

Calli Novack Writing Sample

Title: Email from Chief People Officer to People Managers - Talking Points on Benefits Cost Increases

Type: Executive Communications

Audience: People Managers

Purpose: Equip people managers with clear, empathetic messaging to discuss upcoming benefits cost increases with their teams, reinforcing transparency, consistency and support across the organization

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Hello People Managers,

As you're aware, this year's benefits costs have increased due to rising healthcare expenses across the country. We understand this news may bring up concerns, and we want to equip you with key points to address these changes thoughtfully with your teams.

Below, you'll find talking points to help guide conversations around the increases, including context about the national healthcare landscape, our alignment with our organization's cost structure, and the impact of company performance on our ability to cover costs at previous levels. We encourage you to use these points to address questions, empathize with frustrations, and reinforce our commitment to supporting our teams.

Additionally, we will be hosting three Q&A sessions, the first of which will take place this Friday, 3/7. An email communication with links to register for the sessions was sent out to all employees this morning. We would love for you and your teams to join any one of these sessions so that we can answer the lingering questions on open enrollment that you may have.

If you need any additional resources or support in having these conversations, please don't hesitate to reach out. Thank you for helping make this transition as smooth as possible.

With gratitude,

Chief People Officer

Discussion Guide

Alignment with [COMPANY NAME] Cost Structure

- *"To keep our benefits competitive and fair, we're making sure our cost structure lines up with [COMPANY NAME] standards. This helps us keep our benefits up-to-date and in line with what's happening in the market and prepare us for future fluctuations."*

Impact of Company Performance

- *"Another reason for the shift is that with some changes in our performance this year, we're not in a position to cover quite as much of the cost as we have in the past. It's part of making sure we're taking care of our people and [COMPANY NAME] long-term stability."*

Commitment to Being Open and Supportive

- *"We totally understand that these kinds of changes can be frustrating. If you have questions or specific concerns, please feel free to reach out anytime. We want to be as transparent as we can and make sure everyone feels supported."*

Value of our Benefits Package

- *"Even with these changes, we're still focused on giving you a great benefits package that helps protect your health and well-being. Our HR team is constantly looking at ways to make sure our offerings are as strong and meaningful as possible."*

Encouraging Conversation

- *"Please know I'm here to talk if you have any concerns. This is an important topic and we're all in this together, so don't hesitate to reach out if there is anything I can help clarify."*

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