

## 2. COMMUNICATIONS PLAN FOR ADOPTING A COMPETENCY FRAMEWORK

This template provides a guide for what to include in a communications plan when adopting a competency framework and competency-based approaches.

### **Set out the background:**

- When and why the competency framework is being introduced in the organisation
- How a competency framework will benefit employees, managers, the organisation and crisis-affected people.

### **Identify the purpose of the communications plan**

- Identify the role of communications in the implementation plan, opportunities and threats and how you might address them. State a few measurable and achievable objectives of having a communications plan – this could include raising awareness of the benefits of the competency framework or deepening knowledge and understanding of how to adopt competency-based approaches.

### **Identify the audience**

- As it is not feasible to target every category of employee in large organisations, prioritise and initially focus on key groups.
- List all stakeholders and then consider the main aim of the communications plan. Is it to inform everyone in your organisation of the change or to get buy-in from a particular group of stakeholders to progress? Once you have these areas confirmed, you can create a basic communications plan, laying out what you will send to whom and when. As the project progresses, this tool will serve as a useful reminder to make sure all stakeholders are engaged in the right way at the right time.

### **Create the messages**

- Consistency and clarity is crucial
- Brainstorm and develop a few core messages that need to be communicated to different audiences
- A slogan may be proposed as part of messaging.

### **Define delivery method**

- List the tools and activities that will be developed to communicate. A few:
  - Face-to-face meetings, briefings, workshops
  - Website, email, employee bulletin, organisation's intranet
  - Social media like Facebook, Twitter, Instagram, WhatsApp
  - Staff memorandum, circular
  - Video
  - Briefing pack

### **Establish a timeline**

- Ensure people know what the plan is by giving a specific timeframe for activities
- Repeat, refresh and reinforce communications and build this into the plan.

### Example of a communications plan template:

Audience	Message	Delivery method	Delivery frequency/ date	Communicator	Documents and resources needed	Aim of communication
Senior management	Invite to CHCF introduction session	Face-to-face weekly meeting	6 Oct	HR manager	Copies of CHCF and benefits list	Generate interest and attendance at introduction session
HR and admin team	Update on implementation activities	Email	Every 2 weeks	HR officer	Implementation plan with activity list and dates	Keep implementing team informed

### Evaluation:

- Identify how you will measure the effectiveness of the communications plan, e.g. a focus group feedback session, or simple online survey.



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