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# Communication Plan and Impact Analysis for the “IDP for All” Project and eLearning

**Note:** This is an excerpt of the document completed for this project.

## Purpose of this Document

A communication plan ensures that messages about your HR program are written and distributed on time and to the right group. This document helps you, as a member of the People and Culture Development team, determine the:

- Teams that are impacted by your HR change initiative.
- Types of communications required to support your program.
- Teams with whom you need to partner.

## Impacted Teams by HR Initiatives

Gathering important information about the change impact ensures the appropriate communications are sent at the right time. Complete the following table to determine the:

- Teams that may be impacted by your HR initiative.
- Degree of impact or the amount of change this initiative requires of each group.
- Level of resistance each team has to this change.

For example, some teams may have a low level of impact by this project, so they are not at all resistant. Other groups may be significantly impacted and dread the change you are proposing. Teams that are highly resistant to a high impact change may require more communication than other groups.

Impacted Team	Degree of Impact (L = Low; M = Medium; H = High)	Level of Resistance (L = Low; M = Medium; H = High)	Notes or Key Contacts Based on Your Analysis
<b>HR Teams</b>			
HR Chief People Officer	L	L	
HR Vice Presidents	L	M	
HR Directors	<b>H</b>	<b>M</b>	
People and Culture Development	M	M	
HR Generalists and Specialists	<b>H</b>	M	
HRIS	L	M	
<b>Entity/Group Teams</b>			
C-Level Executives	L	L	
Leaders Across all Teams	<b>H</b>	<b>M</b>	Some leaders may not have experience with IDP-like documents.
Associates Across all Teams (including Marketing and Communication)	<b>H</b>	<b>M</b>	Resistance is moderate because an IDP is a new concept across the organization. Some leaders and associates may not have experience with IDP-like documents.

Corporate Teams (Organization-Wide or System-Wide)			
C-Level Executives (the Collaborative)	L	L	
Leaders Across all Teams	<b>H</b>	<b>M</b>	Some leaders may not have experience with IDP-like documents.
Associates Across all Teams	<b>H</b>	<b>M</b>	Resistance is moderate because an IDP is a new concept across the organization; Some leaders and associates may not have experience with IDP-like documents.
Marketing and Communication	L	M	Communications need to be developed in partnership with MarComm.

## Communication Formats and Key Stakeholder Meetings

There are many publications and resources that may be used to communicate key information to various impacted groups.

X if Used in the Project	Format or Meeting	Distribution Timeframes	Groups Who Receive this Format or Media	Type of Information Included	Contact Person
X	Announcement Email from a Key Stakeholder in the Project	Early in the project	Impacted Teams and HR	Project is coming, expected timeframes, etc.	NA
X	Connections e-newsletter	Every 2 weeks	All associates	For messages about all of the company and can include HR information	HR Comms
X	Meeting with PowerPoint	Early in the project; multiple meetings may be required throughout the project	HR VPs, HR Directors, and leaders of highly Impacted Teams may require this type of communication	Presentation of project milestones and key information for the targeted audience	HR Admins schedule meetings for HR VPs
X	My Virtual Workplace Banner (displays in a box in the right panel of the My Virtual Workplace landing page)	2 – 3 weeks before launch	All associates	For brief messages about key initiatives	HR Comms
X	Special Communication Toolkit for Internal Communicators	TBD	Internal Communicators and Leaders will receive for distribution as needed	Project information including: <ul style="list-style-type: none"> <li>• Expectations and overview</li> <li>• Comm schedule</li> <li>• Key messaging</li> <li>• FAQs</li> </ul>	HR Comms
X	Reminder notifications/emails from GLINT	As designed	All associates and leaders	Reminders - TBD	GLINT/HR Comms
X	IDP Site under HR (SharePoint) and Leader Resource – need to update	TBD	Associates and leaders as applicable		Dee and HR Comms

## Other HR Initiatives

HR may have some additional initiatives that may impact the way in which you communicate and conduct your project. These initiatives may be before, after or at the same time as your project. The following initiatives will impact this project:

Succession Planning concludes on approx. May 17. The IDP project is a compliment to Succession Planning and is a separate initiative.

The compensation initiative and will launch soon. This annual initiative is an important and time-consuming effort for HR. It may mean that compensation work will delay associates from creating IDPs because everyone is so focused on compensation, or it may accelerate the adoption of this new process if associates want to have goals in place before their compensation conversations with leaders. We will communicate and roll-out the IDP as planned in June.

## Communication Deliverables and Responsible Parties

### Communications Prior to Launch

Impacted Team	Format, Meeting Name and Goal	Key Messages	Author	Sender/Facilitator	Submit for Approval Date(s)	Distribute Date
HR Chief People Officer	<p><b>Goal:</b> Introduce change</p> <p><b>Format:</b> Meeting with Project Sponsor and HR Senior Leader</p> <p><b>Note:</b> Project Sponsor resents engagement updates to the Collaborative on Mon.</p>	<ul style="list-style-type: none"> <li>Purpose and benefits of an IDP</li> <li>Connection to other GLINT tools, engagement and Succession Planning</li> <li>Transition to new platform from old IDP form</li> <li>Location of IDP, eLearning and other resources</li> <li>Expectation of HR, leaders, and all associates</li> <li>Timeframe of availability of IDP</li> <li>eLearning optional on LEARN LMS</li> <li>High-level overview of communication plan</li> <li>Contact person for questions</li> </ul>	Project Sponsor	Project Sponsor	NA	Late April or early May

HR Vice Presidents	<p><b>Goal:</b> Introduce change</p> <p><b>Format:</b> Email sent by Project Sponsor to all HRVPs and HRDs</p>	<ul style="list-style-type: none"> <li>• Adding PERFORM to GLINT services</li> <li>• Benefits of GLINT</li> <li>• Overview of platform provided by GLINT</li> <li>• New email account for PERFORM questions</li> <li>• IDP eLearning change to GLINT so milestones dates have changes</li> <li>• Launch date of June 11</li> </ul>	Project Sponsor	Project Sponsor	NA	Project Sponsor sent an email on Wed., May 8.
HR Directors	<p><b>Goal:</b> Introduce change</p> <p><b>Format:</b> Email sent by Project Sponsor to all HRVPs and HRDs</p>	<ul style="list-style-type: none"> <li>• Adding PERFORM to GLINT services</li> <li>• Benefits of GLINT</li> <li>• Overview of platform provided by GLINT</li> <li>• New email account for PERFORM questions</li> <li>• IDP eLearning change to GLINT so milestones dates have changes</li> <li>• Launch date of June 11</li> </ul>	Project Sponsor	Project Sponsor	NA	Project Sponsor sent an email on Wed., May 8.
All of HR, Associates and Leaders	<p><b>Goal:</b> Update resource site</p>	<ul style="list-style-type: none"> <li>• IDP Site under HR (SharePoint) and Leader Resource – need to update</li> </ul>	HR Comms	HR Comms	NA	Tues., June 11

Entity/Group Teams						
C-Level Executives	<p><b>Goal:</b> Introduce change</p> <p><b>Format:</b> HRDs tell the C- Level execs about the IDP using information from the Comm. Toolkit</p>	<ul style="list-style-type: none"> <li>• Purpose and benefits of an IDP</li> <li>• Connection to other GLINT tools</li> <li>• Transition to new platform</li> <li>• Location of IDP, eLearning and other resources</li> <li>• Screen shot of new IDP form</li> <li>• Expectation of HR, leaders, and all associates</li> <li>• Timeframe of availability</li> <li>• eLearning optional on LEARN LMS</li> <li>• Overview of communication plan</li> <li>• Contact person for questions</li> </ul>	HR Comms	HRDs	<p>Fri., May 31</p> <p>(Date when HR Comms will submit the Comm Toolkit for approval.)</p>	Wed., June 5

Class 10 Leaders and Above	<p><b>Goal:</b> Introduce change</p> <p><b>Format:</b> Lightbulb Thurs.</p>	<ul style="list-style-type: none"> <li>• See bullets above</li> </ul>	HR Comms	Newsletter Contact	Mon., June 3  (HR Comms will submit the Lightbulb Thurs. article for approval)	Thurs., June 6
Associates Across All Teams	<p><b>Goal:</b> Reinforce change</p> <p><b>Format:</b> Connections e-newsletter</p>	<ul style="list-style-type: none"> <li>• Purpose and benefits of an IDP</li> <li>• Connection to other GLINT tools</li> <li>• Transition to new platform</li> <li>• Location of IDP, eLearning and other resources</li> <li>• Screen shot of new IDP form</li> <li>• Expectation of HR, leaders, and all associates</li> <li>• Timeframe of availability</li> <li>• eLearning optional on LEARN LMS</li> <li>• Contact person for questions</li> </ul>	HR Comms	Local comms at each entity	Fri., June 14	Wed., June 19

Corporate Teams (Organization-Wide or System-Wide)						
C-Level Executives (the Collaborative)	<p><b>Goal:</b> Introduce change</p> <p><b>Format:</b> Project Sponsor VP presents engagement updates to the Collaborative every Mon.</p>	<ul style="list-style-type: none"> <li>Messaging will come from the Communication Toolkit available on Wed., June 5</li> </ul>	HR Comms	HR Comms and Project Sponsor	NA	Mon. meetings
Associates Across all Teams	<p><b>Goal:</b> Reinforce change</p> <p><b>Format:</b> Connections e-newsletter</p>	<ul style="list-style-type: none"> <li>Purpose and benefits of an IDP</li> <li>Connection to other GLINT tools</li> <li>Transition to new platform</li> <li>Location of IDP, eLearning and other resources</li> <li>Screen shot of new IDP form</li> <li>Expectation of HR, leaders, and all associates</li> <li>Timeframe of availability</li> <li>eLearning optional on LEARN LMS</li> <li>Contact person for questions</li> </ul>	HR Comms	Newsletter Contact	Fri., June 14	Wed., June 19
Marketing and Comm.	<p><b>Goal:</b> Introduce change</p> <p><b>Format:</b> HR Comms shares the Comm Toolkit with them via email and asks them to distribute it to the appropriate people as needed</p>	<ul style="list-style-type: none"> <li>See bullet points above</li> </ul> <p>AND</p> <ul style="list-style-type: none"> <li>Method of distribution to appropriate people</li> <li>Dates for distribution</li> </ul>	HR Comms	HR Comms	NA	Date when Toolkit will be shared with MarComm and HRDs – Fri., May 31



## Communications on Day before or Day of Launch

Impacted Team	Format, Meeting Name and Goal	Key Messages	Author	Sender/ Facilitator	Submit for Approval Date(s)	Distribute Date
All Associates and Leaders	<p><b>Goal:</b> Reminder that IDP and eLearning are available</p> <p><b>Format:</b> Connections newsletter</p>	<ul style="list-style-type: none"> <li>• Purpose and benefits of IDP</li> <li>• Location of IDP, eLearning and other resources</li> <li>• Screen shot of new IDP form</li> <li>• Expectation of HR, leaders, and all associates</li> <li>• Timeframe update</li> <li>• eLearning optional on LEARN LMS</li> <li>• Contact person for questions</li> </ul>	HR Comms	HR Comms	Date for the Connect. newsletter	Date for the Connect. newsletter
All Associates and Leaders	<p><b>Goal:</b> Reminder that IDP and eLearning are available</p> <p><b>Format:</b> Banner in Virtual Workplace</p>	<ul style="list-style-type: none"> <li>• Reminder of IDP and GLINT</li> </ul>	HR Comms	NA	TBD	Tues., June 11 (and remain up indefinitely)

## Communications After Launch

After launching the program, additional communications may be needed to:

- Share lessons learned and overall project success based on the success metrics defined early in the project (especially appropriate for HR).
- Remind others of the program and the available resources.
- Request feedback in a survey or another tool.
- Thank people for their participation.
- Explain next steps in the program.

Impacted Team	Format, Meeting Name and Goal of Comm.	Key Messages	Author	Sender/Facilitator	Submit for Approval Date(s)	Distribute Date
HR Chief People Officer, VPs and HRDs	<p><b>Goal:</b> Project Update and Reporting on Success Metrics</p> <p><b>Format:</b> Summary document of the eLearning results</p>	<ul style="list-style-type: none"> <li>• # of people who took the eLearning 2 months and 4 months after the launch</li> <li>• eLearning survey results 2 months and 4 months after the launch</li> <li>• Celebration of the success of the project!</li> </ul>	Carol	Project Sponsor	TBD	2 months after launch (Aug.) and 4 months (Oct.) after launch
HR Chief People Officer, VPs and HRDs	<p><b>Goal:</b> IDP availability and benefits</p> <p><b>Format:</b> Reminders from Cathy Roberts and Bob Conlon in mtgs., etc.</p>	<ul style="list-style-type: none"> <li>• Utilization metrics (Number of people logging into GLINT and other available metrics)</li> </ul>	HR Senior Leader and Bob  Person responsible for pulling metrics  Project Sponsor	HR Senior Leaders	NA	2 months after launch (Aug.) and 4 months (Oct.) after launch
All of HR	<p><b>Goal:</b> Reinforce IDP availability and benefits</p> <p><b>Format:</b> One HR Community Collection</p>	<ul style="list-style-type: none"> <li>• Benefits of an IDP</li> <li>• Location of the IDP/GLINT</li> <li>• Results of the eLearning survey and # of people who took the eLearning</li> <li>• Utilization metrics</li> <li>• Celebration of the success of project!</li> </ul>	HR Comms	TBD	TBD	2 months after launch (Aug.)

All Leaders	<p><b>Goal:</b> Reminder of IDP availability and benefits</p> <p><b>Format:</b> Reinforce from C-Level execs about the importance of the IDP</p>	<ul style="list-style-type: none"> <li>• Benefits of an IDP</li> <li>• Location of the IDP/GLINT</li> <li>• Reminder of IDP process</li> </ul>	HR Comms	HR Comms and C-Level Execs	Will vary	Once every 1 or 2 months
All Associates	<p><b>Goal:</b> Reminder of IDP availability and benefits</p> <p><b>Format:</b> Entity/Targeted Group Newsletters</p>	<ul style="list-style-type: none"> <li>• Benefits of an IDP</li> <li>• Location of the IDP</li> <li>• Reminder of IDP process</li> </ul>	HR Comms	Comms people at local entity	Will vary	Once every 1 or 2 months