

# Internal Communications Plan - RMBDB

Title:	Internal Communications Plan
Minister:	The Hon. Monique Smith
Ministry:	Ministry of Revenue
Branch:	Relationship Management and Business Development
Proposed roll-out date:	April 1, 2008
Date Prepared:	January 31, 2008

# Announcement

- Not applicable - Slide being left blank
- RMBDB Internal Communications Plan is not a one-time activity, there is no announcement associated with this plan.
- Expectation is that RMBDB Internal Communications plan will be reviewed by Revcomm, impact on overall resource availability will be considered and authorizations will be issued.

# Draft News Release/Main Message

- Not applicable – slide being left blank – RMBDB Internal Communications Plan is not a one-time activity
- Draft the headline and first three or four paragraphs of a news release.
- Make sure it:
  - Supports narrative (Who does it speak to and what else have we done for this narrative?)
  - Reflects broad government priority messages
  - Indicates why we are doing this, and how Ontarians benefit
  - Emphasizes what's new or different
  - Indicates what the results or outcomes are expected to be
  - Includes any “killer facts” that support the government's position

# Objectives

- This plan outlines RMBDB Internal Communications needs and planned activities for 08/09 to the extent known.
- **KEY CONSTRAINT:**
  - RMBDB Branch Sr. Management team has not held a strategic planning session yet as the team is involved in planning for absorption of CT activity effective April 3/08 and in branch start-up activities.
  - Thus, as overall activities for next 3 years 08/09 – 10/11 are not defined, the communications products and activities related to an overall 3-year plan, of which 08/09 is a component, are not firmly defined at this time.
- **KEY ASSUMPTIONS:**
  - **Flexibility is required** - Given that RMBDB is in start-up mode, its communications needs are more fluid and not as fixed as other branches. Flexibility is required to allow RMBDB to develop new products over the course of the year to support its ongoing business activities as business processes are defined.
  - **Internal Communications only** - As this plan is entitled Internal Communications Planning template – RMBDB is only including activities relating to Internal Communications. As the front-face for relationship management with external parties, RMBDB will require significant support to develop meeting materials, information packages, communications support to Inter-jurisdictional committees etc. **These External Communications activities are not included in this Internal Communications template.**

# Context

- RMBDB is a new branch within MOR focusing on effectively managing third-party service level agreements, relationships and new business development.
- The nature of RMBDB work requires staff to have strong oral and written communications skills
- The branch is committed to developing a working environment that is efficient, effective and supportive of FAME principles.

## **RMBDB Internal Communications Objective:**

- develop foundational internal communications tools and processes to support information sharing, innovation and developing communications core competencies in staff and management.

# RMBD Communications Planning

- RMDBB's internal communications strategy include:
  - **Developing internal communications vehicles to support flow of information and knowledge within the branch**
    - **In-scope** – newsletters, event calendars, enhanced intranet site to support effective information sharing and cultural activity, blogging software for on-line discussion and issue-resolution, as well as simple non-tech activities such as staff bulletin boards, regular branch manager meetings, unit meetings and all-staff meetings both on and offsite.
    - **Out of Scope for Revcomm, but in Scope for CAC** - workflow tracking mechanisms, development of E-Room database functionality to provide real-time access to information, utilizing project management software to support project activity, tracking and managing issues related to various committees, others will be developed with Revcomm
  - **Linking to existing MOR communications vehicles and developing effective intra-branch communications vehicles** to ensure that RMBDB activities are communicated to broader MOR, MOF and OPS strategic partners
    - In-scope – linking to Keeping you Connected, Manager's Teleconference, Insight, Intranet Updates, Events Calendar, Year at a Glance, presentations about RMBDB activity at inter-branch, inter-Ministry meetings, visible leadership
    - Out of scope – liaising with external to OPS partners and stakeholders as this is part of separate External Communications Plan/Outreach Strategy
  - **Developing communications core competencies in staff and management** through
    - Learning, development and opportunities to practice oral and written communications skills – anticipated activities include, plain language training, writing for different audiences, writing for different media, introducing staff to new technology, making communications a core part of every meeting, rewarding effective communications and sharing of information, developing a culture of connectivity

# Audiences

- As this is an Internal Communications Plan, audiences are:
  - Branch staff and management
  - Intra-branch staff and management including TRD Executive
  - Inter-Ministry staff and Management
- Out of scope
  - External non OPS clients, general public.
  - Service offerings for these audiences are part of RMBDB's External Communications plan i.e. internet offerings, web updates, webinars, mailing lists, presentations, meeting packages etc.

# Tactical Rollout

<b>1.0 Develop Internal Communications Vehicles</b>		
<b>Objective</b>	<b>Tactics</b>	<b>Timeline</b>
Develop Internal Communication Vehicles to strengthen/support effective internal communications	Update intranet content – RMBDB web-co-ordinator will perform updates be responsible	Ongoing 08/09
	Develop Key Messages for inclusion in Key Messages Database -	Ongoing 08/09
	Develop Internal Communications Plan	Feb-Mar 07/08
	Strategic Planning Session with	
	Refine Internal Communications plan at RMBDB Sr. Management planning session	April-May 08/09
	Develop internal communications key messages	Ongoing 08/09
Develop training curriculum	Branch-specific presentation for new hires	April – Aug/08
	OPS technical training	
	Clear web writing, presentation skills training	
	External training programs: change management	
Offsite Planning Retreat	All-staff planning meeting – means of F2F communication, team building, information sharing, employee engagement results and planning, and learning and development - communications course/activity part of session	September/08 8



# Tactical Rollout

**2.0 Linking to existing MOR communications vehicles and developing effective inter-branch communications vehicles** to ensure that RMBDB activities are communicated to broader MOR, MOF and OPS strategic partners

Objective	Tactics	Timeline
Linking to existing MOR communications vehicles and developing effective inter-branch communications vehicles	Participate in <ul style="list-style-type: none"> <li>• Keeping you Connected, Insight, Managers' Teleconference (to extent it continues), SUMIT, Inter-branch meetings – visible leadership, Year at a glance, intranet development &amp; enhancement and other MOR vehicles as developed by Revcomm</li> </ul>	Ongoing 08/09
	Participate effectively in MOR internal communications processes – i.e. CIN process, Minister's Correspondence etc.	Ongoing 08/09
	RMBDB Information Sharing forum - hosted by RMBDB, an open invitation to staff/managers to learn about Branch current activities and latest developments in CRA and partnership liaison activities	08/09
	RMBDB – Issues Blog – if this is not a divisional development, RMBDB would like to have a discussion forum where RMBDB staff and key inter-branch partners can get involved in resolving Branch issues and expedite issue resolution	

# Tactical Rollout

<b>3.0 Develop Communications Competencies in Staff and Management</b>		
<b>Objective</b>	<b>Tactics</b>	<b>Timeline</b>
Develop a Learning Curriculum to support effective Communication Competencies	Define core-communications curriculum, obtain 3 <sup>rd</sup> party vendor support if needed <ul style="list-style-type: none"> <li>– plain writing workshop</li> <li>– Writing for different audiences</li> <li>– Writing for different media</li> <li>– Story-boarding as a means of simplifying presentations</li> <li>–Effective negotiation and conflict-resolution</li> </ul>	April – August/08 for ongoing deployment
Provide opportunities to try new skill-sets	RMBDB newsletter – staff are creators and editors of vehicle, rotating editorial board	Ongoing 08/09
	RMBDB event planning – staff and management involved in planning activities, developing communications announcements, liaising with internal customers, developing content etc.	Ongoing 08/09
Establish Performance Measures and tie into learning plans	Working with HR ensure competencies are defined and included in staff training and learning plans	
Rewards & recognition	RMBDB Director awards – Communications one of the categories	April – August/08

# Measurement

## **Building Internal Communications Vehicles**

- Initial success will be measured by completion of each build component – i.e. did RMBDB build what they said they would?
  - RMBDB website enhanced; Y or N
  - RMBDB powerpoint templates created Y or N etc.

## **Ongoing measurement will be both qualitative and quantitative of each communications vehicle/product to the extent possible:**

- Quantitative - #hits on intranet, #of attendees at inter-branch event, number of invitations to inter-branch meetings etc.
- Qualitative – general feedback, focus groups & satisfaction surveys to measure audience satisfaction with each vehicle – i.e. staff, management, MOR Executive, MOF & broader OPS stakeholders

## **Communication Competency Development**

- Positive feedback to staff from other members
- Written Communications – minimal number of re-drafts and rewrites; positive feedback, more simplicity, clarity and consistency in written communications
- Behavioural changes - Increasing confidence and risk-taking, improved ability to resolve issues openly, more dialogue within the branch and at meetings

# Checklist and Sign-Off

## Sign-Off

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RMBDB Director, Pieta Settimi

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Date

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Manager, Strategic Communications  
and Marketing, Kathy Knowles Chapeskie

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Date