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	Issue No.: 02	Revision No.: 00
Document Title: STANDARD OPERATING PROCEDURE FOR MANAGEMENT OF PUBLIC RELATIONS		

CHUKA UNIVERSITY

Standard Operating Procedure

For

Management of Public Relations CU/SOP/MPRE/41

Document Review Sheet

The signatures below certify that this Standard Operating Procedure has been reviewed and accepted, and demonstrate that the signatories are aware of all the requirements contained herein and are committed to ensuring their provision.

Action	Name & Signature	Position	Date
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Reviewed by	Prof. D. K. Isutsa	DEPUTY VICE-CHANCELLOR (ARSA)/ISO MR	20.08.2019
Approved by	Prof. E. N. Njoka	VICE-CHANCELLOR	20.08.2019



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1.0 Amendment Record

This Standard Operating Procedure is reviewed regularly to ensure relevance to the systems and process that it defines. A record of contextual additions or omissions is given below.

Amendment Record Sheet

Date	Issue No.	Revision No.	Page No.	Subject of Review /Modification	Revised By	Reviewed & Approved By
20/8/2019	02	00	6 to 15	Added “resources” in all processes by revising inputs heading to read “inputs/resources” and expanding the section as necessary	HOD	ISO M.R./VC
20/8/2019	02	00	16	Revised KPIs in quality objectives to be “measurable”	HOD	ISO M.R./VC
20/8/2019	02	00	17	Revised quality objectives to distinguish from routine duties and responsibility, & infused actions that will ensure customer satisfaction	HOD	ISO M.R./VC
20/8/2019	02	00	21	Revised risks to capture factually binding and persistent ones	HOD	ISO M.R./VC
20/8/2019	06	00	-	Generated stand-alone Opportunities for the Office and de-linked them from Risks	HOD	ISO M.R./VC

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2.0 General Overview

2.1 Purpose

The purpose of this SOP is to ensure that all pertinent activities are managed effectively to ensure compliance with the International Standard, the Chuka University's and the Government's statutory policies, procedures and regulations. The goal of this SOP is to outline the guidelines and processes that CU will embrace in establishing and sustaining excellent internal and external communication among staff, students and other stakeholders. This will function to maintain a good working environment, peaceful co-existence, promote efficiency and generate better understanding to achieve University goals and objectives. The goal of this SOP is to support mandates of the University as spelt out in the Charter, vision, mission, the Strategic Plan (2017-2022) and other relevant policy documents.

Corporate Communications Standards

Communication involves everyone and to be effective it must be organised and systematic.


- Timely. Information arrives at a time when it is needed, relevant and able to be interpreted in the correct context.
- Two-way: Systems exist to support communication throughout the organisation. Staff have the right to give and receive feedback and contribute their ideas. Public Relations Department is committed to seeking views, debating issues and explaining managerial decisions.
- Clarity: Messages are communicated in a clear, easy to understand language and not open to misinterpretation. Written messages are concise, using short sentences and avoid jargon.
- Open. The reason for decisions are available, decision-makers are accessible and ready to engage in dialogue. When information cannot be communicated the reasons for non-disclosure are articulated. Questions are expected and answered appropriately.
- Corporate. Communications style and messages reflect a consistent corporate narrative while keeping in line with Chuka University Statutes, policies and procedures.
- Targeted: The right messages reach the right audiences in the right manner at the right time.
- Accessible: Information should be communicated using the most appropriate medium for the targeted audience.
- Potent Risk: Refers to potential raw risk that is anticipated.

2.2 Scope

This procedure shall apply to and define all the processes and activities carried out within the Public Relations Department.

2.3 References

- Kenya Constitution, 2010
- Universities Act No. 42 of 2012
- CUE Regulations, Standards and Guidelines, 2014
- CU Charter, 2013
- CU Statutes, 2014
- CU Strategic Plan, 2017-2022
- ISO 9001:2015 Standard, Clauses 4 to 10

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- CU ISO Quality Management Systems Manual
- CU Citizen Service Delivery Charter, 2013
- CU Code of Conduct and Ethics Policy, 2014
- CU Corporate Communication and Public Relations Policy

2.4 Abbreviations

CCMT	Crisis Communication Management Team
CCPR	Corporate Communication and Public Relations
CMP	Crisis Management Plan
CSR	Corporate Social Responsibility
CUE	Commission of University Education
CU	Chuka University
DVC (ARSA)	Deputy Vice-Chancellor (Academic, Research & Student Affairs)
DVC (AFPD)	Deputy Vice-Chancellor (Administration, Finance, Planning & Development)
PRO	Public Relations Officer
SOP	Standard Operating Procedures
VC	Vice-Chancellor

2.5 Definitions

In addition to the relevant definition of terms given in ISO 9000:2015, the following specific definitions shall apply:

Write Up: Compiled information to be advertised

Editing: Checking for grammatical accuracy typing errors and factual representation/reporting

Artwork: Text, photographs and pictures prepared for advertisement

Confidential Material Information: Material information not widely disseminated within or external to the Company which, if disclosed, would be unduly detrimental to the Company's interests.

Crisis Communication: Is an initiative which aims at protecting the reputation of the organization and maintaining its public image.

Crisis Management: Is a process designed to prevent or lessen the damage a crisis can inflict on an organization and its stakeholders.


Electronic Communications: Any transfers of signals, images, sound, data or intelligence that is created, sent, forwarded, replied to, transmitted, distributed, broadcast, stored, held, copied, displayed, read or printed by one or several electronic communications systems.

External Communication: Is the transmission of information between an institution and another person or entity in the company's external environment.

General and Routine Information: Information that would not otherwise be classified as material information, and which is not otherwise required to be kept confidential because of privacy laws.

Internal Communication: Is the transmission of information between organizational members across all levels and organizational units designed to mobilize and empower employees as brand ambassadors.

Media: Means or channel of communication used to reach and influence people at a wider reach.

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Public Relations: Is a strategic communication process which is deliberate, planned, sustained and systematic series of communication programmes aimed at creating and maintaining mutually beneficial relationships between organizations and their publics through publicity that supports the organization’s strategic Management efforts presenting a consistent and coherent corporate image.

Stakeholders/Publics: Is the group of people/audience that influence the business activities of a company or people who have real or potential interest in the company.

Social media: Internet channels that allow stakeholders to create content.

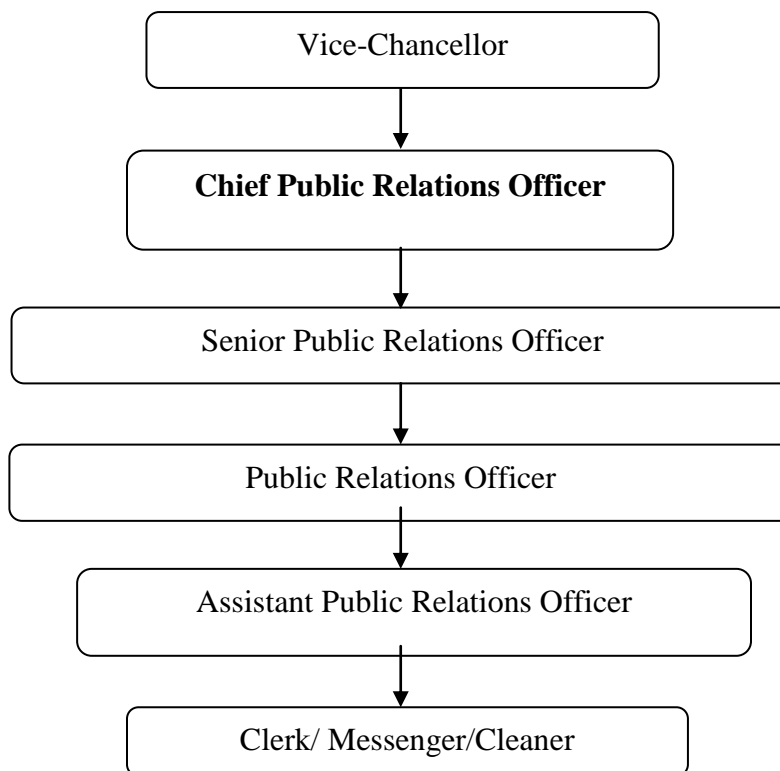
Spokesperson: Someone engaged or elected to speak on behalf of others.


2.6 Responsibility

The Head of Public Relations Department has the primary responsibility of ensuring that these processes are implemented and remain adequate for their intended purpose, providing the information for documentation of the processes and initiation of actions to keep them updated. All departmental staff members are responsible for implementing and ensuring that these processes are followed.

3.0 Administrative Structure of Public Relations Department

The current administrative structure for the Department is as follows:



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4.0 Processes

4.1 Overview

The Department of Public Relations is responsible for disseminating timely, accurate, objective and complete information to all publics to build and sustain mutual relationships and enhance the good reputation of the University. This will function to maintain a good working environment, win support of all stakeholders, peaceful co-existence, promote efficiency and generate better understanding of the University goals and objectives. The core activities of the office include:

- i. Managing potential crisis.
- ii. Advertising both internally and externally.
- iii. Coverage of University functions (videography and photography).
- iv. Publication and dissemination of corporate publicity information materials.
- v. Preparation and dissemination of the Chuka University Newsletter.
- vi. Media relations, monitoring, evaluation and briefing of the Management.
- vii. Coordinating University marketing activities.

4.2. Process for Crisis Management

Source

Complainants; Top Management

Required Inputs/Resources

Various Acts

Commission for University Educations Regulations, Standards and Guidelines

University Statutes and Various Policies

Outputs


Crisis management report

Receivers

Chuka University Fraternity; Top Management

Process Details

No.	Description	Output	Responsibility
1.	Gather information/facts on the crisis situation through investigation.	Collected info/ reports for analysis	Public Relations Officer
2.	Brief the Vice-Chancellor and other management staff on the crisis situation.	Memos/Reports	Public Relations Officer
3.	The Vice-Chancellor shall make appropriate communication to a constituted Communication Management Team (CMT) and relevant stakeholders in such an event.	Documented minutes, memos and reports	Vice-Chancellor Public Relations Officer
4.	CMT shall monitor and manage issues likely to escalate into crisis by collecting and organizing factual and verified information.	Media, security, feedback and intelligence reports	CMT Public Relations Officer

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5.	Disseminate information to affected parties regarding the crisis in liaison with VC.	Press releases Memos	Vice-Chancellor
6.	Follow up on the resolution of the crisis	Monitoring and evaluation reports	Vice-Chancellor/ PRO/CMT

4.3 Process of Advertising Internally and Externally

Source

ISO Departments; Top Management

Required Inputs/Resources

Communication Policy

Allocated budget

Advert write-up

Outputs


Advertised content

Receivers

ISO Departments; Top Management; CU/SOP/PROD/25; CU/SOP/FIND/24

Process Details

No.	Description	Output	Responsibility
1.	Approved write ups shall be received by PR Department from department(s) or division.	Approved write-ups	Departments PR Department
2.	PR Department shall edit write ups and forward to the Graphic Designer to prepare the draft art work.	Edited write-ups	PR Department
3.	PR Department shall edit and proof read the draft art work from the graphic designers and share with user departments before printing.	Final graphic work ready for print	PR Department User Department
4.	Notification is made to media houses using appropriate channels of communication.	Space orders	Public Relations Officer
5.	The head of PR shall forward the draft art work to the VC for approval.	Approved graphic work for print	Vice-Chancellor
6.	PR office shall receive space orders for signing and stamping and shall forward back to the respective media houses.	Signed space orders	PR Department
7.	The head of PR department shall forward the approved art work to the respective media house for publication.	Approved graphic work for print	Public Relations Officer
8.	PR Department shall file photocopied, published copy or broadcast documentation.	Published adverts in media	PR Department

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4.4. Process of Coverage of All University Functions (Videography and Photography)

Source

ISO Departments; Top Management

Required Inputs/Resources

Podcasts and video clips
Academic, research and extension milestones
Staff publications
News and reports

Outputs

Recorded function

Receivers

ISO Departments; Top Management; CU/SOP/PROD/25; CU/SOP/FIND/24

Process Details

No.	Description	Output	Responsibility
1.	The request for Videography and Photography for coverage is received from the relevant department within two days prior to the event.	Written requests	Respective departments
2.	The PR Department confirms receipt and availability of the service requested.	Responding memo	PR Department
3.	The PR Department assigns an officer to attend and cover the event.	Featured news, photos, video footage	Head of PR
4.	Editing of photos and video footages	Edited photos and video footages	Graphic Designer
5.	Approval of edited photos and videos	Approves work done	Vice Chancellor
6.	Release of video and photos to the user department	Complete photos and videos	Head of PR
7.	Archive of the copies for future use and reference.	Archived photos and videos	PR Department


4.5. Publication and Dissemination of Corporate Publicity Information Materials

Source

ISO Departments; Top Management; CU/SOP/PROD/25; CU/SOP/FIND/24

Required Inputs/Resources

Publicity materials
Allocated budget
Dissemination schedule and strategy

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Outputs

Dissemination lists

Receivers

ISO Departments; Top Management; CU/SOP/PROD/25; CU/SOP/FIND/24

Process Details

No.	Process Details/ Description	Output	Responsibility
1.	Notice shall be sent to relevant departments to avail raw data for the publication.	Memos	Head of PR
2.	Receive raw info from the departments.	Write-ups	PR Department
3.	Design the publication dummy.	Designed artwork	Graphic Designer
4.	The publication dummy shall be forwarded to the Vice-Chancellor for approval of the artwork and design after consultations with the user department. If not approved the PRO shall redesign the artwork.	Designed artwork	Head of PR
5.	Approval of artwork for the publicity materials.	Approved designed artwork	Vice-Chancellor User Department
6.	If approved the Head of PR shall contact procurement department for printing procurement, stating the specifications of the publication. The PRO shall then forward the approved artwork to the appointed printer.	Filled requisition Specifications	Procurement Officer Public Relations Officer
7.	Final proofreading and approval of the artwork at the printers place.	Complete sample of the design work	Head of PR
8.	Printed material shall be received from stores for onward distribution to relevant departments for dissemination.	Final product	Central Stores

4.6 Production and Dissemination of the Internal Newsletter

Source

ISO Departments; Top Management; CU/SOP/PROD/25; CU/SOP/FIND/24

Required Inputs/Resources

Contributed news/milestones/breakthroughs/events


Reporters/writers

Stationery

Allocated budget

Outputs

University newsletter

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Receivers

ISO Departments; Top Management; CU/SOP/PROD/25; CU/SOP/FIND/24; CU/SOP/ICTD/38

Process Details

No.	Description	Output	Responsibility
1.	The PR Department covers all University events to collect news stories and receives stories from departments.	News stories write-ups	PR department Concerned departments
2.	Layout, typing and editing of the newsletter	Dummy newsletter	PR department Editorial cttee
3.	Proof reading	Dummy newsletter	Head of PR
4.	Head of PR forwards to Vice-Chancellor for approval	Approved finished newsletter	Vice-Chancellor
5.	The approved newsletter is submitted to a winning bidder to print	Printed newsletter	PO Webmaster
6.	Dissemination of the newsletter through print and electronic media	Distributed copies and schedules	ICT Manager
7.	File photocopied, published copy or broadcast documentation for reference.	Archived newsletters (print / electronic)	PR department

4.7. Media Relations and Press Coverage

Source

All media relations activities are coordinated and implemented by the Corporate Communication and Public Relations office. Information will be generated, processed and disseminated through approved communication channels and in liaison with relevant University organs. All press releases, conferences and briefings must be approved by the Vice-Chancellor or authorized person(s). Chuka University will be impartial in releasing information to the different media outlets only at appropriate times. Press releases are an excellent way of engaging with the various target publics, heralding our achievements and raising the profile of the University.

Required Inputs/Resources

Approve press release write-up/content

Press coverage team

Approved briefing officers

ICT Team


Outputs

Communicated message

Feedback from stakeholders

Receivers

ISO Departments; Top Management

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Process Details

No.	Description	Output	Responsibility
1.	Receive requests for press coverage from event organizers or departments.	Written requests	PR department
2.	PR office shall contact event organizers for clarification of event details.	Checklists	Head of PR
3.	Notification shall be made to media houses via appropriate channels of communication.	Space orders Adverts	Head of PR
4.	Preparation of Press releases for distribution to the media	Dummy press release	PR department
5.	Approval and signing of the draft press release	Approved press release	Vice-Chancellor/ CEO
6.	Press briefing on event coverage and provision of relevant documentation shall be given to the press for further reference.	Signed and approved press release	Head of PR

4.8. Process for University Exhibitions and Marketing Activities

Source

ISO Departments; Top Management; CU/SOP/PROD/25; CU/SOP/FIND/24; CU/SOP/ICTD/38

Required Inputs/Resources

Allocated budget
Participating team
Transport logistics
Exhibition materials, products, services

Outputs


Exhibition/marketing report

Receivers

ISO Departments; Top Management; CU/SOP/PROD/25; CU/SOP/FIND/24; CU/SOP/ICTD/38

Process Details

No.	Description	Output	Responsibility
1.	Academic departments shall be notified to provide raw information for print exhibits.	Write-up for exhibits	Head of PR
2.	Receive the raw information to facilitate the designing of various print exhibits.	Designed exhibits	PR department
3.	Contact the user departments for approval of the design for the print exhibits.	Designed exhibits	PR department
4.	Liaise with the chairperson of shows and exhibitions to organize and implement printing of the print exhibits.	Designed exhibits	Procurement department PR department

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5.	Distribute to the various departments the printed materials after they have been received and accepted at the stores.	Complete works of the final exhibits	Central stores PR department
6.	The organisers/handlers shall write an exhibition or marketing performance report	Progress report	Head of exhibition or marketing

4.9. Internal Visits Management

Source

Stakeholders; Top Management

Required Inputs/Resources

Schedule of visit appointment

Allocated guides

Approval letter

Tour programme/itinerary

Outputs

Visit/outreach report

Receivers

ISO Departments; Top Management; CU/SOP/FIND/24


Process Details

No.	Description	Output	Responsibility
1.	The PR office shall receive or make correspondence from / to various visiting schools and institutions.	Requests Letters	VC Head of PR
2.	Send or receive acceptance notification.	Response letters	PR department
3.	If accepted, relevant departments shall be contacted on intended visit, or preparation of outreach materials shall be done.	Response letters	PR department
4.	Guide the visiting party to the relevant departments or visit the selected institutions and distribute the relevant literature.	Actual visit plan Brochures/publicity material issued out.	PR department
5.	The PR or other designated staff shall facilitate interactive session with the visitors	Photos and videos	PR department
6.	The guides of PR staff shall prepare a visit outcome report for Management	Progress report	Guides or PR staff

4.10. Process for Corporate Social Responsibility

Source

ISO Departments; Top Management; CU/SOP/PROD/25; CU/SOP/FIND/24

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Required Inputs/Resources

Allocated budget
Schedule of CSR activities
Venues/destinations of CRS activities
Strategic Plan, 2017-2022

Outputs

CSR report

Receivers

ISO Departments; Top Management; CU/SOP/PROD/25; CU/SOP/FIND/24

Process Details

No.	Description	Output	Responsibility
1.	Identify appropriate social endeavours in line with the University's mission.	Lists of identified activities. Minutes	Vice-Chancellor and Management Board or Council
2.	Requisition the various identified CSR activities to the VC for approval.	Proposals on CSR venture	Head of PR
3.	Approve the approved CSR requisition	Approved CSR request	Vice-Chancellor
4.	Solicit for various resources internally and externally for mounting the operation.	Letters Donation requests	Vice-Chancellor PR department
5.	Implement the social intervention in liaison with relevant departments or institutions.	Photos/videos Media coverage	PR department Other departments
6.	Review the impact of CSR activity on business processes and objectives.	Objectives achieved based on the activity and stakeholder feedback	PR department

4.11 Process for Special Events Hosting and Documentation

Source


ISO Departments; Top Management; CU/SOP/PROD/25; CU/SOP/FIND/24

Required Inputs/Resources

Allocated budget
Events facilitators/organising committee
Events programme and purpose
Events VIPs and Chief Guest

Outputs

Events performance report

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Receivers

ISO Departments; Top Management; CU/SOP/PROD/25; CU/SOP/FIND/24

Process Details

No.	Description	Output	Responsibility
1.	Information of event shall be received at the PR Office.	Requests Memos	Head of PR
2.	Liaise with the Vice-Chancellor and other relevant departments for press coverage	Checklists for the activities scheduled	Head of PR
3.	Notify the media houses for coverage where necessary or arrange for in-house coverage.	Invitation letters	Head of PR
4.	Communicate with Estates and Catering Departments for preparation of venue and catering services, respectively.	Memos	PR. Estates, Security & Catering Departments
5.	Review of the event logistics	Checklist/minutes	PR Department
6.	Attend the event and take notes for continual improvement and reporting	Event notes	Head of PR
7.	Prepare post-events performance report for the Management	Post-event report	Head of PR

4.12 Process for Compilation of Customer Complaints Resolution Report

Source

ISO Departments; Top Management

Required Inputs/Resources

Complaints/Investigative statements
Public Complaints Standing Committee
Public Complaints Policy

Outputs


Complaints register/report

Receivers

ISO Departments; Top Management; Other Customers

Process Details

No.	Description	Output	Responsibility
1.	Complaints shall be received in respective Departments by an officer responsible for customer care through email, suggestion box, verbally, letters, or any other proper means.	Received complaints	Respective Department
2.	Open suggestion boxes to retrieve deposited complaints/compliments & compile	Box complaints /compliments	Head of PR

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3.	Once a complaint is received, the officer shall record it in a complaints register.	Complaints register	Respective department
4.	The officer concerned shall acknowledge receipt of the complaint as per the PC Policy	Acknowledgment letter	Respective Department
5.	The respective Department shall initiate resolving or forward it to the relevant office if necessary for appropriate action.	Action taken (minutes or memos)	Respective Department
6.	The Department shall make sure the complaint is resolved in accordance with the Public Complaints Policy or Departmental SOP process on complaints handling.	Written documentation i.e. memos, letters, minutes	Respective Department
7.	After the complaint is resolved the complainant shall be notified accordingly	Memos / letters	Respective Department
8.	The Head/Chair of Department or PR /Dean / Director shall analyse the reports received and submit a monthly report to the Public Complaints Standing Committee (PCSC) by 5 th of every month.	Forwarded reports Minutes	Respective HODs
9.	Analyse the reports from the various Departments and submit quarterly report to the Commission of Administrative Justice (Ombudsman Office).	Forwarded reports Minutes	Chair, Public Complaints Standing Committee

5.0. Records/Retained Documented Information and Forms

Departmental Minutes

PRO Reports

Visitors' appointment/ schedules/logs


Exhibits samples

Statements

6.0 Key Performance Indicators/Objectives


6.1 Indicators

- (i) Established and maintained good relations with all stakeholders and community through corporate social responsibility and communal outreach programmes.
- (ii) Reduced communication breakdown and delays.
- (iii) Good will from all the Chuka University publics
- (iv) Up to date staff records maintained in the registry.
- (v) Optimal and proper utilization of existing communication channels towards cost reduction and enhancement of information sharing.
- (vi) Improved customer care index based on feedback about products and services.
- (vii) Empowered Chuka University public as the brand ambassadors.
- (viii) Timely dissemination of information and academic research findings to target audiences.

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6.2 Quality Objectives

Linked Strategic Objective(s): SO24: Development and Projection of a Positive Image of the University.			
Quality Objective 1. To develop a clear and consistent corporate narrative to build and sustain a good reputation and image.			
Strategy (Actions/Activities required to achieve the objective)			
<ul style="list-style-type: none"> Empower CU publics to be prime ambassadors of the University through timely, verified and determined information sharing. Media training of identified CU spokes persons for any scenarios for positive representation. Production of a monthly in-house newsletter and marketing materials such as brochures, fliers. Implementation and adoption of CU Corporate Communication and Public Relations policy by CU publics. Improve and shape public's perceptions of the University by 40% within the next year. 			
RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE	MEASURE OF SUCCESS (KPIs)
HOD Public Relations Vice-Chancellor	Approved budget for facilitation and implementation. Staff Procedures, Policies Regulations & Guidelines	Continuous	Number of newsletters and publicity materials published and circulated Number of spokespersons trained Monitoring and evaluation on the implementation of the Corporate Communications and PR policy Media monitoring to check favourable mentions through compiled reports from all platforms Collaborate with education bloggers and editors to market CU Brochures and marketing materials Improved stakeholders perceptions through prompt updates
Review dates:	Quarterly		
Linked Strategic Objective(s): SO5: Generation and Dissemination of Research Findings to Interested Parties			
Quality Objective 2. To create awareness about the University, interpret information and present in a manner to win support and enhance good relations with all stakeholders.			
Strategy (Actions/Activities required to achieve the objective)			
<ul style="list-style-type: none"> Coverage of all academic conferences, collate information on new advancement areas in academia. Circulation of in-house newsletters electronically and through print. Participate in key shows and exhibitions to market the University products and services to enhance our market presence and boost student enrolment. Increase 90% online visibility of CU products and services through diverse social media platforms 			
RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE	MEASURE OF SUCCESS (KPIs)
HOD Public Relations Vice-Chancellor	Approved PR Work Plan and schedule Procedures, Policies Regulations & Guidelines Facilitation, staff & stationery	Continuous	Implementation of at least 90% of the Annual PR work plan No of newsletters generated & posted Feedback received from publics Number of shows/exhibitions attended No of academic functions covered. Traffic flows and feedback from the social media platforms and No of followers or likes
Review dates:	Quarterly		

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Linked Strategic Objective(s):
SO24: Development and Projection of a Positive Image of the University.

Quality Objective
3. To minimize communication breakdown and delays including overseeing a customer feedback programme.

Strategy (Actions/Activities required to achieve the objective)

- Implementation of the corporate Communication and PR policy for all CU fraternity to embrace the use of
- Increase customer response to queries.
- Timely and authentic communication to target stakeholders
- Training on effective and efficient communication for all CU publics
- Customer satisfaction survey to gauge feedback

RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE	MEASURE OF SUCCESS (KPIs)
HOD Public Relations	Approved PR Work Plan and schedule Procedures, Policies Regulations & Guidelines Facilitation, staff & stationery	Continuous	Monitoring on the use of e-mail and reduced printed communication Respond to client queries within two hours upon receipt of requests Implementations of Corporate Communications and PR Policy Analysis time taken to relay info to targets audiences and action taken Staff trained/monitor change practice Feedback from CU stakeholders

Review dates: Quarterly

Linked Strategic Objective(s):
SO24: Development and Projection of a Positive Image of the University.


Quality Objective
4. To build and maintain the reput and brand of Chuka University for efficient and effective business processes.

Strategy (Actions/Activities required to achieve the objective)

- Attract more followers on the social media platforms by 60% increase.
- Empower CU publics to be prime ambassadors of CU
- Develop a good customer care and retention plan
- Enhanced media relations for positive media coverage and mention
- In time of crisis, the VC / authorized spokespersons shall address media and other stakeholders

RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE	MEASURE OF SUCCESS (KPIs)
HOD Publics Relations Vice-Chancellor	Approved PR Work Plan and schedule Procedures, Policies Regulations & Guidelines Facilitation, staff & stationery Staff	Continuous	Add links at the bottom of every e-mail newsletter and write an article about CU social media pages Actively post to social media platform's and state goals to fans Develop dashboard to filter keywords Customer complaints/feedback/actions Use of influential bloggers to push the University agenda Open day press and media visits Customer referrals for admission Number of favorable mentions and appearances in all media platforms Trained CU publics for empowerment, keeping them informed at all times Prepare a cohesive and clearly defined crisis management plan and teams

Review dates: Quarterly

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Linked Strategic Objective(s):
SO 17: Enhancement of Effective Use of ICT
SO24: Development and Projection of a Positive Image of the University.
SO 26: Improvement of Productivity, Efficiency and Effectiveness

5. Quality Objective
To promote the use of appropriate and designated channels of communication to streamline and enhance effective and efficient communication among CU publics.


Strategy (Actions/Activities required to achieve the objective)

- CEOs address on the state of the University
- Training HODs on ICT and internet usage for communication purposes
- Establishment of a customer care desk and switch board
- Develop a database of Chuka University good ambassadors

RESPONSIBILITY	RESOURCES REQUIRED	TIMELINE	MEASURE OF SUCCESS (KPIs)
ALL HODs Head of PR Vice-Chancellor	Approved PR Work Plan and schedule Procedures, Policies Regulations & Guidelines Facilitation, staff & stationery Staff	Continuous	Implement the Corporate Communications policy for CU members to use prescribed communication channels % e-mail usage and reduced paper work Customer care rating to how calls are received, timeliness and clarity of how information is relayed Customer feedback
Review dates:	Annually		

Risk Identification Key


Likelihood	Consequence	Raw Risk (Likelihood x consequence)
1: Low, very unlikely less than 10% chance of occurring	1: insignificant, consequences are very low, can lead to nil/minor disruptions (1 day), leads to no financial losses	1 - 3: Low, managed within existing controls, monitor annually
2: Medium, possible 20% - 60% chance of occurring	2: Moderate, consequences are moderate, disruption can be up to a week, financial loss can be up to \$10,000	4 - 6: Medium, evaluate efficiency of existing controls or implement mitigation plan, monitor quarterly or 6 monthly
3: High, likely to almost certain 70% - 100% chance of occurring	3: Serious, consequences are adverse, can lead to legal prosecutions, media coverage, investigation by statutory body, complete loss of service delivery or financial loss of > \$ 100,000	7 - 9: High, implement mitigation plan immediately, escalate to senior management, monitor weekly or monthly

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Department: Public Relations

Project /Process Name: Management of Public Relations

SN	Risk	Source (How can the risk occur)	Impact (What is the impact of the risk occurring)
1	Dissemination of inaccurate, inconsistent, unauthentic and unverified information	Non clear and inconsistent narrative both internally and externally from multiple unauthentic sources Unstandardized communication formats Unofficial communication on social media platforms Hackers access to official University communication platforms	Damaged reputation of the institution Misinformation Boycott of products and services by potential clients Boycott of services by public
2	Crisis scenarios	Student / staff protests Unauthorized University spokes persons with conflicting divergent messages	Interrupted business processes Reputation damage Boycott of products and services by potential clients Misinformation Market rejects graduates
3	Communication breakdown and delays	Uncoordinated communication which is not timely Fabricated information Lack of prescribed official communication channels	Student protests Staff go slows Unachieved goals Interruption of business Too much grapevine that can injure the institutions repute
4	Strained / bad relations with the media	Being untruthful with media Not responding and adhering to media deadlines	Negative coverage Damaged reputation Dwindling business and profits
5	Legal / regulatory non compliance	Noncompliance and non-implementation of communication policy Policies misunderstood or misinterpreted	Closure of the institution Injured reputation Uncoordinated communication Unachieved goals and objectives Staff / student protests
6	Customer dissatisfaction	Poor service delivery	Student protests Injured market reputation Low student enrolment by potential customers
7	Strained community relations	Not involving community in key projects Lack of good will and support from the community	Affects business processes Community protests against the University Damaged repute and no good will and support


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RISK AND OPPORTUNITIES REGISTER

Note for monitoring, the responses are: What = risk described. Why = prevent/correct consequence. How = mitigations/controls. Who = risk owner.

Risk name/ description	Risk Consequences	Likelihood (L)	Consequence (C)	Potent Risk= LxC	Mitigations/controls (Opportunities source)	Risk Owner	Monitoring (When)	Actual Risk as @ 20/8/2019				
								LA	CA	RI= LA*CA	RR%= RI/PR	EC %
Dissemination of inaccurate, inconsistent, unauthentic and unverified information	Damaged reputation of the institution Misinformation Boycott of products and services by potential clients	2	3	6	VC to approve all external communication Verify facts, double-check before release HPR to vet corporate communication	Vice-Chancellor University Mgt Head of Public Relations	Weekly					
Crisis scenarios	Student / staff protests Unauthorized spokespersons with conflicting messages	3	3	9	Good public relations Provision of timely information and updates	University Management	As it arises					
Communication breakdown and delays	Uncoordinated communication Fabricated information Lack of official channels	2	3	6	Good communication Compliance with PR Policy Use of official channels	Individual senders of information	Weekly					
Strained / bad relations with the media	Uncandid with media Not responding and delaying media	1	3	3	Good PR with media Provision of information Media briefing	Vice-Chancellor	Monthly					
Customer dissatisfaction	Poor service delivery	2	3	6	Adherence to service charters/improve customer delivery & experience	Individual dealing with clientele	Daily					
Strained community relations	No joint community projects/Lack of good will and support	1	3	3	Joint projects Build and sustain good PR through CSRs	Vice-Chancellor University Mgt	Monthly					
Legal / regulatory non compliance	Non-compliance/ misunderstanding or misinterpreting	1	3	3	Understand the policy Abide with regulatory requirements	Top Management	HOD PR Legal Officer					

Key: LA= Likelihood achieved. CA= Consequence achieved. RI= Risk incidences encountered. RR% = Residual Risk. EC (%) = Effectiveness of Control
Potent Risk (PR): Refers to potential raw risk that is anticipated. EC% = 100% - RR%

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APPENDIX I: PROCESS MAPS

(i) Process for Crisis Management

Responsibility	Action
Public Relations Officer	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>Gather information/facts on the crisis situation</p>
Public Relations Officer	Brief the VC and other management staff on the crisis situation.
Vice-Chancellor Public Relations Officer	Communication and constitution of a crisis management team
Crisis Management Team Public Relations Officer	Monitoring crisis, collecting and organizing factual and verified information.
Vice-Chancellor	Dissemination of information / press statement to stakeholders.
Vice-Chancellor PRO CMT	<p>Follow up on the resolution of the crisis</p> <p style="text-align: center;">End</p>

(ii) Process of Advertising

Responsibility	Action
Relevant Department PR Department	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>Approved write ups shall be received at the P.R office from relevant department(s) or division.</p>
PR Department	Editing of write ups and forward to the Graphic Designer
PR Department User Department	Editing and proof reading of the draft art work
Public Relations Officer	Send advertising intent/notification to media house
Vice-Chancellor	Approval of draft draft art work
PR Department	Sign space orders and forward to respective media house
Public Relations Officer	Send approved art work to the respective media house for publication.
PR Department	File photocopied, published copy or broadcast documentation for reference.
	End


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(iii) Process for Coverage of All University Events

Responsibility	Process
Respective user departments	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>The request for Videography and Photography for coverage is received from the relevant department within two days prior to the event.</p>
PR Department	The PR Department confirms receipt and availability of the service requested. YES/NO
Head of PR	The PR Department assigns an officer to attend and cover the event.
Graphic Designer	Editing of photos and video footages ↕
Head of PR	Release of video and photos to the user department
PR Department	Archive of the copies for future use and reference.
	End

(iv) Publication and Dissemination of Corporate Publicity Information Materials

Responsibility	Process
Head of PR	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>Notice sent or received from user departments to avail raw data for the publication artwork.</p>
PR Department	Receive raw data from source and send to graphic designer
Graphic Designer	Design the publication dummy.
Head of PR	The publication dummy shall be forwarded to for approval of the artwork and design after consultations with the user department. If not approved the PRO/designer shall redesign the artwork. ↕
Source DVCs/Vice-Chancellor	Approves artwork YES/NO
Procurement Officer Public Relations Officer	If YES: the Head of PR contacts Procurement Department for printing procurement, stating the specifications of the publication. The PRO forwards the approved artwork to the appointed printer.
Head of PR	Final proofreading and approval of the artwork at the printers place in consultation with user department.
Central Stores	Printed material received from stores for onward distribution to relevant departments for use.
	End


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(v) Production and Dissemination of the Internal Newsletter

Responsibility	Process
PR department Concerned departments	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>The PR Department covers all University events to collect news stories and receives updates from departments.</p>
PR department Editorial Committee	Layout, typing and editing of the newsletter
Head of PR	Proof reading and forwarding the final for approval
DVCs/Vice-Chancellor	Approval of newsletter
	<p>NO/YES</p> <p>↑</p>
PR department Procurement Officer Webmaster	Publishing for print and electronic media of approved newsletter
PR department	Dissemination of the newsletter through print and electronic media
PR department	File photocopied, published copy or broadcast documentation for reference.
	<p>End</p>

(vi) Process of Media Relations and Press Coverage

Responsibility	Process
PR department	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>Receive requests for press coverage from event organizers or departments.</p>
Head of PR	Contact event organizers for clarification on event details.
Head of PR	Notification to relevant media houses
PR department	Preparation of Press releases for distribution to the media
Vice-Chancellor/CEO	Approval and signing of the draft press release
Head of PR	Press briefing on event coverage and provision of relevant documentation shall be given to the press for further reference.
	<p>End</p>

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(vi) Process for University Exhibitions and Marketing Activities


Responsibility	Description
Head of PR	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>Notification to departments to provide raw information for print exhibits and projects.</p>
PR Department	Receive the raw information to facilitate the designing of various print exhibits.
PR Department	Contact user departments for approval of the design for the print exhibits.
Procurement Department PR Department	When approved the PR office in liaison with users organize and implement the printing of the print exhibits.
Central stores PR Department	Distribute to the various Departments the printed materials after they have been received at the stores for marketing purposes.
	End

(vii) Process for Internal Visitor Handling

Responsibility	Description
Head of PR	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p> <p>Receive requests for visits from schools and institutions.</p>
PR department	Send or receive acceptance notification. YES / NO
PR department	If accepted, relevant departments shall be contacted on intended visit, or preparation of outreach materials shall be done.
PR department	Guide the visiting party to the relevant departments or shall visit the selected institutions and distribute the relevant literature.
PR department	Facilitate an interactive session with the aforesaid members of the particular institution.
	End

(viii) Process for Corporate Social Responsibility


Responsibility	Description
Council Vice-Chancellor Management Board	<p style="text-align: center;">Start</p> <p style="text-align: center;">↓</p>

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	Identify or receive proposal for appropriate social endeavours in line with the University's mission.
Council/Vice-Chancellor	Forward identified social endeavours for approval. <div style="text-align: right;">↑ YES / NO</div>
Vice-Chancellor PR Department	Solicit for various resources internally and externally for mounting the operation.
PR Department Other Departments	Implement the social intervention in liaison with relevant departments or institutions.
PR department	Review the impact of CSR activity on business processes and objectives. <div style="text-align: center;">End</div>

(ix) Process for Special Events Hosting and Documentation

Responsibility	Description
PR Department	<div style="text-align: center;">Start</div> Information of event shall be received at the PR office.
Head of PR	Liaise with other relevant Departments or planning committee to get details and clarity of the function.
Vice-Chancellor	Seek approval to cover the function <div style="text-align: right;">NO/YES</div>
Head of PR	Notify the media houses for coverage where necessary or arrange for in-house coverage.
PR Department Estates Department Security Department Catering Department	Communicate with Estates and Catering Departments for preparation of venue and catering services, respectively.
PR department	Review of the event based on checklist Attend the event and gather notes
Head of PR	Prepare a report/news feature on performance of the function <div style="text-align: center;">End</div>

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(x) Process for Customer Complaints Handling

Responsibility	Description
Respective department	 ↓ Complaints shall be received in respective departments.
Respective department	Received grievance recorded in a complaints register.
Respective department	Acknowledge receipt of the complaint within five (5) working days.
Respective department	Initiate the process of resolving the complaint or forward it to the relevant office if necessary for appropriate action.
Respective department	The complaint should be resolved following the Public Complaints Policy or the departs SOP process on complaints handling
Chair, Public Complaints Standing Committee	The Head/Chair of Department/Dean / Director shall analyse the reports received in the Department/School/ Directorate and submit a monthly report by 5 th of every month. After the complaint is resolved the complainant shall be notified accordingly
Head of PR	Analyse the reports and from the various departments, make recommendations to the Management
Chair, Public Complaints Standing Committee	Submit quarterly report to the Commission of Administrative Justice (Ombudsman Office) and University management.
	