

# COMMUNICATIONS STRATEGY

INFORMATION TECHNOLOGY SERVICES (ITS)  
(formally Division of Information)

DATE APPROVED May 2012

APPROVER Peter Nikoletatos, CIO

OFFICIAL FILES 201111295

## Executive Summary

This documents the vision, audiences and channels of the ITS Communications Strategy, which details how the Division will communicate to the University community and key external stakeholders. The purpose of the Communications Plan is to support the Communications Strategy. The plan is summarised in Table 2.

### Communication Vision

Information Technology Services' vision for communication is outlined in the Communications Strategy. In supporting its vision the Division aims to:

- understand, in achieving excellence in research and education, the needs of the University Community
- inform the University Community of the information services available to support them in achieving excellence in research, education and as a national policy resource

### Stakeholders

Key stakeholders are also identified in the Communications Strategy. Reference is given to the *Stakeholder Engagement Matrix*, which will outline key stakeholders in the Division and the two-way communication pathways to them.

### Channels

The key channels for communication are highlighted in the Communications Strategy.

## Purpose

The purpose of this document is to inform key stakeholders and ANU staff of our vision for communication; along with the strategy we will actively pursue to achieve this vision. This strategy is summarised in Table 1.

This strategy and plan involved broad consultation with members of the Division's Executive Team, Operational Managers and key stakeholders.

## Context

The University community is formed by:

- students who come using new technologies and need skills and information to support their learning and research activities
- academics and researchers who are using new forms of scholarly communication and need information, skills and new forms of support
- community who can be engaged with the University in new ways and will increasingly benefit from access to the scholarly output/conversation and collections

The University's Information Technology Services (ITS) portfolio includes both content and technology aspects of acquiring, creating, accessing, using and managing information. The three elements of the portfolio are:

- High Performance Computing e.g. National Computational Infrastructure, ANU Supercomputer Facility
- College Information Technology Services
- Information Technology Services (ITS) i.e. Strategy and Planning, Infrastructure, Enterprise Systems, Project Office, Service Delivery and Engagement, Office of the CIO and IT Security.

The ITS vision is to *“lead the development and provision of information services which enable and support world-class research and education through excellence, delivery and communication.”*

To achieve this vision ITS intends to:

- enhance research, education and capability as a national policy resource through direction and leadership in the planning, adoption, management and support of information services
- provide access for all members of the University community to information services that are relevant, secure, comprehensive, up-to-date, responsive, reliable, available and intuitive
- increase the awareness and use of digital collections via increased publicity

- increase e communication activity to reduce paper-based waste

## Communications Objectives

The Division's communication strategy aims to:

- understand the needs of the University community
- lead the University community in the development and promulgation of information services
- communicate the Division's participation in these activities clearly to the University community

The Division intends to achieve these aims by engaging in timely, informative, proactive, open and transparent communication with clients and colleagues regarding plans, services and issues with services. Our measures for achieving these aims are to:

- **Increase our understanding** and ANU community awareness of how the Division can contribute to world-class research and education
- **Reduce instances of duplication** through well communicated plans, policies and procedures
- **Increase opportunities for the community to collaborate and inform** information services
- **Lead community engagement** with new technologies
- **Increase awareness** of new or changed services
- **Increase understanding** of existing information services
- **Increase formalised communication pathways** to facilitate the development and provision of services and resolution of issues
- **Increase the University's engagement** regarding information services support for research and education capability.

## Communications Environment

### Stakeholders

Key audiences for communication from the Division are:

- Current and Prospective Students
- All ANU Staff
- ANU Executive
- College and Service Division Heads
- Senior Administrators
- University Committees
- College IT
  - College IT Managers
  - LITSS
- ITS staff
- Senior Library Executive
- Alumni
- Visitors
- Government
- Other Educational Institutions
- Other key external stakeholders

Details of the implementation activities planned in achieving the strategy are in Table 2.

### Purpose

Three distinct styles have been identified for communication with our varied stakeholders.

- Strategic or executive – formal, factual and brief
- Tactical – explanatory, e.g. details a campaign, can be less formal
- Operational – brief, factual, simple language for wide audience

## Channels

In undertaking communication, ITS will leverage the following channels, as appropriate for the stakeholder and the purpose of the communication:

- Information Services website
- ANU websites
- Intranet
- Email
- Social Media
- Public notices
- Posters/Fliers
- Mail outs
- Direct staff contact with clients
- Presentations, conference papers, meetings
- Media outlets including press and through CELO

## Review

ITS will conduct an annual review of this strategy to ensure its alignment with stakeholder needs and continued support by the Communications Plan, and will report accordingly.

**Table 1: Information Technology Services Communication Strategy**

<b>Objectives</b>	Increase our understanding, and ANU community awareness, of how the DoI can contribute to world-class research and education	Reduce instances of duplication through well communicated plans, policies and procedures	Increase opportunities for the community to collaborate and inform information services	Promote community engagement with new technologies	Increase awareness of new or changed services	Increase awareness and understanding of information services	Increase formalised communication channels to facilitate the development; provision of services; and resolution of issues	Increase the University's understanding of information services to support ANU Goals
<b>ITS Strategy context</b>	ITS will work with the ANU community to identify and understand community needs for information services.	ITS will take a leading role in reducing instances of duplication in human capital, financial capital and technologies in relation to information services.	ITS will improve collaboration for information services to ensure relevant, secure, comprehensive, up-to-date, responsive, reliable, available and intuitive information services.	ITS will provide tailor made opportunities for stakeholder groups to participate in ITS activities and plans.	ITS will work to provide information about new and changed information services that are available to support research and education.	ITS will work with the ANU community to develop improved service information	ITS will tailor communications to fit stakeholder needs and purpose of communication	ITS will undertake regular assessment of the success of information services to evaluate its impact on ANU goals
<b>Actions</b>	To achieve this, ITS will create open and accessible lines of communication, which are well communicated and understood across the ANU community.	To achieve this, ITS will <u>effectively</u> communicate information services activities and their relevance to ANU issues.	To facilitate this, DoI will improve utilisation of mediums and forums that enable two-way communications. In particular peer support networks and communities of practice.	To achieve this, ITS will create networks and events for collaboration and engagement.	To achieve this ITS will improve communication content, timeliness and relevance to stakeholders about new, existing and changed information services.	To achieve this, ITS will communicate Information about services purpose and functionality	To achieve this, ITS will develop a set of templates and procedure for the most common used types of communication.	To achieve this, ITS will engage regularly with stakeholder groups to assess the impact of information services.
<b>Key Performance Indicators</b>	<ul style="list-style-type: none"> <li>• Develop &amp; document stakeholder matrix</li> <li>• Use of Social Media</li> <li>• Support of &amp; presence at events public forums &amp; ANU events</li> <li>• Number of publications distributed</li> </ul>	<ul style="list-style-type: none"> <li>• Number of de-duplication instances</li> <li>• Develop, document and broadly communicate operational plan</li> <li>• ITS policies are current</li> <li>• 2012 IS policy review</li> <li>• Create &amp; maintain a web presence for all divisional projects</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the stakeholder plan into ITS operations</li> <li>• Publish and communicate Operational Plan</li> <li>• Include key stakeholders in IT change management</li> <li>• Publish regular Newsletter to key stakeholders on activities &amp; projects</li> <li>• Regular opportunities with (ANU Student Association, &amp; PARSA</li> <li>• Number of reports of lack of engagement.</li> <li>• Remove intranet firewall, to open to all ANU</li> </ul>	<ul style="list-style-type: none"> <li>• Number of campaigns for new technologies</li> <li>• Number of forums/events showcasing new technologies</li> <li>• CIO/UL quarterly update</li> <li>• New technologies showcase room</li> <li>• Use stakeholder communications plan to target interest in new technologies</li> <li>• External to ITS presence on all Steering committees</li> </ul>	<ul style="list-style-type: none"> <li>• Include key stakeholders in IT change</li> <li>• Develop procedures for change communication</li> <li>• Use Stakeholder matrix for new/changed services</li> <li>• Implement formal project reporting</li> <li>• Projects include a communication plan</li> </ul>	<ul style="list-style-type: none"> <li>• Support of &amp; presence at events public forums &amp; ANU events</li> <li>• CIO/UL quarterly update</li> <li>• Publish regular Newsletter to key stakeholders on activities &amp; projects</li> <li>• Remove intranet firewall, to open to all ANU</li> <li>• Number of publications distributed</li> </ul>	<ul style="list-style-type: none"> <li>• Templates developed and in used</li> <li>• Completion of workshops on using templates and communication protocol by all managers</li> <li>• Develop internal communication procedure</li> <li>• Develop a stakeholder engagement matrix</li> </ul>	<ul style="list-style-type: none"> <li>• Hold twice annual planning sessions with key stakeholders to and set planning &amp; budget priorities</li> <li>• Develop a service catalogue</li> <li>• Number of briefing sessions hosted</li> </ul>

# COMMUNICATIONS PLAN

INFORMATION TECHNOLOGY SERVICES (ITS)  
(formally Division of Information)

DATE APPROVED July 2012

APPROVER Peter Nikolettatos, CIO

OFFICIAL FILE 2011111296

**Table 2: Information Technology Services Communication Plan**

Objectives / Key Performance Indicators	Action	Owner	Target for completion (Status)
<p>Increase our understanding, and ANU community awareness, of how the DoI can contribute to world-class research and education.</p>	<p>Develop a stakeholder engagement matrix that documents formal engagement paths into ITS, to the ANU community from ITS and within the ITS (circulate for agreement)</p>	<p>Communications Manager</p>	<p>In progress. Expected completion end Q 2, 2013.</p>
	<p>Develop templates for: outage notices, email, IT change management, strategic documentation, operational documentation.</p>	<p>Communications Manager</p>	<p>Q3 2012. Completed.</p>
	<p>Use of Social Media - develop framework and guidelines for Social Media usage in ITS, supported by ANU Strategic Communications and Public Affairs and ANU Marketing.</p>	<p>Executive Officer</p>	<p>Q3 2012. Completed.</p>
	<p>Review publications distribution - ensure all channels are utilised to reach target audiences and increase distribution where appropriate.</p>	<p>Communications Manager</p>	<p>Completed. Information incorporated into Stakeholder engagement matrix.</p>
	<p>Support of and presence at ANU events and forums by creation and publishing of a ITS calendar of annual events.</p>	<p>Communications Manager</p>	<p>Q4 2012. Completed. ITS had presence at all ANU students-orientated events in 2012 and early 2013.</p>
<p>Increase efficiency and reduce instances of duplication through well-communicated plans - Develop a reporting framework for information services plans; projects and operations.</p>	<p>Develop, document and broadly communicate divisional Operational Plan.</p>	<p>Executive Officer</p>	<p>Q3 2012. Completed.</p>
	<p>Create &amp; maintain a web presence for all divisional projects for reporting.</p>	<p>Associate Director, Projects Office Communications Manager</p>	<p>Q3 2012. Completed.</p>
	<p>Document ISPPSO Community of Practice opportunities for info sharing</p>	<p>Associate Director, Projects Office</p>	<p>Ongoing. Completed.</p>

Objectives / Key Performance Indicators	Action	Owner	Target for completion
	Develop a Project Communication Plan template for all projects involving new/changes services	Communications Manager	Q2 2012. Completed.
	Reduce instances of duplication evident in human capital, financial capital and information services technologies.	CIO	Q4 2012. On-going
Increase opportunities for the community to collaborate and inform information services	Publish regular newsletter to key stakeholders on activities & projects, including development of external newsletter	Executive Officer	Q3 2012. Completed.
	Remove intranet firewall, to open to all ANU	Executive Officer	Q2 2012. Completed.
	Use of Social Media - develop framework and guidelines for Social Media usage in DoI, supported by ANU Strategic Communications and Public Affairs and ANU Marketing.	Director CELO, Director Marketing,	Q3 2012. Completed.
	Create regular opportunities with ANUSA and PARSA.	CIO	Q4 2012. On-going
	Include key stakeholders in IT change management.	IT Change Process Manager	Completed.
Promote community engagement with new technologies	Actively create campaigns around new technologies	Project Managers	Q4 2012. On-going
	CIO to present quarterly updates to division	CIO	Q4 2012. Completed.
	External to ITS representation on all Steering Committees	CIO	Q4 2012. On-going



Objectives / Key Performance Indicators	Action	Owner	Target for completion
Increase awareness of new or changed services	Develop a Project Communication Plan required for all new and changed information services	Project Managers, Operational Managers	Q4 2012. Completed.
	Develop procedures for IT change communication	IT Change Process Manager	Q4 2012. Completed.
	Include key stakeholders in IT change management	IT Change Process Manager	Q4 2012. Completed.
Increase awareness and understanding of information services	Support of and presence at ANU events and forums by creation and publishing of a ITS calendar of annual events.	Communications Manager	Q4 2012. Completed. ITS had presence at all ANU students-orientated events in 2012 and early 2013.
	CIO to present quarterly updates to division	CIO	Q4 2012. Completed
	Publish regular newsletter to key stakeholders on activities & projects, including development of external newsletter	Communications Manager	Q3 2012. Completed
	Remove intranet firewall, to open to all ANU	Communications Manager	Q2 2012. Completed
	Review publications distribution - ensure all channels are utilised to reach target audiences and increase distribution where appropriate.	Communications Manager	Q3 2012. Completed. Information incorporated into Stakeholder engagement matrix.
Increase formalised communication channels to facilitate the development; provision of services; and resolution of issues.	Develop templates for: outage notices, email, IT change management, strategic documentation, operational documentation.	Communications Manager	Q3 2012. Completed

	Develop forums or workshops on using templates and communication protocols by all managers	Communications Manager	Q3 2012. Completed
--	--	------------------------	--------------------

Objectives / Key Performance Indicators	Action	Owner	Target for completion
	Develop internal communication guide	Communications Manager	Q3 2012. Completed.
	Develop a stakeholder engagement matrix that documents formal engagement paths into ITS, to the ANU community from ITS and within the ITS (circulate for agreement)	Communications Manager	In progress. Expected completion end Q 2, 2013.
<b> </b>			
Increase the University's understanding of information services to support ANU goals	Create twice annual planning forums with key stakeholders to set planning and budget priorities	CIO	Q4 2012. On-going
	Develop a service catalogue	Associate Director Infrastructure Services	Q4 2012. Completed
	Evaluate number of briefing sessions hosted and increase overall access to information on divisional direction	CIO	Q4 2012. Completed