

Gartner for Legal & Compliance Leaders

# Checklist for Building a Privacy Communication Plan



Use the following checklist to target training and communications to the highest-risk employee segments and reinforce messages at the right time and through the right channels.

## Steps for building a privacy communication plan

### Identify and understand the target audience:

- Analyze enterprisewide risk assessments, and any available legal-, compliance- or privacy-specific risk assessments to identify at-risk employee segments (by location, role or level). **Essential**
- Use audience listening techniques such as focus groups, surveys and social media to better understand your audience, including their roles, concerns, privacy awareness levels and preferred communication channels.

### Determine communication objectives and tactics:

- Use risk assessment results and focus groups or surveys to determine your communication goals. Then, define one set of messages that applies to all audiences and a second set for target groups. **Essential**
- Determine whether to launch a stand-alone or integrated campaign.
- Identify your target audience's information consumption patterns to determine the most effective communication channels, and complement traditional channels with newer ones such as social media and videos.
- Map communication activities (and channels) to objectives and define effectiveness metrics and measurement tools for each activity.

### Develop the communication calendar:

- Plan communication activities around key privacy events and times when privacy risks may be heightened. Partner with corporate communications and HR teams to synchronize the calendar with other companywide communication.
- Allocate resources and assign ownership for the plan.
- Document your plan in an annual calendar, seek approval from the privacy leadership team and share it with corporate communications. **Essential**

## Key findings

Employees are the biggest source of privacy risk. More than half of privacy failures come from inside the organization. In fact, 59% of privacy incidents originate with an organization's own employees and 45% of employee-driven privacy failures come from intentional — although not malicious — behavior.

Leading organizations are developing effective messages to ensure heightened transparency around how and why personal data is being used by the company, in an effort to build brand loyalty and ensure customer trust.

## Pitfalls

### A one-size-fits-all approach

Mass communication tactics, such as email, have low impact because employees perceive them as generic and impersonal.

### Calendar-based communication only

Traditional calendar-driven communication, while necessary, is often detached from when employees actually face privacy issues.

### Metrics for their own sake

Privacy teams often measure performance by focusing on easily measurable activity metrics but have difficulty linking them to business outcomes.

## Keys to success

### Tailor messages

Customize privacy messages and delivery channels based on employees' roles, current awareness levels and information consumption preferences.

### Target key moments

Structure communication around key corporate and professional changes (e.g., product launches, role changes) to support employees when they need it.

### Define metrics

Define metrics to measure behaviors that benefit the business, and then connect these behavior metrics to activity metrics (i.e., the activities that occurred).

## What this means for you

Gartner's Ignition Guide to Building a Privacy Communication Plan helps privacy leaders transparently communicate privacy practices to employees and coordinate a structured approach to privacy awareness through multiple channels. Like our best practice insights, this intuitive, step-by-step guide contains the necessary steps to plan, build and evaluate the effectiveness of privacy communication tactics, allowing teams to get started quickly and execute at quality.

## Use our Gartner Ignition Guide to Building a Privacy Communication Plan to:

- Define communication objectives
- Determine the target audience and suitable communication channels
- Select metrics to track execution effectiveness

## Learn more

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