**Communications Plan – Message Guidelines for Employees**

Using the master communications content, reduce the information to fit front-line employees:

* Focus on the **impact** of the change on the employee.
* Be **clear** about what you know now and what you do not know now.
* Let employees know **when** more information will be available.
* Be clear how employees can provide **feedback** about the change.

Use the employee message outline below as a starting point. Yellow highlights show emphasized or new content for employees.

1. Messages about the business today
	1. The current situation and the rationale for the change (why is this change necessary?)
		1. Business issues or drivers that created a need for change
		2. Competitive issues or changes in the marketplace
		3. Customer issues (use quotes or customer input)
		4. Financial issues (show trends and charts if available)
	2. What might happen if a change is not made?
	3. Why is this change happening right now (what is the rush)?
2. Messages about the change
	1. A vision of the organization after the change takes place
	2. Scope of the change (including process scope, organizational scope, systems and technology scope)
	3. Objectives for the change (what does success look like?)
	4. Overall timeframe to implement the change
	5. Alignment of the change with the business strategy
	6. How big of change is needed (how big is the gap between today and the future state)?
	7. Who is most impacted and who is least impacted?
	8. The basics of what is changing, how it will change, and when it will change including what will not change
	9. What do we know about the design of the change right now?
	10. Details about the future state design (process change, technology change, organization changes, job role changes)
	11. Training requirements and educational opportunities
3. Messages about how the change impacts employees
	1. The expectation that change will happen and is not a choice
	2. The impact of the change on the day-to-day activities of each employee
	3. WIIFM – “what’s in it for me?” – from the employees’ perspective
	4. Implications of the change on job security (will I have a job?)
	5. Specific behaviors and activities expected from the employee, including support of the change
	6. What are the consequences for not changing and the benefits of supporting the change?
	7. Procedures for getting help and assistance during the change
	8. What do I do if I disagree with the change?
	9. Ways to provide feedback
4. Status updates and progress reports
	1. The schedule for the project overall
	2. When will new information be available?
	3. How will information be shared about the project?
	4. Early success stories