

Research Office Implementation Communication Plan

Version 1 - 24 June 2011

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1. Purpose

The Communication Plan outlines the strategy and methodologies to be used for project communications, information distribution, feedback and stakeholder management, and how these will be managed during 2011/2012.

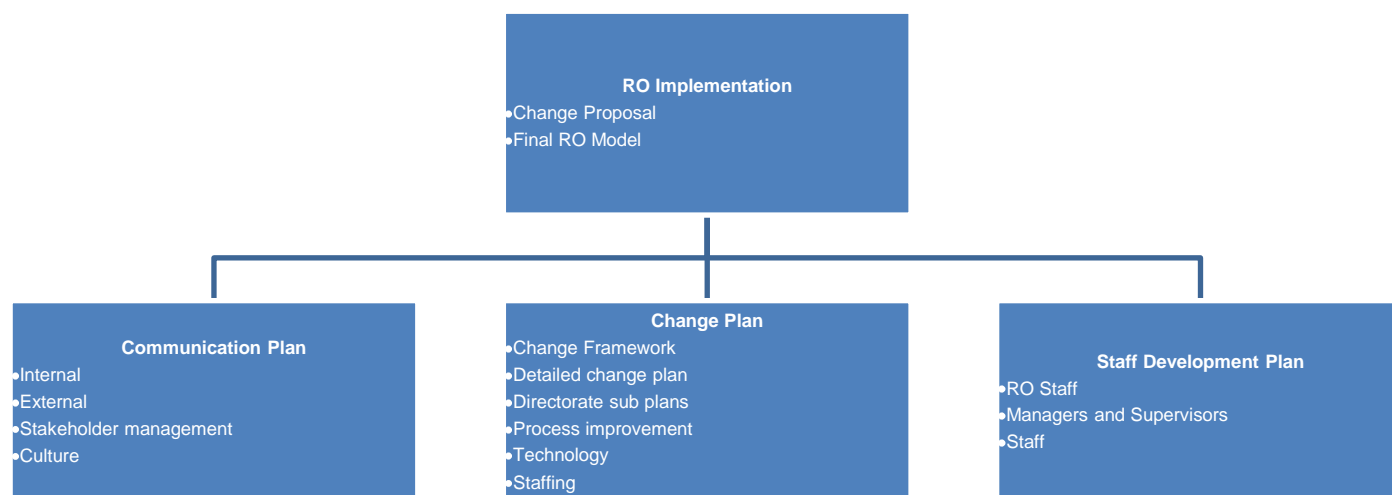
The Communication Plan builds on previous work undertaken by the Research Office (RO) and should be read in conjunction with the following documents:

- Change Proposal – Research Office at CSU
- Research Office Change Management Plan
- Research Office Communication Plan
- Research Office Service Charter

The purpose of the Communication Plan is to facilitate the transition of the Research Office to a functional model and organisational structure that:

- Maximises the opportunity for the Office to facilitate and support the attainment of the University's strategic research objectives as outlined in the University Strategy 2011 – 2015, the University Research Strategic Plan 2011-2015 and position itself for supporting further plans.
- Collaborates effectively with the CSU research community in the core business of research and assists the University in achieving the performance objectives;
- Acknowledges and is responsive to the challenges of supporting a diverse research client base and their geographical distribution thus ensuring a whole University research management foundation;
- Ensures Research Office staff are known and recognised, that they have clear roles and the office operates in a way that encourages direct interaction with researchers and higher degrees students;

The Communication Plan is a separate document as per the following plan structure:



The objectives of the communication plan are to:

- share information and to create alignment within the Research Office
- create alignment with external stakeholders to facilitate transition toward the new liaison model and improve the value that the Research Office provides to Research in particular
- identify and develop a plan to inform key stakeholders
- assign responsibilities for project tasks and information
- manage sponsor and stakeholder information and expectations
- maintain the focus of the Change and staff leading the Communication strategy.

2. Scope

This document will cover:

- Stakeholder Management – identification of project stakeholders, analysis of their requirements, and planning for their needs
- Communication Planning - the communication and information needs of project stakeholders. Who needs what information, when, in what format, by what means and how to receive input and feedback and to create buy-in and ownership.
- Information Distribution - how information will be distributed to all stakeholders.

3. Assumptions

The assumptions on which this the Communication Plan are based are:

- Communication activity has already commenced with the early phases of the project
- Overall project outcomes and transition plans have been endorsed by the Vice-Chancellor and the Senior Executive Committee
- The Research Office will ensure alignment of activities with the overall Change, Professional Development and Communication plans through the Implementation Committee.
- This document is available to all Research Office staff.

4. Constraints

The constraints on which this Communication Plan is based are:

- Lack of time from stakeholders to effectively assist in the communication process
- Managing expectations of the responsibilities of the Research Office, particularly in the short term (12 months).
- Current perceptions of the previous role that CRGT played in the organisation.

5. Communication Management

To support the Research office to plan and manage communications the following staff will be primarily responsible for implementation;

- Andrea Bishop – Director Research
- Rod Pope – Head, Research Professional Development Programs
- Robert Doubleday – Manager Research Policy and Coordination
- Dawn Staley – Communications and PD Officer
- Kate Organ – Liaison Team Leader
- Meredith Morton – Liaison Team Leader

Informal communication is encouraged between staff of the RO and clients. Resources developed as part of the communication plan will be provided to RO Staff to maximise the dissemination of consistent key messages and develop a shared understanding of the way forward with clients. If informal communication needs to be formalised it will be done in consultation with staff members the above to ensure a consistent and planned approach for managing the communication. Consideration and reflection of the communication plan will be undertaken in Liaison Team meetings and by the RO implementation committee. Communication progress will be reported to the Steering Committee.

6. Information Management

Meetings

- Implementation Committee meetings will be held each 3-4 weeks or as required to coincide with key milestones in the plan. Action notes will be kept of all meetings and distributed to meeting attendees within three working days of the meeting completion.
- Liaison Teams will meet weekly.
- Ad hoc or special meetings may be held within the RO to address key issues or activities that will impact success or progress. Decisions and actions from these meetings will to be reported at the next Implementation committee meeting and included for monitoring
- PD sessions will be held weekly
- Other meetings will be held as per the Communication Matrix.

Reports

A progress report enables the Implementation Committee and the RO staff to be updated on the progress of each component of the plan.

The Communication Matrix will be updated periodically for the Implementation Committee meetings to provide progress reporting and will provide updates against planned activities. These updates may include progress against plans, future activities, new issues arising; changes required and risk/issue identification.

Document Storage

Final versions will be located at:

Communication Mechanisms

Communication channels are the 'delivery mechanism' for sending messages to and receiving feedback from stakeholders. These may include, but are not limited to:

Presentations	Business/Staff Meetings	Communications Working Party
Workshops	Intranet	Audio-visual materials
E-mail	Informal Communications	External media/publicity
Information packages	<i>CSU Interact</i> sites	Multi media
Telephone Calls	Posters.	FAQs
Websites		

Other mechanisms

Several other mechanisms may be utilised to assist with information management. These include, but are not limited to:

- Posters in the RO
- What's New and News articles
- Road shows.
- Workshops – internal to the RO and external with key stakeholders.
- Communication by all levels of the RO staff structure with divisions, faculties and centres.
- Professional development and demonstrations. A variety of training and demonstration sessions will be scheduled for RO and CSU staff.

7. Stakeholder Management

Key Stakeholders

There are a number of key stakeholders identified for this plan:

- CSU researchers including adjunct staff
- CSU research supervisors and managers
- HDR students
- Prospective HDR students, including UG and UG(Hons) students
- End Users of CSU research
- Government reporting and funding entities
- External funding organisations
- Deans, Associate Deans, Sub Deans
- CSU Research Centres
- CSU Governance committees
- CSU Senior Executive
- CSU Divisions and Offices (Student Administration, Student Services, Marketing International, Library Services, Student Central, Human Resources, Finance)
- Local Communities
- Thesis examiners
- Media

Feedback Mechanisms

Feedback is the key to ensure and measure the ongoing effectiveness of communications. By monitoring and responding to feedback regularly, communications can continue to address the needs and concerns of key stakeholders.

Feedback monitoring mechanisms will include:

- Direct feedback – face to face communications will provide an opportunity for the audience to give feedback directly to the communicators identified in the communication matrix
- Formal feedback – formal communication may be directed Managers, Directors or the Executive Director of the Research Office.
- Informal feedback – informal feedback will be obtained via word of mouth through HR Staff.

Measures of Success

The Project success will be measured by:

- Does the communication create an acceptance of change and a greater understanding of the value-add services can be provided?
- Does the communication increase awareness of the goals of the Research Office?
- Is the communicated information relevant?
- Does the information support CSU objectives?
- Are we effectively managing stakeholder and target audience expectations?
- Are we encouraging and responding to feedback?
- Is the frequency of communication appropriate to the level of the intended audience?
- To what extent are the new service delivery options being used?

Client Service

Refer to service charter.

8. Communication Matrix

Target Audience	Outcomes	Key Messages / Content	Medium (Channel)	Responsible	Timing & Frequency
CSU Staff	Renaming of Research Office Communication of Certain Key messages	<ul style="list-style-type: none"> Advise of new office name Key messages of eventual positioning of RO Main communication points Next steps in communication strategy 	Information Release What's New and News Faculty Offices and Research Centres Division Offices for circulation	Director	18 July
SEC	Update RO realignment	<ul style="list-style-type: none"> Update on progress Notice of University announcement of RO launch. 	Information Release	Director	18 th July Monthly
Forums / Committees	Awareness and understanding of the RO Information sharing	<ul style="list-style-type: none"> Explore opportunities to interact with key forums on operation/engagement 	Various	All	As opportunities arise
DVC (Academic)/Deans	Outline and discuss RO alignment and provide service charter	<ul style="list-style-type: none"> Update on progress Notice of University announcement of RO launch Details of communication plan and schedule with Faculty and schools.. 	Teleconference	Director	15 July
CSU Staff	Awareness and understanding of the RO Briefing on schedule of alignment Information	<ul style="list-style-type: none"> Update on progress and next steps Summary of RO structure and service charter Sharing of ideas 	Road show presentation	Director Manager P & C	August 2011 – scheduled dates for main campuses, and seek opportunities for other campuses.
Research Centre Staff (Researchers)	Outline and discuss RO alignment and provide service charter. Awareness of RO contact protocols	<ul style="list-style-type: none"> Update on progress Summary of RO structure and service charter Sharing of ideas 	Presentation / PowerPoint	Director/Manager/TL	As opportunity arises
Research Centre Staff (Administration)	Outline and discuss RO alignment and provide service charter Awareness of RO contact protocols	<ul style="list-style-type: none"> Update on progress Summary of RO structure and service charter Sharing of ideas 	Presentation / PowerPoint Follow up meetings	Manager/TL	As opportunity arises
Faculty Sub Deans & Admin Staff	Outline and discuss RO alignment and further expand on service charter Awareness of RO contact protocols	<ul style="list-style-type: none"> Update on progress Summary of RO structure and service charter Discuss Research plans Sharing of ideas 	Face to Face Teleconference / bridgit Video conference	Director/Manager/TL	Scheduled Mtgs July/August 2011

Target Audience	Outcomes	Key Messages / Content	Medium (Channel)	Responsible	Timing & Frequency
Heads of Schools Initial	Outline and discuss RO alignment and further expand on service charter	<ul style="list-style-type: none"> Update on progress Summary of RO structure and service charter Sharing of ideas 	Teleconference / Bridgit	Director/Manager	Once at available Faculty regular mtg
Heads of School Follow up	Consider alignment of RO in respect of individual schools Awareness of RO contact protocols	<ul style="list-style-type: none"> Discuss school research planning/priorities Sharing of Ideas 	Face to Face	Manager/TL	Scheduled mtgs 2011
All School Staff	Ensure all staff are briefed on RO alignment Awareness of RO Awareness of RO contact protocols	<ul style="list-style-type: none"> Summary of RO structure and service charter 	Face to Face- Video conference/ Bridgit	Manager/TL/ Snr Liaison Officers	Scheduled mtgs and as opportunity arises 2011 / 2012
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Dean of Studies	Outline and discuss RO alignment and provide service charter	<ul style="list-style-type: none"> Summary of RO structure and service charter Discuss Dof S planning Sharing of ideas 	Face to Face	Director/Manager	August 2011
Division of Library Services	Outline and discuss RO alignment and provide service charter	<ul style="list-style-type: none"> Sharing of ideas Alignment of Research training services Update on progress Summary of RO Structure 	Face to Face	Director/ Manager/ Comms and PD Officer	August/Sept 2011 thereafter as opportunity arises
Division of Human Services	Outline and discuss RO alignment and provide service charter	<ul style="list-style-type: none"> Update on progress Summary of RO Structure 	Face to Face	Director/ Manager/ Comms and PD Officer	August/Sept 2011 thereafter as opportunity arises
Division of Finance	Outline and discuss RO alignment and provide service charter	<ul style="list-style-type: none"> Update on progress Summary of RO Structure 		Director/ Manager/ Comms and PD Officer	August/Sept 2011 thereafter as opportunity arises
Division of Marketing	Outline discuss RO alignment and collaborate with communication and promotion of RO.	<ul style="list-style-type: none"> Update on progress Summary of RO Structure Discussion of marketing strategy 	Face to face	Director/ Manager/ Comms and PD Officer	11 th July Further whole of office presentation Ongoing meetings
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Office of Academic Governance	Outline and discuss RO alignment and provide service charter. Alignment of governance mgt	<ul style="list-style-type: none"> Update on progress Summary of RO Structure Development of integrated Research policy 	Face to Face	Director/ Manager/ Comms and PD Officer	August/Sept 2011 Ongoing meetings
		•			
External Agencies	Awareness of RO contact details.	•	Face to face, written, teleconference		2011
		•			

Target Audience	Outcomes	Key Messages / Content	Medium (Channel)	Responsible	Timing & Frequency
Research Office Staff	Update on latest information Awareness of progress and next steps	<ul style="list-style-type: none"> • Progress to date • Transition planning • Work process implementation • Expectations of management • Feedback sharing • Transition planning/review 	Weekly whole office informal meeting Weekly team meetings PD sessions Special meetings as required	Director Managers Team Leaders	2011/2012 Weekly
Research Office Staff	Share plans Management of informal communication	<ul style="list-style-type: none"> • Share plans once approved • Explain content and approach • Link to 2011 operational plan • Individual development plans • Individual roles and expectations • Considering enhanced professional experience for staff 	Weekly whole office informal meeting Weekly team meetings PD sessions Special meetings as required Individual meetings	Director Managers Team Leaders	2011/2012 Weekly
Team Leaders / Finance Officer / Comms and PD Officer	Feedback Monitoring RO implementation	<ul style="list-style-type: none"> • Monitor progress and feedback • Feedback loop to implementation committee • Focus on what is working well and opportunities for improvement • Feedback to be incorporated into appropriate staff communications 	Verbal Team Meetings Implementation Cttee Feedback to Managers and Director	Team Leaders Officers	Weekly team meetings Implementation Committee Ad hoc informal meetings
Implementation Committee	Aware of stage and state of implementation Aware of key dates Consider issues and risks Update processes Decision making and providing guidance across entire RO structure	<ul style="list-style-type: none"> • Updates • Guidance / feedback • Planning • Monitoring 	Meetings	Manager Policy and Coordination	Each 3-4 weeks

9. Document Control

Document Status and Revision History

Version	Author	Issue date	Revisions
1	Robert Doubleday		
2			
3			

Document Authorisation

Name:	Andrea Bishop
Date:	
Position:	Director Research

Document Distribution

No.	Recipient	Position and Division
1.		
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