

Communication checklist for a psychological support programme

A support programme only works if people know about it, trust that it is confidential and remember that it exists. Tick off each item as you go.

01 Before launch

Before anyone outside HR hears about the programme.

- ☐ **Write the programme's goal in one sentence.**
Why you're introducing it and how you'll know it's working.
- ☐ **Name a specific board member as sponsor.**
This person signs the first announcement and answers the board's questions.
- ☐ **Get the CEO's message ready.**
Why now, what employees get and who can use it (including family, if the programme covers them).
- ☐ **Write a confidentiality FAQ and get it approved.**
It gives a straight answer to whether the company can see who uses it. See "Common mistakes".
- ☐ **Brief managers before employees.**
They know the programme in advance and can answer the first questions people ask.
- ☐ **Decide how staff without a work email will get access.**
A QR code, an access code on a poster, a computer in the break room.

02 Launch

The first two weeks. Use every channel at once, not one after another.

- ☐ **Send an email from the CEO to all employees.**
Signed by the board sponsor, not by HR.
- ☐ **Publish a post on the intranet.**
Step-by-step sign-up instructions, screenshots and a link to the FAQ.
- ☐ **Put up posters and QR codes on the shop floor, in changing rooms and canteens, and where people clock in.**
For staff without a work email, this is the only channel.
- ☐ **Hold briefings for managers.**
30 minutes: how to raise the programme with their team and respond to requests for help.
- ☐ **Mention it at team meetings in the first week.**
It should come from the manager, not from HR. Two sentences are enough.
- ☐ **Include it in the onboarding pack.**
Every new starter hears about the programme on their first day.

03 The first 90 days

Remind people about the programme before they forget it.

- ☐ **Send a reminder every two to three weeks, through a different channel each time.**
Email, intranet, poster, team meeting.
- ☐ **Share stories of how people used it, with no personal data.**
“Someone at the company got legal advice about an inheritance.” Only with consent, and without details that could identify anyone.
- ☐ **Pick a topic of the month.**
Sleep, finances, parenting, returning after time off. One topic, one channel, one date.
- ☐ **Find ambassadors at each site or in each department.**
People anyone can go up to and ask how it works.
- ☐ **After 30 days, ask managers what questions people are asking them.**
Their answers go into the FAQ update.

04 Every quarter

A fixed rhythm, booked into the calendar for the whole year.

- ☐ **Share an aggregate report with the board.**
Which topics employees raise, with no data on individuals.
- ☐ **Collect employees' questions and pass them to the programme provider.**
Including the ones HR already knows the answer to.
- ☐ **Update the FAQ with the new questions.**
Show the date of the last update on the page.
- ☐ **Draw up next quarter's communications calendar, with dates.**
Who, what, when and through which channel.
- ☐ **Check the posters and QR codes.**
Are they still up, and does the code still lead to the right place?

05 Common mistakes

- ✗ **A one-off email.** A month later, nobody remembers the programme exists.
- ✗ **No answer to “can the company see who uses it?”**

The answer is no. The company sees only aggregate data, and only for groups of 50 or more. If you don't say this plainly, people will assume the worst.
- ✗ **A message from HR alone.** Without a board signature, it looks like just another benefit.
- ✗ **Leaving out staff without a computer.** Production, warehouses and shops hear last, or never.
- ✗ **Managers find out at the same time as their team.** They can't answer the first question, so they stop talking about the programme.
- ✗ **Vague descriptions.** Spell out what people can get: a conversation with a psychologist, legal advice, support for their child.