



INTERNAL COMMUNICATION STRATEGY

PURPOSE

The purpose of the Internal Communication Strategy (ICS) is to provide a way for each of us to contribute to the overall health of the organisation. The system is intended to ensure that together we all take the time to think and to talk on a regular basis. The system is about planning and taking action. The ICS should provide us with:

- A better way to include as many people to make more informed decisions - A way we can all have a say in our work place.
- The opportunity to address/resolve everyday work issues quickly and effectively.
- The opportunity to continually improve the way we do business and provide better service delivery.
- A forum for the open exchange of ideas between management and staff.
- A mechanism for regularly building reports.
- A mechanism for planning.
- An opportunity to be creative and generate change.

BENEFITS

- Staff will benefit from a greater level of knowledge and understanding as to how their work place functions and why.
- Increased opportunity for job satisfaction, role clarity and less conflict and uncertainty.
- Issues, ideas, suggestions and proposals will be dealt with collectively prior to informed decisions being made.
- All decisions will be well communicated.

MEETING CODE OF CONDUCT (Principles)

- All meetings will be conducted within a context of cultural safety and sensitivity.
- We will respect each others' opinions, (challenge the ISSUE - NOT the person).
- We will listen and try to understand each others' views and we will not talk over others.
- We will be objective and have informed, evidence based opinions.



- Team members have a commitment to working for the greater good of the client group and the organisation.
- Team members are committed to performing their role honestly and in good faith.
- Personnel are expected to complete all pre-reading and attend the meeting for its duration.
- It is OK for participants to contribute outside their specific scope of responsibility.
- We will be informed, constructive, future focused and adaptive to change.
- We will try to make sure we always stick to the business of the meeting (Stay on the rails).

MEETING RULES

- Staff members are free to place any item on the agenda for team meetings. No agenda item is to be refused by the manager or supervisor provided that it is workplace related and it is not unlawful or offensive.
- Staff will not be treated unfairly or discriminated against on the basis of their views.
- Attendance at general staff and team meetings is mandatory. Managers will ensure as far as practicable that all staff will attend prescribed meetings.
- Matters discussed at team meetings are to be treated as confidential and not discussed externally to Bega Garnbirringu Health Services.

STRUCTURE

Work Area Meetings

Managers will determine what constitutes a work area within their section. Meetings will occur at least fortnightly for each work area.

- Each meeting will operate to an agenda.
- Outcomes will be recorded on simple activity/outcome statements.

Quarterly Reporting and Planning

Managers are required to produce a quarterly report to the Executive Manager Operations based on outcomes to date against the action plan and priorities for the next quarter.

Quarterly reports should be able to be produced quickly (by building on the team meeting action sheets). It is expected that by using the system in this way the pressure that often occurs prior to reporting deadlines will be less and the quality of the reports will be better.



- Quarterly reports and next quarter plans are to be provided to the Executive Manager Operations no more than 7 days after the end of each quarter.

Other Meeting Requirements

Managers and Supervisors will need to be aware that in addition to the ICS there are still other demands. It will be necessary to adequately plan around involvement and attendance at general staff meetings, management team meetings and Community Advisory/Steering Committee meetings etc. in order that competing demands can be minimized.

DECISION MAKING

- Decision making at meetings will wherever possible be made by general agreement. Consensus is desirable but not always practicable and where a decision is to be taken by management there is an obligation on management to explain how that decision was made.
- If decisions are not made by general agreement strong minority views must be recorded.
- All decisions will be recorded on the action/outcome sheets.
- Managers and supervisors will wherever possible seek to arrive at decisions that take account of staff input and foster common ownership.

FEEDBACK

The onus is on managers and supervisors to provide feedback from the team meetings using the action/outcome sheets as the first item on each team meeting agenda. In addition it is a requirement of the Managers Group meetings that feedback is provided to all work areas as a means to informing the work area team meetings.

CONCLUSION

The ICS should be seen as a tool - a vehicle that we can all use to achieve a LOT more with less effort.

It WILL ensure that everyone has at least the opportunity to influence better service for clients and their own working lives. It will NOT work however unless each and every one of us commits to using the system.

WE MUST develop a way of thinking that says - each time we have an idea, or confront an issue, or a work matter that we feel needs to be addressed we should STOP and ask ourselves a number of questions.



To help us use the system to our advantage we might ask ourselves some basic questions.

Q. Is it within my scope of responsibilities to deal with this myself?

A. If YES then get the job done

Q. Is it something that requires a higher level decision - and/or - Is it something that I need the support of my team to do?

A. If YES then put it on your weekly team meeting agenda – If NO then get the job done.

Q. Do I need to deal with this NOW - or - can it wait?

A. If the answer is NOW and it is beyond your job scope to deal with it then seek the advice of your supervisor – but if it can wait then put it on your weekly team meeting agenda.

If we do try and use the system it should be clear that we will all be better informed and know more about the things that are happening in our work area. We will be better coordinated and the job will get done better. We will have less pressure on us to do reports at the 11th hour deadline and there will be less stress. We will all have less distractions and interruptions and be able to organize our time better. Conflict and the frustration that comes from poor or no information or that feeling that “I can’t do anything about it” will be reduced.

Some key words that will assist us to use this system to improve job satisfaction for ourselves and for the betterment of Bega include:

- Client focus
- Communication
- Transparency
- Honesty
- Professionalism
- Role clarity
- Cooperation
- Teamwork
- Leadership

Acknowledgement

I acknowledge that I have read and understood this policy and will comply where applicable with any of the policy content and procedures. Further, I acknowledge that I may be subject to disciplinary action including termination where I fail to comply with this policy.

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EMPLOYEE SIGNATURE

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DATED