



VOLLEYBALL ASSOCIATION OF SINGAPORE

COMMUNICATIONS POLICY

Document Name:	COMMUNICATIONS POLICY
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Responsible Officer:	VAS Board & Secretariat

1. INTRODUCTION

- 1.1 The Volleyball Association of Singapore (VAS or the Association) recognises that consistent, effective and appropriate communications – both external and internal – are essential for the Association to achieve its aims, objectives and policies, and to its credibility as a publicly accountable organisation.
- 1.2 This document outlines the principles for managing communications, including a summary of key strands of communications, and the responsibilities of staff in relation to communications.

2. SCOPE

- 2.1 The VAS Board members, the General Manager and members of Management Team should be familiar with this Policy, and all other staff should be aware of it.
- 2.2 The aim of the Communications Policy is to reduce the risk to the Association of damaging or ineffective communication, and to ensure that all staff are aware of how communications are best conducted externally and internally, and who has responsibility for which aspects

3. DEFINITIONS

- 3.1 External Communications
 - 3.1.1 Refer to all the messages and information that the Association presents to different audiences, whether directly (through telephone calls, letters, e-mails, newsletters, marketing materials, social media channels, online and press releases) or indirectly through the media and word of mouth.
 - 3.1.2 They also include the messages and information given to visitors at the Association's premises and event venues, as well as to other stakeholders including SportsSG (and its branches, e.g. ActiveSG, SSI etc), the Singapore National Olympic Council (SNOC), Continental and International Federation, sponsors, parents, players, supporters and key suppliers.
- 3.2 Internal Communications
 - 3.2.1 Refer to all the messages and information (whether verbal or written) shared within the Association, principally between members of staff, but also between the Board and staff, and to and from management and staff.

3.2.2 Internal Communications include the information given to VAS technical officials, athletes, coaches, and members of the sub-committees, as well as to volunteers.

4. STATEMENT OF PRINCIPLE

4.1 The objective of the Communications Policy is to help the VAS achieve a better understanding of what it offers to the public to ensure that the Association can undertake its arrangements for work as efficiently and effectively as possible, and to:

4.1.1 improve the clarity with which the values and identity of the Association are understood.

4.1.2 promote transparent and open communication.

4.1.3 provide clear and well judged information at the most appropriate level of detail in relation to the needs of the reader or user.

4.2 The improvements and benefits which good communications should provide are:

4.2.1 a greater likelihood of achieving the Association's aims, objectives and priorities.

4.2.2 a more effective and purposeful 'face' to the world.

4.2.3 a trusting working environment in which staff and associated workers and volunteers can locate the information they require.

4.2.4 providing everyone with the skills to be confident communicators.

4.3 General Principles

4.3.1 All Communications are important and needs to be considered carefully.

4.3.2 External and Internal Communications form part of strategic and business planning, as well as project and team appraisals (including work with other organisations).

4.3.3 Effective Communications play a positive role in the day-to-day operations of the Association, through the consideration of the content, and the audience for any message or information to be disseminated.

4.3.4 Managers and staff at all levels have a responsibility to foster good communications internally and externally.

4.3.5 The Association fosters a culture which encourages transparency of communication, clarity of style and the sharing of best practice and expertise across the Association.

4.4 Principles for managing External Communications

4.4.1 Corporate and marketing communications should be considered as part of the wider field of advocacy in which the Association wishes to:

4.4.1.1 distribute high-quality information about its plans, projects and programmes of activity, ensuring that those who are influential for the future support of the Association (whether from the

- press, government or in the sporting domain, or as private or corporate supporters) are well informed.
- 4.4.1.2 reach out to target audiences, to those in partner organisations and potential participants, where the Association is building key supporters and developing its programmes and events.
 - 4.4.1.3 ensure that the visual identity of the Association, as shown through all its print and digital communications, is clear, coherent and expresses the Association's key values.
 - 4.4.1.4 have a beneficial dialogue with its audiences using research, feedback and social media channels to gain insights, answer queries and deliver key messages about the Association's work.
- 4.5 Principles for managing Internal Communications
- 4.5.1 Internal communications are based on active management across the Association to ensure that:
 - 4.5.1.1 staff and Directors are informed of the most important information relating to the good management of the Association on a regular basis.
 - 4.5.1.2 regular exchanges through e-mail, meetings, messages and telephone calls are thoughtful, respectful, efficient and well disciplined.
- 5. RESPONSIBILITIES**
- 5.1 Board of Directors
 - 5.1.1 The President is responsible for ensuring that the Board members help to promote the Association's reputation through consistent external communication.
 - 5.1.2 All Board members are expected to be familiar with the programmes and activities of the Association and to refer complex or difficult external questions to the Secretary-General or General Manager.
 - 5.2 Secretary-General
 - 5.2.1 The Secretary-General, with the General Manager as appropriate, is responsible for the overall clarity and coherence of the Association's external communications.
 - 5.2.2 The Secretary-General seeks opportunities for good advocacy in order to promote the interests of the Association.
 - 5.2.3 The Secretary-General works to create an internal culture of open, honest, efficient and transparent communications.
 - 5.3 General Manager

- 5.3.1 The General Manager has overall responsibility for ensuring that staff share information and knowledge through the best external and internal communications.
- 5.3.2 The General Manager, with the approval of the VAS Board, is responsible for: -
 - 5.3.2.1 ensuring that the Association offers clear and consistent messages about its objectives and its programmes and events.
 - 5.3.2.2 overseeing all print communication from the Association including marketing, social media, development, learning and access, and signage, as well as setting the standard for communications through the website.
 - 5.3.2.3 promoting effective communications through the media, whether printed or broadcast, and seeking collaboration with appropriate media channels.
- 5.4 Staff
 - 5.4.1 All Association staff are responsible for maintaining good internal and external communications, for suggesting improvements wherever possible and for reporting breaches of the Policy.
 - 5.4.2 Individual members of staff ensures that they are thoughtful and consistent in their communications, and are aware of the principles and guidelines available for different aspects of their work.

6. BREACH OF POLICY

- 6.1 Any actions taken by Board members or secretariat staff which contravene the Communications Policy may be subjected to Disciplinary actions. Depending on the severity of the contravention, any external matter will be reported to the Board of Directors, and any internal matter will be reported to the Secretary-General.
- 6.2 If in either case it is a matter which threatens the reputation of the Association, or creates severe disruption, then the Association's Disciplinary Regulations will be followed.

7. CHANGES TO THE POLICY

- 7.1 VAS is committed to ensuring that all policies are up-to-date and reflect current practices.
- 7.2 Changes to this policy must be reviewed and approved by VAS Board, following which, it will be updated and posted on VAS's website.