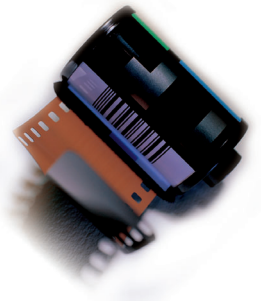


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# 媒體溝通與新聞處理技巧

## Media Communication and News Handling Techniques



### 壹、前言

近年來，社會環境急遽變化，政府來自民間的壓力與期許日漸高漲，要爭取民意，政府就要力求表現，同時也要透過良好的文宣與溝通作為，讓民眾瞭解。政府欲服務人民，就必須了解民之所欲，體會民間疾苦，而媒體的功能，則在反映人民的聲音，扮演監督批判的角色。因此如何與媒體保持良好互動，適時展現政府施政成效，學習與媒體溝通及新聞處理技巧，是身為現代公務人員極為重要的課題。

### 貳、新聞媒體特性與應對方式

#### 一、電視新聞

電視本身集聲音、影像和文字於一身，能在最短的時間內將影像傳給各地觀眾，已成為最通俗、最流行，滲透力最強的新聞媒體。但缺點是畫面提供的訊息不夠深入，觀眾較難完整瞭解新聞事件，特別是在時效性

### Part 1 Foreword

In recent years, the social environment changes rapidly; the pressure and expectations coming from civilian sectors the government has to face are increasingly getting higher and higher. To seek popularity, the government has to try hard for better performances and let people know what it is doing through good propaganda literatures and communication. If the government wants to serve its people, it has to realize what they desire and from what they suffer; in this connection, the media function is to reflect the crowds' voice and play the roles of supervision and critique. Therefore, how to keep good interaction with media, how to timely display government's administrative performances, and how to learn the techniques of media communication and news handling are the extremely important topic for modern civil servants.

### Part 2 Characteristics of news media and modi to cope with

#### I. Television news

The television per se is a combination of voice, images, and words. It can pass images to audience all over in the shortest time and has already become the most popular, prevailing, permeating news media. But it has weak points. As the messages provided by its pictures are not deepgoing enough, it's quite difficult for audience to comprehensively understand the news events. This is especially true when they are pressurized by time-limited efficacy. To have fair and thoroughly

擠壓下，新聞事件往往不能做到公正詳實報導，特別是在求證得不到答案時，更是一面之詞報導，故對電視媒體查證或採訪時，必須給予正面回應與說明。

## 二、廣播新聞

廣播是所有新聞媒體中，傳播速度最快，涵蓋面積最廣的媒體。對政府單位而言，廣播係文宣運用最有利之媒體，只要事先瞭解其採訪題目，預擬因應之回答稿，照稿收音播出時，則為有利我方之廣播稿。

## 三、報紙新聞

報紙新聞特色是容量大，可以深度報導，也可重覆閱讀，較具權威性，教育程度和社經地位較高的人比較信賴報紙。缺點是記者難免有偏見，造成誇張、失真、浮濫或出現揣測性的報導。同時標題聳動，常造成題文不符、斷章取義，扭曲新聞事件的真相。

對於報紙的採訪查證可採邊通報、邊處置之方式，明確掌握採訪問題，速迅向上通報及橫向業務聯繫，取得相關資料及處理基調後，再由發言人回應，自然可掌控議題先機，或取得「平衡報導」之起碼要求。

## 四、網路新聞

網路新聞係屬電子報之一種，藉由網際網路傳播發行的新聞。對於稿件的編採，目前係配合電視台或報社採訪為主，應對方式同電視與報紙等媒體。由於越來越多的人有上網閱讀網路新聞的習慣，使得網路新聞逐漸成為主流媒體。

## 五、雜誌新聞

雜誌新聞特性就是對新聞事件的深度報導，同時具有可看性、可保存及重複閱讀。因其寫作編輯期程較長，可採計劃性專題報導，事先準備相關資料與圖片，配合採訪說明，做出有利單位之報導。

## 參、新聞聯繫與溝通

### 一、瞭解記者工作特性

新聞工作是與時間競爭的工作，尤其隨著科技進步，媒體的截稿壓力倍增，反映到記者身上，就是對時間的分秒必爭，不同媒體的記者有不同的時間要求，這是認識記者的第一課。

reports of the news events is usually impossible. When evidence seeking cannot get answers, the report tends to be a one-sided story. Therefore, when verified or interviewed by television media, we should give them head-on response and statement.

### II. Broadcast news

Of all news media, the broadcast is the fastest in dissemination speed and widest in area coverage. To government units, the broadcast is the most beneficial media in operation of the propaganda through literature. As long as you know the topic to cover in advance, prepare a response text and let it broadcast as drafted, then that will be a broadcast draft favorable to the provider.

### III. Newspaper news

The newspaper news is featured by its great capacity, depth reports, and unlimited times of reading. It's more authoritative, compared with other media; therefore people with higher level of education and social/economic standing prefer to trust the newspaper. It also has some weak points. For instance, it's unavoidable for reporters to have prejudice, thus bringing about exaggerated, fidelity losing, fopish, and speculative reports. Sometimes eye-catching headlines make news stories irrelevant to their headings and garble, and distort the truth of news events.

When interviewed and verified by the newspaper, we can adopt the modus of notifying and handling simultaneously, controlling the issues to be covered; quickly reporting to the higher levels and coordinating horizontally the events with other units. The spokesperson should not respond until related data and handling keynotes are obtained. Under this way, we can secure the initiative in controlling the issues or the minimum requirements for "balanced report".

### IV. Internet news

The net news is one kind of the ePaper disseminated and released through the Internet. The editing and adopting of its manuscripts currently match with the news coverage of television stations or news agencies, and the modi to cope with it are the same as those with television and newspaper media. As more and more people have already developed the habit of reading net news in the Internet, thus making it gradually become the mainstay media.

### V. Magazine news

The magazine news is characterized by its depth reports of the news events, its appearance for eyes to look, its convenience for preservation, and its unlimited times of repeated reading. Because its writing and editing time is longer, we can adopt scheduled special reports, preparing related data and pictures in advance and matching the interview with our prepared statement, and then release the reports favorable to our units.

## Part 3 Press liaison and communication

### I. Understanding the features of reporters' task

The press task is to compete with time; the technological advances particularly double the media's deadline pressure, vividly reflecting reporters' life, i.e. losing no time. Journalists from different media have different requirements for time, and this is the first lesson

新聞記者通常具有高度的懷疑天性，常在「不疑處存疑」，從而找到更新的報導角度，獵取頭條獨家新聞。因此，新聞記者採訪工作是他們的職責，面對記者採訪時，要明瞭提出問題、尋找答案係在盡記者本分職責。

## 二、尊重記者作息

早報記者最好在下午 5 點前與之聯繫，並將新聞稿件發出；晚間 6 點至 8 點為記者們的寫稿時間；晚上 9 點因為將近截稿的時間，通常特別繁忙。晚報記者截稿時間通常在上午 11 點，新聞稿件應趕在上午 10 點前後發出。

電視新聞除深夜之外，幾乎每一小時，甚或每一時刻都是截稿時間，所以除傳送線上記者之外，必要時還可逕送主編。

網路、雜誌記者在上午 10 點至下午 4 點都可與他聯繫及發送新聞稿件，下午 4 點至 7 點間，必要時還可跟他再次聯繫及確認。

## 三、建立與新聞媒體良好互動

與記者保持友好關係是接近新聞媒體的第一步，保持良好互動的方法包括：記住記者的名字、適時肯定記者的表現、和記者保持聯絡、偶爾請記者吃飯、送小禮等公關作為。

記者總希望在新聞事件發生以後，能夠在最短時間內獲得最完整、簡潔的資訊。這時候做為機關的新聞主管或聯絡人應該協助記者，儘可能提供完整的資料，主動幫記者找出問題的焦點，提供建議，解說事件中深奧難懂的部分，達成他們的採訪任務，以避免報導有發生偏頗或錯誤的情形。在對待記者的實際作為上，更要確立公平原則，不能隨便提供獨家新聞，以免招致反彈。

## 肆、新聞發布處理

### 一、發布新聞稿

發布新聞稿應注意要有理由及明確的中心主題，而新聞稿格式要能符合倒金字塔式寫作要件，導言寫作精簡，將新聞的重點表現出來，吸引媒體的注目，以後本文將導言所提出重點或未加述及的次要事實，按其重要性遞減而分段補充寫出。

撰寫新聞稿要儘可能提供詳實內容，注意六何 (5W1H) 的完整性，即何人 (Who)、何

to know them.

Journalists usually have higher natural instincts to doubt, often "doubting the undoubted" to find out a newer coverage angle to hunt for exclusive news. Therefore, as gathering news is their duty, we have to know when we are interviewed by reporters that raising questions and seeking answers are their duty.

## II. Honoring reporters' daily timetable

It is better to contact and release the draft to reporters of morning newspaper earlier before 5 pm. The period of their manuscript writing is from 6 to 8 pm. Usually reporters are very busy around 9 pm because it's close to the draft deadline. The draft deadline of the evening newspaper is usually at 11 a.m., the news manuscript should be sent out around 10 a.m. Excluding mid-night hours, almost every hour, or even every moment of a day is the draft deadline of television news; therefore in addition to send news draft to on-line reporters, sometimes it's also necessary to send it directly to the editor-in-chief.

As to net news and magazine reporters, it's OK to contact or send news draft to them from 10 a.m. to 4 pm. If necessary, we can contact them again from 4 pm to 7 pm and make certain the contents of news with them.

## III. Establishing good interaction with the news media

Keeping friendly relationship with reporters is the first steps to associate with news media, the ways to keep good interaction include: public relation actions such as remembering their names, timely praising their performance, keeping contact with them, buying them a meal sometimes, or giving them small gifts.

Reporters always hope to obtain in a very short time the most complete and concise information right after the news event occurs. As the press executive or liaison officer of a certain organ, at this moment, he should assist reporters and provide them with complete data as much as possible to actively find out the focus for them. He should offer suggestions and explain the most difficult and abstruse part of the event to help them complete their task and avoid biased or incorrect reports. In dealing with reporters, the principle of fairness should be established and licentious offer of exclusive news should also be avoided to prevent the rebound from other reporters.

## Part 4 News release and handling

### I. Releasing news draft

Announcing the press release should pay attention to two points: there must be justifications and a definite theme. The format of news draft should conform to the inverse pyramid-type writing essentials, a concise preamble highlighting the news key points to attract the attention of media, and then the key points put forward in preamble and the lesser important facts unmentioned should be supplemented by their decreasing importance by paragraphs in the main text.

The composed news draft should provide thoroughly contents as much as possible, ensuring the integrity of six (5W1H), i.e. who, when, where, what, why, and how. Writing the news draft should put stress on truth and avoid exaggerative and dishonest words. Besides, fre-

時 (when)、何地 (where)、發生何事 (what)、為何會發生 (Why)、以及結果如何 (How)；新聞稿寫作須講究真實，避免誇大不實的辭語，並儘量使用常用文字說明，少用專業術語。新聞稿內容重點不宜過多，段落不宜太長，短句子、短段落，是新聞可讀性的重要條件。

## 二、舉辦記者會

舉辦記者會要有明確的理由及一個中心主題，通常基於兩種需要：一是具有值得宣揚的事實，急於向大眾宣佈；第二是當事人迫於情勢，必須立即透過新聞界，向社會大眾澄清說明。

舉辦記者會應公平地邀請所有重要媒體記者參加；召開時間以上午 10 點與下午 3 點前後最為理想，以配合記者的採訪行程。會場布置應注意要有足夠的座位及放置攝影機、麥克風及錄音機的地方，並於現場準備新聞稿、背景說明資料及照片等提供給記者。

記者會開始時，應準備一份聲明稿供發言人發表，並針對記者可能的提問預擬各種答詢資料，避免發言內容脫離主題。記者會所需時間應以 30 分鐘為宜，並於結束時間快到期時，宣布下個提問將是最後的問題，回答完畢後即不再接受提問。會後有些記者可能希望單獨繼續訪問，此時，如果所有記者都有機會參加訪問的話，才可以同意。

## 三、接受訪問

接受訪問前應瞭解採訪的內容？為何非訪問不可？受訪者是新聞的主角或配角？如果經過評估不適合受訪，不妨建議他另找合適的人選。

訪問時，要誠懇回答所知道的及職責範圍內的問題，不必刻意少說什麼，也不必多言；遇有假設性問題時，最好一律避免回答，同時避免輕易答說「沒有意見」或「沒有評論」，因為很容易讓人以為在隱瞞些什麼。

對於記者打破沙鍋問到底的逼問或採取迂迴戰術的套話，要冷靜、誠懇、自信地答覆，並可以自行斟酌，決定要不要回答。對於不大明白的問題最好不要回答，並且明白說「我不知道」，無須害怕，可以答應找出答案時再與記者聯絡，切忌匆忙草率地答覆記者的訪問。

quently used words should be used as many as possible and fewer terminologies should be used. It's advisable not to put too many key points in the contents of a news draft and not to have too long paragraphs. Both short sentences and short paragraphs are the important conditions for news readability.

## II. Holding a press conference

Holding a press conference should pay attention to two points: there must be justifications and a definite theme. It's usually based on two kinds of requirements: (a) there are facts worthy of being publicized and they wait no time to be announced to the public. (b) pressed by the situation, the party concerned has to clarify and explain something to the public via journalistic circles.

To hold a press conference, all important media reporters should be fairly invited to attend it. To go with reporters' newsgathering schedule, the ideal time for the press conference is between 10 am and 3 pm. The arrangement for the place of meeting should include enough number of seats, places for putting cameras, microphones and recorders, and data prepared for reporters such as news drafts, background descriptions and photos.

A piece of declaration draft should be prepared for the spokesperson to deliver at the beginning of the news conference; and various reply data aimed to answer the simulated questions possible to be raised by participating reporters should also be prepared to help the spokesperson avoid speaking contents deviated from the theme. The time required for the press conference should be 30 minutes, and the announcement, to the effect that the next question will be the last one; there will be no more question after the answer, should be made when the concluding time approaches. Some reporters probably hope to have an alone interview after the conference at this time. You can agree to his request only if all reporters can attend the interview.

## III. To be interviewed

To be interviewed, the interviewee should know the contents to be covered beforehand. Why should I be interviewed? Is the interviewee the leading role or the supporting roles of the news? If the request for interview were assessed as inappropriate, it would be better to suggest he finds another suitable candidate.

While being interviewed, sincerely answer the questions that you know and that are within the scope of your official duty; you don't need to intentionally speak lesser or talk much, either. When encountering hypothetical questions, the best way is to avoid answering it and in the mean time you should also avoid answering lightly saying such as "no opinion" or "no comment", because that tends to make people think something is concealed.

When it comes to grilling or trap questions of detour tactics, calmly and sincerely reply with confidence, and you can choose to answer or not to answer by yourself. As to the questions that you don't understand very well, you'd better not to answer them, and clearly to express "I don't know". You don't have to fear; you can promise the reporter that you will contact him once you find out the answer. Be careful not to answer the reporter in a careless way.

碰到敏感的話題，經過評估不宜發言就不要勉強，發言不當，比不發一言，更具殺傷力；或找替代方式，幫忙記者尋找消息來源，向記者推薦更好的人選，讓願意受訪的人，接受記者採訪。

## 伍、新聞處理準則及技巧

### 一、正面新聞

處理正面新聞應掌握訊息的時效性，並準備完整的資料，使記者能在最短時間內，得到正確易懂的訊息，以便進行報導工作。並可透過創意將新聞議題包裝成具故事性、生活化之新聞題材，提高媒體報導興趣。亦可把握週末或連續假日之「新聞淡季」，針對媒體不同特性，規劃具有新聞價值的事件及活動，藉此宣導機關政令、成效及首長形象，讓媒體樂意報導，以增加機關曝光率。

### 二、負面新聞—危機事件

危機事件發生後，權責機關應組成危機處理小組，研擬單位立場、處理基調、新聞稿及答詢資料等，建立負面報導之停損點，並指派新聞發言人或熟悉新聞處理運作之專人，負責危機事件新聞處理工作及對外發言，統一單位言論立場，全力維護機關形象。

危機事件處理一般原則為：建立共識統一口徑、開誠布公取信媒體、主動說明冷靜應變、不能讓事態自然發展等。因此，新聞發布應力求即時、適時，提供媒體快速、正確、最新的資訊，並對可能的負面報導先發制人，以降低對機關的傷害。

新聞發言人於召開記者會或接受採訪時，發言應明確清晰，態度沈著誠懇，切勿顯現驚慌失措之表情，避免造成臆測或杜撰，影響民心士氣。對外說明要充分掌握危機事件最新發展及動態，並提報相關數據明確說明，對於可能遭質疑事項或報導偏頗，應即時主動說明澄清，以防止公眾恐慌，降低危機事件影響層面。危機事件若涉及其他機關，亦應邀請其單位發言人到場，就相關業務作說明，以取得民眾信賴。

Encountering sensitive topics, if they are assessed as inappropriate to answer, you just don't answer them. Inappropriate answer or comments are more destructive than no answer or no comment. Or offer an alternative, help reporter to seek information source; recommend a better candidate to the reporter and let the person who would like to be interviewed accept the reporter's request.

## Part 5 News handling guidelines and techniques

### I. Positive news

In handling the positive news, we should control the time-limited efficacy of the messages, and prepare complete data to make the reporter able to obtain in shortest time the correct and concise messages, for his reporting task. Furthermore, news agenda items can be packed via creativity to become the news topic of story and life, increasing the fun of media report.

The "news off-season" of weekend or continuous holiday should be fully utilized; in response to the different specialty of media, events and activities of news value should be planned to guides government organs' decrees, performances, and the image of unit head or chief.

We should make the media willing to report so as to increase the exposure rate of our unit.

### II. Negative news-crisis incidents

After crisis incident occurs, the authority in charge should constitute a crisis management team, and draw up the unit's position, handling keynotes, news drafts and reply data etc. to set up a damage-stop point for the negative news coverage. In addition, a spokesperson or specific person who is familiar with news handling should be designated to take charge of the crisis incident news handling operation and speaking to the public, unifying the unit's speech and positions so as to fully maintain the image of the unit.

The general principle for handling crisis incidents is: Establishing the consensus and unifying the statement made to the public, concealing nothing from the public to win the media's trust, taking initiative to explain and coping with emergency calmly, and preventing crisis incidents from getting worse by natural development. Therefore, we should try hard to be in time and opportune to release news, providing media with speedy, correct, and latest information, and take the initiative to stop the negative report so as to reduce the harm to our organs.

When hosting the news conference or being interviewed, the spokesperson should speak definitely and clearly with composed and sincere attitude. The spokesperson should never be rattled in his facial expression to avoid speculations, fabrications, and tampering civilian morale. The outbound statement should include sufficient latest development and dynamic situation of the crisis incidents and provide related data to explain definitely. If there are items that may be queried or one-sided reports, they should be explained and clarified immediately and actively to prevent the public from being scared and panic and reduce the degree affected by the. crisis incidents. If the crisis incident involves other organs, their spokespersons should also be invited to attend the press conference and explain the related business to the pub-



### 三、負面新聞—不實報導

不實報導常易引發更大的不良影響，所以應以危機事件態度來處理。而其處理的方式，常依負面程度、錯誤情況、傷害程度及錯誤之原因等，參酌實際情況採用下列方式處理：1. 行文或去電要求更正。2. 發布正確新聞稿以澄清或訂正錯誤。3. 發表聲明或緊急召開記者會說明事實，以澄清或訂正錯誤。4. 提供正確資訊，洽請友我記者另行撰發一則相關新聞報導，淡化負面新聞效應，以平衡報導或為我澄清。

### 陸、結語

在講究溝通、強調包裝、媒體當家的時代，媒體是政府傳播觀念、散佈資訊、教育公眾的最有效工具。一位成功的新聞主管或聯繫人除必須建立良好的媒體關係外，更應抱持主動態度積極運用媒體，踏出政府的大門，走入群眾，去行銷議題，爭取認同；唯有與新聞媒體維持穩定和諧的合作關係，才是任何個人、企業和政府單位成功的關鍵。

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lic to win their trust.

### III. Negative news-dishonest report

Dishonest report often tends to kindle larger bad impact; it should be handled with the crisis management attitude. And the modi of its handling should be chosen according to the negative degree, false occasion, extent of injury and the causes for mistakes and taking into account actual conditions. The following handling modi are adopted: 1. Sending official document or telegram message to request correction. 2. Announce an exact press release to clarify or correct the text errors. 3. Announce notice or convene news conference in short notice to clarify the truth or correct the text errors. 4. provide exact information, ask the reporter friendly to us to prepare another related news story and deliver it to play down the effect of the negative news, thus balancing reports or clarifying for us.

### Part 6 Conclusion

In an era of paying attention to communication, emphasizing packing, and media minding the store, media is the most effective instrument for the government to spread concepts, disseminate information, and educate the public. In addition to creating good relations with media, a successful news executive or liaison officers should also upheld active attitude to make use of media positively, to step out of the government front door, to walk into crowd, to promote agenda items, and to fight for an identity. The key to the success of any person, enterprise, and government unit only lies in maintaining smooth and harmonious cooperative relations with media.

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