

Company Employee Satisfaction Survey Communication Plan – 23 November 2009/Draft 1

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SITUATION ANALYSIS & PAST COMMUNICATIONS	COMMUNICATION OBJECTIVES	KEY MESSAGES	AUDIENCES	STRATEGY	TACTICS/TIMING	EVALUATION/ MEASUREMENT
<p>Employee Satisfaction Survey planned for March 2010. Home office employees were surveyed once before, in Spring 2008.</p> <p>In 2008, Company used the Hay Group to produce and administer the employee survey. The Corporate Communications Department promoted the survey internally, using postcards, e-mails, posters, and even Post-it ® Notes on employees' desks. In addition, the senior management team promoted the survey in their division staff meetings. Approximately 87% of Company's home office employees participated in the first survey.</p> <p>Resulting scores were generally strong; for instance, in areas pertaining to staff engagement. However, the results indicated issues around employees' work/life balance, compensation not being tied to performance, and the introduction of the ESOP and corresponding elimination of bonuses.</p> <p>Little communication has been shared about progress toward remediation of the issues revealed in the 2008 survey, with the exception of the reinstatement of small bonuses recently. There is concern that employee participation could suffer as a result.</p>	<ol style="list-style-type: none">At least 85% of employees will take the survey during the three-week survey period.Company will receive a score of 75% or higher in key survey areas.Scores will improve in all targeted areas by at least one percentage point.Survey results will be communicated to employees within 30 days of the close of the survey. Action plans based on survey results will be communicated within 60 days from the close of the survey. <p>ADDITIONAL INFORMATION REQUESTED:</p> <ol style="list-style-type: none">What was the overall satisfaction score?Is there a target score desired in any or all areas?	<p>WHY Messages:</p> <ol style="list-style-type: none">We hear you. You can help us identify ways to improve your work/life experience.If you don't participate, you abdicate your voice to others.Participating in the survey will aid Company in becoming an employer of choice. <p>WHAT Messages:</p> <ol style="list-style-type: none">Plan to take the employee satisfaction survey in 2010.The survey is completely confidential.Detailed instructions on how to access and take the survey.Our future success depends on your participation today.	<ul style="list-style-type: none">Employees – all levels, as participants [is there a cut-off date for new arrivals?]People and project managers – responsible for ensuring all employees have access as well as the resources to complete survey (time, access to computer).Administrators – need to understand the process and their rolesSenior team – to ensure buy-in, treatment of results as credible and demonstration to employees that their input is valued	<ol style="list-style-type: none">A senior executive will champion the survey, demonstrating senior leadership's support and interest.Company will communicate survey results to all employees in a timely fashion.The firm will develop and share actions plans for improvements with all employees.Progress toward improvements will be communicated regularly with all.Changes that affect any group of employees will be shared with those employees first.	<p>See proposed list of tactics, respective audiences, messages, timing and responsibilities pages 2-3.</p>	<ol style="list-style-type: none">The survey instrument will collect demographic data that identifies function and region only; it will not be possible to identify individuals. Survey instrument will provide statistically relevant, validated data.Company will track participation percentage by comparing returned completed surveys with employee population count at the start of the survey period.Participation and results will be compared with 2008.

Communication Tactics Execution Plan

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Dates assume Survey launches on March 1, 2010 and closes after three weeks, on March 21, 2010.

TACTICS	AUDIENCE	MESSAGES	TIMING	RESPONSIBILITY
1. Heads-up announcement a. Employee newsletter b. Intranet c. Posters d. Staff meetings	All Employees	<ul style="list-style-type: none">It's comingWatch for surveyTell us what you thinkWe hear you	During February 2010 (earlier if Company has an annual look-ahead meeting or publication)	Employee Relations with Communications support
2. Talking points and instructions distributed/posted electronically	Managers (people and project)	<ul style="list-style-type: none">InstructionsEncourage your team to participateWhat to watch for	February 15-22, 2010 (one-two weeks ahead)	Employee Relations
3. Introduction and invitation – CEO	All employees	<ul style="list-style-type: none">We hear youI hope you will participate in this valuable exerciseReminder of prior survey findings and actions taken as a resultThank you in advance for your helpAssurance of confidentialitySurvey start dateApproximate timeline for results communication	February 22-25, 2010 (a few days ahead)	Employee Relations/Communications
4. Access and completion instructions – electronic and print	All employees	The 2010 Survey is now open – <ul style="list-style-type: none">How to accessHow to completeAssurance of confidentialityWhom to call for assistance	March 1, 2010	Employee Relations/Communications
5. Reminders throughout campaign: a. Posters in common areas b. E-mail/intranet postings c. Group voice mail distribution d. Talking points for managers/team leaders e. Final days reminder e-mails	All employees	<ul style="list-style-type: none">Reminder of deadlineImportance of participatingPercentage of peers participatingTechnical assistance is available	March 1-21, 2010 Ongoing, staggered throughout campaign: refresh postings and posters regularly (at least weekly)	Communications
6. Thank-you letter from upper management	All employees	<ul style="list-style-type: none">Thank youPercentage of employees who participatedWhat this means to companyWhen to expect results	March 22, 2010 (After close of survey)	Employee Relations/Communications
7. Pre-announcement of results (heads-up to managers)	Management	<ul style="list-style-type: none">Overview of results (company-wide)Area-specific resultsWhat this means to managers, company, employeesTalking pointsTimeline for action plans	April 19-20, 2010 (Just prior to releasing results to employee population)	Employee Relations/Communications
8. Results announcement letter	All employees	<ul style="list-style-type: none">High-level resultsWhere we improved over last survey	April 22, 2010 (Within 31 days of close of survey)	Employee Relations/Communications

TACTICS	AUDIENCE	MESSAGES	TIMING	RESPONSIBILITY
		<ul style="list-style-type: none">• Where we need to improve• Timeline• Next steps• What you can do		
9. Action-planning instructions	Management	<ul style="list-style-type: none">• Instructions for developing area-specific action plans based on survey results• Whom to call for assistance in developing action plans• Deadline for submission	April 22, 2010	Employee Relations
10. Announcement of action plans	All employees	<ul style="list-style-type: none">• Reminder of survey results• Reminder of promise of timely communications• High-level overview of action plans (company-wide)• What to expect• What you can/should do• Promise of progress reports at regular intervals	May 24, 2010 (Approximately 60 days after publication of results)	Employee Relations
11. Regular progress reports	All employees	<ul style="list-style-type: none">• Reminder of promise of timely communications• Progress update on action plans	30-60 day intervals, depending on action plan items	Functional managers, through Employee Relations