

EMPLOYEE COMMUNICATIONS: GETTING BACK TO WORK



AGENDA

- Introductions
- Guiding Principles
- Key Questions, Deliverables and Challenges
- Returning to the Office
- Key Takeaways

PANELISTS



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GUIDING PRINCIPLES FOR ALL COMMUNICATIONS



TRANSPARENCY



BUILDING TRUST



ONGOING COMMUNICATIONS



ELEVATING LEADERSHIP



QUESTIONS WE ASKED OURSELVES

1

What communications need to be sent and by whom?

2

Who makes that decision? What is our decision tree?

3

What is the best communication vehicle?

4

What do we need to communicate that is not COVID-related to maintain some feel for “business as usual”?

5

What scenario-based communications do we need to prepare?

6

How are we ensuring our associates are prepared to support clients through this situation?

INITIAL COMMUNICATION DELIVERABLES

MARCH

All Employee Email:

Upcoming Test of Emergency Notification System – Is Your Contact Info Correct?

4

All Employee Email: Coronavirus Update and Business Operations

Manager Talking Points: Health Crises Preparedness; Flexible Working

5

10

All Manager Email: COVID-19: Frequently Asked Questions

IMA Central Page: COVID-19 Resources for Associates

13

All Manager Email: Travel and Work From Home Procedures Announced

All Employee Email: A Message from the CEO – Travel and Work from Home Procedures Announced

All Manager Email: Manager Frequently Asked Questions

14

All Employee Email: COVID-19 Update: Frequently Asked Questions for Associates

Targeted Emails: Laptop Distribution in Denver, Wichita

15

All Employee Email: COVID-19 Update: What You Need to Know Today, March 16

16

All Employee Email: Client Email on IMA Operations

All Employee Email: COVID-19 Update: What You Need to Know Today, March 17

17

18

All Employee Email: Experiencing Issues Working from Home? Read This

19

All Employee Email: COVID-19 Update: What You Need to Know Today, March 19

THE INTRANET – IMA CENTRAL

COVID-19 IMA Central Page was built and promoted immediately, it housed:



COPIES OF ALL EMAILS
DISTRIBUTED



FAQ ANSWERING
DOZENS OF QUESTIONS



RESOURCES WITH
TRUSTED INFORMATION



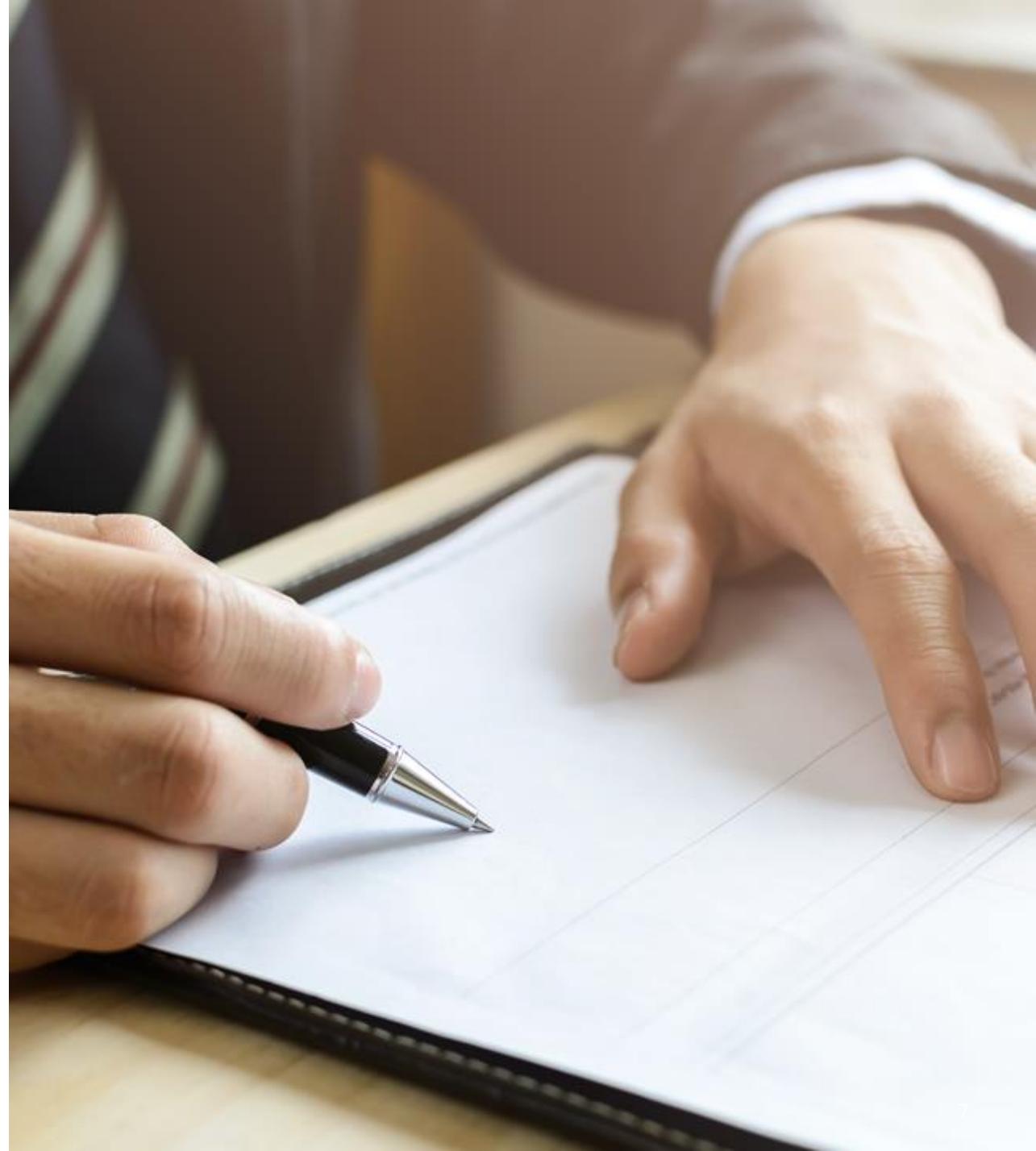
LINKS TO WEEKLY
VIDEOS



CLIENT-FACING
COMMUNICATION
REPOSITORY

FOR ALL ASSOCIATES

- Daily email updates included what associates needed to know, e.g., how to get a laptop and monitors immediately so I can work from home
- Tips on how to work from home productively
- Friday videos from Chairman & CEO



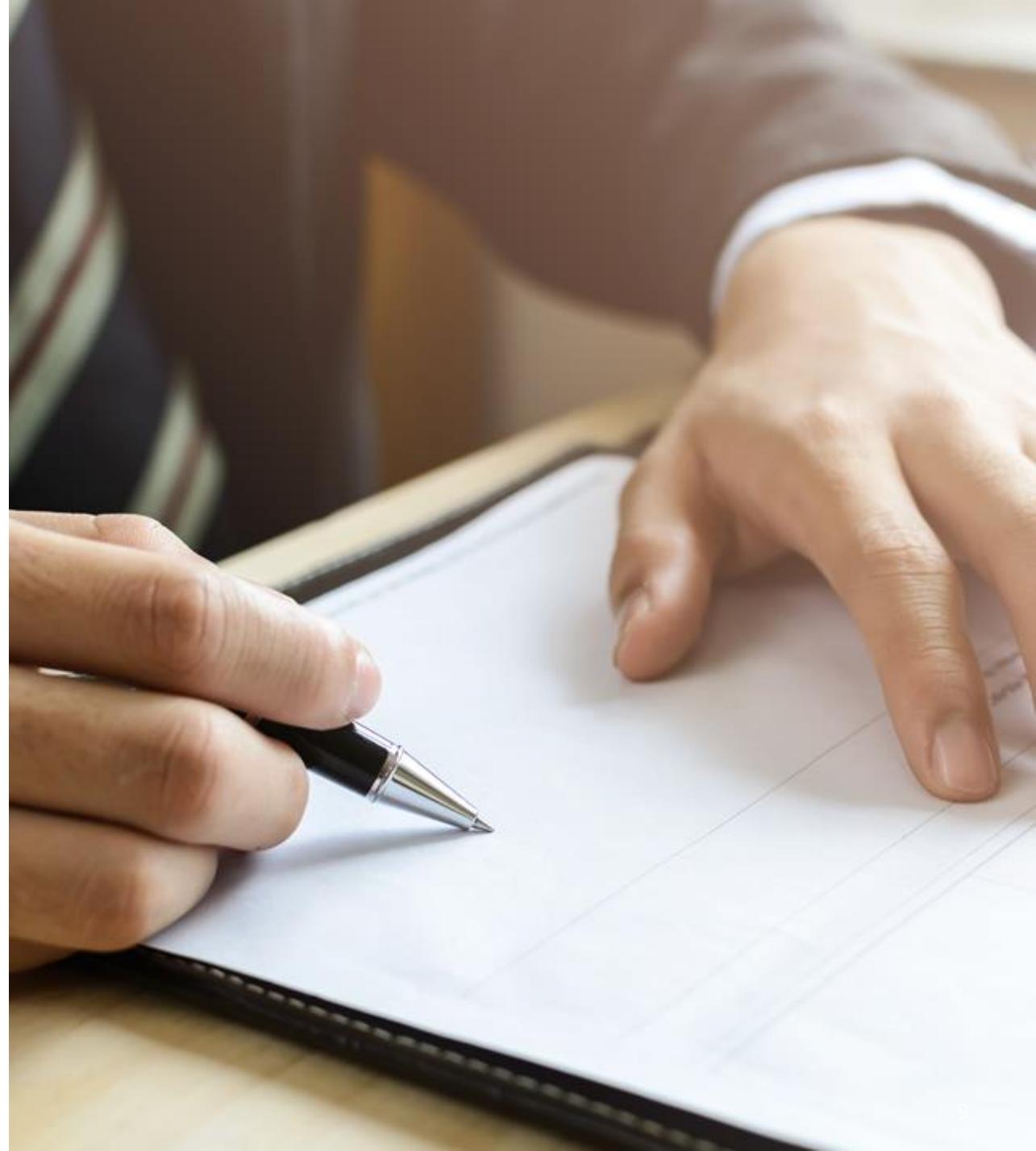


FOR MANAGERS

- Weekly manager chats done via GoTo Meeting
- Manager Only Microsoft Teams page built for singular location of important information
- Manager FAQ was created and updated regularly
- How to manage people working from home effectively – challenge because we didn't think we could be a remote workforce, but we can be!

INTERNAL COMMS FOR CLIENT EDUCATION

- As one of the first lines of defense for our clients, IMA needed to respond quickly to the inquiries from clients
- Partnered with our marketing team
- Shared information on changing legislation
- Coordinated internal webinars



CHALLENGES WITH DELIVERABLES

- Required multiple layers of approval
 - Chairman & CEO
 - Chief of Staff
 - Legal
 - HR
 - IT
- Quick turnaround times
- Constantly in uncharted territory
- Associates' fear of economic impact

KEY TAKEAWAYS

- 1) This is an example of when teamwork is vital. Feedback on communications happened very quickly, which was required to provide timely, accurate communications.
- 2) Leadership involvement was key. The group met every day for the first several weeks and decided themes for daily communications
- 3) Met daily with market presidents to ensure information cascaded to other offices
- 4) Commenting on articles, videos allowed for two-way communication and follow-up
- 5) Communications inbox main point-of-contact for any questions from associates

BACK TO OFFICE EFFORTS



BACK TO OFFICE STRUCTURE

- Task Force created
- Led by Chief of Staff, made up of representatives from each office, including office presidents, office managers and functional leaders, important for internal comms to have a seat at the table
- Designated person to investigate state, local and federal rules/mandates
- Designated person to research tests (temp, app, kiosk, antibody...)

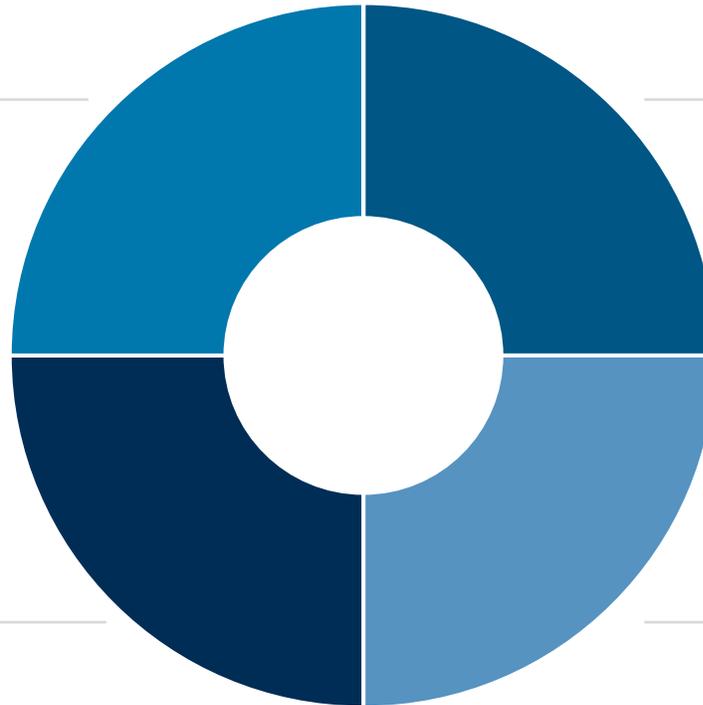
BACK TO OFFICE COMMUNICATIONS

 Mental Health benefits reminders done regularly

 Chairman & CEO Friday videos continue

 Back to office webinar training designed

 Announcements with office opening dates – Health and safety of all associates a consistent key message



SURVEYS

Survey 1

Anticipating a future opening date of our physical office locations, are you willing and can you continue working from home to help IMA facilitate officewide social distancing?

- Yes, I can continue working from home.
- No, I want to return to the office as soon as allowed.
- I am currently working from an IMA office location.

Survey 2

Please indicate your preference to return to the office knowing dates for phases will fluctuate based on community spread with staggered phases planned for approximately 2-3 weeks after the preceding phase. We will also continue encouraging remote working.

- Phase One: I would like to be considered in the first group returning to the office June 1 on either a full-time or part-time basis
- Phase Two: I would like to be considered for a return to the office in phase two full-time or part-time, at a minimum two weeks after phase one begins (approximately mid-June)
- Phase Three: I would like to be considered for a return to the office in phase three full-time or part-time, at a minimum two weeks after phase two begins (approximately the beginning of July)
- While I look forward to coming back to the office, my preference is to continue working from home for the foreseeable future and not return in phases one through three.
- I am currently working in the office
- I am a full-time remote worker

COMPANYWIDE & LOCAL APPROACHES

- Dealing with multiple markets/cultures is challenging – different rules, different social norms and pressures, different numbers of COVID-19 cases
- Corporate guidelines while empowering local office leadership to make own decisions
- We continue to offer flexibility because of the many different things people are balancing – childcare, elder care, high vulnerability
- Essential business but have been successfully working from home allowing us to continue. We know we don't have to rush back to the office.

KEY TAKEAWAYS

- Be consistent with communication and be transparent; It's okay to not have all the answers
- Check in on your associates, utilize surveys, ask how they are doing, understand their concerns/feelings around returning to an office setting, offer a chance to provide feedback
- As you are able, be flexible with the return to office. Communicate that flexibility with associates. If they can be productive from home, let them be productive from home. Recognize the emotions/complexities of this situation.
- Provide FAQs that cover everything you can think of, and some – as you receive other questions, add them to the FAQ

KEY TAKEAWAYS

- Arm managers with the info they need and provide an outlet to communicate directly with managers; share info with managers first, as appropriate
- Have one place people can go to for information (intranet) and one person/mailbox for questions
- It's okay for your leadership to speak from a place of vulnerability – this isn't easy on them either, and they should feel free to speak from that perspective.
- Celebrate the good things that are happening – tell stories of people coming together for the good of the company, giving back to help others, supporting clients, etc.

STAYING POSITIVE



Sprinkle Goodwill
IMA
KINDNESS IS CONTAGIOUS

Learn how you can help your community and share it on social media!

IMA SUPER-HEROES

OUR ASSOCIATES ARE GOING ABOVE AND BEYOND! [READ MORE](#)





ASSOCIATE TESTIMONIALS

“Thank you for making the associates IMA's number one priority. My family & I really appreciate it!”

“Thank you for being so cautious and taking care of us.”

“I really appreciate IMA's response to the pandemic and really appreciate all of the care and concern for the associates.”

“I just want to thank all you on the committee for your approach to the return to work process and the care shown to our employees in this matter. I am really proud to be a part of the IMA organization. Thank you for all you are doing!”

CONTACT

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PANELISTS



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