



MEMORANDUM

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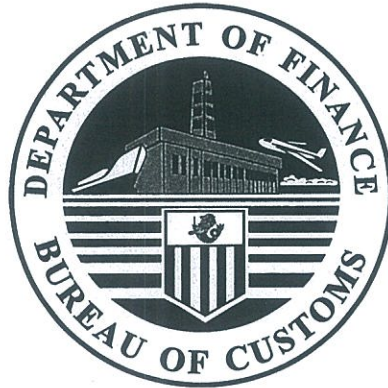
TO : ASSISTANT COMMISSIONER
ALL DEPUTY COMMISSIONERS
ALL DISTRICT COLLECTORS
ALL SERVICE DIRECTORS
ALL DIVISION CHIEFS
ALL BOC OFFICIALS AND EMPLOYEES

FROM : REY LEONARDO B. GUERRERO
Commissioner

SUBJECT : BOC COMMUNICATIONS PLAN 2022

DATE : 23 March 2022

1. The Bureau of Customs, through the Public Information and Assistance Division, is now implementing the BOC Communications Plan 2022 in an effort to pursue greater connection with internal personnel and enhance public perception in terms of awareness, trust, and satisfaction ratings.
2. In 2020, a Baseline Data Survey was conducted by a third party surveyor to identify the ground zero for the Bureau. The results, which showed unfavorable ratings for the BOC by the general public, were used as a basis in crafting the Communications Plan 2021. On the other hand, an Awareness, Institutional Trust, and Satisfaction survey was also conducted in 2021 which yielded positive and favorable ratings for the BOC by the external stakeholders. These two surveys are considered in the Communications Plan which will also support the continuity of said performance measuring tool.
3. The Communications Plan 2022, as attached, shall serve as the guidelines for the Communication, Information and Assistance, and Internal Relation efforts of the Bureau for calendar year 2022, to be implemented by PIAD, Local Public Information Officers, Group Representatives, and with other concerned offices.
4. For strict compliance.



BOC COMMUNICATIONS PLAN 2022

(DRAFT ONLY)

By: Public Information and Assistance Division

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PART 1 | BASES

I. VISION STATEMENT

A Bureau of Customs (BOC) that is highly regarded, respected, and appreciated by all its stakeholders.

II. OVERVIEW

Transformation is the single biggest, most ambitious, and most powerful goal any organization can aspire for.

Internal Reputation Transformation

Transformation should always start internally. It is important to introduce a 360-degree staff engagement to steer the manpower towards a sustained change and transformation. Our people are the external face of the Bureau. By representing the BOC, its messages and its intentions, internal reputation mechanisms can highlight important evolutions and new developments, and help expand reach externally.

External Reputation Transformation

In 2020, the BOC received a low rating among the general public and external stakeholders in the first-ever Baseline Data Survey of the Bureau conducted by a private surveyor. This led to the creation of the first communications plan in 2021. As a result, we gained a much higher rating among the direct external stakeholders in 2021 compared to the 2020 rating.

It is relevant to introduce an enhanced external communications campaign in order to elevate its reputation in the eyes of the public and sustain the positive ratings of BOC among its direct external stakeholders.

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III. KEY MESSAGE

Modernization and Values Reformation

These two underpinned the success of the BOC in the past two years but especially in 2021. Over the years, the Bureau took the many steps in automating its services and processes while also pursuing values reformation and good governance. By all measures and standards, the BOC's achievements are astounding and extraordinary.

Through these efforts, the Bureau continues to meet and even exceed its targets. However, more remarkable than all these targets being met is the dramatic change that is happening from the inside out.

How are we going to communicate these to the people?

IV. OBJECTIVES

1. To pursue greater connection with internal employees

As part of the internal communications program, there shall be a central communications channel where BOC officials will, from time to time, provide easy-reference announcements, updates, cascading of accomplishments, new developments, innovations, and even motivational messages, and stories.

People identify with people. Given the strong values reformation and integrity programs already initiated, there will be a need for the introduction of the stories of transformation and testimonials by the employees.

Aside from representation, the Bureau will also be able to humanize itself by showing appreciation to the men and women behind it, and displaying them in the limelight through traditional mainstream media, social media platforms, and internal communication channels.

2. To improve the Awareness, Institutional Trust, and Satisfaction Ratings of the Bureau of Customs

In 2020, the BOC's public trust rating fell to 30% as reflected on the Baseline Data Survey. Last year, the Bureau's ratings in a survey among direct external stakeholders called the Awareness, Institutional Trust, and Satisfaction (AITS) survey were favourable.

As the implementation of this plan progresses, the stakeholders, especially the public, will perceive the BOC as undergoing a change for the better.

By the end of the year, the Bureau will improve its Awareness, Institutional Trust, and Satisfaction ratings among the general public by +10% and sustain its favourable ratings from direct external stakeholders above 90%, upon engaging with a third party surveyor.

V. TARGET AUDIENCE

Internal Stakeholders:

- All Staff/Employees (casual, contractual, permanent, consultants, MSGC)
- BOC service-providers (coop, ALERT, other security personnel)

External Stakeholders:

- Primary Stakeholders (Exporters, Importers, Brokers, Advisory Councils, Others – Representatives, Providers, Etc)
- Secondary Stakeholders (Media, Government)
- Special Stakeholders (General Public)

PART 2 | OPERATION

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VI. STRATEGIES AT A GLANCE

INTERNAL AUDIENCE

1. **360-DEGREE STAFF ENGAGEMENT** by the Commissioner and his top management team. This includes the continuous engagements of top management to all personnel, such as the regular meeting, written and video messages from the Commissioner to the Employees, E-Mail and Viber Blasts of issuances, orders, and accomplishments, and conduct of departmental activities and even internal contests.

EXTERNAL AUDIENCE

2. **PROACTIVE ALL-MEDIA ENGAGEMENT** in both traditional and non-traditional media, and those covering not only news but including special reports, features, radio and TV interviews and TV appearances. Among the initiatives to be conducted are the pitching of stories and interviews features providing all that is needed to make such coverage easy for the concerned media outfits and journalists.
3. **360-DEGREE STAKEHOLDER ENGAGEMENT** such as Relationship-building, Networking, Consultation, Collaboration and Engagement up, across, and below the BOC Leadership. This includes not only the primary stakeholders with whom the Bureau has regular and daily interactions with, but also other stakeholder groups and fellow agencies in the Government.
4. **MESSAGE DEVELOPMENT HUB**
Regularly, the PIAD and Spokesperson will identify, review, and develop central key message/s for the consideration of the Commissioner, specific to the accomplishments, operations, and controversies where the Bureau is involved. These messages will serve as the core theme for all responses, announcements, press releases, messages, etc.

VII. THE P.E.S.O. MODEL PLAN FRAMEWORK

P.E.S.O where, simplified:

P - stands for **PAID** media (Advertising; advertorials; publicity and similar paid arrangements)

E - stands for **EARNED** media (Features freely given, published, or distributed as a result of the BOC's network and relationship-building and, thus, earned)

S - stands for **SHARED** media (distributed and shared via social media platforms like Facebook, Instagram, Twitter, TikTok, YouTube, Viber); and

O - stands for **OWNED** media (BOC website, newsletters, annual reports, and other BOC-initiated communication materials)

VIII. IMPLEMENTATION REVIEW AND MONITORING COMMITTEE

In order to successfully implement the Communications Plan 2022, a monitoring committee composed of various BOC Officials shall be formed through a Customs Special Order (CSO), and various existing units and offices shall also be utilised to perform functions related to this plan:

IMPLEMENTATION REVIEW AND MONITORING COMMITTEE

1. Assistant Commissioner
2. Internal Administration Group
3. Office for Strategy Management
4. Public Information and Assistance Division
5. Planning and Policy Research Division
6. Human Resource Management Division
7. Interim Training and Development Division

SUPPORT COMMITTEE

1. Budget Division
2. Accounting Division
3. General Services Division
4. Central Records Management Division

EXISTING CSOs and Office/s

1. Public Information and Assistance Division
2. Local Public Information Office
3. Internal Information Coordination Committee
4. Customer Care Center

IX. TACTICS

Here are the specific actions and steps to undertake in order to accomplish the foregoing objectives.

PREPARATORY AND MONITORING ACTIVITIES

1. Conduct of a Communication Summit and Strategic Planning

Conduct of a summit and planning attended by all concerned personnel in the implementation of Communications Plan 2022. This will serve as an avenue to discuss the nitty gritty of the communications plan and determine the respective capabilities and resources of ports and groups.

2. Regular Consultation Meeting with BOC Advisors & Consultants

Conduct meetings with the Multi Sector Governance Council (MSGC) to review and assess the implementation of the Plan.

3. Regular Assessment of Client Feedback Mechanism

Conduct of a regular engagement with respective team to ensure improvement of distinct services of the respective port and its Customer Care Center.

4. Creation of a Central Communications Channel for Employees

Creation of a Viber Community for employees for easy dissemination of various information materials and One-Media Line Communication.

5. Selection of Port Spokespersons and Establishment of One Media Line Communication

Determine in respective offices their Port Spokespersons to receive the One-Media Line Communication which shall be useful when conducting port press conference, interviews, and information management.

6. Regular Internal Discussion on Updates, Monitoring and Assessment of Communications Plan 2022

Conduct of regular strategic meeting with the main implementors to check on the progress of plan and resolve concerns and issues arising from internal and external factors.

7. Creation of Strategic Communications Committee

Establish a group of officials to develop BOC statement on critical information, to determine inquiry management, to identify delivery of key messages, and to monitor crisis and update messages based on crisis.

TRAINING PROGRAM FOR ALL IMPLEMENTORS

Develop a training program for the implementors of this plan which include the following topics/areas:

- Public Speaking and Presentation Skills
- Public Information and News Writing
- Customer Relations/Service
- Multi-Media Production (Photography, Videography, Graphics Editing)
- Gender and Development Awareness
- Press Release and News Writing
- Social Media Management with Analytical Tools Introduction
- Crisis Communication Training
- Code of Conduct and Ethical Standards
- Technical Report and Incident Report Writing
- Organizational Storytelling

EARNED MEDIA TACTICS

It is important for the Bureau to be proactive through initiation of engagements with the media, thus promoting transparency at the same time.

1. Conduct of Media Visit & Tour in the BOC

Promote proactiveness through initiation of media tours of the BOC facilities which can provide an excellent opportunity for media to witness firsthand the improvements.

2. Production of Media Pitches for the BOC Officials as Go-To Expert Resources for Media

Participation to TV and radio guest appearances through media pitches to put names forward as willing and ready panellists and go-to experts.

3. Publishing of Quarterly Commissioner's Report

Primary aim is to announce major updates and achievements in a whole-of-the-Bureau Report, consolidating and making sense of the gains of the quarter from all the ports and groups.

4. Conduct of Annual Media Fellowship Meeting

Promote transparency thru fellowship meeting with stakeholders and to improve rapport with media reporters and journalists.

PAID MEDIA TACTICS

These are advertising, publicity and similar paid arrangements. This will help reach more people and users from different platforms to learn more about the BOC.

1. Engage with newspapers and magazines in any platform and produce advertorials

Allocating budget for advertorials especially on known and wide magazines for governance, leadership, and business.

2. Hold Engaged Interviews outside of Shared Media, such as interviewers and inquisitors in social media platforms

Tap at least one or two known journalist or inquisitor in the country to discuss the nitty gritty of BOC transformation

SHARED MEDIA TACTICS

These are activities which enables the distribution and sharing of own materials via social media platforms.

1. Enhancement of BOC TikTok Account

Production of regular content in coordination with the 17 Collection Districts and 7 BOC Groups to promote services, systems, programs, and facilities using the Official BOC TikTok Account.

2. Dissemination of Technical and Regular Outputs to All Social Media Accounts

Ensure the timely and complete dissemination of all technical and regular outputs produced to all social media accounts of the Bureau of Customs such as Facebook, Instagram, Twitter, Outlook, Viber, YouTube, and the corresponding Facebook Pages of the 17 Collection Districts.

3. Enhancement of Social Media Platforms based on the Analytics 2021

Improve the engagement of official accounts with respective online users by +20% compared to 2021 based on accessible analytics.

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OWNED MEDIA TACTICS

These are BOC-initiated communication-related activities and engagements.

1. On Internal Stakeholders' Engagement

- a. Regular Messages from the Commissioner and Key Officials to be disseminated in owned and controlled media platforms
- b. Featuring of Stories of Men and Women of the BOC
- c. Improvement of Organization Culture and Employee Programs
- d. Engagement with employees for vlog and promotions

2. On External Stakeholders' Engagement:

- a. Conduct of the 3rd BOC Webinar, and Regular Port and Group Webinars
- b. Enhancement of Inter-Government and Stakeholder Relations
- c. Regular Meeting with Stakeholders and Awarding of Top Importers for Collection Districts
- d. Creation of Port Channel for Talk Shows and Interactive Engagement

TECHNICAL AND REGULAR OUTPUT

These are produced materials which shall be regularly required of from different offices to show the efforts, accomplishments, and milestones.

1. Press Releases
2. BOC in Action
3. Testimonials and Commendations
4. Annual Report
5. Audio-Visual Presentations
6. Customs 101

CUSTOMER SERVICE AND FEEDBACK MECHANISM

To have an **enhanced feedback mechanism and management** internally and externally to maintain complaint resolution rate and to lessen the voluminous queries and complaints received in all channels.

1. Conduct of Regular Meeting on Inquiry and Complaints Resolution
2. Creation of a Communications Channel in Viber for discussions on concerns, inquiry, and complaints
3. Creation of a Virtual Assistant in Official Customs Website
4. Creation of a Customs Memorandum Order on Client Feedback Mechanism

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PART 3 | CONCLUSION

X. CONCLUSION

The Communications Plan of the Bureau of Customs will focus on turbocharged communications program that will ensure the maximum performance of personnel motivated by the transformational leadership occurring from within, while improving the reputation of BOC in the perspective of all types of stakeholders, especially the general public.

ANNEX A – COMPLIANCE AND DELIVERABLES

A. PREPARATORY AND MONITORING ACTIVITIES

#	ACTIVITY	UNIT/ OFFICE	PARAMETER (FREQUENCY/SCOPE)	Reportorial Requirements
A1	Conduct of a Communication Summit and Strategic Planning	PIAD	Convene all personnel concerned in the implementation of Communication Plan to discuss the plan (Once)	Disposition Form
A2	Regular Consultation with BOC Advisors & Consultants	PIAD	Conduct of Quarterly Consultation with MSGC Subcommittee on Communications for plan assessment and direction guidance	Minutes of Meeting
		Ports		
		Groups		
A3	Regular Assessment of Client Feedback Mechanism	CCC	Conduct of Monthly Assessment of the existing Client Feedback Mechanism of CCCs to identify services which need improvement and attention	Minutes of Meeting
A4	Creation of Central Communications Channel	PIAD	Entire BOC (Viber)	Memo
		Ports	Respective Port (Viber)	
		Groups	Respective Group (Viber)	
A5	Selection of Port Spokespersons and One-Media Line Communication	PIAD	Head the One-Media Line Communication material for dissemination to Port Spokespersons	Based on output
		Ports	Determine in their respective office their Port Spokespersons to	Memo

			receive the One-Media Line Communication	
A6	Regular Internal Discussion on Updates, Monitoring and Assessment of Communications Plan 2022	PIAD	Conduct of regular strategic meeting with the main implementors to check on the progress of plan and resolve concerns and issues arising from internal and external factors.	Minutes of Meeting
A7	Creation of Strategic Communications Committee	PIAD	Establish a group to develop BOC statement on critical information, and to monitor crisis and update messages based on crisis.	CSO

B. TRAINING PROGRAM FOR ALL IMPLEMENTORS

#	ACTIVITY	PARAMETER (FREQUENCY/SCOPE)	Reportorial Requirements
B1	Participation and Subscription to Trainings	Creation of Training Program which includes 1) Public Speaking and Presentation Skills, 2) Public Information and News Writing, 3) Customer Relations/Service, 4) Multi-Media Production, Photography and/or Videography, 5) Gender and Development Awareness (related to information dissemination and news writing), 6) Social Media Management, Analytics and Tools, 7) Crisis Communication Training, 8) Code of Conduct and Ethical Standards, 9) Technical Report Writing and Incident Report Writing, 10) Organizational Storytelling	Memo, Training Program, and other Requirements from ITDD

C. EARNED MEDIA

#	ACTIVITY	UNIT/ OFFICE	PARAMETER (FREQUENCY/SCOPE)	Reportorial Requirements
C1	Conduct of Media Visit and Tour in the BOC	PIAD	Conduct of at least 1 Media Visit and Tour to provide media opportunity to witness new systems, facilities, or projects	Memo or Viber Information, in case of emergency
		Ports		
C2	Production of Media Pitches for BOC Officials	PIAD	Promote proactiveness through production of media pitches for TV and Radio guesting with BOC Spokesperson and other identified officials	Disposition Form
C3	Regular Commissioner's Report	PIAD	Announce major updates and achievements in a whole-of-the-bureau report based on the monthly submission of ports and groups	Based on output
		Ports		
		Groups		
C4	Conduct of Media Fellowship	PIAD and Ports – Collection District # 2A, 2B, 3, 4, 7, 10, 11, 12, 13, 14	Conduct of an annual media fellowship to serve as platform for BOC Spokesperson or Commissioner to share accomplishments and updates	Disposition Form

D. ENGAGED MEDIA

#	ACTIVITY	UNIT/ OFFICE	PARAMETER (FREQUENCY/SCOPE)	Reportorial Requirements
D1	Engage with newspapers and magazines in platform to produce advertorials	PIAD	Tap newspapers and magazines in various platforms to produce advertorials	Disposition Form
D2	Hold engaged interviews with interviewers and inquisitors	PIAD	Tap journalists or inquisitors to discuss BOC transformation	Disposition Form

E. SHARED MEDIA

#	ACTIVITY	UNIT/ OFFICE	PARAMETER (FREQUENCY/SCOPE)	Reportorial Requirements
E1	Enhancement of BOC TikTok Account	PIAD	Promote services, systems, projects, programs and facilities using TikTok Platform with the creation of regular content (Monthly)	Based on output
		Ports	Regularly attend to the requests of PIAD to submit content contributions (Monthly)	
		Groups		

		CCC		
E2	Dissemination of Technical and Regular Outputs to All Social Media Accounts	PIAD Ports Groups	Ensure the complete dissemination of all technical and regular outputs to all social media accounts of the BOC	Based on output
E3	Enhancement of Social Media Platforms	PIAD	Improve engagement based on 2021 SocMed Analytics by +20%	Analytics by end of calendar year
		Ports	Improve engagement, and ensure verification of respective social media accounts in coordination with PIAD	

F. OWNED MEDIA

#	ACTIVITY	UNIT/ OFFICE	PARAMETER (FREQUENCY/SCOPE)	Reportorial Requirements
F1	Regular Messages from the Commissioner/Assistant Commissioner, and/or Key Officials	PIAD	Production of 1-minute Monthly Message from Top Officials to share updates, announcement, and even inspiring messages	Disposition Form
F2	Featuring of Stories of Men and Women of BOC (Idol Sa Customs)	PIAD	Collation of entries for scheduling of posting	Based on output
		Ports	Submit one entry for	
		Groups	the whole year	

F3	Improvement of Organization Culture and Employee Programs	Group (IAG)	To create an internal organization culture and employee welfare programs for implementation in 2022	Disposition Form and Memo
F4	Conduct of Regular Engagement or Webinar for Stakeholders	PIAD	Spearhead the 3 rd BOC Webinar	Disposition Form or Memo
		Ports	Conduct of Semi-Annual Engagement with Stakeholders	
		Groups - RCMG, AOCG, PCAG, IG, MISTG	Conduct of Annual Engagement with Stakeholders	
F5	Enhancement of Inter-Government and Stakeholder Relations	PIAD	Strengthen partnership and coordination with all identified Complaint Centers	Disposition Form
F6	Regular Meeting and Awarding of Top Importers	Ports	Conduct of Bi-Monthly Meeting and awarding of top importers in respective collection districts	Memo
F7	Engagement with employees for vlog/promotions	PIAD	Tap employees to share the BOC's systems, processes, and programs through social media platforms	Disposition Form
F8	Creation of BOC Port Channel for Talk Shows, Live Interactive Engagement, among others	Ports - Collection District # 2A, 3, 7, 10, 12	To create 1 (one) channel for each selected port to regularly address concerns, inquiries, and related matters through online platforms	Memo

G. TECHNICAL AND REGULAR OUTPUT

#	ACTIVITY	UNIT/ OFFICE	PARAMETER (FREQUENCY/SCOPE)	Reportorial Requirements
G1	Press Releases (Local)	Ports - Collection District # 2A, 2B, 3, 4, 7, 12	1 Per Week	Based on output
		Other Ports - Collection Districts	1 Per 2 Weeks	
G2	Press Releases (Nationwide)	Ports - Collection District # 3 and 12	1 Per Week	Based on output
		Ports - Collection District # 2A, 2B, 4, 7, 12	1 Per 2 Weeks	
		Ports - Other Collection Districts	1 Per Month	
		Groups	1 Per Quarter	
G3	BOC in Action	Ports - Collection	1 Per Week	Based on Output

		District # 2A, 2B, 3, and 8		
		Ports - Other Collection Districts	1 Per 2 Weeks	
		Groups	1 Per Month	
G4	Testimonials from Direct External Stakeholders	Ports – Collection District # 1, 2A, 2B, 3, 4, 7, 8, 10, 11, 12, 13, 14, 15, 16	1 Per Month	Based on Output
		Ports – Collection District # 5, 6, 9	1 Per 2 Months	
		Groups	1 Per 2 Months	
G5	Testimonials from General Public	Ports	1 Per 2 Months	Based on Output
G6	Annual Report	Ports	Annual	Based on Output
G7	Audio-Visual Presentations	PIAD	1 Per 2 Months	Based on Output
		Ports	Semi-Annually	
		Groups	Annually	
G8	Publication of Customs Trivia or Customs 101	PIAD	Quarterly	Based on Output

H. CUSTOMER FEEDBACK

#	ACTIVITY	UNIT/ OFFICE	PARAMETER (FREQUENCY/SCOPE)	Reportorial Requirements
H1	Regular Meeting on Inquiry and Complaints Resolution	PIAD (CARES)	Weekly	Minutes of Meeting
H2	Creation of a Communications Channel in Viber for discussions on concerns, inquiry, and complaints	PIAD (CARES)	PIAD shall create a viber group chat with all members of Customer Assistance and Response Services (CARES) and Heads of Respective Customer Care Centers (CCC)	Memo
		CCC		
H3	Creation of Virtual Assistant in Official Customs Website	PIAD (CARES) & Group - MISTG	PIAD (CARES) and MISTG shall create a virtual assistant in the BOC Official Website to cater customer concerns and queries	Based on output
H3	Creation of CMO on Client Feedback Mechanism	Group - (IAG)	PPRD (IAG) shall create a Customs Memorandum Order on Client Feedback Mechanism for CCC and CARES	CMO