

10TH ANNUAL SYMPOSIUM

Supported by



The Canadian Public Relations Society, Inc.

INTERNAL COMMUNICATIONS

TURNING WORDS INTO ACTIONS, AND ACTIONS INTO RESULTS.
MAKING THE CONNECTION BETWEEN EMPLOYEES
AND BUSINESS OBJECTIVES

April 13 & 14, 2005
Metropolitan Hotel, Toronto

All-new Case Studies and More Interactive Sessions



Learn fresh perspectives and innovative practices from internal communications experts at:

Farm Credit Canada	Buffet Taylor and Associates
Manulife Financial	Bizz Buzz Communications
Hudson's Bay Company	Hill & Knowlton Canada
TELUS Mobility	MAVERICK Public Relations
National Life	IABC
City of Calgary	Porter Novelli Canada
CSA International	iStudio
Town of Ajax	Media Image
CPRS	Vivant Communications
Hewitt Associates	Foresters
GPC Public Affairs	Bruce Power

Learn how to maximize the effectiveness of your internal communications by:

- Integrating communications to ensure consistent messaging
- Promoting brand ownership with 'employee marketing'
- Customizing communications practices to reach all employee groups uniquely
- Keeping employees informed and involved during major organizational change
- Communicating sensitive issues — mergers, downturns, lay-offs, etc. — honestly
- Leveraging communications to promote employee health and well-being
- Measuring internal communications and gauging performance improvement

Register Now: 1-877-927-7936 or 416-927-7936

www.CanadianInstitute.com

Turning Words into Actions has Never Been More Important

As employee communications becomes more relied upon as a critical driver of business success, the role of internal communications professionals is also becoming more demanding and complex.

Internal communications professionals are expected to be pro-active, manage change, support corporate values, sell performance objectives, as well as inform and engage employees effectively, efficiently, every day and at the drop-of-a-hat. Sound familiar?

What's more, coming up with new solutions to age-old problems and establishing new and innovative techniques to meet the challenges of today's rapidly changing workplace are essential.

This practical 10th Annual learning symposium will provide you with strategic insights to help you optimize the effectiveness of your internal communications practices in your organization.

Hear from successful communicators and experts on:

- How to foster employees' understanding of your organization's strategic direction, the competitive environment, and consumers' needs
- Implementing an 'Employee Marketing' strategy to transform 'joe-jobbers' into brand ambassadors
- Maximizing IT to reach all employees — across teams, departments and geographical locations

- Communicating organizational strategy, change, issues, crises, HR policies and people practices to employees
- Auditing internal communications and identifying strengths and weaknesses
- Demonstrating bottom line impact of employee communications to senior management

Also take advantage of the post-conference workshop: **Playing Games – Using Innovative Communications Tools to Engage and Motivate Employees**

Take advantage of this special 10th anniversary conference, by registering today. Then return to your office with new knowledge and approaches for revitalizing your employee communications strategies. Don't miss this unique opportunity.

Register now, in four easy ways:

Telephone: toll-free 1-877-927-7936 or in Toronto 416-927-7936

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The Canadian Public Relations Society, Inc.

The Canadian Public Relations Society, Inc. (CPRS) is Canada's only professional association representing 1,700 public relations practitioners in 17 Member Societies across Canada who

commit to following a Code of Professional Standards. The Society offers a program of professional accreditation in public relations (APR), professional development and education programs affiliated with various colleges and universities, a job registry and networking opportunities, an annual national conference, a directory of all members and a forum for information sharing. Visit our web site for more information. www.cprs.ca

WHO SHOULD ATTEND

You will meet Vice Presidents, Directors, Managers, and Advisors of:

- Internal Communications
- Employee Communications
- Human Resources
- Employee Relations
- Corporate Communications
- Public Relations
- Organizational Development
- Communications and Planning
- People and Communities
- Learning
- Change Management
- Communications

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4:00 **The Two-Way Mirror: Developing and Aligning Employee Communication Strategies and Tactics with Overall Corporate Communication Strategies**

Case Study

Catherine Williams, Manager Employee Communications, Bruce Power

Bruce Power operates six nuclear generating units in Ontario, employing more than 3,500 people who work in shifts across various locations around the clock. Catherine Williams will explain the practices that successfully engage employees at Bruce Power.

- Understanding the bigger picture – from action to reputation, how everyone contributes to the company business plan
- Impact and influence – involving senior managers to support and lead initiatives
- Identifying and evaluating different media to communicate with a variety of audiences
- Beyond message delivery – ensuring employees understand current issues and are able to contribute positively
- Stability in a dynamic world – reassuring employees by explaining the impact of changes in government regulations, ownership, policies, objectives and culture of organization
- Living the brand – the actions beyond the words
- Delivering success, demonstrating leadership, developing pride
- Measuring the effectiveness and success of internal communications regularly

4:45 Chair's Recap and Conference Adjourns

Thursday, April 14, 2005

8:30 Coffee Served

9:00 Opening Remarks from the Chair

Leslie Dutton, Communications Practice Leader Hewitt Associates

9:15 Reengineering Internal Communications to Nail Down Strategic Direction and Organizational Objectives

Case Study

Joan Patterson, Director, Hbc Internal Communications, Hudson's Bay Company

- Routinely communicating core values and ensuring employees understand and embrace corporate objectives
- Speaking to employees in their own 'shop floor' language so they relate to management's decisions and goals
- Encouraging regular and open dialogue — 'push and pull' communications
- Creating a mutually-beneficial environment to discuss issues and share 'valid' information
- Customizing internal communications to address different employee segments to ensure that employees are:
 - working with current, factual information
 - expressing key messages in credible ways to internal and external audiences
 - serving as brand ambassadors for the company

10:00 Creating a Corporate Internal Communication System to Reach — Effectively and Efficiently — a Decentralized Workforce at The City of Calgary

Case Study

Don Mitchell, Manager, Internal Communications The City of Calgary

The City of Calgary currently employs around 12,000 people in offices, in the field, on shifts and spread across 120 locations. Hear from Don Mitchell how the City of Calgary overcomes its unique internal communication challenges by adopting a six pronged approach.

- Auditing your organization's current internal communications to identify need-gaps
- Addressing the need-gaps by identifying and evaluating different media, and leveraging existing resources
- Establishing an internal communications process to ensure smooth flow of information to all employees
- Redesigning and distributing regular newsletters to keep employees informed about the City's goals and services, and how employees contribute to them
- The cost benefit of putting full page inserts in newsletters to communicate corporate priorities and other important information
- Setting up an "employee info line"
- City of Calgary's experiences managing their corporate intranet home page — called "myCity":
 - using gateway pages to provide corporate news and announcements
 - improving access to information
- Posting highlights from the intranet – called 'myCity Weekly' – on bulletin boards
- Providing weekly summaries of news on the intranet: "All Employee Notice" emails
- Evaluating and improving the communication system through regular quantitative and qualitative research

10:45 Networking Coffee Break

11:00 Building Strong Bridges Between Managers and Direct Reports to Enhance Team Effectiveness

Janice McNally, ABC, Director Corporate Communications, Foresters

Alix Edmiston, President, Media Image; and President, IABC (Toronto)

- Motivating managers to become more responsible for boosting morale through face-to-face communications
- Establishing open dialogue between management and communications officials to correctly manage the exchange of information between managers and employees
- Training line managers and executives on:
 - organizing and delivering key messages to their team members
 - communicating in positives
 - techniques for getting buy-in from employees
 - turning message content into action
- Creating channels and opportunities (informal and formal) for employees to communicate concerns and ideas with team leaders
- Implementing metrics to measure success and resulting employee understanding and execution

12:00 Networking Luncheon for Delegates and Speakers



1:15 Optimizing Efficiency of Communications by Auditing Internal Communications Media

Felicia Shiu APR, Vice President, Health Care Consumer and Lifestyle MAVERICK Public Relations

- Conducting an audit of internal communication media currently being used in your organization

- Identifying media need-gaps from the audit results
- Exploring individual communications channels — newsletters, emails, notice boards, internal conferences, events, workshops, webcasts, intranet portals, videos, etc.
- Assessing which communication channels are most appropriate for your organization and the different types of messages you need to convey
- Deciding on the right media mix by identifying the channels that:
 - have greater impact on implementation of business direction
 - are more effective at communicating certain type of messages
 - are most cost effective
- Utilizing latest technology to reach employees across geographic boundaries
- Evaluating the effectiveness of your chosen channels/vehicles of communication on an ongoing basis

2:00 Refreshments

2:15 **Harnessing the Power of Intranets: Keeping Employees Informed, Involved and Interactive**

Case Study

David Bradfield, Vice President Strategic Communications, iStudio

Ross Turney, Director Communications National Life (member, Industrial Alliance Group)

- Integrating online services into your employee communications plan
- Creating a solid and intuitive foundation for your intranet
- Establishing a culture of participation and collaboration
- Managing and updating intranet content by implementing an effective governance model
- Ensuring your intranet remains aligned with your plan through measurement and strategic enhancements

3:15 **Proving Your Worth in Dollars and Cents: Performance Measurement for Internal Communications**

Boyd Neil, Senior Vice President, National Practice Leader, Corporate Communications, Hill & Knowlton Canada

- Defining the objectives of your communications program
- Selecting a measurement system in line with your company's business and internal communication objectives
- Customizing a unique measurement system to ensure your metrics provide a useful evaluation of your employee communications
- Applying analytical techniques to reveal core communications issues, challenges, obstacles and opportunities
- Planning and reporting the results of performance measurement in easily understandable actionable reports
- Interpreting and adjusting communications strategy based on results

4:00 **Chair's Recap and Conference Concludes**

Post-Conference Workshop Friday, April 15, 2005

9:00 a.m. - 12:30 p.m.
(Registration Opens at 8:30 a.m.)

Playing Games — Using Innovative Communications Tools to Engage and Motivate Employees

Karen Mingay
President, Bizz Buzz Communications

End two days of learning at the conference with some serious play! Karen Mingay will take you through a series of exercises to demonstrate how low-tech, interactive learning games can build employees' understanding of key business issues, which can further translate into an improvement in the bottom line.

Given that a motivated and productive workforce begins with knowledgeable and energized employees, in this interactive workshop you will learn how to:

- Break through the traditional corporate communication "noise" by turning work into play
- Use business games to educate, energize and engage your employees
- Bring your business message alive by making it meaningful, interesting, challenging and fun
- Create a dynamic, fun environment that engages participants
- Build teamwork, promote discussion, share ideas and get the message across loud and clear!

Workshop size will be limited to ensure a high degree of interactive, hands-on participation.

Sign up for the workshop today before space runs out!

Karen Mingay is founder and creative force behind Bizz Buzz Communications. Bizz Buzz Communications is a company dedicated to helping business build understanding to harness ideas that deliver results. Prior to setting up Bizz Buzz Communications, Karen was the Manager of Public Relations & Communications at Hiram Walker & Sons Limited, where she built a comprehensive employee communication program, at the heart of which were her original Interactive Learning Games. The creation and development of these games earned her recognition from both senior management and from her peers. In 1999, Karen was honoured with the Hiram Walker & Sons Limited President's Award for her Cost Savings game, and in 2002 she was awarded a coveted IABC Gold Quill Award of Merit and an IABC London Chapter Virtuoso Award for her game titled "Bringing Lego to Life — Involving Employees in Waste Reduction".

SPONSORSHIP & EXHIBITION OPPORTUNITIES

Maximize your company's visibility in front of key decision-makers in *your* target market! For more information, contact Business Development Executive **Marcus Campbell** at **416-927-0718 ext. 313**, toll-free **1-877-927-0718 ext. 313** or by email at **M.Campbell@CanadianInstitute.com**

Wednesday, April 13, 2005

8:00 Registration Opens and Coffee Served 

9:00 Opening Remarks from the Chair

**Leslie Dutton, Communications Practice Leader
Hewitt Associates**

9:15 **Achieving Excellence at FCC:
Developing and Implementing an
Integrated Communications Program**

Case
Study

**Kellie Garrett, Vice President, Strategy,
Knowledge & Reputation, Farm Credit Canada**

Farm Credit Canada (FCC) is one of the 50 Best Employers in Canada (Hewitt/Globe & Mail annual list), and has embarked on several new initiatives that are heavily dependent on stellar internal communication. Hear from Kellie Garrett, as she explains FCC's best practices for:

- Defining and communicating the vision, mission and corporate values of the organization
- Communicating new cultural practices that explicitly outline conduct expected from employees
- Creating an environment conducive to open, honest and two-way communication
- Ensuring collaboration between the human resources and internal communications functions
- Defining the role of internal communication in Integrated Marketing Communications to ensure consistency of messaging
- Optimizing technology to increase the effectiveness of internal communications

10:00 **Leveraging Internal Communications
to Promote a Sense of Brand Ownership
Among Employees**

Case
Study

**Mark Langton, Vice President,
Corporate Communications, TELUS Mobility**

- Getting senior management to buy into employees' role in defining and promoting the company's brand
- Specifying brand objectives and values to ensure the integrity of the explicit and implicit brand messages
- Communicating brand values to employees, with clear direction on their role in promoting it
- Empowering employees to deliver the brand by making them advocates who demonstrate, and can articulate, the key elements of the brand's promise
- Increasing employee alignment with brand by involving them in major announcements and celebratory events

10:45 Networking Coffee Break 

11:00 **Driving Organizational Change through
Proactive and Consistent Employee
Communications**

Case
Study

**Martha Terdik, Assistant Vice President
Employee Communications, Manulife Financial**

In April 2004, The Maritime Life Assurance Company (Canadian subsidiary of John Hancock Financial Services, Inc.) merged with Manulife Financial Canadian Division. Hear from Martha Terdik how Manulife increased employee engagement during this time of significant change.

- Engaging employees during a merger when integrating different organizations, corporate cultures, or practices
- Using internal communications to inform, educate, motivate and align employees with new operating realities
- Focusing on long-term gains over short-term gains — presenting the 'bigger picture' to employees
- Involving senior management in communicating goals, progress and key messages
- Ensuring that internal messaging is consistent with external messages

12:00 **Networking Luncheon for
Delegates and Speakers**



1:30 **Internal Communication's New
Progressive Role: Promoting
Successful Employee Benefits,
Health and Wellness Strategies**

Case
Study

**Janice Attersley, Vice President, Human Resources
Buffet Taylor and Associates**

Town of Ajax (TBA)

- Promoting a sense of involvement among employees by communicating the types of health, wellness, benefits and safety support they can receive from their employer
- Generating support for your benefit programs
- Increasing employee awareness of health and safety issues and outcomes by providing:
 - informative materials about diabetes, stress, high blood pressure, obesity, etc.
 - information on seasonal illnesses like the Flu, SARS, West Nile Virus, etc.
 - regular health and wellness seminars
- Promoting awareness of the available health, wellness and safety programs through intranet, newsletters, training sessions, meetings, etc.
- Monitoring employees' health and wellness needs through surveys and request procedures

2:15 Refreshments

2:30 **Facilitated Discussion Groups**

Interactive
Session

**Effectively Communicating Sensitive
and/or Confidential Issues — While
Keeping Employee Morale Up!**

**Hazel Cook, Manager, Communications
& Event Planning, CSA International**

**Christina A. Marshall, APR, President, CPRS (Toronto);
and President, Vivant Communications**

**Cyndy De Giusti, Senior Counsel
GPC Public Affairs**

**Trevor Campbell, Director
Corporate Practice, Porter Novelli Canada**

Small groups of delegates will be given different scenarios for which they will have to devise internal communication strategies and plans. These scenarios will include sensitive issues like compensation, benefits, pensions, lay-offs, mergers and acquisitions, restructuring, legal troubles, etc. Through focused input from peers and the expert guidance of the facilitators, you will be able to share new, innovative and practical solutions to take back and implement in your organization.

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REGISTRATION FORM

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YES! Please register the following delegate(s) for *INTERNAL COMMUNICATIONS*

Fee Per Delegate

- Conference only \$1599 + \$111.93 (7%) GST = \$1710.93
- Conference & Workshop \$2099 + \$146.93 (7%) GST = \$2245.93
- I cannot attend but would like information regarding conference materials

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Administrative Details

VENUE: Metropolitan Hotel, Toronto
ADDRESS: 108 Chestnut St.
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Hotel Reservations

For information on hotel room availability and reservations, please contact Metropolitan Hotel Toronto at (416) 977-5000. When making your reservation, please ask for "The Canadian Institute's Corporate Rate".

Program Materials

Conference participants will receive a comprehensive set of conference materials prepared by the speakers. These materials are intended to provide the participants with an excellent reference source after the conference.

Cancellation and Refund Policy

Substitution of participants is permissible without prior notification. If you are unable to find a substitute, please notify *The Canadian Institute* in writing no later than 10 days prior to the conference date and a credit voucher will be issued to you for the full amount paid, redeemable against any other *Canadian Institute* conference. If you prefer, you may request a refund of fees paid less a 15% service charge. No credits or refunds will be given for cancellations received after 10 days prior to the conference date. *The Canadian Institute* reserves the right to cancel any conference it deems necessary and will, in such event, make a full refund of any registration fee, but will not be responsible for airfare, hotel or other costs incurred by registrants. No liability is assumed by *The Canadian Institute* for changes in program date, content, speakers or venue.

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VOLUME DISCOUNT

Any firm or company registering three people at the same time will be entitled to a fourth registration free of charge.

PAYMENT MUST BE RECEIVED PRIOR TO THE CONFERENCE