



الوحدة الاستثمارية
مؤسسة الضمان الاجتماعي
The Investment Unit
Social Security Corporation

Social Responsibility Strategy

2009

Table of Contents

Introduction

Vision

Essential Values

Mission

Definition of Social Responsibility

Target Groups

Duties of the Corporate Communications Department

Social Responsibility Work Methodology

Work Plan

Communications Plan

Appendices

Appendix (a) Social Responsibility Methodology

Appendix (b) Social Responsibility Work Plan Form

Appendix (c) Social Responsibility Activities Follow-up and Assessment Form

Appendix (d) Prioritizing Social Responsibility Activities Form

1. Introduction:

The interest of investment corporations is increasing in the social and environmental performance of corporations and their method of risk management, for moral reasons and because of their focus on the ability of their investments to increase and maintain the value of what the shareholders own. Studies have recently shown a relationship between the moral practice of business and financial performance. The financial performance of the corporations that are committed to ethics was better on the long run than the performance of other corporations that lacked that commitment. Thus investment decisions are based on company reports, the social and environmental monitoring by classification agencies and sustainability measurement figures, such as the measuring figures known as the KLD Domini 400 Social Index and the FTSE 4 GOOD Index. These measurement figures follow the financial performance of the corporations that use sustainability as the main engine for their work performance strategy.

Moreover, the number and size of morally committed investment funds is increasing, although they still represent a small percentage of the total stocks subject to management. Social responsibility investment is viewed as an upward trend that unifies investors seeking to attain financial and social returns on their investments.

Among the pioneer initiatives in the area of social responsibility investment is the Equator Principles Initiative. These principles were drafted in 2003 and were signed by dozens of entities. They were edited and released once again in July of 2006. The Equator Principles are signed today by more than 40 banks and other financial corporations, about 85% of the financing of projects throughout the world. The

Equator Principles are a voluntary framework to address the social and environmental risks associated with financing projects with a capital exceeding \$10 millions. Signatory corporations are requested to follow the performance criteria set by the International Financing Institution, updated in April 2006, which obligate creditors to abide by various social and environmental practices. These criteria are based on processes and not compliance, i.e. their provisions relate to the measures the clients must follow so that their practices are good ones. These criteria cover eight general areas: social and environmental assessment and administrative systems; preventing pollution and reducing its severity; social safety and health; possession of lands and involuntarily settlement; maintaining biodiversity and sustainable management of natural resources; native peoples; cultural heritage; workers and working conditions¹.

¹ The Equator Principles: www.equator-principles.com

1.1 About the Social Security Investment Unit:

SSIU was established pursuant to regulation No. 111 of 2001 “Regulation on Investing the Funds of the Social Security Corporation”. It started its work in early 2003 after the approval of the investment strategies governing its work.

The Social Security Investment Commission (SSIC) oversees the work of SSIU within a comprehensive system of management, guidance and monitoring, to guarantee the independence and soundness of the bases for investment decision making and the implementation of decisions to serve the interest of the subscribers and beneficiaries of the Social Security Corporation services and programs.

(SSIC) consists of nine members, chaired by the Chairman of the Commission. Its members include the Director General of the Social Security Corporation, as Vice-Chairman, and two members, one representing the workers and the other representing business owners, named by the board from among its members, in addition to five members with experience and qualifications appointed by the Council of Ministers.

SSIU aims at managing the investments of the Social Security Corporation in a manner that guarantees the development of its financial resources, while abiding by the following principles:

- Maintaining the true value of the Corporation's assets by sustaining feasible and regular returns.
- Reducing the risks by diversifying the Corporation's investments through the various investment tools.
- Providing the necessary solvency to meet the obligations of the Corporation.
- International criteria in managing security funds.

In light of the belief of the Social Security's Investment Unit in the need for dialogue with the stakeholders, and specifically the private sector, it convened, in partnership with the Excellence Company for Corporate Development the "Social Responsibility Conference for Corporations: Culture and Methodology" in April 2009. The conference aimed at creating a vital environment for dialogue and constructive discussion on the concept of the social responsibility of corporations among the participants from the economic and social work sectors, in addition to representatives of the public sector, the media and members of the local community.

Due to the increasing demand among the Jordanian corporations for credible information and examples on the social responsibility of corporations, SSIU felt responsible for issuing a guide rich with credible information on the concept, principles and practices of responsibility. It planned and distributed it to all entities that attended the conference. This guide was completed within the strategy of the SSIU , in response to the needs of its partners to offer essential information on social responsibility in order to deepen the knowledge of these partners on the applied practice, adopt the concept and enhance sustainable Corporate development.

2. Vision

Investing to secure Generations' Future” .

3. Values:

We invest responsibly:

- Social responsibility :Continuously strive to develop the society that we live in, by contributing our resources
- Integrity: Commitment to ‘honesty’ and ‘worthiness of character’
- Empowerment: We trust you to make the right decisions

We work professionally :

- Teamwork : We will use the strength of our bonds to achieve our mission
- Meritocracy: We will reward for the talents and abilities exhibited by you
- Trust : Strong faith in our employees

We believe in corporate governance:

- Transparency :A manifest clearness and openness in all our actions
- Justice : commitment to fairness

4. Mission

“Achieving rewarding and sustainable returns on investments, providing the required liquidity to meet future liabilities of SSC subscribers, contributing to the national economic growth and adopting best international standards in investment.

5. Definition of Social Responsibility:

The definitions of social responsibility are typically characterized by simplicity and excellence. Thus, the following definition, adopted by SSIU, was agreed upon:

“Ethical investment and contributing to the sustainable development that serves the community and the environment while achieving feasible returns on investment”. To support its vision SSIU relies on the following pillars :

First: Transparency and integrity in investment decision making processes, through:

- a. Separating and delegating authorities for all who work on investment decisions.
- b. Transparency in disclosing financial statements by issuing quarterly press releases, publishing detailed semi-annual financial statements and issuing annual reports with full analysis of SSIU’s financial performance.
- c. Adopting social responsibility as one of the investment criteria and principles applied at SSIU.

Second: Contribute in sustainable development to serve the community and the environment, by giving priority to feasible national investment. SSIU, in set this priority, relies on Royal initiatives to achieve sustainable social and economic development. It also seeks to instill the environment’s importance in the business world. It believes there are many simple solutions that protect the environment and do not merely constitute environmental projects.

Third: Equality in the rights of individuals and equal opportunities in gender. SSIU drafted a special methodology for selection and appointment that guarantees this among the competitors and guarantees equality before the law in rights and duties.

6. Target Groups:

- **SSIU Employees**
- **Partners:** The institutions and organizations linked to SSIU in the achievement of its strategic goals and that share in offering its services, as well as are affected by and affect SSIU with common decisions. .
- **Service Recipients:** Everyone who directly comes into contact or deals with SSIU to receive a service or product.

7. Duties of the Corporate Communications Department:

- Draft and implement the SSIU's plan on social responsibility.
- Increase awareness and enhance the culture of social responsibility among the relevant parties.
- Implement social responsibility in the work procedures of SSIU and its investment policies.
- Seek partnership opportunities to enhance the concept of social responsibility.

8. Work Methodology:

SSIU seeks distinction in all that it undertakes through adopting the best and most modern work methodologies. In implementation of this principle, we have designed a special work methodology on social responsibility that focuses on taking into consideration the interest of the relevant groups (Appendix A).

9. Work Plan:

The work plan aims at executing the aspirations and goals of SSIU, as well as support its social responsibility priorities and enhance the role of the employees in fulfilling and executing these goals through consulting them and communicating with them. This will help identify and build future plans in harmony with the goals of SSIU:

Area of Implementation	Special Goals	Main Activities	Start Date	End Date	Direct Responsibility for Implementation	Main Activities Performance Indicator	Required Resources	Performance Indicator	
								Current Value	Target Value
Societal Requirements	Awareness on the concept of social responsibility and building the capacities of the employees at the various levels	1. Organize introductory courses on social responsibility 2. Train new employees on the Unit's commitments to social responsibility 3. Update the website	Ongoing		Department of Corporate Communications	1. Level of knowledge among the staff in the area of the social responsibility of companies 2. Number of printed and distributed brochures 3. Availability of information electronically			

	<p>Encourage volunteer work in social responsibility activities among the employees</p>	<p>1. Circulate initiatives and activities among the employees.</p>			<p>Human Resources</p>	<p>1. Number of volunteering employees</p>			
		<p>2. Draft a plan for staff volunteerism</p>				<p>2. Total volunteer hours of work hours</p>			
		<p>3. Draft criteria to assess the employees based on their volunteer work.</p>				<p>3. Development of human resource policies</p>			

	Awareness on the concept of social responsibility among the Unit's partners	<ol style="list-style-type: none"> 1. Prepare a guide on social responsibility 2. Hold a CSR conference 	February 2009	April 2009	Department of Corporate Communications	<ol style="list-style-type: none"> 1. Availability of printed guide 2. Availability of electronic copy 			
Environmental Requirements	Implement the Green Offices policy	<ol style="list-style-type: none"> 1. Put in place measures to eliminate the consumption of natural resources and the production of waste. 2. Draft guiding principles on Green Offices. 	June 2009	December 2009	Department of Corporate Communications and the Administrative Department	<ol style="list-style-type: none"> 1. Draft and implement the plan 2. Draft a policy brochure on Green Offices 			

Administrative Requirements	Prepare the Communications Department for its new duties of social responsibility	<p>1. Identify the details and procedures of the duties of the new Department and the documents that may be produced, by circulating official memorandums to the directorates within SSIU regarding their document needs.</p> <p>2. Convene meetings with decision makers and higher administrations on their needs from the staff.</p> <p>3. Establish a communications department (head and employees) to undertake the new duties.</p>	Ongoing	Human Resources Department	<p>1. Availability of new job descriptions</p> <p>2. Availability of detailed duties and procedures on the work of the department according to the new job description</p> <p>3. Training Department members on practical examples to develop their confidence and skills in the duties of the new Department.</p>			

	<p>Introduce all social responsibility activities undertaken by SSIU</p>	<p>1. Activate the role of external communications regarding social responsibility.</p> <p>2. Participate effectively in meetings and conferences on social responsibility for companies at the national level.</p> <p>3. Draft and publish a report on the Unit's social responsibility.</p>	Ongoing	<p>Department of Corporate Communications</p>	<p>1. The drafting of a communications plan for all stakeholders</p> <p>2. Update the website</p>			

10. Communications Plan:

The communications plan on social responsibility for the Corporate Communications Department aims at achieving a state of community interaction and participation in the direction of accomplishing the goals and programs of SSIU. The accomplishment of this goal necessarily needs a long term work plan with multiple phases. It also necessarily includes a number of parallel and consecutive activities (Appendix B).

Appendix A

Social Responsibility Methodology




الوحدة الاستثمارية
مؤسسة الضمان الاجتماعي
The Investment Unit
Social Security Corporation

Investment Unit / Social Security Corporation

Social Responsibility Methodology

2009


Investment Unit

Title: Social Responsibility Methodology	Document No.:	 الوحدة الإستثمارية مؤسسة الضمان الاجتماعي The Investment Unit Social Security Corporation
Issue Number:	Date of Issue:	
No of Pages: 7	Accreditation:	

Review and Accreditation

No	Issue		Review	Accreditation
	Number	Date		
	LD/02/2008			
	LD/02/2009	28/5/2009	Director of Corporate Communications Department	

Investment Unit

Title: Social Responsibility Methodology	Document No.:	 الوحدة الإستثمارية مؤسسة الضمان الاجتماعي The Investment Unit Social Security Corporation
Issue Number:	Date of Issue:	
No of Pages: 7	Accreditation:	

1. Goal

This methodology aims to:

- Institutionalize the concept of social responsibility at SSIU.
- Prepare and execute plans for the implementation of the social responsibility methodology.
- Identify the priorities of SSIU based on the Royal initiatives to accomplish sustainable social, economic and environmental development.
- Identify the role of SSIU in raising awareness on the concept of social responsibility and instill the values of moral investment, transparency and Corporate governance.


2. Scope of Methodology

- Chairman of SSIC
- Corporate Communications Department
- All SSIU departments
- Target groups

3. Target Groups

- Local community
- SSIU employees
- SSIU partners

Investment Unit

Title: Social Responsibility Methodology	Document No.:	 الوحدة الاستثمارية مؤسسة الضمان الاجتماعي The Investment Unit Social Security Corporation
Issue Number:	Date of Issue:	
No of Pages: 7	Accreditation:	

4. References

- Criteria of the King Abdullah II Award for Excellence in Government Performance and Transparency (item of social responsibility).
- Previous best practices (at the level of SSIU) in the area of social responsibility.
- Regional and international expertise and experiences in the area of social responsibility.


5. Definitions

- **Definition of draft ISO 26000 on Social Responsibility:** The acts undertaken by the corporation to shoulder the responsibility of the effects of its activities on the community and the environment, so that the acts are in compliance with the interests of the community and sustainable development, are based on ethical behavior and compliance with the valid law and the entities working between the governments, and are integrated in the ongoing activities of the corporation.
- **Definition of SSIU of the Social Security Corporation on Ethical Investigation:** Contribute to sustainable development that serves the community and the environment while achieving feasible returns on investment.

6. Responsibilities

- Needs Assessment and Planning: Corporate Communications Department
- Accreditation and Guidance: President of SSIU
- Activation and Implementation: Corporate Communications Department
- Follow-up and Evaluation: Risks Department
- Procedures: Corporate Communications Department

Investment Unit

Title: Social Responsibility Methodology	Document No.:	 الوحدة الاستثمارية مؤسسة الضمان الاجتماعي The Investment Unit Social Security Corporation
Issue Number:	Date of Issue:	
No of Pages: 7	Accreditation:	

7. Framework of Methodology's Execution

The framework of the methodology's execution follows the principle of "Deming" in comprehensive quality management, which is based on the following four phases:

- **Needs Assessment and Planning (Plan):** Set strategic goals on social responsibility and the procedures necessary to come out with results that support the needs of the target groups, in harmony with the Unit's directives and policies.
- **Activation and Execution (Do):** Implement work plans based on the strategic goals on social responsibility.
- **Follow-up and Assessment (Check):** Monitor and measure the target activities and services based on the accredited executive plans, based on the foundations of social responsibility (economic, environmental and societal) and give reports on the results.


- **Decision Making (Act):** Benefit from the feedback and recommendations based on the relevant reports and survey studies to guarantee continued improvement.

8. Procedures

1. Needs Defining and Planning Stage:

- The Corporate Communications Department studies the developments and uses studies and surveys to identify the needs of society.
- The Corporate Communications Department documents the needs using the “Social Responsibility Initiatives Form”.
- The Corporate Communications Department drafts a report with a summary of the priorities, activities, target groups, participating and supporting entities and an estimate of the financial cost.

Investment Unit

Title: Social Responsibility Methodology	Document No.:	 الوحدة الإستثمارية مؤسسة الضمان الاجتماعي The Investment Unit Social Security Corporation
Issue Number:	Date of Issue:	
No of Pages: 7	Accreditation:	

- The Corporate Communications Department drafts a social responsibility work plan after coordinating with the relevant directorates.
- The Corporate Communications Department submits the plan to the Chairman for adoption and comments.

2. Accreditation and Guidance Stage:

- The President of SSIU reviews the work plan and makes comments on it.
- The President of SSIU adopts the proposed work plan.

3. Activation and Execution Stage:


- The executive plan, after its accreditation, is circulated among all the Unit's relevant directors, and copies are provided for the participating entities.

- The Director of the Corporate Communications Department handles coordination and follow-up with all stakeholders in the plan, identifies performance indicators, issues the various accomplishment reports and submits them to the President.

4. Follow-Up and Assessment Stage:

- The Corporate Communications Department, every three months, verifies the plan's progress pursuant to the timetable.
- The Risk Management Department assesses the effectiveness of the plan based on the results of its implementation through the follow-up and assessment form.
- The Corporate Communications Department, after the implementation of the plan is complete, measures the results of the social responsibility plan and builds on it in the future.
- A summary of the results of the social responsibility plan implementation is drafted, taking into consideration the results of the survey, which must be incorporated into the Unit's annual report.

Investment Unit

Title: Social Responsibility Methodology	Document No.:	 الوحدة الإستثمارية مؤسسة الضمان الاجتماعي The Investment Unit Social Security Corporation
Issue Number:	Date of Issue:	
No of Pages: 7	Accreditation:	

9. Review

The Corporate Communications Department conducts an annual review of the methodology, or whenever the need arises, for purposes of updating and developing it.

10. Relevant Documents

1. Social responsibility activities prioritization form.
2. Social responsibility work plan form.
3. Follow-up and assessment form.

Internal and External Communications Strategy

Investment Unit

Appendix B

Internal and External Communications Strategy

(2008 – 2013)

Internal and External Communications Strategy

Investment Unit



Investment Unit

Social Security Corporation

Internal and External Communications Strategy

(2008 – 2013)

Year 2009 Copy

Internal and External Communications Strategy

Investment Unit

Internal and External Communications Strategy

Investment Unit

Table of Contents

- 1. Introduction**
- 2. Vision**
- 3. Mission**
- 4. Communication Goals**
- 5. External Communications Strategy**
- 6. SWOT Analysis**
- 7. External Communication Methods and Tools**
- 8. Target Groups**

9. Duties of External Communication

10. Goals of External Communications Strategy

11. Work Plans

12. Internal Communications Strategy

13. SWOT Analysis

14. Target Groups, Internal Communication Methods and Tools, and Duties of Internal Communication

15. Internal Communications Matrix

16. Internal Communications Strategy Goals

17. Work Plans

18. Communications Strategy Assessment

1. Introduction

This document provides a brief overview and foundation for a communications policy related to the information and knowledge at SSIU, as all organizational units and staff produce information and knowledge at all times.

In view of the challenges facing SSIU when developing Corporate performance, which significantly relies on utilizing the information and knowledge available at the Unit, this document was created to serve as a Guide through which SSIU can obtain the information and knowledge it needs, and provide it to its staff and beneficiaries.

So that communications strategies can accomplish their goals, the following criteria must be taken into consideration:

1. Type and nature of the disseminated information
2. Targeted group
3. Communication channels
4. Goal of disseminating the information
5. The knowledge of the recipient regarding what needs to be done with the information
6. The knowledge of the recipient regarding how to do what is required with regard to the information

Internal and External Communications Strategy

Investment Unit

1.2 Vision

Provide a targeted and comprehensive communications matrix to guarantee transparency and responsibility.

1.3 Message

Activate the role of internal and external communications at SSIU to portray its image as a strategic partner in the investment process.

2. Goals of Communication:

1. Disseminate the information on time and accurately.
2. Portray a solid image of SSIU as an investor capable of assuming long term burdens.
3. Enhance the responsibility in showing transparency.
4. Creating an efficient and credible communications environment.

3. External Communications Strategies

3.1 SWOT Analysis

Points of Strength	Points of Weakness
<ul style="list-style-type: none">▪ Investment Unit is the only entity mandated with investing the funds of the Social Security Corporation.▪ There is commitment by the leadership to portray the image of SSIU as a strategic partner in the investment process.▪ Commitment to Corporate transformation with a focus on Corporate communications.▪ Updated and developed website.▪ Publication of brochures on SSIU.	<ul style="list-style-type: none">▪ Corporate identity is ambiguous.

Internal and External Communications Strategy

Investment Unit

Opportunities	Threats
<ul style="list-style-type: none">▪ Governmental focus on openness, development of Corporate performance and transparency, especially in the area of communications, through the electronic government project.▪ Active investment environment in Jordan which allows SSIU to be a strategic partner in it.▪ Technological developments in the area of communications.	<ul style="list-style-type: none">▪ Changes in legislation and regulations.

3.2 Methods and Tools of External Communications

Internal and External Communications Strategy

Email, phone, fax, official memoranda, annual reports, press conferences, print media, visual and audio media, conference calls, meetings, websites, advertisements, and guide on the bulletin by the authorized signatories.

3.3 Targeted Groups

- 1. Strategic Partners:** Institutions and organizations linked to SSIU in the accomplishment of its strategic goals that share in the offering of its services and affect SSIU with mutual decisions and where there is redundancy of work. There is also a volume of financial transactions, and the results of that entity contribute to the accomplishment of the strategic goal for which SSIU was established (copy attached).
- 2. Partners:** Institutions and organizations linked to SSIU in the accomplishment of its strategic goals, and which share in the offering of its services (copy attached).
- 3. Service Recipients:** Anyone who contacts or deals directly with SSIU to receive a service or product (copy attached).
- 4. Suppliers.**
- 5. Citizens.**

3.4 Duties of External Communication:

- Disseminating the correct information on the developments at SSIU.
- Instill the vision and message of SSIU, its essential values and its strategic goals.
- Increase awareness on the work of SSIU and outline its accomplishments.
- Communicate with the strategic partners periodically and regularly.
- Obtain feedback from those dealing with SSIU.
- Enhance the Corporate identity of SSIU.

Internal and External Communications Strategy

Investment Unit

3.5 External Communications Strategy Goals:

- Raise the awareness of specific groups on the effect of the works and accomplishments of SSIU on them.
- Enhance a cooperative environment in which transparency and information and knowledge exchange prevails.
- Build a good reputation for SSIU.

Internal and External Communications Strategy

Investment Unit

3.6 Work Plans

Goals	Activities	Responsibility	Timetable		Performance Indicators	Targeted Value
			From	To		
Raise the awareness of the relevant groups on the effect of the work and accomplishments of SSIU on them	Ongoing follow-up of the status of SSIU on the electronic gateway	Corporate Communications Department	Ongoing			
			Update the distribution of assets + financial statements on a quarterly basis			

	Ongoing follow-up of the Unit's official website	Corporate Communications Department	Ongoing		
	Convene press conferences to reveal the results of SSIU	Corporate Communications Department	June 2009		
	Prepare and circulate brochures on the work of SSIU and its accomplishments	Corporate Communications Department	December 2009		
	Design and print the annual report, then circulate it among the targeted entities	Corporate Communications Department	September 2009		
	Prepare and publish news on the work and accomplishments of SSIU	Corporate Communications Department	Ongoing		

<p>Instill a cooperative environment in which transparency and information and knowledge sharing prevail</p>	<p>Convene meetings with community institutions to exchange opinions and information</p>	<p>Corporate Communications Department</p>	<p>According to the activities</p>		
<p>Build a good reputation for SSIU</p>	<p>Draft and implement a social responsibility plan</p>	<p>Corporate Communications Department</p>	<p>June 2009</p>		
	<p>Publish a unified form for all publications of the Unit/create a new Corporate identity for SSIU(stationery, greeting cards, annual report, posters and advertisements)</p>	<p>Corporate Communications Department</p>	<p>August 2009</p>		

4. Internal Communications Strategy

4.1 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">▪ Leadership’s commitment to transparency.▪ Clear vision, message and essential values for SSIU.▪ Department for Corporate communications.▪ Effective, advanced and updated methods of internal communication (email, notice board, newsletter, others).▪ Intranet.	<ul style="list-style-type: none">▪ Resistance to change and weak participation by the Unit's employees in Corporate transformation processes, especially in the area of communications.

Opportunities	Challenges
▪ Advanced electronic systems in the area of Corporate communications.	▪ Breakdown of internal communication systems, like the intranet.

4.2 Targeted Groups

- Investment Unit Board.
- Chairman of the Board.
- Directors.
- Staff of SSIU.

4.3 Internal Communication Methods and Tools

- Activities of the social activity committee.
- Telephone.
- Email.
- Internal circulations and memoranda.
- Public folder.
- Intranet.
- Notice boards.
- Suggest@ssiu.gov.jo (email allocated for proposals).
- Suggestions and complaints box.
- Periodic meetings.

Internal and External Communications Strategy

Investment Unit

4.4 Duties of Internal Communications:

- Disseminate accurate information to staff of SSIU.
- Convey the vision and message of the Unit, its essential values, strategic goals and Corporate plans.

Internal and External Communications Strategy

Investment Unit

4.5 Internal Communications Matrix:

Goal of Communication: Submit projects to Unit’s board and regulate the Unit’s administrative, financial and technical issues					
#	Internal Target Group	Method of Communication	Repetitive/ Periodic Communication	Communications Officer from Communicating Entity	Communications Officer from Targeted Group
1	Unit’s board	Board meeting	Every month, at least	Board’s secretary	Members of the board
Goal of Communication: Weekly follow-up and review of developments					
#	Internal Target Group	Method of Communication	Repetitive/ Periodic Communication	Communications Officer from Communicating Entity	Communications Officer from Targeted Group

Internal and External Communications Strategy

Investment Unit

1	Chairman of the board with the department directors	Whenever the need arises	Whenever the need arises	Chairman's secretary	Chairman of the Board
2	Department directors with their staff	Whenever the need arises	Whenever the need arises	Human Resources Department Director	Department Directors
3	Chairman of the board with Investment Unit staff	Semi-annually	Every six months	Human Resources Department Director	Department Directors
4	Budget meetings	Quarterly	Every three months	Financial Department Director	Department Directors
5	Balance Score Card meeting	Semi-annually	Every six months	Human Resources Department Director	Department Directors + Unit's staff

Internal and External Communications Strategy

Investment Unit

Goal of Communication: Disseminate the correct information, and convey the vision and message of the Unit, its essential values, strategies goals and Corporate plans					
#	Internal Targeted Group	Method of Communication	Repetitive / Periodic Communication	Communications Officer from Communicating Entity	Communications Officer from Targeted Group
	Unit's staff	<ul style="list-style-type: none"> ▪ Email ▪ Internal circulation and memoranda ▪ Public folder ▪ Intranet 	As needed	Human Resources Department	All staff of the Unit
		Meetings	As needed	Human Resources Department	Departments' Managers

Internal and External Communications Strategy

Investment Unit

		<ul style="list-style-type: none"> ▪ Suggestions and Complaints Box 	-	Unit's staff	Suggestions and Complaint Committee
		<ul style="list-style-type: none"> ▪ Notice Boards 	Monthly	Corporate Communications Department	SSIU staff
		<ul style="list-style-type: none"> ▪ Suggest@ssiu.gov.jo (Email allocated for suggestions) 	-	Unit's Staff	Suggestions and Complaint Committee

Internal and External Communications Strategy

Investment Unit

4.6 Goals of the Internal Communications Strategy:

- Support the internal communications environment and enhance the transparency in the dissemination of information to provide sources of correct information for everyone on an equal footing.
- Support an environment of cooperation and work with a team spirit.
- Enhance the branding for staff of SSIU.

4.7 Work Plans

Goals	Activities	Responsibility	Timetable		Performance Indicators	Target Value
			From	To		
Support an environment of internal communications and enhance transparency in the dissemination of information to provide sources of accurate information to everyone on an equal footing	Complete the intranet project	Corporate Communications Department + Information Technology Department	May			
Support an environment of cooperation and work with a team spirit	Convene unofficial meetings and activities	Corporate Communications Department	According to the activities			

Internal and External Communications Strategy

Investment Unit

	Organize the annual party for SSIU		December		
Enhance the branching of the SSIU staff	Organize a workshop for all staff of SSIU to introduce the Corporate identity of SSIU	Corporate Communications Department	Upon the completion of the Corporate identity project		

5. Communications Strategy Assessment:

1. Assess the internal and external communication methods at SSIU(through the applied methods).
2. Assess the percentages of accomplishment in the activities, work plans and goals of the internal and external communications strategy (through the methodology of follow-up and assessment).

Appendix (D) Social Responsibility Activities Follow-up and Assessment Form

Corporate Goal					
Operational Goal					
Activity / Program / Project:		Performance Indicator:		Measurement Unit:	
Measurement Responsibility:		Measurement Repetition:		Required Data:	
Target Result at the End of the Timetable:			Expected Date of Completion:		
Percentage of Deviation at the End of the Timetable:			Actual Date of Completion:		

#	Date of Measurement	Target Result	Actual Result	Difference	Percentage of Accomplishment	Comments
Reasons for Deviation:						
Correctional Procedures:						

* Write the appropriate priority from 1 to 3 (1 = very important, 2 = important, 3 = not important)