ICAG

INTEGRITY

COMMUNICATION POLICY

"Communication works for those who work at it"
~ John Powell, Author

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GLOSSARY

For the purposes of this Communication Policy, Members refers to all categories of members of the Institute.

Categories of membership per section 13 of Institute of Chartered Accountants, Ghana Act, 2020 (Act 1058) consists of the following:

(a) A Student Member;
(b) A Member of the Accounting Technicians Scheme West Africa;
(c) An Associate Member;
(d) A Full Member;
(e) A Fellow; and
(f) A Firm Member.

1.0 INTRODUCTION

Effective and efficient communication is vital to the growth and success of every organisation. It is therefore imperative for communication to be consistent at all times.

This Communication Policy aims to outline the principles, guidelines, practices, and processes or framework for all ICAG's internal and external communication in keeping with its commitment to integrity. This is to help provide stakeholders with timely, accurate, objective and complete information.

This policy also seeks to identify the various channels of communication within the Institute, their intended purpose and the roles and responsibilities of staff in accessing and using them.

2.0 OBJECTIVE OF THE INSTITUTE

Institute of Chartered Accountants, Ghana (ICAG) was established by an Act of Parliament, Chartered Accountants Act 1963, Act 170. On 29th December 2020, the President of the Republic of Ghana assented to Institute of Chartered Accountants, Ghana, Act, 2020 (Act 1058) repealing Act 170.

The object of the Institute is to promote the study of accountancy; to regulate the accountancy profession and practice and to provide for related matters. Its members are the only persons recognized under the Companies Act, 2019 (Act 992), for the purpose of audit of company accounts. It is governed by an eleven-member Council.

Our Vision

To be the premier institute of chartered accountants in Africa by:

Having a technically competent and appropriate membership

- Providing services of the highest professional standards to industry, commerce and government
- Being recognised for the highest professional standards of competencies, integrity and excellence
- Providing the best services to members and students
- Being accepted as an authoritative body in accountancy and financial matters

Our Mission

To produce professional accountants of the highest quality, ready to provide cutting edge services to their clients at all times and upholding the ethical values of the accountancy profession.

Our Core Values

Competence: to display the highest professional competency in the technical services rendered to the public, matching worldwide standards and measurable through benchmarking with first class institutes.

Integrity: to serve as trustworthy, dependable and honest professionals and be respected in the conduct of our duties, services and pronouncements relating to the profession.

Excellence: to strive at all times to achieve excellence through continuous improvements, benchmarking, research, technology, knowledge and expertise in various fields and service provision to clients, and all categories of members.

Versatility: to proactively respond to the changing needs of the profession, members and students by learning from the past, reviewing the present, and striving to anticipate and plan for future developments.

3.0 STATEMENT OF SCOPE

The Institute has the objective of enhancing and streamlining communications to reinforce the Institute's vision and strategic priorities. This involves ensuring that information disseminated to Members, staff and other stakeholders is relevant, easy to access, accurate, confident, and appropriate in both content and context.

The Institute shall continue to develop and explore new communication platforms, channels, and tools to improve information sharing and collaboration between the Institute's members and staff. This policy is to be implemented to ensure compliance with relevant legislative requirements and standards of best practice.

4.0 REVIEW OF POLICY

With the ever-changing landscape of global information, communication standards are constantly evolving; therefore, this Communication Policy shall be reviewed and revised at least every two years.

5.0 POLICY STATEMENT

5.1 GOOD COMMUNICATION PRACTICE

The Institute endeavours to provide its stakeholders with timely, accurate, clear, objective and complete information about policies, programs, services, and initiatives. Consequently, to realize the Institute's communication goal, this policy outlines core principles of good communication practice as a guide to its stakeholders.

a. Effectiveness

The Institute shall ensure that all communication is effective and appropriate and shall convey information and respond to requests by stakeholders through appropriate communication channels.

b. Clarity

The Institute undertakes to transmit clear, uniform, and easily understood information. It also ensures that the Institute's logo, corporate colours, and publications are designed to reinforce, clarify or authenticate communication.

c. Proactiveness

The Institute shall continue to demonstrate leadership by proactively seeking and engaging external stakeholders in line with its vision and mission.

d. Transparency

The Institute shall continue to be as transparent and accountable as possible, disclosing reasons for decisions made, while the Management shall openly engage in dialogue as appropriate.

e. Efficiency

The Institute shall endeavour to ensure that all information reaches the intended recipients.

f. Cultural awareness

The Institute shall continue to respect the cultural diversity of all stakeholders in its communication. The Institute shall encourage the use of Information Technology in its communication with internal and external stakeholders. Communication shall be free from disparaging remarks about religion, ethnicity, sexual orientations, and appearance.

Each employee is responsible for fostering an inclusive and respectful work environment where diversity is valued and contributes to the achievement of the Institute's objectives.

g. Responsibility

The Institute shall endeavour to ensure that editorial operations and marketing of the Institute's products, which constitute an integral part of the Institute's communication process, reflect a high level of accountability and responsibility.

Courtesy, tact, respect for others and their opinion shall guide the actions of Management and Staff. All communication shall be devoid of slang, obscene, offensive, and discriminatory remarks, ethnic slurs, or sexist innuendos.

h. Integrity

All internal and external communications, like all other activities of the Institute, shall be guided by honesty, with words, tone, and actions reflecting integrity and respect.

5.2 STAKEHOLDERS

The Institute has both internal and external stakeholders with whom it communicates.

a. Internal Stakeholders

ICAG's internal stakeholders are:

i. Council Members,
ii. Management and Staff,
iii. Fellows,
iv. Full Members,
v. Associate Members
vi. Student Members,
vii. Firm Members.

b. External Stakeholders

The external stakeholders are:

i. Government (National & Local),
ii. International affiliates,
iii. Development Partners,
iv. Prospective Students,
v. Local Partners,
vi. Sponsors,
vii. Community,
viii. Consultants,
ix. Facilitators,
x. Suppliers/Vendors,
xi. The Media, and
xii. The General Public.

5.3 INTERNAL COMMUNICATION

The purpose of internal communications is to ensure that **Management, Staff, and all categories of Members** have regular and accurate information to deliver and operate to achieve the goals of the Institute. They shall be aware of the vision and corporate values of the Institute, important alerts, risks, and changes. They also need information to enable them to participate in events, meetings, in-service trainings, workshops, and other activities of the Institute.

To effectively carry out their mandate, Council Members also require timely and accurate information to inform their decision-making processes and implementation of policies.

The Institute shall encourage openness in internal communication and sharing of information unless the content is deemed likely to compromise the interests of the Institute.

5.3.1 CHANNELS OF INTERNAL COMMUNICATION

The Institute has several internal communication channels available, including:

a. ICAG Website

The official website of the Institute serves as a platform for providing stakeholders with information about the Institute, including its activities, services, programmes, and other relevant updates. It serves as a primary source of information for stakeholders seeking to learn more about the Institute and its operations.

The website acts as a central and versatile communication hub that keeps stakeholders informed and engaged while projecting the Institute's brand, transparency, and professional standing to the wider public.

All content to be uploaded on the website must be reviewed by the Director, Legal and Affairs before given to the IT Department to proceed.

b. All Members Email Platform

The All Members Email Platform is for the dissemination of important and relevant information from the Institute to Members (Fellows, Full Members, and Associates) via email, including licensing updates, Continuing Professional Development (CPD) information, and significant announcements.

To ensure accuracy, professionalism, and consistency in all communications disseminated through this platform, a structured review and approval process is observed. All information intended for circulation to members must first be reviewed by the **Director, Legal and Corporate Affairs** to ensure it is appropriate, legally sound, and aligned with the Institute's policies and standards. Following this review, the content must receive the formal approval of the **CEO** before it is considered ready for dissemination.

Upon receiving the CEO's approval, the communication is then shared with the Director, Member Services, who is responsible for transmitting the final message to the membership. This process ensures that all communications sent through the platform uphold the highest standards of governance, integrity, and professionalism befitting the Institute.

c. Members WhatsApp Platform

A WhatsApp platform used to communicate important information to members and promote upcoming events and activities. It enables members to access relevant information relating to the accountancy profession, professional development opportunities, and updates from the Institute. The platform is managed by District Society Executives.

To maintain professionalism and uphold the Institute's standards, all content intended for the platform must first be reviewed by the Director, Legal and Corporate Affairs, approved by the CEO, and subsequently shared with the Director, Member Services for onward dissemination to members.

d. Council WhatsApp Platform

A WhatsApp platform used to communicate important information and updates to Council Members on matters concerning the Institute. It enables Council Members to easily access relevant information and stay informed about developments within the Institute.

To maintain professionalism and uphold the Institute's standards, all content intended for the platform must first be reviewed by the Director, Legal and Corporate Affairs, approved by the CEO, and subsequently shared with the Council Secretariat for onward dissemination to Council members.

e. Students WhatsApp Platform

A WhatsApp platform used to communicate important information to students and promote upcoming events and activities. It enables students to access academic information and receive timely updates about the Institute.

To maintain professionalism and uphold the Institute's standards, all content intended for the platform must first be reviewed by the Director, Legal and Corporate Affairs, approved by the CEO, and subsequently shared with the Manager, ICAG College for onward dissemination to students.

f. Members Newsletter

The Institute's official monthly publication produced by the Technical and Research Directorate in collaboration with the Legal and Corporate Affairs Directorate. It serves as a strategic communication platform for informing, educating, and engaging members, students, staff, stakeholders, and the wider public on matters relating to the accountancy profession and the activities of the Institute.

Contributors

Contributions to the ICAG shall come from:

i. Staff of the Institute,
ii. Members of Council,
iii. District Societies,
iv. Faculty and Committee members,
v. Chartered Accountants (Members and Fellows),
vi. Professional students,
vii. Technical experts and subject matter specialists,
viii. Partner organisations and stakeholders, where appropriate,
ix. Invited contributors approved by Management.

Types of Content

The newsletter shall publish, but is not limited to, the following:

i. Institute news and corporate announcements,
ii. Messages from the President, Council, CEO, and Management,
iii. Reports on conferences, seminars, CPD programmes, workshops, and outreach activities,
iv. Technical articles on accounting, auditing, taxation, ethics, sustainability, corporate governance, and related fields,
v. Regulatory and legislative updates affecting the profession,
vi. International accounting news and developments relevant to ICAG members.
vii. Member achievements, appointments, awards, and obituaries.
viii. Student affairs and examination updates.
ix. District Society activities.
x. Research summaries, publications, and thought leadership articles.
xi. Features, interviews, opinion pieces, and human-interest stories relevant to the profession.

g. Internal Newsletter – ICAG Connect

Designed exclusively for staff of ICAG. It serves as the Institute's official staff newsletter, fostering a sense of belonging, shared purpose, and organisational cohesion among employees. Through ICAG Connect, staff are kept informed about internal developments, departmental updates, staff achievements and recognitions, organisational policies, upcoming internal events, and other matters relevant to the Institute's workforce.

To maintain professionalism and uphold the Institute's standards, all content intended for publication in ICAG Connect must first be reviewed by the Director, Legal and Corporate Affairs, approved by the CEO, and shared on Staff WhatsApp page by the Corporate Communications Manager, and or subsequently shared with the Human Resource Department for onward dissemination to all staff via email.

h. Staff Notice Boards

Dissemination of important and relevant information from Management to staff, including training opportunities, employment vacancies, and significant announcements.

Contributions for the Staff Notice must be sent in advance to the Legal and Corporate Affairs Director who shall review the content, consult the contributor about any amendments and, if suitable, approve the item for inclusion.

i. Staff Feedback Email Address

Staff feedback email address shall be established to enable the Institute to receive feedback from staff. The Staff Feedback Email Address shall be used by any staff member to suggest improvements, contribute ideas, and provide feedback on the Institute's initiatives constructively.

It is not to be used to notify complaints such as grievances, disputes, appeals, or protected disclosures.

Feedback received shall be referred to the relevant Directors and the CEO.

j. All Staff Emails

Staff are required to read all staff emails they receive. It is the responsibility of staff to check their official email accounts regularly for such email messages.

Only the CEO, HR, and the Legal and Corporate Affairs Director or their authorized delegates shall send all staff emails.

k. Email Distribution Lists

Any other person who wishes to use an email distribution list must obtain permission from the Director, Legal and Corporate Affairs. Distribution lists

shall be created, maintained, and used in accordance with the Institute's Communication policy. The requirements that apply to all staff emails also apply to emails sent using distribution lists.

l. Staff WhatsApp Platform

A WhatsApp platform used to share important information with staff and promote upcoming events and activities. It enables staff to access work-related information and receive timely updates about the Institute. The platform is managed by the HR and Administration Department.

Staff are required to read information posted on the Staff WhatsApp platform. Only the admin (HR) can add and remove members of staff from the group. All staff are required to post only job-related issues and staff matters on the staff WhatsApp page.

m. Departmental WhatsApp Platform

This platform is used by specific departments to discuss department-related issues. It is managed by the head of the department and enables departmental teams to communicate effectively and stay updated on ongoing activities. It also facilitates the timely exchange of feedback on departmental work.

Members of the team are expected to read all messages on the Departmental WhatsApp page and give prompt feedback when necessary. Team members do not have the right to post unrelated content on the page.

Only the admin (Head of Department) can add and remove members of staff from the group.

n. Information Sharing

Members, Staff, and other internal stakeholders are encouraged to share information with their peers and stakeholders about activities and events which have an association with the Institute. The Institute expects all internal stakeholders to use the channels and associated tools for the Institute's purposes and in compliance with this and other relevant policies and procedures.

Users of these and other Institute's communication channels are expected to use them for the Institute's purposes and comply with this policy, the Code of Conduct for Members, All Staff, and other applicable policies and procedures.

O. Sanction

Failure to comply with the communication policy shall result in disciplinary action.

5.4 EXTERNAL COMMUNICATION

External Communication is vital to building a positive image and reputation for the Institute. It is also significant because external stakeholders constitute the majority of the Institute's stakeholder portfolio.

The purpose of External Communication is;

i. To share information regularly on the Institute's ongoing and upcoming projects programmes, and activities
ii. To consistently manage and enhance the image of the Institute
iii. To market the Institute's programmes, products, and services (Learning materials, journals, training, etc.) and events
iv. Create an effective two-way communication between the Institute and key stakeholders
v. To ensure timely dissemination of information on changes or developments in policies legislature, standards, and practices
vi. Develop and sustain positive and mutually beneficial relationships with external stakeholders

5.4.1 CHANNELS OF EXTERNAL COMMUNICATION

The mass media (Print, Radio, and Television) is key channel used by the Institute to communicate with its diverse external stakeholders. Electronic or Web communication through the online media platforms, Institute's website and social media platforms are also being leveraged to effectively engage with these stakeholders.

a) MASS MEDIA

i. Print Media

Newspaper articles, and supplements, notices, fliers and ad-hoc publications; these written communication shall remain a vital component of external communications in the Institute.

ii. Radio

The use of live presenter mentions (LPMs) on radio about upcoming events, in-studio or telephone interviews on radio by the Institute's authorized spokespersons, and news articles events and activities of the Institute.

iii. Television

In-studio interviews, live coverage of events, LPMs and news bulletins about the Institute's programmes and activities.

iv. Public lectures

Public lectures are tools of delivery and engagement with External Stakeholders.

It is envisaged that the Institute shall continue to attract prominent personalities and think-tanks wishing to interact and discourse with the institute members. These engagements are critical to the enhancement of the image of the Institute.

v. Meetings

The Institute uses meetings such as courtesy calls, meetings with collaborating institutions, and governance and management meetings to communicate with stakeholders. Given the importance of meetings for sharing of and passing on information, the institute shall regulate meetings to ensure that the agenda, lists of participants, timing, and minutes or records are available, as it is appropriate to good communication practice. Where possible and appropriate, meetings shall be covered through the existing communication channels including, teleconferencing and other online meetings.

vi. Corporate Advertising

Utilizing print, electronic and support media for corporate advertising, the Institute shall use corporate advertising to continually promote a positive image of and ensure observance of the best advertising principles and practices in the Institute.

The production of promotional Institute items or materials shall at all times reflect the correct institutional name and logo. Where there are uncertainties, the concerned parties shall consult with the CEO through the Director, Legal and Corporate Affairs.

vii. Branding

Branding is a powerful identity tool for any organisation and shall be clear to all its stakeholders. To maintain its strong brand, **the Institute shall use the correct logo, name, and uniforms as well as the right fonts and colours at all times to reflect the true identity of its stakeholders.** Reference shall always be made to the Institute's Brand Guide to avoid any breaches. The Director, Legal and Corporate shall make the Brand Guide available upon request or direct branding initiatives as per the dictates of the Brand Guide of the Institute.

viii. Use of ICAG Logo

All internal and external stakeholders who wish to use the ICAG logo and marketing collaterals (any media material used to promote a company's products or services) of the Institute shall seek permission from the CEO in writing and consult the Legal and Corporate Affairs Directorate for its proper positioning and usage following CEO's approval.

ix. Printing and Publishing of Communication Materials

Service providers contracted by the Institute to design and print communication materials shall request the corporate colours, approved pantone (different color codes that stand for specific shades), dimensions, font style, and sizes, and any other relevant branding requirement of the Institute from the Legal and Corporate Affairs Directorate through the Procurement Directorate.

Samples of all communication materials must be sent to the Director, Legal and Corporate Affairs to review and recommend for the CEO's approval before the actual quantity ordered are finally printed and delivered to the Institute.

x. Written Communications

All internal and external communications generated by other Directorates shall be sent to the Legal and Corporate Affairs Directorate for the content and structure to be reviewed to ensure consistency with the Institute's brand guide before dissemination.

xi. Communications from Members

Contributions (for example, content, suggestions, etc.) from Members must be sent in advance to the CEO and reviewed by the Director, Legal and Corporate Affairs who shall consult the contributor about any amendments and, if suitable, approve the item for inclusion.

5.5 COMMUNICATIONS WITH THE MEDIA

All communications with the media or any agency acting on behalf of a media organisation shall be handled only by the Institute's spokesperson, the CEO, or any other officer formally authorised by the CEO.

All planned media interviews with designated members or staff of the Institute must be reviewed by the Council. The CEO, Director, Legal and Corporate Affairs or representative, or a contracted Media Consultant must be present at all media interviews to provide professional guidance as well as prevent incidents that may result in negative media reportage.

The Institute shall proactively inform the public of its activities through the media via the following communications tools;

a. Press Releases

The Institute shall issue press releases periodically to communicate information that is relevant, material, or of public interest.

Press releases shall be prepared by the Director, Legal, and Corporate Affairs under the supervision of the related unit and authorised by the CEO.

All press releases shall be reviewed and signed off by the President of the Institute.

b. Press Conference

This forum provides an opportunity for the Institute's spokesperson (President or CEO) to engage with the media, respond to questions, address misconceptions, provide further clarification, and share relevant new information.

Such engagements shall be conducted in an atmosphere of professionalism, mutual respect, and openness, while ensuring that participation is limited to authorised persons. Key management staff shall be present at such forums, which shall be coordinated by the Legal and Corporate Affairs Department. Questions from the media shall be addressed by the relevant Department Head, as assigned by the CEO, to provide technical clarification on specific subject matters.

c. Press Statement

The Institute shall issue a press statement to communicate its official position, provide clarification, respond to matters of public interest, or address issues requiring urgent feedback from the Institute. Unlike a press release, which shall be subject to editorial review by media organisations, a press statement ensures that the Institute's approved position is communicated accurately and without alteration. Press statements published as paid media placements shall be initiated by the Director, Legal and Corporate Affairs, reviewed by the CEO, and approved for publication by the Council.

d. Interviews

Communications with the media could be in the form of face-to-face, telephone, or tele/video-conference interviews. The Institute must be open to electronic forms of media interactions. The interview shall be organised by Director, Legal, and Corporate Affairs or her representative. All media requests for interviews must be routed through the Director, Legal, and Corporate Affairs and approved by the CEO. This policy also covers interview requests at conferences or any other forum.

NB: No Employee or Member is authorised to speak to the media on the affairs of the Institute without the express approval of the CEO.

e. Media Enquiry

The media regularly contact organisations to get information or clarifications on emerging news or articles. Media queries can come from a variety of sources newspapers and magazines as well as television and radio. They also operate at different levels - local, regional, national, and international. Regardless of the source of the query, all staff must follow the guidelines to ensure responses that accurately reflect the views of the Institute.

Only the Director, Legal, and Corporate Affairs is authorized to respond to such information via the Institute's email platform (info@icagh.coom). The correspondence with the media in any case must have the CEO and Council in blind copy (to protect their contact), to ensure Council Members are aware.

5.6 MEDIA HANDLING PROTOCOLS

a. Principles

The Institute is committed to providing adequate and resourceful information to the

media at all times. The Institute shall ensure that in all dealings with the media, the integrity of stakeholders and staff shall be maintained, and that all communications shall be carried out in a professional, courteous and timely way.

b. Responding to Media Queries

All media queries shall be referred immediately to the Director, Legal, and Corporate Affairs (Email: info@icagh.com). This includes requests to interview/film/photograph facilities of the Institute etc.

i. All staff shall inform the Director, Legal, and Corporate Affairs of any contact with the media.

ii. Any questions relating to the Institute shall be passed to the Director, Legal, and Corporate Affairs immediately without comment;

iii. The response shall be collated by the Director, Legal, and Corporate Affairs or communications manager and signed off in agreement with the CEO and Council, or designated member of staff;

iv. Other organisations that shall be impacted by the Institute's response shall be notified of the query prior to the release of the information;

v. The response shall be issued in recognition of media deadlines, where reasonable notice has been given,

vi. All media queries and responses shall be logged in a Media Relations Database.

c. Media Advisories

A media advisory is a document/invitation to the media to cover an event by the organisation. It provides the topic of the event, speakers, date, time and location.

All requests to the media for event coverage must go through the Director, Legal, and Corporate Affairs and approved by the CEO.

d. FAQs (Frequently Asked Questions)

Another useful tool that the Institute shall create is a fact sheet or FAQs. Typically, A4 two-sided documents, fact sheets provide fast background information on the Institute's programme or event for journalists to consult. This also ensures accuracy and control of information about the Institute that shall be reported by the media.

e. Press Kits

Every event or programme organised shall consider putting together a press kit. The press kit shall contain all relevant and current information in a handy package. It could be in hard copy or electronic; usually, the electronic copy is the most handy for journalists to have and use.

Checklist for a Typical Press Kit

i) Programme/Event-specific information or fact sheets including its objective;
ii) Key achievements and results or expected outcomes;
iii) Contact information;
iv) Biographies of key personnel of the Institute;
v) Brochure if it does not repeat what is in the fact sheets;
vi) Press releases relevant to the event or briefing.

f. Synopsis

The synopsis covers a set of questions prepared for the media ahead of an interview on the Institute's planned event. The synopsis guides the journalist to ask relevant questions pertaining to event especially where they do not have much information on the programme. This shall also help the Institute generate the needed publicity about the particular event or programme.

g. Review/Approval of Synopsis

Where the synopsis is generated by the responsible department or unit, it shall be sent to the Director, Legal, and Corporate Affairs for review and approval of the CEO. This also applies to all content being generated by any Department or Unit of the Institute to be given to the media for dissemination.

NB: The Institute shall have a record of news articles or publications on the Institute's programmes and activities (clippings or press cuts) and set up a basic statistic-gathering (social media analytics) on its online presence and engagements with stakeholders.

5.7 WEB COMMUNICATION & SOCIAL MEDIA

Web Communication which includes E-mail, the Institute's website, and social media platforms constitute a key platform for external communication.

The Director, Legal and Corporate Affairs shall have the overall editorial responsibility for all Institute's website, and Social Media platforms.

As the main marketing tool for the Institute, the look and content of the website and departmental sites are crucial to the overall branding efforts of the Institute. Therefore, all employees are encouraged to be stewards of the content of their pages and advise Management of any necessary changes in content, structure or design.

a. Website Content

The content of the Institute's website shall always be up-to-date, user-friendly, and regulated to conform to the objectives of the Institute.

All content to be uploaded on the website must be reviewed by the Director, Legal and Affairs before given to the IT Department to procceed.

b. Social Media

Social Media is a group of online applications which are designed to allow information to be created, shared, discussed and disseminated. Social media include the sites, tools, channels, and platforms used to publish user-generated content and promote social connections and conversations.

Social Media enables the Institute to direct traffic to its website by sharing links to publications on the website on its social media platforms. Sharing content from the website on social media also increases the search engine ranking through in-bound links of the Institute. Using Social Media also enables the Institute to share information with people who are not regular visitors to the official website.

With the rapid growth and application of social media, ICAG recognises the need to have guidelines that ensure that those who use social media, either as part of their job or in a personal capacity, have guidance on the organisation's expectations where social media are used.

The Institute shall subscribe to key social media platforms including Facebook, X (Twitter), LinkedIn, YouTube, Instagram, and Tictok accounts through which it shall communicate with its external stakeholders.

c. Principles

The following principles shall apply to the use of social media for designated social staff managing the social media platforms and affiliates:

i) Show respect for human dignity and adhere to the Institute's Mission and Values;
ii) Use quality images and videos for all social media posts
iii) Respond to queries on social media in consultation with the Director, Legal and Corporate Affairs
iv) Shall not use social media to bring the Institute, staff, or affiliates into disrepute;
v) Ensure confidentiality of information obtained through social media is maintained; and
vi) Shall not use social media to the detriment of the Institute's professional activities.
vii) Shall ensure that all communication are easy to understand and devoid of slang, obscene, offensive, or discriminatory remarks, ethnic slurs, or innuendoes.

d. Application of Principles

This policy shall apply where a person is an employee of the Institute. This policy also applies to Members, Consultants, or any other persons who participate in social

media and who shall be identified as having an association with the Institute.

e. Consequences of Breach

A breach of this policy shall be dealt with in accordance with the Institute's Code of Conduct for All internal stakeholders.

5.8 CRISIS COMMUNICATION

The Institute shall continue to proactively prevent events that are likely to lead to loss of stakeholder confidence and to take care of events stemming from rumours, speculation that shall give the Institute negative publicity. In these cases, appropriate crisis communication shall enable the Institute to respond rapidly and effectively to potentially negative situations.

Given the importance of crisis communication:

i. Only the President or any authorised person shall give information to the media.
ii. The Legal and Corporate Affairs shall maintain regular contact with stakeholders and give advice where issues or developments appear to cause problems.
iii. The Legal and Corporate Affairs Department shall monitor local and international news and events and advise the President through the CEO on issues or events relevant to the Institute.

a. Crisis Response

When a crisis occurs, the CEO (in consultation with Council and the Director, Legal and Corporate Affairs) shall develop and advise on appropriate strategies to deal with the situation and communicate appropriate information to relevant stakeholders.

NB: All Communiques shall isued by Council with dates of issue.

5.9 CRISIS COMMUNICATION MANAGEMENT TEAM

In case of a crisis, the Council of the Institute shall become the Crisis Communication Management Team (CCMT) and co-opt other members as the situation shall demand. The Director, Legal and Corporate Affairs (DLCA) shall be a member of the team. The CCMT shall constantly monitor, interpret, and manage issues with the potential to escalate into crises and shall gather details about crises and approve strategies for internal and external communication.

The CEO shall release relevant, appropriate, and verifiable information to the media regarding any crisis. The CEO shall institute mechanisms to consistently monitor media coverage and respond accordingly.

6.0 RESPONSIBILITY

All Managent, staff ,and all categories of members are duty-bound to make known the good name of the Institute, and shall be responsible to demonstrate the Institute's standards in communication.

a. Supervisory and Management Staff

All the supervisory and managerial staff shall ensure that:

i. All staff members are sensitised on the Communication Policy,
ii. Communication systems and processes actively support the vision and mission of the Institute,
iii. They act as role models by leading by example and demonstrating good practice in all aspects of communication,
iv. Effective, timely, and appropriate feedback is provided to staff, and stakeholders,
v. They reflect on communication standards and practices within their respective teams and identify opportunities for improvement, they take action to ensure they are resolved amicably when staff raise issues of poor communication,
vi. There is effective communication between the staff and other stakeholders,
vii. They support and promote a culture that encourages inclusion,
viii. Transparency and involvement of all concerned parties,
ix. All staff members in their areas of responsibility have an understanding of the Strategic direction of the Institute, faculty, and service departments, and
x. There is consistency, equity, and parity in communication processes across the Institute.

b. Staff

Members of staff shall:

i. Be aware of the communication policy and demonstrate the Institute's standards in communication,
ii. Demonstrate the principles of good practice,
iii. Be responsible for ensuring that they communicate effectively and appropriately in line with the given standards of communication,
iv. Be aware of the various methods of communication and utilise them appropriately in their work,
v. Tackle incidents of poor communication in proactive and constructive ways,
vi. Ensure that information is shared appropriately and timely, and
vii. Consider carefully feedback in situations where stakeholders constructively raise issues relating to poor or inappropriate communication, and adjust their communication style appropriately and timely.

7.0 GOVERNANCE

i. The CEO and Directors are responsible for approving contributions by their staff for the Staff Notice and ICAG Connect (Internal Newsletter).

ii. In the case of external communication initiated by Heads of Department, such communication must first be channeled through the CEO's Secretariat for approval before it is circulated

iii. External communication shall include adverts in the newspapers, website, radio and TV announcements, flyers, banners, press releases, lists, etc. Approval shall be sought from the CEO before publishing in any media.

iv. External communication shall apply only to a Directorate/Department/Unit or shall impact the activities of other related directorates/departments/units. It shall be discussed and approved by the Director and the CEO before publishing

v. All communication emanating from a Directorate/Department/Unit for external consumption such as results, a notice of programs, and activities must be authorised by a Directorate head with approval from the CEO and endorsed by HR and Director, Legal and Corporate Affairs before they are posted on the noticeboards

vi. All letters to internal and external stakeholders must bear the CEO's signature or the signature of any other person designated by the CEO to act in his stead.

vii. Depending on the level of importance of the external communication, it must be signed by the CEO and Director or Head of Department

viii. External communication from Departments or Units shall be signed by the Director or the Manager in charge.

ix. The Corporate Affairs Manager is responsible for receiving and dealing with contributions for the Staff Notice and managing and maintaining the Notice board.

x. Directors are responsible for receiving and dealing with feedback through the Staff Feedback Platform.

xi. Staff are responsible for informing themselves appropriately about the Institute's activities and news using the specific communication channels made available to them.

xii. Staff shall consult the Director, Legal and Corporate Affairs if they do not understand any aspect of this policy especially where they need to take any communication-related action on behalf of the Institute.

Document Control

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