	Document Title	<b>Communication &amp; Escalation Procedure</b>		
	Doc. Number	GEN-PRO-001	Doc. Owner	General Manager
	Author	Angela Byrne	Revision	Rev. 05
	Reviewed by	Angela Byrne	Approved by	Fiona Spillane
	Next Review Date	26/07/2024	Approved Date	26/07/2023

## 1. Policy Statement

At Shorcontrol Safety we aim to facilitate excellent internal and external communications among our staff, learners, customers, and the general public. Communications should be open, appropriate, clear, concise, constructive, informative, and timely. It is important to the company that information be disseminated in a consistent manner and that in the event of more serious matters, appropriate escalation protocol is followed.

Depending on complexity, urgency and sensitivity, different matters will require different approaches to communication, such as in-person meetings, phone calls, electronic or virtual communications on various platforms. Each type of communication must be suitable for certain purposes and our employees must take due time to consider what type best fits the situation. The overall goal of the communication process is to present people with information that they understand and so it is important that the sender must choose the appropriate medium to convey their message.

## 2. Purpose

This purpose of this procedure is to outline our approach to manage communication in order to ensure the following:

- Ensure a clear understanding and awareness of what we do
- Share successes and learning opportunities of the company
- Proactively and consistently engage, collaborate, and consult with all stakeholders in a timely manner
- Communicate organisational changes effectively
- Mitigate reputational risk.

## 3. Scope

The scope of this procedure applies to all manners of communications issued or engaged in by all members of Shorcontrol Safety staff, internally and externally, pertaining to business activities.


## 4. Definitions

Term	Definition
<b>Communication Process</b>	A series of actions or steps being taken in order to facilitate successful communication between 2 or more people.
<b>Communications</b>	Any method of sharing or sending information between people and places, particularly using phones, computers, email, text, social media etc.
<b>Escalation</b>	A process of raising awareness of the context to the right people in order to resolve challenging situations.

## 5. General Procedure

### 5.1 Agreed processes of communications

- **Verbal:** interpersonal communication, classroom, training sessions announcements, meetings etc.
- **Written:** Letters, minutes, reports, notices etc.

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- **Electronic:** email, internet, social media, and phone.

## 5.2 Communication with clients/ learners

- Sales services and the company website provide detailed information on Shorcontrol Safety regarding courses, services, and retail items.
- The information provided to potential customers includes:
  - Course schedule
  - Costs
  - Location of training
  - Any course pre-requisite requirements (when applicable)
  - Equipment available for hire
  - Equipment available for purchase
  - Other retail and merchandise available for purchase
- Sales & Accounts staff will assist potential learners with course selection when the client is unsure which course or program best suits their needs.
- Sales & Accounts staff will seek advice from Tutors and the Head of Training & Development when approached with client queries in which they do not have definitive answers to.
- Sales & Accounts staff will determine which course the learner is scheduled to attend, and Admin will assist them in locating the room or location which the course is being facilitated in.
- In the absence of a staff member, the entry foyer contains a monitor which displays the courses, and location of those courses occurring that day.
- Prior to the start of each course, the tutor will induct the learner by discussing housekeeping and safety issues.
- This includes fire evacuation plan, toilet facilities, water & beverage availability, snack & lunch details, and cell-phone use during the course.
- Prior to the start of each course, the tutor will induct the learner by discussing details pertaining to the course. This includes the following:
  - Course content
  - Learner responsibilities
  - Timeframes
  - Appeals process
  - Coursework and assessments
  - Certification or outcomes of successful passing and completion of the course
- Learners are asked to complete Learner Evaluation Forms after the completion of each course, using the provided QR codes.
- Sales & Accounts staff will carry out follow-up phone calls to verbally evaluate the training which the client/learner participated in.

## 5.3 Communication with Staff

- Staff meetings are an opportunity for management and staff to discuss company goals, business plans, grievances, concerns, etc.

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- Sales & Accounts staff meetings occur on a weekly basis.
- Quality, Health & Safety meetings occur on a monthly basis.
- Tutor/ Faculty meetings occur at minimum on an annual (or as required) basis.
- Management review meetings are conducted on an annual basis at a minimum.
- Top management will meet on a monthly basis to review current status.
- Any changes or additions to activities that result from held meetings will be made known to relevant staff and tutors in writing, either as email or hard-copy documents.
- Any changes or additions of training programs will also be conveyed to staff and tutors either through meetings or training of which is designed to help staff and tutors better understand the changes and how to best implement them.
- Any updates will be communicated to them in a timely and effective manner.
- Management and staff can avail of the work email system, provided by Shorcontrol Safety, to relay information between one another, management, and the company as a whole.
- Management will administer or make staff aware of all available marketing materials which includes new courses available, upgrading of products and equipment, updating of current course information, or updating company business plans and objectives.

#### 5.4 Communication with Stake Holders & Interested Parties

- Stake holders and interested parties that operates in and with the company, will have access to the same information to that which is available for learners and potential learners. This includes:
  - Marketing activities such as local paper advertisements, emails, internet advertisements, brochures, telesales personnel, journals, magazines,
    - These items can be obtained either by Shorcontrol Safety’s website, at Shorcontrol Safety’s premises or by request via email, phone call or written letter.
  - Direct communication with members of staff, sister organisations sales personnel, traveling sales representatives and safety & health event/conference stands.
- Shorcontrol Safety maintains a website which communicates to the community at large about courses, company information, contact details and company news.
- Shorcontrol Safety maintains a social media presence on LinkedIn and Facebook. These sites are used to maintain connections with learners, past and present employees, the public and other stakeholders. These sites are used to relay information related to courses, services, and company news.

#### 5.5 Evaluating our Communication

- In order to ensure the effectiveness of our communication, we will regularly evaluate our communication approaches through the following:

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- Seeking regular customer/ learner etc. feedback (both formal and informal) on our communication and information provision.
- Listening and responding to suggestions regarding our communication and information provision.
- Making appropriate changes to our communication process or method when/ if necessary.
- Reviewing and updating our policies (as listed in Section 8) accordingly.
- Regularly reviewing and updating all information content to ensure accuracy and validity.
- Where possible, gather and analyse statistics regarding the usage of our communication channels. These statistics should be used to inform this policy and decision-making regarding communication and information provision.


### 5.6 Escalation Process

- At Shorcontrol Safety we aim to handle any and all customer/ client/ learner queries in an efficient, effective, and professional manner, including escalation when required.
- Communication and resolution of any query should be based on the principles of transparency, clarity, timeliness, and accountability.
- Depending on the nature, urgency, and audience of the query, different communication channels and tools may be more suitable and effective.
- Where possible, the person who receives the query may be able to resolve such without assistance or escalation, however in circumstances where this is not possible, the following channels should be used:

<b>Query relating to:</b>	<b>Contact Person:</b>
General Operations	Fiona Spillane
Training & Development	John Kelly
Training Administration	Louise Byrne
Quality, Health & Safety	Angela Byrne
Occupational Hygiene Services	Stephen Magee
Equipment Sales & Hire	Serena Martin

## 6. Responsibilities

<b>Employee Title/Classification</b>	<b>Responsibility</b>
<b>All Staff</b>	All staff are responsible for ensuring that effective communication takes place and must follow this procedure in its entirety.
<b>Directors, Top Management &amp; Senior Management</b>	To ensure the necessary resources are available within the organisation for the implementation of this policy. To ensure the contents of this policy are implemented effectively.

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	To investigate and act upon any breaches or violations which may arise or be reported from individuals citing behaviour related to this policy.
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## 7. Enforcement

Employee Title/Classification	Responsibility
<b>General Manager</b>	Has the discretion of determining the repercussion on the discovery of any member of staff, tutors, managers, visitors, or subcontractor's unacceptable behaviour related to this policy. Has the discretion of determining the repercussions on the discovery of a manager or assigned responsible personnel's failure to enforce or follow this policy or its procedures.
<b>Managers and Heads of Departments</b>	Has the discretion of determining the repercussions on the discovery of any subordinate or learner's unacceptable behaviour related to this policy.

## 8. Related Information and Documents

Document ID	Title
<b>GEN-POL-015</b>	Careful Communications Policy
<b>GEN-POL-010</b>	Data Protection & Privacy Policy
<b>GEN-PRO-002</b>	Complaints & Praises Management

## 9. Procedure History

This procedure shall be reviewed when:

- There is a change of General Manager at Shorcontrol Safety.
- There is a change in any of the related policies or procedures found in section 8. '*Related Information & Documentation*' of this document.
- As prescribed in Shorcontrol Safety's policy and procedure review schedule.
- As determined or requested by the General Manager at Shorcontrol Safety.

Revision Date	Author with Title	Description
6/01/17	John Kelly; Head of Training & Development	Review and update
2/12/19	Adam Romans; Quality Coordinator	Update and format standardization
26/07/2023	Angela Byrne; QHSM	Rev. 05. Inclusion of 'Agreed Process of Communication', 'Evaluating Communication' and 'Escalation'.