

Chandelier of Communication - Internal Communication Channels - Selector

Timeliness			Best Used for					Communication Method	Regularity / Frequency	Additional Criteria				Comments	
Urgent (within 24 hrs)	Priority (within 72 hrs)	Routine (5 wkg days)	Senior Managers	Managers	Supervisors	Field Staff	Office & Support staff			Delivery Effectiveness	Message Effectiveness	Best audience size	1 or 2 - way		
Y	Y	Y	Y	Y	Y	Y	Y	Y	Telephone (including hook-ups)	• As required	VH	H		2	<ul style="list-style-type: none"> One on One Very effective for small numbers of staff Time intensive Communicating local knowledge Direct contact with front line supervisor
Y	Y	Y	Y	Y				Y	E-mail	<ul style="list-style-type: none"> As often as required by sender No set timing 	H	M		1 (→2)	<ul style="list-style-type: none"> 1-to-1; 1-to-many Follow-ups can be planned within Email system Communicating local knowledge Direct contact with front line supervisor
Y	Y	Y	Y	Y	Y	Y	Y	Y	Fax (including Safety Brief/Fax)	• As required	M	M		1	<ul style="list-style-type: none"> Very effective to deliver 1-2 page(s) of summarised information (eg urgent safety or operational issues) to supervisors and subordinates May be supplemented by, or support, E-mail
Y	Y	Y						Y	Front line supervisor briefing	• As required		H		2	<ul style="list-style-type: none"> Deliver messages direct to front line supervisors Avoids interpretation/translation through normal; briefing process
Y	Y	Y	Y	Y	Y	Y	Y	Y	Video-conferencing	• As required	H	H	2 - 100	1 (→2)	<ul style="list-style-type: none"> Face to face May be used for electronic meetings (small numbers) or large, remote presentations Very effective in providing current information
Y			Y	Y	Y	Y			Voice mail	• As required	M	H		1	<ul style="list-style-type: none"> Only short messages Needs development Direct contact with front line supervisor
Y			Y	Y	Y				Short Messaging System	• As required	M	M		1	<ul style="list-style-type: none"> Reinforcing medium, primarily for Safety Briefs/Faxes Only short messages Direct contact with front line supervisor

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	Y		Y	Y				Executive meeting (Monday)	<ul style="list-style-type: none"> Weekly – every Monday 	H	H?		2	<ul style="list-style-type: none"> Face to face Initiates Monday morning hookup chain Follows chain of command Communicating local knowledge
	Y	Y	Y	Y	Y	Y	Y	Notice boards	<ul style="list-style-type: none"> As required 	M	M		1	<ul style="list-style-type: none"> Could be used for reminders, messages, posting of articles etc Can communicate local issues eg performance, safety Whiteboard noticeboards showing rosters/contacts are useful
		Y	Y	Y	Y	Y	Y	Direct mail	<ul style="list-style-type: none"> As required 	H	M?		1	<ul style="list-style-type: none"> Posted direct to home address Currently used for payslips & Monthly Magaziine
		Y	Y	Y	*		Y	IntraNet	<ul style="list-style-type: none"> As and when required * subject to access 	M	M		1 (→2)	<ul style="list-style-type: none"> PPIFs can be easily distributed to employees with access to Intranet May require flagging or regular checking procedure to be effective
	Y	Y	Y					Senior Managers Hookup	<ul style="list-style-type: none"> Weekly (preferably directly after Executive meeting) 	M	M	5 - 10	1 (→2)	<ul style="list-style-type: none"> Very effective in providing current information
		Y		Y	Y			Senior Managers briefing	<ul style="list-style-type: none"> Every 6 – 8 weeks Usually Executive/GM presentations 	M	M	20 – 30	2	<ul style="list-style-type: none"> Face to face Very effective to provide current information Expresses leadership and commitment
		Y		Y	Y	Y	Y	CEO briefings	<ul style="list-style-type: none"> 6 monthly to regional centres 1.5 - 2 hours presentations usually CEO plus support GMs 	M	M	150 - 300	2	<ul style="list-style-type: none"> Face to face Only high level information is possible Expressing leadership and commitment to projects or events Sharing strategic direction for corporation overall

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		Y	Y	Y	Y	Y	Y	Team Briefing	<ul style="list-style-type: none"> Usually monthly 	M	M	1 - 15	2	<ul style="list-style-type: none"> Face to face Should deliver corporate related issues to all employees Usually Team Leader to not more than 15 employees Should communicate more local issues
		Y		Y	Y	Y	Y	Walk the Talk	<ul style="list-style-type: none"> As often as it can be done by the Manager 	H	H		2	<ul style="list-style-type: none"> Face to face Extremely effective to reinforce ideas and messages Shows commitment and openness Creates trust among employees towards management
		Y		Y	Y	Y	Y	Feedback process	<ul style="list-style-type: none"> Generated during any briefing. Intranet feedback 	H	H		2 (→ 1)	<ul style="list-style-type: none"> Very effective for dealing with specific staff issues Ongoing process dependant on rate at which Senior Managers can handle questions
		Y		Y	Y	Y		Phone and feedback surveys	<ul style="list-style-type: none"> As required to provide assurance of comms process Provides impetus to improvement 	H	M		1 (→ 2)	<ul style="list-style-type: none"> One way process, although phone surveys do provide opportunity to discuss issues with staff. One to one Very effective in establishing take-up of messages.
		Y	Y	Y	Y	Y	Y	Help Desks/Hotlines	<ul style="list-style-type: none"> As required by callers 	H	H		2	<ul style="list-style-type: none"> Very effective to provide information to individual callers
		Y				Y		Tool Box meetings	<ul style="list-style-type: none"> Start of shift 				2	<ul style="list-style-type: none"> Provides production/operations focus plus key issues of relevance/importance to gangs
		*	Y	Y	Y	Y	Y	Internal mail	<ul style="list-style-type: none"> As often as required by sender * No set timing 	L	M		1	<ul style="list-style-type: none"> Slow delivery 1-to-1; 1-to-many
		**	Y	Y	Y	Y	Y	Pay advice	<ul style="list-style-type: none"> ** Once per pay period 	H	M		1	<ul style="list-style-type: none"> Only short messages Direct to employees
			Y	Y	Y		Y	Audit programs	<ul style="list-style-type: none"> Regular, planned audits 	H	H		2	<ul style="list-style-type: none"> Face to face One to one, or one to many

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			Y	Y	Y	Y	Y	Videos	<ul style="list-style-type: none"> During any face to face briefing 	H	M		1	<ul style="list-style-type: none"> Very effective for transfer to staff and clients Long lead time Can be expensive
			Y	Y	Y	Y	Y	Promotional items Eg screensavers, calendars	<ul style="list-style-type: none"> As required 	M	?		1	<ul style="list-style-type: none"> Could be used for reminders, messages, posting of articles etc
			Y	Y	Y	Y	Y	Corporate Magazine	<ul style="list-style-type: none"> Monthly Posted to home address Also available in public areas 	H	M		1	<ul style="list-style-type: none"> Very effective to transmit short update articles 1-to-many
				Y	Y	Y?	Y?	Briefing Tree	<ul style="list-style-type: none"> As required See Team Briefing 	M	M	20 – 30	2	<ul style="list-style-type: none"> Team brief roll-out from Exec to first line managers Takes time to deliver throughout organisation