

Communication Plan

Prepared for: OCM Lead, Project Lead, Communications Owner & Executive Sponsor | Initiative: [REDACTED]
 [REDACTED] | Assessment Date: [REDACTED]

SECTION 1 — COMMUNICATION FRAMING

This communication plan is designed to move 21,000 colleagues across four business areas from minimal, generic awareness to genuine engagement with [REDACTED], against a Moderate PRI risk profile driven by low current awareness and skeptical willingness. Four distinct audience groups receive tailored communications under this plan: contact center/branch service colleagues, the HR/People Org redeployment team, people managers, and the smaller Legal & Compliance and IT populations. A restricted topic is active — the specific performance-metric thresholds tied to AI-assisted quality scoring have not been finalized by the Total Rewards Committee and cannot be referenced until approved — and a formal approval process governs every communication in this plan. The plan below defines what goes out and when; the Communication Message Drafts (D07) contain the actual draft content for each row.

SECTION 2 — COMMUNICATION PLAN TABLE

Ph .	Communication	Audience	Message Focus	Channel	Sender	Timing	Appr.	Flag
1	Sponsor Announcement	All C&BB colleagues	What [REDACTED] is, why it's being implemented now, and a direct statement that this rollout does not eliminate positions in contact center/branch service	Email + intranet + video	[REDACTED]	Week 1	Yes	⚠ RESISTANCE
1	AI Transparency Communication	All impacted colleagues	How [REDACTED] works, what data it uses, who is accountable when it is wrong, and how to raise concerns	Intranet + video	[REDACTED]	Week 1	Yes	
1	Manager Pre-Briefing	People Managers (14 hubs, 6 regions)	What managers need to know before employees ask, and explicit authorization for what they can say	Email	HRBP + [REDACTED]	24–48 hrs pre-Announcement	Yes	⚠ RESISTANCE

Ph .	Communication	Audience	Message Focus	Channel	Sender	Timing	Appr.	Flag
1	Leadership Coalition Alignment	C&BB Senior Leadership + Mid-Level Leaders	Alignment on messaging and visible sponsorship expectations before cascade begins	In-person / Teams	[REDACTED]	Week 1, pre-Manager Briefing	No	
1	Change Overview Communication	All impacted colleagues	What is changing day-to-day, the timeline, and where to send questions	Email + intranet	OCM Lead	Week 1-2	Yes	
2	Training Launch Communication	Contact center/branch, team leads, QA/compliance, redeployed HR/People Org	What training is required, when, and the compliance completion deadline	Email + manager cascade	Training Facilitator (L&D)	2-3 wks before each cohort	Yes	△ APPROVAL
2	Champion Activation Brief	Change Champions	Role expectations, talking points, escalation path, recognition approach	In-person / Teams	OCM Lead	Weeks 4-5	No	
2	Progress Update #1	All impacted colleagues	What has happened, what is coming next, how to get help	Email + intranet	Varies by audience	Week 8	Yes	
2	Go-Live Readiness Communication	All impacted colleagues	Go-live confirmation, support resources, escalation path	Email + intranet	OCM Lead	5-7 business days pre go-live	Yes	
2	Manager Reinforcement Prompt	People Managers	Talking points for post-training check-ins; what to watch for	Email	OCM Lead	Immediately post-cohort training	No	
3	Go-Live Announcement	All impacted colleagues	Go-live confirmation, recognition of preparation effort, active support resources	Email + intranet	[REDACTED]	Go-live day	Yes	
3	30-Day Pulse Update	All impacted colleagues	Honest read on adoption progress, what is being addressed	Email + intranet	[REDACTED] / OCM Lead	30 days post go-live	Yes	
3	60-Day Progress Communication	All impacted colleagues	Adoption progress, recognition, adjustments being made	Email + intranet	OCM Lead	60 days post go-live	No	

Ph .	Communication	Audience	Message Focus	Channel	Sender	Timing	Appr.	Flag
3	90-Day Outcomes Communication	All impacted colleagues	Outcomes achieved against the success definition, lessons learned	Email + intranet + video		90 days post go-live	Yes	

SECTION 3 — APPROVAL AND CONSTRAINTS SUMMARY

A formal approval process is active for this initiative: Legal, Compliance, and Corporate Communications must approve all employee-facing communications, with a standard five-business-day turnaround and expedited 48-hour review available for time-sensitive items. Build this lead time into the schedule — approvals should not be requested the day before a communication is scheduled to send. One restricted topic applies across all communications in this plan: specific performance-metric thresholds tied to AI-assisted quality scoring have not been finalized by the Total Rewards Committee and cannot be referenced in any employee-facing material until that process concludes; this restriction is absolute and applies regardless of audience or channel. Communications have already been sent to employees for this initiative in general terms — the Sponsor Announcement and Change Overview Communication in this plan should be framed as the first specific, initiative-named communication following that general town-hall reference, not as a first announcement of change itself.

SECTION 4 — FEEDBACK AND LISTENING INTEGRATION

Employee feedback will be collected through three channels: surveys, structured Q&A sessions, and dedicated Teams channels. These signals feed directly into the Listening Plan (D10) and populate the Stakeholder and Leadership dimension inputs on the Adoption & Outcomes Dashboard (D13) at each pulse check-in. Given the high resistance profile for this initiative, feedback monitoring must be active from the first communication — the OCM lead and sponsor should establish a weekly feedback review cadence starting in Week 1 rather than waiting for the 30-day pulse to identify resistance signals. When feedback indicates a communication is not landing, the OCM lead owns the initial response and escalates to [REDACTED] within 24 hours if the signal concerns job security or trust in the AI tool specifically.

Prepared by GOccelerate™ | [REDACTED] | Confidence: Very High (100%)

The GOccelerate People Risk Index (PRI) is a formative, expert-derived index of people and adoption risk across four dimensions — Leadership, Stakeholder, Capability, and Sustainment — grounded in established organizational change management practice. Dimension scores reflect equally weighted, normalized risk points assigned through expert judgment rather than statistically estimated weights. Baseline results derive from a structured intake completed by a single informant and reflect that respondent's knowledge of the organization at the time of assessment; the accompanying Data Confidence indicator reflects the completeness of the information provided. Risk bands are provisional and subject to recalibration as GOccelerate's outcome-validation program accumulates post-implementation adoption data.