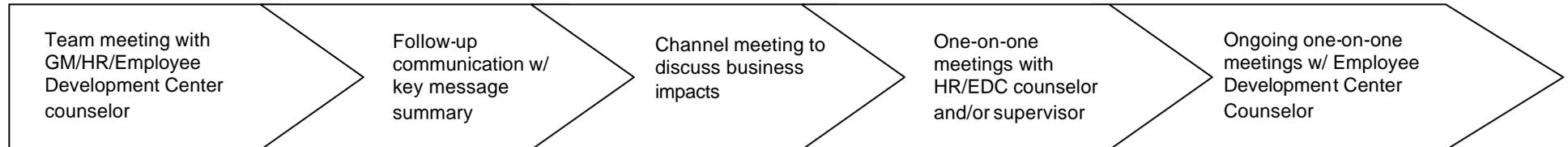




## Communication Plan for SFA Employee Transformation

### Audience: “Impacted” Employees



| Communication Vehicle                                       | Message/Purpose                                                                                                                                                                                                                                                                                          | Timing                                                                | Key Dependencies                                                      | Sender/Presenter       | Feedback Mechanism                   |
|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------|------------------------|--------------------------------------|
| Group meeting with impacted employees                       | <ul style="list-style-type: none"> <li>Develop common understanding of business context for reengineering initiatives, support services offered by Employee Development Center &amp; SFA’s commitment to employees</li> </ul>                                                                            | Upon identifying impacted employees                                   | Impacted organization and new skill requirements have been identified | GM/Supervisor/HR       | Informal one-on-one meetings with HR |
| Key messages one pager & follow up “we are available” email | <ul style="list-style-type: none"> <li>Reaffirm key messages</li> <li>Provide a forum to proactively address questions &amp; concerns</li> </ul>                                                                                                                                                         | Immediately following group meeting                                   |                                                                       | HR                     | Informal one-on-one meetings with HR |
| Meeting with impacted channel                               | <ul style="list-style-type: none"> <li>Re-affirm key messages</li> <li>Develop common understanding of business context for specific reengineering initiative that is impacting the Channel</li> <li>Mitigate employee anxiety</li> <li>Dispel rumors</li> <li>Address questions and concerns</li> </ul> | Following meeting with impacted employees                             |                                                                       | GM and Human Resources | Informal<br><br>Others?              |
| One-on-one meetings with impacted employees                 | <ul style="list-style-type: none"> <li>Reaffirm key messages</li> <li>Educate on services available and next steps</li> <li>Address individual questions and concerns</li> </ul>                                                                                                                         | Scheduled immediately after general meeting & completed within 3 days |                                                                       | Supervisor/HR          |                                      |

\* Note: Assumes prior employee “involvement” in reengineering efforts, with relevant communications throughout.



## Communication Plan for SFA Employee Transformation

### Audience: “Impacted” Employees (continued)

| Communication Vehicle                                                     | Message/Purpose                                                                                                                                                        | Timing                                                          | Key Dependencies                                                                                                      | Sender/Presenter            | Feedback Mechanism                                                  |
|---------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------------------|---------------------------------------------------------------------|
| One-on-one meetings with Career Counselors in Employee Development Center | <ul style="list-style-type: none"> <li>Outline all options</li> <li>Educate- skills inventory, career planning</li> <li>Develop individual development plan</li> </ul> | As necessary                                                    | While supervisors will follow up on employee’s progress, it is the employee’s responsibility to schedule the meeting. | Employee Development Center | Employee satisfaction surveys from all employees using EDC services |
| One-on-one follow-up meetings                                             | <ul style="list-style-type: none"> <li>Gauge effectiveness of program and opportunities for improvement</li> </ul>                                                     | Every 3 months once employee has initiated services with Center | Employee contact with Employee Development Center                                                                     | Employee Development Center | Employee satisfaction surveys from all employees using EDC services |

\* Note: Assumes prior employee “involvement” in reengineering efforts, with relevant communications throughout.



## Communication Plan for SFA Employee Transformation

### Audience: All Employees

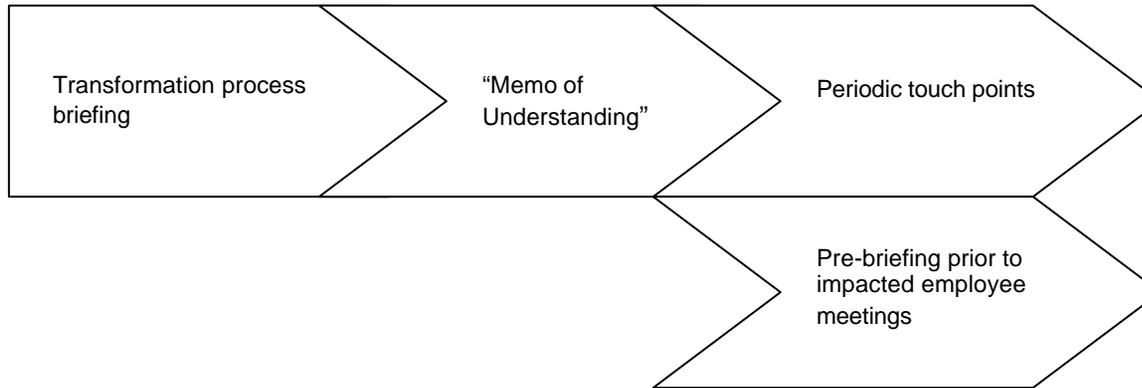


| Communication Vehicle                                                                                                   | Message/Purpose                                                                                                                                                                                                                                                                        | Timing   | Key Dependencies                                                            | Sender/Presenter                      | Feedback Mechanism                                   |
|-------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------|---------------------------------------|------------------------------------------------------|
| <b>Announcement of Employee Development Center</b>                                                                      |                                                                                                                                                                                                                                                                                        |          |                                                                             |                                       |                                                      |
| Announcement of services provided by Employee Development Center via Email & Instep Newsletter                          | <ul style="list-style-type: none"> <li>Develop common understanding of business context of reengineering initiatives, support services offered by Employee Development Center &amp; SFA's commitment to employees</li> <li>Mitigate employee anxiety</li> <li>Dispel rumors</li> </ul> | December | Key decisions have been made regarding scope of Employee Development Center | Greg Woods                            | Feedback form and informal feedback                  |
| Grand opening announcement and further details regarding services of Employee Development Center via SFAnet and Posters | <ul style="list-style-type: none"> <li>Educate on specifics such as hours, services provided, policies &amp; procedures</li> </ul>                                                                                                                                                     | February |                                                                             | HR                                    | Feedback form and list of Frequently Asked Questions |
| Employee Development Center "Road Shows" (w/ employee educational materials/ brochures)                                 | <ul style="list-style-type: none"> <li>Introduce staff – backgrounds, roles, responsibilities</li> <li>Educate – outline policies and procedures</li> <li>Respond to individual questions &amp; concerns</li> </ul>                                                                    | February |                                                                             | HR, Employee Development Center Staff |                                                      |
| Employee Development Center Open House (ribbon cutting)                                                                 | <ul style="list-style-type: none"> <li>Provide a public forum for celebrating successes</li> </ul>                                                                                                                                                                                     | TBD      | Space available for Employee Development Center                             |                                       |                                                      |
| <b>Success Stories &amp; Updates</b>                                                                                    |                                                                                                                                                                                                                                                                                        |          |                                                                             |                                       |                                                      |
| Instep, SFA Net, Posters, Emails                                                                                        | <ul style="list-style-type: none"> <li>Provide a public forum to celebrate successes</li> <li>Dispel rumors</li> <li>Inform employees on updates to process</li> <li>Get feedback from employees</li> </ul>                                                                            | Monthly  |                                                                             | Greg Woods and/or HR                  |                                                      |



## Communication Plan for SFA Employee Transformation

### Audience: Union

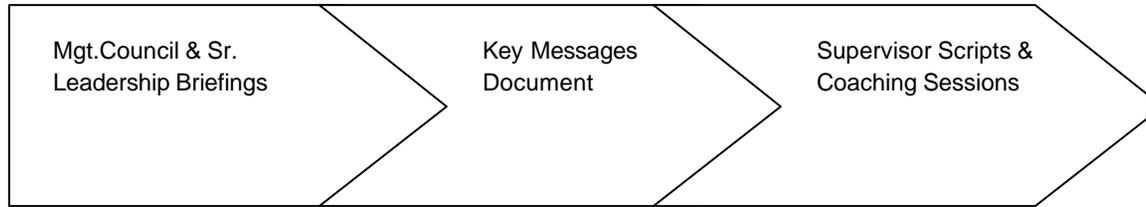


| Communication Vehicle                                                     | Message/Purpose                                                                                                                                                                                                                                                                                                                                                           | Timing                                        | Key Dependencies | Sender/Presenter | Feedback Mechanism |
|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|------------------|------------------|--------------------|
| Briefing packet and working sessions with Union and HR                    | <ul style="list-style-type: none"> <li>Develop common understanding of business context of reengineering initiatives, support services offered by Employee Development Center &amp; SFA's commitment to employees</li> <li>Gain input into improving the process</li> <li>Provide information necessary to communicate clearly and consistently with employees</li> </ul> | Upon <u>drafting</u> transformation approach  |                  | HR               |                    |
| Memo of understanding                                                     | <ul style="list-style-type: none"> <li>Confirm common understanding of agreements reached during initial discussion.</li> </ul>                                                                                                                                                                                                                                           | Immediately following meeting above           |                  | HR               | Informal           |
| Bi-monthly "touch point" meetings                                         | <ul style="list-style-type: none"> <li>Take pulse of union and employee perception of transformation process and continue to improve process &amp; services</li> </ul>                                                                                                                                                                                                    |                                               |                  | HR               |                    |
| Pre-briefing of union leadership prior to impacted employee group meeting | <ul style="list-style-type: none"> <li>Provide information necessary to communicate clearly and consistently with <u>impacted</u> employees</li> <li>Request union involvement at meeting</li> </ul>                                                                                                                                                                      | Prior to meeting with impacted employee group |                  | HR               |                    |



## Communication Plan for SFA Employee Transformation

### Audience: Management



| Communication Vehicle                            | Message/Purpose                                                                                                                                                                                                                                                                                                    | Timing                                        | Key Dependencies | Sender/Presenter                       | Feedback Mechanism |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|------------------|----------------------------------------|--------------------|
| Management Council & Senior Leadership Briefings | <ul style="list-style-type: none"> <li>Obtain management support</li> <li>Provide information necessary to communicate clearly and consistently with employees</li> <li>Highlight and share success stories</li> <li>Help management understand what to expect and how to respond in various situations</li> </ul> | Bi-weekly                                     |                  | HR                                     |                    |
| Key Messages Document                            | <ul style="list-style-type: none"> <li>Provide information necessary to communicate clearly and consistently with employees</li> </ul>                                                                                                                                                                             |                                               |                  | HR                                     |                    |
| Supervisor scripts & coaching sessions           | <ul style="list-style-type: none"> <li>Provide information necessary to communicate clearly and consistently with <u>impacted</u> employees</li> <li>Help supervisors understand what to expect and how to respond in various situations</li> </ul>                                                                | Prior to meeting with impacted employee group |                  | HR, Employee Development Center, Union |                    |