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| --- |
| **Director of Communications**  The overall goal of this role is to proactively create and direct communication to help the political leader maintain a positive reputation and achieve their goals. Its’ work focuses on putting out strategically positive communication, utilising understanding of intelligence and strategy, and working over the medium to long-term.  The Director of Communication engages in longer term more strategic communication. They makes plans for communication focused on certain issues, putting forward new ideas, changing the image of the leader, meeting new target groups and so on. They consider both national & international level and may also advise on an internal communications program. They advise on political messaging with respect to announcements, legislation and other public communications in line with strategies and goals.  Literature relevant to this role includes Strategic communication and Relational political marketing communications. |

**Reading**

Below is a starting list of key literature/authors for you to consult and adapt.

You should seek resources beyond this list as well; and adapt any work on campaigning to the government context, and to the specific cases for Report 2 and 3.

**Background to Strategic communications**

If you have not studied political marketing before start with:

Chapter 7 Relational communications chapter Lees-Marshment, J et al(2019) *Political marketing: principles and applications* *3rd revised edition* Routledge

This material is not just government but it gives an easy intro into the concept of strategic communications.

Please note that just reading the textbook is NOT sufficient for graduate level: you will need to read a wide range of actual literature, so read this chapter first and then go and read the core literature.

**Strategic communication**

**Core literature on managing political leader communication**

See tallis list/links for **core** readings: <https://rl.talis.com/3/auckland/lists/D20AFDC0-49FC-8CF5-8802-09358FBB21B0.html>

* Elder, Edward (2016) *Marketing Leadership in Government: communicating responsiveness, leadership and credibility* (Palgrave) (especially last chapter Analysing and Advising Governing Leaders Pages 117-143) [e-copy available]
* Elder, Edward. (2016). "Market-Oriented Governing Leaders’ Communication: John Key and Barack Obama." *Journal of Nonprofit & Public Sector Marketing* no. 28 (1):5-21.
* Kumar, M. J. (2001). "The Office of Communications." Presidential Studies Quarterly **31**(4): 609-634
  + Extremely useful and relevant discussion covering a range of areas of political management. Details the day to day and longer term planning of communications – planning/strategic communications plan.
* Wenzelburger, Georg (2011) Political Strategies and Fiscal Retrenchment: Evidence from Four Countries, West European Politics, 34:6, 1151-1184
  + (has political strategy ideas for how to get support for unpopular leadership policies which can be applied to all policies not just fiscal retrenchment, some of which relate to strategic communication)
* Marland, Alex (2016) *Brand Command: Canadian Politics and Democracy in the Age of Message Control*, UBC Press.
  + Chapter 7 discusses strategic communications planning in government pp 210-215
  + See Strategic Communications Plan inannex Y at <http://www.pco-bcp.gc.ca/docs/information/publications/mc/docs/mc-eng.doc> [
  + and Chapter 9 Politicization of Government Communications – especially discussion of planning comms through the calendar pages 295-303; visuals pp 311-17, but pick out ideas for the longer-term strategic aspects not day to day [see tallis – pages 295-325 (30 pages) digitised]
* Altschuler, B. E. (2005). "Learning the art of policy management." White House Studies 5(2): 195-214 (especially pages 196-7​)
* Elder, Edward (2014). ‘Communicating contemporary leadership in government: Barack Obama’ Chapter 14 in Jennifer Lees-Marshment, Brian Conley and Kenneth Cosgrove (eds) *Political Marketing in the US*. New York; Routledge. [e-copy available]
* Elder, Edward (2018). Communicating Market-Oriented Leadership in Power and Opposition. In Jennifer Lees-Marshment (ed.) *Political marketing and management in the 2017 New Zealand election*. Palgrave studies in political marketing and management. London, Palgrave Macmillan. (read the material related to National/Bill English in government)

**Work on selling government policy:**

* Allington, Nigel, Philip Morgan and Nicholas O'Shaughnessy (1999). How marketing changed the world. The political marketing of an idea: a case study of privatization. In Bruce Newman (Ed.), *The Handbook of political marketing*. Sage.
  + Thatcher Conservative government selling privatisation in the UK <http://www.youtube.com/watch?v=_AxqJQhnsVk>
  + Tell Sid ad: <http://www.youtube.com/watch?v=nedVpG-GjkE>
* Goot, Murray (1999). Public Opinion, Privatization and the Electoral Politics of Telstra. *Australian Journal of Politics and History*, vol. 45(2): 214-38.
* Mackenzie, C. (2004). "Policy entrepreneurship in Australia: a conceptual review and application." Australian Journal of Political Science 39(2): 367-386 (discusses an Australian case where different strategies were employed to sell and build support for a policy within the government – a kind of internal political management).
* Page, E. C. (2003). "The civil servant as legislator: law making in British administration." Public Administration 81(4): 651-679.
* Wenzelburger, Georg (2011) Political Strategies and Fiscal Retrenchment: Evidence from Four Countries, West European Politics, 34:6, 1151-1184 (has political strategy ideas for how to get support for unpopular leadership policies which can be applied to all policies not just fiscal retrenchment)
* Holland, Jack (2012). ‘Blair’s war on terror: selling intervention to Middle England’. The British Journal of Politics and International Relations, 14(1): 74–95.
* Fletcher, Joseph F., Heather Bastedo and Jennifer Hoce, et al. (2009). ‘Losing heart: declining support and the political marketing of the Afghanistan mission’. Canadian Journal of Political Science, 42(4): 911–37.
* Corner, Adam and Alex Randall (2011). ‘Selling climate change? The limitations of social marketing as a strategy for climate change public engagement’. Global Environmental Change. 21(3): 1005–14.

**Generic government communication:**

* Picazo-Vela, Sergio, Marilu Fernandez-Haddad, and Luis F. Luna-Reyes (2016). ‘Opening the black box: Developing strategies to use social media in government’. Government Information Quarterly, 33(4): 693-704.
* Sanders, Karen (2011), ‘Political Public Relations and Government Communication' chapter 12 in Strömbäck Jesper & Spiro Kiousis (2011) (eds) *The Routledge handbook of political public relations*, Routledge
* T Tulloch, ‘Policing the public sphere - the British machinery of news management' in *Media, Culture & Society*, Vol 15, 1993, pp 363-384.
* S. Young (Ed.), *Government Communication in Australia*(pp. 3 - 18). Melbourne: Cambridge University Press.
* Paul Wells. (2006). *Right Side Up: the Fall of Paul Martin and the Rise of Stephen Harper's New Conservatism*. Toronto: McClelland and Stewart esp pp. 302-312.
* Lees-Marshment, Jennifer (2011) *The Political Marketing Game*, Palgrave Macmillan - Chapter 3 Leading responsively (sections on selling/achieving change)
* Ian Somerville, ‘Public Relations, politics and the media' in Alison Theaker (ed), *The Public Relations Handbook*, London/New York, Routledge, 2001, chp 3
* Gelders, D. and O. Ihlen (2010). "Government Communication about Potential Policies: Public Relations, Propaganda or Both?" Public Relations Review 36(1): 59-62.
* Kozolanka, Kirsten (2012) ‘"Buyer" Beware: pushing the boundaries of marketing communications in government' Chapter 7 in in *Political Marketing in Canada* edited by Alex Marland, Thierry Giasson and Jennifer Lees-Marshment, UBC
* Campbell, Alastair (2013) 'Alastair Campbell in Conversation: Politics, the People and the Press', Public Conversation with Steve Richards, *British Library*, 17th May. {http://www.youtube.com/watch?v=\_Gu4ZEMOB78}

**Further literature including on campaigns which might be adapted to government:**

* Robinson, Claire (2012). ‘Interacting Leaders' Chapter 20 in Jennifer Lees-Marshment (ed) *The Routledge Handbook of Political Marketing*. London, New York; Routledge: 257-270.
* Lloyd, Jenny (2012). ‘Something Old, Something New? Modelling political communication in the 2010 UK general election' Chapter 19 in Jennifer Lees-Marshment (ed) *The Routledge Handbook of Political Marketing*. London, New York; Routledge: 243-256.
* Schweiger, Gunter and Michaela Aadami (1999). ‘The nonverbal image of politicians and political parties’. In Bruce Newman (ed.), *The Handbook of Political Marketing*. Thousand Oaks, CA: Sage.
* For a practitioner view see [Episode 4: Barney Keller – A Day in the Life of a Communications Director](http://www.politicaltradesecrets.com/podcast-barney-keller-communications/) – *Political Trade Secrets* – Podcast/interview with the former communications director for the Club for Growth on the secrets behind campaign consulting and how to effectively work with the media.

**ALSO**

* See also <https://flexiblelearning.auckland.ac.nz/political_marketing/41_16.html> for further sources on communicating incumbent politicians; and <https://flexiblelearning.auckland.ac.nz/political_marketing/42.html> on relational comms