



16.2. Generic Scorecard for Heads of Communication

2010

GOVERNMENT COMMUNICATION: GENERIC SCORECARD FOR HEADS OF COMMUNICATION



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GENERIC PERFORMANCE SCORECARD

I. Background



The review process showed a need for integration and further enhancement of the government-wide communication system. It also indicated that there were some difficulties in linking the heads of communication's (HoCs) expected deliverables to their scope of work. Given this, a generic scorecard has been developed to serve as a tool to assist directors-general (DGs) and HoCs in defining and determining departmental and provincial communication deliverables and standardising the performance requirements of HoCs.

The Generic Performance Scorecard has been developed to aid all HoCs based at the national government departments and the HoCs based in the offices of the respective premiers.

Due to its generic approach, it is necessary that each department or province adapts the performance scorecard to accommodate their particular context and circumstances – e.g. the communicators employed by the Department of International Relations and Cooperation need to liaise with foreign representatives of South Africa and to see to it that they have adequate information available as soon as possible. To enable this, resources need to be appropriately allocated with regard to the required information and budget and other contributing factors need to be sought to allow effective measurement of task execution. This will then form a key result area or KRA, which refers to a broad area of performance, for which an incumbent will be held responsible. It must relate to the organisation's overall mission, as well as to why the specific job exists. KRAs are defined as a future state of achievement that helps an organisation to succeed and create value.

The following reports were consulted in the drawing up of the generic scorecard:

- Cabinet memoranda 1998 and 2000
- National Communications Strategic Framework
- Comtask Report
- Review of Government-Wide Communication
- International Benchmark Studies
- GCIS Strategic Plan
- SMS Chapter on Performance Management and Development System.

The Government Communication and Information System (GCIS) undertook this task, as it understands that:

- communication is a strategic element of democracy
- it is key in a participatory democracy that government effectively communicates with its citizens in a transparent and coherent manner
- all government communicators "speak with one voice".

Effective government communication requires excellent coordination and integration of messages, campaigns and programmes. It also requires the effective implementation of the Government's Communication Strategy.

Strategy and planning are key elements for effective, integrated and coordinated government communication. The capacity to communicate with one voice is promoted by such practices as pre-Cabinet meetings, the Government Communicators' Forum and joint communication around programmes and campaigns undertaken collectively.

The GCIS has previously developed some tools (for example the Government Communicators' Handbook) to assist government communicators to understand their role as well as to introduce a "new approach to government communication that encourages integration, coordination and high levels of professionalism". However, the GCIS has recognised that greater integration and further enhancement in the delivery of its services can be realised through a process that monitors and measures performance. The identification of the need for a generic scorecard is seen to further enhance these types of initiatives by ensuring that a standard set of measurements, by which to hold HoCs equally accountable, is developed. The expected result of this is uniform accountability and better quality communication work from all HoCs. It will also address the perception of external stakeholders, as captured in the GCIS 10-year review document, that there is uneven performance across departments and spheres due to a lack of a uniform approach.

2. Context – GCIS and SMS Performance Management and Development System (PMDS)

The context within which the generic performance scorecard for all HoCs is being developed is that of the government-wide communication system vis-à-vis the SMS PMDS. The development of a generic scorecard for HoCs is envisaged to form part of the existing SMS PMDS and is therefore not intended as a reinvention of the wheel.

SMS PMDS

The elements of the existing system of performance management include:

- signed performance agreements
- an agreed format
- 80:20 KRAs (measurable output) and Core Management Criteria (CMC)
- linkage between organisational and individual performance management
- a standardised rating scale
- a performance management cycle
- moderation processes
- financial rewards
- personal development plans
- poor performance and dispute-resolution mechanisms.

Described below are the key principles that underpin the SMS PMDS:

- Departments are expected to manage performance in a consultative, supportive and non-discriminatory manner.
- Performance management should be linked to the organisation's strategic goals.
- An organisation implementing performance management is entitled to satisfactory work performance from all managers.
- All existing SMS members are expected to enter into a performance agreement within the first month of the new financial year. A newly appointed SMS member must enter into a performance agreement within the first three months of appointment.
- Performance management will be developmental (recognising outstanding performance) and transparent while maintaining administrative justice.
- SMS members must play an active role in developing their performance agreements.
- Performance agreements should be directly linked to the organisation's strategic/operational plan, provide information in respect of the progress made over the evaluation period and changes required in respect of delivery focus.
- New performance agreements should indicate how results could be improved in the forthcoming performance cycle.
- Performance outcomes should form the basis for staff development and developmental plans.
- Supervisors must provide constant feedback to employees to enable them to find ways of continuously improving their output.
- Corrective measures should be timeously undertaken should performance fall short of acceptable levels.

Performance management in the Public Service is guided by the Public Service Act, 1994, the Public Service Regulations, resolutions of the Public Service Coordinating Bargaining Council (PSCBC), Treasury Regulations and the Batho Pele White Paper and must be integrated with other systems and processes in the organisation.

The development of a generic scorecard for HoCs is therefore framed by these parameters and regulations.

3. Roles and responsibilities in relation to the Generic Performance Scorecard

Departments'/provinces' role:

- The Generic Performance Scorecard is being developed as a tool for DGs to manage the performance of HoCs against a standard set of measurements as determined by the "experts".
- It will form part of the Performance Agreement to be signed by the DG and HoC and remains their functional responsibility.

HoCs' role:

- HoCs must help define their accountabilities.
- They must perform in line with the provisions of the scorecard.
- They must report on and provide required evidence of performance.

GCIS' role:

- GCIS' role remains that of providing strategic guidance, coordination between various departments, and ensuring that communication is coherent
- In respect of the scorecard, the GCIS will provide a quality assurance or means of verification of performance role to DGs.

4. Content areas of the generic scorecard (KRAs)

The key functional areas of a government communicator, as outlined in the Government Communicators' Handbook, the National Communication Strategic Framework and the GCIS 10-Year Review, are:

- communication strategy development
- implementation plan development and actual implementation
- campaign management
- media relations
- management and use of various communication channels
- development communication
- internal communication
- management of unplanned and urgent communication.

5. Consultative Process

HoCs were consulted towards the finalisation of the scorecard and had the following issues raised that need to be considered when implementing its use:

- o that prior to the implementation of the scorecard, enabling conditions be created in departments' communication units
- o that communication units must be appropriately financed, properly located in departments and their role appreciated
- o that communication forms part of the DG's Employment Agreement
- o that a presentation be made in the first Cabinet Lekgotla to show the importance of communication and to get buy-in from the new Cabinet
- o that a capacity improvement project be embarked upon to improve communication capacity in departments and provinces
- o that continuous monitoring be conducted to check the level of progress in the improvement of capacity in communication units

- o that communicators ensure that they have the requisite skills to deliver a professional service
- The GCIS is currently developing a number of communication policy guidelines. These, together with the updated Government Communicators' Handbook, will serve as an invaluable tool during the implementation phase of the scorecard.
- All the above should be brought together in a comprehensive induction programme for HoCs appointed for the new political term.

ANNEXURE A:

Introduction to the Generic Performance Scorecard and instructions for use (for HoCs)

Why the scorecard?

In the public sector context, performance management is defined as “a purposeful, continuous process aimed at managing and developing employee behaviour for the achievement of the organisation’s strategic goals, the determination of the correct activities as well as the evaluation and recognition of the execution of tasks/duties with the aim of enhancing their efficiency and effectiveness; and a means of improving results from the organisation, teams and individuals by managing performance within an agreed framework of planned goals, objectives, standards and incentives”. In other words, the performance of the individual must be aligned to the achievement of the broad organisational goals and objectives and must make a significant contribution thereto.

The generic scorecard has been developed to serve as a tool to assist DGs and HoCs in defining and determining departmental and provincial communication deliverables. It is intended to promote and ensure uniformity in the quality of communication work, as well as to standardise HoCs’ performance requirements. It is also envisaged to serve as a development tool against which HoCs can identify areas for development.

The performance scorecard forms part of the performance agreement that the HoC will sign with the DG of the department and stipulates what work must be done, when it must be done and how it must be done.

How do you use the scorecard?

The nature of the scorecard depicts a succinct and concise overview of key performance requirements and must therefore be read together with the Government Communicators’ Handbook as well as the various policy guidelines developed by the GCIS. The Generic Performance Scorecard and policy guidelines need to also form part of a comprehensive induction training programme for all HoCs.

Due to its generic approach, it is necessary that each department or province adapts the performance scorecard to accommodate their particular context and circumstances.

It comprises the following elements:

KEY RESULT AREA					
KEY PERFORMANCE INDICATOR	QUALITY REQUIREMENTS	TARGET	EVIDENCE	MEANS OF VERIFICATION	ENABLING CONDITION/S

The intent of the performance scorecard is to establish a strategic set of measurements and parameters against which the effectiveness of HoCs needs to be measured, and, as a result, the scorecard focuses on KRAs rather than on CMCs. In other words, it focuses on the measurable output required of communication departments rather than on generic managerial and leadership responsibilities. The CMCs are an attempt to create a common understanding of good management practice and clarify the expectations of individual managers in this regard.

Key Result Area

A KRA refers to a broad area of performance, for which an incumbent will be held responsible. It must relate to the organisation’s overall mission, as well as to why the specific job exists. KRAs are defined as a future state of achievement that helps an organisation to succeed and create value.

The first step in developing KRAs is to identify the key responsibilities of a position and then to identify common themes. These must then be refined into realisable statements. KRAs should be SMART, i.e:

S – Simple, clear and understandable
M – Measurable, in terms of quantity, quality, time or money
A – Achievable and agreed between the member and the supervisor
R – Realistic, within the control of the member but still challenging
T – Timely, assessable within the annual reporting cycle.

Key Performance Indicator (KPI)

A KPI is one of the elements reflected in a performance scorecard and refers to tasks, projects or programmes to be undertaken by an employee for the performance year. KPIs are defined in respect of each KRA – and can be seen as measurable output thereof. Measures can be set in terms of time (by when), quantity (how much) and quality (improving rates of return, maximising investment and reducing cost). They must, as far as possible, be based on an end result not effort. They must be within the control of the incumbent and they must be objective and observable.

Quality requirements

Quality requirements provide detail around the standards or quality needed with regards to KPI delivery - i.e. quality requirements detail what the KPI aims to achieve and against what standard performance it will be measured.

Weighting

The weighting refers to the score allocated to each KRA or KPI, which reflects its importance in relation to the other KRAs or KPIs on the individual scorecard. Total weightings must add up to 100%.

Target

A target refers to the standard to which a KPI must be achieved (reflected in terms of measures such as time, quality and quantity).

Evidence

This refers to the proof that the incumbent provides in support of achievement of a KPI.

Means of verification

This column refers to the required KRA's "sign off" or route of approval.

Enabling conditions

These represent the systems, support, resources, etc. that must be in place to ensure that performance against target is possible and meaningful. Enabling conditions could also be defined as additional resource requirements, in other words, the resources needed to achieve a particular activity/objective/output. These may be in the form of people, equipment or finances.

The following tips should be considered in determining key resource requirements:

- It is important to provide a motivation for any additional resource requirement.
- It is critical to identify who is responsible for acquiring additional resources and ensuring that the "enabling conditions" are in place. This needs to form part of that relevant individual's performance scorecard.
- The additional resource requirements and enabling conditions should be developed collaboratively between the employee and supervisor:

ANNEXURE B:

Key result areas and weightings

Key result areas (KRAs)	Weighting
Government/departmental communication planning, strategy development and implementation	xx
Implementation and management of campaigns	xx
Effective management and use of appropriate communication channels	xx
Building and sustaining a positive reputation of the department/province	xx
Effective management of "unplanned" and urgent communication	xx
TOTAL	100%

KEY RESULT AREA	KEY PERFORMANCE AREA	TARGET	EVIDENCE	MEANS OF VERIFICATION
1. Government/departmental communication planning, strategy development and implementation	1.1 Comprehensive Departmental/Provincial Communication Strategy and implementation plan developed and approved	By end March	Departmental/Provincial implementation plan and budget approved by DG	Draft strategy submitted to GCIS for input and alignment. Approval by departmental DG
	1.2 Effective involvement in the development and implementation of the cluster strategy demonstrated	Effective participation in cluster programmes	Minutes of cluster meetings; briefing notes and other documents developed	Approved by the GCIS Cluster Supervisor
	1.3 All key milestones in the Comprehensive Departmental/Provincial Communication Strategy implemented	All milestones as outlined in the communication implementation plan achieved	Implementation Report showing milestones implemented at due date within budget	Approved by the relevant client
2. Implementation and management of campaigns	2.1 Comprehensive campaign plan for each of the campaigns in the Departmental/Provincial Communication Strategy developed and approved	Completed campaign implementation plan	Final campaign implementation plan aligned to departmental strategy	Satisfies GCIS criteria
	2.2 Campaign plan objectives and milestones implemented and delivered	All milestones as outlined in the communication plan achieved	Implementation report showing milestones implemented at due date within budget	Approved by the relevant client
	2.3 Reach and impact of campaigns determined	Completed study that outlines the reach and impact of the campaign	Campaign reach and impact analysis report and results of study undertaken	Signed off by relevant departmental client
3. Effective management and use of appropriate communication channels	3.1 Departmental/provincial media relations programme implemented	100% implementation of the departmental/provincial media relations programme	Quality and quantity of media coverage and engagement	Departmental head pre-approval of media schedule; media feedback to independent review agency; independent review of quality of media releases and responses
	3.2 Appropriate communication channels to raise awareness of and support for the departmental/ provincial campaign objectives effectively used	Creative and cost-effective deployment of a variety of marketing channels	Samples of communication collateral developed, produced and distributed	Approved by the relevant internal client/s

KEY RESULT AREA	KEY PERFORMANCE AREA	TARGET	EVIDENCE	MEANS OF VERIFICATION
4. Building and sustaining a positive reputation of the department/province	4.1 Development Communication Plan to enhance development communication within the department/ province developed and implemented	xxx number of projects successfully implemented	Samples of communication collateral developed and distributed for the general public; information provided on the government website; reporting on participation in the Imbizvo Week programme	Approved by client business units within the department/ province; pre-approval of communication strategy by GCIS; stakeholder feedback
5. Effective management of "unplanned" and urgent communication	4.2 Internal communication programme developed and implemented	100% of the internal communication plan implemented	Examples of the communication collateral produced and distributed. Number of employee briefings undertaken	Approved by client business units within the department/ province; internal communication audits among staff
5.1 Crisis communication on behalf of the department/ province effectively managed	5.1 Crisis communication on behalf of the department/ province effectively managed	All crisis communication situations managed effectively and in line with GCIS guidelines	Comprehensive Crisis Communications Report, including implementation of recommendations	
Approved by the GCIS				

I. Government/departamental communication planning, strategy development and implementation						
KEY RESULT AREA	KEY PERFORMANCE INDICATOR	QUALITY REQUIREMENTS	TARGET	EVIDENCE	MEANS OF VERIFICATION	ENABLING CONDITION/S
I.1 Comprehensive Departmental/ Provincial Communication Strategy and implementation plan developed and approved	<p>The Comprehensive Communication Strategy must be aligned with the National Communication Framework and the departmental strategy and business plan.</p> <p>The strategy should cover, among other things:</p> <ul style="list-style-type: none"> • departmental (business) objectives • cluster strategy requirements for the department or province • target audiences • environmental scan • communication objectives • core messages per audience sub-set • tactical implementation plan • measurement and evaluation criteria per activity • current and potential burning reputational issues • departmental crisis management structures and protocols • a comprehensive budget 	<p>Strategy and implementation plan approved by end March</p>	<p>Departmental / Provincial Communication Strategy</p> <p>Implementation plan and budget approved by DG</p>	<p>Draft strategy to first be submitted to GCIS for input and alignment</p> <p>Approval by departmental DG</p> <p>Strategy submitted to the GCIS for monitoring purposes</p>		
I.2 Effective involvement in the development and implementation of the cluster strategy demonstrated	<p>This KPI will measure how effectively the HoC has participated in the communication cluster work. They will be required to contribute in the following ways:</p> <ul style="list-style-type: none"> • provide input into the development of a cluster strategy 	<p>Effective participation in cluster programmes</p>	<p>Minutes of cluster meetings; briefing notes and other documents developed</p>	<p>Approved by the GCIS Cluster Supervisor</p>		

I. Government/departmental communication planning, strategy development and implementation						
KEY RESULT AREA	KEY PERFORMANCE INDICATOR	QUALITY REQUIREMENTS	TARGET	EVIDENCE	MEANS OF VERIFICATION	ENABLING CONDITION/S
		<ul style="list-style-type: none"> attend meetings of the cluster be actively involved in the work of the cluster, undertaking all tasks assigned provide content for media briefing notes be responsible for departmental lead campaigns participate in the implementation of the cluster's implementation plan for the year work with the GCIS on issues for current affairs 				
1.3 All key milestones in the Comprehensive Departmental/ Provincial Communication Strategy implemented		<p>Measurement and evaluation criteria for this would be the actual delivery of communication interventions as measured against the milestones in the approved Comprehensive Departmental/ Provincial Communication Strategy</p> <p>It would include, for example:</p> <ul style="list-style-type: none"> events media releases produced and distributed advertisements designed and placed frequency and geographic spread of izimbizo media interviews as per media schedule <p>All implemented as per the approved activity schedule</p>	All milestones as outlined in the communication implementation plan achieved	Implementation report showing milestones implemented at due date within budget	Approved by the relevant client	

2. Implementation and management of campaigns					
KEY RESULT AREA	QUALITY REQUIREMENTS	TARGET	EVIDENCE	MEANS OF VERIFICATION	ENABLING CONDITION/S
<p>2.1 A comprehensive campaign plan for each of the campaigns as outlined in the Comprehensive Departmental/ Provincial Communication Strategy, developed and approved</p>	<p>The comprehensive campaign plan must identify the key issues that need to be proactively addressed and it must be approved by the GCIS prior to the launch</p> <p>The campaign plan must address, among other things:</p> <ul style="list-style-type: none"> • key audiences • key messages • communication objectives • detailed implementation plan • measurement and evaluation criteria • budget 	<p>Completed campaign implementation plan</p>	<p>Final campaign implementation plan aligned to departmental strategy</p>	<p>Satisfies the GCIS criteria</p>	
<p>2.2 Campaign plan objectives and milestones implemented and delivered</p>	<p>The broad objectives of a campaign are to raise awareness, understanding, conviction and behavioural support for departmental initiatives among target audiences</p> <p>Measurement and evaluation criteria for this would be:</p> <ul style="list-style-type: none"> • actual delivery of communication interventions/milestones as measured against the approved campaign implementation plan • use of GCIS transversal contracts and services • use of platforms and products with respect to appropriate target audiences • Exit Report on campaign 	<p>All milestones as outlined in the communication plan achieved</p>	<p>Implementation report showing milestones implemented at due date within budget</p>	<p>Approved by the relevant client</p>	

2. Implementation and management of campaigns					
KEY RESULT AREA	QUALITY REQUIREMENTS	TARGET	EVIDENCE	MEANS OF VERIFICATION	ENABLING CONDITION/S
<p>KEY PERFORMANCE INDICATOR</p> <p>2.3 Reach and impact of campaigns determined</p>	<p>Measuring the reach and impact of communication campaigns implemented is a key determinant of the effectiveness of communication</p> <p>A review of the communication efforts within campaigns and proactive and reactive communication in terms of reach and impact will highlight the following:</p> <ul style="list-style-type: none"> • how well the campaign achieved the communication strategy objectives • how well it achieved against deadlines and budgets • what lessons were learnt and how these could be applied for future campaigns <p>Measurement and evaluation criteria for this could include:</p> <ul style="list-style-type: none"> • impact assessment of advertising campaigns • stakeholder feedback • quantity and quality of media coverage • target audience response to the campaign e.g. increased registration, increased participation, etc. • intergovernmental relations – how well was the campaign rolled out at the provincial and local government levels • website hits 	<p>Completed study that outlines the reach and impact of the campaign</p>	<p>Campaign reach and impact analysis report and results of study undertaken</p>	<p>Signed off by relevant departmental client</p>	

3. Effective management and use of the appropriate communication channels					
KEY RESULT AREA	QUALITY REQUIREMENTS	TARGET	EVIDENCE	MEANS OF VERIFICATION	ENABLING CONDITION/S
<p>KEY PERFORMANCE INDICATOR</p> <p>3.1 Departmental/provincial media relations programme implemented</p>	<p>Each department and province must develop a media relations programme that is not specifically linked to campaigns</p> <p>The achievement of the media relations programme would be measured against the following criteria:</p> <ul style="list-style-type: none"> • production of a proactive media schedule • development of an educated circle of media • volume and qualitative value of media releases • level of face-to-face engagement • production of supporting collateral e.g. fact sheets, FAQs • review of response times • review of quality of media releases and responses <p>To also include daily media monitoring, analysis and rapid response as required</p>	<p>100% implementation of the departmental/provincial media relations programme</p>	<p>Quality and quantity of media coverage and engagement</p>	<p>Departmental head pre-approval of media schedule</p> <p>Media feedback to independent review agency</p> <p>Performance against media schedule</p> <p>Independent review of quality of media releases and responses</p>	
<p>3.2 Appropriate communication channels to raise awareness of and support for the departmental/provincial campaign objectives effectively utilised</p>	<p>There are a number of broad communication channels and tools that could be used, for example:</p> <ul style="list-style-type: none"> • advertising • merchandising • events • sponsorship • public relations • publications • exhibitions • website • face to face <p>Not all channels need be used simultaneously. Appropriate channels will be selected for each campaign</p> <p>Each department/province will need to deploy a communication mix aligned to their specific context (mandate) and resourcing capacity</p> <p>Selected tools must relate back to the tactical implementation plan in the comprehensive strategy</p>	<p>Creative and cost-effective deployment of a variety of marketing channels</p>	<p>Samples of communication collateral developed, produced and distributed</p>	<p>Approved by the relevant internal client/s</p>	

4. Build and sustain the positive reputation of the department through effective two-way communication					
KEY RESULT AREA	QUALITY REQUIREMENTS	TARGET	EVIDENCE	MEANS OF VERIFICATION	ENABLING CONDITIONS
KEY PERFORMANCE INDICATOR 4.1 Development Communication Plan to enhance public participation within the departments/province's core functional areas	<p>Development communication is a method of providing communities with information in a manner that enables them to use that information to improve their lives. It is meant to educate communities and improve their quality of life by ensuring that they are informed about and can access required services. It achieves this by using communication methods that are accessible to the majority</p> <p>Elements of development communication are:</p> <ul style="list-style-type: none"> • it is responsive • it relies on feedback • it must be creative and innovative • it uses simple and relevant language • it relies on the community/communities • it promotes bringing people closer to the government <p>The department or province should develop a communication plan that reflects the development communication approach</p> <p>The plan should identify:</p> <ul style="list-style-type: none"> • priority projects • target audiences • target audience perceptions • reputational legacy issues • key messages per stakeholder set • activity schedule, including comprehensive unmediated, direct face-to-face engagement • follow-up and community feedback channels 	xxx number of projects successfully implemented	Samples of communication collateral developed and distributed for the general public Information provided on the departments/province's services and programmes on the government website Reporting on participation in the Imbizo week programme Number of face-to-face engagements with stakeholders	Approved by client business units within the department/province Pre-approval of communication strategy by the GCIS Stakeholder feedback	

4. Build and sustain the positive reputation of the department through effective two-way communication						
KEY RESULT AREA	KEY PERFORMANCE INDICATOR	QUALITY REQUIREMENTS	TARGET	EVIDENCE	MEANS OF VERIFICATION	ENABLING CONDITIONS
4.2 Internal communication programme developed and implemented	<p>The department or province must develop an internal communication plan that includes:</p> <ul style="list-style-type: none"> targeted internal audiences key messages per targeted audience comprehensive activity schedule performance measurement criteria e.g. employee communication audits budget <p>The delivery of communication content can take place via planned channels e.g.</p> <ul style="list-style-type: none"> regular engagement by senior management staff publications intranet employee briefings notice boards e-mail memos events 	100% of the internal communication plan implemented	<p>Examples of the communication collateral produced and distributed</p> <p>Number of employee briefings undertaken</p>	<p>Approved by client business units within the department/ province</p> <p>Internal communication audits among staff to serve as benchmarks and evaluation measures</p>		

5. Effective management of “unplanned” and urgent communication

KEY RESULT AREA	QUALITY REQUIREMENTS	TARGET	EVIDENCE	MEANS OF VERIFICATION	ENABLING CONDITIONS
<p>KEY PERFORMANCE INDICATOR</p> <p>5.1 Crisis communication on behalf of the department/province effectively managed</p>	<p>The management of crisis communication within the department/province must be conducted in alignment with the crisis and issue management guidelines and policy of GCIS</p> <p>It would comprise the following elements:</p> <ul style="list-style-type: none"> established and rehearsed Crisis Management Team at departmental level issue management spokesperson training for at least three departmental frontline staff clear understanding of roles and responsibilities, including all escalation requirements/possibilities stakeholder lists for crisis communication policy on response times and holding statements within first hour of crisis media logs and public enquiries call centres and websites approval processes for releases and other communication material clearly articulated and streamlined post-crisis follow-up and analysis for learning and institutional memory 	<p>All crisis communication situations managed effectively and in line with GCIS guidelines</p>	<p>Comprehensive Crisis Communication Report, including implementation of recommendations</p>	<p>Approved by the GCIS</p>	