

Lessons learned from one of New Zealand's most challenging civil engineering projects: rebuilding the earthquake damaged pipes, roads, bridges and retaining walls in the city of Christchurch 2011 - 2016.

## Internal Communication Plan

**Story:** SCIRT Management Plans

**Theme:** The SCIRT Model

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A plan which sets out how SCIRT will carry out internal communication over the life of its programme of work.

This document has been provided as an example of a tool that might be useful for other organisations undertaking complex disaster recovery or infrastructure rebuild programmes.

For more information about this document, visit [www.scirtlearninglegacy.org.nz](http://www.scirtlearninglegacy.org.nz)



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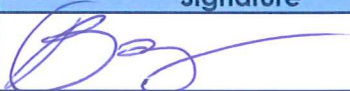



## Internal Communication Plan

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## **1 INTRODUCTION**

This plan sets out how SCIRT will carry out internal communication over the life of its programme of works. For the purpose of this document, internal communication refers to any programme wide planned communication instigated by the SCIRT Board, Management Team or joint Management Team/ Delivery Leadership Team for multiple people in the IST, clients, Delivery Teams, contractors, consultants and suppliers. By contrast, external communication refers to communication between SCIRT and parties that are not part of SCIRT. This is a live document that will be updated over the life of SCIRT.

## **2 SCIRT'S STRUCTURE**

SCIRT is rebuilding the city's earthquake damaged infrastructure—roads, fresh water, wastewater and stormwater networks, and other infrastructure such as bridges and retaining walls.

The head contractual agreement is an alliance between owner participants (Canterbury Earthquake Recovery Authority, Christchurch City Council and New Zealand Transport Agency) and non-owner participants (City Care, Downer, Fletcher, Fulton Hogan and McConnell Dowell).

An Integrated Services Team (IST) is located at Magdala Place Middleton and provides the overarching tactical co-ordination for the infrastructure rebuild, similar to a head office. Also located in the IST are professional services consultants who provide the design services for SCIRT.

Delivery Teams City Care, Downer, Fletcher Construction, Fulton Hogan and McConnell Dowell are responsible for the day-to-day delivery of works and are located in separate locations around the city. Numerous other local contractors and suppliers are also part of SCIRT, and these organisations are located throughout the city.

## **3 INTERNAL COMMUNICAITON CHALLENGES**

SCIRT's unique circumstances present challenges and opportunities with respect to internal communication:

- SCIRT was formed expeditiously in response to a natural disaster. In 'business as usual' circumstances, significantly more time would have been allowed to prepare the team for the work ahead. SCIRT has had to 'form, storm and norm' within an abbreviated timeframe. It also needs to retain a sense of urgency with how it carries out its work due to the definitive timeline for completion. Our challenge is to put in place the internal communication mechanisms we need within a very short timeframe, and in a complex organisation to ensure that the important messages

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are identified and communicated to our diverse team so that they can carry out their work in a timely and efficient manner. Key elements of this are to clearly articulate the “what” of the message and “why it is important”

- Unlike a more traditional alliance where the team is usually co-located, SCIRT team members work in diverse locations around the city. Our challenge is to ensure important information is provided to all relevant people, irrespective of where they are physically located. Clarity of message becomes a lot more important to overcome the physical impediments.
- SCIRT is a ‘virtual’ or umbrella organisation made up of over 100 different organisations, each having their own cultures, values and modes of communication. Any SCIRT internal communication initiative will need to be aligned to the home organisation's processes and philosophies. Each home organisation should ensure that the messages are audience appropriate.
- SCIRT's commercial model drives competitive tension across Delivery Teams. However, it also creates an ‘everyone wins or everyone loses’ dynamic. These two dynamics can appear mutually exclusive. Our challenge is to ensure people understand that together these dynamics are beneficial to the people of Christchurch and New Zealand.
- Due to the complexity of the SCIRT Organisation, team members will be receiving key messages from many different directions: home organisation, SCIRT and external stakeholders. Therefore obtaining ‘buy in’ and ensuring two way communication is happening will assist in messages being understood. Following up to check understanding after key messages have been distributed will assist in ensuring that there is shared understanding.

## 4 KEY INTERNAL COMMUNICATION MESSAGES

SCIRT is one team made up of many teams. We are all working collectively and individually to create resilient infrastructure that gives people security and confidence in the future of Christchurch. We use competition to drive value and achieve continual improvement. Effective internal communication across SCIRT is key to achieving a high performance environment, particularly in context of the key outcomes looking to be achieved and the complexity of the SCIRT structure.

Our SCIRT priority of loyalties are to:

1. The people of Christchurch and New Zealand
2. To SCIRT
3. To our parent organisations, each of whom is committed to the success of the rebuild.

## 5 INTERNAL COMMUNICATION GOALS

1. To ensure that important information is provided to affected people in a timely manner, in a suitable format and in keeping with our mind sets/values and behaviours
2. To create a positive, proactive and outcome focused environment
3. As much as possible, create a shared language to ensure clarity of decision making
4. To celebrate our successes/achievements
5. To share learnings for the benefit of SCIRT collectively
6. To foster a SCIRT culture within the IST that is consistent with our mindsets/values and behaviours and that supports our 'What we are here for' statement; and to foster a culture within the wider SCIRT team that is complementary with our SCIRT mindsets/values and behaviours and 'What we are here for' statement
7. To grow our team's resilience and wellbeing
8. To have fun
9. To promote cross-discipline interaction and actively avoid silo mentality
10. Overall, the goal is to ensure people across SCIRT feel they have enough of the right information at the right time and it influences their behaviour to collectively achieve SCIRT's noble purpose.

## 6 BRAND

It is in the best interests of SCIRT and our Clients that the brand be used widely and appropriately. This helps to gain recognition for our Clients as funders of this vital work, and gains recognition for SCIRT as the organisation delivering the rebuild. It also creates a sense of shared identity and connectedness for the various organisations and team members who are working on SCIRT work.

There is a style guide which sets out how the SCIRT brand is to be used.

While Delivery Teams are encouraged to maintain their own parent identity, they are encouraged to embrace the SCIRT brand and to use it as much as possible, for example co branding on emails, co branding on shirts, co branding on signage, co branding on internal newsletters and using the branding of cultural initiatives (eg Finishing Strong logo).

## 7 RESPONSIBILITY FOR INTERNAL COMMUNICATION

In the broadest sense, everyone involved in SCIRT is responsible for proactive and constructive internal communication. This means ensuring their communication is appropriate to the situation, and that important information is passed on in a timely manner. This applies to informal communication such as email and conversation, and to more formal communication such as meetings and meeting records.

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Ultimately, it is the responsibility of whoever is generating the communication to ensure that it is appropriate in its form (face to face, email, one on one etc), tone (fits in with the SCIRT mind sets/behaviours and practical common sense), and that the message was received and understood by the intended recipients.

Due to the complexity of the structure of SCIRT, the leaders of each team across SCIRT (e.g. IST Management Team, Delivery Leads, members of SCIRT Leadership WAVE) are responsible for ensuring that SCIRT communications are passed on to their teams in the manner that was intended by the originator of the message, that is, with the same key message, tone and timeliness. This will no doubt be slightly different as messages are aligned to each home organisation's usual approach.

The IST and the 5 Delivery Teams will each have actions relevant to enhancing internal communications in their Peak Performance Plans. These actions will respond to the "Our Team" survey results which currently indicate that communications across the SCIRT organisation could improve.

The internal communication tools described below provide opportunities for anyone within SCIRT to generate communication with anyone else in SCIRT (IST, the Delivery Teams, contractors or suppliers) provided it is consistent with the Internal Communication Goals outlined above.



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**8 TYPE OF INTERNAL COMMUNICATION**

<b>Form of communication</b>	<b>Intended audience</b>	<b>Frequency</b>	<b>Purpose</b>	<b>Who is responsible</b>	<b>Contributors</b>
IST all team member emails	All IST	As required	To advise of important information e.g. IT updates, safety alerts	Exec Assistant, IT, Safety Advisor, HR Manager, HR Coordinator	Anyone in IST with an important message
Notices on Magdala Place bulletin boards	All IST, Red Cross, Fulton Hogan and Downer and visitors	As required	To promote upcoming social events, team functions etc	Exec Assistant will monitor for appropriateness	Anyone in Magdala Place
Posters on walls around Magdala Place	All IST, Red Cross, Fulton Hogan and Downer and visitors	As required, but kept to a manageable number	To promote key strategic information such as Mind set/values and behaviours; KRAs and Programme Goals	Management team	Anyone in Magdala Place, with sponsorship through their Management
Hemline newsletter	IST, Delivery Teams, Clients, contractors	6 weekly	To advise of important information, to celebrate success/milestones, to communicate good news stories across SCIRT in order to promote an inclusive culture.	HR team	Management team Delivery Teams Contractors Clients

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Key Messages	All SCIRT	Weekly - monthly	In a complex structure and busy programme, highlight what team members should be focussing at that point in time.	Management Team and Delivery Leadership Team (DLT)	SCIRT Board, Management Team and Delivery Leadership Team
IST Communication sessions	Friday IST, visitors to the IST including Delivery Team representatives	Weekly, Fridays 10am	To provide an opportunity to get the whole IST team together, to welcome new team members, to celebrate leavers' contributions, celebrate success, provide updates on targets and have fun.  To strengthen the team environment, it is intentional to have a balance of team building activities and technical updates.	Management Team	Anyone in IST, with sponsorship through Management Team
IST Friday drinks	IST	Monthly, Fridays 4.30pm	To promote social interaction in a relaxed setting	Magdala Place teams	As determined by hosting teams
Special events e.g. SCIRT launch, one year	IST, Delivery Teams,	As required	To recognise important	Management Team	Management Team, with support

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anniversary, half time celebration	contractors, Client organisations		milestones		as required
Internal meetings and records of internal meetings	Various	As required	To ensure important topics are discussed and that the records of the meetings are disseminated within 3 days of the meeting to relevant people. Actions are filtered and followed up.	Whoever is responsible for the meeting	Whoever is responsible for the meeting and meeting attendees
Special initiatives e.g. SCIRT Olympics	IST	As appropriate	To generate team and individual resilience; to have fun; to promote inter-discipline interaction	HR Manager	Wellbeing Committee  HR Team
IST Lunch n Learns	IST and Delivery Teams	As required	To share learnings, information; to hear about innovations and topics of interest	HR Administrator	Anyone in the IST, DTs, contractors, external speakers of interest (not paid)
SCIRT Superstar system	IST (Delivery Teams if they want to be involved)	As appropriate, drawn quarterly	To recognise behaviour which demonstrates commitment to SCIRT's mindsets/values and behaviours	HR Manager	Anyone in IST or Delivery Team can make recommendations to the Management

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					Team
Internal wellbeing and engagement surveys	IST	6 monthly	To gauge perceptions of the IST of their wellbeing and engagement	HR Manager	HR Team
Internal alignment and involvement surveys	IST, Delivery Teams	6 monthly	To gauge perceptions of the IST, Delivery Teams and Clients of how well SCIRT is engaging	HR Manager	HR Team
Competitions or/and team building initiatives that encourage IST and Delivery Teams to work together	IST and Delivery Teams	Ad hoc basis	To promote shared understanding of roles of the IST and Delivery Teams, to promote competitive tension across Delivery Teams, and to promote collaboration between IST and Delivery Teams	Management Team / Delivery Leadership Team	Anyone in the IST or Delivery Teams
Commemorative DVD or book	Anyone who has been involved with SCIRT	To be produced at the end of the SCIRT programme	To capture the culture and story of SCIRT across the life of the programme, and to provide this as a memento to all involved, recognising this is a unique situation	Communications Manager	Anyone involved in SCIRT

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Climate creating tools	All IST and visitors to the IST office	As required	Meeting room names, team signs, wall of recognition, trophy cabinet – designed to reinforce SCIRT's mindsets and values and purpose	Management Team	Anyone involved in SCIRT
Learning Legacy	All SCIRT and external audience	As required	The SCIRT Learning Legacy will be developed into a comprehensive, easily navigated website that will be available for all to access. Its content will be organised into primary themes that are reflective of the separate areas of innovation that have flowed from SCIRT	Value Manager oversees	Anyone involved in SCIRT
Finishing Strong e-newsletter	All SCIRT via the Leadership WAVE	Bi-weekly	To inform team members on progress towards Finishing Strong, Ahead of Schedule, Safely and to invite them to engage with the challenge	Executive General Manager	Leadership Team

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A SCIRT intranet was considered as a possible internal communication tool, however the idea was discounted on the basis that it did not offer sufficient value for money. Some Delivery Teams have used their own internal intranet to communicate across their organisations about what is happening in SCIRT.

### **9 EVALUATION**

The SCIRT Management Team will use six monthly surveys to formally evaluate its effectiveness in terms of internal communication—the wellbeing and engagement survey and the alignment and involvement survey. These surveys will identify areas in which we are communicating well and areas for improvement. Ad hoc feedback will also inform the internal communication strategy.

Internal Communication is key to every programmes success. The aim is to get all communication methods working with all parties to ensure the programme works efficiently. Feed back and following up will determine how well the communication is working between teams. Along with the “Our Team” survey results, verbal feedback via one to one interviews and focus groups will further provide ideas how to continually improve communications.