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The assessment of the State Labour Service (SLS) staff needs for training on communication

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Respondents

207 representatives of the Head Office and 23 territorial units, including:

- 45 managers of the Head Office and territorial units
- 23 representatives of the press services
- 141 labour inspectors

Average work experience within the organization is 2-6 years

- 43% of the surveyed inspectors work in the labour protection system from 6 to 22 years

| # | Territorial administration | Managers | Press service | Inspectors |
|----|--|-----------|---------------|------------|
| 1 | Central Office of the SLS | 5 | 1 | 1 |
| 2 | Department of SLS in Vinnytsia region | 2 | 1 | 4 |
| 3 | Department of SLS in Volyn region | 1 | 1 | 2 |
| 4 | Main Department of the SSL in Dnipropetrovsk region | 2 | 1 | 29 |
| 5 | Department of SLS in Zhytomyr region | 1 | 1 | 4 |
| 6 | Department of SLS in the Transcarpathian Oblast | 1 | 1 | 5 |
| 7 | Main Department of the SLS in Zaporizhia Oblast | 2 | 1 | 3 |
| 8 | Department of SLS in Ivano-Frankivsk Oblast | 3 | 1 | 8 |
| 9 | Main Department of the SLS in Kyiv Oblast | 2 | 2 | 9 |
| 10 | Department of SLS in Kirovohrad Oblast | 4 | 1 | 3 |
| 11 | Main Department of the SLS in Lviv Oblast | 1 | 1 | 4 |
| 12 | Department of SLS in the Mykolaiv Oblast | 2 | 1 | 4 |
| 13 | Main Department of the SLS in Odessa Oblast | 1 | 1 | 4 |
| 14 | Department of SLS in Poltava Oblast | 1 | 1 | 4 |
| 15 | Department of SLS in Rivne Oblast | 1 | 1 | 3 |
| 16 | Department of SLS in Sumy Oblast | 1 | 1 | 4 |
| 17 | Eastern Interregional Department of the SLS of Ukraine | 3 | 1 | 10 |
| 18 | Department of SLS in Ternopil Oblast | 2 | 0 | 4 |
| 19 | Main Department of the SLS in Kharkiv Oblast | 3 | 1 | 3 |
| 20 | Main Department of the SLS in Kherson Oblast | 1 | 1 | 16 |
| 21 | Department of SLS in Khmelnytsky Oblast | 1 | 1 | 6 |
| 22 | Department of SLS in Cherkasy Oblast | 3 | 1 | 3 |
| 23 | Department of SLS in Chernivtsi Oblast | 1 | 1 | 2 |
| 24 | Department of SLS in Chernihiv Oblast | 1 | 0 | 6 |
| | TOTAL | 45 | 23 | 141 |

Who and to what extent influences the reputation of the SLS?

| Respondents | % of Management influence | % of Press service influence | % of Inspectors' influence | % of other specialists' influence |
|-------------------------------|---------------------------|------------------------------|----------------------------|-----------------------------------|
| Management | 30 | 20-30 | 25-40 | 5-10 |
| Press service representatives | 10-40 | 20-40 | 35 | 10 |
| Labour Inspectors | 30-50 | 10-20 | 30-50 | 10 |

Answer to the question: In your opinion, to what extent (in %) the work of different categories of SLS staff affects its reputation: 1) Management of the organization 2) Press service 3) Labour Inspectors 4) Other specialists



Analysis of answers

- **Among TOP Managers**, the majority believes that **Managers are 30% responsible** for the organization's reputation
- 40% of heads, 60% of representatives of press services, 21% of labour inspectors believe that the reputation of the SLS depends equally (25% or even 100%) **on all groups of staff**
- Labour inspectors give more importance to the activities of management and their own work, considering the impact of the press services on the reputation of the SLS is relatively smaller
 - the presence of polar responses, when labour inspectors give **100%** of the responsibility to heads **only**, or to labour inspectors **only**
- All groups of respondents agreed that other groups of specialists have up to 10% responsibility for the reputation of the organization

Awareness about the goals of activities, target audiences (TA) and media opportunities of the SLS

Most representatives of all staff groups

- formulated the main purpose of the SLS similar to the wording on the website. 50% of the answers were copied from the site
- identified employers and employees as the target audiences of the organization's communication

Among the **media opportunities** for communication with TA the following was mentioned most often

- clarification of legislation
- compliance with the safety measures in the context of COVID-19
- meetings, round tables, seminars
- inspections, audits, inspection visits
- results of processing citizens' appeals

The goal of the SLS work: examples of answers

"Implementation of state policy in the areas of industrial safety, labour protection, occupational health, handling of explosives, state mining supervision, as well as on supervision and control over compliance with labour legislation, employment, compulsory state social insurance in terms of purpose, accrual and payment of benefits, compensations, provision of social services and other types of material support in order to comply with the rights and guarantees of insured persons"

"Ensuring the implementation of state policy in the fields of Labour and Labour Protection"

"Ensuring legal and safe work of citizens of Ukraine"

Awareness about communication goals and communication messages of the SLS

- Answers to the questions about communication goals and communication messages revealed that managers and press service representatives do not understand communication terminology well enough
 - about 90% of respondents had difficulty answering these questions
 - some respondents repeated the general purpose of the SLS (copy from the site) as a communication goal
- In most cases, labour inspectors answered quite clearly and correctly the question of what the main idea should remain after communication with the labour inspector (which is a communication message)



Communication goals of the SLS: examples of answers

"Coordinated dialogue between supervised enterprises, institutions, organizations and the SLS"

"Cooperation and trust from business entities"

"Informing the public to prevent violations of employees' rights"

"Overcoming undeclared work, reducing unemployment, occupational injuries, etc."

"Inform about the activities of the service and the results of these activities"

"Supervision and control over the implementation of state policy"

Communication messages of the SLS: examples of answers

"Changes in the legislation on labour and labour protection, statistics of accidents at work, information on the number of state control measures and violations"

"The purpose of the SLS is not to impose fines, but to prevent violations"

"Conducting conferences, round tables, meetings of working groups, boards, seminars, meetings, media coverage on the website, Facebook, Instagram, training, speeches on radio and television, information through booklets, information leaflets"

"Interview, analytical article, information, explanations, photo report"

"Declared work = social and labour rights"

"Positive examples of work"

What is the main idea of a person after communication with the labour inspector: examples of answers

"SLS is a body from which you can get advice and assistance in case of human rights violations when concluding an employment contract, in case of late receipt of wages, etc."

"SLS and its territorial units are important state institutions that protect the rights of employees"

"Protecting the interests of employees and professionally informing employers about the most effective ways to comply with labour legislation"

"SLS officials are competent, tolerant, friendly people whose goal is not to punish, but to help not to violate the law"

Estimation of traffic of the pages in social networks

- Managers and press service representatives estimated the traffic of their pages in social networks from "very little" to "enough", but in most cases did not specify specific figures that are the criteria for evaluation
 - specific attendance figures were provided by 20% of interviewed managers and 35% of press service representatives
- It is important to note that respondents suggested many options for possible measures to improve page traffic
 - only 22% of answers were formal, such as "difficult to answer"



A list of recommendations for improving page traffic in social networks

Recommendations for page content:

- "More explanations, more photos and videos, reminders calendar"
- "Exchange content and interact with readers, improve page content, diversify materials"
- "Update the interface, add questionnaires"
- "Add humour, present useful information briefly, in Tick-Tock format"
- "Add branded graphic content"
- "Short answers to topical questions for employers and employees"

Recommendations for page promotion:

- "Create a marketing plan, analyse strengths and weaknesses"
- "Promotion on search engines, including paid promotion"
- "During preventive work and supervisory activities, distribute links to the page on social networks, place links on the pages of partners"
- "Do search engine optimization, pay attention to keywords"
- "Invite friends to comment and repost"
- "Professional training of specialists responsible for work with the media"

Communication crisis

In response to the questions about what a communication crisis for the organization

- 15% of managers and press service representatives stated that there was no crisis
- 10% mentioned the lack of funding, including "funding for communication"
 - several managers stated that the communication crisis may be due to the lack or low motivation of press service representatives, the reluctance of other departments to cooperate with them, as well as the lack of technical support for their work (outdated hardware)
- 9% mentioned the Covid-19 pandemic and quarantine restrictions

Other reasons for a possible communication crisis:

- Lack of communication or poor communication
- Lack of information on the site
- No interesting events or resonant events
- Fake and negative media reports
- Distrust to the SLS as a whole
- Loss of reputation of the organization
- Inaccessibility of modern means of communication in some parts of Ukraine
- Conflict of interest between employers and employees

The role of the SLS staff in overcoming the communication crisis

Regarding their role in overcoming the communication crisis:

- **23% of managers and 16% of labour inspectors** answered that they do not see their role, or it is **beyond their competence**
- **70% of managers'** answers were **very general**: "improvement of work in this direction", "quality improvement", "prevention", "important role"
- **70% of press service** representatives **provided a specific list** of their actions during the crisis
- **70% of labour inspectors** see their role during the crisis in conscientious performance of their duties and compliance with the law



Influence of labour inspectors actions on the reputation of the SLS

Responding to a question about the positive and negative actions that affect the reputation of the SLS, most labour inspectors said:

- positive actions / qualities: professional and competent performance of duties, knowledge and observance of the current legislation, decency and integrity
- negative actions / qualities: incompetence, emotional reactions, corruption



Evaluation of the quality of communication

1. 70% of press service representatives and 20% of managers provided their list of parameters for assessing the quality of communication
2. Almost 100% of managers and press service representatives do not see any "failure" of the SLS in communications in recent years
3. 80% of managers and 95% of press service representatives named from 1 to 3 communication achievements of the organization. Among them:
 - Increase of declared workers, reduction of injuries at work
 - Conducting successful communication campaigns
 - Involvement of social partners in cooperation
 - Establishing cooperation with TV and radio companies
 - Create and develop new or increase visits to existing sites or pages on social networks
 - Use of the SLS reports by journalists and their citation in the media
 - Participation in the OSH forum
 - Establishing consistent and stable communication with employers, workers and the public
 - Creation of a hotline, delivery of information through the street leading radio

Training needs of the managers of the SLS Head Office and territorial units

37 out of 45 interviewed managers want to be trained on communication topics

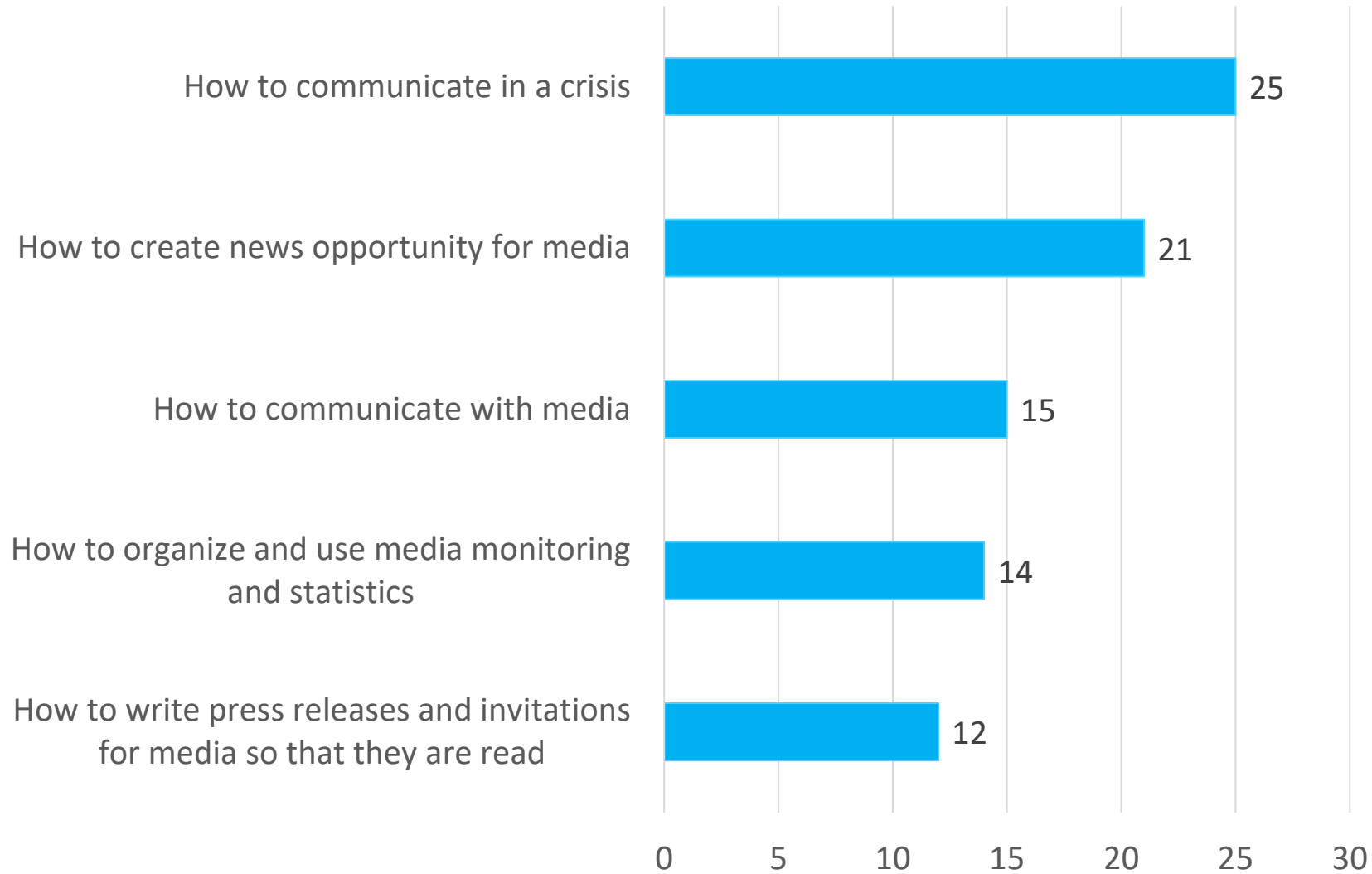


Professional communications skills



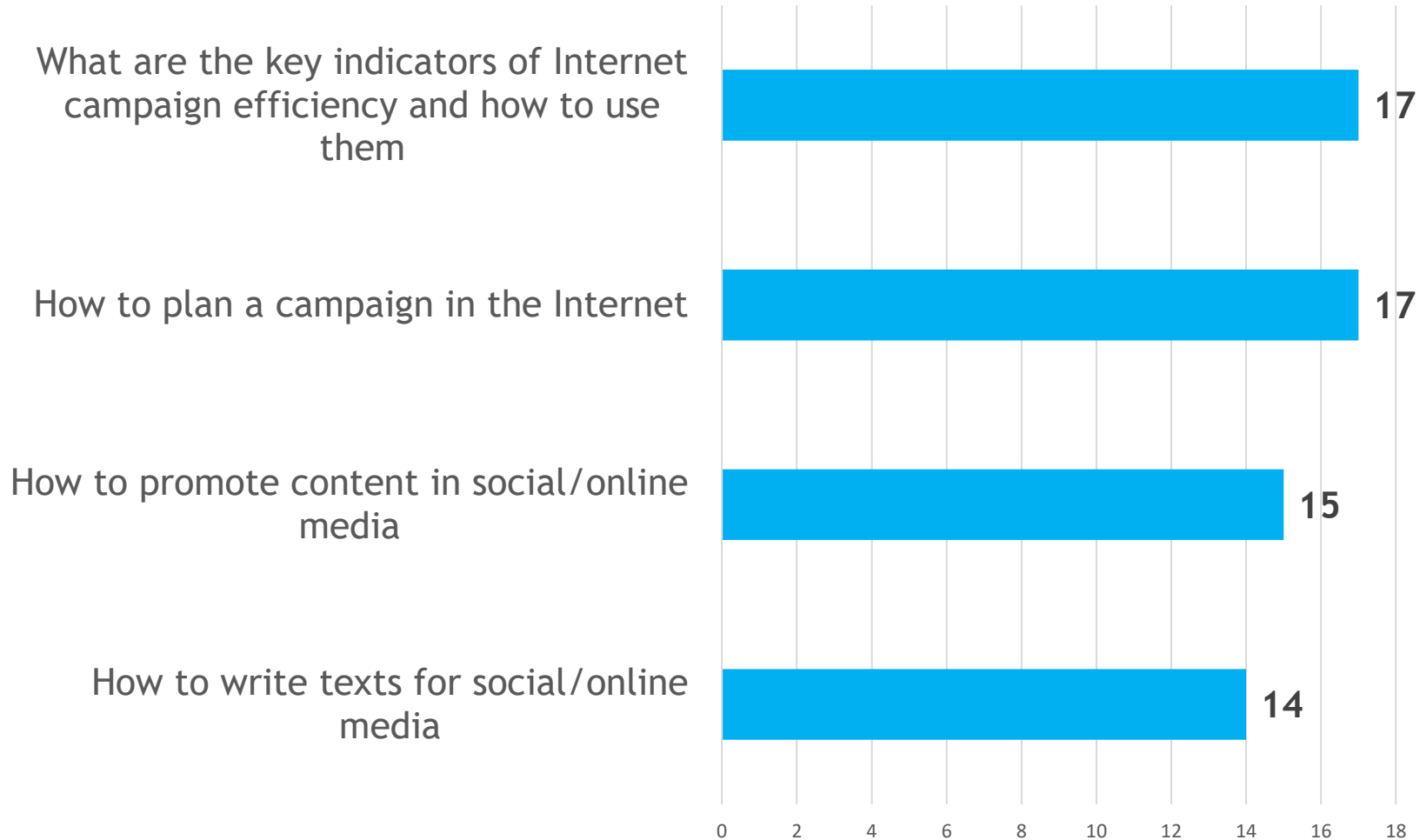
- Interest in the topics is distributed almost evenly

Interaction with media



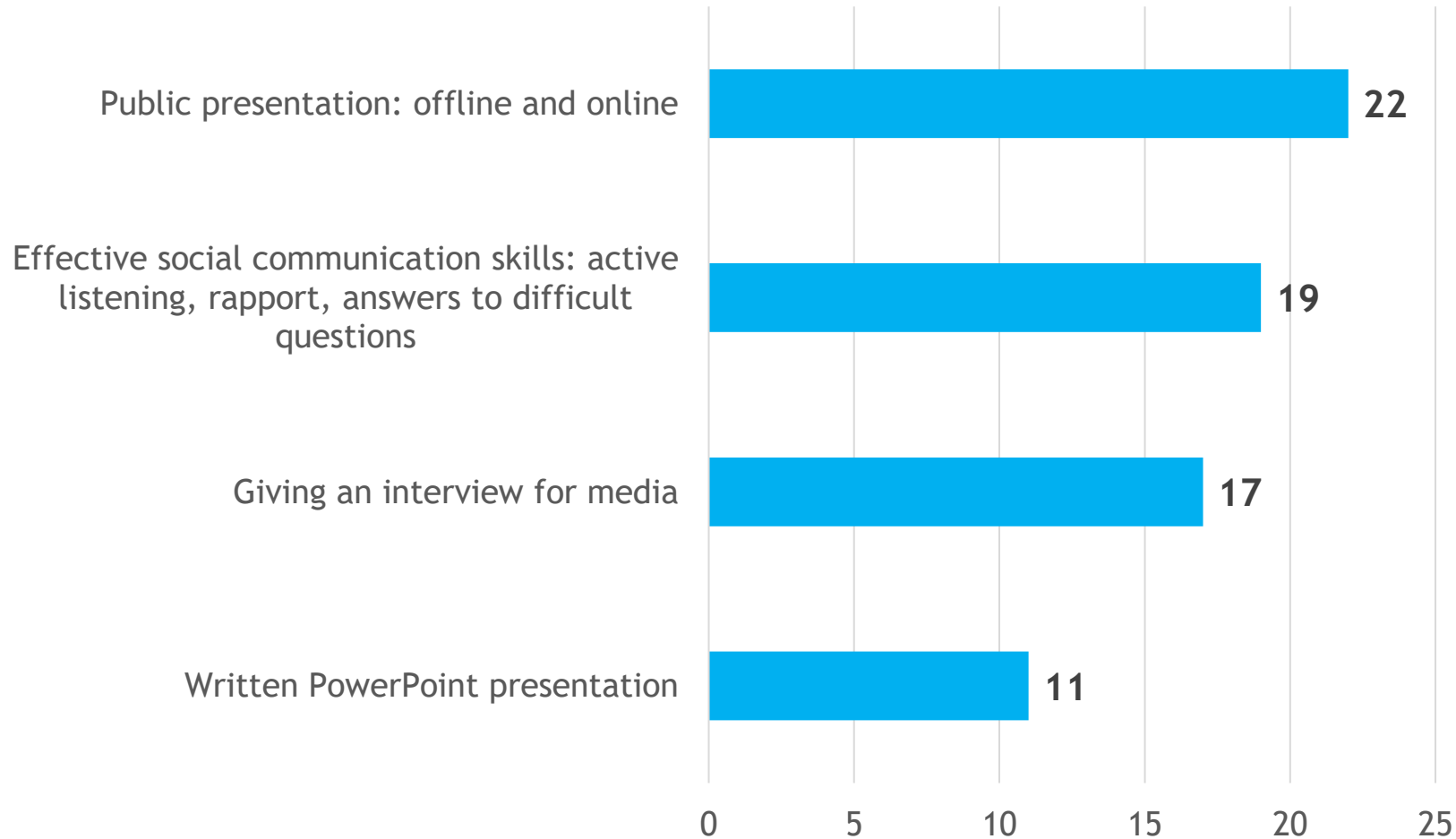
- The most demanded topics are “Communication in a crisis” and “How to create news opportunity for media”

Digital communications



- Interest in the topics is distributed almost evenly

Other skills



- The most demanded topics are “Public presentation” and “Effective social communication”
- Respondents are also interested in the topic “Giving an interview for media”

Skills and knowledge additionally mentioned

1. How to be more convincing for the target audience
2. Eloquence skills during a public speech
3. Communication strategy of territorial level management
4. It is desirable to gain technical skills to improve cooperation with enterprises remotely

} Themes partially intersect with the themes of social communications and public speaking



Training needs of the press services representatives

20 out of 23 surveyed want to be trained on communication topics

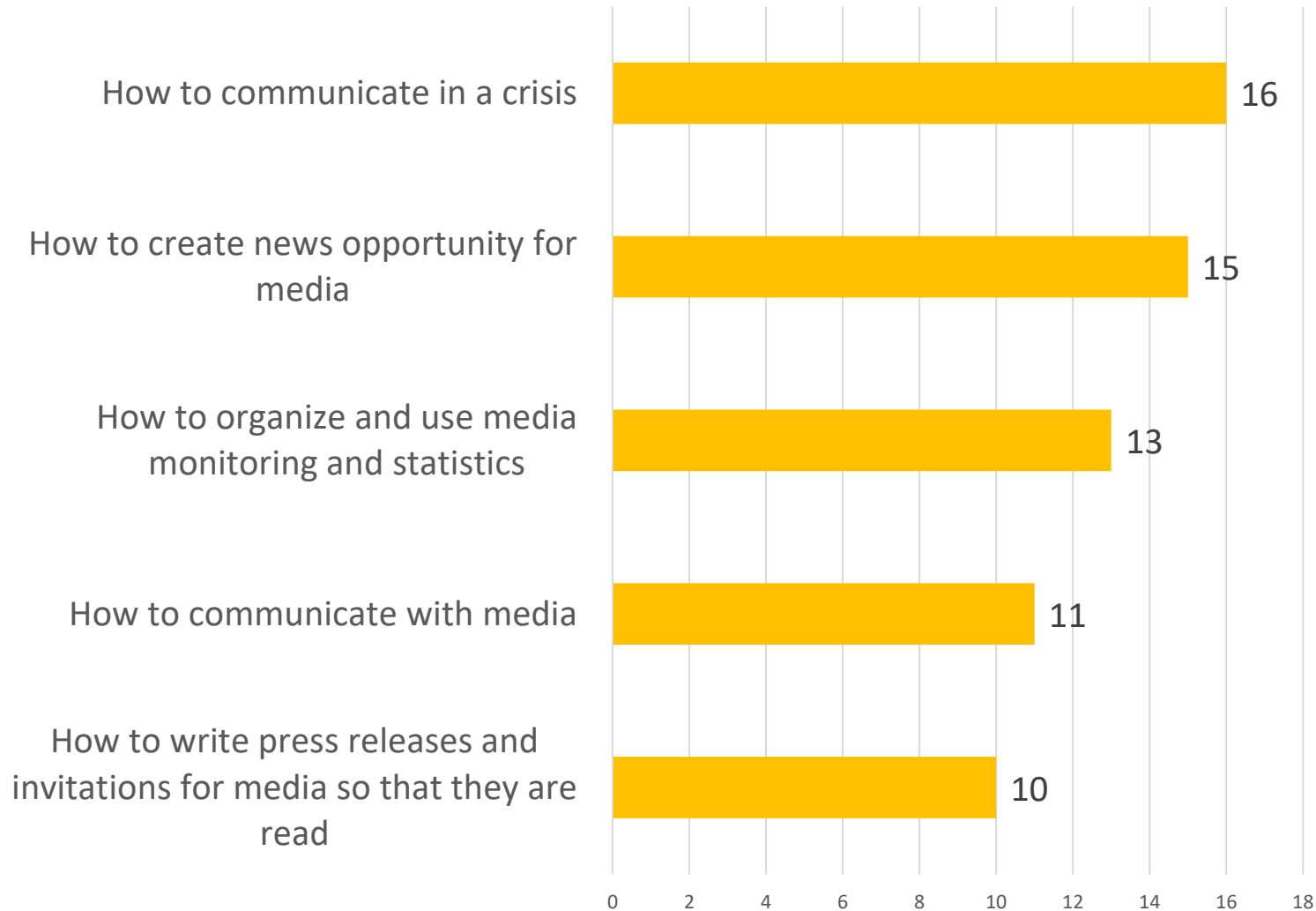


Professional communication skills



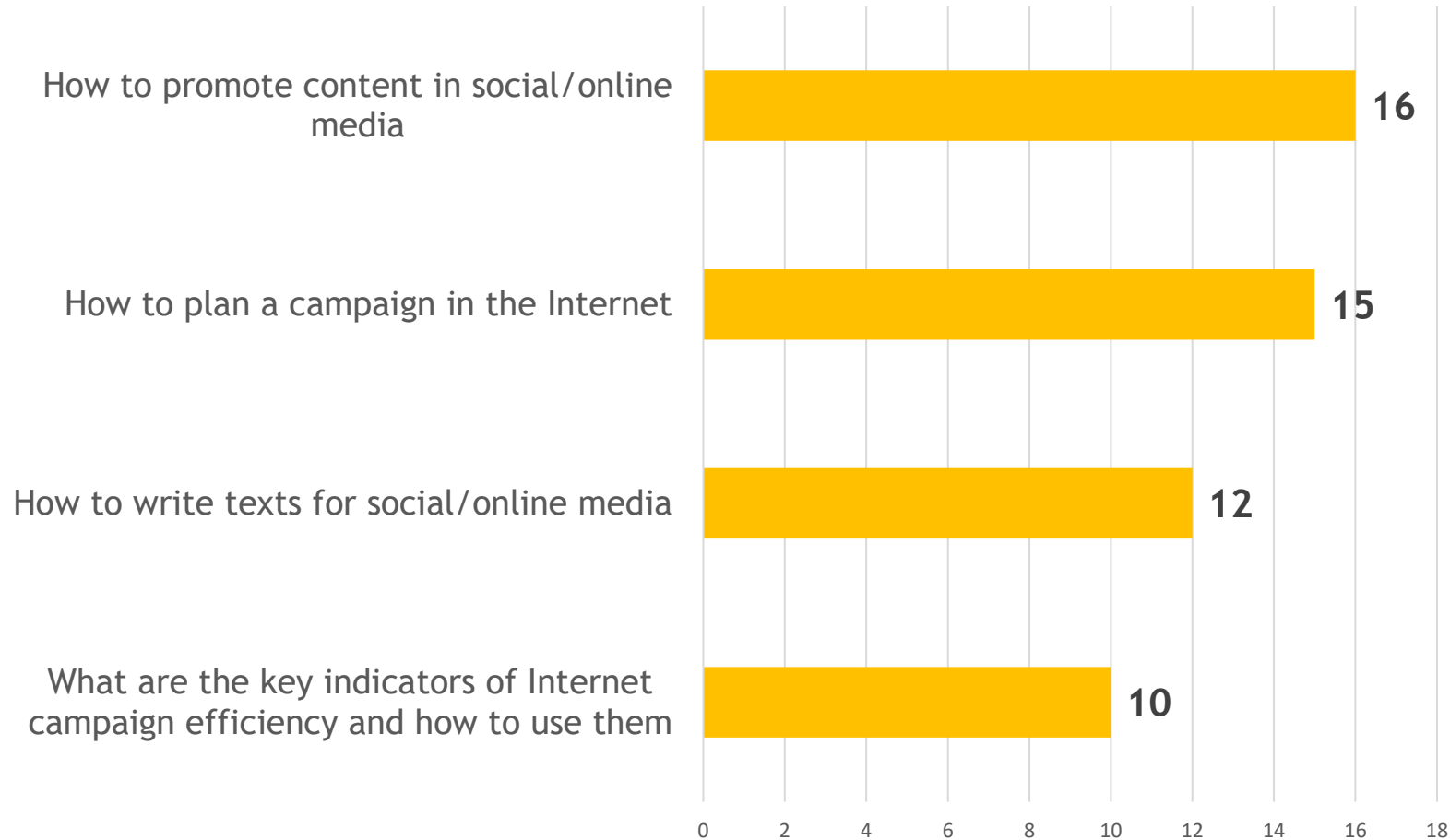
■ Interest in the topics is distributed almost evenly

Interaction with media



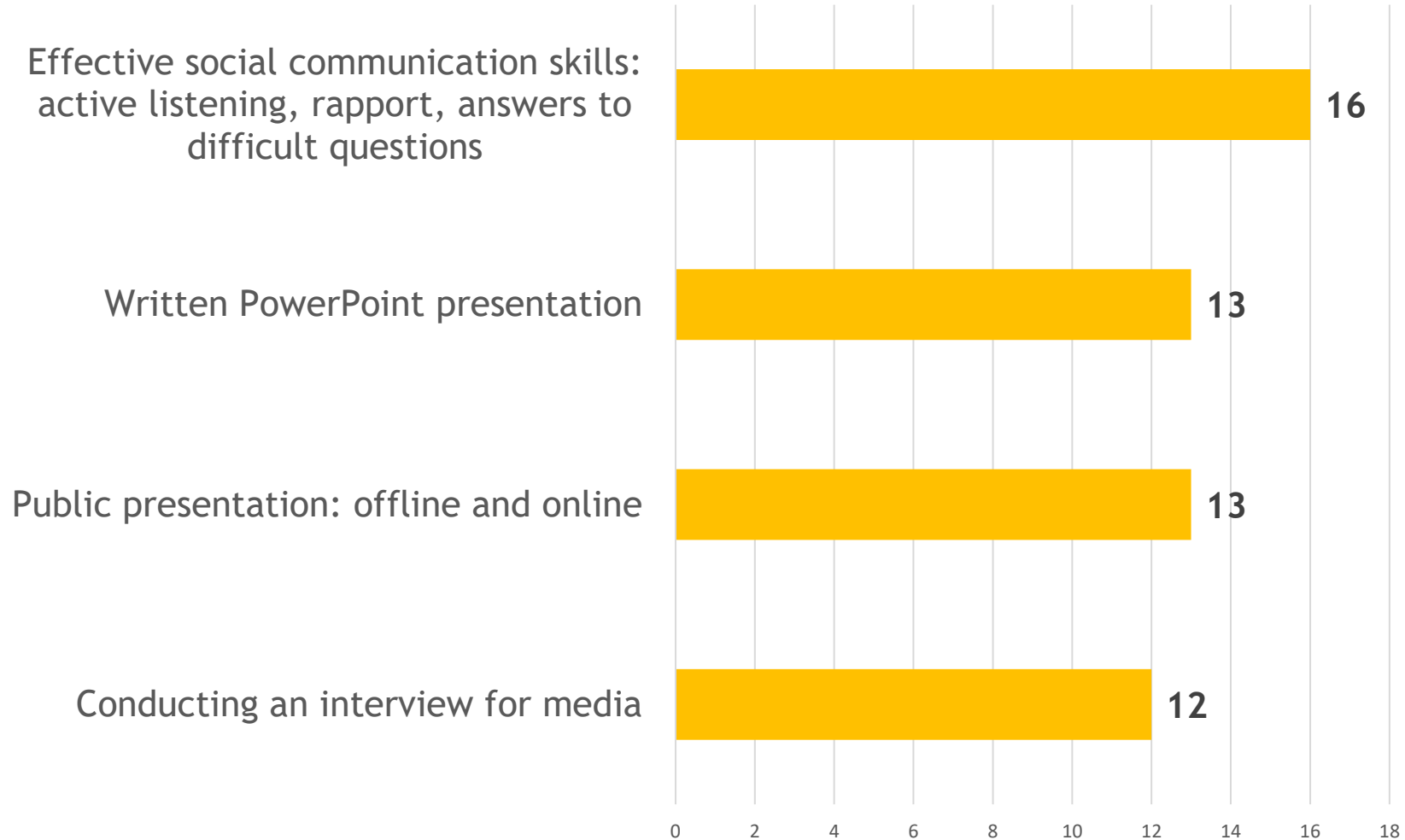
- The most demanded topics are “How to communicate in a crisis” and “How to create news opportunity for media”

Digital communication



- Interest in the topics is distributed almost evenly
- The most demanded are topics of “How to promote content in social/online media” and “Planning of communication campaigns in the Internet”

Other skills



- Interest in the topics is distributed almost evenly
- The respondents are most interested in the topic of “Effective social communication”

Skills and knowledge additionally mentioned

- Styles of texts for magazines, blogs
- “Skills of technical support of online conferences on various communication platforms: Zoom, Skype, Proficonf, ClickMeeting, Google +, Hangouts”
- Presentation of Head **Office’s** news on the Telegram platform
- Connecting the Head Office's website to the Google and Ukrnet news feeds
- Exchange of experience between media professionals

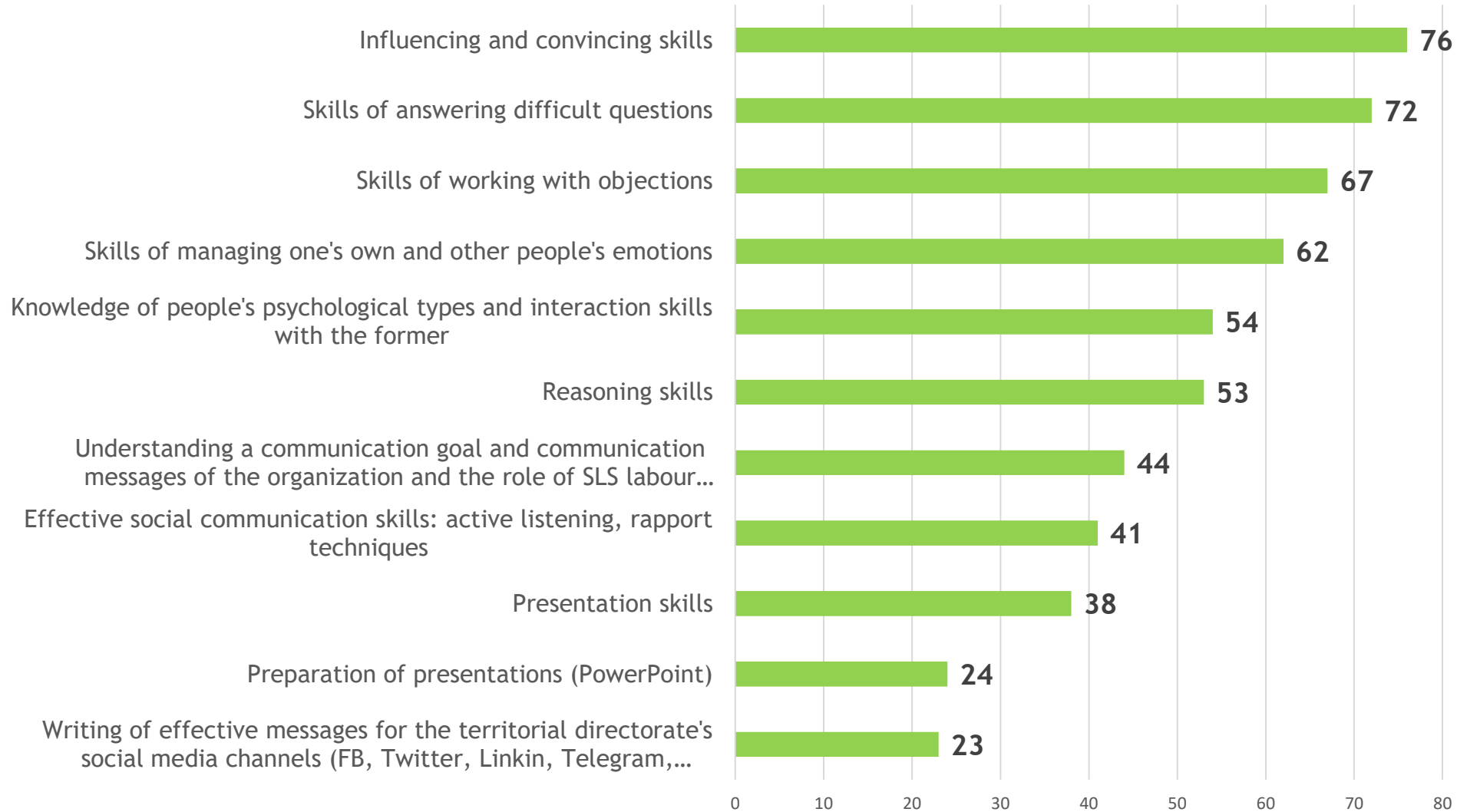


Training needs of labour inspectors

106 out of 141 surveyed labour inspectors want to be trained on communication topics



Demanded communication topics



- The most demanded are topics of influencing and convincing skills, answering difficult questions and working with objections
- The topic of managing emotions (emotional intelligence) also was mentioned

Skills and knowledge additionally mentioned

- Interview techniques
- English language courses for inspectors
- Computer technology, training to work with programs for online meetings with employers and employees
- “ILO could provide the trainings for labour inspectors on labour protection and industrial safety: gas, electrical, cranes, vessels, vehicles, construction and audit of labour protection etc., after which the labour inspectors could be certificated”
- "Control by the SLS over the quality of implementation of the risk orientation system by business entities, risk analysis with specific examples"

Duration and format of training

- **Managers** are ready to invest in training
 - 2-4 hours or 4-6 hours (around half-day) per month
- **Press service representatives**
 - 8-16 hours (1-2 days) per month or more
- **Labour inspectors**
 - 2-4 hours or 8 hours (between half-day and 1 day) per month
- **Desired training format** for all categories of the staff
 - online or online mixed with offline



General conclusions (1)

- 1. No. of respondents exceeded the expected no. - there is enough data to develop a training plan**
 - Labor inspectors: 141 respondents (100 expected)
 - Managers: 45 respondents (31 expected)
 - Press service representatives: 23 respondents (as expected)
- 2. The Inspectors' answers demonstrate a high level of understanding of their role in building the reputation of the SLS**
- 3. Managers are not sufficiently aware of communication issues and do not realize their responsibility in communication**
- 4. Almost 100% of managers and press service representatives do not see any "failure" of the SLS in communication in recent years - this may be a manifestation of "shop solidarity" and not understanding the real state of affairs - it is important to present the results of situational analysis**

General conclusions (2)

5. All staff groups take the initiative to improve communication and are ready to learn
6. The training needs of managers and the press service representatives almost coincide
7. The training needs of labour inspectors reflect the specifics of their daily activities
8. All categories of SLS staff need to improve technical skills for conducting remote meetings and work with specific soft
9. Press service representatives and labour inspectors indicated insufficient modern technical (including computer) equipment to perform their duties

Recommendations for training TOP managers

Taking into account the conducted analysis, the following trainings are recommended:

- «**Communication strategy planning**» (8 hours)*
 - the training should cover main professional communication skills, including monitoring and evaluation of communication results
- Training on Digital communication consisting of 3 parts:
 - «**Management of communication in social networks**» (2 hours)
 - «**How to write texts for social/online media**» (3 hours)
 - «**How to promote content in social/online media**» (3 hours)
- «**Public speaking: offline and online**» (8 hours)
- «**Effective social communication skills**» (8 hours)
- «**How to communicate in a crisis**» (8 hours)
- «**Giving an interview for media**» (8 hours)
 - as a separate training or as part of a crisis communication training with a focus on interviews during the crisis

It is recommended to adapt the content of trainings on communication to the current activities of managers with an emphasis on strategic aspects and functions of setting tasks, control, evaluating their implementation and results

* Recommended training duration



Recommendations for training the press service representatives

The following trainings are recommended:

- «**Communication strategy planning**» (8 hours)*
 - the training should cover main professional communication topics, including monitoring and evaluation of communication results
- Training on Digital communication consisting of 3 parts:
 - «**Management of communication in social networks**» (2 hours)
 - «**How to write texts for social/online media**» (3 hours)
 - «**How to promote content in social/online media**» (3 hours)
- «**Effective social communication skills**» (8 hours)
- «**How to communicate in a crisis**» (8 hours)
- «**Public speaking: offline and online**» (8 hours)
 - optional for those who have to speak in public

It is recommended to adapt the content of trainings on communication topics to the needs of the current activities of the representatives of the press services with an emphasis on developing practical skills

* Recommended training duration



Recommendations for training labour inspectors

The following trainings are recommended:

- «**Effective social communication skills**» (8 hours)
 - the training provides basic knowledge for the further development of advanced communication skills
- «**Influencing and convincing skills**» (4 hours)
 - covering topics of answering difficult questions, reasoning skills and work with objections
- «**Emotional intelligence**» (2-4 hours)
 - as a separate training or topic as part of the above trainings

* Recommended training duration



General recommendations

- Recommended trainings can be conducted in a mixed format: offline + online
- For those parts of the training where practical skills are to be practiced, we recommend face-to-face (offline) format:
 - communication skills, public speaking, interview for media, practicing the skills of influence and convincing
- Providing presentations on each topic and video recordings of online trainings to participants and the SLS will be an additional opportunity to use the materials as a reference when performing work tasks and will contribute to the accumulation of knowledge to transfer them to new employees of the State Labour Service
 - for these purposes, it is also recommended to make video recording of theoretical parts of offline trainings and practicing of “role-play” techniques (with the consent of participants)



For further questions:



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