



Title:	Communication Requirements for Public Works		
Document #	PW-P-008-003	Document Level	Level II
Issue #:	1.2	Issue date	January 2025

Table of Contents

1	PURPOSE.....	2
2	SCOPE.....	2
3	DEFINITIONS	2
4	RESPONSIBILITY	2
4.1	General Manager or delegate	2
4.2	Divisional Directors or delegates	2
4.3	Divisional Quality Management System Representatives, or designates	2
4.4	People Leaders	3
4.5	All Staff.....	3
5	PROCEDURE.....	3
5.1	Communication of Departmental Policies and Objectives	3
5.2	Communication of Roles and Responsibilities	3
5.3	Communication of Risks.....	4
5.4	Communication of Changes.....	4
5.5	Communication of Departmental Quality Management System requirements	4
5.6	External communications.....	5
5.7	Communications with Media	5
5.8	Divisional Communication Plans.....	6
5.9	Monitoring and Control	6
5.10	Control of Documented Information	6
5.11	Training	6
6	ASSOCIATED DOCUMENTS.....	7



Title:	Communication Requirements for Public Works		
Document #	PW-P-008-003	Document Level	Level II
Issue #:	1.2	Issue date	January 2025

1 PURPOSE

To define internal and external communication requirements for Public Works. This procedure aims to ensure staff awareness of communication requirements both within the organization and with external stakeholders such as Council, citizens and regulatory bodies.

2 SCOPE

Applies to all Divisions within the City of Hamilton Public Works Department. The scope of this procedure is limited to communications related to Public Works operations, services and processes.

3 DEFINITIONS

Term	Definition
Communication plan	A plan or procedure that identifies the communication needs, frequency, who should receive specific information, when that information should be delivered, who is responsible for communicating, and what communication channels should be used to deliver the information.

4 RESPONSIBILITY

4.1 General Manager or delegate

- Responsible for communicating with City Manager and Council as needed
- Provide direction to staff on risks to be communicated to Council

4.2 Divisional Directors or delegates

- Ensure that their staff are aware of and follow the requirements listed in this procedure
- Ensure that necessary information is communicated to General Manager and/or other communication channels as required
- Ensure that Departmental policies and objectives as well as the importance of effective Quality Management are communicated to staff in their Divisions
- Ensure that responsibilities and authorities for relevant roles are assigned and communicated within their Divisions

4.3 Divisional Quality Management System Representatives, or designates

- Ensure that Divisional Communication Plans are developed and reviewed as



Title:	Communication Requirements for Public Works		
Document #	PW-P-008-003	Document Level	Level II
Issue #:	1.2	Issue date	January 2025

required

4.4 People Leaders

- Ensure that information from Departmental policies, procedures, objectives etc. is being cascaded and communicated to their staff in a timely manner
- Ensure that their staff are aware of their responsibilities related to communication

4.5 All Staff

- Fulfill necessary communication requirements as listed in this procedure and retain records of such communication

5 PROCEDURE

This procedure lists the minimum internal and external communication requirements for Public Works. In addition to this, each Division shall prepare and maintain their own Divisional Communication Plans that will capture any legal, regulatory or contractual communication requirements required as part of their divisional operations.

When communicating information, staff are encouraged to make every reasonable effort to ensure that the information is relevant, clear, and understandable for the intended users.

5.1 Communication of Departmental Policies and Objectives

Departmental Leadership Team shall ensure that Departmental policies and objectives are communicated to all People Leaders no later than within one month of its approval and release.

People Leaders shall communicate the information to their staff by appropriate methods such as email or team meetings, in a timely manner. Thereafter, the information shall be made available on the Departmental document management system or on relevant intranets (e.g. Public Works Quality Resource Center).

5.2 Communication of Roles and Responsibilities

People Leaders shall ensure that roles and responsibilities of their staff are clearly communicated and understood by their staff. Responsibilities expected of staff must be communicated during employee onboarding, and understanding of the responsibilities shall be verified during regular Performance Accountability & Development planning (PAD) meetings.

Departmental Leadership Team shall ensure that the responsibilities and authorities for relevant roles, are assigned and communicated within their Divisions.

Departmental (Level II) procedures will clearly indicate roles and responsibilities of staff positions that have responsibilities related to the process. Process Owners shall ensure



Title:	Communication Requirements for Public Works		
Document #	PW-P-008-003	Document Level	Level II
Issue #:	1.2	Issue date	January 2025

that Level II procedures are accompanied with relevant training material when the procedure is initially released for use. People Leaders shall ensure that staff are aware of and understand relevant information contained in these procedures and training material. People Leaders may utilize monthly staff meetings or equivalent meetings for communication of such information.

5.3 Communication of Risks

Project/Program/Process Leads or designates shall ensure that risks identified during the process/activities or during periodic risk assessment exercises are communicated appropriately to all stakeholders and Management.

Risks are to be communicated up different levels of Management such as Divisional Manager, Director, General Manager or City Manager, based on the level of risk identified. The communication shall be timely such that appropriate actions can be taken to mitigate the impact.

If Risk Assessment indicates potential negative impact(s) to the community, such risks are to be brought to Council's attention in a proactive manner, as needed, in consultation with the Departmental Leadership Team.

Refer to the Risk Management and Sharing of Consultant Reports SOPs listed in the [Associated documents section](#) for details.

5.4 Communication of Changes

Project/Program/Process Leads or designates shall ensure all relevant stakeholders, including the public, are made aware of changes to projects, programs, services and processes, the purpose of the change(s), and potential consequences. When possible, changes should be communicated well in advance of the change to provide staff and residents the opportunity to prepare for the change, and for staff to receive appropriate training when needed.

Changes that have an impact on residents should be communicated to them in a timely manner in alignment with the [Corporate Communications Policy on Media Relations](#).

Depending on the change, various modes of communication may be used to communicate the change. This includes but is not limited to Management meetings, team meetings, email correspondence, procedure updates, media releases etc. When a process is updated in a procedure, such revisions are to be highlighted and communicated as appropriate.

Note: Communication of changes to Corporate processes (e.g. Human Resources) will be managed by the respective Department and is not included in the scope of this procedure.

5.5 Communication of Departmental Quality Management System requirements



Title:	Communication Requirements for Public Works		
Document #	PW-P-008-003	Document Level	Level II
Issue #:	1.2	Issue date	January 2025

Departmental Leadership Team will communicate the importance of effective quality management and of conforming to the Public Works Quality Management System (PWQMS) requirements annually to their staff.

Communication requirements related to PWQMS foundational elements such as Document Control, Internal Process Reviews, Non-conformance process, Management Review etc. shall follow the requirements listed in the related Departmental (Level II) procedures, linked in the Associated Documents section.

5.6 External communications

Divisional Directors or designates are to ensure that all Federal and Provincial Orders received by their Division are communicated to Council and posted on the City of Hamilton website. The Order is also to be distributed and posted in other City of Hamilton locations, if specified so in the Order. Refer to the [Distribution and Posting of Federal and Provincial Orders procedure](#) for details.

City staff are to ensure that all Council members are provided with the same information on matters of general concern and/or matters that will be discussed at a meeting of Council or a committee of Council, as per the Corporate [Council-Staff Relationship Policy](#).

City staff shall ensure that all identified imminent risks to human health or safety in the community are communicated immediately to their direct supervisor or designate and the Director of their division, who shall communicate the information to the General Manager along with details on recommendations and mitigation plans as available. The City Manager and General Manager will ensure that imminent risks to human health or safety are communicated appropriately and promptly with Council. Refer to the [Sharing of Consultant Report procedure](#) for details.

In addition to the above, each Division shall maintain in their Divisional Communications Plan, a list of any legal or regulatory external communication requirements required as part of their divisional operations and ensure that these requirements are fulfilled as needed.

When communicating with regulatory bodies, it is recommended to have a designated Divisional point of contact.

5.7 Communications with Media

City staff who are not designated media spokespersons, shall courteously and respectfully decline requests for information from media and direct them to the City Communications Officers or to the designated media spokesperson.

The [Corporate Communications Policy on Media Relations](#) provides information on protocol to be followed when dealing with media (e.g. Media advisories, releases, enquiries) on behalf of the City of Hamilton.



Title:	Communication Requirements for Public Works		
Document #	PW-P-008-003	Document Level	Level II
Issue #:	1.2	Issue date	January 2025

5.8 Divisional Communication Plans

Each Division shall prepare and maintain their own Divisional Communication Plans that will capture any legal, regulatory or contractual communication requirements required as part of their divisional operations, at a minimum. The following steps may be followed when preparing Divisional Communication Plans.

1. Identify Divisional communication needs (e.g. legal, regulatory, contractual, QMS, communications to residents)
2. Determine the frequency, format, audience and content of communications
3. Identify all aspects of communication including how information will be shared, who is responsible for communicating, and how feedback will be received and acted upon
4. Establish clear lines of communication; Identify staff members who are designated spokespersons to communicate with media.

Each Division shall have their Divisional Communication Plan ready within one year of initial release of this procedure. The [template](#) available in the Associated documents section may be used for building the Divisional Communication plans.

The Divisional Communication Plans shall be reviewed at least once within the first two years following the initial release to ensure that the plan is up-to-date, and thereafter regularly at a minimum of once every 3 years.

5.9 Monitoring and Control

Each division will perform internal reviews ideally once every three years to ensure that their Divisional Communication Plans are being followed and to make necessary updates to the Divisional Communication Plans.

When warranted, feedback from stakeholders should be collected and used to make improvements to the communication process.

5.10 Control of Documented Information

Records of all required communication shall be stored and identified as per the Departmental Control of Records Procedure and following the Corporate Record Retention By-Law.

5.11 Training

People Leaders should ensure that their staff are aware of their responsibilities related to communication. Requirements listed within this procedure and Divisional Communication Plans are to be included in Employee Onboarding training and in subsequent refresher training sessions as needed.



<i>Title:</i>	<i>Communication Requirements for Public Works</i>		
<i>Document #</i>	<i>PW-P-008-003</i>	<i>Document Level</i>	<i>Level II</i>
<i>Issue #:</i>	<i>1.2</i>	<i>Issue date</i>	<i>January 2025</i>

6 ASSOCIATED DOCUMENTS

[Document Control Procedure](#)

[Public Works Internal Process Reviews](#)

[Public Works Non-Conformance, Corrective and Preventative Actions Procedure](#)

[Management Review of Public Works Quality Management System](#)

[Sharing of Consultant Reports](#)

[Distribution and Posting of Federal and Provincial Orders](#)

[Control of Records](#)

[Risk Management Procedure](#)

[Council and Staff Relationship Policy](#)

[Corporate Asset Management Communications Strategy](#)

[Public Works Employee On-boarding checklist](#)

[Public Works QMS Training Matrix](#)

[Corporate Communications Policy – Media Relations](#)

[Template for Divisional Communications plan](#)

[Minimum Standard for Communications to Public](#)