



## Developing a Communication Plan for your WFP Implementation

The objectives of developing a communication plan for your Workforce Planning implementation are to:

- Obtain support for the WFP process.
- Involve parties in the WFP process.
- Create a sense of urgency about implementing WFP.
- Facilitate conversations about WFP.
- Solicit feedback about the WFP process.
- Promote desired behaviors, organizational values and culture.

### Guidelines

You'll need to communicate the objectives of your workforce plan, as well as its elements, to all employees. Your communication strategy should include:

- Why you're engaged in Workforce Planning.
- How you developed your workforce plan.
- How you'll apply your workforce plan across your agency.
- How your workforce plan will affect staff.

### Tips for Communicating Change

- Ask people for their opinion before you implement change.
- Be thoroughly familiar with what you are communicating so that you can summarize it in a short sentence.
- Explain WFP changes in language that people understand.
- Explain changes in terms of how it will affect them rather than what's in it for your agency.
- Anticipate how people will react, the questions they'll raise and the issues that may result. Design your communication to answer those concerns immediately.
- Expect WFP changes to generate a corps of resisters and appreciate them. In addition to encouraging them to participate in the implementation of the change, listen to what they have to say.
- Identify the people in your community who you can go to for advice regarding new ideas.
- Be direct in stating the change and explaining the rationale for the change in relation to the overall goals you wish to achieve.
- Keep communicating about the change after it has been made. Recognize and celebrate its successful implementation.

Your Communication Sub-Team will manage the WFP communication process:

- Develop a communication timetable for ensuring periodic, timely updates on the process of the Workforce Planning project.
- Inform staff through newsletters, town hall meetings and staff meetings.
- Share the vision created in your strategic plan and how that relates to your workforce plan.
- Provide online access to data.

- Employee newsletter – include a strategic planning column with regular updates, solicit input
- Post updates in prominent, well traveled work locations.
- Publicly recognize those involved with the WFP process.
- You may be able to take advantage of strategic and budgetary processes your agency already has in place – these may include regular reporting requirements. You can piggy-back your WFP communications onto these processes as a way to share Workforce Planning data.

On the next four pages you'll find:

- [\*Sample Communication Plan Outline\*](#)
- [\*Worksheet: Communication Plan Steps/Events Sequence\*](#)
- [\*Communication Plan Steps Aligned with Workforce Planning Steps\*](#)



## Sample Communication Plan Outline

**Major Objectives:** Inform stakeholders about the purpose and objectives of the workforce plan in general and about the specific contents of the workforce plan.

### Key Audiences:

- Directors/Top Management
- Line managers
- Employees
- HR professionals
- Union officials

### Key Messages:

- Workforce Planning involves assessing future HR needs and determining the competencies needed in the future.
- WFP is driven by strategic objectives.
- WFP process is flexible in that as conditions impact objectives and HR needs change, the WFP will be changed accordingly.

### The WFP Policy Statement:

Launch the Workforce Planning process by having the head of your agency issue a policy statement that includes:

- The reasons for doing Workforce Planning and its role in the agency's overall strategic plan.
- Critical success factors.
- Overview of the WFP process.
- Roles and responsibilities.



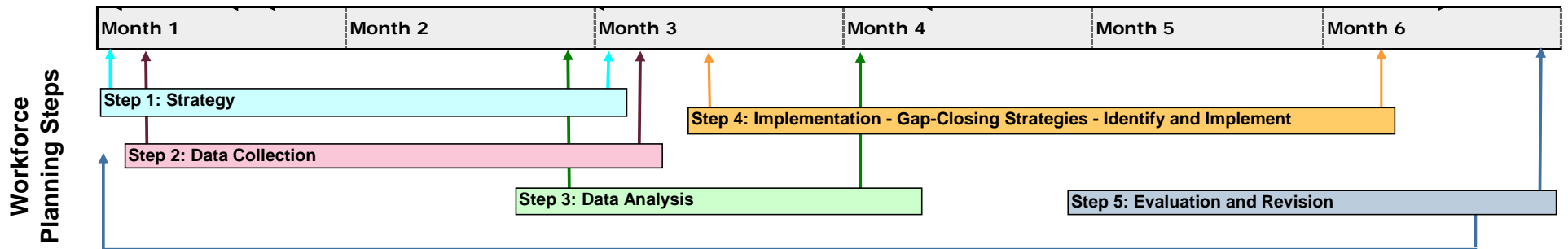
## Worksheet: Communication Plan Steps/Events Sequence

Step No.	WFP Member	Step	Format	Date/Date Range
1	<ul style="list-style-type: none"> <li>▪ Agency Head</li> </ul>	Issue WFP policy statement.	<ul style="list-style-type: none"> <li>▪ Press Release</li> <li>▪ Town Hall Meeting</li> </ul>	Weeks 1-9
2	<ul style="list-style-type: none"> <li>▪ WFP Project Team</li> <li>▪ Executive Steering Team</li> </ul>	Begin WFP process in conjunction with strategic planning process. If strategic plan exists, review to link it to Workforce Planning.	<ul style="list-style-type: none"> <li>▪ Meeting</li> </ul>	Weeks 1-9
3	<ul style="list-style-type: none"> <li>▪ Executive Sponsor</li> <li>▪ WFP Project Manager</li> </ul>	Develop Communication strategy.	<ul style="list-style-type: none"> <li>▪ Communication</li> <li>▪ Sub-Team meeting</li> </ul>	Weeks 1-9
4	<ul style="list-style-type: none"> <li>▪ HR</li> <li>▪ Executive Sponsor</li> </ul>	Inform union representatives about the WFP process and its expected results.	<ul style="list-style-type: none"> <li>▪ Meeting</li> </ul>	Week 9
5	<ul style="list-style-type: none"> <li>▪ Executive Steering Team</li> </ul>	Share information with line managers about the WFP process including intent, methodology, planning cycle and expected results and the need for their participation and for some of their staff to participate on sub-teams.	<ul style="list-style-type: none"> <li>▪ Meetings</li> <li>▪ Newsletters</li> <li>▪ Emails</li> </ul>	Week 8
6	<ul style="list-style-type: none"> <li>▪ Line Managers</li> </ul>	Use the information to discuss the WFP process with employees. Share general information with all employees about the initiative to ensure that they understand what WFP is and why the agency is doing it. Also, solicit volunteers for sub-team work.	<ul style="list-style-type: none"> <li>▪ Staff Meetings</li> </ul>	Week 10
7	<ul style="list-style-type: none"> <li>▪ WFP Team</li> <li>▪ WFP Project Manager</li> </ul>	Brief Executive sponsor on the status of Workforce Planning.	<ul style="list-style-type: none"> <li>▪ Report</li> </ul>	Weekly
8	<ul style="list-style-type: none"> <li>▪ HR</li> <li>▪ Executive Sponsor</li> </ul>	Brief union representatives on the status of Workforce Planning.	<ul style="list-style-type: none"> <li>▪ As-needed meetings</li> </ul>	Minimum quarterly
9	<ul style="list-style-type: none"> <li>▪ WFP Project Team</li> <li>▪ Executive Sponsor</li> <li>▪ WFP Project Manager</li> </ul>	Provide information to Executive Steering Team regarding who may be impacted and about projected gaps and surpluses in the plan and gap closing strategies.	<ul style="list-style-type: none"> <li>▪ Presentation</li> </ul>	Week 12

Step No.	WFP Member	Step	Format	Date/Date Range
10	<ul style="list-style-type: none"> <li>▪ Executive Sponsor</li> <li>▪ WFP Manager</li> </ul>	Communicate the details of the workforce plan to line managers in target/impacted groups to make sure they understand the challenges the agency faces, the strategies that have been developed, and the action items related to their program areas. Implementation strategy.	<ul style="list-style-type: none"> <li>▪ Meeting</li> </ul>	Week 16
11	<ul style="list-style-type: none"> <li>▪ Communication Sub-Team</li> </ul>	Share WFP information with general employee population including competency requirements.	<ul style="list-style-type: none"> <li>▪ Newsletters</li> <li>▪ Emails</li> <li>▪ Town Hall Meetings</li> </ul>	Week 18
12	<ul style="list-style-type: none"> <li>▪ Communication Sub-Team</li> </ul>	Communicate Implementation steps in gap closing strategy.	<ul style="list-style-type: none"> <li>▪ Newsletters</li> <li>▪ Emails</li> <li>▪ Town Hall Meetings</li> </ul>	Week 24
13	<ul style="list-style-type: none"> <li>▪ Executive Sponsor</li> <li>▪ HR</li> </ul>	Provide updates to union representatives at regular intervals.	<ul style="list-style-type: none"> <li>▪ Meeting</li> </ul>	Quarterly
14	<ul style="list-style-type: none"> <li>▪ WFP Project Team</li> <li>▪ WFP Manager</li> </ul>	Provide updates to line managers on implementation of WFP gap-closing strategies.	<ul style="list-style-type: none"> <li>▪ Reports</li> <li>▪ Meetings</li> </ul>	Quarterly
15	<ul style="list-style-type: none"> <li>▪ Line Managers</li> </ul>	Provide updates to employees at regular intervals. Inform the WFP Team of the need for additional communication as the plan is implemented.	<ul style="list-style-type: none"> <li>▪ Staff meetings</li> </ul>	On going
16	<ul style="list-style-type: none"> <li>▪ Communication Sub-Team</li> </ul>	Provide agency wide update on the plan and the evaluation process.	<ul style="list-style-type: none"> <li>▪ Newsletters</li> <li>▪ Emails</li> <li>▪ Town Hall Meetings</li> </ul>	Quarterly



## Sample Gantt Chart: Communication Plan Steps Aligned with WFP Steps



**Agency Head:** Issue WFP policy statement.

**WFP Team:** Begin WFP process in conjunction with strategic planning process.

Share information with line managers about the WFP process

Brief HR and line managers on content of the WFP

Share WFP information with general employee population

Provide updates at regular intervals.

**Human Resources:** Inform union representatives about the WFP process and its expected results.

Brief union representatives on content of the WFP.

Provide information to employees who may be impacted.

Provide updates to union representatives at regular intervals.

**Line Managers:** Share general information with all employees. Discuss the WFP process with employees.

Provide updates to employees at regular intervals.

Inform the WFP Team of the need for additional communication as the plan is implemented.