RoadSafetyBC Internal Communications Strategy

Last updated May 29, 2026

Purpose of this document

To recommend a sustainable, effective and strategic internal communications approach that improves organizational and operational awareness, and information accessibility, to RoadSafetyBC (RSBC) staff.

Scope

This plan focuses on internal communications (how information moves through an organization), not employee engagement, which reflects how employees experience and respond to their work environment and is influenced by multiple factors beyond communication.

The purpose of this plan is to establish the strategy, structure, and tools required for consistent and effective internal communications. Employee engagement considerations may be addressed separately once a stable communications foundation is in place.

Internal Communications: Role & Value

Internal communications is how information is shared across the organization to ensure employees receive the right information, at the right time, through the right channel.

When effective, it supports employees to understand what is happening, prepare for what is coming, and do their work with clarity and confidence (“Help me understand, help me prepare, help me do my job”). For some, it can also help them feel connected to the organization.

This function works through complementary channels:

- Push channels (e.g., email and alerts), which signal priority and distribute timely information
- Pull channels (e.g., intranet), which serve as the primary authoritative source where staff go to access up-to-date and detailed information

Together, these form a connected system designed to reduce duplication, improve consistency and efficiency, and ensure staff know where to access up-to-date information.

Background: Current State of RSBC Internal Comms

Current Communications Environment

At RSBC, internal communications are delivered through multiple channels, including email, intranet, newsletter, Microsoft Teams (channels and groups), town halls, meetings and all-staff gatherings/events.

Most branch-wide communication occurred through email and PDF-based newsletters, with the intranet primarily used for operational reference and static information. Channel and tool use varies across teams and initiatives, with different tools being used inconsistently depending on communication needs and capacity. Communication activities are also influenced by operational pressures and competing priorities, resulting in varying levels of consistency across the branch.

Overall, internal communications are predominantly one-way in nature (info delivery, not two-way exchange), with information primarily pushed out to staff through email and broadcast-style updates. While some opportunities for interaction exist (e.g., town halls, informal Teams channels), there are limited structured mechanisms for ongoing two-way communication, feedback loops, or visibility of how staff are receiving and using information. As a result, staff often rely on follow-up clarification or informal channels to confirm understanding or fill information gaps.

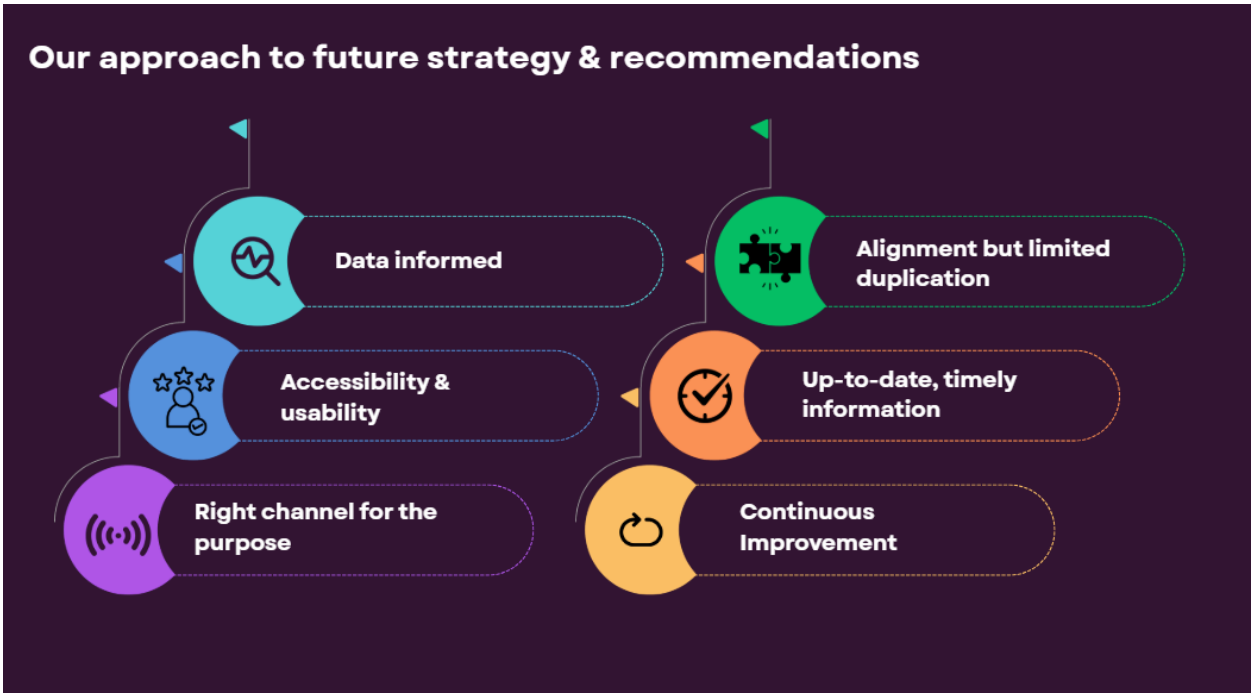
Key Gaps

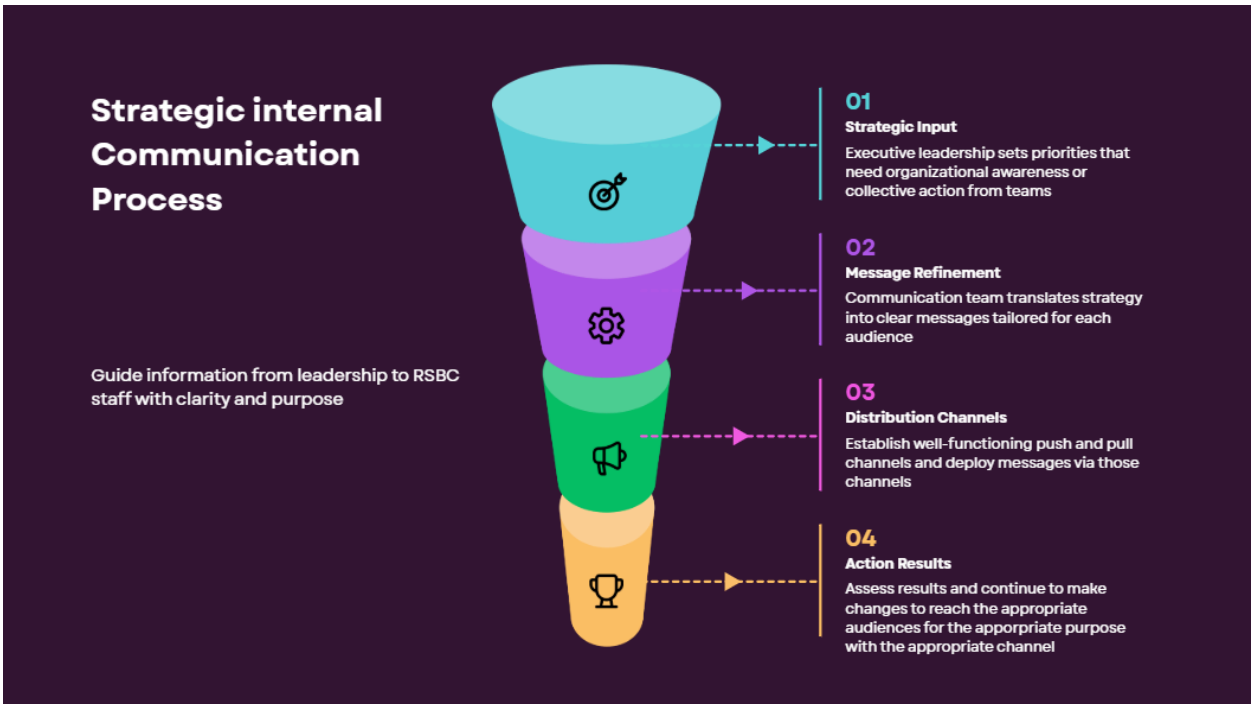
1. **Structure / Strategy**
   There is no consistent internal communications approach guiding what is shared, how it is prioritized, or how it connects to organizational priorities. Communication varies across teams and tools, resulting in inconsistent structure and alignment. Comms are mainly one-way (not two-way).
2. **Timing**
   Communication is not consistently planned or timely. Updates are shared based on need or capacity rather than a clear approach that ensures staff feel informed, and staff are often seeking clarification or reaching out with questions before formal communications are issued.
3. **Data / Insight**
   There is limited ability to measure engagement or understand how information is used, which restricts evidence-based decision-making.
4. **Lack of awareness**

   Staff are unaware of where to find the information they need and what type of information each internal communication tool provides. There is also a lack of understanding of the internal communications principles among many RSBC leaders.

Process and approach

We will use the following approach and process to guide our strategy.





Recommendation: Overview (High-level model)

This recommendation proposes a phased approach to strategically strengthening internal communications at RSBC:

1. Understand & confirm the current ecosystem (channels & purpose). This will include the formal removal of some channels that aren't working, like the RSBC newsletter.
2. Stabilize and improve the core platform (RSBC intranet)
3. Build awareness of how RSBC internal communications channels are used and offer tools to support RSBC teams with their internal communications
4. Evaluate effectiveness + refine content types (data + culture split)

Request

Executive support and approval for the direction as outlined in this plan.

Resources

- See Appendix A for a map of the internal communications that will remain while this review is happening.
- See Appendix B for a draft action plan for each phase

Appendix A: internal communications that will remain during the review

Topic	Channels
National Indigenous Day (June 21)	ADM email (link to past issue of the newsletter with article?)
Public Service Week (June 14-20)	Email to staff (ADM?), invitations to RSBC events, banner on RBCS intranet homepage
940 Blanshard Move	Real-time updates on intranet, all-staff emails directing staff to intranet page

Channels still used by the comms team to share timely updates:

- ADM emails
- Intranet updates
- Stories to share in Dispatches/Justice sector blog:
    - June: 21st anniversary of the RDP (look in the June 11, 2025, issue of our newsletter) – check with Mike Lupu
    - November: Day of Remembrance for Road Crash Victims
    - Alexa's story – check with Brent

Appendix B: (Draft) action plan for each phase

Phase 1: Internal Comms Review & Inventory

Purpose

This phase establishes a baseline understanding of the current internal communications ecosystem, including channels, usage, purpose, and areas of overlap or duplication.

Action

Conduct an internal communications review, including a full assessment of existing internal communications tools and channels to establish:

- What channels currently exist (intranet, emails, Town Halls, all-staff meetings, etc.)
- The intended purpose of each channel
- Where duplication, overlap, or gaps exist
- What's working well, what isn't & make decisions to discontinue or enhance certain channels

Action	Status
Meet with leadership to discuss needs	**Completed (May 27)-** Executive confirmed direction including approval of intranet-first focus and newsletter reformat approach Meeting Notes
Review channels & purpose	In progress
Map Channel purpose, duplication, overlap, gaps – focus on exec and staff needs	In progress
Present internal communications inventory to Executive, including discussion on Town Hall purposes	To be scheduled

Executive input and approvals required:

- Confirmation of inventory and purpose of Townhalls

Phase 2: Intranet Stabilization & Early Enhancement

Purpose

Strengthen the intranet as the central internal communications platform, ensuring it is a reliable, accessible, and consistently used source of organizational information for staff. This phase focuses on improving structure, usability, and publishing discipline before introducing broader system or channel changes. This phase also begins

shifting day-to-day communication behaviour toward the intranet as the default publishing location for internal information.

Actions
Begin strengthening the intranet as the central internal platform, including:

- Initial usability and structural improvements (aligned with existing intranet restructure plan)
- Consolidation of key content into structured, searchable areas
- Introduction of more consistent and standardized publishing practices
- Begin gradual shift of appropriate internal communications to the intranet as the default publishing location, supported by selective email highlights rather than duplicated content

Work Area	Focus	Outcome
Intranet usability & structure	Improve navigation and organization of content	Easier access to information for staff
Content consolidation	Move key information into structured intranet locations	Reduced duplication and clearer single sources of truth
Publishing consistency	Establish early intranet-first publishing behaviour	More reliable and predictable information flow

Executive support & approval requested:

Executive endorsement is requested for the Phase 2 direction, specifically:

- Strengthening the intranet as the central internal communications platform (source of truth)
- Beginning a gradual shift toward intranet-first publishing for appropriate internal communications
- Improving intranet structure, usability, and publishing consistency as a foundational priority
- Transitioning away from duplicated or document-based newsletter formats toward intranet-based publishing supported by selective email highlights

Phase 3: Building Awareness & Channel Consistency **Purpose**

To build awareness of how RSBC internal communications channels are used and offer tools to support RSBC teams with their internal communications, while continuing implementation of a consistent internal communications operating model.

This phase continues to position the intranet as the primary source of truth (pull channel), supported by email and messaging as targeted distribution channels (push

channels). This phase establishes clarity, consistency, and governance across how information is created, shared, and maintained.

Actions

Develop communications and supporting resources to help staff understand:

- The role and purpose of each internal communications channel
- The intranet as the central hub and source of truth for organizational information
- When and how email and messaging channels should be used
- Where staff should go to find information, updates, tools, and resources

This may include awareness campaigns, quick-reference guides, channel usage guidance, onboarding resources, and leadership reinforcement.

Establish an intranet-first approach that clarifies where information is published and maintained, and how email and messaging are appropriately used for targeted, time-sensitive, or action-based communications

Executive support & approval requested:

Executive endorsement is requested for the Phase 3 implementation, specifically:

- Approve tools/channels info and other resources to share with staff

Phase 4: Insight, Data, and Ongoing Model Execution

Purpose

Operate the push-pull internal communications model while using data and usage insights to continuously refine and improve it. This phase embeds an evidence-led approach into day-to-day communications, ensuring the system is both executed consistently and optimized over time based on real engagement and needs.

Actions

1. Execute the communications model in practice

Implement the push–pull operating model (intranet-first publishing supported by targeted email distribution) as the standard way of working across the organization, including established governance, publishing practices, and content categories.

- Monitor how channels are being used
- Gather feedback on clarity and usability
- Identify opportunities to improve consistency over time

2. Monitor communication effectiveness using data and usage insights

Use available analytics and engagement data (including intranet usage where available) to understand what content is being accessed, valued, and underutilized, and identify behavioural patterns in how staff engage with information.

3. Continuously refine content and channel performance

Use insights to improve visibility, structure, and usability of content, and to adjust publishing practices and channel usage where needed to better meet staff and leadership needs.

4. Embed a continuous improvement loop

Maintain an ongoing feedback cycle where communication practices, content structure, and channel effectiveness are regularly reviewed and adjusted based on evidence rather than assumption.

Future considerations

1. Opportunity to refine and formalize an operating model based on evidence

Positions the intranet as the primary source of truth (pull channel), supported by push channels. This phase establishes clarity, consistency, and governance across how information is created, shared, and maintained. *(Rationale: people need to understand and accept the channel model before we formalize governance, planning cycles, and evaluation.)*

2. Align planning and evaluation

Develop an annual communications calendar aligned to executive priorities and operational cycles, and define how channel effectiveness and engagement will be assessed over time.

Why this recommendation

The current internal communications environment is fragmented across multiple channels, resulting in inconsistent visibility of information, duplication of content, and unclear expectations for where staff should go to access authoritative updates.

The intranet presents the strongest opportunity to establish a single source of truth, improve accessibility of information, and reduce reliance on distributed and duplicated communications (particularly email-based content).

Strengthening the intranet in Phase 2 is therefore a necessary foundational step to enable a structured transition toward an intranet-first communications model, supported by clearer governance and more intentional use of push channels in later phases.