

INTERNAL COMMUNICATIONS PROCEDURE

This procedure is governed by its parent policy. Questions regarding this procedure are to be directed to the identified Procedure Administrator.

Functional Category:	Operations
Parent Policy:	College Communications Policy
Approval Date:	June 10, 2014
Effective Date:	June 10, 2014
Procedure Owner:	Vice President, Transformation and Chief Advancement Officer
Procedure Administrator:	Director, Brand & Market Development

Overview:

Internal communications at NorQuest College (college) is an ongoing activity between employees and the people who manage and supervise those employees. There are times when it also encompasses a wider group or groups of employees across the college and where the involvement, advice, and guidance of the college's Communications Department may be necessary.

This procedure outlines the college's expectations and principles for effective internal communications and outlines when to involve the Communications Department.

Authority to establish this procedure is derived from the [NorQuest College Board of Governor's Policy No. 5](#), which delegates authority to the President and CEO to establish policies and procedures for the college's management and operation.

Procedures:

Expectations Regarding Internal Communications

All employees have a responsibility to participate in internal communications, as follows:

Leadership/management

- Set the tone for effective internal communications by being visible, accessible, open, clear, and candid with employees.
- Ensure their team understands how business plans and priorities affect their work.
- Champion open and collaborative communications within the department.
- Model effective communication habits and participate in the communication process.
- Communicate college, divisional and departmental information, priorities, plans, and progress to all employees. Help employees understand how the messages relate to them.
- Communicate department information, priorities and plans with other employees/divisions at the college who need the information about the department.
- Formalize the two-way flow of information within the work unit.
- Ensure there are opportunities for all employees to participate in planning and update sessions.
- Correct misinformation and address serious concerns.

Employees

- Fully participate in the communication process – listen, read, provide input and feedback, and ask questions about department, faculty, and college-wide subjects.

- Seek out/request information that will help in their jobs.
- Assess and develop their communication skills and participate in training for success.

Communications Department

Internal communications is a shared responsibility amongst all college employees and divisions. The Communications Department is available to provide guidance and resources to support internal communications when:

- Significant changes to college programs, services, organization structure, employee jobs and/or employee pay, benefits or working conditions are being considered or planned.
- There is an internal issue within an area of the college that is sensitive and/or of potential personal concern to even a small number of employees.
- There is an internal issue within an area of the college that is sensitive and/or of potential interest or concern to external stakeholders, clients or the general public.
- Information is going to be provided to all employees.

Note: The Communications Department is not responsible for student communications. Student communications should be coordinated with the Office of the Registrar.

For specific, college-wide activities, the Communications Department can:

- Provide strategic planning advice and leadership on corporate and operational internal communications matters.
- Support college leadership in their roles as champions of open and collaborative internal communications.
- Assist in identifying key audiences.
- Help develop mechanisms and tools to enhance communication with all employees in support of business priorities, strategies and processes.
- Develop corporate messages and plans for distribution on college-wide issues.
- Support the development of internal communication skills and tools.

Principles for Successful Internal Communications

Solid, results-oriented, integrated internal communication support improves individual employee performance, employee retention, and the overall performance of an organization. The following principles contribute considerably to the success and effectiveness of internal communications programs and activities:

Effective internal communications starts at the top

Senior leaders of an organization must model excellence in internal communications for any internal communications to be successful.

Face-to-Face communications is a priority

Despite the move to greater use of electronic communications, employees consistently rate face-to-face, direct communications among the most preferred and most effective methods of internal communications. Successful internal communications are based on a foundation of formal and informal, structured and unstructured face-to-face communications at all levels in the organization.

Definitions:
Related Information:
Related Documentation:
Next Review Date:
Revision History:

Managers and supervisors are essential

Beyond their colleagues, employees have the most frequent contact with their direct managers and supervisors. These interactions can be the most powerful form of communication in an organization. Organizations that model effective communications to employees use and support their supervisors and managers as key communicators. This factor links directly with employees’ preference for face-to-face communication. It also requires that managers and supervisors have the knowledge, skills, and abilities to be effective internal communicators.

Effective internal communications doesn’t just “happen”

Effective internal communications is a result of well-considered planning and implementation. Organizations with successful internal communications engage communicators at the strategic and policy development level to ensure internal communications needs and opportunities are identified early and acted upon quickly.

College supervisors should review and follow the [NorQuest College Internal Communications Toolkit](#) for best practices. The Internal Communications Toolkit will be updated regularly as required.

Internal communications: is an ongoing, preferably two-way, process of seeking out and sharing information that assists employees in performing their jobs.

- [Canadian Charter of Rights and Freedoms](#)
- [Code of Conduct Policy](#)
- [College Branding Procedure](#)
- [College Communications Policy](#)
- [Computer and Internet Acceptable Use Policy](#)
- [Freedom of Information and Protection of Privacy Act](#)
- [Respectful Workplace and Learning Environment Policy](#)
- [Standard Practice 2.9: Confidentiality and Security of Student Records](#)
- [Web Governance Procedure](#)

- [Internal Communications Toolkit](#)

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June 2014: New
November 2014: update for document links