

Building an Internal Communication Plan in a Hybrid Work Environment

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The new hybrid work environment is an opportunity to optimize and review the way an organization communicates with its employees.

The hybrid work environment requires internal communications to be structured so that the right people receive the right information at the right time.

Ongoing and harmonious internal communication promotes dialogue and ensures the flow of relevant information, whether people are in the office or working remotely.

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**** The information is provided for information purposes only. Some of the recommendations may not be applicable or may need to be adapted to the specific context of your organization.*

Here are four steps for creating an optimal internal communication plan.

Step 1 - Analysis

- Create a map of existing internal channels, as well as the frequency of communication. Take advantage of the equipment and tools already in place (e.g. internal newsletter, intranet, office postings).
- Diagnose current internal communications:
 - Are employees receiving too many communications?
 - Are the existing channels effective enough? Are they used frequently and appropriately?
 - Are the existing channels appropriate for conveying accurate information to employees?
 - What are the strengths and weaknesses of current internal communications? What are the challenges and opportunities?

Step 2 - Planning

- Définir les groupes concernés, les rôles de chacun et leurs actions, par exemple sous la forme d'un tableau simple :

Groups involved	Roles	Actions
Members of senior management	Influencers	Inspire their teams. Represent their teams' expertise.
Members of management
Managers
Employees

- ❑ Define communication objectives, ideally for each target. For example:
 - Send relevant information.
 - Support the organizational culture.
 - Develop a sense of belonging among employees and promote retention.
 - Stay informed about how everyone is doing and nurture interpersonal relationships

- ❑ Define communication actions for each objective as a simple table, for example:

Objectives	Measures
Send relevant information.	<ul style="list-style-type: none"> • Write and send an internal newsletter every two weeks. The latter would include organizational news, successes, etc. • ...
...	...

- ❑ Establish a timeline and budget (if necessary) for each of the planned measures.
- ❑ Provide a feedback mechanism for the internal communication strategy (e.g. send a survey to employees a few weeks after implementing the strategy).

Step 3 - Topics to be discussed

- ❑ Determine the priorities and key themes to be communicated, frequency of publication and the role of each stakeholder in the strategy.
- ❑ Establish a communication sequence to maintain regular contact with employees and reassure them. The following are points that could be addressed in internal communications:
 - New policies, procedures, health measures and guidelines
 - Regular updates for employees on returning to the office
 - Organizational directions and operational decisions
 - Steps taken and context of the return to the office
 - Inform staff about Employee Assistance Program (EAP), as required.
 - Make communications **attractive and include a call to action**:
 - Add clickable links (which could redirect to an internal newsletter or to the intranet, for example).
 - Sign up for an internal initiative or event.

- Question and survey teams:
 - Identify expectations and concerns.
 - Note accomplishments and hard work.
 - Report the situations experienced (allow teams to express themselves confidentially in the survey).
- Focus on authenticity: add office and team photos and fun elements to communications.

Step 4 - The right tools and helpful channels

- Provide communication mechanisms to include remote and in-person workers.
- Diversifier les canaux de communication interne ainsi que les formats utilisés.
 - Examples of internal **communication channels**:
 - Newsletters
 - Intranet
 - Emails
 - Blogs
 - Instant messaging
 - Office television
 - Videoconferences
 - Individual meetings
 - Lunch and Learn
 - Suggestion box
 - **Formats** :
 - Videos
 - Visuals/posters
 - Quick reference cards
 - Webinars or online courses
 - FAQ/Internal "toolbox"
 - Quiz
- Develop communication kits:
 - For new employees
 - On organizational communications
 - Social media best practices
 - Effective email management
- Create templates for each of the channels and formats (if possible), with the following predefined elements:
 - Predefined structure
 - Branding, graphic and visual elements
 - Editorial line
- Schedule face-to-face meetings with each employee on an equitable basis.

Sources :

- [Internal Communication Plan – Chamber of Commerce of Metropolitan Montreal](#)
- [How to Engage Remote Workers \(rcgt.com\)](#)
- [Telework and Face-to-face: Should We Move Towards a Hybrid Model? \(rcgt.com\)](#)
- [Creating Effective Internal Communications | BDC.ca](#)
- [Gradual Return to the Workplace | Commission des normes de l'équité de la santé et de la sécurité du travail - CNESST \(gouv.qc.ca\) \(in French only\)](#)
- [Guide to Transitioning to Hybrid Work \(carrefourrh.org\)](#)

Six factors that have the most influence on happiness at work, according to Léger

- Self-realization
- Working relationships with colleagues and immediate supervisor
- Employer recognition
- Accountability (the responsibilities we are given)
- Remuneration
- Sense of belonging to the organization