



31st Line Strategic  
Communications

## Issues Management Communication Planning Template

Date: \_\_\_\_\_

Company Name: \_\_\_\_\_

Company Address: \_\_\_\_\_

CEO Name: \_\_\_\_\_

CEO Email: \_\_\_\_\_

CEO Cell phone number: \_\_\_\_\_

Marketing or Communication Lead: \_\_\_\_\_

Email: \_\_\_\_\_

Cell phone number: \_\_\_\_\_

**Describe the issue you are dealing with:**

**What are the biggest threats to your business in this crisis?**

*Please rank in order of importance as you can.*

- |                                                |                          |
|------------------------------------------------|--------------------------|
| 1. Brand/company reputation damage _____       | <input type="checkbox"/> |
| 2. Loss of business (clients) _____            | <input type="checkbox"/> |
| 3. Loss of employees _____                     | <input type="checkbox"/> |
| 4. Not being able to recover financially _____ | <input type="checkbox"/> |
| 5. _____                                       | <input type="checkbox"/> |
| 6. _____                                       | <input type="checkbox"/> |

**Who will be on your Issues Management Team?**

*(i.e. Key management, communications, marketing, administration? – name, position, contact info)*

*This is usually a small core group that meets daily/talks daily as a group to coordinate all efforts.*

**Who are the target audiences you need to communicate with during this crisis?**

*Define each group below – are there sub groups? (Below is a starting point – add/delete as needed)*

- Employees
- Customers
- Suppliers
  - General
  - Farmers
- Government
- Key influencers (i.e. professional associations etc.)
- Media?

**Who is your team lead for communication?** \_\_\_\_\_

**Who on your issues management team is responsible to communicate to which audiences? (List)**

- Employees
- Customers
- Suppliers
  - General
  - Farmers
- Government
- Key influencers (i.e. professional associations etc.)

**Do you have a list of key people and contact information for all key audience members?**

*List audience, responsibility, and preferred method of communication for each audience as well as frequency – some will be daily, others may be weekly or bi-weekly. General suppliers for example may only need to be communicated to “as needed” however most audiences should have a regularly scheduled time for communication updates. If nothing is new, then communicate that according to your schedule. That way they know you are on top of it.*

**If yes, do your list or lists require updating?**

*Where is this information kept – is it easily accessible to key team members? (Centralize)*

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**If not, what is your plan to get/update this information?**

*What info is needed, who is responsible, what is deadline and when it is collected where will it be saved/kept.*

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**What are the overarching key messages that you wish to communicate to ALL audiences? (4-6)**

**What are the specific messages that need to be communicated based on the audience?**

*List audiences and points you need to cover for each – outside of the overall messages.*

- Employees
- Customers
- Suppliers
  - General
  - Farmers
- Government
- Key influencers (i.e. professional associations etc.)

**How frequently do you want/need to communicate with each audience?**

*(Employees – more frequently. General suppliers for example could be as needed)*

*Frequency depends on the type of crisis, urgency, impact and possible duration of crisis.*

- Employees (recommend daily or very frequently in this crisis)

\_\_\_\_\_

- Customers (will vary – but usually frequently) \_\_\_\_\_

- Suppliers: General (less frequently) \_\_\_\_\_  
Farmers (will vary) \_\_\_\_\_

- Government (will vary) \_\_\_\_\_

- Key influencers (i.e. professional associations etc.) Weekly/bi-weekly?  
\_\_\_\_\_

**How will communications be delivered for each audience?**

*For example: 15 minute meeting each day, on bulletin board, by email, etc. Note that while non confidential communications can be posted on your website or on social media, it is important to have a mechanism to communicate directly with key audiences so specific groups hear your updates directly and before any general information for the public is released*

- Employees (recommend daily or very frequently in this crisis)  
\_\_\_\_\_
- Customers (will vary – but usually frequently) \_\_\_\_\_
- Suppliers: General \_\_\_\_\_  
Farmers \_\_\_\_\_
- Government \_\_\_\_\_
- Key influencers (i.e. professional associations etc.)  
\_\_\_\_\_

**What is your communication plan if a COVID-19 case is confirmed at your business?**

**How/who will communicate with:**

- Public Health \_\_\_\_\_
- Employees \_\_\_\_\_
- Customers \_\_\_\_\_
- Suppliers: General \_\_\_\_\_  
Farmers \_\_\_\_\_
- Government \_\_\_\_\_
- Key influencers (i.e. professional associations etc.)  
\_\_\_\_\_

**What are your general key messages across all audiences likely to be?**

*Draft ahead and then update if it happens.*

**What other information will you need to communicate to each audience when you know more at the time of the crisis?**

*(i.e. will we be closed, have others been exposed, what are the next steps, etc.)*

**As a starting point, employees will want to know:**

- Have I been exposed?
- What do I do if I have?
- Is the plant closing?
- Do I still get paid?
- What are the next steps – what will happen now?
- If I get it, will I continue to get paid?
- Is the plant safe for the rest of us?
- When will I hear more from you  
(tell them how often and when and how you will be reaching out)

**NOTES:**

# Post Mortem De-Brief

List what went well in terms of communications during this issue:

List what could be improved or changes you would make for another situation:

List your actions to make changes so you are ready for a future situation:

Action	Responsibility	Due Date