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Transportation
Security
Administration

AUG 16 2016

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Case Number: 2014-TSFO-00528

This letter responds to your Freedom of Information Act (FOIA) request dated August 17, 2014, addressed to the Transportation Security Administration (TSA) FOIA Branch seeking access to “a digital/electronic copy of the most recent TSA Communications Plan.” Your request has been processed under the FOIA, 5 U.S.C. § 552. The processing of your request identified material that is responsive to your request and is being released to you in full.

The rules and regulations of the Transportation Security Administration applicable to Freedom of Information Act requests are contained in the Code of Federal Regulations, Title 6, Part 5. They are published in the Federal Register and are available for inspection by the public.

Fees

There are no fees associated with processing this request because the fees incurred do not exceed the minimum threshold necessary for charge.

If you have any questions pertaining to your request, please feel free to contact the FOIA Branch at 1-866-364-2872 or locally at 571-227-2300.

Sincerely,

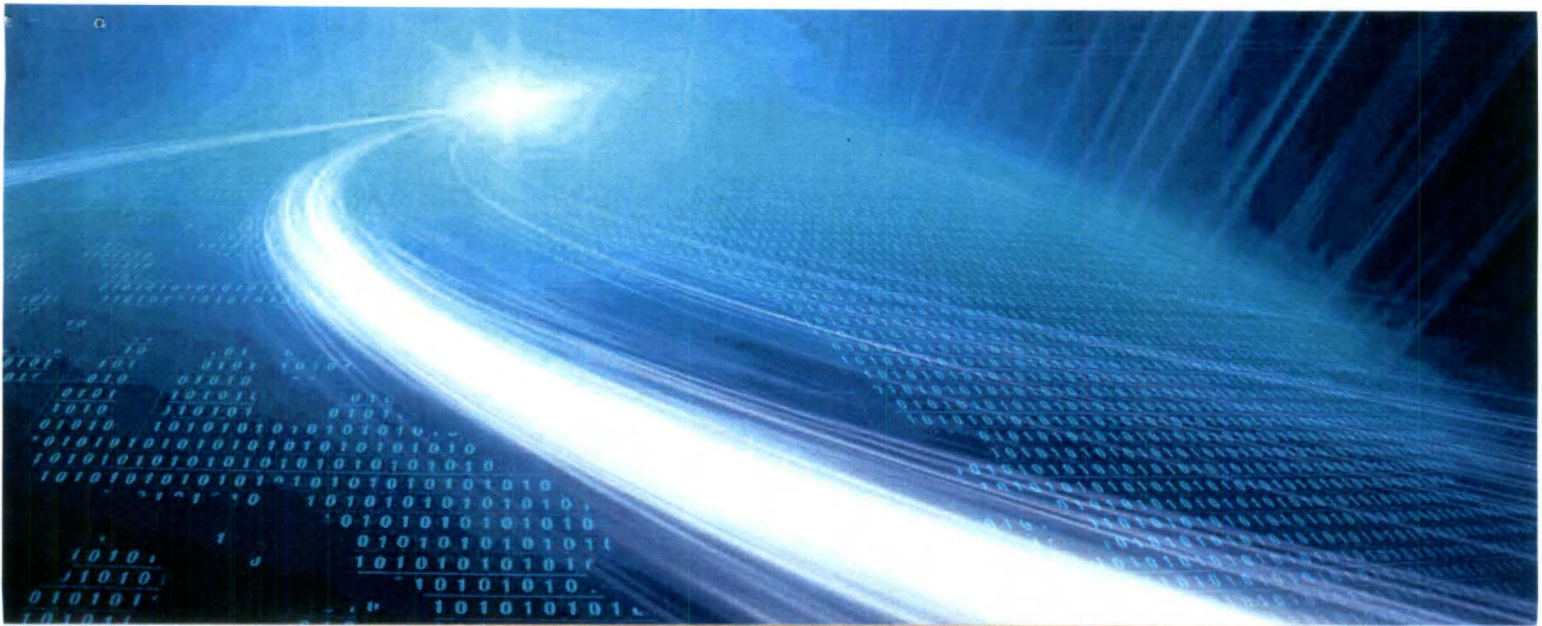
A handwritten signature in cursive script that reads "Regina McCoy".

Regina McCoy
FOIA Officer

Summary:

Number of Pages Released in Full: 16

Enclosure



OSCPA Strategic Communications Plan 2015



Transportation
Security
Administration



Transportation Security Administration

INTEGRITY ★ INNOVATION ★ TEAM SPIRIT

Mission

Protect the Nation's transportation systems to ensure freedom of movement for people and commerce.

Vision

Provide the most effective transportation security in the most efficient way as a high performing counterterrorism organization.

Core Values

To enhance mission performance and achieve our shared goals, we are committed to promoting a culture founded on these values:

Integrity

- Respect and care for others and protect the information we handle.
- Conduct ourselves in an honest, trustworthy and ethical manner at all times.
- Gain strength from the diversity in our cultures.

Innovation

- Embrace and stand ready for change.
- Courageous and willing to take on new challenges.
- Have an enterprising spirit, striving for innovation and accepting the risk-taking that comes with it.

Team Spirit

- Open, respectful and dedicated to making others better.
- Have a passion for challenge, success and being on a winning team.
- Build teams around our strengths.



Transportation Security Administration

Office of Strategic Communications and Public Affairs

February 2, 2015

The OSCP Strategic Communications Plan for 2015 presents a way forward for agency communications. Some elements of this plan reflect a continuation of successful efforts that began in 2014, while others are new and represent our ongoing commitment to advancing organizational goals by creating and distributing new and innovative products. As communications professionals, OSCP is committed to fully supporting TSA operations, from the front lines to the senior leadership team.

Once again, the goals we have set for our office are structured to align with achieving the broader agency objectives, which focus on risk-based security, workforce engagement and operational efficiency.

In addition to numerous initiatives directly supporting those goals, OSCP will also work to ensure that TSA is portrayed fairly and accurately in the media, and will move swiftly to correct false or misleading reporting. Essential to the success of this objective is our continued efforts to build and strengthen relationships with the media by responding to their inquiries as timely and accurately.

With respect to workforce engagement, one of the products we are developing is a four-minute daily shift brief that includes video messaging from headquarters to be shown by the Office of Security Operations at every briefing location across the country, expected to reach approximately 54,000 individuals by the end of 2015.

We are also working to create, with the assistance of Office of Information Technology, an employee app that can be downloaded on personal devices including national and local channels for program updates, job announcements, good news stories and other information.

In addition to rolling out a completely redesigned public-facing website, OSCP will also look to strengthen and expand TSA's presence on several social media platforms, such as YouTube, Twitter and Instagram. We will support these efforts by promoting community outreach opportunities including leadership town halls and news media editorial board roundtable discussions.

Each of us has a responsibility to embody the values of our organization. Our employees are furthering the goals of this plan every time they interact with travelers, meet with industry or just answer the phone. Communication touches every employee at TSA and we must all work together to be the voice of our organization.

A handwritten signature in black ink, appearing to read "LuAnn Canipe".

LuAnn Canipe
Assistant Administrator

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Background

TSA has a critical mission to protect the nation's transportation systems to ensure freedom of movement for people and commerce. TSA has approximately 60,000 employees with the majority interacting daily with the traveling public. Therefore, effective communication with audiences – both inside and outside the agency – is crucial.

The Office of Strategic Communications and Public Affairs is committed to communicating TSA's mission and initiatives clearly and effectively. The OSCP Strategic Communications Plan is the department's blueprint for 2015, and will include ongoing public and employee feedback to refine and evolve its approach in the future.

The OSCP Strategic Communications Plan aims to advance the goals, direction and leadership approach by fostering an ongoing understanding, appreciation and commitment from external audiences and TSA employees.

Situation Analysis

TSA's priorities include risk-based security, workforce engagement and organizational efficiency. TSA is focused on improving mission effectiveness by implementing intelligence-driven, risk-based security initiatives across all modes of transportation. In addition, TSA continues to develop an adaptive and flexible counterterrorism workforce that is professional, hardworking and of high integrity. TSA is also implementing operational and management efficiencies that support optimal allocation of available resources. Implementation of these tactics present TSA with an opportunity to better educate the media, the public and employees about TSA's mission, initiatives and priorities as well as the strategies and tactics used to meet the mission.

The OSCP strategy focuses on the benefits of communications – both internally and externally – to enhance decision making, optimize resources, sharpen key messages and develop approaches to educate and share information. Moving forward, the greatest challenges internally are to ensure that all TSA employees feel and perform knowing they are vested in the mission, supported by leadership and well informed. The greatest challenges externally are to ensure that TSA informs and cultivates relationships with the media, public, industry and members of Congress while setting the standard for excellence in transportation security.

SWOT Analysis

The below table provides an analysis of TSA strengths, weaknesses, opportunities, and threats (SWOT). The result of the SWOT analysis was determined through discussions with OSCP personnel.

Strengths	Weaknesses
Talented workforce	Need for more two-way communication
Important mission	Resistance to change
Viable, high-impact projects	Layers of review
Clear priorities	Coordinating communications, especially with the field
Strong interest—public/media/Congress	Lack of consistency in messages
Excellent work-life support programs	Tendency towards reactive versus proactive methods

Contents

Opportunities	Threats
Consistent and aligned messages	Negative perception
Innovative thinking and creativity	Misinformation
Focus on evaluation/metrics	Budget constraints
Focus on evaluation/measurements	Lack of accountability
Engage those not engaged before	Information overload

Communication Goals

- To communicate productively, positively and effectively with the general public regarding TSA programs and activities and better educate on risk-based, intelligence-driven security.
- To engage, enable and empower employees to accomplish the mission and enhance two-way communication between employees and leadership.
- To improve process and procedures and identify innovative methods to better accomplish the OSCP mission.

Strengths

- **Positive partnerships:** TSA continues to work on high impact projects with several audiences including Congress, the media, the public and the aviation, maritime and ground-transportation industry to promote changes and carry out the TSA mission.
- **Increase participation and knowledge:** Dedication to the mission and efficiencies in communication has fostered an environment for information sharing and knowledge growth.
- **Talented workforce:** TSA comprises a diverse workforce with a wide range of backgrounds and expertise that is committed to carrying out agency mission needs.

Challenges

- **Negative perception:** Despite enhancements to security and the traveler experience, there tends to be a general negative public perception of TSA, although it has been steadily improving over the past few years. Educating the public on risk-based security continues to be a challenge as well as communicating the differences between TSA's responsibilities versus airport and aviation responsibilities. Privacy and discretion are still a concern of the traveling public due to past security measures.
- **Reactive communication:** Due to the urgency of transportation security issues, media and public communication is often reactive and is perceived as defensive.
- **Educating the public:** Maintaining high security standards while enhancing the passenger experience remains a priority for the agency. TSA continues to focus on educating the public and media on TSA initiatives and policies through use of new and traditional communication methods.
- **Fostering two-way communication:** Implementing a method to foster two-way communication between leadership and employees is a challenge due to operations at more than 500 locations worldwide. In addition, the frontline workforce at airports does not have regular access to laptops or business phones while on the job. Information sharing and two-way communication is critical to engaging our workforce.

- **The Threat:** Many in the public and some in the media do not fully understand that the threat of another terrorist attack on the nation's transportation network is real. Crisis communications planning and preparedness is crucial.

Target Audiences

While target audiences are often specific to the issue at hand, these are the ongoing priority target audiences of focus for this OSCP strategic communications plan:

External Audiences

- Public
- Media
- Airlines, airports and other aviation associations and organizations
- Government and legislative entities

Internal Audiences

- Field personnel
- HQ personnel
- Leadership

Key Communication Initiatives

Many of the key initiatives described here are and will continue to be ongoing activities. These initiatives support a number of our communication goals, with the benefit of being both efficient and mutually reinforcing.

Goals

1. Engage with external audiences to communicate TSA's mission, initiatives and accomplishments.
2. Inform and engage employees to promote pride and ownership in accomplishing TSA's mission.
3. Implement new initiatives to increase organizational efficiency within TSA and OSCP.

Goal 1

Engage with external audiences to communicate TSA's mission, initiatives and accomplishments.

Objectives

1. Build a greater understanding and support of TSA's mission, initiatives and accomplishments to improve public perception.
2. Foster and develop strong relationships with the media and traveling public through transparency and aligned, consistent messaging.
3. Reach a wider audience to communicate the TSA mission and educate those who may benefit from its value
4. Promote greater visibility of the impact and successes of intelligence-driven, risk-based security including TSA Pre✓®.

Communications Plan

Primary Message

TSA improves mission effectiveness by implementing risk-based, intelligence-driven security initiatives across all transportation modes.

Strategies and Tactics

Strategy One: Strengthen relationships with national, local and trade media to improve the public perception of TSA and inform on its mission to protect the nation's transportation systems.	
Target Audience: Media	
Tactics	Metrics
Develop, prepare and pitch stories to national and local media on TSA programs and activities (see calendar, p.8).	Track number of events/press release, attendance.
Develop quarterly op-eds to announce TSA policies, defend policy decisions and educate on programs and activities.	Track number of op-eds and responses submitted and published.
Develop relationships with trade publications and submit at least one transportation security article each quarter.	Track number of articles published.
Create a portfolio of standard media events that address transportation security stories in addition to customer service.	Track number of standard media events.
Issue letters to the editor within one day of a published article to respond to inaccurate, misleading and unbalanced stories.	Track number of LTEs submitted and published.
Plan pen and pad briefings twice a year with media and leadership to explain TSA programs and activities.	Track attendance and feedback.
Develop, prepare and pitch video segments of "Inside Look" and "TSA on the Job" to national and local reporters.	Track coverage and tone.
Work with Employee Communications to develop local pitches regarding distinguished TSA employees.	Track successful pitches of internal stories.
Identify at least one media opportunity for the Administrator or Deputy Administrator during each community outreach event.	Track number of events, articles and tone of coverage.
Meet with at least one transportation reporter per week to discuss TSA activities and upcoming events.	Track number of meetings and coverage.

Communications Plan

Strategy Two: Educate the public regarding TSA's risk-based, intelligence-driven security processes.

Target Audience: Public

Tactics	Metrics
Develop model speeches on RBS for use by TSA speakers to engage with local community.	Track web trends and statistics.
Identify targeted conferences/events to speak to the public on risk-based security.	Track number of events; conduct audience analysis.
Develop a communications plan in coordination with OCRO to promote TSA Pre✓ [®] as earned and free media.	Track requests for products.

Strategy Three: Build greater public support and understanding of TSA's mission, activities and programs.

Target Audience: Public

Launch the rebuilt TSA.gov website in spring 2015.	Track dates of launch, feedback, compliance and GSA reviews.
Launch second phase of TSA.gov rebuild in fall 2015, including migrating the blog and Spanish translation.	Track comments/feedback.
Assess the content, usability and feasibility of the My TSA app.	Track decision and implement findings.
Develop Inside Look, Travel Tips, Faces of TSA and TSA news video series.	Track views and feedback.
Implement a social media program to communicate with customers and resolve issues in real time.	Track implementation and feedback.
Obtain DHS approval to engage with the public on social media sites and respond to questions.	Track approval and number of responses.
Feature guest bloggers throughout TSA to contribute to the blog at least once per month.	Track guest posts, comments.
Host at least two tweet chats geared towards specific audiences with third party participation.	Track number of chats and feedback.

Goal 2

Inform and engage employees to promote pride and ownership in accomplishing TSA's mission.

Objectives

1. Promote effective communication between leadership and employees.
2. Increase knowledge among employees of the TSA mission, goals and priorities.

Communications Plan

- Engage every employee to be an ambassador of TSA through the mission-related work they perform and how their work contributes to TSA's success.

Primary Messages

- TSA continues to develop an adaptive and knowledgeable counterterrorism workforce that is professional, hardworking and of high integrity.
- The work TSA employees do is a critical part of a global counterterrorism effort that includes intelligence, law enforcement and security professionals and protects hundreds of millions of travelers at home and abroad.

Strategies and Tactics

Strategy One: Develop an internal communication system, applicable across HQ departments and airports, to better communicate with and inform TSA employees.	
Target Audience: Internal	
Tactics	Metrics
Institute a four-minute daily shift brief that includes video messaging from headquarters to be shown at every briefing location across the country.	Track viewership.
Create an employee app with the assistance of OIT that can be downloaded on personal devices and includes national and local channels for program updates, job announcements, new stories and other informations.	Track downloads of app.
Redesign the iShare homepage for better access to information for employees.	Track feedback through surveys.
Enhance two-way communications between leadership and employees through Ask the Administrator video question and answer avenues.	Track views and comments.

Goal 3

Implement changes to increase organizational efficiency within TSA and OSCP.

Objectives

- Ensure that accurate and timely information is available to the public and media to better understand the analysis of TSA transportation security issues.
- Build interdepartmental relationships to coordinate, collaborate and share communication information.
- Provide timely, consistent, accurate, relevant and accessible information to TSA employees by working with field and headquarters partners to strengthen two-way communication streams; formalize current communications processes, channels and networks; and measure TSA's internal communications effectiveness.

Communications Plan

Primary Message

TSA is implementing operational and management efficiencies that support optimal allocation of limited resources.

Strategies and Tactics

Strategy One: Develop policies, initiatives and networks to facilitate effective communications TSA-wide and within OSCP.

Target Audience: Internal and External

Tactics	Metrics
Develop and update external communications management directives and processes documents.	Track feedback from directive and challenges with implementation.
Establish an agency-wide Strategic Communications Program.	Track implementation and feedback.
Implement table-top exercise for crisis communications training once per year.	Track training and any issues during exercise.
Redesign the OSCP iShare page to better communicate services and products to employees.	Track views, contacts and feedback.
Institute the first-ever management directive that defines roles and responsibilities associated with communication to the workforce.	Record response and feedback.
Develop standard operating procedures for the hiring process.	Track number of days in hiring process.
Develop social media guidelines with focus on password protections.	Track implementation.

Communications Plan

Story Pitches

January	February	March	April
Story Pitch: TSOC Reporter: Ashley Halsey Media: Washington Post	Story Pitch: Super Bowl Reporter: Various Media: Various	Story Pitch: Global Aviation Security Reporter: Tom Costello Media: NBC	Story Pitch: Technology/TSIF Reporter: Bart Jensen Media: USA Today
May	June	July	August
Story Pitch: Inline Baggage Reporter: Rene Marsh Media: CNN	Story Pitch: I-VIEW Reporter: Lori Aratani Media: Washington Post	Story Pitch: Layers of Security Reporter: Jeff Pegues Media: CBS	Story Pitch: Federal Flight Deck Officers Reporter: David Curly Media: ABC
September	October	November	December
Story Pitch: Canines/Reporter Decoy Media: National&Local	Story Pitch: Coordination Centers Media: Local	Story Pitch: Explosives Experts/Military Reporter: Katherine Herridge Media: Fox News	Story Pitch: Success of Secure Flight-5yrs later Reporter: TBD Media: TBD

Communication Confirmation Table

Goals	Audience	Primary Messages	Objectives	Strategies	Tactics
Engage with external audiences to communicate TSA initiatives with focus on risk-based security.	External: Media, Public	TSA improves mission effectiveness by implementing risk-based, intelligence-driven security initiatives across all transportation modes	<ol style="list-style-type: none"> 1. Engage external audiences to build a greater understanding and support of TSA's purpose, mission and accomplishments. 2. Foster strong relationships with the media and traveling public through transparency and consistent communication 3. Communicate the relevance of TSA's mission and priorities to a wider community and educate those who may benefit from its value. 4. Promote greater visibility of the impact and successes of TSA's intelligence-driven, risk-based security. 	<ol style="list-style-type: none"> 1. Strengthen relationships with national, local and trade media to improve the public perception of TSA and inform on its mission to protect the nation's transportation systems. 2. Educate the public regarding TSA's risk-based, intelligence-driven security processes. 3. Build greater public support and understanding of TSA's mission, activities and programs 	<p>Strategy One</p> <ul style="list-style-type: none"> • Develop, prepare and pitch stories to national and local media on TSA programs and activities (see calendar, p.8). • Develop quarterly op-eds to announce TSA policies, defend policy decisions and educate on programs and activities • Develop relationships with trade publications and submit at least one transportation security article each quarter. • Create a portfolio of standard media events that address transportation security stories in addition to customer service. • Issue letters to the editor within one day of a published article to respond to inaccurate, misleading and unbalanced stories. • Plan pen and pad briefings twice a year with media and leadership to explain TSA programs and activities. • Develop, prepare and pitch video segments of "Inside Look" and "TSA on the Job" to national and local reporters. • Work with Employee Communications to develop local pitches regarding distinguished TSA employees. • Identify at least one media opportunity for the Administrator or Deputy Administrator during each community outreach event • Meet with at least one transportation reporter per week to discuss TSA activities and upcoming events. <p>Strategy Two</p> <ul style="list-style-type: none"> • Develop model speeches on RBS for use by TSA speakers. • Identify targeted conferences/events to speak to the public on risk-based security. • Develop a communications plan in coordination with OIRO to promote TSA Pre✓® as earned and free media. <p>Strategy Three</p> <ul style="list-style-type: none"> • Launch the rebuilt TSA.gov website in spring 2015 • Launch second phase of TSA.gov rebuild in fall 2015, including migrating the blog and Spanish translation • Assess the content, usability and feasibility of the My TSA app. • Develop Inside Look, Travel Tips, Faces of TSA, and TSA News video series. • Develop a customer service response program using Twitter. • Obtain DHS approval to engage with the public on social media sites and respond to questions. • Feature guest bloggers throughout TSA to contribute to the blog at least once per month. • Host at least two tweet chats geared towards specific audiences with third party participation.
Inform and engage employees to promote pride and ownership in accomplishing TSA's mission.	Internal	<p>TSA continues to develop an adaptive and knowledgeable counterterrorism workforce that is professional, hardworking and of high integrity.</p> <p>The work TSA employees do is a critical part of a global counterterrorism effort that includes intelligence, law enforcement and security professionals and protects hundreds of millions of travelers at home and abroad.</p>	<ol style="list-style-type: none"> 1. Promote effective communication between leadership and employees. 2. Increase knowledge among employees of the TSA mission, goals and priorities. 3. Communicate the benefits of building interdepartmental relationships to coordinate, collaborate and share information. 4. Engage every employee to be an ambassador of TSA through the mission-related work they perform and how their work contributes to TSA's success. 	<ol style="list-style-type: none"> 1. Develop an internal communication system, applicable across HQ departments and airports, to better communicate with and inform TSA employees 	<p>Strategy One</p> <ul style="list-style-type: none"> • Institute a four-minute daily shift brief that includes video messaging from headquarters to be shown at every briefing location across the country. • Create an employee app with the assistance of OIT that can be downloaded on personal devices and includes national and local channels for program updates, job announcements, new stories and other informations. • Redesign the iShare homepage for better access to information for employees. • Enhance two-way communications between leadership and employees through Ask the Administrator video question and answer avenues.
Implement new initiatives to increase organizational efficiency within TSA and OSCPA.	Internal and External	TSA is implementing operational and management efficiencies that support optimal allocation of limited resources.	<ol style="list-style-type: none"> 1. Ensure that accurate and timely information is available to the public and media to better understand the analysis of TSA transportation security issues. 2. Build interdepartmental relationships to coordinate, collaborate and share communication information. 3. Provide timely, consistent, accurate, relevant and accessible information to TSA employees by working with field and headquarters partners 	<ol style="list-style-type: none"> 1. Develop policies, initiatives and networks to facilitate effective communications TSA-wide and within OSCPA. 	<p>Strategy One</p> <ul style="list-style-type: none"> • Develop and update external communications management directives and processes documents. • Establish an agency-wide Strategic Communications Program. • Implement table-top exercise for crisis communications training once per year. • Redesign the OSCPA iShare page to better communicate services and products to employees. • Institute the management directive that defines roles and responsibilities associated with communication to the workforce. • Develop standard operating procedures for the hiring process • Develop social media guidelines with focus on password protections.

Communication Implementation Calendar 2015

		Q1		Q2			Q3		Q4				
		JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
Goal 1	Engage with external audiences to communicate TSA initiatives on risk-based security.												
Strategy 1	Strengthen relationships with national, local and trade media to improve the public perception of TSA and inform on its mission to protect the nation's transportation systems.												
Tactics	Develop, prepare and pitch stories to national and local media on TSA programs and activities.												
	Develop quarterly op-eds.												
	Place trade publication article one per quarter.												
	Create a portfolio of standard media events.												
	Issue LTE in response to critical, inaccurate article.												
	Plan pen and pad briefings twice a year with media and leadership.												
	Develop, prepare and pitch video segments of "Inside Look" and "TSA on the Job"												
	Work with Employee Communications to develop local pitches regarding TSA employees.												
	Identify at least one media opportunity for the Administrator/DA during outreach event.												
	Meet with at least one transportation reporter per week.												
Strategy 2	Educate the public regarding TSA's risk-based, intelligence-driven security processes.												
Tactics	Develop model speeches on RBS for use by TSA speakers.												
	Identify targeted conferences/events to speak to the public on risk-based security.												
	Develop a communications plan in coordination with OCRO to promote TSA Pre✓®.												
Strategy 3	Improve the TSA.GOV website with better usability and clear and concise content.												
Tactics	Launch the rebuilt TSA.gov website in spring 2015.												
	Launch second phase of TSA.gov rebuild in fall 2015 including the blog and Spanish translation.												
	Assess the content, usability and feasibility of the My TSA app.												
Strategy 4	Utilize the studio capacities to increase video content for internal and external audiences.												
	Develop Inside Look, Travel Tips, Faces of TSA, and TSA News video series.												
Strategy 5	Increase social media presence to heighten awareness of TSA's accomplishments.												
	Develop a customer service response program using Twitter.												
	Obtain DHS approval to engage with the public on social media sites and respond to questions.												
	Feature guest bloggers throughout TSA to contribute to the blog at least once per month.												
	Host at least two tweet chats geared towards specific audiences with third party participation												
Goal 2	Inform and engage employees to promote pride and ownership in the mission.												
Strategy 1	Develop an internal communication system, applicable across HQ departments and airports, to better communicate with and inform TSA employees.												
Tactics	Institute a four-minute daily shift brief that includes video messaging from headquarters.												
	Create an employee app with the assistance of OIT.												
	Redesign the iShare homepage for better access to information for employees.												
	Enhance two-way communications between leadership and employees through video avenues.												
Goal 3	Implement changes to increase organizational efficiency within TSA and OSCPA.												
Strategy 1	Develop policies, initiatives and networks to facilitate effective communications TSA-wide and within OSCPA.												
Tactics	Develop and update external communications management directives and processes documents.												
	Establish an agency-wide Strategic Communications Program.												
	Implement table-top exercise for crisis communications training once per year.												
	Redesign the OSCPA iShare page to better communicate services and products to employees.												
	Institute the management directive for communication within the workforce.												
	Develop standard operating procedures for the OSCPA hiring process.												
	Develop OSCPA social media guidelines with focus on password protections.												

Note: OSCPA will use Microsoft Project to track specific dates for tactics

Evaluation

To measure something is to focus on its intended effect and to continuously improve upon it. This communication plan will go through a number of refinements and innovations as we learn what is working and what is not for reaching and exceeding our communication goals.

The tools to be used for such evaluations of the plan and its tactics include focus groups, questionnaires, feedback, lessons learned, performance reviews, surveys and analysis of media coverage. OSCPA will conduct public, media and internal analysis to measure the effectiveness of messaging and communications.

The evaluation step consists of two subsections: summative evaluation and ongoing evaluation. Summative evaluation refers to evaluation that is done on a semiannual basis. Ongoing evaluation refers to methods of evaluation that can be done while the strategic communications plan is underway in order to revise or fine-tune it to deal with unexpected circumstances.