

Strategic Communications Planning for New Leadership		
Target Audience	Messages	Tactics (Examples)
Agency Heads & Political Appointees	Leadership owns the ethics program and the ethics staff can help you achieve your goals.	Begin ethics education and program support discussions with incoming PAS during the nominee process.
		Conduct research to anticipate leadership priorities in order to tie ethics support to their vision and goals.
		Use the IEO and PAS briefing with the agency head to identify markers on ethics and to build a relationship and get commitments.
		Provide an ethics representative to attend regular senior staff meetings, or include an ethics item or message on the meeting agenda.
	Ethics is a shared responsibility enterprise-wide.	Use the IEO and briefings for all PAS officials to address modeling conduct, being responsible for the conduct of subordinates, and supporting ethics program requirements.
		Cultivate ethics advocates in leadership at all levels of the agency (Chief of Staff, PAS, SES, branch chiefs, supervisors).
		Build collaborative relationships with other programs and staff (schedulers, executive assistants, WH Liaison, Legislative Affairs, Public Affairs, HR, program managers, etc.).
	Uphold the values and principles of public service and of those particular to the agency and its mission.	Conduct live personal trainings (best if one-on-one) with all political appointees including Schedule Cs to set the tone early.
		Propose leadership send a message as early as possible to all agency staff demonstrating their commitment to ethical culture, highlighting any prior standards of excellence achieved or challenges addressed, and making clear their expectations moving forward.
		Encourage leadership to provide active and visible support for ethics throughout the year, i.e. invite leadership to participate in annual ethics training, include ethics messaging in speeches internal and external to the agency, etc.
	Protect the integrity of the agency's work by identifying and mitigating ethical risks.	Use risk-framing to leverage support from executive leadership (e.g. COO/Chief of Staff/CHCO) for your program.
	Understand the repercussions of ethical failure both to individuals and to the agency.	Provide examples of ethical failures, DOJ referrals, Congressional inquiries, IG investigations, negative media coverage and any adverse effects on policies and programs.
	Recognize the importance of public perceptions and be aware of media scrutiny.	Coordinate with Public Affairs, communications professionals, speechwriters, etc. to identify opportunities for ethics messaging in any planned appearances or outreach by agency leadership.