



COMMUNICATIONS AND OUTREACH PLAN

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1.0 INTRODUCTION

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1.1 PURPOSE

As the State of Hawai'i begins to transform its business processes and Information Technology (IT) and Information Resource Management (IRM) infrastructure, systems, services, and policies, it is important to communicate with all stakeholders, both internally and externally. The anticipated organizational change and the activities surrounding this may impact various audiences including State employees, contractors, vendors, and the citizens of Hawai'i. The purpose of this document is to define the *Communications and Outreach Plan* for the transformation.

1.2 SCOPE

The scope of the communications and outreach plan is to:

- Define the communications strategy for the transformation initiative.
- Outline the messages to be communicated throughout the transformation initiative.
- Identify roles and responsibilities.
- Define communication mechanisms, engagement tools, and feedback options.



2.0 COMMUNICATIONS STRATEGY, GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

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2.1 STRATEGY

The principles of this communications strategy are to:

- Build trust among internal and external stakeholders through open discussions throughout the transformation process.
- Provide stakeholders with the relevant information necessary to understand the need for change and how to comply with the new environment.
- Report progress or delays in progress so that stakeholders can continue to contribute to the success of the transformation initiative.

2.2 GOALS

As the Chief Information Officer (CIO) and the Office of Information Management and Technology (OIMT) develop and execute the statewide *Business and IT/IRM Transformation Plan*, the Communications and Outreach Plan aims to meet the following goals:

- Ensure accurate, consistent, and timely communication to appropriate audiences.
- Minimize the number of concerns which may naturally develop within the audiences.
- Engage internal and external stakeholders to participate in the planning and transformation process.
- Build advocacy and support for future funding and anticipated legislation.

2.3 OBJECTIVES

The objectives of this communications plan are to:

- Build credibility with internal and external audiences for the CIO and OIMT by establishing expectations, executing, and reporting on activities and progress.
- Ensure accurate, consistent, and timely communication to appropriate audiences.
- Minimize the number of concerns which may naturally develop within the audiences.
- Provide multiple forums and opportunities for departments' leadership, IT staff, and other internal stakeholders to offer comments and feedback during the planning and execution processes.
- Ensure State employees are kept updated regarding the transformation activities and progress.
- Ensure State employees are aware of activities or issues that may affect them and alleviate concerns as best possible.
- Ensure State employees have multiple venues where they may raise issues and concerns, and have them addressed in a timely manner.
- Ensure that individual citizens and Hawai'i businesses are kept apprised of key transformation activities, successes, and opportunities for engagement.
- Ensure all media outlets have a defined, authoritative source of information regarding the State's IT/IRM.



3.0 STAKEHOLDERS

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When developing communications, all stakeholders must be considered. This is due to the fact that communications vary depending on who needs to be reached and what the audience needs to learn or take away from the communication.

The following internal and external stakeholders are important for the transformation initiative and must be taken into consideration for the *Communications and Outreach Plan*:

Internal	External
Executive Leadership <ul style="list-style-type: none"> · Governor and Lieutenant Governor · Department Directors and Deputy Directors 	General Public <ul style="list-style-type: none"> · Businesses · Individuals
State Employees <ul style="list-style-type: none"> · Department-level CIOs and IT Managers · IT staff · Non-IT staff 	Media <ul style="list-style-type: none"> · Local print, broadcast, and online media outlets · IT trade publications · Government trade publications
Other Government Branches <ul style="list-style-type: none"> · State Legislature · Judiciary · Office of Hawaiian Affairs · University of Hawai'i 	Local Business Community <ul style="list-style-type: none"> · Chambers of Commerce · Business roundtables · IT trade associations · Public/private partnerships
Union Leadership <ul style="list-style-type: none"> · Hawai'i Government Employees Association (HGEA) · United Public Workers (UPW) 	Other Government Organizations <ul style="list-style-type: none"> · Federal government · City and county government leadership



4.0 ROLES AND RESPONSIBILITIES

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The following describes the roles and responsibilities for the individuals and organizations involved in the *Communications and Outreach Plan*.

4.1 CHIEF INFORMATION OFFICER (CIO)

Depending on the goal of the specific communication, the role of the CIO will change. The primary roles of the CIO in the communications strategy are outlined below.

Communications Goal	Description	Role of CIO
Inform	Create awareness	Steward
Request	Encourage action	Motivator
Position	Create a placeholder for future action; put in context of larger vision	Change agent
Consult	Refine ideas	Consultant
Evangelize	Create an extension of the CIO communications process with a person who can act as a surrogate and becomes part of the communications team	Inspiration

4.2 OIMT STAFF

This section describes the role of the OIMT staff.

4.2.1 SENIOR COMMUNICATIONS MANAGER

The Public Information Officer (PIO) is the core individual responsible for communications within State agencies. Within OIMT, the Senior Communications Manager will be charged with the responsibilities of a PIO including, but not limited to:

- Identifying and developing implementation strategy for communication mechanisms, as well as maintenance and management of identified mechanisms
- Developing and ensuring delivery of consistent and accurate messaging
- Serving as the Office's spokesperson
- Writing and disseminating all OIMT releases (or reviewing and editing, as appropriate)
- Responding to inquiries from all media outlets and other public communications agencies (e.g., industry blogs, industry associations, etc.)
- Reviewing and approving articles drafted by third parties
- Drafting and coordinating internal OIMT communications (e.g., departmental memos, employee messages, etc.)
- Establishing and facilitating OIMT Communication Forums
- Developing policies, procedures, etc.

4.2.2 PROGRAM/PROJECT MANAGERS

The Program/Project Manager is responsible for completing the project template, including a clear explanation of the benefits of the project. The Project Manager is also responsible for identifying stakeholders, holding sessions with key stakeholders, and mapping any resistance.



5.0 KEY ELEMENTS

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For the *Communications and Outreach Plan* to be successful, there are several key elements that must be present..

Key Element	Impact
Involved leadership	Demonstrates support of transformation initiatives, reinforces credibility and authority of messages, and provides context and background for forthcoming activities and actions.
Deliverer and receiver alignment	Recognizes unique characteristics, needs, and motivations of stakeholder groups
Ownership of communications	Ensures understanding by top level management and communicated to subordinate staff
Effective feedback mechanisms	Allows for two-way dialog and engagement with stakeholders; provides method to understand that messages are being received
Credibility of messaging and content	Builds trust with stakeholders; dispels rumors and incorrect assumptions
Consistency and frequency of messages	Reinforces messages and re-emphasizes credibility
Balancing macro and micro communications	Provides specific messages for the overall transformation and the individual projects that will be implemented

5.1 CONSISTENCY AND FREQUENCY OF MESSAGES

As we communicate with both internal and external audiences, there are a number of themes that should frame our communications as much as possible. Emphasizing these themes will counter and dispel rumors that may occur, alleviate any concerns felt by State of Hawai'i employees, and quell sideline discussions about the transformation.

Not only is it important to provide consistent messages, but also to communicate these messages frequently. The more frequently someone hears a message, the more likely they are to fully absorb and process it.

5.1.1 THE MESSAGES

Message 1: The transformation will benefit State of Hawai'i citizens through improved delivery of services and programs (e.g., going online instead of waiting in line), a more transparent and responsive government, and increased access to information and data.

Message 2: The transformation will benefit State of Hawai'i employees with streamlined processes that allow more focus on serving customers and access to a wider range of new technologies to support departmental mission, programs, and services.

Message 3: The transformation will benefit the State of Hawai'i government through efficiently aligned services, reduced costs, and unnecessary redundancies, increased reliability and security, and improved outcomes and accountability.

5.2 BALANCING MACRO AND MICRO

It is important to actively communicate both the macro (overall transformation benefits, timeline, etc.) and the micro (individual projects and wins). Each transformation project should have

a communication plan and a clear explanation of the benefits. Before launching a project, the Project Manager should identify the key stakeholders, meet with them, and identify any concerns. This information should be used to map the support/resistance for a given project.

5.3 BRANDING

As part of the activities that the State of Hawai'i will undergo, especially with the many communications activities that will be initiated, OIMT should create specific branding standards, logos, and templates to identify transformation communication vehicles. All items must be developed in accordance with identified State of Hawai'i standards. The branding items, logos, and templates will support various communications activities including, but not limited to:

- News releases
- Status reports (annual, weekly, ad-hoc, etc.)
- PowerPoint and keynote presentations
- Memorandums
- Printed newsletters
- Online communications (websites, blogs, e-newsletters, etc.)
- White papers
- User manuals
- Policies, procedures, and standards
- Educational, outreach, and marketing collateral materials (e.g., posters, brochures, flyers, etc.)



6.0 COMMUNICATION CHANNELS, METHODS, AND TOOLS

6.0 COMMUNICATION CHANNELS, METHODS, AND TOOLS

This Plan proposes a number of different communication vehicles to inform and stakeholders up to date with specific types of information. The three primary types of interaction recommended are:

- Printed material
- Personal interaction
- Online communications

Some of the communication vehicles are push: information is provided or pushed to individuals on a regular basis. In other cases, the communications are pulled by stakeholders interested in the information, but it remains OIMT's responsibility to ensure the information is available to be pulled.

This Plan will evolve as the transformation progresses to best suit the needs of OIMT and the stakeholders of this initiative. As transformation activities occur, it will be important to communicate with internal and external audiences to address and alleviate concerns and fears that may arise and to build momentum around the organizational and cultural changes that need to occur for the transformation to be successful. Thus the State of Hawai'i CIO, Business Transformation Executive, Senior Communications Manager, and other individuals will regularly review and evaluate the effectiveness of the existing Plan to ensure it is meeting the organization's needs.

6.1 PRINTED MATERIALS

The following types of printed materials are proposed.

6.1.1 GOVERNOR AND LEGISLATIVE BRIEFINGS/REPORTS

Briefings and written reports to the Governor and members of the State of Hawai'i legislature should provide updates on the transformation activities. It is also a forum where these stakeholders are informed and educated on the necessary resources needed to support an effective and efficient IT/IRM discipline, funding requirements, management and oversight needs, proposed legislative changes, etc.

Reports will include, but not be limited to:

- *Reports to the Governor* (monthly updates)
- *Reports to the Legislature* (quarterly and annual reports as required by statute)
- *State of Hawai'i Chief Information Officer Annual Report*

6.1.2 OPINION-EDITORIAL PIECES

Opinion-editorial (op-ed) pieces are bylined editorials that position the CIO, Business Transformation Executive, and other members of the staff as champions of transforming government services through business re-engineering and IT modernization.

6.1.3 EARNED MEDIA PLACEMENTS

Earned media placements, garnered through media relations, will generate more target audience exposure to OIMT's key messages. These placements will also ensure that opinion formers and stakeholders are aware and updated on the transformation initiative. Placements in daily papers as well as broadcast and online media outlets will amplify support of the transformation initiative.

6.2 PERSONAL INTERACTION

The following types of personal interactions are proposed as effective means of communication.

6.2.1 GOVERNANCE COMMITTEES

The CIO and support staff will have continued personal interaction with the governance bodies identified throughout this document including, but not limited to:

- IT Steering Committee
- Executive Leadership Council (ELC)
- CIO Council (CIOC)

6.2.2 FACE-TO-FACE TOWN HALL MEETINGS AND COFFEE HOURS (INTERNAL STAKEHOLDERS)

Town hall-type meetings can be held at various locations to allow the CIO and OIMT to engage with both IT and non-IT employees regarding the *Business and IT/IRM Transformation Plan*. Staff will have the opportunity to ask questions of the CIO and gain a better understanding of the benefits of the transformation.

6.2.3 SPEAKING ENGAGEMENTS (EXTERNAL STAKEHOLDERS)

Speaking engagements with the appropriate organizations, business/community groups, and industry associations provide the opportunity to engage external stakeholders throughout the transformation process. Key messages will focus on the progress the transformation is making and how it is impacting the community, industry, and businesses.

6.3 ONLINE COMMUNICATIONS

Online communications methods are outlined below.

6.3.1 OIMT WEBSITE AND BLOG

The OIMT website will be a primary online outlet to communicate with external audiences. The website will include a blog that can be authored by the CIO, Deputy CIOs, and other OIMT staff as appropriate.

6.3.2 ELECTRONIC NEWSLETTERS

Electronic newsletters, also known as e-newsletters, will allow subscribers to receive information on a regular basis from OIMT. The e-newsletter will provide a few key details on important projects, initiatives, and events, and drive readers to the OIMT website for more information. Users will be able to subscribe to the e-newsletter on the OIMT website and have it delivered directly to their inbox.