INTERNAL COMMUNICATIONS PROTOCOL

Purpose

This internal communications protocol is designed to enable effective internal communications to be implemented, evaluated and continuously improved within the Transport Executive.

Principles

- Responsibility and accountability for internal communications is defined in this document;
- Meetings must be timetabled so that everyone knows what to expect and when;
- Communication should be succinct, timely and relevant to the audience;
- There should be a clear statement of purpose in what is communicated e.g. for action, information or comment;
- The style should reinforce our developing culture and seek to close any perceived internal communication gaps;
- We should be open but explicit about which issues are confidential and to who and which are commercially sensitive;
- The Framework aims to reinforce our commitment to the Investors in People standard.

Elements of the protocol to be implemented throughout the organisation

- Management Team Meetings;
- Management Board Meetings;
- Director General Team Briefings;
- Departmental Management Team Meetings;
- Team Meetings;
- Line Manager – One to One meetings;

Information support tools:

- Mission Statement;
- Business Plan;
- Departmental Plans;
- Executive Exchange;
- Team Briefing sheets to be administered by the Human Resources Department;
- Intranet;
- Policies;
- Notice Boards;
- Email;
- Telephone.

Internal Communications Management Tools

The attached flowchart represents the appropriate meeting structure to be deployed to facilitate effective top down information sharing in line with the protocol. This details actions, regularity and responsibility. The meetings should also fit within a
sequential pattern to facilitate the timeliness of such communication and therefore appropriate timescales have also been noted. The minutes of such meetings, any action notes arising from them, and required follow up need to be documented and held on file (either paper based or electronic as appropriate). These will form the basis of the required audit trail to show that the protocol is being followed throughout the organisation. Both planned and ‘spot check’ audits will be carried out to support this process.

**Measurement, evaluation and review**

The protocol as a whole will be measured, evaluated and reviewed by using the following tools:

- Staff Attitude Survey;
- Internal audit;
- Random checks by Management Board within their designated area of responsibility;
- Management and employee feedback within the meeting structure;

*An annual review of the internal communications protocol will be undertaken by the management board following the analysis of its effectiveness measured via the Staff Attitude Survey.*

**Training**

Communication skills and styles will be included as part of the Leadership programme.
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MANAGEMENT BOARD MEETING

Frequency – Monthly
Responsibility – Director General

DEPARTMENTAL MANAGEMENT MEETING

Frequency – Monthly
Responsibility – Management Board Members

These should be held within 5 working days of the Management Board Meeting

TEAM MEETINGS

Frequency – Monthly
Responsibility – Line Managers

These should be held within 5 working days of the Management Board Meeting

DG’s TEAM BRIEFING

Frequency – Monthly
Responsibility – Director General
Please note, it is envisaged that no more than four hierarchical levels of briefing will take place (of which Management Board is the first). It is important that each step be completed within five working days, thus ensuring completion of the cascade within 15 working days. This will permit reporting to the next Management Board, if necessary.