2019

communication guidelines
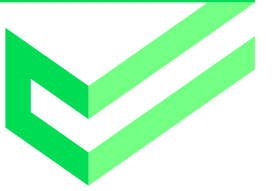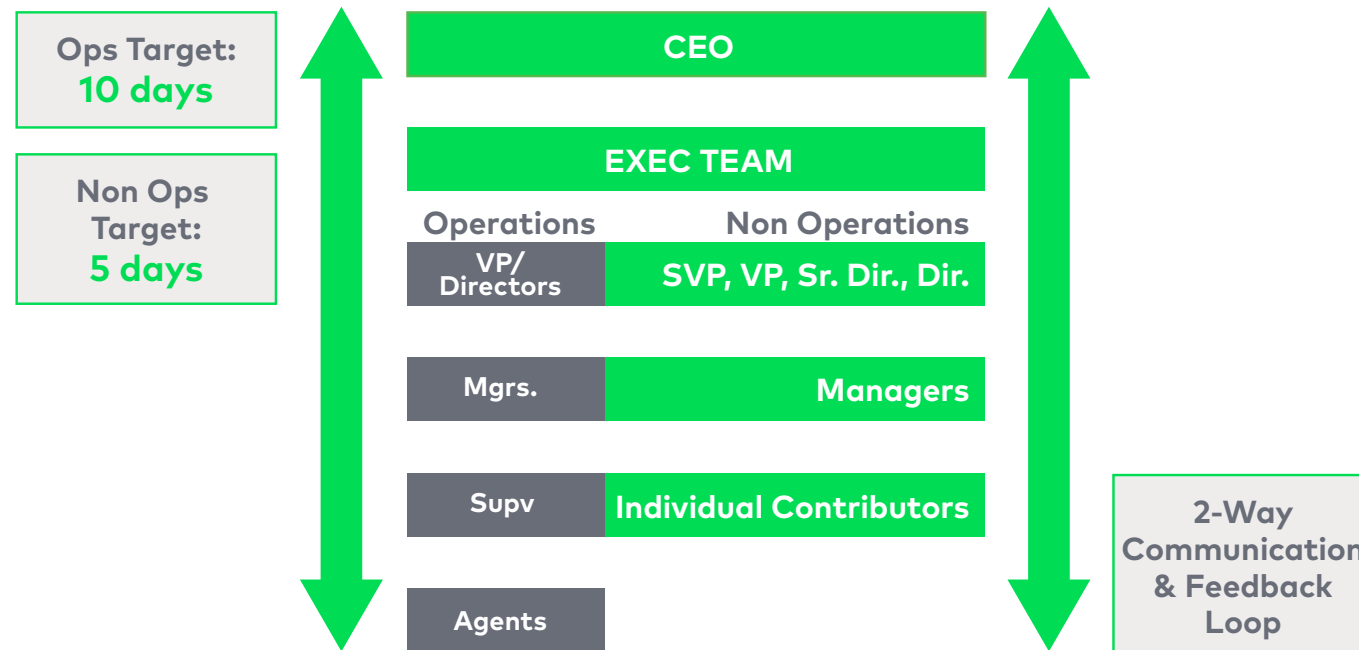
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guiding principles for effective communications

- **The primary responsibility for internal communication lies with managers and supervisors.** Face-to-face communication with the immediate manager is the most effective form of communication and is the way associates prefer to receive information relating to their job.

- **Organizational Communication is a management process**, with a specific business purpose and disciplined methods of development, implementation and measurement. It is accomplished through a strategic communication plan reviewed and approved by senior management.

- **Communication must be grounded in the interests and language of the receiver.** While it seeks to achieve the organization's strategic objectives, it cannot do so effectively unless it uses a receiver-focused approach in both content and context.

- **Communication is a conversation.** It is a dialogue based on openness, sharing and participation. Communication must flow top down, bottom up and across the organization.

- **Communication is a change agent.** The purpose of communication is not just to convey information, but to influence behavior by persuading people to take action toward the organization's objectives.

- **Communication must be compelling and continuous.** As it must compete for the receiver's attention, communication must use compelling and creative ways to deliver its message. To be remembered and internalized, communication needs to be continuous and consistent.

- **Communication must be credible.** Without a high degree of credibility on the part of the messengers, the integrity and believability of the message will be lost, and the whole communication process will be a waste of resources.

using the cascading communication framework

Ops Target: 10 days		Non Ops Target: 5 days

CEO

EXEC TEAM

Operations	Non Operations
VP/Directors	SVP, VP, Sr. Dir., Dir.
Mgrs.	Managers
Supv	Individual Contributors
Agents	

2-Way Communication & Feedback Loop

sharing information following town halls

AVAILABLE CONTENT:

• Use the Key Takeaways, PDF PowerPoint presentation, and/or videos provided to you

COMMUNICATION GUIDELINES:

• Follow the Communication Framework outlined for your organization

• Review the Key Takeaways, solicit feedback, and ask if anyone has questions

• Consider a quiz after this review session to gauge how much information has been absorbed and see where you can explain more

• Make the meeting fun by including candy, swag, etc.

• Share your team's feedback (as appropriate) with senior leadership

sharing information following expanded leadership meetings

AVAILABLE CONTENT:

• Use the Key Takeaways, PDF PowerPoint presentation and/or videos provided to you

COMMUNICATION GUIDELINES:

• Schedule a Team or Department Meeting OR add this topic to the agenda of a previously planned meeting

• Review the high-level topics, solicit feedback and ask if anyone has questions

• Consider a quiz after this review session to gauge how much information has been absorbed and see where you can explain more

• Make the meeting fun by including candy, swag, etc.

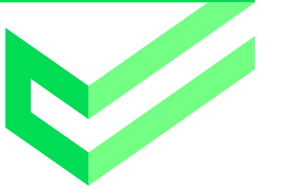• Share your team's feedback (as appropriate) with senior leadership

reinforcing ceo/executive messages & weekly wrap-up

AVAILABLE CONTENT:

• Use the email distributed to all associates by Communications team

COMMUNICATION GUIDELINES:

• Re-send the message to your Team or Department with a personalized message explaining what this means to them

• Have a discussion in Department/Team Meetings

• Consider a quiz after this review session to gauge how much information has been absorbed and see where you can explain more

• Make the meeting fun by including candy, swag, etc.

• Share your team's feedback (as appropriate) with senior leadership

encouraging participation in events and surveys

AVAILABLE CONTENT:

• Use the email distributed to all associates by the Events, HR or Communications team

COMMUNICATION GUIDELINES:

• Consider re-sending the message to your Team or Department with a personalized message

• Have a discussion in Department/Team Meetings

• Share your team's feedback (as appropriate) with senior leadership

announcing new hires, promotions, and departures

COMMUNICATION GUIDELINES & BEST PRACTICES:

• Identify your audience (i.e. Department or broader, Sunrise or Anderson, etc.)

• Follow the sample templates provided

• Have your direct supervisor review the announcement

• For more detailed or executive announcements, provide a draft and schedule a call with Communications (please give a minimum of three days for support)

• For VPs and above, provide your draft of the internal announcement to Communications so that they can prepare a press release and schedule a follow-up call to gather more information.

• Set up the announcement in Outlook in memo format with To, From, Date, Re: and using the CCHS Logo

• Send the announcement to select groups (announcements going to ALL ASSOCIATES must be sent by Communications)

• Always BCC recipients, vs. putting recipients in the TO section.

new hires (click here for template)

Team,

I'm pleased to share that **{full name}** has joined CCHS as **{Title}** starting **{when?}** and will be reporting to **{whom?}**.

{Name} brings **{X}** years of experience **{doing what}** for who **{list – 2 roles max?}**. **{Include how the prior role is relevant/supportive to current role.}**

**{Name}** earned his/her **{degree}** in **{what}** from **{who/where}**.

{Include limited personal and residential information as you see fit.}

Please join me in welcoming **{Name}** to CCHS.

{Your Name}

process

Communication	Owner	Audience	Process
VP or Director Announcement	Executive Lead	- Directors and above (ELT) - New hire's department - Consider Supervisors as well if it's a highly visible position that impacts a significant part of the organization	- Executive Lead to draft announcement and review with Communications - Use memo template format - Hiring Manager or Communications distributes announcement - Press release is decided on a case-by-case basis
Manager Announcement	Hiring Manager	- New hire's department - Associates who will work closely with the new hire	- Announce via an email from the Hiring Manager
Non-Leadership Corporate Associate Announcement	Hiring Manager	- New hire's department - Associates who will work closely with the new hire	- Announce via an email from the Hiring Manager
Agent Introduction	Supervisor	- Associates who will work closely with the new hire	- Supervisor walks new hire around and introduces him/her to unit team members
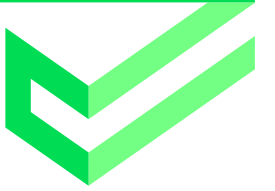
promotions and transfers (click here for template)

Team,

I am pleased to share with you that **{Name}** has been promoted to **{Title}.**

In his/her new role, **{Name}** will be responsible for **{Details Here}.**

{Provide any background on prior role, past successes, etc. Be sure to note why/how prior experience has prepared them for this role.}

{Note how this promotion will help the Team, Department and/or company achieve Enterprise Priorities and Business Goals.}

In his/her new role, **{Name}** will be reporting to **{Name}.**

Please join me in congratulating **{Name}** on his/her well-deserved promotion/expanded role/etc.

{Your Name}

process

Communication	Owner	Audience	Process
VP or Director Announcement	Executive Lead	- Expanded Leadership Team - Associate's department - Associates or departments who may work closely with the Associate	- Executive Lead to draft announcement and review with Communications - Executive Lead to announce via email - Use memo template
Manager Announcement	Supervisor	- Associate's department - Associates who work or will work closely with the Associate	- Announce via an email from Supervisor
Non-Leadership Corporate Associate Announcement	Supervisor	- Associate's department - Associates who work or will work closely with employee being promoted	- Announce via an email from Supervisor
Agent Introduction	Supervisor	- Associates who work or will work closely with employee being promoted	- Supervisor to verbalize to other agents in department meeting

# departures (click here for template)

Team,

{Full Name/Title} is leaving CCHS to pursue a new opportunity. His/her last day will be **{Date}.**

{Name} joined the company in **{year, if lengthy tenure}** and managed **{provide details as you see fit}.**

Please join me in thanking **{Name}** for his/her contributions and in wishing him/her well.

If you were working with **{Name}** and need immediate support, please don't hesitate to contact me so we can provide you and your area of the business with a seamless transition.

{Your Name}

process

Communication	Owner	Audience	Process
VP or Director Announcement	Executive Lead	- Managers and above - Associate's department - Associates or departments who may work closely with the Associate	- Executive Lead to draft announcement and review with Communications - Executive Lead to announce via email - Use memo template
Manager Announcement	Supervisor	- Associate's department - Associates who work or will work closely with employee being promoted	- Announce via an email from Supervisor
Non-Leadership Corporate Associate Announcement	Supervisor	- Associate's department - Associates who work or will work closely with employee being promoted	- Announce via an email from Supervisor
Agent Introduction	Supervisor	- Associates who work or will work closely with employee being promoted	- Supervisor to verbalize to other agents when time permits
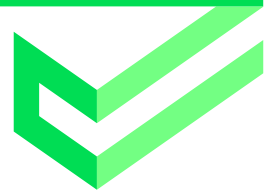
guidelines for other business update communications

(e.g. new processes or procedures, department changes, etc.)

- State the impact the update has on your Team or Department

- Add the specific date of when this update takes effect

- Explain direction the Team or Department must take

- List the appropriate contact person for questions from your Team or Department

- Contact the Communications Department if you need support