



COMMUNICATION POLICY AS A STRATEGIC MANAGEMENT INSTRUMENT FOR THE BRAZILIAN PARLIAMENT

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Abstract: The interaction with the strategic audiences of the Brazilian Parliament has as its basic characteristics the complexity and diversity of profiles and must be supported by a Communication Policy, with well-defined guidelines, principles, actions, and strategies to be assumed by all its representatives. The article, supported by a bibliographic review that mainly contemplates the concepts of communication policy and public communication, rescues Brazilian cases of communication policies in companies and organizations (in particular federal institutes and public universities), and proposes a methodology for the construction of a Communication Policy for the Brazilian Parliament.

Keywords: Communication Policy; Public Communication; Brazilian Parliament; Organizational Communication; Public Interest.

1 Introduction

The Brazilian organizational communication has experienced significant changes in the 21st century because of a comprehensive set of factors, notably those regarding the impact of new communication and information technology, the emergence of new paradigms in management systems, and the increasing prominence of strategic publics.

This new scenario requires the consolidation of a new communicational praxis that takes as basic presuppositions the complexity in the relationship of companies and organizations in general with their strategic publics and, obligatorily, their condition of integrated and strategic process.

Differently from the conservative model in force in past decades, communication assumes a new *ethos*, overcoming a perspective that is essentially operational or task-based, with which it was identified for a long time. The professionalized communication structure gains prominence in the organizations' organogram, and deepens its articulation with the other sectors (strategic planning, information technology, people management, among others). Moreover, the intrinsic relation between communication and organizational culture becomes evident and a permanent effort aligns communication actions and strategies with institutional objectives and values.

The frenetic rhythm of social media, which have commanded increasing adherence from strategic publics and the society in general, the activism, and the mobilization capacity of organized groups committed to relevant causes and social movements incorporate new challenges

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into the organizational communication planning and execution, along with the need for a quick, almost instantaneous answer to the demand for information and to the plurality of voices, many times situated in distinct and contradictory dimensions.

The broadening of the use of disruptive technology in the world of communication has strengthened opportunities and risks, hence commanding systematic assessments of the cost-benefit relationship commonly associated with its innumerable applications.

The development of pioneering uses, in several fields, including in communication, of artificial intelligence (AI) and strategies of Data Analytics (analytical intelligence), in the first decades of this century, deserves to be highlighted.

The possibility of identifying significant patterns by the analysis and crossing of a formidable volume of data and information, to support competent decision-making processes, revolutionizes the world of businesses and of public administration and has important implications in communication.

The exponential growth in the flow of data and information has required, from companies and organizations, complex solutions for processes of storage, analysis, and communication, which, if well-managed, allow the development of innovative actions and strategies in the fields of marketing and organizational communication.

Artificial intelligence (AI), the machine learning, commonly understood as a subfield of AI (or of computer science), and the Data Analytics mechanisms, as articulated processes, promise effectively disruptions in the models currently adopted in the way of producing and receiving information but are perceived, too, as potential threats.

Organizational communication, as a strategic process that occupies a prominent place in the so-called knowledge economy, must incorporate, obligatorily, these new technologies, with effects not yet totally predictable for the democratic debate and the affirmation of citizenship.

The new information and communication technology, in particular the social media, has favored the acceleration of the process of production and movement of non-reliable information and, thus, incorporated new challenges into organizational communication, public or private.

The process of truth relativization or of disinformation, which characterized the so-called world of post-truth (conceived as that in which emotions and personal beliefs weigh more than objective facts), generates information chaos, with grim consequences, especially in periods of crisis, such as the Covid-19's, to the clarification of citizens and even adequate development of public policies. Movements that propose rejecting legitimate and indispensable processes (such as that that mobilizes people against vaccination) and campaigns fed by bots that harm the reputation of people and organizations, or threaten authorities, are increasingly common and confuse citizens.

Organizational, public, and private communication has been penalized by this uncontrollable avalanche of false information, which contributes to generating institutional

tensions and even degrades the image of companies and organizations in general. It will be necessary, more and more, and permanently, that organizational communication be committed to the awareness and mobilization of strategic publics, internal or external, to face this contemporary phenomenon. More importantly, it must implement adequate actions for checking the facts and toward the untrue information sharing risks.

The consolidation of organizational communication as a process requires, too, important effort into developing methods and techniques for the systematic assessment of actions, strategies, and products, with the elaboration of competent indicators and metrics to measure its efficacy.

2 The Communication Policy

These factors, combined, will obligatorily demand from companies and organizations a dramatic change of posture in terms of communication planning, to overcome a traditional perspective that privileges the executives' view. In practice, this means grounding communication actions and strategies on a systematic and competent set of general and specific communication guidelines that can orient the relationship with strategic publics.

This management document, named Communication Policy, is not yet present in most Brazilian organizations, but it is easy to note that there has been a laudable effort, especially in the public area, to construct it, from a dialogical process that mobilizes their internal publics.

In simple terms, we can define Communication Policy as a systematic set of guidelines, which has the purpose of guiding the development of communication actions, strategies, and products in the relationship of an organization or company with their diverse strategic publics.

The Communication Policy is consolidated in a synthesis document, which is accessible to all internal and external publics, and unfolds into several products (guides, manuals, audits and diagnoses, training programs) and, in particular, into a communication plan, with actions to be developed in the short, medium, and long terms, to make it effective.

The Communication Policy is indissolubly aligned with management and organizational culture and presupposes the existence of a professionalized structure of communication and resources (human, financial, and technological), which are essential for its implementation, as well as political will and institutional commitment to put it into practice and make the meeting of its guidelines viable.

The Communication Policy has the following basic presuppositions: (a) permanent need for its review and updating; (b) the inclusion, in its proposal, of all strategic publics; (c) recognition that communication in an organization is the responsibility of all; and (d) its singularity.

The Communication Policy is done in a determined time and, therefore, is dated. This means that it must be permanently reviewed and updated, for institutional aims might change over time, and one incorporates new technology, focuses of interest, and strategies into an essentially

dynamic world as is the organizational communication's.

It is indispensable, in the elaboration of a Communication Policy, to consider the multiplicity of strategic publics and assess, too, those that are priority, given their impact on the organization or company. It is a serious mistake to take into account only external groups (the press, investors, civil society bodies, the branches of power, among others) and keep on the back burner internal publics (employees or servants, for example) that are natural partners, responsible for the organization's good functioning.

The Communication Policy must admit that the communication in an organization does not occur only by professionalized communication intervention but involves all internal publics that establish information flows and promote interactions with the other strategic publics. Professional communicators exert specialized activities aimed at the fulfillment of specific objectives (for example, relationship with the media, edition of vehicles or publications, management of social media, planning and execution of institutional events) but do not realize the significant set of relationships that an organization, in its daily routine, establishes with certain publics.

Every Communication Policy is indeed a unique and singular experience because it reflects the trajectory, principles, values, view, and mission of a given organization/company, which, evidently, cannot be confused with the attributes of any other. While the several documents defining the Communication Policy of an organization maintain a standard script, indicating themes and specific chapters, the guidelines, postures, and strategies will certainly vary according to a series of circumstances, given that every organization is in a socioeconomic, political, and cultural context with specific characteristics.

3 Communication policy: the Brazilian scenario

The construction of communication policies by Brazilian organizations or companies has grown, in a surprising manner, in the 21st century, notably in the public area, where universities, federal and research institutes, and even public companies particularly stand out.

The experience of Rhodia, a company in the chemical sector, which, in a pioneering way, defined its Communication Policy in the second half of the 1980s, consolidated in a document named Social Communication Plan included in the work by Nori and Valente (1990), is considered as a landmark in the elaboration of communication policies in our country. In practice, Rhodia's proposal can be considered hybrid because it gathered, within the same document, guidelines, such as those characterizing a true Communication Policy, and the indication of concrete actions to be implemented in the relationship of this company with given strategic publics.

Overall, when we analyze the communication policies elaborated by Brazilian companies and organizations, we identify the following two distinct formats: (a) standard model, which only

sets out the general guidelines, principles, and values or attributes of communication, relationship channels, and the main activities that will guide the communication work and (b) hybrid model, which represents a more consolidated conception of communication policy because, in addition to these attributes defining the communication proposal, actions and strategies aimed at specific organizational communication themes are detailed. In many cases, this proposal also indicates complementary products to be elaborated for implementing the policy, such as guides, manuals, studies, and methodologies to evaluate the communication work. In this proposal, it is common that the communication policy document is accompanied by a plan for implementing the policy. In the standard model, often, the communication policy elaboration is a restricted group of people's responsibility (communication professionals and managers from several areas). In the second alternative, in addition to a Central Commission responsible for this work, there is the involvement of internal publics, many times through the public consultation system, which stimulates the internal community participation in the process of elaboration of the policy.

In the present text, we consider for analysis four communication policy documents elaborated in the public area that cater to these two formats or models, belonging to Osvaldo Cruz Foundation (Fiocruz), Federal Supreme Court (STF), Brazilian Corporation of Agricultural Research (Embrapa), and Goiânia Federal Institute of Education, Science and Technology (Goiânia IF).

3.1 Embrapa, an emblematic case

Embrapa can be considered pioneering, in the public area, in constructing a Communication Policy in the true acceptance of the term. It was elaborated in 1995 from an organizational diagnosis that concluded that it was necessary to improve the relationship process with strategic publics and the process of "strengthening of its reputation and institutional recognition" (DUARTE; SILVA, 2007, p. 17).

The general objective in its Communication Policy is "to create and maintain flows of information and reciprocal influence between Embrapa and its diverse interest publics, and support the definition and implementation of policies of the Company, to facilitate the fulfillment of its mission". It is grounded on seven basic guidelines (strengthening and defense of the Embrapa brand; discourse uniqueness; interaction with society; information qualification; internal participation; partnership; and outsourcing) and two basic focuses (the institutional or corporate and the marketing) (EMBRAPA, 2002, p. 35-81).

Embrapa's communication policy includes strategic business communication procedures and actions, which are aligned with the company's objectives; seeks, in particular, to connect communication actions to those aimed at research and development and technology transfer, and lists interest publics.

The Communication Policy construction was coordinated by the Communication

Advisory Board (ACS) and counted with the participation of a work group and a number of collaborators, not necessarily from the communication field, although they constituted the majority.

For constructing the policy, Embrapa counted with the participation of a significant number of professionals from communication and other sectors in meetings with the presence of leaders of the company and included, too, the presence of a consultant, a professor of communication at USP with experience in this area. This process resulted, in the end, in the policy's basic document and, subsequently, innumerable other publications were elaborated to standardize postures and specific guidelines, such as manuals for the relationship with the press, customer service, editing, events, visual identity, and journalistic writing. Moreover, actions aimed at improving the service delivered to the publics were developed, which involved the creation of online CSCs (Customer Service Centers) and the Ombudsman Office, and professionals from reception, telephonic service, transport, and secretariat received training.

Embrapa's communication policy document required reviews, the first of them in 2002, and which, primordially, categorized all communication modalities foreseen in the original version into two main focuses, institutional communication and marketing communication.

3.2 The Communication Policy of Fiocruz

The Communication Policy document of Fiocruz was approved by the foundation's deliberative council on the 28th of November, 2016, and its elaboration included internal consultation, which was open to all Fiocruz workers. It starts from the assumption that communication is a public good and recognizes that

As a structuring factor of power relations in society, communication is a fundamental element of social, economic, and political processes decisive for effecting democracy and full citizenship. In this perspective, the right to communication is inalienable from the right to health, and the communication and health fields are indissociable.

The communication policy of Fiocruz had the Integrated Program of Information and Communication, defined in 2002, as a landmark, from which the Green Book (Quadrennial Plan 2001-2005) resulted, which "claimed information and communication as structuring for institutional activities, knowledge production, and generation of new processes and products, and pointed to the exercise of citizenship and social control". The foundation recognized, lucidly and straightforwardly, that "the population [...] does not want just information, it wants to communicate" (FIOCRUZ, 2002, p.11).

The Communication Policy of Fiocruz establishes principles, general and specific objectives, a significant set of guidelines, foresees "effective and strong investment for the development" of policies, programs, and actions in communication, as well as indicates,

explicitly, its governance structure (Deliberative Council, Presidency, Technical Chamber of Information and Communication, Direction of Units, Social Communication Coordination), in addition to consultation and integration or participation bodies. It lists also policies, plans, and programs, with which it is aligned, and manuals that support it, such as the Press Advisory Manual, Digitalization Manual, Social Media Manual, Writing Manual, and the Fiocruz List Use Manual, all of them elaborated before the Communication Policy document.

The Communication Policy guidelines comprise diverse themes, aspects, or matters in communication, such as the improvement of channels of dialogue and interactivity with populations involved in the Fiocruz actions, the mapping of priority audiences and development of strategies directed at them, attention to wide-reach communication channels, such as community radios and the social media and also those aimed at internal communication, planning effort and monitoring of communicational actions and strategies developed by the foundation, and many others. Although those guidelines necessarily do not include concrete actions, as those that are usually present in the second communication policy model, previously indicated, it is important to remember that Fiocruz has, over time, edited several manuals directed at specific activities, such as relationship with the press and for the work in the social media.

3.3 The Communication Policy of the Federal Supreme Court (STF)

The Social Communication Policy of the Federal Supreme Court (BRASIL, 2021) entered into force on the 12th of April, 2021, and “is part of the mission and Strategic Planning of the body”, and aims “to publicize, in a clear, didactic, and accessible way, the decisions and judgments of STF, as well as the services maintained by the Court available to the citizen” (CONSELHO NACIONAL DE JUSTIÇA, 2021). It encompasses activities developed by all the Court’s communication vehicles and channels such as news portal, Justice Radio and TV, intranet, and social media, under the management of its Secretariat of Social Communication (SCO) and supervision of the General Secretariat of Presidency of the STF.

The Communication Policy of STF lists some general guidelines, defines the Secretariat of Social Communication (SCO) as responsible for managing, “in a strategic and integrated way, institutional communication actions in the STF, in order to maintain the unity and impersonal character of the discourse”, as well as defining strategy, positioning, calendar, and editorial line of its institutional communication vehicles and social media profiles. It indicates that the STF communication must be accessible to all segments of society, and stipulates the scope and space of execution of communication activities (Press Advisory, Internal Communication, Graphic and Online Design, Digital Communication, and Justice TV and Radio). It also defines requirements and responsibilities and dedicates special space to the Press Committee, a space directed to journalists who cover the STF.

The Communication Policy document of STF follows the standard model and, therefore,

does not incorporate concrete actions aimed at specific activities or audiences, nor refers to the need for elaborating guides, manuals, audits, or diagnoses, therefore remaining in a rather general plan. The STF already has a Social Media Use Policy, although briefly described (BRASIL, 2020).

3.4 The Communication Policy of Goiânia IF

The Communication Policy of the Goiânia Federal Institute (Goiânia IF) entered into force in 2020 and the document that legitimates it follows, basically, the hybrid model, just as happens in most Federal Institutes and some state and federal universities that already have this strategic management instrument.

The Communication Policy document of Goiânia IF is structured in fourteen chapters comprising relevant themes in the area and that were the focus of discussion in meetings carried out in 2020 with the participation of professionals, managers, servants, and even specialists in communication from Goiás and other states of the Federation. In addition to including guidelines, postures, and strategies, it defines actions to be carried out with specific objectives (relationship with the media, work in social media, crisis management, internal communication, publicizing of research, teaching, extension and innovation, promotion and carrying out of events, among others) and indicates products (guides, manuals, audits, diagnoses, assessment systems in communication) to be developed to qualify the interaction of the institute with its strategic publics (INSTITUTO FEDERAL GOIANO, 2020).

The Goiânia IF Communication Policy construction was characterized by a process of collective construction, by consultation with the internal community, which is permanently stimulated to participate, and counted with the technical advice of a specialist in the area, with experience in developing similar works in other educational and research institutions. All the Goiânia IF Communication Policy construction was conducted by a Communication Commission, made up of professionals in the area and from other sectors, managers, and servants, under the leadership of the Board of Social Communication (DICOM).

The Goiânia IF Communication Policy document has as a complementary document the Communication Policy Implementation Plan, which indicates actions to be carried out in the short, medium, and long terms to make the guidelines effective and assumed by all internal audiences of the institute.

4 The Parliament, public communication, and political communication

While it is not the focus of this article to analyze and debate the articulation between public communication and political communication, which, in some way, characterize the communicational practice of the Legislative Power, it is fundamental to stress that these dimensions are always present, and dialogue permanently.

In the Chamber of Deputies, Federal Senate, Legislative Assemblies, and even in Chambers of Councilors, it is imperious to identify that the communication activities are leveraged through the tension between public interest, private interest, and even the personal or organized groups' interest (political parties, civil society associations, among others).

The effort to construct a Communication Policy for a given legislative house must, obligatorily, include those matters because, often, protagonists in this communication (politicians, parliamentarians) maintain links with the instances that elected them, be they constituted by citizens that contributed with their vote, companies or entities that funded the campaigns, or even political parties that hold a platform, a program to which they are obliged to submit.

The communication effort of the Legislative Power does not concern only institutional channels used by it to engage with given strategic publics and society but includes all the work carried out for debating national, regional, and local themes that are of public interest that happens, recurrently, in the legislative houses (plenary sessions, commissions) and that extends to the manifestation of parties and their representatives in the media and in society's multiple "spaces of conversation", where, in recent years, the social media have stood out.

It is imperious to recognize that the Brazilian legislative house's communication is not supported by competent communication management instruments, such as the Communication Policies, effectively systematized and derived from an agreement, and that, therefore, is characterized basically by an absence of uniqueness, and of guidelines shared by all representatives.

Up to the moment we write this paper, only one legislative house, the Minas Gerais Legislative Assembly (ALMG), has had a communication policy, constructed in 2017, and which, for such elaboration, took into account the following two purposes: "to broaden and improve the participation of society in activities of the Legislative" and "to consolidate itself as a point of convergence of the public power and society in the discussion of strategies and public policies for the development of the State" (2017, p. 4).

The Communication Policy of Minas Gerais Assembly (ALMG) defined as its main purpose to contribute to the fulfillment of institutional aims, thus collaborating for achieving the mission of the Legislative Power of the state. The guidelines, principles, and management mechanisms of this policy "aim to effect a relational model of integrated communication, in which the ALMG planning and communicative production focus is directed to the institution's audiences, in their characteristics, needs, and expectations". Two conceptual axes structure it, the reputation management principles and public communication principles. It understands as an organization's reputation "the collective representation constructed over the years, of active content capable of modulating the relationships between the institution and its multiple publics, and impacting future results" and assumes as a fundamental purpose of public communication "to direct the institutional communication efforts at the public interest legitimacy. In this sense,

seeking clarity in the publicizing of information, and favoring the broad understanding that promotes debate and citizen participation become central” (ASSEMBLEIA LEGISLATIVA DE MINAS GERAIS, 2017, p. 5-6).

The Communication Policy of the Legislative Assembly of Minas defines operating areas, scope, and enumerates the attributes of its communication. It also lists priority audiences, details guidelines, as well as indicates that the Board of Institutional Communication (DCI) will be the instance responsible for its management, which is based on a governance system that aims to “allow the continuous monitoring of communication initiatives ongoing in the system and, at the same time, open space for strategic innovations” (ASSEMBLEIA LEGISLATIVA DE MINAS GERAIS, 2017, p. 14).

It is important to highlight that Minas’ Legislative Assembly Communication Policy guidelines are very general, typical of the first model or format defined previously, and that they do not deal with specific themes or strategies, for example, relationship with the media, work in social media, internal communication, among others, which right away evidences the need for complementary documents that may handle those situations.

We know - because this fact became public (it is recorded on the Web) - that the Communication Advisory Council of the Chamber of Deputies approved on November 26, 2019, its Social Communication Policy, which was even submitted to public consultation and received society’s suggestions. However, it happens that from then on, the process of approval by the board of directors was not completed due to the change of the Communications Secretary in 2020 and other subsequent changes, so that up to the moment of production of this paper, the Communication Policy has not been in force. Given the important changes occurred in the Chamber of Deputies (Presidency of the Chamber, Board of Directors, and even in the Communication Council), it is reasonable to admit that the Communication Policy will be rediscussed and the original text, reviewed.

Yet, by the search that can be made in the initially approved text, the Communication Policy of the Chamber of Deputies comprised principles, aims, guidelines, and foresaw the mapping of audiences with which it should interact, but on the assumption that it should communicate with all citizens, and indicated requirements so that communication in this legislative house might become effective. Among them, it enumerated the “guarantee of resources to fulfill the aims and guidelines, the development or acquisition of up-to-date technology, establishment of planning and training instruments”, and “servants’ updating and specialization” (BRASIL, 2019).

It is illustrative to cite, in the case of this social communication policy proposal, elaborated by the Communication Advisory Council of the Chamber of Deputies, the specification of some postures or behaviors not accepted, foreseen in the two articles that make up the chapter entitled, “Prohibitions”:

Article VIII It is prohibited for professionals of the Chamber of Deputies, when producing institutional content:

1. To express a favorable or unfavorable opinion about any legislative proposal;
2. To accept undue payment or advantage.

Article IX The communication of the Chamber of Deputies does not publish content of an electoral nature, of personal promotion of authority or public servant, of religious or commercial propaganda, nor favors political positions (BRASIL, 2019).

These prohibitions must be understood as natural in the elaboration of public institutions' communication policies, especially in the Brazilian Parliament, because they manifest the imperious need for not confusing public interest with private interest and for pursuing ethics in institutional communication management.

5 The construction of a Communication Policy for the Parliament

The construction of a Communication Policy must obey a dynamics and a methodology of singular characteristics and traverse, obligatorily, a series of stages. This process will be managed by a commission (for example, a communication advisory council) that must be composed of communication professionals and managers and professionals from several areas, under the direct or indirect supervision of representatives from senior management (Board of Directors, Presidency). This commission will follow all the Policy discussion process and may be in charge of the process of construction of the Communication Policy until its implementation.

The commission will define, at first, the document model (standard or hybrid) to be adopted in the Communication Policy elaboration, along with the time needed for its consolidation. In adopting the hybrid model, which, in addition to guidelines and general principles, addresses basic organizational communication matters (relationship with the media, presence and work in social media, communication management in crisis situations, corporate brand management, among others), as did the Goiânia Federal Institute, it is important to establish a calendar of meetings (in person or virtual) to establish the strategies and postures defined by the organization for these activities and foresee the participation of persons (professionals and managers) that can contribute to this debate.

At the beginning of such work, it is fundamental to have the concept of organizational communication to be practiced, and avoid the common mistake of assuming an organization's communication as a unilateral information transmission system. At the same time, it is necessary to understand the communication process in its basic dimensions, characterized by integration and strategy.

Once every effort of communication aims, primordially, at the interaction with stakeholders, the audiences that, directly or indirectly, impact the organization and are impacted by its work, a competent and articulated Communication Policy has the initial task of defining strategic publics. Such audiences must have their profiles, demands, and expectations known and

regularly monitored, to allow for a healthy and productive interaction.

The Communication Policy is supported by aims, values, attributes, and principles that are attuned to the management and organizational culture, and almost always, results from a demand foreseen in the Strategic Planning.

In general, the processes of elaboration of a Communication Policy incorporate, at the initial period, the elaboration of a broad diagnosis of the organization or company's current internal and external situation, which comprises, obligatorily, the analysis of the efficacy of relationship channels that are used for publicizing facts and institutional accomplishments, as well as interacting with strategic publics.

The model adopted (standard or hybrid) for the Communication Policy document will guide all the elaboration process, and defines the persons to be mobilized and the period of its execution. In all cases, it is advisable, particularly in public institutions, as the Parliament, that this process be dialogical, that it include all parties as protagonists, in such a way that the Policy document results from a collective construction, of public consultation with the internal and external community.

Starting from the assumption that the communication policy is not limited to the production and approval of the document legitimating it, it is indispensable to dedicate special attention to the implementation process. The guidelines, actions, and strategies defined by the Communication Policy must be broadly publicized and be permanently accessible to internal and external audiences.

The Communication Policy implementation work must be managed by a Commission, which might be the same that participated in its elaboration, so as to identify if the guidelines are being fulfilled to the letter.

The Communication Policy, as we have seen previously, is dated and, therefore, must be reviewed and updated over time, due to changes that normally occur in the organization, in society, and even in the communication world itself, by the emergence of new technology, strategies, and resources that, after duly analyzed and debated, may be incorporated.

6 Conclusion

The Communication Policy must be assumed always as a strategic management instrument that aims to support all actions and processes of communication carried out by an organization for the relationship with their interest publics and with society.

The communication policy elaboration by legislative houses has been kept on the back burner in Brazil, which means, in practical terms, that communication is not perceived as a strategic structuring factor. Thus, despite the formidable set of activities developed by the Parliament, institutionally, there is no effort toward defining and standardizing guidelines orienting their planning and execution, which compromises the efficacy of actions and strategies

and opens loopholes for situations of tension and instability.

The benchmarking in public institutions that already have communication policies can indicate paths to be followed by the legislative houses and inspire innovative initiatives.

It is fundamental to recognize that the convergence between public communication and political communication, which are important dimensions in the Parliament's communication work if effectively integrated to consolidate citizenship and the democratic debate, indicates an imperious need: the process of elaboration of a Communication Policy must result from a collective construction, with the effective participation of society.

A Communication Policy for the Brazilian Parliament must privilege the public interest, and not allow communication to be at the service of groups or persons. It must be engaged with the transparency, ethics, and respect to the diversity of ideas and opinions, implementing relationship channels and seeking to define, permanently, mechanisms of interlocution with the Brazilian society.

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