

# Planning Guidance – *Stakeholder Communication and Engagement*

A GUIDE TO ENABLE WHOLE-OF-NAIT PLANNING  
RELATED TO COMMUNICATING WITH YOUR AUDIENCES.

Guidance Source: RCT  
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## PURPOSE

This document establishes baseline planning considerations for a whole-of-NAIT approach to stakeholder engagement and communication on NAIT's relaunch. This document provides guidance to school and business unit leadership on communicating relaunch plans to their respective audiences – and when to coordinate with the Relaunch Coordination Team and the Department of Marketing and Communications.

## KEY REFERENCES

*The following references were consulted when developing this planning guidance. They are hyperlinked for quick reference by users of this guide.*

1. NAIT Executive – [Turning the Dial](#)
2. Government of Alberta – [Guidance for Post-Secondary Institutions](#)
3. NAIT Centre for Applied Disaster and Emergency Management – [Post-COVID-19 Facility Re-entry Guide](#)
4. Marketing and Communications – [Leadership Communication Guide](#)
5. NAIT Executive – [Mandate letter – Relaunch Coordination Team](#)
6. NAIT Executive – [Mandate letter – Relaunch Advisory Committee](#)

## PRIORITIES IMPACTED

The following priorities are impacted by this guidance:

1. Safeguarding the health and safety of NAIT staff, students, tenants and on-campus stakeholders
2. Enabling the relaunch of polytechnic education, Industry Solutions; and support areas
3. Clear and coordinated communication
4. Coordinating whole-of-NAIT activities in support of vision, principles, and objectives outlined by NAIT EC

## PLANNING GUIDANCE

*The following constitutes guidance for planning across NAIT. As such, this guidance must be factored in to plans generated by business units related to NAIT's relaunch. It serves to establish a common baseline and shared understanding from which all units can work.*

*Whole-of-NAIT communication:*

### Who

1. The Relaunch Coordination Team (RCT) will coordinate whole-of-NAIT communication of an operational nature for internal and external stakeholders, and the RCT Director will seek endorsement from Executive Management Committee for communication at the strategic level. (REF 5 & 6)
2. As a member of the RCT, Marketing and Communications will ensure coordinated and transparent communication guides our relaunch efforts. Providing staff, students and industry partners with timely, accurate information will be a top priority. Protecting NAIT's image and reputation will be a key focus throughout all our plans. (REF 1)

### What

3. The RCT will lead whole-of-NAIT communication on
  - a. NAIT's relaunch approach, principles and direction from leadership
  - b. Government and public health direction and guidelines
  - c. Relaunch changes to be implemented NAIT-wide
  - d. Information required by all staff and/or students

## How

4. A variety of communication tools and tactics will be used as appropriate to reach relevant audiences.
5. [Nait.ca/coronavirus](https://nait.ca/coronavirus) will continue to be the single source of truth for information on NAIT's relaunch and response to COVID-19.

## *Program, school and business unit communication:*

### Who

1. Communication is an integral part of the Relaunch Advisory Committee (RAC) mandate. Each member of the RAC will be responsible for communicating decisions made by the RAC and RCT to their respective business units. (REF 5 & 6)
2. Routine business communication remains the responsibility of schools and business units and, where applicable, will be supported by Marketing and Communications.

### What

3. Business units are responsible for communicating with their respective audiences about relaunch activities specific to their program, school or business unit. (REF 5 & 6)
  - a. Communication within business units is initiated at varying levels, in support of relaunch in more localized ways. Leaders should
    - i. Share agreed to, NAIT-endorsed relaunch messages
    - ii. Create and share messages and information relevant to your group/team, aligned with NAIT's overall relaunch approach
    - iii. Disseminate information to staff that will help them understand and engage in relaunch activities
    - iv. Find ways to celebrate wins of your employees as they take actions to support relaunch on their own teams
    - v. Solicit input from team members. Listen to supportive views – and dissenting ones
    - vi. Emphasize and encourage participation ("be part of the solution")
4. For communication that affects more than one school and/or business unit or stakeholder group and/or if the topic feels big enough, contact Marketing and Communications to discuss the business need (contact Kristen Vernon, Internal Communication Manager and/or the communications or marketing specialist who supports your area)

### How

5. School and business unit leaders should set expectations with next-level leaders for communication within the school/business unit.
6. Use the [communication planning template](#) that is part of the Leader's Communication Guide to support your planning. (REF 4) When planning, consider the following:
  - a. Identify your audiences – What do they need to know? What is the potential impact of the issue on each audience? When do they need to know the information? What [the level of engagement](#) most appropriate to the situation? Use the stakeholder list in Appendix A as a guide (**NOTE** the list is not exhaustive).
  - b. As you develop key messages, be sure your messages align with and reinforce information communicated by the Relaunch Coordination Team.

- c. Selecting the right [communication channel](#) for your audience and message is a critical part of planning your communication. Communicate directly with your audiences (whether by video conference, phone or email) and consider multiple channels as needed to reinforce your messages.

*Examples of when to connect with the RCT, lead your own communications or connect with Marketing & Communications*

1. Requiring staff temperature checks: if NAIT proceeds with temperature checks for all staff, this will be communicated by the RCT. If the only business unit requiring temperature checks is eat AT NAIT because of franchise requirements, communicating this requirement would be eat AT NAIT's responsibility.
2. A business unit has information to communicate to all students (or a large subset of students, apprenticeship, international, etc.): connect with the RCT ([relaunch@nait.ca](mailto:relaunch@nait.ca)) and Kristen Vernon ([kristenv@nait.ca](mailto:kristenv@nait.ca)).
3. HR has operational information to communicate to a subset of staff and/or students: contact Kristen Vernon ([kristenv@nait.ca](mailto:kristenv@nait.ca)) and, if applicable, the communications or marketing specialist who support your area.

## KEY CONTACTS

*Where planning draws on this guidance, the following individuals/areas can be consulted for further details and recommendations:*

1. Relaunch Coordination Team – [relaunch@nait.ca](mailto:relaunch@nait.ca)
2. Kristen Vernon, Internal Communication Manager – [kristenv@nait.ca](mailto:kristenv@nait.ca)

## Appendix A

### STAKEHOLDER LIST

Program, school and business unit communication – Identifying your audiences

(Adapted from Post-COVID-19 Facility Re-entry Guide, REF 3)

Audience		Yes	No
Internal	Has your leadership team been fully briefed?		
	Have your employees (including contractors) been briefed?		
	Do you have a plan to address concerns raised by employees?		
Stakeholders	Have you communicated your needs and plans with your key contractors?		
	Have you communicated your needs with your key suppliers?		
	Have you communicated your plans with your Program Advisory Committee?		
	Have you communicated your plans with your industry body, partner organizations, etc.?		
	Have you communicated your plans with your regulatory body?		
	Have you communicated with your landlord/tenants?		
	Have you communicated with other NAIT schools and business units, where dependencies exist?		
Public	Have you communicated your plans with your students and/or clients?		