

Internal Communications SoS:



*Way More Than
“Sorting Our Staff” or “Sending Out Stuff”*

Russell Grossman

Director of Communications , Office of Rail & Road (ORR)

russell.grossman@orr.gov.uk

[@russellgrossman](https://twitter.com/russellgrossman)

Head of Internal Communications Profession

Government Communication Service

<https://gcs.civilservice.gov.uk>



What I thought I'd cover today.....

The Government
Communication Service and
its journey creating excellent
internal communications

What makes good internal
communications

What makes a good internal
communications
practitioner

russell.grossman@orr.gov.uk
if you want to contact me
afterwards



Government
Communication
Service





Government Communication Service

Established 2014

Unified

Skilled

Productive

Strong and exemplary
professional practice

Respect as a
profession

Defined careers,
career paths and
career management

Effective
governance

A whole greater than
the sum of its parts

Individual
accountability

External benchmarking

Strong, bold
leadership

Secondments
and mentoring

Make the best, standard





GCS Improvement Programme 2013 - 2018

Creating A Wide Membership Base Nearly 5,000 registered members from across government and arms' length bodies across the UK	A Clear "ask and offer" for membership We clearly state the benefits of membership and set out the expectations for members in return	Regularly Refreshed Professional Standards Philosophy of demanding clear standards for communications practice, professional development and ethics.
Diversity and Inclusion strategy Aiming for a profession reflecting modern UK addressing profession-specific barriers to diversity and inclusion	Cost Effective GCS achieved audited savings of £1m in the Parliament of 2010-2015 and from 2017/18 have had a single budget for campaigns	Talent Management Our People Board and Talent Fora ensure development of high potential people and succession planning pipelines
Evaluation strategy and framework Our standard evaluation framework is in the vanguard of industry practice, with a dedicated Evaluation Council	Leadership strategy and programmes Training, mentoring, roadshow & masterclasses create inspiring, confident & empowering leaders	In-house Design Design 102 was established as a GCS-wide shared service for high quality design and low cost
Professional Learning and Development Our Aspire programme has over 2,500 places annually on training, best practice and peer to peer learning	Modern Communications Operating Model (MCOM) A model for all setting out organisation design principles to develop professional, skilled and agile teams. MCOM 2.0 is on the way!	GCS Local Develops effective central-local comms partnerships with resources locally to prevent 'regional drift'
More centralised recruitment into the profession We recruit centrally for entry grades, apprenticeships and internships ensuring a consistency of standard	Ministerial Board and Government Comms Plan Chaired by Minister for the Constitution, the Board governs GCS and approves the Government Comms Plan, now in its seventh year	GCS International An international team provides revenue generating consultancy to overseas governments.
Internal Communications Continuous professional improvement to ensure IC is a strategic partner enabling change & building engagement	Heads of Profession These drive standards and identify professional development opportunities with senior directors heading them up	GCS Flex Team A corporate central consultancy service helping with peaks of work requiring specialist expertise, also building skills
Communications Futures Council An internal-external forum of comms experts for x-government learning on trends and innovation in communications	Procurement Best Practice A new supplier framework gives market leading contracts to have a wide range of agencies with less paperwork	Alignment between departments and key ALBs Core principles lay the authority of GCS to set clear and consistent goals for all UK government communications
Modern Media Operating Model Setting out skills and capabilities needed to meet public, Ministerial and stakeholder needs in the 24/7/365 digital age	Emergency and Crisis Communications An accessible manual of best practice for communications in crisis or unplanned situations and the collaborations needed with others	External Affairs An operating model for nurturing effective relationships with a range of influential individuals and organisations
Business Partnering Guidance to successfully partner across policy and other business functions to maximum benefit for the organisation	Strategic Communications Function Guide A framework identifying the core functions of a strategic communication team, its key principles of structure and practice	Behavioural Communications A framework which lays out how a behavioural approach ensures communications are strategic and effective

What Effect Should Internal Communications Have On People?*

People are **proud to advocate** the work of their organisation and to serve the public

People know their contributions count, want to **make a difference**, and feel they can challenge

People **own and adopt** inspiring values

People talk **positively and consistently** about what their organisation does

People cope well with **change**

People can **easily access the information** they need to do their jobs well

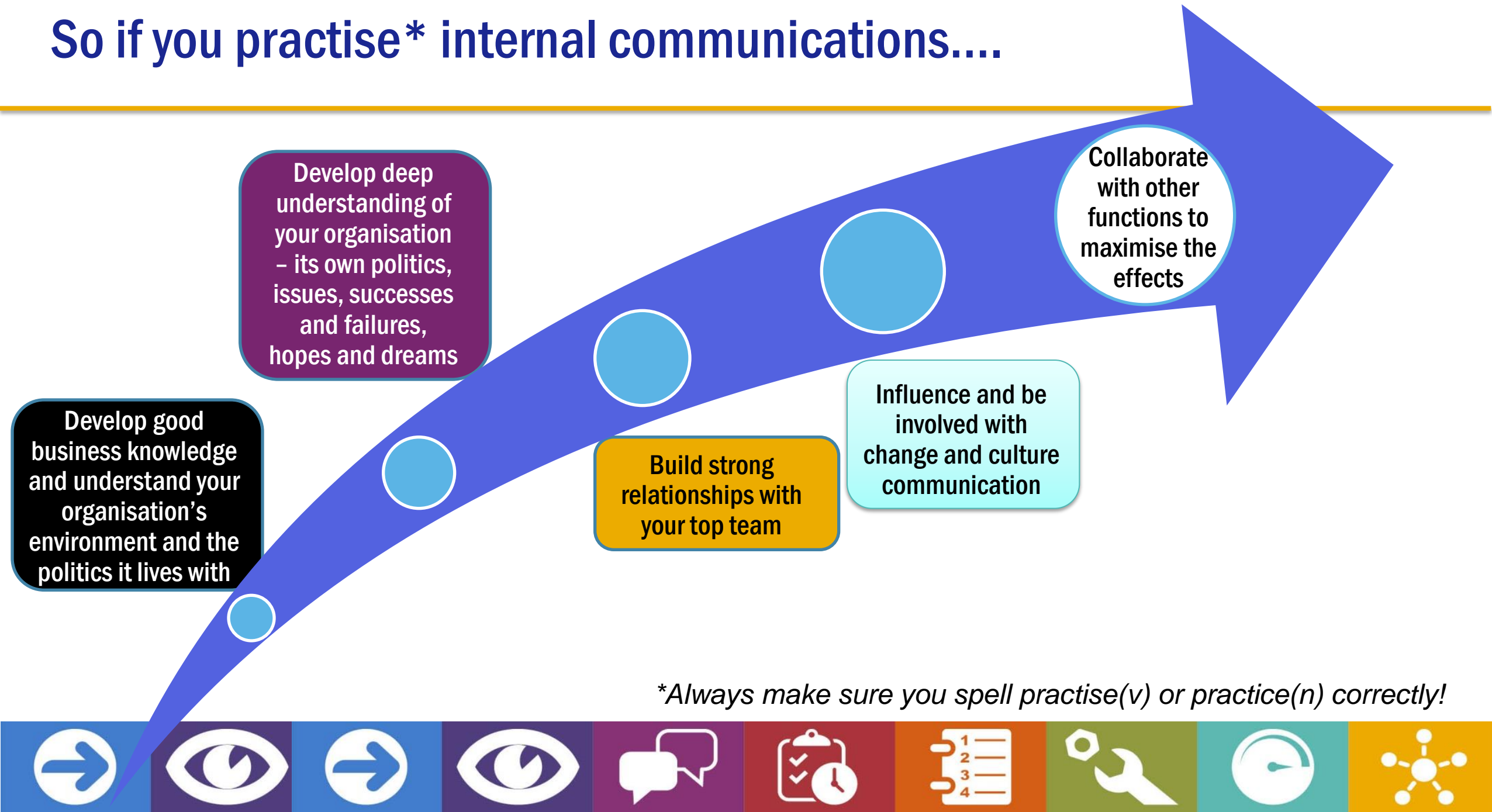
**staff, colleagues, workers, partners, employees, associates, brothers & sisters – the actual term you use depends on your organisation's culture*



What Should You Be Doing In Internal Communications?



So if you practise* internal communications....



**Always make sure you spell practise(v) or practice(n) correctly!*



What Should Internal Communications Be Measured By?



Our Model For Internal Communications

our primary role

- to engage people in the reason they and their organisation are here to deliver effectively together
- to advocate the work and the organisation
- to help people feel valued and understand the value they bring

to connect people

- employees with leaders
- colleagues with each other
 - promote listening
- use insight from connexions to create actionable plans

To harness creativity

- as a vital resource
- continuously innovating and enhancing how to engage staff in contemporary ways

work closely with senior leaders

- understand their priorities
- so we can effectively advise...
...on engaging staff...
in achieving success

But you don't
have to look
like this!



influence how people think and behave

- play a leading role in developing the culture
 - ...and values
 - ...and change initiatives
-and challenging where 'walk' doesn't match 'talk'





Personal Qualities

Data Analyst



Content Editor



Behavioural
Scientist



Movement Builder



Teller of Truth
(to power)



...and still be able
to write!



Are you delivering above or below the line?

People will often look to you for different things than you believe you are there to give them

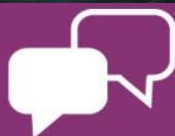
the
line

Don't Assume What
Leaders Know or Think About You

Determine motivations,
uncover insecurities

Be Warm, Sincere, Humble, Engaging

This is hard, but ultimately rewarding work





Are you in and visible?

Or are you invisible?



The IC Space

<https://communication.cabinetoffice.gov.uk/ic-space/>



[Home](#)

[Latest](#)

[Introduction](#)

[Strategy and internal communications](#)

[Audience segmentation and insight](#)

[Evaluation](#)

[Engagement](#)

[Get your leaders engaging](#)

[Change communications](#)

[Channels](#)

[Snapshot of GCS internal communications competencies](#)

[Contact us](#)

[Printable version \(ZIP - 1.9MB\)](#)

The IC Space

Welcome to the IC Space, the place for Internal Communication professionals across government. The information in the IC Space has been pulled together to help you deliver excellent government communications. Check out the latest updates [here](#).



What's the future of internal communications?

Stephen Jolly shares his thoughts on the challenges facing internal communicators



IC Excellence Learning Pathway – your feedback is needed

Launching our first bespoke GCS internal communications curriculum

9 questions with...

9 questions with...

We caught up with Krishan Lathigra, Head of Internal Comms at the Department for Exiting the European Union, to hear about how he got into internal comms, his first ever job and his love of Bollywood...



Ten Tips For Effective Communications Leadership

Focus on your objectives, don't put them in a drawer after April

Learn from your mistakes and show you do

Trust people in your organisation, but verify that with evidence

Recognise your role as a communicator. People look to you for this

Make progress by attacking unnecessary process

It is always better to collaborate than to conflict

Know the day to day detail as well as the broad strategy

Practise excellent leadership and actively manage 'talent'

Make measurement core

Get enough sleep



Remember!

Doing all this stuff is a behaviour of **leadership**
(yours and your leaders') and a transfer of
energy

It's not about sending out lots of corporate
messages to people then assuming you've
delivered that one" and getting on with
something else

It's hard work

Are you transferring
energy?



Internal Communications SoS:



*Way More Than
“Sorting Our Staff” or “Sending Out Stuff”*

Russell Grossman

Director of Communications , Office of Rail & Road (ORR)

russell.grossman@orr.gov.uk

[@russellgrossman](https://twitter.com/russellgrossman)

Head of Internal Communications Profession

Government Communication Service

<https://gcs.civilservice.gov.uk>

