



# Communications Function Maturity Model

	Initial	Reactive	Structured & Proactive	Managed & Focussed	Continuous Improvement
Organisational Level / Leadership / Management Policy	<ul style="list-style-type: none"> <li>Management unaware of need &amp; value of strategic communications.</li> <li>Positioning of communications within organisational structure is low.</li> <li>Reluctance to engage with media.</li> <li>No spokespersons.</li> </ul>	<ul style="list-style-type: none"> <li>Awareness of need for strategic communications exists.</li> <li>Part-time responsibility exists. Only selected / ad hoc issues considered.</li> <li>Inexperienced but willing to engage in communications efforts on ad hoc basis.</li> </ul>	<ul style="list-style-type: none"> <li>Greater leadership involvement in strategic communications.</li> <li>Communications at high level to senior management/some guidance documented.</li> <li>Engagement experience and protocols in place.</li> </ul>	<ul style="list-style-type: none"> <li>Active leadership engagement in all communications activities.</li> <li>Senior executive acknowledges importance of, and actively engages with, strategic communications activity.</li> <li>Communications team work closely with senior management.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic communications acknowledged as critical success factor in dissemination of official statistics.</li> <li>Executive considers strategic communications as a competitive advantage.</li> <li>Communications Director in the board of executives.</li> </ul>
Strategic Orientation	<ul style="list-style-type: none"> <li>No Communications Strategy in place or communications processes in place.</li> </ul>	<ul style="list-style-type: none"> <li>Need for strategic communications, aligned to corporate strategy, identified.</li> <li>Trial and error approach dominates.</li> </ul>	<ul style="list-style-type: none"> <li>Communications Strategy in place.</li> </ul>	<ul style="list-style-type: none"> <li>Communications Strategy is a living document within the organisation.</li> <li>Investments in people, processes and procedures to support strategy.</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable, agile strategy in place that produces results and creates measureable value.</li> <li>Activities completely focussed on bringing insights and value to citizens.</li> </ul>
Media Engagement	<ul style="list-style-type: none"> <li>No proactive engagement.</li> <li>Media interactions only happens when enquiries received.</li> </ul>	<ul style="list-style-type: none"> <li>Learning who key media are but ad hoc contact.</li> </ul>	<ul style="list-style-type: none"> <li>Media contacts exist. Good understanding about how to build relationships with them.</li> </ul>	<ul style="list-style-type: none"> <li>Relationship building in place supported by Communications Strategy.</li> <li>Media Relations practices in place.</li> <li>Tailored communications and content strategy in place.</li> </ul>	<ul style="list-style-type: none"> <li>Strong extensive set of relationships with key media.</li> <li>Active media relations function (responsive, strategic response to media as well as proactive engagement).</li> </ul>
People	<ul style="list-style-type: none"> <li>Understaffed and uncoordinated.</li> <li>Key functions absent.</li> </ul>	<ul style="list-style-type: none"> <li>Identification of needs.</li> <li>Development of key functions.</li> <li>Specialist expertise underdeveloped or absent.</li> </ul>	<ul style="list-style-type: none"> <li>Key functions established/in situ.</li> <li>Defined roles and responsibilities.</li> <li>Defined skillsets of a professional communication office.</li> </ul>	<ul style="list-style-type: none"> <li>Specialist roles in place.</li> <li>Ongoing training and development of staff.</li> <li>Increased resources and awareness of defined roles and responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>Culture supports continuous growth and innovation.</li> <li>Experienced/professional staff.</li> <li>Fully resourced.</li> <li>Communication skills included in the basic skillset of NSI staff.</li> </ul>
Processes	<ul style="list-style-type: none"> <li>No formal processes in place e.g. media relationships protocols, internal communications protocols.</li> <li>No formal relationship between communications function and statistical divisions with regard to the production of communications outputs.</li> </ul>	<ul style="list-style-type: none"> <li>Needs Identified and processes emerging.</li> <li>Importance of need to work closely with statistical business functions in relation to the production of communications outputs identified.</li> </ul>	<ul style="list-style-type: none"> <li>Processes developing.</li> <li>Emergence of partnership approach between statistical business functions and communications function with regard to the production of communications outputs.</li> <li>Minimum verification and measurement.</li> </ul>	<ul style="list-style-type: none"> <li>Formal engagement processes established and communicated.</li> <li>Clearly defined production processes which combine statistical and communications expertise with regard to the production of communications outputs.</li> <li>Verification / governance structures in place.</li> </ul>	<ul style="list-style-type: none"> <li>Formal engagement processes, reviewed, evaluated and improved on an agreed basis.</li> <li>Cycle of continuous improvement.</li> <li>Statistical expertise embedded within communications team.</li> </ul>
Technology	<ul style="list-style-type: none"> <li>Limited capacity.</li> <li>Professional tools not available.</li> </ul>	<ul style="list-style-type: none"> <li>Needs identified e.g. media monitoring, graphic design, video production, web development, data storage, social media, analysis tools, etc..</li> </ul>	<ul style="list-style-type: none"> <li>Improved capability and additional infrastructure in place.</li> </ul>	<ul style="list-style-type: none"> <li>Dedicated capacity and engagement processes established to support communications division e.g. dedicated front end developers to support web design team.</li> </ul>	<ul style="list-style-type: none"> <li>Fully resourced capacity.</li> <li>Innovation processes in place.</li> <li>Fully integrated communications requirements in place.</li> </ul>
Budget	<ul style="list-style-type: none"> <li>No dedicated communications budget.</li> <li>Spending and staffing ad hoc.</li> </ul>	<ul style="list-style-type: none"> <li>Minimal budget for isolated activities.</li> <li>Part time staffing.</li> </ul>	<ul style="list-style-type: none"> <li>Staff in place.</li> <li>Budget in place.</li> </ul>	<ul style="list-style-type: none"> <li>Fit for purpose budget designed to support strategic communications.</li> </ul>	<ul style="list-style-type: none"> <li>Fully resourced and viewed as priority by senior executive.</li> </ul>
Metrics	<ul style="list-style-type: none"> <li>No formal measurements in place.</li> </ul>	<ul style="list-style-type: none"> <li>Outputs measured only e.g. no. of press releases, basic metrics e.g. no of placements.</li> <li>No user satisfaction survey.</li> </ul>	<ul style="list-style-type: none"> <li>Outputs measured, plus some deeper analysis around interactions or relationships with influencers.</li> </ul>	<ul style="list-style-type: none"> <li>Advanced outputs and outcome metrics, including sentiment analysis, customer satisfaction levels, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Balanced analysis of quantity versus quality of engagements.</li> </ul>