



# 2011 Communication Protocol

## Our Commitment to Each Other



**Your questions, suggestions, and ideas encouraged!**

Our Communication Protocol requires participation and commitment from every employee. Feedback at all levels will be important to our success.

Communicator	Audience	Mode   Minimum Frequency	Focus Areas
CEO	All	monthly quarterly annually	<b>Strategic Plan*</b> <b>Regular Business Reporting*</b>
Regional manager	Regional staff	monthly <small>within two weeks of CEO message</small> semi-annually <small>through office meeting</small>	<b>Strategic Plan*</b> Strategic activities <b>Regional news</b> Performance to date
Office managers & Watertown managing directors	Office/department staff	quarterly <small>monthly encouraged</small>	Strategic activities <b>Office news</b> Performance to date Information sharing
Department manager/team leader	Department staff	weekly	Strategic activities <b>Department news</b> Performance to date Information sharing
Project managers	Project team	weekly	<b>Project news</b> and updates Technology and innovation sharing
CEO	Executive committee	bi-monthly	<b>Strategic Plan*</b> <b>Regular Business Reporting*</b>
CSO	All	semi-annually	Strategic Plan update Market update
Market/service leaders	Market/service practitioners	quarterly quarterly	Market updates Strategic actions Information sharing
CEO/operations group chair Corporate leaders (finance, legal, HR, IT, marketing, facilities)	Operations group	quarterly	<b>Strategic Plan*</b> <b>Regular Business Reporting*</b> Senior strategic direction Business health
Board of Directors/Chairman/Clerk	Stockholders	annually as needed	Governance Issues

Day to Day Operations

Corporate | Strategic Direction

Governance

Email  
 Multimedia  
 Town Meeting  
 Face to face

### Focus Areas for Communication

This year we will focus our communication around our 2015 Strategic Plan as well as regular business activity. All employees will receive consistent communication regarding these important areas listed below.

#### \*Strategic Plan

##### Achieve Unrivaled East Coast Prominence

##### Engage our people

- > Communication protocol
- > On the job learning
- > Career development

##### Seize market opportunities to grow

- > Organize to grow regions, markets and services
- > Position ourselves as thought leaders
- > Acquire talent

##### Shape VHB's brand

- > Sharpen our differentiators
- > Clearly and consistently communicate our value proposition
- > Create a feedback loop with clients

#### \*Regular Business Reporting

##### Secure our future

- > Financial health
- > Business practices
- > Leadership development