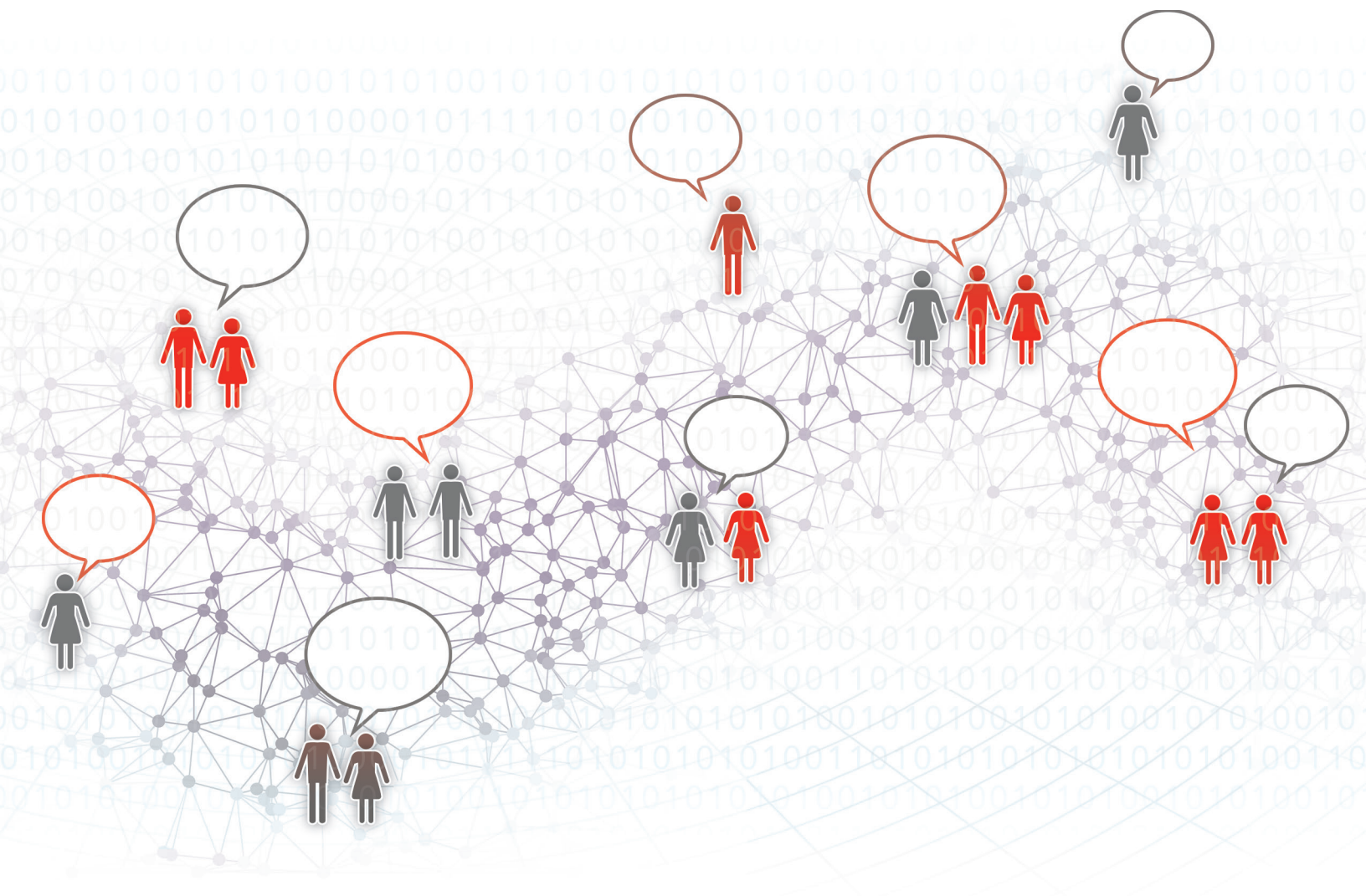


# INVESTING IN EMPLOYEE COMMUNICATIONS – **THE KEY TO ENGAGEMENT**



**Employees have different expectations about accessing information,** and successful organizations have found innovative ways to share information across multiple platforms to accommodate the 24/7 lifecycle most employees live in.



# INTRODUCTION

**In the 2014 Trends in Global Employee Engagement study conducted by AON, researchers found communications is one of the top five drivers affecting employee engagement. Organizations that invest in employee communications to share and receive information with their workforce have employees who:**

- Are engaged and willing to take on challenging assignments.
- Can articulate how their work aligns to, and supports the organization's mission.
- Report to their colleagues and families that they trust their supervisors and leaders.

Today's communications landscape is complex and ever changing. While five years ago, face-to-face communications was considered the most effective way to reach employees, today, there is no one size fits all approach. It is now typical for five generations to work side by side in the workplace, each bringing different expectations regarding diversity, career progression, learning and workforce flexibility.

Geographically dispersed employees must collaborate across cultural, geographic and organizational

boundaries to accomplish the mission. The pervasive nature of social media and technology has blurred the lines of non-work and work. Employees have different expectations about accessing information, and successful organizations have found innovative ways to share information across multiple platforms to accommodate the 24/7 lifecycle most employees live in. To successfully engage employees in this diverse, interdependent and interconnected workplace, leaders must implement new, more creative approaches to employee communications.

- **Change management** principles guide organizations in how to engage and support their workforce in adopting change designed to drive organizational success.
- **Human-centered design** is a people-centered approach that focuses on engaging the user/customer/employee to solve complex problems.
- **Stakeholder engagement** involves people who are involved with and/or influence the outcomes of communications investments.

Based on the design principle of “by people, for people,” **effective leaders apply human-centered design approaches to engage employees’ first-hand.**



# A NEW APPROACH TO STRATEGIC COMMUNICATIONS

**Established in 2000, a woman-owned small business, DAI Solutions uses a blend of change management, human-centered design and stakeholder engagement practices to drive organizational transformation and optimize operational effectiveness.**

Based on the design principle of “by people, for people,” effective leaders apply human-centered design approaches to engage employees’ first-hand to better understand their needs and challenges and co-create communications solutions that address their underlying emotional, functional and psychological needs. Instituting new communications strategies and models also requires identifying and addressing people, process and technology “change” impacts. Leaders can effectively uncover and manage these change impacts by gathering employee feedback and ensuring communications solutions respond to audience feedback early and often. This approach builds critical trust and engagement that ultimately makes communications strategies “stick” throughout the organization.

Effective internal communications campaigns succeed when they:

- Directly engage relevant stakeholders in the design process to better understand their communication needs, interests and priorities and keep them engaged throughout the implementation and sustainment phases.

- Pilot key messages with audiences to inform positioning and channel selection and promote awareness.
- Communicate messages and information in engaging and consistent ways through multiple and varied channels that address diverse audience preferences.
- Adhere to the rigor of agile project management methodologies so that tactics are continuously optimized for maximum impact and cost efficiency.

## Effective communications take employees from where they are to where you want them to be

- Chat sessions
- Flyers and signs, including digital versions via digital displays
- In-person and virtual sessions when the personal touch is required to demonstrate commitment
- Online presence to provide on demand access to information
- Smartphone/tablet apps that push content
- Social media content
- Text messaging with opt-in/opt-out
- Upward feedback mechanisms (online and/or face-to-face)
- Video, including internal TV stations and newsbreaks
- Voice-to-voice options, including use of call centers, to reach employees with limited access to email/web

# PUTTING IT ALL TOGETHER

**DAI Solutions has 16-year track record of designing, implementing and managing successful internal communications campaigns for large organizations. We combine our expertise in change management, communications, human capital and stakeholder engagement to create effective communications campaigns that drive and sustain transformation. Our work includes:**

## **DEPARTMENT OF DEFENSE (DOD)**

- Developed change management strategies, communications products, and training courses and materials to inform and educate DoD's workforce of 1.3 million active duty and 742,000 civilian employees about the National Security Personnel System (NSPS).
- Created more than 100 instructor-led and web-based courses, and conducted 150,000 training events that educated employees around the world.
- Developed 750 communications products during all stages of program implementation to inform, educate and build support — while allowing continuous feedback to identify and resolve issues.

## **DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS)**

- Provided consulting and facilitation services for the Office of Human Resources' (OHR) more than 40 customer organizations and stakeholders. Support services include change management, communications, learning, organizational development, and implementation.

- Created a Change Management Engagement Model that includes drivers for engagement, communications to stakeholders across the organization, and desired results and uses communities of practice as a way to engage stakeholders.
- Developed a communications strategy and action plan to manage change through continuity of messaging and strategic dissemination of communications to 83,000 employees.
- Developed the OHR brand and seven sub-brands for sub-organizations along with key messaging by audience, a messaging hierarchy, and flow that ensured timely, accurate, consistent and transparent communications.
- Created online and print communications, including collateral, emails, Internet and intranet content, newsletters, social media content, and videos and used other tactics such as town hall meetings to communicate to audience groups.
- Monitored metrics to ensure campaign success and reported regularly about cost, schedule and performance status.



## **DEPARTMENT OF VETERANS AFFAIRS (VA)**

We support the VA's 315,000 on multiple and wide-ranging assignments related to communications, training, security, talent management systems and conference planning, represented by the following examples:

### **VA Learning University**

- Developed and sustained communications campaigns for VA Learning University's all employee training and built/sustained program support across the VA.
- Used strategic communications and stakeholder engagement to achieve increased participation in training programs to meet the Secretary's goal of a 21st century workforce capable of meeting the emerging needs of the Veteran population.

### **MyCareer@VA**

- Developed and implemented a strategic communications framework leveraging change ambassadors across the Department to launch and sustain an award-winning career mapping platform.
- Achieved over 3 million completed sessions and nearly 85,000 account holders through email campaigns, events, social media and influencer marketing.

## **Homeland Security Presidential Directive 12 (HSPD-12)**

- Developed and implemented a comprehensive communications, branding, and change management campaign focused on raising awareness, educating employees, and improving VA's compliance with HSPD-12, requiring a new, more secure ID card (PIV). This initiative encompassed VA employees, contractors, and affiliates, an audience of 800,000+.
- Used continuous outreach and messaging that were launched in a phased approach and included a memorandum for leadership, feature articles, news articles, short announcements, targeted emails, FAQs and fact sheets, flyers, website content and a quick reference guide showing the PIV card issuance process for applicants.

## WE CAN HELP

**TO LEARN MORE, PLEASE:**

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