Melbourne Mandate Tool Kit

- **Integrity Index**

The Global Alliance has developed an Integrity Index which can be used to measure the perceptions of organisations’ values.

Values can be checked in one or both of two ways:

1. **Outside-in:** Where existing discussions about an organisation are analysed, values ‘in use’ can be abstracted. For example, by using a social media partner, it would be possible to undertake analysis of a variety of stakeholders to identify the range of values that are attributed to an organisation and by whom. It would also be possible to build an overall picture. The same principle can apply to traditional media analysis and to other forms of conversation and feedback between an organisation and its stakeholders.

2. **Inside-out:** Where the organisation asks stakeholders to rate their performance against declared values using the values spider gram. See here for explanation of the tool:


- **Case studies in ethics and Responsible behaviour**

From time to time Public Relations professionals may face situations that are ethically challenging. The Melbourne Mandate provides a framework to guide the behaviour of organisations and professionals at the societal, organisational, professional and personal levels. Yet, when faced with particular situations that present a conflict, we are not always sure how to proceed. The Global Alliance offers the following six case studies as guidance. Cases deal with news suppression, influence peddling, “astroturfing”, unprofessional behaviour and conflict of interest.


- **Case studies in corporate communications**

The Melbourne Mandate is already being implemented in varying degrees in the corporate world. A recent Global Alliance benchmarking exercise within several multi-national corporations revealed that a number of characteristics of the Melbourne Mandate are in fact part of organisational life. Highlights of the Enel/GA report include:

- The importance of listening in the public relations process
- The emerging dominance of placing stakeholders at the core of PR programs
- The continued value of strong CSR programs that are meaningful and concrete
- A commitment to engage via social media to facilitate dialogue and support reputation
- A continued emphasis on the ethical practice of public relations as a key to enduring success
Companies that have shaped their brand and live the values and characteristics of their organisational identity stand out in this ‘deep-dive’ analysis of the corporate worlds of: Philips, Enel, Allianz, Novo Nordisk, Petrobras, Dow Chemical, Pratt and Whitney, Coca Cola and Natura.

- Integrated reporting

Integrated Reporting responds directly to the challenge faced by providers of financial capital, including investors, that intangible factors, such as intellectual property, brand, talent and environmental resource use are insufficiently integrated into the strategic decision-making and reporting by businesses, leading to the potential for a misallocation of resources and a higher cost of capital. Recognising the importance of the brand and using the characteristics of the brand as a reporting framework is another opportunity to implement the principles of the Melbourne Mandate. The International Integrated Reporting Council is currently consulting on such a framework. It offers guidance for those of us who are tasked with writing annual reports that go beyond the ‘triple bottom line’. See [www.theiirc.org](http://www.theiirc.org)