

MANAGEMENT RESPONSE TO INTERNAL COMMUNICATIONS AUDIT

Transportation Safety Board of Canada (TSB) management has responded to the Internal Communications Audit published in April 2004. In general, the organization agrees with the recommendations. In its response to each recommendation throughout the table, the TSB indicates the action it has taken, is taking, or plans to take to address the recommendation.

RECOMMENDATION	MANAGEMENT RESPONSE	OFFICE OF PRIMARY INTEREST	TOOLS	COST	TIME FRAME
<p>Prepare an annual corporate communications strategy – internal and external – linked to the corporate planning process</p> <p>Environmental assessment, audiences, key messages, activities</p>	<p>Agree. A three-year Corporate Communications Strategy has been developed and will be supported by an annual Communications Operations Plan.</p>	<p>Chief, Communications</p>	<p>Prepare a three-year Corporate Communications Strategy</p> <p>Prepare an annual Communications Operations Plan</p>	<p>\$50,000</p> <p>\$12,000</p>	<p>Completed in 2005</p> <p>June 2005</p>
<p>Prepare individual communications plans to set out how communications tools and techniques will be used to help achieve specific business objectives, with performance indicators such as level of awareness</p>	<p>Agree. The requirement for such policy with supporting tools and practices was identified as an action item in the Corporate Communications Strategy approved by senior management in fiscal year 2004-2005. Significant effort was made on an ongoing basis last year and will continue.</p>	<p>Chief, Communications</p>	<p>Develop an Internal Communications Policy with supporting tools, practices and processes for managers, enabling timely, improved and consistent internal communications at the TSB</p>	<p>Approximately \$12,000</p>	<p>Calendar year 2005</p>

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Make managers accountable for internal communications, provide them with improved tools to communicate	Agree. The requirement for such policy with supporting tools and practices was identified as an action item in the Corporate Communications Strategy approved by senior management in fiscal year 2004-2005. It would provide support to senior and middle management to communicate internally in a timely, effective manner.	Chief, Communications	Develop an Internal Communications Policy with supporting tools, practices and processes for managers, enabling timely, improved and consistent internal communications at the TSB	Costs included in the previous item	Calendar year 2005
Invite the Chief of Communications to participate in all senior management committee meetings, to advise on internal and external communications	Agree. In effect as of November 1, 2004, as part of the new governance process.	Chief, Communications	The Chief of Communications is a permanent member of all governance committees, as part of the new governance process.	No cost	Completed
Place a communications strategist on other key committees, to advise on internal and external communications	Agree. In effect as of November 1, 2004, as part of the new governance process.	Chief, Communications	Communications has established internal working practices in the Division to advise on internal and external communications issues.	No cost	Completed

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Strengthen relationship between Communications and Corporate Services, which is a key player in most internal communications activities	During fiscal year 2004-2005, the Communications Division created distinct service lines to formalize the support provided to Corporate Services.	Chief, Communications <i>and</i> Director, Corporate Services	A formal bilateral meeting will be held with key players from Communications and Corporate Services to validate the level of service.	No cost	August 2005
Reorganize and clean up the Intranet site	<p>Agree. As resources permit. Phase 1 of the TSB Investigations and Information Management System Project (TIIMS) will provide a reorganized Intranet as a transition to a complete restructuring and introduction of new content management practices with the Corporate Services gateway in Phase 2. Content for individual directorates and branches is the responsibility of individual managers.</p> <p>At its January 2005 meeting, the Internal Management Committee agreed that the Chief, Communications would lead the development of a governance committee for the Intranet in line with that for the Internet.</p>	<p>Systems Analyst Corporate Services <i>and</i> TIIMS Project Manager</p> <p>Chief, Communications</p>	<p>An assessment is currently being conducted to plan the approach for transitioning the Intranet to this new environment called TIIMS.</p> <p>TIIMS will introduce a new Intranet environment, eventually providing TSB staff access to all required TSB electronic tools and information. Along with this will be new procedures and governance for content management.</p>	<p>Intranet redesign for the TIIMS environment is included in project costs, but individual managers' costs for maintaining and updating content are not.</p> <p>No cost</p>	<p>Interim transition – pilots in June/July 2005, production in October 2005; final TIIMS environment in 2006-2007</p> <p>September 2005</p>

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Manager's handbook containing policies, human resources information, financial information, etc.	Disagree. Our focus will be on making that information available on the Intranet for employees and managers.	Director, Corporate Services			
Events calendar, showing both external and internal events and a contact person where appropriate	Agree. An events calendar will be available on the Intranet.	Chief, Communications	Communications has created a calendar for the Public Awareness Program showing the external events.	No cost	Completed in March 2005
	The events calendar will be compatible with the TIIMS project.	Corporate Planning Officer Corporate Services	Create an events calendar showing both external and internal events, to be available on the Intranet	No cost	September 2005
Guidelines for employees on the use of e-mails (these could likely be picked up from another department)	Agree. Records management guidelines have been available to all employees since February 2004. A reminder will be sent to employees about the guidelines. Note: will review Network Handbook for e-mail etiquette.	Acting Manager, Information Management Corporate Services <i>and</i> Manager, Informatics Corporate Services		No cost	June 2005

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Creation of additional internal e-mail distribution lists, so employees are less likely to send to “all staff,” or have to spend time creating their own lists	Disagree. Adequate distribution lists already exist and employees simply need to be reminded to use them.				
<p>A new corporate newsletter could help bridge “silos,” prove useful for corporate messaging, but would require significant investment</p> <p>An alternative would be to use the existing Corporate Services newsletter for broader corporate purposes: updates on Business Plan priorities, status of Public Service Employee Survey Committee work, etc.</p>	Disagree. Emphasis will be on introducing a new Intranet environment within TIIMS that will eventually provide staff with access to all required TSB electronic tools and information.	N/A	N/A	No cost	