

INSTRUCTIONS FOR CLIENT

PRE-MOVE COMMUNICATIONS CALENDAR

This Communications Calendar can help you plan key communications with your employees, helping them understand the strategic rationale behind the move, get ready to move and prepare for working in their new space.

It's never too early to share information and it's especially critical at milestone junctures. Suggested communications are outlined in the Calendar.

OVERVIEW

Who: Employees affected by the new workspace

What: An ongoing series of communications

Where: On-site in the employees' current and new locations

Why: Keep employees informed and up-to-date on the move project
Provide a way for employees to prepare for the move
Ensure employees are ready to work in the new space
Explore how to use space to facilitate culture change

When: Periodically throughout the project (see details in the Calendar)

How: Distribute via email, bulletin boards, intranet spaces and even events



PRE-MOVE
**COMMUNICATIONS
CALENDAR**

CUSTOMER
LOGO

DEALER
LOGO

Steelcase®

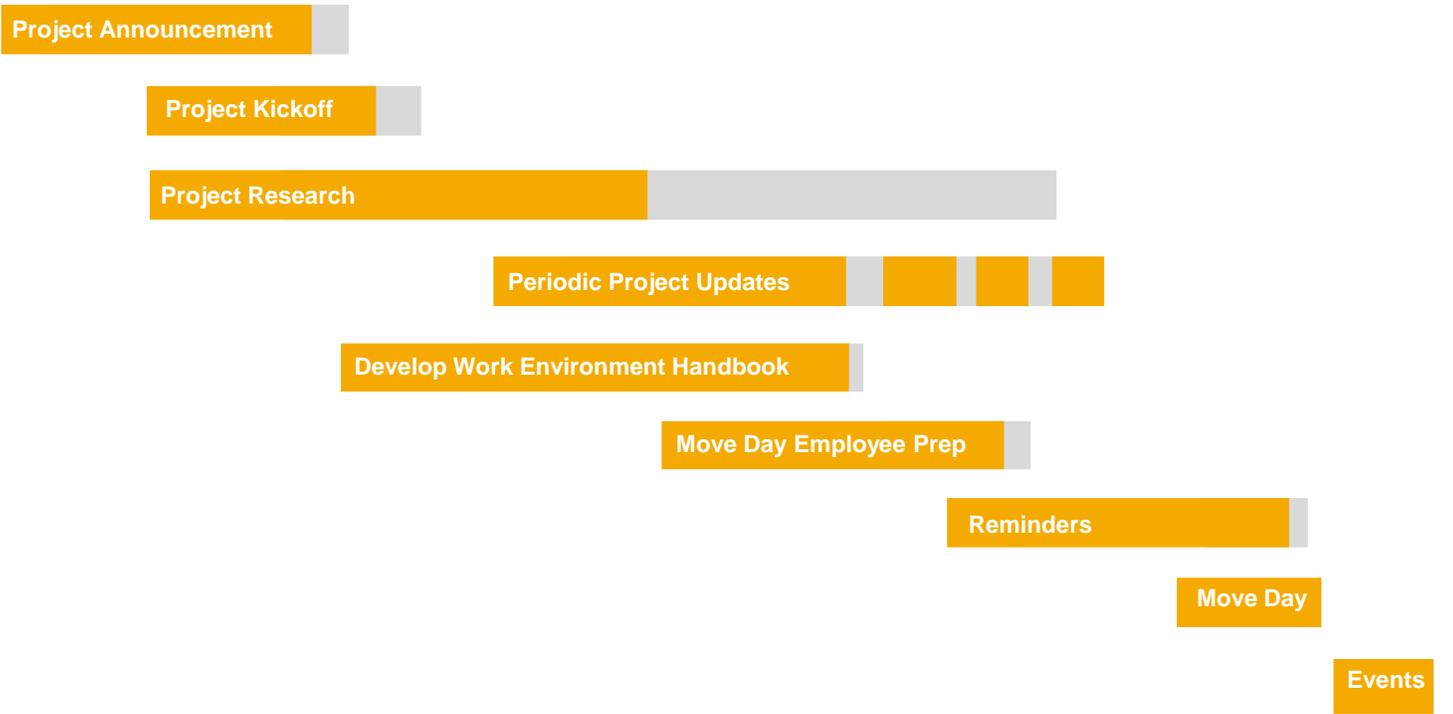
PRE-MOVE COMMUNICATIONS CALENDAR

INTRODUCTION

The Communications Calendar will help the Project Team plan for communications with employees affected by the move initiative. Adjust the timing to suit your project's needs.

MOVE MILESTONES

18 months 12 months 6 months 3 months 45 days 30 days 14 days 7 days Move Day Post-Move



MOVE MILESTONES Ideal Timeframe Viable Timeframe

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TIMING	PURPOSE OF THE COMMUNICATION
<p>Project Announcement</p> <p>18 – 12 months before move</p>	<p>Format Event, series of events, written communications</p> <p>Purpose Announce your move initiative to employees to help them understand what your company is doing and why.</p> <ul style="list-style-type: none"> • Welcome employees to the project • Explain the strategic rationale for the change (new location, update existing, change in footprint, etc.) • Outline the expected timeframe • Introduce the project team (Leadership/Executive Sponsor, Human Resources, IT, Health Safety & Wellness, Communications/Marketing, Employee Advisors) • Offer assistance for employees: how will you prepare them for the new work environment? What behaviors will need to change? Will any training be required? • Let employees know which communications they should expect <p>Recommendations Steelcase recommends creating an employee advisory team made up of employees affected by the move. This group can act as a conduit for questions, express employee preferences and describe various team requirements.</p> <p>To answer employee questions, consider creating a physical question box, bulletin board or online forum. Also leave time for Q&A during events.</p> <p>Steelcase provides a sample strategic rationale for change in the Preparing to Move book. If you are looking for ideas about what to write, ask your dealer representative for a copy of the book.</p>

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TIMING	PURPOSE OF THE COMMUNICATION
<p>Project Kickoff</p> <p>18 – 12 months before move</p>	<p>Format Event, series of events, written communications</p> <p>Purpose The project kickoff gives you the opportunity to articulate the executive vision for the project and creates opportunities for dialogue about the way we work today.</p> <ul style="list-style-type: none"> • Introduce the executive sponsor • Share the process you are using to determine requirements for the new workspace • Suggest research or reading that might be helpful for employees • Update employees on the project timeline • Remind employees about the key members of the project team. Introduce the advisory team if you haven't already • Update employees on how to prepare for the new work environment: announce any new training or educational opportunities <p>Recommendations Work with your marketing/communications team to create a project identity and explore communications strategies that work for your organization.</p> <ul style="list-style-type: none"> • Many companies create a project name and logo that is introduced at the project kickoff and used throughout the move initiative. • Identify analog and digital communications strategies, such as email, postcards, newsletters, blogs and more. <p>Steelcase 360, a magazine about the ways people work today, is a great resource for research and case studies surrounding workplace transformation. Go to http://360.steelcase.com.</p> <p>Help leaders and managers develop and model new work behaviors that can be seen by employees, such as collaborating in open spaces or having a choice about where to work.</p>

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TIMING	PURPOSE OF THE COMMUNICATION
<p>Project Research</p> <p>12 – 6 months before move</p>	<p>Format Online or paper-based</p> <p>Purpose Surveys are an important tool to establish employee perspective on the workplace, creating a barometer for needs in a new workspace and providing an opportunity for employees to voice their preferences.</p> <p>Recommendations Survey as early as possible in the project and use employee input as part of the design process.</p> <p>Steelcase offers a variety of surveys. Talk to your dealer representative about which survey(s) might be right for your organization.</p>

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TIMING	PURPOSE OF THE COMMUNICATION
<p>Periodic updates</p> <p>3 months and 2 months before move</p>	<p>Format Employee meetings, events and/or written communications</p> <p>Purpose Periodic updates keep employees informed of project progress.</p> <ul style="list-style-type: none"> • Re-iterate project vision and goals • Show project progress • Share information about the color scheme of the new work environment, including surface material samples • Demonstrate how gathered information (surveys, other) impacts the project plan • Update employees on the project timeline • Remind employees about the key members of the project team • Continue to prepare employees for the new work environment; announce any new training or educational opportunities. • If there is a pilot space, provide information about how it will be used and who will use it <p>Recommendations Keep leaders visible throughout the project, both to articulate project goals and to model new ways of working.</p> <p>Keep the lines of communication open. At every opportunity, give employees a place to ask questions.</p> <p>Post photos or videos throughout the construction process.</p>

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TIMING	PURPOSE OF THE COMMUNICATION
<p>Develop Work Environment Handbook</p> <p>6 – 3 months before move</p>	<p>Format Work Environment Handbook</p> <p>Purpose New work environments require new ways of working. Gather the project team to begin outlining protocols for the new workspace.</p> <ul style="list-style-type: none"> •What etiquette behaviors will you expect employees to exhibit in the new space? •What protocols should employees adhere to in shared spaces and common areas? •What wellness elements are present / should be supported in the new environment? •What departmental resources are available for questions or support? <p>Distribute the Work Environment Handbook a few weeks before Move Day.</p> <p>Recommendations Steelcase has a template for a Work Environment Handbook with helpful hints and suggestions for etiquette, protocols and wellness tips. Talk to your dealer representative about leveraging this resource for your own employee communications.</p>

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TIMING	PURPOSE OF THE COMMUNICATION
<p>Move Day Employee Preparation</p> <p>45 days before move</p>	<p>Format Employee meeting + Preparing to Move book</p> <p>Purpose Prepare employees for the move to the new space.</p> <ul style="list-style-type: none"> • Re-iterate project vision and goals • Show project progress • Provide move details, including schedules, key dates, expectations • Share a list of key departments / project team members that can be contacted with questions • Make recommendations about what to move, store and shred. Re-iterate company policies for discarding or digitizing documents, especially personnel files • Provide packing centers with extra boxes, tape and markers <p>Recommendations Steelcase has a template for a Preparing to Move book with suggestions for what to keep, move, store and shred. Talk to your dealer representative about using this resource for your own employees.</p> <p>Consider appointing a concierge in the new space to help increase adoption of new work areas and help employees feel welcomed. The concierge can act as a resident expert on available tools and resources, provide orientation for visitors and offer coaching to employees and managers.</p> <p>Consider prompting employees to sort through their paperwork with a pizza party or other fun, informal gathering.</p> <p>If possible, try to provide tours of the new space, even while it's still under construction. If not, photos or videos will help employees visualize their new home.</p>

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TIMING	PURPOSE OF THE COMMUNICATION
<p>Reminders</p> <p>14 days before move</p>	<p>Format Employee meeting(s) and/or written communications</p> <p>Purpose Prepare employees for Move Day.</p> <ul style="list-style-type: none"> • Outline what employees should expect on Move Day (process and schedule) • Re-iterate key dates • Announce Move Day attire – consider a casual day or a special t-shirt for all employees affected by the move • Share a list of key departments / project team members that can be contacted with questions • Share maps and locations of the new environment • Remind employees of key departments / project team members that can be contacted with questions • Distribute the Work Environment Handbook; share expectations for office etiquette and protocols in the new space <p>Recommendations Be sure to leave time for a Q&A session.</p> <p>Introduce the concierge.</p> <p>Leaders should be visible at this meeting to underscore the strategic importance of the new environment.</p>

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TIMING	PURPOSE OF THE COMMUNICATION
<p>Reminders</p> <p>7 days before move</p>	<p>Format Employee meeting(s) and/or written communications</p> <p>Purpose Last-minute reminders for Move Day.</p> <ul style="list-style-type: none"> • Re-iterate employee expectations and key dates/times for Move Day. Include information about when boxes will be picked up from employees' current work spaces • Distribute Move Day t-shirts or remind employees of Move Day attire • Distribute office maps via email • Re-iterate key contacts / contact information • If applicable, remind employees of new security, IT/telecom and parking protocols • Address any last-minute issues or changes to plans <p>Recommendations If you are holding an employee meeting, consider a written follow up (intranet or email) with the same information.</p> <p>If employees have a long tenure with your organization, or you are moving from a building that will no longer be part of your corporate campus, consider a formal farewell event as part of your communications plan. Encourage employees to share stories of important or funny events that happened in the building.</p>

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TIMING	PURPOSE OF THE COMMUNICATION
<p>Move Day</p>	<p>Format Signage and On-Location Experts</p> <p>Purpose Help employees understand and locate key areas in the new space.</p> <ul style="list-style-type: none"> • Provide wayfinding signs throughout the new space • Label key areas, including cafes, informal meeting areas and nomadic spaces • Provide product demonstrations; show how chairs and desks can be adjusted • Have experts from HR, IT, Communications, Health Safety & Wellness and Facilities teams available to answer questions and provide support • Address any last-minute issues or changes to plans • Let employees know what to do with their boxes, etc. after they've unpacked • Provide additional recycling / shredding centers for employees who decide to get rid of more documents in the new space <p>Recommendations Steelcase provides several signage templates. Work with your dealer representative to have signs created prior to Move Day.</p> <p>Ask leaders to attend/be visible throughout the day to show support for the Move.</p> <p>Consider a more formal “opening” to the space: a ribbon cutting, balloons or other grand opening signs before people start moving their things into the space.</p>

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TIMING	PURPOSE OF THE COMMUNICATION
Post-move	<p>Format Employee Events</p> <ul style="list-style-type: none">• Hold a block party for employees affected by the move• Hold an open house for neighbors working near the new space <p>Purpose Celebrate the new space; provide opportunities for other employees to see the new environment</p> <ul style="list-style-type: none">• Provide light snacks and beverages• Use signage to explain and support new work areas• Include leaders to re-iterate project goals and vision• Include project team members to answer questions and provide tours and demonstrations <p>Recommendations Capture first impressions of the new space – identify a person or team to gather anecdotal information and share through information channels.</p> <p>Provide an open line of communications for questions that arise after the move, as employees adapt to the new space.</p> <p>If possible, consider including employees' families in the events.</p>