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Interdisciplinary Dimension of Communication Science

Managerial Communication
in the Context of Organizational Change

Mirela Arsith[1]

Abstract: The hypothesis from which we start in initiating our approach is that according to which managerial communication is an important tool to change an organization's strategy. Our purpose is to argue in favor of the fact that this type of communication contributes significantly to adjusting the attitudes and changing behaviors of the organization members. In the context of change, managerial communication should be transformative, in order to ensure the adaptation of the organization to a new extra-organizational environment, which is, in turn, towards a significant change. What we intend to highlight is the fact that communicative interaction must occur at all levels and to be forceful, visionary and empathetic, to maintain wellness in the organization, as the essential element of the organizational change is the human change. Whatever the type of change - unplanned, planned, imposed, negotiated or participatory – it is very important to harmonize the measures of change between each other and with the processes that normally take place in the organization. Finally, we propose a case study that reveals the role of the transformative leadership and communication in the successful implementation of the new strategy.

Keywords: managerial communication; change; organizational trust; transformative communication

1. Introduction

The changes of the objectives and strategies of an organization are generated by the search of new markets or introducing new products. "*When operating a change, it must be united every time with changing individuals*" (Stanciu & Ionescu, 2005, p. 86). The success of any organizational change depends on the pace of adaptation and change of the people. "*The change involves a sequence of organizational events or psychological process that unfolds in time*." (Johns, 1998, p. 526)

Changes can be unplanned, then they are not initiated or planned by the management; it they are anticipated, they can be properly prepared. Also, changes may be required by the leaders, but also negotiated, when two or more people or groups discuss the measures which will be introduced, the obtained benefits and the costs from the point of view of all people concerned. There is a participative change when people want to know what changes are prepared, thus being able to influence those changes affecting them, through discussion and consultation.

Knowing the conducting framework of the change it reduces the anxiety of the members of the organization and it supports the feelings of control over their lives, of participation, the effect of reducing the resistance to change. Also, the change of organizational success depends on the quality of

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managerial communication, which must provide permanently the understanding of the organization's members' concerns and their experienced difficulties.

2. Managerial Communication Strategies in terms of Organizational Change

Aline Fortin defines the power in organizations as the maximum influence that an agent can exert on another agent in a given area. "*The organizational actors do not involve in such a relationship to display their forces, but to achieve their goals*" (*apud* Cismaru, 2008, p. 58). Managerial communication, used efficiently, can become an instrument of organizational power.

Managerial communication represents more than 70% of the manager's activity. Managerial communication can help motivate the employers, build confidence, create a common identity or increase personal involvement; it provides to individuals a way to express feelings, share hopes and ambitions and to celebrate and remember the achievements. The specific of the managerial activity, the position taken in the company, determine the weight of the concrete forms of communication that the manager assumes.

Thus the information communication is one of integration and maintenance, which provides the structure of systems, procedures, rules, information, which grants stability to the organization. Information communication should be characterized by precision and rigor.

Another form of managerial communication is of coordination, control, training and influence, which is designed to ensure productivity to the activities. It is characterized by determination, ability to stimulate and empower.

There is also influencing communication, relating, fitting and maintaining. It has an important emotional content and it is characterized by expressiveness, openness and empathy. This type of communication proposes as finality to ensure a productive work environment, and also motivating and developing human capital. (Cândea & Cândea, 2005, p. 159)

2.1. Transformative Communication

Transformative communication is specific to implementing changing periods, representing not only a tool, but also a state of mind able to shape attitudes and behaviors. This type of communication should take place permanently, continuously and directly, with minimal disturbances.

Communication channels must be multiple and varied, as they have to call different people in different ways. Therefore, it is important for the entire management to be involved in the communication campaign and support the change.

The transformative communication must transmit the change purpose, the way of conducting it, its progress, but also the difficulties and the failures, in order to increase credibility.

A significant dimension of transformative communication is the affective one, and therefore it must have a supportive feature. The change affects people's lives and there are plenty of situations where they can cause significant inconveniences. In this context, the change leader uses communication both to implement change and to reduce the stress that can generate the change process.

Rodica Cândea & Dan Cândea (2005, p. 256) say that the support of the change must be based on emotional routines:

- actions of expressing empathy, in order to stimulate the employees' receptivity to change and the increase of their power to renounce of what it was before;
- the actions to increase hope, able to increase the mobilization of organization's members in the direction of change, as a result of strengthening the confidence into the new;
- actions to create an enthusiast, pleasant, comfortable environment, able to develop the employees' creativity in adopting new attitudes and behaviors that ensure the stability of change;
- actions to develop the attachment, in order to stimulate loyalty in the new form that the organization adopted.

In terms of an organizational change process, the manager has, on the one hand, the role to initiate, organize and manage the implementation and make permanent the change, and on the other hand, to be careful and manage the effects of these changes onto the subordinates.

2.2. Strengthening the Organizational Trust under the Changing Conditions

At the organizational level, trust is the ability to rely on someone, to believe in equals and managers. The organizational cultures who value open communication and inclusion will support managerial behaviors such as: cooperation, sharing information, discussing problems. These cultures will support trustworthy behavior.

Communication and the amount of information disseminated by the employees are important factors of organizational trust. If an employee is included in a network where the flow of essential information is higher, he can feel a greater organizational trust.

The organizational trust depends on managerial communication factors such as:

a) *the accuracy of the information* - employees gain confidence when communicating bosses with employees is accurate and it has implications for the future;
b) *the amount of critical information* disseminated by the employees - trust increases when the employee is included in a network where the information flow is greater;
c) *timeliness* and frequency increase of communicating relevant information about resources, mobility jobs, etc.
d) *explaining decisions* - trust increases when there is information and explanation of policies and decisions;
e) *honesty in communication* – accepting problems and organizational or personal limitations, expressing the truth;
f) *opening* - are perceived with more confidence in the managers that grant time to open communication with subordinates of opinions and feelings;
g) *the feedback* which, when it is properly achieved, it denotes good observation skills and understanding; subordinates invest managers with a greater credibility, being willing to consider the remarks on performance;
h) *the possibility of expression of employees* – exposing opinions when appropriate for decision making.

An important task of the manager is to make sense of the major concerns of the group and manage them positively. If, for example, solving a problem involves a blockage due to the members' belief that they are not safe to speak openly, an effective leader labels the situation as *lack of confidence* and he takes action to build confidence within the group.

Charismatic and transformative leaders were more often associated with high levels of confidence as they are associated with certain behaviors:

- he pays particular attention to the needs of subordinates and organizational constraints;
- he connects the current needs of the employee to the organization's mission;
- he evaluates the organization to see the possibilities of change.

The level of trust of the employees in their direct chiefs or in those from the highest hierarchical levels can influence their degree of identification with the organization's objectives, complying with regulations and administrative procedures and their willingness to negotiate mutually satisfactory solutions in case of discrepancies or conflicts. The subordinates who invest trust in their leaders are more willing to accept the changes proposed by them.

3. The Role of Leadership in the Changing Process (Case Study)

Leadership is the deep force of any change. The impact that leadership has upon the changing process and the direction required for the change makes it a necessity. Therefore, managing the change has involved going over the following steps: preparing for change, accepting and understanding it, the achievement of the change proper and its institutionalization.

For "Prodix" Company, the emergence of new competitors on the market has triggered the need for a change. The manager of the company was aware that keeping the current status the organization would most likely determine its disappearance from the market. The old technology did not allow employees to be more efficient and fully satisfy their customers.

The production manager started from the premises that in order to successfully implement the change he must have an excellent cooperation with specialists in mechanics within the company, who would to assume the change as positive and necessary, being ready to be involved in its implementation.

The manager has initiated a series of discussions with these specialists in order to identify the best ways to achieve technological change. People felt involved, they came up with ideas and began to work together in order to introduce the change, becoming a team positioned at the center of the changing process.

The General Manager had discussion with employees in order to motivate and help them identify their doubts and problems. The motivation took place under the form of encouraging employees to participate in training courses so as to integrate the new technology in the organization.

Investing in these courses was considerable, but absolutely necessary.

Through an open managerial communication, the "Prodix" Company members elected to be leaders of the change, initiating a culture of involvement and learning. The change was not seen by employees as something negative, of which they should fear, but it was regarded as a natural fact that they accept openly.

Organizations need leaders who can clearly recognize the need for change, to have the vision of what an organization could become through change and to be able to provide motivation and direction that the organization must take in order to reach the desired results.

4. Conclusions

In a world in a constant change, as our world has become, managers must constantly rethink their action strategies in order to adapt to the external changes and to prepare staff to manage these changes. Cooperation between organization's members is easier to achieve if they are listened to; they acquire the certainty that they and their problems matter. Through active listening the management benefits of feedback, and thus it can ascertain whether what it was communicated was received correctly, if the organization members are prepared to accept the change. The leader recognizes the need for change and he acts in the direction of reducing the obstacles of its implementation.

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Developing a Better Interaction between Citizens and the Municipality. Study Case

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Abstract: Understanding citizen online goals is critical because it gets at the heart of what the public institution web site should or could "do". The challenge is that for most agencies/institutions, there are likely to be multiple goals that represent the "reason why" citizen could come to the web site. Unfortunately many public institution feel that it should have an online presence only, so, many web sites are created to offer a little more than online reproductions of its services. The purpose of this article is to provide an example of a public institution Web site, developed for a better interaction with citizens so that they may add value to their Web site. This article shows the initiative of the Brasov City Hall (central Romania) to develop an online technical dispatcher. The project is consistent with initiatives undertaken at EU level - eEurope 2005, eEurope +, i2010 by adhering to the principles of interoperability, interactivity public services, trust, security, privacy, and is fully consistent with the Romanian Government strategy regarding the informatisation of the public administration. Creating a dynamic Web site that contains a dispatcher component through which citizens can address in order to provide information about a specific problem encountered in the city and by that the responsible institutions to be mobilized timely. Brasov City Hall Web site can be used as a frame of reference for this type of interaction because its providing to the citizens a wide range of electronic services, extended availability and increased efficiency in handling the citizens demands.

Keywords: e-gov; electronic; digital

1. Introduction

E-government has become extremely popular. Nowadays, it has become a viable alternative to traditional administrating methods, so it has been adopted by many institutions, especially because its wide application in various organizations. Specialized studies, published in the last five years, show a continued increase in the use of e-government in public organizations (Towards Maturity, 2012; eEurope 2005; eEurope+; i2010).

Today the term e-gov has come to be classified as:

- E-gov based on intranet (public institutions networks used for exchanging information inside the organization);
- E-gov based on Internet (used for interacting with citizens and business sector).

This paper aims to present mostly the second kind of interaction by providing e model realized by the city hall of Brasov municipality in Romania. I choose Brasov manly because it is one of the first cities in Romania who implemented GIS (Geographic Information System) in order to interact with citizens and secondly because is an emblematic citadel for this country (considered by many Romanians as the most beautiful city here). With a population around 250.000 inhabitants, having a classic way of governance (mayor and the city council) this city attract a lot of investments from national and

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multinational companies, and, by that, the city management must adapt to all the needs from the business sector as well as from the citizens (www.brasovcity.ro).

2. The Framework

2.1. General Framework

For the municipalities in Romania electronic governance is a relatively new practice (the first national project on this theme was initiated in the year 2003 - www.e-guvernare.ro) and it includes digital governance (the offering of public services through electronic means) as well as digital democracy (citizen participation at the governance activity); (Holzer & Kim, 2005).

Today, for interacting with the public administration a computer connected to the Internet is usually enough. Connecting from a browser to an institutional Web page is generally enough for getting and sending information ti it. Scientific literature presents 5 pillars of interaction of the PA with its environment (Pardo 2000; Baltac 2011; Vrabie 2009).

Pillar 1. Displaying information on the Web – one-way communication. This is the easiest form of interaction, serving the purpose of informing the citizens.

Pillar 2. Two-way communication. Through this method the public administration can collect data from the environment to which it addresses, either by e-mail or by using Web systems of data transferring.

Pillar 3. Financial systems and Web transactions. The Web site offers the possibility of doing the complete public service through it. For the applicant there is no need for another official procedure through which he must use documents written on paper. This type of government is partially possible through offering access for the citizens and the business environment to on-line databases.

Pillar 4. Vertical integration (inter-department) and horizontal (intra-department) of the public services available on-line. This level of interaction is dependent on the speed with which the synchronization of information is achieved for the on-line IT systems to provide in time the data needed by the users.

Pillar 5. Citizen participation to the government activity. In this phase it is promoted the participation through electronic systems like: discussion forums, blogs, electronically voting systems (not necessarily electoral), electronic questioner, or any other method of direct and immediate interaction.

The conceptual frame marked by those five pillars is necessary for the understanding of the evolution of e-government. In Romania, in this moment there are 41 districts and 103 municipalities, all of them being present on the Internet (primariadigitala.ro 2012). From these, only few of them have a Web site sufficiently developed to allow communication as it is described in the pillars 3, 4 and 5. Practice has showed that there is no lineal evolution, so we may expect from the next analysis to find out that the number of municipalities that use well developed Web platforms increased.

2.2. Brasov City Local Framework

By the development strategy of the City of Brasov, this project is a component of the Integrated Development Plan of the Municipality, developed under the Regional Operational Programme 2007 -

2013, Priority Axis 1: "Supporting the sustainable development of cities – as urban growth poles" Area of intervention 1.1 "Integrated urban development plans."

In the daily activity of Brasov City Hall it has been identified a number of workflows that are based on complaints received from citizens in which they requested some information on the services provided by the town hall and a number of complaints about the services offered by institutions operating within the City infrastructure. Some of this information was previously managed by existing information systems through common workflows, but after a brief careful analysis of the types of requests for a certain period of time, it was observed that they related to different fields of activity, and, for some there were involved partner institutions.

Also, there were identified a significant number of workflows in which the officials had to process data and documents not generated internally (in any of their departments or public services under the control of the City Council) but by citizens (or private companies) or its institutional partners (e.g. utilities providers).

For these data to get into the existing computer system, the officials must enter it manually – most of them being received on paper. In this context, the official must make a serious effort of manual processing and data entry. Generally, the public official position as an interface between the classical and the electronic support information shows the following options:

- Either the officials are charged with time-consuming task of data collection from the paper source documents (or Word, Excel documents etc.) sent to the City Hall by persons or institutions that generates the data or

- They renounce to use these data packets on internal working processes of the municipality because of too high processing cost.

Both cases generate lower quality administrative act and, by that, the one who suffers the most is the beneficiary, the citizen.

3. Implementing Software Applications for Geoportal System, Dispatching System, Citizen Relationship Management System, Business Intelligence Reporting System, Call Center Component Development and Electronic Archiving Systems

The whole project aims to provide integrated services like: citizen involvement through Geoportal system, development of electronic services to act as interface between the City Hall and institutional partners, effective analysis and real time reports based on the simultaneous collection of information from multiple systems.

Thereby, the electronic services are respecting following characteristics:

- Input in to the computing environment the dataflow /information existing at present time inside the City Hall and its external partners;
- It helps to externalizes to partners, owners of those information, the effort to collect the data and insert it into the computer system of the City Hall of Brasov.
- The information content has a geospatial component (e.g. location and surface of maintenance works, street lighting pole on which was carried out the maintenance work etc.).

This Integrated Technical Dispatch works as an information and decision-making hub which consists either in the collection of information from various systems of the City of Brasov (video monitoring

system, public lighting, traffic light management system, management of specific applications traffic, geographic information system, document management system, ERP system), from utilities providers companies or other public services as well as providing information to different institutions or companies authorized in traffic and citizen safety measures like: Romanian Police, Community Police etc. To achieve these objectives it has been necessary to develop new solutions and IT applications like the following:

***Front office software applications*:**

- Geoportal – an interactive map for consultation by the public the information on: work maintenance status and the people referral problem by marking an incident map (Figure 1. Digital map for positioning incidents);

The major benefit that this application comes with is the fact that it helps the institution to put the citizen in the center of its activity. By that they will be properly informed on the work maintenance of the city (roads, infrastructure etc.) It can also indicate problems in providing the service interruption or its quality reduction. All citizens will be able to participate effectively on the application by marking incident notification on to the map, or even by providing information about the work status.
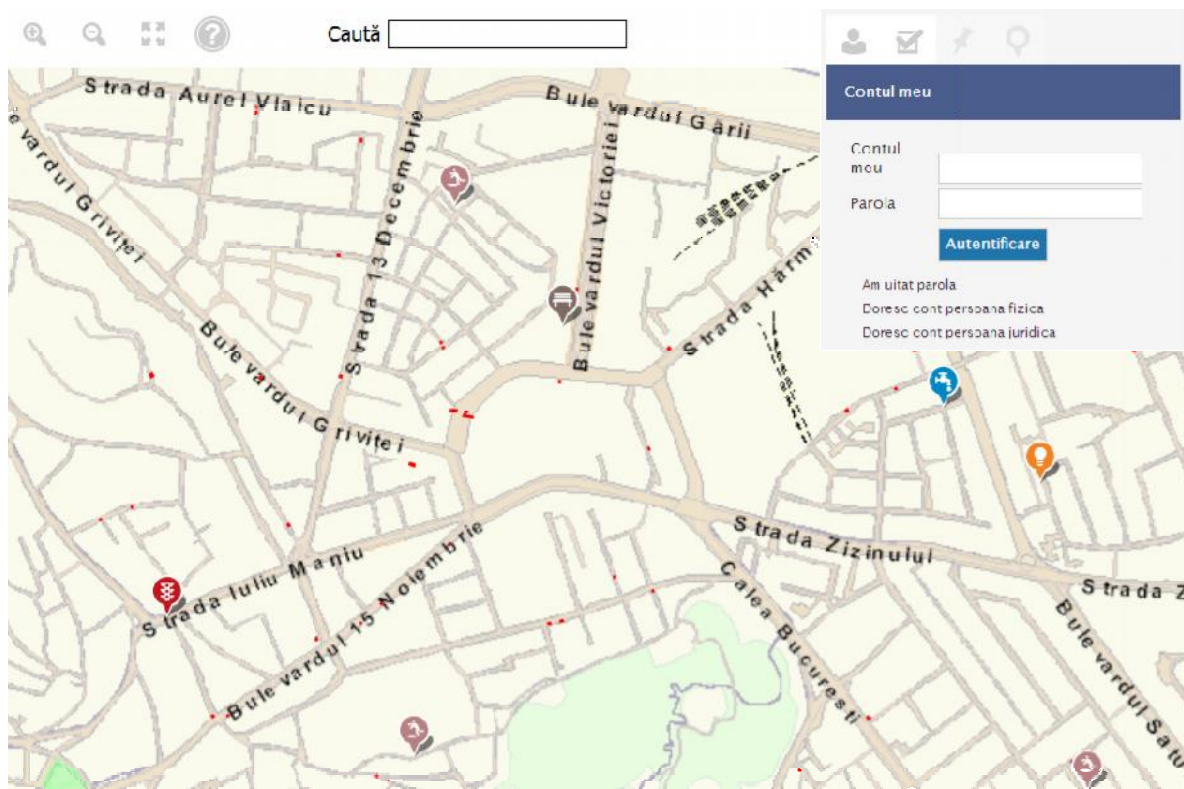
Figure 1. Digital map for positioning incidents
Source: http://www.brasovcity.ro

- Call Center automated telephone system used for the relationship with citizens – it can provide and collect information to/from citizens without human intervention.

Back office applications *to support electronic services offered to citizens:*

- Integrated Computer Application for dispatching emergency calls (other than emergency calls at *112).

The benefits are related more around the city hall by being able to manage problems and incidents that occur. The incidents are mostly related to the provision of public services and, of course, it is important to monitor how it is resolved. All this reported incidents will be presented on the Web page along with the utility companies involved and their solution. Obviously the city hall will receive notification regarding the processing of requests.

- Electronic Geospatial Applications – in relation with the utilities companies and other partner institutions that undertake work accidents and other incidents.

The automating approval of the public interventions in order to correct different network utilities failures constitutes the greatest benefit. Applications for issuing the paperwork will be completed online, along with all the necessary information for the city hall to track the incident, including geographical location of it. Positioning the incident will be done in a vector digital map interface type (Figure 2).

Figure 2. Vector digital map interface

Source: The Brasov city hall

This application is made for resolving the citizen complaints by correlating all work maintenance and work processes in the city with working capacity of partner institutions. Utilities companies have access to daily data and continuous updating on work performed on the public domain.

A big advantage is the reduction of costs for updating the data at the municipality level as well as the time needed for the inspectors for entering and validating data collected from the different citizen services. Clearly, all these lead to the standardization of information for the entire municipality.

- The Electronic Platform for Optimizing Local Government Services CRM type (Customer Relationship Management).

Literature treats the interface between the user and the institution in particular for the private sector. The success enjoyed here should not be ignored by the public institutions (Baltac, 2012). Unified view of all the information about a citizen, regardless of data sources that store this information - to obtain complete information on the person (identification data, history calls or emails placed over time, the state requests of the current state taxes, state property, land and so on) are major benefits of this kind of applications.

- Management and reporting system on performance and business intelligence

The analyses performed via the software solutions are based on specific sets of indicators derived from the processing of information resulting from the exploitation of operational applications. The system allows monitoring and systematic analysis of the proposed indicators thus leading to optimize the institution performance both in terms of internal organizational processes and the relationship with citizens and institutional partners or business sector.

- Developing the electronic archive

All statements, documents and files of any other unit are stored and managed in the electronic archive. Electronic archiving solution services include data backup and redundancy, so there is no danger of loss or alteration. The intention in the future is that all software solutions which will be implemented will be integrated with the already existing electronic archiving solution.

- The Data Platform for exchanging information between institutions

The G2G e-government type (Government to Government) involves implementation of inter-institutional exchange platform. It passed to the creation of a single support data throughout the entire municipality on which to show the workflow progress to the actors involved. This was needed even from the very beginning for standardization the information at the municipality level.

The biggest benefit of this platform is by given the possibility to reduce the time spent by inspectors for entering and validating data.

4. The Results

Following the implementation of this project, the resulted electronic services that contribute to the development and efficient activity of Brasov city hall, are:

- Effective treatment of urgent problems reported by the citizen;
- Increasing the number of immediate responses (information obtained by the use of computer system);
- Quickly forwarding the problems to agencies /departments empowered to solve them.

The added value of the project developed by the Brasov city hall lies in:

- *Local government computerization* which increase the quality of the administrative acts and a deep modification of the relation between the government and citizen;
- *Upgrading the communication* by introducing information technology with direct impact on increasing efficiency of public administration; eliminating bureaucracy and also by increasing the quality of public services. The transition from an centralized administration to a

decentralized administration claim to redefine the G2C relationship type (Government to Citizen) as well as G2G (Government to Government) by using ICT means.

- *Increased transparency* by providing information and public services electronically and, by default, an equally transparent access for all citizens as well as promoting a better information to them through the available "on-line" public services;
- *Promoting a framework* based on the use of electronic means which involve an accelerated and simplified strategic management. All this will be performed on the basis of electronic solutions.
- *Reducing the "direct" interaction* between the citizen and public officials and by that ensuring transparency and impartiality of the way in which public services are provided.
- *A change in the civil servants professionalization.* They will be forced to raise their professional standards contributing by that directly to the reduction of the national and local budget from a whole kind of expenses.

This technical solution is framework, a structure, through which the communication with citizens and economic agents is simplified. The phone calls and e-mails are taken by specialized people and forwarded to specific departments /institutions for solving the problem. Next to the citizens contact center component, this solution will provide information needed for a better road safety management, for increasing public safety etc. In a short, a better relationship with all utilities companies.

5. Acknowledgement

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Law no.161/2003 sets the legal basis of the National Electronic System, with the declared purpose of ensuring access to "public information and provision of public services towards physical and juridical persons."

Official Brasov city Web site: www.brasovcity.ro.

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Social Communication between

Traditional and the New Mass-Media

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Abstract: The means of communication, from the most simple and natural ones – such as gestures and voice, to the most complex and developed ones – such as the new electronic media, have constantly brought changes to the society, their own transformation being due to the social environment that generated them. Nowadays, the new media – being in a rapid development unprecedented in the past – is giving new insights of communication and learning to the younger generations which, unlike those formed by elder people, manage to quickly assimilate the changes that occur. The purpose of this article is to provide a framework for public institutions for a better interaction with citizens. It shows the literature that focuses on social media statistics. At the end of our study, it is necessary to refer again to the needs of the organizations in which social communication has its origins, to exit the logic of politics and the media and to completely redefine the relationship between them and the social communication itself. We have treated the terms of the relationship between media and social communication, but it is the case to reiterate the importance of this point. In this context, we have identified the social nature still in embryo of a new relationship between media and educational sector; the more fragile the more difficult it is to overcome the stereotype of the "recreational" media.

Keywords: social communication; new mass-media; education

1. Introduction

The means of communication, from the most simple and natural ones – such as gestures and voice, to the most complex and developed ones – such as the new electronic media, have constantly brought changes to the society, their own transformation being due to the social environment that generated them. Nowadays, the new media – being in a rapid development unprecedented in the past – is giving new insights of communication and learning to the younger generations which, unlike those formed by elder people, manage to quickly assimilate the changes that occur. Some researchers say, however, that this type of media that enhances our perception on the present (it seems that the surrounding reality may appear "live" on our TV screen) and reduces the amount of memory and history, makes us more and more unable to plan our collective future. Indeed, this design comes from the awareness of a common identity, having its origins in the historical memory and the power to turn it consciously. Today, therefore, society and human nature itself are transformed with increasing speed, but not primarily because of a collective movement or individual interactions between ordinary citizens (as it would be expected in liberal democracies), but especially at the initiative of a small group of

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entrepreneurs and politicians who finance and direct the work of an elite group composed of scientists and engineers in order to develop new types of media.

For this reason, to try to appropriate history so that we become its protagonists deserves also to ask ourselves what influence did the means of communication had on the transformation of past civilizations and the formation of the present society. These means were sometimes release tools and other times instruments of social control, but they always represented the "vehicle" of the scientific and technological progress, due to their capacity of storage and transmission of information.

2. Training and Reflective Practice in Schools: Reflections on the Edge of a Culture of Change

The development of the Internet – and its widespread penetration – has dramatically changed every dimension of our public and private life, from work (Accornero, 1997; Bertagna, 2011), learning practices (Sennett, 2008), communication and training (Alessandrini, 2005; Carocci, 2013), to our perception of time and space.

Accompanied by the development of modern communication technologies and the process of hybridization technology that ensued, the network has resulted in both a radical change in socio-communicative process laying the foundation for new forms of relationships and different ways of "community" through techno-social environment where social and technological dimensions are increasingly interdependent in both modes of production and management of knowledge through tools more versatile and able to access and manage increasing amounts of information and knowledge. (Pignalberi, 2013, p. 23)

The debate on adult learning is, therefore, infiltrated into every channel of the society. A responsive training to the configuration assumed by modern and globalized society is faced with a multitude of problems; among them, that of its relationship with the World Wide Web. (Beck, Gidddens & Lash, 1999; Morin, 1999 *apud* Pignalberi, 2013, pp. 23-24)

The increase in the performance of individuals (Castells, 2002 apud Pignalberi, 2013, p. 24), organizations and territories no longer depends on the availability of a specific knowledge base, nor on the ability to access information as such, but on the actual capacity of the creation, management and development of knowledge, especially tacit knowledge. The material capital loses its original importance, as a strategic lever for growth and competitiveness lies on the intangibility of human capital understood as the set of knowledge, skills, abilities and emotions acquired during the life of the subject and aimed at achieving social and economic goals, but also individual and collective ones. It is thus reaffirmed the value of the person at the center of a continuous process of formation and structuring of the person's skills and knowledge, but also his/her personality. The personal characteristics are the basis for a training program able to develop the potential of the subject and, at the same time, to be the engine of change and innovation for competitiveness in the international arena. If knowledge is innovation and innovation means competitiveness, then the training throughout the life span (lifelong learning) becomes the strategy that each nation must take in order to be able to emerge outside its borders and increase the well-being of its subjects. (Nonaka & Takeuchi, 1997 apud Pignalberi, 2013, p. 24)

The challenge that new technologies pose is to "outline a training strategy as to be able to combine the available communication tools against set targets in order to make the school a community of practice to a high degree of reflexive valence". (Alessandrini & Pignalberi, 2012)

3. Some Problems and Social Needs of the Hyper-Technological Postmodernity

Postmodernity determines the fall of the frameworks of traditional societies. The "nuclear" family takes the place of the patriarchal family and loses time and opportunity for dialogue and reflection. The structure undergoes continual downsizing of values and what clearly was felt until the late '50s, now has soft edges and ambiguous looks. The speed of information undergoes a significant and progressive acceleration, initially with traditional media – radio and television, and then with the Internet. The methods, data transmission and computer transmission of the message make it so that this becomes more and more concise, basic and functional. All this at the expense of communication content and interpersonal growth, at times strongly constrained by technology and the Internet.

The missing relationship that characterizes the new ways of electronic meeting – as it happens, for example, in some social networks – reduces the physical-visual and empathic-emotional aspects, which are replaced by wires and digital writing (Rega, 2010, p. 102). A new way to "meet", without the difficulty of seeing a face, and being behind a screen, able not only to enrich the vocabulary of new lemmas (tag, post, etc.), but also to distort the semantics of some important words. Think of the word "friendship", much used in social networks – in the past it was understood as a time-tested bond capable of opening to the constraints of the relationship, also independent relationships and working relationships, backed by affinity of different personalities; a relationship to be constructed, day after day, giving space and time each other need to accept the nuances of their personality and vice versa. It existed, therefore, the awareness of the need to invest time and energy to get close to a person, trying to understand that person in its existential coordinates, in the event of giving him/her more or less our friendship or trying to win his/hers. Now, however, in the digital environment, friendship must be requested, not obtained, and the whole thing can start with just one click. In this sense, the word "friendship" has become, of course, the chance to begin to interact with a third party that can, more or less intrigued by our profile, accept or reject the request. It all depends, of course, on each one's self presentation, from the outer self. In this new way of contracting "friendship", there is really little or nothing beyond the exterior and you lose the deep contents of the personality of the other at the base of the authenticity of the real friendship constraints[1]. In this form of absence in a live report, moreover, begin far too many false friendships as well as shown on a lot of daily news[2]. In the absence of social control, well hidden behind a profile that is little correspondent to the personal reality, there can hide shady people and psychos who, taking advantage of the many opportunities the Internet offers for concealing the truth, they often come to affect the personal life of vulnerable children. Among this last, within the peer group, it is also spreading the phenomenon of "cyber-bullying" which extends to after-school activities, through the Internet, the harassment persisted in the school environment. It is not difficult, therefore, to imagine why some teenagers prefer an avatar to their own self by taking refuge in a simulated virtual reality, able to compensate for any deficiencies in the development of their personality. In relation to the absence, in fact, one can achieve a low awareness of themselves which, of course, also depends on the relationship and the real encounter with the other, fact that contributes to the formation of the ego. (Stein, 2012, p. 228)

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[1] It is not surprising, then, that: *"[...] our desire to sustain and develop online friendships is realized on the expense of availability for the family, for neighbors and for those who meet in the reality of each day, at work, at school, in their free time. When, in fact, the desire for virtual connection becomes obsessive, the consequence is that the individuals isolate themselves, interrupting the real social interaction. This also ends up disturbing patterns of rest, silence and reflection that are necessary for a healthy human development"* (Petti, 2011, pp. 167-168).

[2] For more information, visit the website Corriere della Sera, retrieved from http://brescia.corriere.it/brescia/notizie/cronaca, date: 14.03.2014.

The loss of shared horizons of meaning also shifts the focus from formation of the person, for the first prerogative pedagogy, performativity of learning, especially in science and technology, and is therefore required: "[...] *the awareness of the dangers of dehumanization of a human being that technology, as always, and now more than ever, carries in its DNA. It considers the human being as a product and thus prevents the distinction of what is essential to the education and what, however, can be manipulated and constructed*". (Pagano, p. 36)

For these and other reasons, it is necessary to continue to talk about putting the human being at the center of the whole training process, as well as the only practice of teaching, as a guarantee of freedom of expression and especially of their *rationali nature*[1]. A rationality that must be recovered in its overall significance as a species-specific characteristic of the human able to identify both the laws of the physical world and the rules of the moral one. Rationality as a comprehensive synthesis of the different human knowledge that does not end with the objective investigation or with the techniques of an experimental verification, but is open to what it is reasonably argued acknowledging a transcendent law and an universal order. (Rega, 2010, p. 96)

4. New Technologies: an Interpretative Paradigm of Reality

Technology, and much less IT, does not at all play a neutral role. The person is not always able to fully control its effects; especially because the new technologies introduce a change in the interpretation of the reality by truly changing the way we are living and thinking and neutralizing the old criteria of interpretation. Postman explained this change introduced by the new technologies, using an ecological similarity. In any "A" ecosystem, if you remove or add a component, you'll not have the same ecosystem more or less the component added or subtracted, but a completely different ecosystem no longer called "A": "*Technological change does not add or subtract. It is environmentally friendly, and we use this term in the sense in which it is used by the environment researchers. An important change causes a total change. If you take away the caterpillars from a given habitat, we will not have the same environment with fewer caterpillars, but a new environment in which we reconstructed the conditions for survival. If you introduce the caterpillars in an environment that was in lack of such things, the speech is the same. The ecology of the media works the same way. A new technology does not add or subtract anything, it changes everything*". (Postman, 1993, p. 24)

It must therefore be reiterated the need to rediscover an education that respects and promotes strong values, including, primarily, the enhancement of the person and thus of the social reason: understanding as a total universality in which rationality and ethics coincide. The aim is to restore the human being, with its rational nature, the head of the production process of any kind of multimedia message.

5. Social Networking and Education: the Rise of Twitter[2]

The use of social networks, especially Twitter, is becoming the primary means of communication initiatives, publications and news from major organizations and institutions. The phenomenon is global and affects all areas and sectors of the society. While abroad also the school information is becoming more "social" and it is known to be in an advanced stage of use by all the individuals

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[1] *Persona significat id quod est perfectissimus in tota natura, scilicet subsistens in rationali natura*. (Person signifies what is most perfect in all nature, a subsistent individual of a rational nature).
[2] The data discussed in terms of followers is referring to the period May-June 2013.

involved in education, in Italy, for example, there results to be some delay, even if something seems to be moving forward.

One of the most virtuous use of Twitter examples can be considered the one of the OECD which, thanks to a special profile dedicated exclusively to the Education (@OECD_Edu), every day provides the level of contributions to a public that is increasingly expanding (over 24 thousand followers)[1].

Another example of great importance is the use of social networks by the Ministries of Education: see the official profile of the Department of Education of the United States (@usedgov, 227 thousand followers) and the corresponding department of the United Kingdom (@educationgovuk, 72 thousand followers). Also in this case, the plod seems to be Italy: it is only since October 2012 the Ministry of Education has set up the account @MiurSocial: perhaps for this reason the comparison in terms of followers with profiles of the ministries of other States remains ruthless enough (in fact, it is just above the MiurSocial, 2000 followers).

UK is also making excellent efforts on the London newspaper – "The Guardian", that has a profile (@GuardianEdu) dedicated to the Education with over 70 thousand followers, as well as the BBC (@bbceducation, 95 thousand followers). Italy, however, seems to be still in its infancy due to the lack of Twitter accounts of major national newspapers, dedicated specifically to this type of news; also worth noting is the (so far) little resonance (always in terms of followers) of online magazines in the field mentioned above (@TecnicaScuola – about 550 followers, @Tuttoscuola – just under 300, while, in contrast, @orizzontescuola – 3000 followers).

6. Conclusions

At the end of our study, it is necessary to refer again to the needs of the organizations in which social communication has its origins, to exit the logic of politics and the media and to completely redefine the relationship between them and the social communication itself. We have treated the terms of the relationship between media and social communication, but it is the case to reiterate the importance of this point. We started from the premise that social communication is still a marginal event, and that the showing of the news takes precedence over the spread of collective values. In this context, we have identified the social nature still in embryo of a new relationship between media and educational sector; the more fragile the more difficult it is to overcome the stereotype of the "recreational" media.

The more evolved a society is, the more can be traced in the communication by it produced a presence of significant utility, around which are expressed various economies with respect to the issues of awareness, participation and solidarity. The delay in our culture of the potential of communication in the process of the public organization comes from the "cultural lag between economic and social priorities assumed by the enterprise system and the formal-legal priorities adopted by the institutional-bureaucratic machine" (Roland, 1998, p. 315 *apud* Pira, 2012, p. 22). Therefore, the priority of the legal function from institutions has delayed the awareness of the importance of public and social communication. It is new even the professional legitimacy of the public communicator figure, and awareness on the part of those who make social communication, to make the public opinion understand the importance of the social communication itself.

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[1] OECD work on education and skills provides policymakers with the information they need to improve the quality of education worldwide; Paris, France, retrieved from http://www.oecd.org/edu/, date: 14.03.2014.

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REALITIES AND PERSPECTIVES

From Accountability to Self-Regulation in Romanian Media

Daniela Aurelia Popa[1]

Abstract: The present study is based on results dissemination for one of the four indicators (Background, Accountability, Solidarity and Efficiency) interpreted in the qualitative analysis of media self-regulatory system in Romania. The importance of this research topic for both practitioners and researchers in the field, lies in the fact that media self-regulation is a relatively new process, which has not yet reached the collective consciousness of Romanian society. This approach of the accountability indicator aims to obtain an overview of professional responsibility (an important pillar of media self-regulation) in order to create a development framework for a definition of media self-regulation, respectively to discover the relevance of this system implementation in Romania. The qualitative analysis will consider the common perception of journalists on two main themes: professional liability and media self-regulation system. The research methodology applied in this study was based on the qualitative method of in-depth interview. The research will answer the following questions: *What journalists understand by professional responsibility? Which are the most important professional values o be respected? Is management important in empowering journalists? Which are the triggering factors involved in the implementation process of media self-regulation in Romania?*

Keywords: professionalism; norms; values

1. Introduction

In the hereby study, the content of the collocation *system of media accountability* generally targets a series of demarches for the supervision of the professional journalistic act, involving a moral conduct in the development of the professional activities but also the existence of an organism specialized in the following of this conduct.

The present study will analyze from the quality point of view, the common perception of the journalists regarding two *main themes: professional accountability and the system of media self-regulation.* Each main theme has generated *secondary themes* corresponding to the assertions gathered after interviewing journalists. These secondary themes have focused on dimensions such as: attitude, evaluation, satisfaction, criticism, motivational, because the analysis contained the support of the respondents for a certain aspect, their appreciations regarding the functioning of a system or the satisfaction, critical level or the motivational one.

The motivation for choosing a *semi structured interview* is the fact that this type is suitable for a deeper analysis of a certain sector or for the track of the development in time of a sector which is already known. (Marinescu, 2009, p. 52)

Choosing this type of interview has facilitated the interrogation of the journalists regarding their accountability and the best methods to be applied in order to implement the system of self-regulation of the media in Romania. The targeted population was represented by 13 people chosen using the

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snow ball method from the category of journalists hired in national media and 2 media activists. Also the minimum experience for the selected professionals is 7 years.

The investigation instrument used was *the interview guide*[1] and the results were interpreted using a *frame of thematic analysis* in which were identified the *main themes and the secondary themes* of the unit of analysis. For the first main theme, *professional accountability* we have the following secondary themes: assertions on the definition of professional accountability; ranking of the professional values of the journalists; assertion of the importance of assuming the professional norms. For the second theme, *the system of media self-regulation* we have the following secondary themes: assertions on the definition of the term self-regulation; assertions on the people of which depends the implementation of the system.

This study started from the assertions of the respondents regarding the factors with major impact on the quality of Romanian journalism. The assertions have placed the *lack of accountability* and competence of the journalists as a secondary factor of impact on its reduction (the influence of the patronage being cataloged as being the first). The forms of manifestation of the lack of accountability of journalists consists in: lack of debated within this sector regarding the breach of professional norms, the low degree of association, the lack of functioning of the self-regulation, incompetence and refusal of investigating in professional training, the lack of mentorship in the profession.

2. Professional Accountability

2.1. Definition of the Professional Accountability

Journalist accountability is based on many dilemmas that they have to face: *I only provide correct information, am I objective, transparent, credible, do I follow the public interest, do I transmit someone's opinion in good faith etc.?* The term *media accountability* (Black & Roberts, 2011, pp. 393-395) is connected to the following terms: *to be accountable for* or the action of providing explanations and apologies; *condemnable* or the decision to establish if people deserve to be condemned for their actions; *responsibility,* a term which is commonly mistaken for *accountability*.

The difference is that the responsibility involves legislative aspects: *agreements over ethical standards* which should be followed by the media practitioners and the entire media industry, *power of the governmental structure over the media action.* Media accountability is lower in the liberal societies and the laws regarding the media help defining the level of accountability but do not have reach any ethical purpose; *the power of people and organizations* that seek to hold the media practitioners accountable.

Larson C. (2003, p. 44) explains the fact that the accountability of the persuasive agents (journalists, in our case) includes as elements: "*the fulfillment of the professional obligations, being accountable in front of the people, being accountable when evaluating based on some standards which are previously agreed upon, being accountable towards one's self-consciousness*".

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[1] What does it mean for you to be responsible in your professional activity? State the most important three values you take into account in your activity. How important is for you the assimilation of the norms of ethics in your profession? Do you believe that the journalists respect the professional ethics because their conscience imposes them to or because the fellowship/ professional regulation imposes them to? How would you define, according to your experience, the term self-regulation of the media? Do you believe that there is a system of self-regulation in the media in Romania? if not, what were the structural and conjuncture factors that did not allow the implementation of a system of self-regulation in Romania? On who do you think it depends the establishing of the system of media self-regulation in Romania?

Professionalism is based on standards of action which are aligned with certain values and one of these is accountability. Starting from the hypothesis that the role of the journalist in society is elitist[1] among the features of the elite defined by some authors M. Tudor, A. Gavrilescu (*apud* Coman, 2007, p. 326) the *moral accountability* and *self- consciousness* are indicated. They represent the also the reason of interrogating the journalists on the notion of professional accountability. To this end, the quality analysis of the results was based on the frequency of the theme in the journalist's answers. In analyzing the results, the following categories were identified, presented as a chart of categories: *compliance of the professional rules[2], correct documentation and respect for the people and public interest.* According to this chart of categories, we observe the fact that the respondents have defined professional accountability mainly from the perspective of *following the professional rules* with focus on the correct documentation, respect of the people and public interest. The definitions provided by the respondents have concentrated very much on the correct documentation[3] and verification of the information before publishing any king of material in order to avoid the dissemination of ungrounded opinions.

In what concerns the respect of the people and public interest, the respondents have underlined the avoidance of prejudice of the people writing about and the follow of public interest. The professional accountability is tightly connected to the awareness on the effects that can be generated by publishing a material. The consequences can sometimes be very serious not only at individual level, but also at social level. The lack of accountability of some journalists can break the balance of society, it can distort its values and can create a public opinion with *false guidelines* (journalist, hotnews.ro).

2.2. Ranking of the Professional Values of Journalists

The professionalization and development of a professional culture have proved to enhance the independence of the journalists and lead to the adoption of universal professional ethic and standards. Values are abstract ideas about what a society believes to be good, correct and pleasant and they also represent "*the grounds according to which we judge social actions*". Values represent, according to Grigore Georgiu (2010, p. 51) "*a series of appreciations, preferences and attitudes, affective and emotional, towards fundamental issues such as the relations between humans and nature, humans and divinity, meaning of life and death, relations with other humans, with the structures of the community and public authorities*".

Numerous studies[4] have established that journalists, referring especially to an American type of professionals, establish standards of action around some values such as: accountability, accuracy, impartiality, balance, objectivity and telling the truth (Zelizer, 2007, p. 64). Besides these, we can also

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[1]The results of analyzing the role of journalists in Romania after the model studied by the researchers Himelboim &Limor (2011, pp. 77-78) have indicated that the most frequent roles declared by the journalists towards the public are *neutral journalist, elitist journalist and supportive journalist.* The sociologic researches indicate that the journalists perceive their own social role as *responsible elites* both towards the information and education of the masses but also the control and information of the power representatives. The members of the elite are aware of the fact that they share the same sets of values and interests. They are judged not only by the success in fulfilling their tasks but also by the validity of these tasks for the society.

[2]*Accuracy, balance, impartiality, after that honesty and utility. If you respected all these rules (S1) to respect the rules that existed forever and were adopted over time (S6); is the one who respects what he learned at the university also that ethical code, respects the rules, knows that his freedom is not indefinite (S15); do your job with correctness and seriousness (S5); give correct information to the public (S12); know your mission (S6).*

[3]According to Ilie Rad (2011, p. 217) "*many times, for the sake of audience, the journalists do not investigate more and publish fake stories*".

[4]For example McLeod and Hawley, 1964; Johnstone, Slawski și Bowman, 1972.

add media professionalism which defines the role of the media in society as an *assistant for people in the process of making decisions as personal level,* because the professional interests must coincide with the public interests (Pop, 2001, p. 238).

In all the professional activities in which the journalist makes assertions, he evaluates, ranks, gives importance and meaning to all the daily events and turns to *professional values.* All these activities are performed in relation to their own conscience which is guided by values, because they determine the social behavior. In order to form a system of values, at small scale, the respondents have classified the first three values they take into account in their professional activity. Depending on the answers of the respondents, in this situation it was more efficient to create the following table to follow the frequency of the values.

Table 1 Frequency- professional

S	VALUE 1	VALUE 2	VALUE 3
S1	Accuracy	**Balance**	**Impartiality**
S2	Credibility	**Objectivity**	Equidistance
S3	**Honesty**	**Good - faith**	**Public interest**
S4	**Good- faith**	Exactness	Ethics
S5	Justice	Equity	Solidarity
S6	Respect for the profession	Respect for the readers	Understanding the mission
S7	**Balance**	**Correctness**	Respect for the rights of the others
S8	**Correctness**	**Good - faith**	Rigurosity
S9	**Honesty**	Courage	Responsibility
S10	Common sense	**Objectivity**	Incorruptibility
S11	Truth	**Honesty**	**Balance**
S12	Fidelity	**Correctness**	-
S13	Real news	Not being mean	**Objectivity**
S14	Truth	**Public interest**	Equidistance
S15	**Public interest**	Accuracy	Ethics

As we can see, the *correctness* (assimilating here honesty as well) is the most mentioned professional value the respondents take into account in their profession. If in this classification correctness is in the first place, in the analysis made related to the professional ethical codes of the media organizations in Romania[1] after the model of Schwartz and Bilsky (*apud* Black & Roberts, 2011, p. 188), it came second after *respect for the truth* and before *responsibility towards the public, society and profession.* The correctness[2] of the journalist must be manifested, according to the opinions of the respondents, towards the public and the sources, in serving the public interest, in presenting the events and affirmations of a person. *The objectivity* (assimilating here the impartiality as well) represents the second opinion in the system of values made by the respondents and the good faith, balance and public interest and the last options.

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[1]The Sole Deontological Code, The Deontological Code of the Journalist, the Deontological Code of the Professional Journalists, the Deontological Code adopted by the Association of Journalists in Romania, the Deontological Code of the Journalist annexed to the Collective Labor Contract for the media sector, the Code of Conduct for the employees and collaborators of TVR.

[2] Correctness: *in documentaries (S7), with the public and sources (S8), do not express prejudice regarding the documentation (S3), serve the public interest (S9) together with the balance (S11), in presenting the events and declarations of people (S12)*

2.3. The Importance of Assimilating the Professional Norms

Regarding the journalists that respect the professional ethics, the respondents have considered that they act according to the impulse given by their own conscience, because the redactions and fellowship do not offer a specific frame to assume professional norms. Thus, the trigger factors for the embrace of the norms of ethic were represented by self- conscience, as reflected in the *chart of categories[1]*.

The respondents believe that there are journalists who respect professional ethics because they know their job very well as respect it. The motivation of respect consists in their own education, the respect they show for the public and the way in which the medias he/she worked before have educated the latter in this activity.

Regarding the assimilation of the norms of professional ethics by the journalists, the respondents have addressed the *importance* of this process but *"the issue is that this doesn't happen or happens very rarely"* (journalist, Adevarul). When the journalist does not assimilate these norms, he cannot gain credibility and cannot *"perform his mission of informing correctly and impartially, meaning that without these ethical norms the risk of disturbance is higher"* (media activist, ActiveWatch). The subjects have underlined the *important role of the editorial houses* which the latter should have in making the journalists more accountable. The editorial house should inform the journalists on the deontological code that they agree, but most of these editorials do not have such a code. The journalists as well should sign for the assimilation of the content of this code. The respondents have noticed the *lack of debates in the editorial house,* in relation to the flaws existent, debates which could be proven necessary and useful in the process of raising the accountability of the journalists. These discussions should be part of the current activity of the editorial houses.

3. The System of Media Self-Regulation

3.1. Definition of the Term Media Self-regulation

There are three main types of internal control: patronage, management and professional self-regulation. The first two involve a common analysis because the media in a society is mainly private and can be used for any type of purpose chosen by its owners, which indicated their inevitable involvement in the editorial process (McQuail, 2007, p. 105). Dennis McQuail (2007, p. 92) believes that both the control as well as the self-control of the media are incomplete in the absence of accountability. The International Organization Article 19 and the International Federation of Journalists defined self-regulation in a specific study (Article 19, 2005, p.7) as *the activity involving the establishment and implementation of norms by those whose behavior will be regulated, with the final purpose to improve the services offered to the consumers, beneficiary or – in the case of media- to the public in general[2].*

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[1] Conscience: *it is what their conscience imposed (S1); respects them because of the education, because he believes that way (S7); every individual with his own conscience, the way he is built (S10); many journalists respect the professional ethics because their own conscience imposes them to do so (S14).*

[2] *Freedom and accountability: protection of the freedom of speech by self-regulation of the press.*
ARTICLE 19, Global Campaign for the freedom of speech, International Federation of Journalists, March 2005, ARTICLE 19 http://www2.cji.ro/userfiles/file/documente/Autoreglementarea%20presei.pdf, viewed on September 6, 2012.

To the question *How would you define, considering your experience, the term media self-regulation?* Most of the respondents chose a concrete approach[1] of the phenomenon of self-regulation. They defined self-regulation as being the process of *creating, in the journalist sector, of a set of norms, rules, values, principles applicable at the level of the editorial houses of the media institutions and submitted to sanctioning in case of breach.* Their will to contribute to the creation of these norms which should come *from within the fellowship and not from the exterior* was noted.

For some respondents, this set of norms and rules, comprised in a code of professional conduct has to be *agreed upon when established at the level of the entire fellowship and accepted by all the associations* of journalists, professional, patronal and unions. This code of professional conduct should establish, practically, the rules according to which the journalist will perform his activity, as a reference point for his activities. For other journalists, this set of norms valid for all the media institutions can be *particularized at the level of each editorial house*, depending on their specific.

Other journalist complete the definition by bringing into discussion technical, administrative and professional measures which lead to the creation, within the limitations of the professional deontology, of this set of rules put into ;practice *by mechanisms of application or implementation.* We observe thus the fact that, for the respondents, the media self-regulation is nothing but the creation of a set of rules or norms commonly accepted and which are within the limitations of the professional ethics. Very few have included in the definition of the concept the ways of monitoring the respect of these norms and sanctioning their breach. We can say that only part of the instruments of traditional accountability, such as the code of conduct, have been mentioned by journalists. The respondents which opted for an abstract approach of the definition of media self-regulation have emphasized *the self-control of the journalist, his conscience and honor.*

3.2. The Existence of the Self-regulation System

In order to function, such a self-regulation system has to exist. Following the question *Do you think that there is a system of self-regulation in Romania?* From the answers of the respondents, in the chart of categories appeared the dominance of the *inexistence* of this system. In what concerns the causes of the inexistence or lack of functioning of the system of media self-regulation in Romania, from the responses of the respondents have been identified both *structural factors[2]* as well as *conjuncture[3]*.

Most of the respondents consider that *there is no* system of media self-regulation in Romania. To this end, all the initiatives of self -regulation of the media coming from the media organizations had as result only the elaboration of deontological codes, adopted formally without practical results.

The existence of a set of rules is not sufficient and the media activists interviewed are the ones who noticed that the mechanisms of implementing these professional norms do not exist in Romania. On the other side, *the sole deontological code of the journalist established at national level does not apply* in editorial houses because many of them did not adhere to it yet. At the same time, the editorial houses which adhered to this deontological code have taken this step only formally.

At the same time, some of the respondents say that in Romania there is a system of media self-regulation because at the level of the editorial houses there is a set of norms after which the journalists

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[1]Concretely: *set of internal norms of a media institutions (S11); a set of principles, values and norms (S2); set of norms and rules (S7); set of professional norms of a fellowship (S8); some norms (S9); set of rules (S12); a fellowship defines its rules (S14).*
[2]*Free access to the profession, lack of professional culture, professional organizations.*
[3]*Economic factor: informal leaders in the editorials, patronal influence.*

perform their activity. But this does not suffice for the effective functioning of a system of media self-regulation. The perspective of the unionist organization brings, apparently, its own version of accountability of the journalists, a combination of what means regulation and what means self-regulation. Basically, it would be a combination between the labor legislation and professional deontology. Besides the salary rights contained by the Collective Labor Contract at the level of media, a deontological code for the journalists has been annexed, in which their professional rights have gained juridical power and the lack of compliance is susceptible of sanction. Also, the journalists who do not believe in self-regulation propose a different solution, which is maintaining a clean fellowship by action and involvement from the journalists, firstly and from the institutions and those affected, secondly. The alternative proposes a "boycott" action triggered by the companies which frequently buy advertising space – in the press and audio visual with low credibility. This 'boycott" has to be sustained by the pressure of the public over these companies so that they can fulfill their missions.

Among the factors that did not allow the implementation of a system of media self-regulation, the respondents have noticed that the *access to the profession of journalist* is not conditioned by certain rules of competence, which allows the performance of this activity also by people who do not respect the statute of journalist. Another factor, considered by the respondents as being very important is the *patronal influence* supervising the activity of the journalists, intervene in the materials and impose not the professional ethics but the lack of compliance with the latter. This is encouraged by the owners by maintaining within the editorial houses of journalists who agree with the breach of the deontological rules *proof that the quality journalists have either left the activity or are freelancers* (media activist, ActiveWatch). At editorial level, together with the patrons, a series of *informal leaders* is noticed, who share the same interests with the media owners. The respondents have noticed that they have control over the rules of conduct.

In the opinion of the respondents, because of the lack of a professional culture, the journalists follow the example of those who are paying their salaries. Reasons such as: patronal pressure, lack of editorial independence and professional education, lack of solidarity and association for the defense and promotion of common interests, have deprived the journalists of experiencing self-regulation. One of the dominant factors was the one related to the *professional, unionist or patronal media organizations*. They either *inactive* and are *invisible* in the associative sector, not not stand out through results and do not have a high degree of representation so that the fellowship is consolidated. The Romanian Press Club has lost its credibility, in the opinion of the respondents, when attempting to represent the interests of the journalists and the owners at the same time. All this pressure over the media prevents the formation of an organizational culture in the media institutions and implicitly its self-regulation. To this end, one of the respondents offers as example the editorial he works in as being an organization with an organizational culture based on clear values and rules for all the members of the editorial.

3.3. On Who Depends the Implementation of the System of Media Self-Regulation?

Following the question *On who depends the implementation of the system of media self-regulation in Romania?* From the answers of the respondents the *internal triggering*[1] factors within the editorial have emerged in the *chart of categories.* The implementation of the system of media self-regulation depends in the first place on the *fellowship of journalists.* This can be possible by respecting the professional deontology, creating own rules of conduct, but mostly by liberating the journalists from the patronal constraints, so that these rules can be respected. The fellowship of journalists is the only one capable, through solidarity and a powerful conscience, to regain its freedom and professional independence. Secondly, we can notice a series of factors *exogenous to the editorial* the respondents suggesting the need of certain collaboration between the actors contributing to the functioning of the media in general, such as the patronages, unions, professional organizations, journalists, editors. The help from outside the country is not excluded. In what concerns the attitude dimension, the journalists have manifested their support for the functioning of this system, taking into consideration the factors that have prevented and keep preventing the accountability of the journalists, the respondents were reticent in adopting it in the near future.

4. Conclusions on the Accountability Indicator

In what concerns the classification of the professional values, the respondents have attributed correctness the highest professional importance, followed by objectivity, good-faith, balance and public interest. Regarding the assimilation and respect of the professional norms, most of the subjects have considered that the journalists act according to the impulse dictated by their own conscience. Therefore, the ones who respect the professional norms are motivated by their own conscience and not by the editorials they work in or by the fellowship, because they do not offer a specific frame for the assimilation of the professional norms. Here intervenes the important role of the editorials and editorial management in the accountability of the journalists through internal debates over the breaches. Media self-regulation has been defined by the subjects as being the creation, by the fellowship of journalists, of a set of *norms, rules, values, principles applicable at the level of the editorials in the media institutions and susceptible for sanctioning in case of breach.* The lack of such a system of self-regulation in the media sector in Romania was motivated by the respondents by the intervention of factors that are both structural (free access to the profession, lack of professional culture, incompetent professional organizations) as well as conjuncture factors (economic, informal leaders in the editorial, patronal influence). The trigger role of such a system of media self-regulation is mainly fulfilled by the fellowship of journalists (internal factors).

Starting from the meanings of media accountability the researchers Black and Roberts (2011) attribute to the concept, *the mission of the media ethics* is to promote the a professional behavior adequate in relation to the third parties. To this end, the journalists can follow the coordinates offered by the moral perceptions. The ethics, deontology and principles offered by the latter have a major role in promoting a system of media accountability. The functioning of such a system will be possible only if the journalists proceed to assume their own actions and create rules of conduct which, by compliance, will enhance the feeling of moral commitment.

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[1] *By us, by the journalists *S4); if we respect the rules (S6); has to come from within the practitioners of the activity (S8); by the fellowship, the journalists (S14), a body of journalists (S3).*

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THE 9TH EDITION OF THE INTERNATIONAL CONFERENCE
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REALITIES AND PERSPECTIVES

E-Health Standards – Austria Case Study

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Abstract: Today information systems for digital documentation and communication are used by many actors within their area of activity. However, an integrated care requires a multi-agency standardized communication in which the individual patient plays the main part. As already made investments in ICT numerous health facilities, it is urgently necessary to make rapid appropriate requirements to ensure that long-term system interoperability is guaranteed. The e-Health strategy aims to support the accuracy of decisions on future investments in ICT. **Objectives:** The purpose of this article is to provide an example of an e-health system from a European country. **Approach** This article shows the initiative of Austria to implement e-health being consistent with initiatives undertaken at EU level - eEurope 2005, eEurope +, i2010 by adhering to the principles of interoperability, interactivity public services, trust, security, privacy **Results:** The implementation of e-health is primarily seen as a project for the long-term organizational development and modernization of health care. The legal, organizational, technical and content aspects of the e-health strategy provide the basics for this development. The represents, shown in the appendix e-Health strategies of countries and organizations must be coordinated with the Austria-wide strategy.

Keywords: e-gov; electronic; digital

1. Introduction

The innovation, the development, the quality and the efficiency of the Austrian health system can be greatly enriched by the information and communication technology (ICT). Optimal treatment and support for inter-institutional treatment processes depends very largely on the „in time availability" of relevant and appropriate data, information and knowledge. The health care system of the future uses the ICT in an optimal manner for documentation, communication, storage, and processing of health-related data. The Austrian e-health strategy is the basis concept, in making the potential of ICT for citizens, health care providers, decision makers and payers in terms of quality and efficiency available.

The Austrian health care system is defined by a high fragmentation of the offered services and the financing. There becomes therefore a great need for a patient-related communication between the different actors of the health care system to achieve better cooperation and thus higher efficiency. One of the fundamental quality problems of today's medical care system is not so much the medicine itself, but the organization of the treatment processes, communication and cooperation between the actors involved and the integration of the citizen. Integrated supply, case and disease management requires a comprehensive application of information and communication technology and the interoperability of heterogeneous information systems. Furthermore, the availability of current, evidence-based medical

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knowledge for the quality of medical decisions of greatest importance will represent a major importance in the future (WHO 2004).

Today information systems for digital documentation and communication are used by many actors within their area of activity. However, an integrated care requires a multi-agency standardized communication in which the individual patient plays the main part. As already made investments in ICT numerous health facilities, it is urgently necessary to make rapid appropriate requirements to ensure that long-term system interoperability is guaranteed. The e-Health strategy aims to support the accuracy of decisions on future investments in ICT.

The e-Health Strategy identifies the necessary ICT technologies; it is geared to specific applications and their representation as processes which are supported by the ICT. It defines the roles of health service providers as well as the role of citizens as active participants in the health care system. Implementation must be done gradually, with the individual modules on the one hand systematically build on each other and on the other hand largely independent of each other. Therefore they could be developed in parallel. From the outset, are fundamental prerequisites, such as define technical communication standards or substantive documentation standards, essential? There are therefore infrastructural measures by public bodies to put in co-operation with health service providers or support. The overall e-health system must be involved in a legal framework. The e-Health Strategy defines the basic concepts for the business processes, applications and technologies (WHO 2004).

In the next few years, as part of the implementation, the processes will be changed or new introduced. Quality, efficiency and effectiveness are the criteria for judging the success. The development and implementation should be regularly evaluated and undergo a quality assurance. Technology assessment and accompanying scientific research are to be included in the planning and implementation.

The e-Health Strategy needs to be updated systematically and continuously, to reflect new developments. The implementation of e-health is primarily seen as a project for the long-term organizational development and modernization of health care. The legal, organizational, technical and content aspects of the e-health strategy provide the basics for this development (Pfeiffer, 2007).
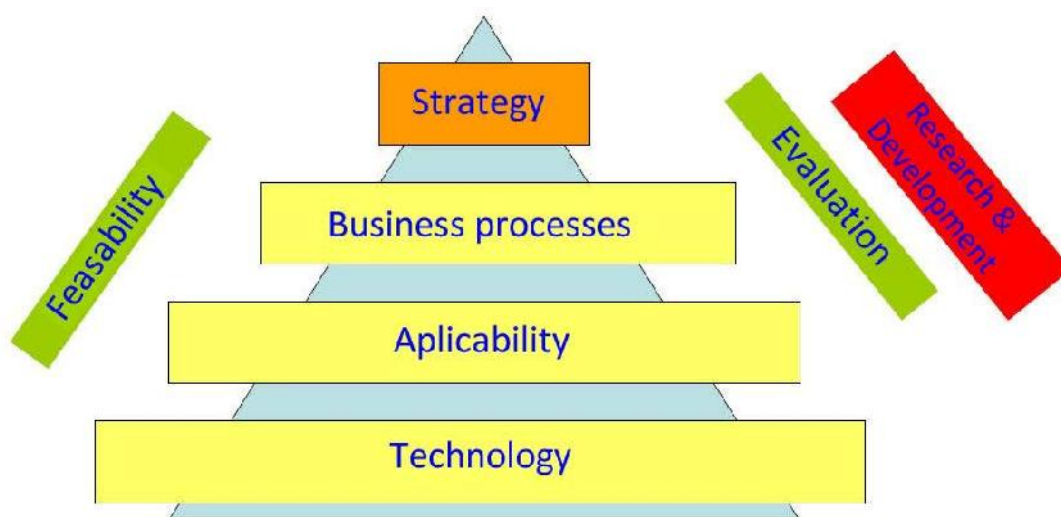
Figure 1. The central elements of the e-health strategy

Source: adapted from the official Austrian site for social insurance

2. Basic Principles of the E-Health Strategy

The aim of this e-health strategy is the establishment of Austria-wide, forward-secure information and communication system that functions, under the protection of the rights of citizens: rapidly, where it is needed, time-independent, cost-efficient, safe, based on uniform technical communications standards and on substantive documentation standards.

e-Health takes advantage of the technical and organizational level of privacy and data security measures for the eligible participants, the important, correct and relevant information for the diagnosis and treatment, prevention and rehabilitation. This includes the interfaces to the social and care sectors, as well as interactive systems to support health promotion.

The e-card, activities for integrated care, possibilities of e-Government and currently existing information strategies, especially the EHR feasibility study should be integrated in the e-health strategy, respectively it is to be built on these. The development of concepts of individual regions or organizations should be based on the national e-health strategy. The Austrian e-health strategy is furthermore based on the European development and international standards and recommends, in the same time, the active participation in the development of international standards. This concerns both the technical standards for communication and storage as well as the content standards, as terminologies or architecture documents. **The e-Health strategy is a long-term approach to organizational development and modernization of health care.**

2.1. E-health and the New Paradigms in Healthcare

Altered structures in health care and integrated care models require ICT for implementation. The health care system of tomorrow is:

- patient-centered;
- knowledge-based;
- evidence-based;
- process-oriented;
- results-oriented.

The key functions of a modern health system are: 1. network-connection, 2. communication and 3. cooperation.

The health care system of tomorrow is based on a paperless documentation and communication. E-Health combines evidence-based knowledge with complete and accurate patient data. The potential of e-health is the daily support of several thousands of interactions in healthcare. An improved data, information and knowledge management and a better patient management, provide a continuous development of the quality of the health care system and of the patient satisfaction.

3. Purposes of the Austrian e-Health Strategy

The aim of the e-health strategy is to define a framework for a coordinated long-term development of e-Health in Austria, so as to provide for citizens and patients the greatest possible benefits through the use of information and communication technology (ICT) in health care, to give health service providers as well as providers of information systems recommendations for content and technical

standards in order to achieve interoperability of information systems and to also allow a high degree of investment security and to ultimately demonstrate the benefits of e-health for the actors.

The need for continuous quality improvement and performance improvement, new models of care with regard to integrated care, knowledge management in health care, telemedicine services, increased patient mobility but also a more active role of citizens in their own health care requires a comprehensive use of information and communication technology. The e-Health Strategy sets out the main elements of e-health, such as the electronic health record EHR, knowledge bases for quality-assured health information for consumers and health service providers (HSP), organizational, technical and legal measures for data protection and data security requirements on the network infrastructure and the archiving requirements for an identification management for citizens and HSP 's, use of this information for the management of health facilities etc. Through the description of the basic use cases and their requirements for the infrastructure on the one hand and their benefits on the other hand, there are presented the possibilities of e-health and in the same time mapped out to a future development.

The overall objective is**: integrated health care delivery and interoperability of information systems**, whereas the citizen remains in the center of documentation, communication and knowledge management. The objectives and measures are related to the objectives of the e-Health Action Plan of the EU and this document is intended to fulfill the "Action Plan for e-health" of the EU Commission for the creation of a roadmap for e-health.

Through the use of ICT to health care in the future:

- More concern in regard to the single citizen and the possibility to offer him new opportunities to actively participate in their health care,

- To allow health care with as few administrative or geographical barriers as possible

- A better resource management support

- To sustain the HSP with more user-friendly and quality-enhancing tools, starting with easier access to data until the approach of the decision support systems
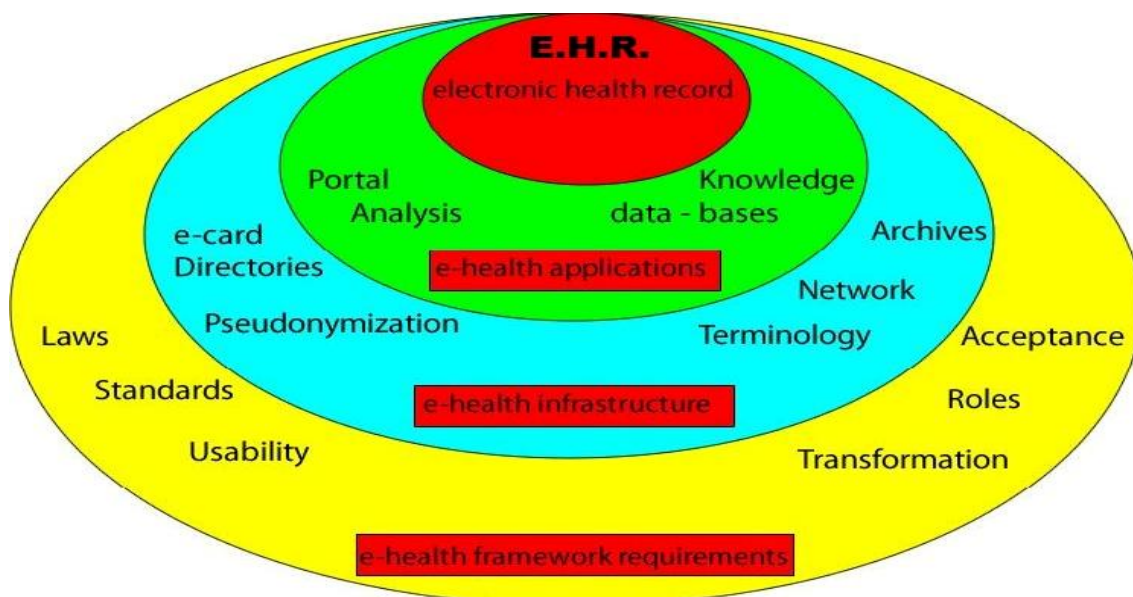
Figure 2: The e-health model

Source: adapted from the official Austrian site for social insurance

To achieve the objectives of the e-health strategy, it is required to have a framework architecture for the construction of a citizen-centric digital documentation, communication, storage and processing of health-related and administrative data, information and knowledge, that aims:

- to support a patient-centered service provision and documentation;

- to support all stakeholders in health care through better information and communication;

- to support the organizational development and to reach a better management of health facilities with the help of ICT;

- to approach an easier access to quality-assured knowledge bases for citizens, patients, health care providers and decision-makers at the latest, internationally recognized standards of technique and content and taking account of international, particularly European development.

E-health supports the mobility of patients in a European environment to the effect that, if necessary, a cross-border data exchange will be possible. The e-health strategy is to help build an appropriate ICT infrastructure for the health and social services in Austria, which is used for optimal care of patients and for health-promoting actions of citizens. The guarantee of data protection must therefore be ensured for all applications. The stakeholders, payers and policymakers will thus have the necessary information and knowledge for quality-assured best decisions. E-health requires a coordination of the development of ICT infrastructure and also the content on a national level, taking into account international developments. The cooperation between the HSP's should be facilitated by e-health. Authorized access to information across organizations must be possible and information and services for the citizens must be easily accessible.

e-Health is a strategy for organizational development and productivity in healthcare through ICT. Not the ICT itself is the driving force behind this development, but ICT is the tool for the implementation of a knowledge-based, process and outcome quality-oriented health care system. e-Health can increase the quality and efficiency of health care through better organization of inter-institutional processes. e-health affects both the treatment process itself and the patient's management by ICT support. However, the healthcare provider, the management of health facilities and the planning and management of health care, and quality management benefit from the availability of this information.

The essential elements of e-health are:

1. The electronic health record (EHR): EHR also includes an active participation of the patient to the documentation and communication

1. The e-card;

2. A directory for the public to identify;

3. A directory for the identification of health service providers;

4. The e- Health Portal as a central online access to the e-health applications for citizens, HSP, payers as a: information portal for quality-assured knowledge but also on services of the health and social services; personalized portal for health promotion, prevention, etc. and a safe and secure access to e-health applications and data (my EHR);

5. Inter-agency integrated ICT process support and interface management;

6. Telemedicine services, that guarantee free and flexible access to and the support of the Centers of Excellence and are especially for mobile devices for monitoring;

7. Decision support systems;

8. Tools for the analysis of data for science and research, planning, control and monitoring of the performance events in health care;

9. Technical and organizational measures for data protection and data security.

The e -health strategy based on the following basic principles of information technology:

- there is a clear identification of the patient, actors and products;

- the e-card is used for unique patient identification and it is added to provide a register of people without e-card;

- the unique identification of the HSP 's from trusted organizations of a current register of all actors is guided;

- there is a uniform nomenclature for diagnoses and procedures, such as products (medicines, implants, medical services...) are clearly included in relevant directories;

- the patient-related information based on a uniform model of exchanged documents and data:

  o based on a defined architecture and structure of the essential documents;
  o essential documents and content, such as Diagnoses and services are recognized structured;
  o the documents have a standardized layout including header (metadata).

- rights management must be possible locally. It must be ensured that the data protection standards are met, such as Rights management, signing, logging operation and control mechanisms;

- all documents are digitally signed by the producers;

- only data relevant to the health facilities be made available digitally;

- the data is stored locally;

- a high-performance availability is desirable and must meet the requirements of e-Health service levels;

- the data protection requirements must be guaranteed.

There are patient ID's to develop, based on a unique patient identification, which allows a clear, complete, as part of the authorization concept and fast retrieval of relevant documents. It is recommended to keep the hits on the various patient-indices for the individual actors transparent. It is therefore a comprehensive authorization concept for access to patient-related information to develop and keep under review in the context of e-Health. The transparency of data protection and data security measures are essential for acceptance.

The Austrian e-health strategy is based on and is part of the European development of e-Health. e-Health interferes, where it is necessary and useful to the e-Government developments or requirements. Above all, e-health exceeds due to the sensitivity of its patient oriented informations and through its numerous requirements, which are imposed by e-Government processes.

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