month 1), Bristol intermediate meeting (Month 18), and Paris final meeting and conference (Month 36). **GenA meetings** also take place during these project meetings to discuss major decisions regarding PERFORM project, modifications and amendments to the working plan, budget allocation in accordance with the original contract, and changes to the consortium composition, if any.

The **SC** members (**WP** leaders) also meet to coordinate and report all activities of each **WP** and ensure the working time and quality of the deliverables. These meetings are held every 6 months through the three consortium meetings, skype calls and other face-to-face meetings, e.g., the Knowledge Sharing Workshop organised by **WP3** in Bristol (Month 6) where many partners of the consortium will meet to discuss ideas for

the development of Performance-based Science Education Innovative Activities (PERSEIAs).

Date	General Assembly	Steering Committee	Place
November 2015 (M1)	Kick-off Meeting	Kick-off Meeting	Barcelona (Spain)
April 2016 (M6)	-	Knowledge Sharing Workshop	Bristol (UK)
October 2016 (M12)	-	Skype Meeting	-
April 2017 (M18)	Intermediate Meeting	Intermediate Meeting	Bristol (UK)
October 2017 (M24)	-	Skype Meeting	-
April 2018 (M30)	-	Skype Meeting	-
October 2018 (M36)	Final Meeting	Final Meeting	Paris (France)

**Table 1. General Assembly and Steering Committee meetings schedule**

## 2.4. Internal e-Newsletter

To ensure all partners are updated about the overall project development as well as the specific progress of each WP and case study, the Coordination Team envisions the elaboration of an internal e-Newsletter every 6 months.

These e-Newsletters contain news and events on the activities developed by the different partners based on the information included in the regular internal reports of the project. In doing that, the consortium will be informed about all results and activities related to PERFORM, and meetings and collaborations with other STEM projects. For example, the first e-Newsletter will include an introductory video of the project produced during the Kick-off meeting (available at the PERFORM YouTube channel [www.youtube.com/channel/UCICTHWOMoYTEZd9XwKJZWpQ](http://www.youtube.com/channel/UCICTHWOMoYTEZd9XwKJZWpQ)), the selection of schools in each case study (i.e, Barcelona, Bristol and Paris), and information about the initial WP2 activities with students, among other topics.

### 3. EXPECTED OUTCOMES

By developing the PERFORM internal communication strategy detailed above, the consortium pursues **three outcomes**: i) smooth project management and supervision, ii) collaborative project execution and coordination, and iii) high quality of project results.

First, PERFORM internal communication aims to achieve a **smooth project management and supervision** to avoid delays in project execution and reporting. The Coordination Team will prompt partners to follow deadlines, exchange documents that are relevant to more partners, and will be available to deal with possible conflicts that may arise. In particular, the Coordination Team will ensure that all management documents are uploaded on time in the intranet to allow a dynamic follow-up of managerial components of the project for reporting to the European Commission. These include technical and financial reports, legal issues, and modifications to the agreements.

Second, **collaborative project execution and coordination** among and within different WPs is fundamental to achieve common results. The designed internal communication strategy strengthens a shared common view on the project, its objectives and outcomes, benefits the timing of different WPs and their relations with one another, and improves risk prevention and management. Moreover, it gives space for mutual learning within the process of sharing reflections on experiences and critical feedback. Finally, it facilitates the homogeneous use of the project's logo and other corporate elements by including related guidelines in the intranet.

Third, sound and effective internal communication is necessary to reach a **high quality of project results**. The communication tools described above will provide the ground for boosting discussions and critical reflection on the project progress, and will enable members to provide comments and suggestions to improve the quality of the deliverables produced by other partners through peer-reviewing. Such monitoring of the project implementation, which relies on a continuous communication and information sharing through the different means described above, is an essential component of an effective project management process.

## ANNEX I: Consortium mailing lists

Team			Steering Committee		
UOC	Isabel Ruiz Mallén	iruiz_mallen@uoc.edu	WP1	Isabel Ruiz Mallén	iruiz_mallen@uoc.edu
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UAB	María Heras	Maria.Heras@uab.cat	WP4	Louis Lemkow	Louis.Lemkow@uab.cat
	Teresa Escalas	Teresa.Escalas@uab.cat	WP5	Casimiro Vizzini	c.vizzini@unesco.org
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