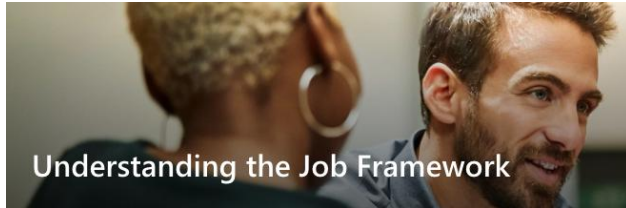


Topic: Introducing the new “Job Framework”, intranet webpage (aka Job Architecture)

Goal: Introduce a new concept to employees in a start-up and inform them of what it means to them

Audience: Highly educated professionals

Part of a coordinated comms campaign that included manager meetings, manager talking points, PPT support, newsletter, and webpage copy, below:



[employee-facing intranet copy:]

Thanks to a collaborative effort among leaders and managers across the organization, Merative’s Job Framework is complete. A job framework, also known as a job architecture, is an organizational structure that groups people’s roles into job levels (formerly called “bands” or “grades”) and job families (or functions). It also provides clear, consistent job titles across the company.

Overview:

- This framework calibrates job roles for consistency and equity across the organization.
- Any change to your job title does not affect your pay, significance of your work, or your work responsibilities.
- You can customize the title you use internally and externally, as long as it fairly represents your role in the company.
- You'll see your new job title in Workday beginning 6 May.
- Find more detailed information below.

Have questions about your job title or where your job fits in the framework? Your manager is a great resource, in addition to the details and FAQs below.

Components of Merative's Job Framework and how your job title is created



- **Professional:** Individuals who do not manage people
- **Leader:** People managers
- **Executive:** Top leaders



We use the term, “levels,” instead of “grades” or “bands”, and there are **multiple levels** within each track:

- **6 professional levels, P1 - P6**, include highly skilled professionals
- **4 leader levels, L1 - L4**, from Manager to Sr. Director
- **2 executive levels: VP (V1) and SVP (V2)**



A set of about 50 “core titles” captures all titles in our organization.

Examples: Analyst, Senior Advisor

Each job is also part of a “job family,” defined by HR consultants and based on industry standards. Job families are rarely perfect, so managers selected the closest one that matches each job.

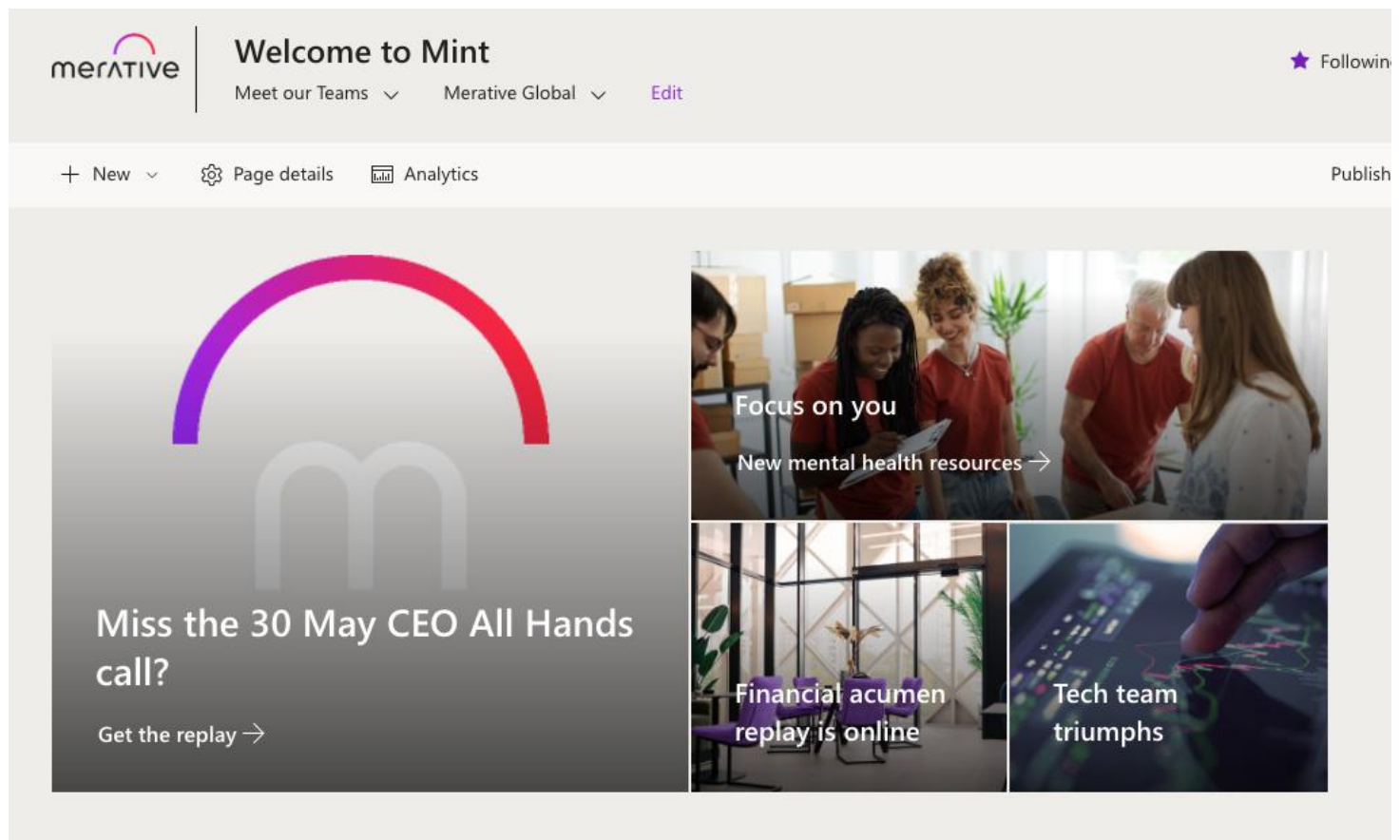
Examples: Project Management, Professional Services Consulting

Webpage content and comms plan also included:

- ⇒ Manager resources
- ⇒ Employee resources
- ⇒ Framework details
- ⇒ FAQs

Intranet home page, “Mint”

- Manage and design this home page on SharePoint
- Attracts approximately 4,400 total views per month (out of staff of approx. 3,000)
- Promotes key initiatives and those relevant to the largest groups of stakeholders
- Allows measurement of engagement with key pages and with the bi-monthly newsletter



Engage! 2x monthly internal newsletter, online (SharePoint)

- ⇒ Initiated this new publication 2 months after beginning my role
- ⇒ Wrote, edit, and source content from 60 teammates across the org in the first year.
- ⇒ Evolve production to accommodate changes in staffing
- ⇒ Track open and click-through rates and similar metrics

Examples of tables of content:

Issue 30

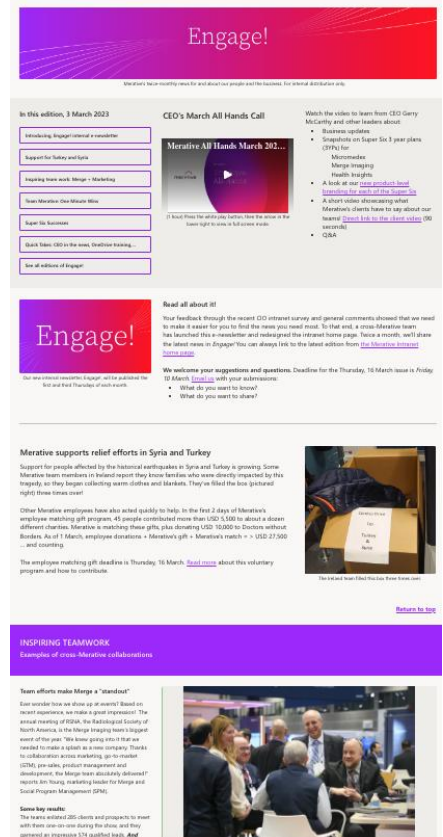
- **Boost your financial acumen:** In the employee survey, 2 out of 5 employees asked for more resources to understand business financials. Here they are.
- **Wellness@Work: Mental Well-Being:** Find new tools to help manage your stress, including the Calm app.
- **Super Six news**
 - Scenes from Zelta's user conference
 - Cúram partners for a strong showing in Finland
 - Merge's Harshita Menon presents on an international stage
- **Quick takes:** New employees. Job Framework. Official days off.

Issue 29

- **Showcasing tech:** To help technical teams to share and collaborate across the Super Six, a new series of online presentations showcases the work of software developers, IT experts, and others. See the replay, this time from the Zelta team.
- **Super Six news**
 - Micromedex's team member is making an impact in the industry.
 - Cúram's work with Scotland earns wins for citizens and awards for their client (plus a celebratory video).
 - Merge finished Q1 strong. Read about 1 of their 5 new-logo wins.
- **Employee focus**
 - New Job Framework and your new job title: why it matters, what it means
 - Boost your technical skills with a new bucket of tools—and discounted Microsoft certifications.
 - Complete your 2024 goals. 3 May deadline.
 - Wellness@Work: Personal finance. See the all-org replays and geo-specific resources.
- **Quick takes:** New employees. Travel discounts. Official days off.

Issue 26

- **We're driving real progress.** 6 short stories show what our products do and what that means to us, to clients, and to people who need healthcare and social programs.
 - **Zelta** reaches a milestone: >4K clinical trials! See how this impacts the world.
 - **Cúram** is part of one country's largest healthcare IT transformation ever.
 - **Merge's** "zero trust" approach wins again. Learn what this means.
 - **Micromedex** has a role in finding treatments for rare diseases. Learn how.
 - **MarketScan** helps clients ensure "no surprises" with people's medical bills. It's the law.
 - **Health Insights** measures ROI for health and wellness initiatives. It's a service for employers, insurers.
- **Inspiring!** Meet the winners of Cúram Hack '24, a weeks-long event that brought 23 teams with 100 innovators to bring product enhancements.
- **In case you missed it.** New Workday URL. Compensation changes, bonus coming soon. Merative brand designs that you can put to work on social media. All-hands recap and replay



Amy M. Avery, Internal communications—recent examples

Acquisitions: Onboarding large teams of new employees

- ⇒ **Helped create and execute communications plan** for staged onboarding of employees in various geos.
- ⇒ **Educated new teammates on corporate branding and how to apply it.**
- ⇒ **Advised leaders** globally and local on execution

[Sample messaging and activities. Intranet copy:]

For our new teammates:

Check out these activities as you officially join Merative

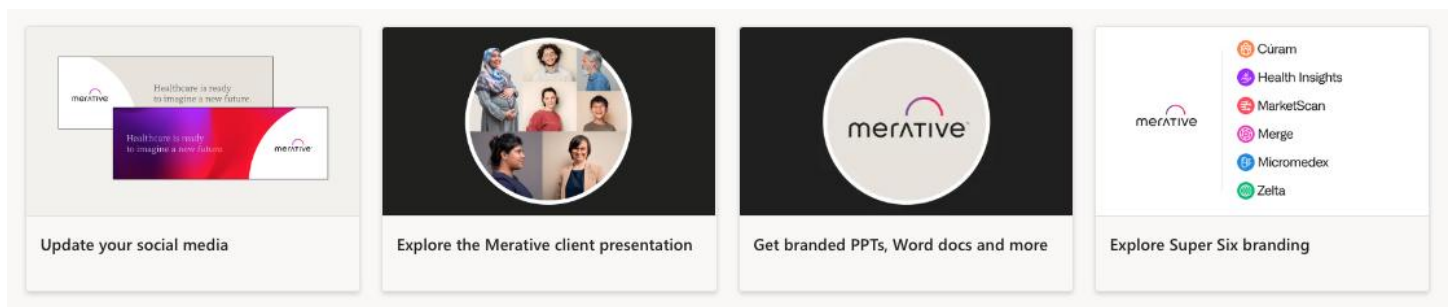
Mark your calendar for Celebration Days!

We expect hundreds to join together to celebrate the milestone of your officially joining Merative. We're planning 2 interactive days of celebration that will include updates from our Executive Leadership Team, team engagement opportunities, food, beverages, music, and more.

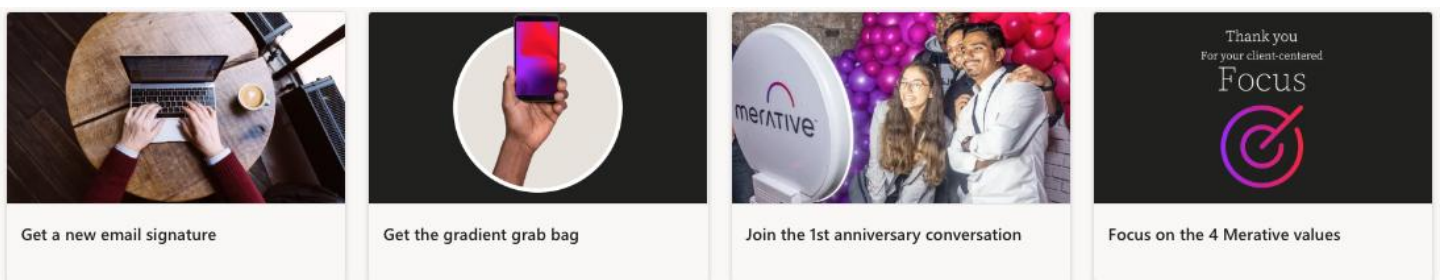
- Monday, 21 August for team members in locations 1 and 2
- Wednesday, 23 August for team members in location 3

This is an exciting time, and we hope you're making plans to attend one of these events! If you've not gotten an email invitation, let your manager know.

Make it personal (clickable tiles)



Spread the word about our company and the brand (clickable tiles)



Strategy and tactics for a start-up organization's "firsts"

Solidifying the brand

- ⇒ **Created our 1st corporate Writing Style Guide** based on IBM best-practices:
 - Document writing standards such as punctuation, capitalization, tone, and spellings, plus how to use trademarks.
 - Serve as the internal go-to for teammates needing guidance or suggesting changes.

Brand Guidelines and Templates

Merative Brand and Writing Guidelines

The Merative Brand and Writing Guidelines are comprehensive documents that include every element of the brand.

Rolling out Values and Purpose

Promoted the company's 1st corporate "values and purpose" statements and continue to amplify them overtly and meaningfully on the intranet home page, in company-wide all-hands, and in the 2x monthly newsletter, for ex.

Results:

- ⇒ Almost immediately, managers across the organization began to consistently incorporate them into their small team 'town halls' as a way to organize their hour-long meetings.
- ⇒ 18 months later, top leaders still consistently use the values in town halls.
- ⇒ Many leaders began using these Values as the foundation for their new employee recognition programs.

Values are

Beliefs that guide and motivate our actions

Supporting success of 1st Engagement Survey

- ⇒ **Worked closely with HR project leads** to ensure a realistic timeline and plan solid communications plan
- ⇒ **Refined messaging to emphasize**
 - Anonymity and the value of completing the survey—for employees and for the organization
 - Sharing of aggregated results, and employee involvement in solutions that can have the greatest impact
- ⇒ **Coordinated production of a branded icon** through stakeholder input, used also to report back on survey results and action items.
- ⇒ **Results: 81% participation in the survey**



Your Voice Matters

Our employee survey found that 2 out of 5 employees want to better understand our company's financials. So we're starting with a live, online training on 23 May.

Refining and introducing new org-wide projects

Worked closely with HR, IT, and legal project leads and a geographically diverse team to **bring the company's various projects to life**.

- Executive messaging
 - Presentations to managers
 - Manager-to-employee messaging and other resources
 - Employee intranet page
 - Promotion of activities, and post-event reports
- ⇒ **Results:** Great leadership support and employee participation

