Change Communication Template

Bringing your staff with you through digital change

How to use this template

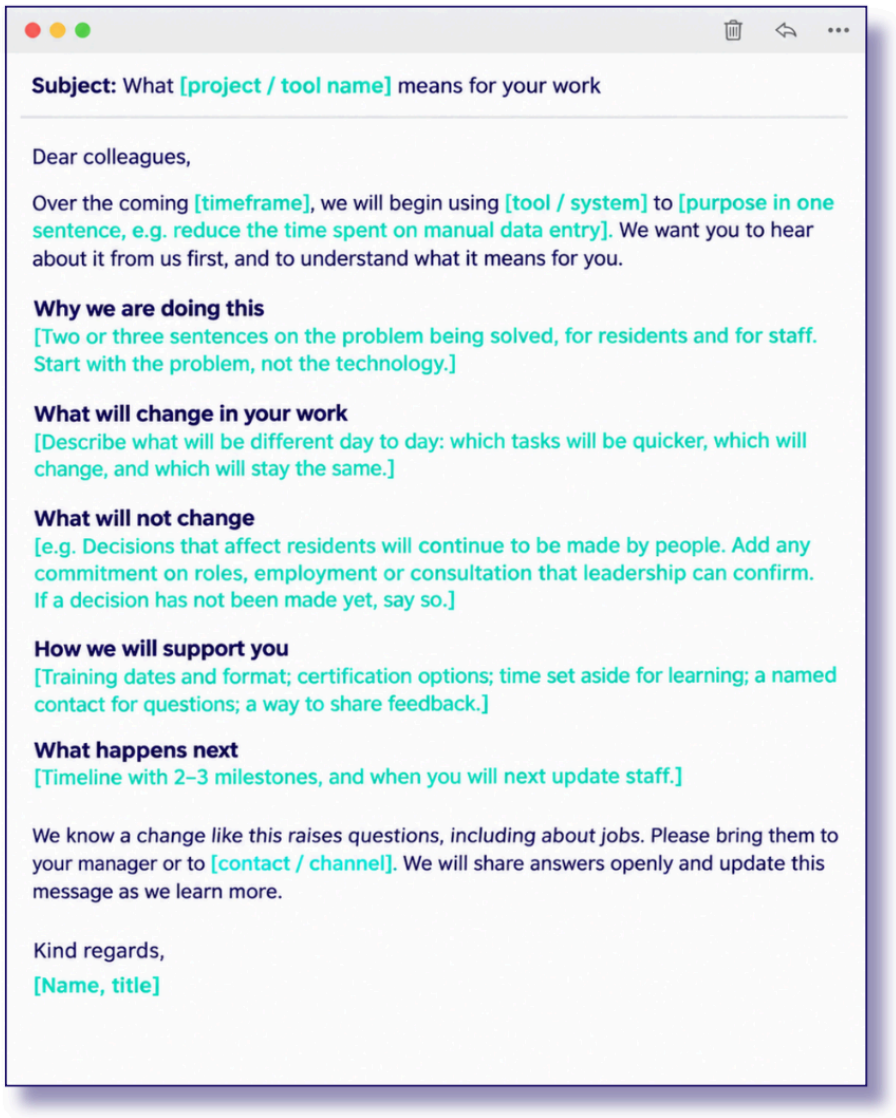
This template has two parts. Part A is a one-page message to send to staff, ahead of or alongside the announcement of a digital project. Part B is an outline for a manager FAQ. Text in highlighted brackets should be replaced with details from your own organisation. Keep the language plain, and only promise what your leadership can deliver.
A short note on approach, drawn from the G4I 2026 discussions: speak about the change in terms of daily work, be honest about what is not yet decided, and show what support is on offer from the start.

Part A

"What this means for your job": one-page staff message

Tips for the author

- **Keep it to one page**. Staff are more likely to read, and to trust, a short message.
- **Include something concrete in each section**, even if it is only "we do not know yet, and we will tell you by [date]".
- **Have it come from a senior leader**, and follow it with conversations in teams, since a message alone will not build trust.
- **Describe benefits in terms of the working day,** such as less repetitive work and less pressure, and only where you can stand behind them.



Subject: What [project / tool name] means for your work

Dear colleagues,

Over the coming [timeframe], we will begin using [tool / system] to [purpose in one sentence, e.g. reduce the time spent on manual data entry]. We want you to hear about it from us first, and to understand what it means for you.

Why we are doing this
[Two or three sentences on the problem being solved, for residents and for staff. Start with the problem, not the technology.]

What will change in your work
[Describe what will be different day to day: which tasks will be quicker, which will change, and which will stay the same.]

What will not change
[e.g. Decisions that affect residents will continue to be made by people. Add any commitment on roles, employment or consultation that leadership can confirm. If a decision has not been made yet, say so.]

How we will support you
[Training dates and format; certification options; time set aside for learning; a named contact for questions; a way to share feedback.]

What happens next
[Timeline with 2–3 milestones, and when you will next update staff.]

We know a change like this raises questions, including about jobs. Please bring them to your manager or to [contact / channel]. We will share answers openly and update this message as we learn more.

Kind regards,
[Name, title]

Part B
Manager FAQ outline

Managers are the people staff will ask first. This outline helps you prepare answers before the questions arrive. For each question, agree with an answer with HR and leadership, and note what is still undecided. Suggested openings are included as a guide.

1. The change and the reasons for it

- What is changing, and why is it now?
- Which problem for residents or staff does this solve?
- Who decided, and who was consulted?

Guidance for managers: Explain the problem first. Avoid starting with the name of the technology.

2. Jobs and roles

- Will my job be replaced or reduced?
- Will my role, grade, or working pattern change?
- Which tasks will change, and which will stay with people?
- What decisions will still be made by staff, not by software?

Guidance for managers: This is the question most often left unspoken. Raise it yourself. Answer only with what leadership has confirmed, and say clearly when a decision is still open and when you will know more.

3. Skills and support

- What training will I receive, and when?
- Will I have time during working hours to learn?
- Is there a certification or development path?
- What if I find the new tool difficult?

Guidance for managers: Point to specific dates, formats and contacts. Make clear that learning takes time and that asking for help is expected.

4. Day-to-day work with the new tool

- How will this change my daily tasks and workload?
- Who is responsible if the tool gets something wrong?
- How will human oversight work in practice?
- What do I do if I disagree with the result?

Guidance for managers: Be clear that staff keep responsibility for judgement and can challenge outputs. Describe the escalation route.

5. Data, privacy and trust

- What data does the tool use, and where is it held?
- How is residents' information protected?
- What are the rules for using AI tools at work?

Guidance for managers: If you do not have the answer, say so, and bring it back after speaking to your data protection or IT colleagues.

6. Voice and feedback

- How can I share my concerns or suggestions?
- Will staff feedback change the plan?
- When will we hear updates?

Guidance for managers: Set a regular rhythm, for example a short team check-in each month, and report what changed as a result of the feedback.

Manager checklist before the first team conversation:

- Read the staff message and agree with the answers to Part B with HR and leadership.
- List what is confirmed, what is not decided, and the date by which more will be known.
- Have the training dates, contacts, and feedback channels ready to share.
- Plan time to listen. The first conversation is for questions, not only for information.

Sources:

Insights in the article and this template are based on session summaries of the following moments at G4I 2026:

- **Panel Session: AI in Action: From Policy to Implementation** | 5 May 2026 | 15:15-15:55
- **Industry Session: Digital Sovereignty for the Real World: Detecting Fraud, Protecting Public Funds, Securing Data** | 5 May 2026 | 15:55 – 16:10
- **Panel Session: Fostering and Defending Digital Nations** | 5 May 2026 | 17:25 – 18:10
- **Panel Session: Beyond Legacy: Building Governments That Work** | 6 May 2026 | 09:15-10:10
- **Keynote Speaker: From AI Policy to Public Value: Building an Agentic, Trusted, and Human-Centric Digital State** | 6 May 2026 | 15:05 – 15:25