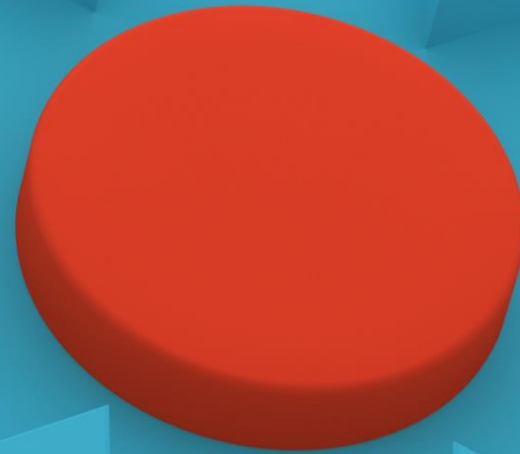


Focus and achieve more in 2022



Great Employee Communications planning



In this document ...

Develop your Employee Communications' objectives and demonstrate value:

Step 1: Have a clear Employee Communications' direction ([page 5](#))

Step 2: Measure your impact on business outcomes ([page 10](#))

Step 3: Act on measurement insights ([page 14](#))

Why bother planning? We're so busy delivering!



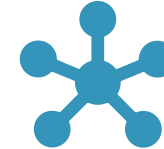
Be less 'busy' and reactive
Avoid overloading your Employee Communications team: ensure you're resourced based on changing demand



Position your team strategically with a planned, proactive approach, clearly adding value in delivering on organisational priorities and outcomes



Develop connected, coordinated and joined up activities from an employee perspective, avoiding 'crashes' and overload



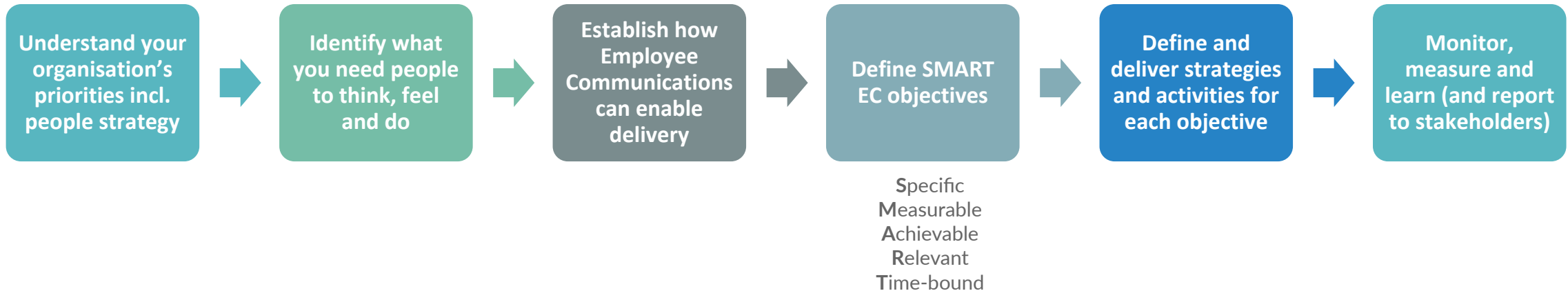
You can't plan everything, but it helps us to manage things well when the unexpected hits!

Take time to plan and save time, cost and your sanity!

Develop your Employee Communications objectives

Step 1: Have a clear Employee Communications' direction

Understand your organisation's priorities to establish your EC objectives



Objectives may focus on achieving changes in employee awareness, understanding, belief, commitment, action or advocacy

Example objectives:

We will achieve an XX% increase in employee awareness of our values by xx.
By xx, XX% of managers will believe they are equipped to confidently communicate change to their teams



Listen to inform your plan

Questions for valuable planning conversations



Ask: Internal customers

12 months from now, what do you hope to have achieved?

What would employees be thinking, feeling and doing differently?

What sensitivities, obstacles or people-related aspects could get in the way?

What has worked well in the past and what has not?



Ask: Your EC team

What are the overarching and measurable objectives for our team to support the organisation's priorities?

Can we map and link topics and themes to ensure a joined up and singular story for employees?

What resources, ways of working and learning do we need to be able to deliver?



Ask: Your employee experience colleagues (HR, Marketing etc) see pg 8

How can work together at the moments that matter to deliver on the organisation's priorities?

Are accountabilities, decision making and ways of working clear to ensure we are successful?

What are the key measures for our employee experience and how/when will we measure and learn?

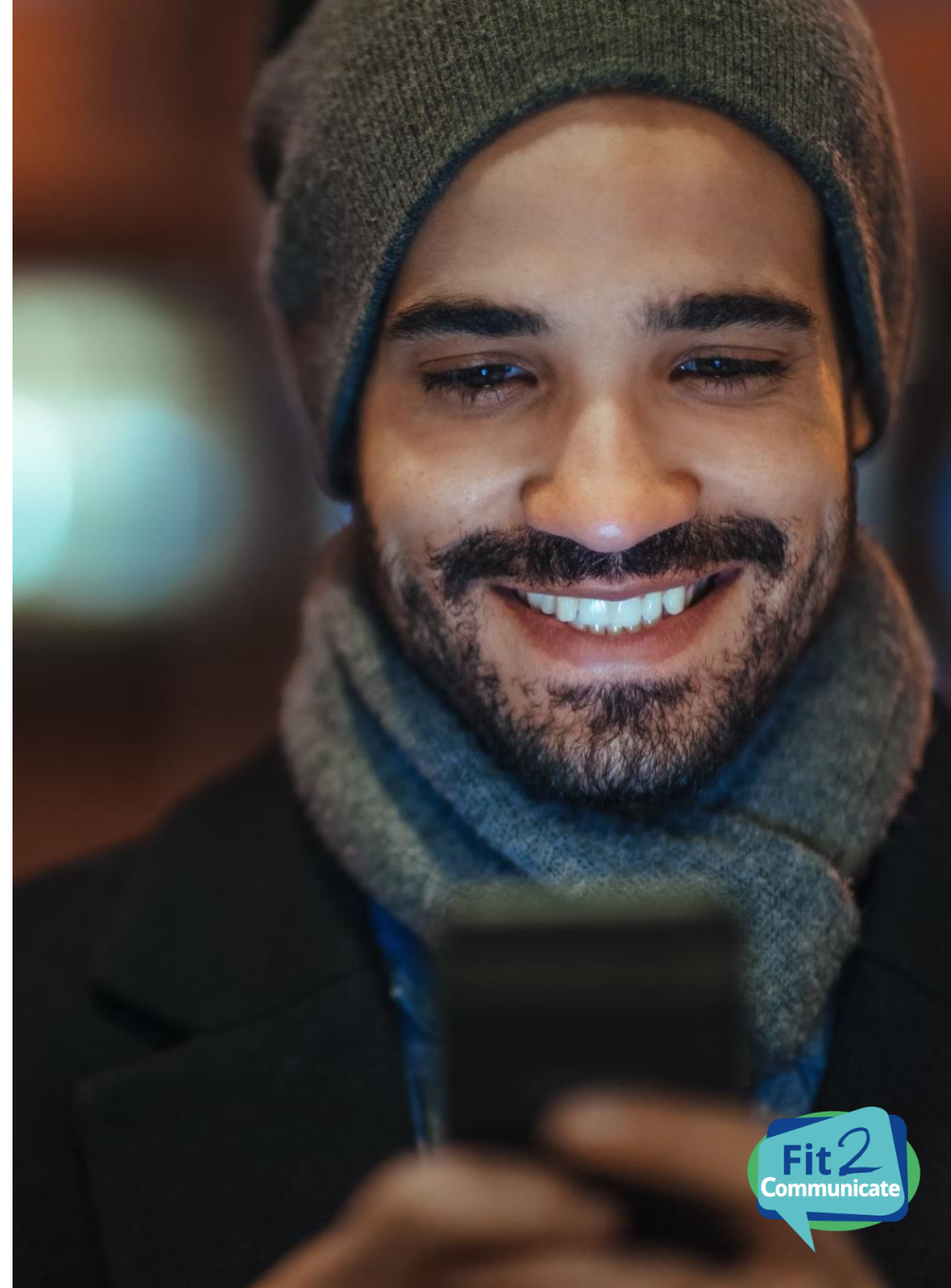
An integrated approach: Internal & External Communications working together

What is external is also internal – and your employees should always see content first so they can be advocates for your organisation.

What we develop internally can often, with appropriate sign off be used externally. For example, people stories.

Work with your External Communications colleagues to develop an integrated plan thinking around organisational and external milestones to develop content, visual, audio and video assets that can be used in multiple ways.

You'll achieve more, while saving time and money.



CREATING AN EXPERIENCE PEOPLE DON'T WANT TO LEAVE

How are you engaging great employees to stay with your organisation?

We need to attract and keep great people.

Are you taking a planned and consistent approach to the employee experience?

AN EMPLOYEE EXPERIENCE THAT COUNTS



Attract me

- Others recommended the organisation
- Reward employee referrals
- A great recruitment experience



Energise me

- Energised from job acceptance to day 1
- Shared the vision and values
- Have a pre start buddy



Get me started

- Clear expectations of me/my team
- A warm welcome from the team
- New employee support pack



Guide me

- How to use technology
- Manage data
- Understand health and safety



Support me

- Back me up when I need support
- Support to manage workload
- Flexible and caring - empathy



Keep me safe

- Wellbeing programme
- Where to go if I feel unsafe
- Resiliency coaching and training



Inspire me

- A clear vision and values
- Meaningful work and great culture
- Authentic and brave leadership



Challenge me

- Stretch me - tailored development
- See my potential - help me get there
- Share the latest thinking/research



Appreciate me

- Say thank you
- Remember the little things
- Keep me informed - trust me



Listen to me

- Time to talk and share
- Value my ideas
- Listen to what is not said too



Connect me

- The tools to work together
- Skills/resources for teamwork
- Reward teamwork



Remember me

- Keep in touch
- Enable me to support the organisation
- Support 'boomerangs'

For help in creating communication practices for a great employee experience and engagement, contact hello@fit2communicate.com

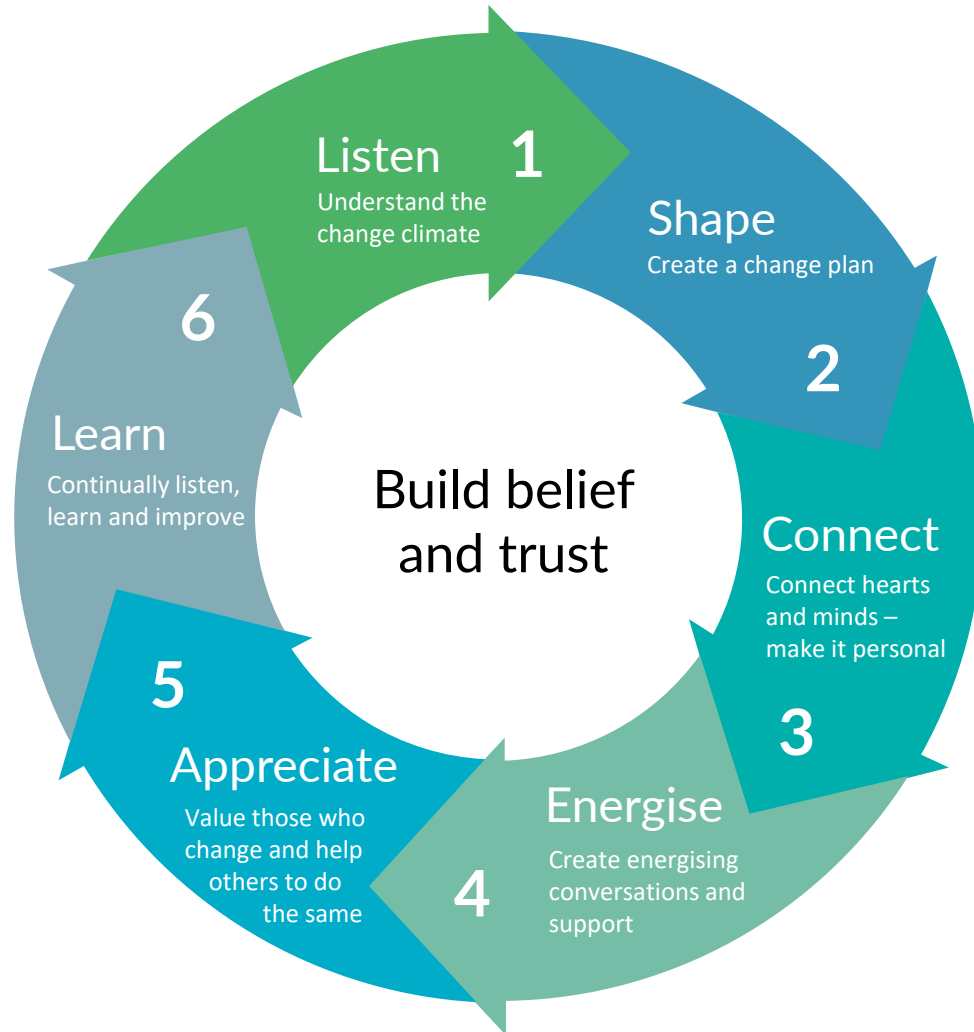
Think Employee Experience

Consider how you come together with other functions at the moments that matter to create a stronger and more impactful employee communications plan



Think behavioural change

A powerful basis for change communication in organisations



Listen

- Open your mind
- Listen empathetically
- Understand their experience

Connect

- A compelling reason to change
- Share within natural communities
- Connect leaders – with one voice

Appreciate

- Show you value those who change
- Build the bank of appreciation
- Colleague appreciation matters most

Shape

- Draw on listening insights
- Focus on conversation
- Co-create for real ownership

Energise

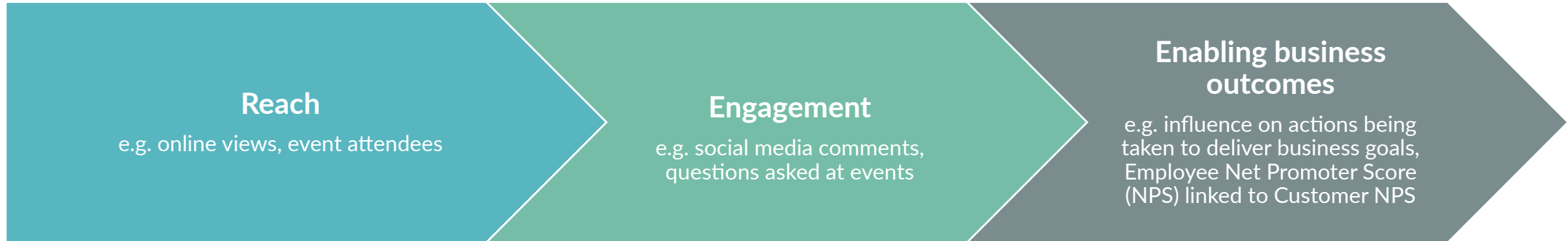
- What does this mean for us?
- What does it mean for me?
- Colleagues energise colleagues

Learn

- Learn from what you hear
- Let people know you've heard
- Take action

Step 2: Measure your impact on outcomes

Measurement focus areas



About Employee Net Promoter Score

It's simply one powerful question: "On a scale of 0-10, how likely are you to recommend this company as a place to work?"

Each individual response will be on a scale of 0-10.

Promoters answer 9-10 – they are the most loyal and are advocates for your organisation.

Passives answer 7-8 – they are neutral and not necessarily negative but is not entirely loyal either.

Detractors answer 0-6 – they are unlikely to recommend working with that organisation and may be a toxic influence.

The formula for calculating your eNPS: $(\text{Number of Promoters} - \text{Number of Detractors}) / (\text{Number of Respondents}) \times 100$



The power of three questions

It's important to measure against your SMART objectives (page 5).

Consider three questions that you can ask consistently through the year, in real time at events and through communications, to help you to understand how you are doing in achieving these objectives and where there are trends. You can then adapt your approach based on insights.

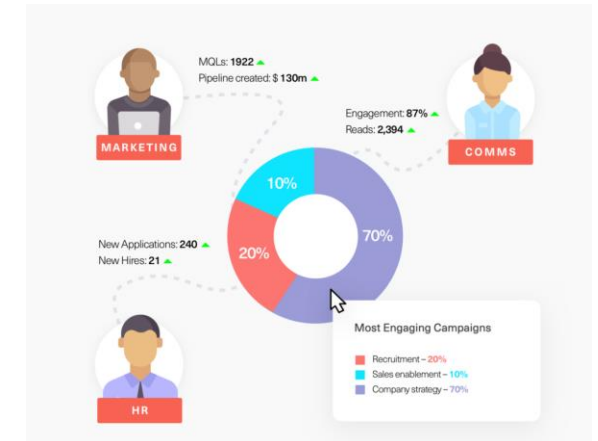
For example, if you have a new strategy and you want to know if people understand and believe in it, consider the questions opposite:

Example three questions:

1. How well do you understand our new strategy? [1-5 rating scale]
2. How strongly do you believe it will support our success? [1-5 rating scale]
3. How well do you understand what it means for you in your role? [1-5 rating scale]

Other measurement approaches

There are organisations like [Smarp](#) whose employee communications platform provides **A.I. driven analytics and actionable insights** that help communicators make data-driven decisions. Smarp's analytics allow you to link your communications with business initiatives such as revenue growth, recruitment, and employee retention – a process that makes it easy to demonstrate the ROI your communications program is generating.



In an increasing data driven world, this information can provide critical information to ensure the EC remains current and demonstrates their value.

EC measurement should warrant the **same investment as any external communication.**

If you don't have the necessary investment for an external tool, you can measure success through **simple pulse surveys** – using consistent questions at different events and online related to your objectives to establish trends over time.

You can also do as **Angela Sinickas** suggests and consider a **'before and after'** in terms of a project or campaign, focusing on outcomes. For example, you could ask people involved in the project, what percentage (of the overall success of the project) do they believe communications contributed?

Keep a **record of evidence of delivery** and internal customer feedback during the year.

Tell people how you're doing

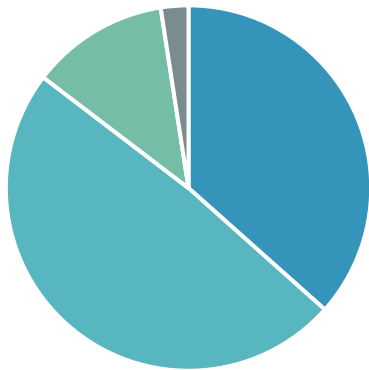
An example Employee Communications dashboard to discuss with your stakeholders and internal customers

You may want to include factors such as communication tonality and specific measures around your objectives.

Progress against 2022 Employee Communications objectives

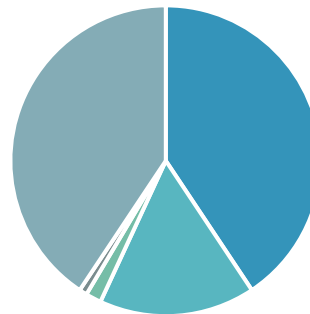
[List your annual EC objectives and progress – related to trends from three key questions (pg 11)]

Reach: Views/attendance



- Discussion forum
- Intranet
- Newsletter
- Monthly meeting

Engagement: Likes, comments, actions taken



- Discussion forum
- Intranet
- Newsletter
- Monthly meeting
- Learning

Employee Net Promoter Score

Overall score [add] and trends



[Add internal customer testimonials]

[Add data related to linking communications delivery to business outcomes]

Step 3: Act on measurement insights



Identify someone in your team who has the time and space to review measurement data and draw out actionable insights for your team.



Discuss the trends, insights and assign actions to learn and improve, as part of your regular monthly team meeting.



Raise the trends and insights with your **senior leadership team**, identifying actions they can take to better engage people and support your organisation's success.



Consider **ENPS data** in relation to **customer NPS** and track trends and correlation.

Created by Fit2Communicate



Co-founders Karen Dempster and Justin Robbins have over 40 years' experience of empowering people to communicate and inspire teams behind strategic goals and major change programmes.

They were both awarded a Fellowship of the Institute of Internal Communications in 2017, recognising their contribution to the profession.

www.fit2communicate.com
hello@fit2communicate.com

Fit2Communicate specialises in:

- Communicating major transformation programmes, new strategies and introducing new technology, supporting long term employee behaviour change.
- Employee Communications channel audits, strategies, frameworks, processes and ensuring effective adoption.
- Developing Employee Communications teams.
- Leadership communication coaching and training.
- Maximising team effectiveness through communication.
- Individual communication coaching.
- Message and content writing and editing.