

Choose the communication

The right truth, to the right people, at the right time.

Start with purpose and urgency. A history entry, notification and emergency alert are not interchangeable.

Level	Use when	Include / route	Response
History	Routine change; no immediate action	Record the change in the item timeline What changed, when, who/what changed it	No acknowledgement required
Notification	A user has something to review or do	Show a targeted in-app notification What changed, why it matters, action link	Track completion of the task
Direct message	A named person must coordinate or respond	Contact the responsible person through an agreed channel Context, owner, request, response expected	Require a reply where needed
Urgent alert	Immediate danger or time-critical action	Use the agreed urgent alert channel Risk, immediate action, location, owner	Request explicit acknowledgement
Escalation	Response is overdue or cannot proceed	Route to the next responsible role Original issue, elapsed time, prior attempts, action needed	Track acceptance by the new owner

Make delivery states explicit.

Sent -> Delivered -> Seen -> Acknowledged

Expose only states your system can verify. Reading a message is not the same as accepting responsibility. Choose owners, expected response times and escalation rules appropriate to your workflow.