

Communication Plan Staff Feedback

Appendix 2

Background

When the Park Board received the Communication Plan Audit findings at its March 26th meeting, the Commissioners requested that staff and stakeholders be further consulted with respect to the Plan's findings. Following this consultation, an implementation plan will be considered by the Board sometime in early autumn 2001.

During the first week in May, Corporate Services took the Communication Plan Audit findings "on the road" to five different work sites. At these meetings, which were extensively publicized, Corporate Services teamed up with individual Directors to explain and summarize the Plan Audit findings which had been available to employees in advance. Attending staff then broke out into smaller work groups to discuss the Plan's principles, goals and objectives and to record responses to a questionnaire.

Discussion

In total, 187 staff attended the two hour communication feedback workshops with an additional 31 individual questionnaires returned. The following information outlines reoccurring themes and ideas as gleaned from these meetings making more clear those opinions of participating staff.

Group and Individual Responses

Question: *Is there any communication issue or challenge that has been overlooked?*

1. Electronic communication should be further expanded to include staff in the field
2. Recognize that word of mouth communication most effective.
3. Focus should be on logo - put it everywhere.
4. Supervisors should ask for input from staff re: projects in a timely fashion to enable them to give informed responses.
5. "Trust" between supervisors and employees is a main issue.
6. How do we deal with negative image.
7. Additional human resources will be required to achieve these new goals.

Question 2: *The two Key Principles are:*

- a. **Internal processes and systems must be developed to support effective communication program delivery at all levels of the organization.**
- b. **Development of a more positive image and reputation for an organization must begin with its employees and business partners, before the perceptions of other external audiences can be meaningfully shaped.**

Does one of these principles take priority over the other? Which one, if any? Why?

35 favoured principle (a)

12 favoured principle (b)

Question 3: *The two main Goals are:*

- **To enhance awareness, profile and support for the Vancouver Park Board, its programs and its services, among stakeholders, partners, agencies and the public, in all the city's neighbourhoods.**
- **To foster understanding and support for the strategic direction of the Vancouver Park Board through effective two-way communication and information sharing.**

Does one of these goals take priority over the other? Which one, if any? Why?

20 favoured goal (b)

16 favoured goal (a)

Question 4: ***The Key Objectives are:***

- a. Enhance the visibility of the Vancouver Park Board identity.
- b. Enhance recognition and value of the broad range of high quality Vancouver Park Board programs and services provided in neighbourhoods throughout the city.
- c. Improve working relationships with Vancouver Park Board stakeholders, partners and agencies to foster support for the Vancouver Park Board within key constituencies.
- d. Improve customer service provided to Vancouver Park Board clients, and the overall experience for users of Vancouver Park Board parks, programs and facilities.
- e. Build internal support for the current and future direction of the organization.
- f. Reinforce and support a cascading communications system that encourages the face-to-face delivery of relevant information through all levels of the organization.
- g. Acknowledge the valuable role that employees play in the accomplishment of organizational goals.
- h. Instill an attitude of cooperation and team success across the entire organization.
- i. Develop a cooperative and team success across the entire organization.
- j. Engage employees in the development and implementation of a long-term internal communications program.

In what priority would you put these objectives? (Rank these objectives in importance as high, medium or low.)

More Important to Less Important though few votes separated most key objectives.

(J)	32 votes
(G)	31 votes
(D)	29 votes
(C) & (E)	24 votes
(F)	22 votes
(B) & (I)	21 votes
(H)	20 votes
(A)	19 votes

Question 5: ***How will we measure the success of the Communication Plan?***

- S Survey employees.
- S Survey public at large.
- S Survey facility customers.
- S The achievement of bench marks as set out in business plans.
- S Satisfied employees, increased park use and waiting lists for Park Board programs.
- S Employees will have greater respect for management.
- S Increased public profile in media.
- S Measure productivity to budgets.

List of Staff Ideas

The Communication workshop exercise proved to be a fertile environment for ideas to improve communication. These ideas are listed below:

- S Better park and facility signage with logo.
- S More emphasis should be placed on the value of our programs over the cost to deliver them.
- S Staff should reflect our diverse population.
- S Produce an excellent and timely web site.

- S More site visits for SMT and other employees.
- S Produce a public annual report.
- S Brown Bag lunch talks re: Board activities.
- S Park Board calendar.
- S Staff notice Boards at all locations.
- S Better staff orientation i.e. video that any staff could view, staff handbook.
- S More Park promotion over recreation facilities.
- S Two-way communication between staff and management on set basis.
- S Management needs to react more quickly to staff issues and suggestions.
- S Staff need recognition on a daily basis for work well done.
- S Produce staff buttons with positive phrase.
- S Change strategic direction to “value of service” over money and politics.
- S Uniforms for staff to clarify who we are and so we can act as valued ambassadors.
- S Annual bonus cheque for top, dedicated employees.
- S Mail cubby hole or slot to be provided for every staff person.
- S Establish a feedback mechanism.
- S More cell phones and palm pilots for staff in field to keep them in touch with universal Park Board information.
- S Compel Board to not react to individual complaints.
- S More technical support in graphics and mapping.
- S Create a real communication section with support required to enhance overall image.
- S Have computers available to public at our centres.
- S Higher profile of Park Board at events.
- S One program activity guide for all Districts.
- S Associations should support the Park Board more.
- S Calendar of events in the newspaper (paid).
- S Promote job shadowing to enlighten other staff and management.
- S Create interchangeable Community Centre Association memberships.