# Research Office Implementation Communication Plan

Version 1 - 24 June 2011

## TABLE OF CONTENTS

1. Purpose ........................................................................................................................................... 2  
2. Scope ............................................................................................................................................... 3  
3. Assumptions ..................................................................................................................................... 3  
4. Constraints ....................................................................................................................................... 3  
5. Communication Management ........................................................................................................... 3  
6. Information Management .................................................................................................................. 4  
7. Stakeholder Management .................................................................................................................. 5  
8. Communication Matrix ..................................................................................................................... 6  
9. Document Control ............................................................................................................................. 9
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 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:

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

**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

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Outcomes</th>
<th>Key Messages / Content</th>
<th>Medium (Channel)</th>
<th>Responsible</th>
<th>Timing &amp; Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSU Staff</td>
<td>Renaming of Research Office Communication of Certain Key messages</td>
<td>● Advise of new office name</td>
<td>Information Release What’s New and News Faculty Offices and Research Centres Division Offices for circulation</td>
<td>Director</td>
<td>18 July</td>
</tr>
<tr>
<td>SEC</td>
<td>Update RO realignment</td>
<td>● Update on progress</td>
<td>Information Release</td>
<td>Director</td>
<td>18th July</td>
</tr>
<tr>
<td>Forums / Committees</td>
<td>Awareness and understanding of the RO Information sharing</td>
<td>● Explore opportunities to interact with key forums on operation/engagement</td>
<td>Various</td>
<td>All</td>
<td>As opportunities arise</td>
</tr>
<tr>
<td>DVC (Academic/Deans)</td>
<td>Outline and discuss RO alignment and provide service charter</td>
<td>● Update on progress</td>
<td>Teleconference</td>
<td>Director</td>
<td>15 July</td>
</tr>
<tr>
<td>CSU Staff</td>
<td>Awareness and understanding of the RO Briefing on schedule of alignment</td>
<td>● Update on progress and next steps</td>
<td>Road show presentation</td>
<td>Manager P &amp; C</td>
<td>August 2011 – scheduled dates for main campuses, and seek opportunities for other campuses.</td>
</tr>
<tr>
<td>Research Centre Staff (Researchers)</td>
<td>Outline and discuss RO alignment and provide service charter</td>
<td>● Update on progress</td>
<td>Presentation / PowerPoint</td>
<td>Director/Manager/TL</td>
<td>As opportunity arises</td>
</tr>
<tr>
<td>Research Centre Staff (Administration)</td>
<td>Outline and discuss RO alignment and provide service charter Awareness of RO contact protocols</td>
<td>● Update on progress</td>
<td>Presentation / PowerPoint</td>
<td>Manager/TL</td>
<td>As opportunity arises</td>
</tr>
<tr>
<td>Faculty Sub Deans &amp; Admin Staff</td>
<td>Outline and discuss RO alignment and further expand on service charter</td>
<td>● Update on progress</td>
<td>Face to Face Teleconference / bridgit Video conference</td>
<td>Director/Manager/TL</td>
<td>Scheduled Mts July/August 2011</td>
</tr>
<tr>
<td>Target Audience</td>
<td>Outcomes</td>
<td>Key Messages / Content</td>
<td>Medium (Channel)</td>
<td>Responsible</td>
<td>Timing &amp; Frequency</td>
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<tr>
<td>Heads of Schools Initial</td>
<td>Outline and discuss RO alignment and further expand on service charter</td>
<td>• Update on progress&lt;br&gt;• Summary of RO structure and service charter&lt;br&gt;• Sharing of ideas</td>
<td>Teleconference / Bridgit</td>
<td>Director/Manager</td>
<td>Once at available Faculty regular mtg</td>
</tr>
<tr>
<td>Heads of School Follow up</td>
<td>Consider alignment of RO in respect of individual schools Awareness of RO contact protocols</td>
<td>• Discuss school research planning/priorities&lt;br&gt;• Sharing of Ideas</td>
<td>Face to Face</td>
<td>Manager/TL</td>
<td>Scheduled mtgs 2011</td>
</tr>
<tr>
<td>All School Staff</td>
<td>Ensure all staff are briefed on RO alignment Awareness of RO contact protocols</td>
<td>• Summary of RO structure and service charter</td>
<td>Face to Face - Video conference/ Bridgit</td>
<td>Manager/TL/ Snr Liaison Officers</td>
<td>Scheduled mtgs and as opportunity arises 2011 / 2012</td>
</tr>
<tr>
<td>Dean of Studies</td>
<td>Outline and discuss RO alignment and provide service charter</td>
<td>• Summary of RO structure and service charter&lt;br&gt;• Discuss Dof S planning&lt;br&gt;• Sharing of ideas</td>
<td>Face to Face</td>
<td>Director/Manager</td>
<td>August 2011</td>
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<tr>
<td>Division of Library Services</td>
<td>Outline and discuss RO alignment and provide service charter</td>
<td>• Sharing of ideas&lt;br&gt;• Alignment of Research training services&lt;br&gt;• Update on progress&lt;br&gt;• Summary of RO Structure</td>
<td>Face to Face</td>
<td>Director/Manager/ Comms and PD Officer</td>
<td>August/Sept 2011 thereafter as opportunity arises</td>
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<tr>
<td>Division of Human Services</td>
<td>Outline and discuss RO alignment and provide service charter</td>
<td>• Update on progress&lt;br&gt;• Summary of RO Structure</td>
<td>Face to Face</td>
<td>Director/Manager/ Comms and PD Officer</td>
<td>August/Sept 2011 thereafter as opportunity arises</td>
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<tr>
<td>Division of Finance</td>
<td>Outline and discuss RO alignment and provide service charter</td>
<td>• Update on progress&lt;br&gt;• Summary of RO Structure</td>
<td>Face to face</td>
<td>Director/Manager/ Comms and PD Officer</td>
<td>August/Sept 2011 thereafter as opportunity arises</td>
</tr>
<tr>
<td>Division of Marketing</td>
<td>Outline discuss RO alignment and collaborate with communication and promotion of RO.</td>
<td>• Update on progress&lt;br&gt;• Summary of RO Structure&lt;br&gt;• Discussion of marketing strategy</td>
<td>Face to face</td>
<td>Director/Manager/ Comms and PD Officer</td>
<td>11th July Further whole of office presentation Ongoing meetings</td>
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<tr>
<td>Office of Academic Governance</td>
<td>Outline and discuss RO alignment and provide service charter. Alignment of governance mgt</td>
<td>• Update on progress&lt;br&gt;• Summary of RO Structure&lt;br&gt;• Development of integrated Research policy</td>
<td>Face to Face</td>
<td>Director/Manager/ Comms and PD Officer</td>
<td>August/Sept 2011 Ongoing meetings</td>
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<tr>
<td>External Agencies</td>
<td>Awareness of RO contact details.</td>
<td></td>
<td>Face to face, written, teleconference</td>
<td></td>
<td>2011</td>
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<td>Target Audience</td>
<td>Outcomes</td>
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| Research Office Staff | Update on latest information Awareness of progress and next steps | • 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 | • 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 | • 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 Ctee  
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 | • Updates  
• Guidance / feedback  
• Planning  
• Monitoring | Meetings | Manager Policy and Coordination | Each 3-4 weeks |
9. Document Control

Document Status and Revision History

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<th>Author</th>
<th>Issue date</th>
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Document Authorisation

<table>
<thead>
<tr>
<th>Name:</th>
<th>Andrea Bishop</th>
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Document Distribution

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