

TERMS OF REFERENCE FOR: SO2 Internal Communications Manager

Post Title	Internal Communications Manager NAVY DNS-COMMS IC SO2
HRMS, JPA or Magellan Number	JPA 1714232
Rank/Grade	OF3 but can be managed by an experienced OF2
Branch	MILITARY
Location	NCHQ, LEACH BLD, WHALE ISLAND
Level of Security Clearance Required	SC

BACKGROUND

Royal Navy Communications and Influence (RN Comms) co-ordinates media coverage of all Royal Navy, Royal Marine and Royal Fleet Auxiliary activity.

Our mission is to:

- a. Ensure the public are aware of the positive impact of the Royal Navy in promoting the peace, prosperity, and security of the United Kingdom at home and abroad.
- b. Secure, enhance, and, where necessary, protect the RN's reputation in the public and media.
- c. Ensure our personnel are informed and fully aware of what their Royal Navy is doing and of the ways in which we are improving our capabilities and their lived experience.

We have a highly skilled team to deliver our mission through a coordinated process which starts with planning and is underpinned by insight. Our team can be viewed in four broad areas:

- d. **Planning and Evaluation.** The development of strategic messaging and campaign plans to ensure impactful communications across all channels. Provides the foundation for all content creation and ultimately delivery.
- e. **Content Creation.** Functions including graphics, photography/videography and news which involve the creation of communications content and build campaign executions
- f. **Delivery.** Functions such as digital, internal comms and Navy News, the former responsible for the governance of current owned channels and all deliver storytelling for the Royal Navy both internally and externally.
- g. **Reputation.** Protection of the RN reputation and our brand across all proactive outputs and reactive media queries.

RN Comms, in line with the rest of HM Government, is expected and required to adopt the Modern Communications Operating Model (MCOM) with proactive communications (where possible and appropriate) delivered on a campaign basis, using the OASIS framework.

ROLES DESCRIPTION

1. The post of SO2 Internal Communications (IC) Manager is the senior Service representative in the IC section, charged with the implementation of the RN IC Strategy, among our military audience. While the SO2 IC Manager will primarily act as the SME lead for military communications, they will also support delivery of Whole Force and civilian internal communications as required.

2. **Internal Communications Practitioner.** The role of the SO2 IC Manager is to lead and coordinate IC activities across the Whole Force, paying particular attention to the military component, as directed by the C1 IC Team Leader. They are to execute this function through the implementation of the RN IC Strategy. Key tasks include:

- Implement the RN IC Strategy, based on the direction set in the RN Communications Strategy, 1SL/2SL/FC priorities, and fine tune the implementation plan as priorities change within the organisation.
- Ensure the delivery of effective IC (including transformation communications) to the military component of the Whole Force.
- Work with the IC Team Leader and the Strategy Team, to plan and measure the impact of IC activities.
- Provide IC consultancy and advice to Directorates, service leaders and project teams and encourage them to adopt best practice IC.
- Maintain up to date 'dashboard' of RN IC activities and ensure the IC Team Leader is briefed on key matters.
- Manage and operate the internal distribution mechanism of IC documents and notes (such as GALAXY and RNTMs) and the effective use of IC channels (such as intranet, Defence Gateway, My Navy and email cascade), noting and advising on their appropriate use.
- Liaise with relevant RN, RN Comms and DDC teams to co-ordinate IC content across all relevant channels.
- Deliver the Bridge IC plan as required and act as member of Bridge co-ordination team.

3. **Campaign and Planning.** This role is responsible for developing, planning and executing campaigns and communications activities. Key tasks involve:

- Take direction from C1 Strategy on campaign requirements (if IC is a component of a broader campaign).
- Follow OASIS to confirm campaign objective, audience target, then develop campaign idea, plan implementation activities and agree evaluation criteria.
- Build campaign team with appropriate roles, experience and expertise to deliver the campaign.
- Run campaign according to a campaign plan and use evaluation data to optimise campaign activities following OASIS.
- Act as SME on campaign planning when working alongside project teams to assist them in achieve strategic objectives.

4. **Evaluation, analysis and measurement.** Evaluate communications activities that is managed and run by the post holder. This requires the use of available metrics and data sources to form an evaluation. Key tasks include:

- Access and collect data on communication and campaign activities.
- Analyse data collected and collated and provide immediate evaluation of communication and campaign activities while they are in progress in order to enable optimisation.
- Alert RN Comms line manager on communication activities that may be generating an unintended effect.
- Collate data for end of campaign evaluation following a consistent format, to enable wider use by the strategy team.

5. **Line Manager.** Act as a direct line manager and divisional officer for military (WO) IC Campaigns Assistant. Ensure post-holder sets medium and long-term objectives in relation to their output as well as personal development. The SO2 IC Campaign Manager is also responsible for subordinate resources in order to achieve IC campaign objectives ensuring at all times value for money and appropriate use of resources.

6. **Professional Development.** Oversee, plan and coordinate professional development activities for themselves and their team within RN Comms. Key tasks include:

- Identify professional development and training needs of individuals and incorporate that into their professional development plan.

7. The post holder will also deliver the following:

- Act as member of NERO / ACRO incident team

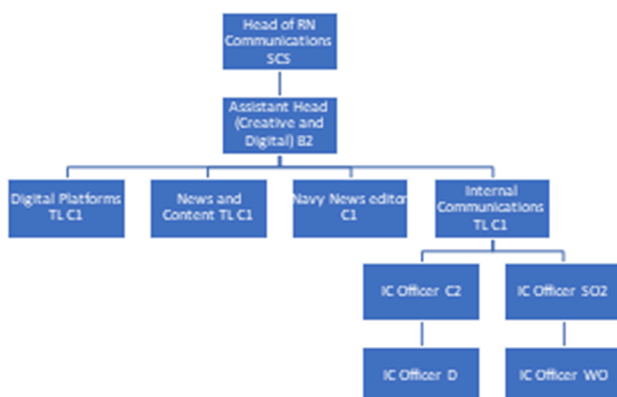
8. The post holder will act as RN Comms Duty Officer within the roster.
9. The post holder reports to the C1 Whole Force Internal Communications TL, providing an overview of all internal communications campaign activities across the Royal Navy.
10. The post holder works closely with the RN Comms Intranet, Creative, Digital, Graphics, Strategy, News and Content teams.
11. Where appropriate, act as the military IC SME for content specific to the Royal Navy.
12. The post holder may be required to conduct overnight establishment and unit visits as directed by the IC Team Leader.
13. The post holder may be required for secondment to other establishments and units as per service requirements.
14. The post holder may be required to deputise for the C1 IC Team Leader.

AUTHORITY AND COMMITTEES

15. The SO2 IC Campaign Manager is authorised to:
 - Liaise with internal and external agencies as required to deliver delegated outputs.
 - Engage with MoD, DDC Strategy and Campaigns, external organisations and other key personnel to gain insight to support ongoing campaign planning and delivery.
16. Is a member of:
 - Defence Directorate of Communication Internal Communications Crowd
17. Attends:
 - All associated meetings in relation to the above committees and organisations.
 - Daily RN Comms update briefs
 - Daily IC Team meetings
 - Weekly IC team planning meetings
 - Other meetings as delegated by Internal Communications Team Leader

ORGANISATION

18. Organisation Diagram.



COMPETENCIES AND SKILLS

19. The post holder must have strong leadership and strategic thinking skills, being able to make the most of earned and owned content to deliver effective IC.

20. The post holder must have the inter-personal skills to influence senior leaders and stakeholders and build constructive alliances within the Royal Navy community of communicators.

21. The post holder must understand internal communications and employee engagement best practice.

22. Ideally, the post holder should have acquired some communication skills and knowledge from previous employment. Building on this, the post holder must agree with the Line Manager on the training necessary to attain the required level of GCS communication competency as below:

GCS Communication Competency Framework	Level (0-3)
Insight: Gain an accurate and deep understanding of the issue(s). Use insight to identify target audiences and partners and to inform communication objectives, messages and solutions.	2
Ideas: Develop the communication strategy and plan. Select channels and develop key messages and content for target audiences. Identify evaluation criteria.	2
Implementation: Develop and implement effective communication strategies and plans. Work with stakeholders and partners to deliver communication.	2
Impact: Assess the impact and effectiveness of communication. Review achievement of objectives. Identify lessons learnt and share feedback.	2

23. Skills level with Defence ICT (ModNet, MS Office: **Intermediate**

EXPERIENCE

Essential experience:

- Recent operational experience within the Maritime domain
- Planning, delivering and evaluating complex communication and engagement programmes (preferably internal focused)
- Strong review, editing and proofreading skills

Desirable experience:

- Defence Communicators Course
- Relevant Internal Communications Qualification