



The Institute  
of Contemporary  
Music Performance

## Staff Communications Policy

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Version number	Date approved (including committee)	Reason for production/revision	Author	Proposed next review date
V1.3	May 2022 ExCo	Annual Review	Head of Marketing	April 2024
<b>Related policies</b>				
<ul style="list-style-type: none"><li>• Student Communications Policy</li><li>• Staff ICT Policy</li><li>• Social Media Policy</li></ul>				
<b>External Reference</b>				

## **1. Background**

- 1.1. Successful communication is a vital component in any successful organisation.
- 1.2. We understand that effective communication is central to our teaching and learning activities but it is also central to our operational and strategic development.
- 1.3. There are many channels of communication available to staff and many processes, formal or informal, for their use within departments and services
- 1.4. This Policy outlines the responsibilities of all staff in maintaining good communication practice, the main communication channels available to staff and how and when they might be used to be effective.

## **2. Principles**

The guiding principles of this Policy are:

- 2.1. to ensure staff are fully informed of all relevant ICMP activity, to enable them to be as effective as possible in their role and to support the strategic direction of ICMP;
- 2.2. to ensure all staff are aware of their responsibility for maintaining good communication practice;
- 2.3. to provide easy access to essential, useful and engaging information for staff;
- 2.4. to provide effective methods of communicating during a serious incident.

## **3. Responsibilities**

This section details the responsibilities of all ICMP staff, and of particular groups, in communicating effectively:

### **3.1. Senior Management**

- 3.1.1. To ensure information is made available to all staff in a timely manner and via appropriate channels.
- 3.1.2. To ensure managers have the relevant information available to communicate with their staff effectively.
- 3.1.3. To maintain open channels of two-way communication and to listen to feedback and comment from all staff.

### **3.2. Managers**

- 3.2.1. To communicate regularly with their teams, preferably face to face, to ensure information is available and understood within the context of the department and working environment.

3.2.2. To ensure they and their staff are maintaining good communication practice in accordance with this Policy.

3.2.3. To maintain open channels of two-way communication, to listen to feedback and comment and to keep senior managers informed.

### **3.3. All staff**

3.3.1. To ensure they are informed and have access to information in order to be as effective as possible in their role and to support the strategic direction of ICMP.

3.3.2. To ensure they are maintaining good communication practice in accordance with this Policy.

3.3.3. To use open channels of two-way communication to keep line managers and colleagues informed.

3.3.4. To communicate with colleagues across ICMP where necessary.

### **3.4. Committees/Groups**

3.4.1. To ensure minutes are made available online in a timely manner and are advertised via appropriate channels.

## **4. Categories of information**

Different pieces of information will require different channels of communication and will be the responsibility of different people to disseminate. Here are the main categories of message within ICMP:

### **4.1. ICMP management and strategic direction**

4.1.1. This includes information from senior management and committees regarding the overall management of ICMP and its strategic direction. This may be updates on regular activities or committee decisions or it may be new information and activities that need to be communicated to staff in a timely and appropriate manner. This may involve communication of important information via management cascade, as detailed in section 5.3.

### **4.2. Day-to-day work-related information**

4.2.1. This is the information staff members require to carry out their work day-to-day. It is the responsibility of individuals and their colleagues and line managers to communicate this information effectively.

### **4.3. ICMP-wide notices**

4.3.1. This is information that all staff or large groups of staff will benefit from and can be generated by any function. Such information may be news items,

forthcoming events, useful advice or more formal notices and is the responsibility of Senior Management and Marketing to disseminate to all staff. Staff who wish to send ICMP-wide communications should escalate the request to their departmental managers.

#### **4.4. Serious incidents**

- 4.4.1. During a serious incident, ExCo will be responsible for all communication and will advise relevant staff should assistance in communicating be required. Plans are in place for all effective channels of communication to be utilised where necessary.

### **5. Communication channels**

Here is a summary of the primary and secondary channels available to staff when communicating information in the above categories:

#### **5.1. Primary channels**

- 5.1.1. The two methods of communicating in this section are the preferred methods of communication amongst staff. Face to face communication is by far the most effective method and teams should therefore consider how they may facilitate effective and regular meetings to support this.

#### **5.2. Face-to-face communication**

- 5.2.1. Communicating in person with colleagues is considered to be the most beneficial method of ensuring information and knowledge are shared. For this reason, many messages are more effectively disseminated via this means.
- 5.2.2. Where face-to-face communication is not possible due to remote working, such communication should be conducted via Microsoft Teams.

#### **5.3. Email**

- 5.3.1. Email has become one of the most common methods of communicating within any organization, although it is often used inappropriately.
- 5.3.2. Staff should endeavor to consider when communicating via email whether it is the appropriate and effective means.
- 5.3.3. Staff are reminded that general email communication remains the subject of the relevant ICMP Policies and the Code of Conduct, which provide details of appropriate use, email management, security and confidentiality.
- 5.3.4. Due to the volume of emails now being sent, staff are encouraged to keep messages concise wherever possible, clearly outlining actions required.

### **6. Secondary channels**

The secondary channels listed here are a supplement to the primary channels listed above. These channels have varying degrees of popularity and effectiveness and so they should not be relied upon to relay important information, rather for backing up primary channels.

## **6.1. Notice boards and television screens**

6.1.1. There are a selection of notice boards and television screens for staff to utilise for key messages to students. Staff should ensure that information is advertised in a timely manner and, importantly, is removed when out of date.

6.1.2. Television Screens are overseen by the Marketing Team and any requests / amendments should be sent to them accordingly

## **6.2. Printed material**

6.2.1. Some departments need to produce printed material. Should you wish to produce any printed material you are reminded of the ICMP Brand Guidelines and should contact Marketing for approval of any branded material produced for external audiences.

## **6.3. MY.ICMP**

6.3.1. MY.ICMP is the central digital space for staff. It holds key operational information such as guidance, policies, procedures, templates and manuals. Staff should regularly review the information held here.

## **6.4. Social media and external websites**

6.4.1. Social media channels, and any other websites external to the main ICMP site, are used to communicate news and stories about events and activities.

6.4.2. ICMP has official Social media accounts for both prospective students and current students. These are managed by the Marketing team, who can assist with sharing news and information.

6.4.3. Staff are prohibited from creating additional Social Media accounts on behalf of ICMP. If additional communication routes are required these should be discussed with Marketing in the first instance.

## **7. Communicating change**

7.1. Programmes of change within ICMP will be more widely understood and accepted if staff are aware of the programme as early as possible. An understanding of the objectives and an involvement in the process will help staff to accept and embrace change. Internal communication needs to be a consideration from the beginning of major projects within ICMP and articulated in Communication Strategies.

## **8. Professionalism in communication**

- 8.1. In all communications, staff are reminded of their responsibility to serve the interests of ICMP and ensure appropriate content at all times.
- 8.2. Communication is undertaken on behalf of ICMP, therefore is subject to our Code of Conduct, the principles being respect and dignity in all correspondence.
- 8.3. Staff should ensure appropriate response times are adhered to when communicating with staff. A fair judgement should be made regarding the nature of the issue at hand, with all communications receiving an acknowledgement within one working day and a substantive response within five working days.
- 8.4. During absence or when staff will not be able to respond in a reasonable time, staff should provide an autoreply to their emails with details of an alternative contact. Autoreplies should be configured appropriately for both internal and external recipients.