

# Educating Employees On Key Issues To Encourage Brand Management

## Energy Nation:

*Empowering Employee Advocates*

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## Today's Discussion

- Turning Employees into Advocates
- Positioning Advocates as Brand Ambassadors
- Utilizing Internal Communications to Bolster Advocacy

## Why Advocacy is Important

“If you’re working in the energy industry, you need to let your elected official know how important what you do is to not only the local economy, but to the nation as well.”

- Congressman Gene Green (D-TX)

## The Purpose of Advocacy

- Create an internal network of advocates who can help protect the company from external threats at a moment's notice.
- A solid advocacy program can:
  - Anticipate external threats
  - Work in tandem with lobbying efforts
  - Enhance corporate reputation via politically active employees
  - Strengthen the connection between the company and local leaders

## Principles of Employee Mobilization

- A strong employee mobilization program must:
  - Create a sense of community that employees can identify with and that motivates them to act
  - Proactively and regularly reach out to individuals with compelling, relevant information, and invite them to champion your position on key issues
  - Provide them with the tools to take meaningful action

## 3 Step Process to Creating Advocates

- **Recruit:** Strategically structuring internal outreach in order to ask the right employees to take the right actions at the right time.
- **Engage:** Align potential advocates on a progressive scale according to their level of interest and demonstrated support.
- **Mobilize:** Empowering advocates to take actions in a consistent, measurable way

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## Organize Your Internal Audiences

- There is no one better than you to:
  - State your position while controlling your message
  - Accurately represent our industry's position
  - Establish clear, concise protocols and procedures
- Successful internal organization permits you:
  - To act responsibly without compromising business interests
  - To maintain control when a mobilization occurs

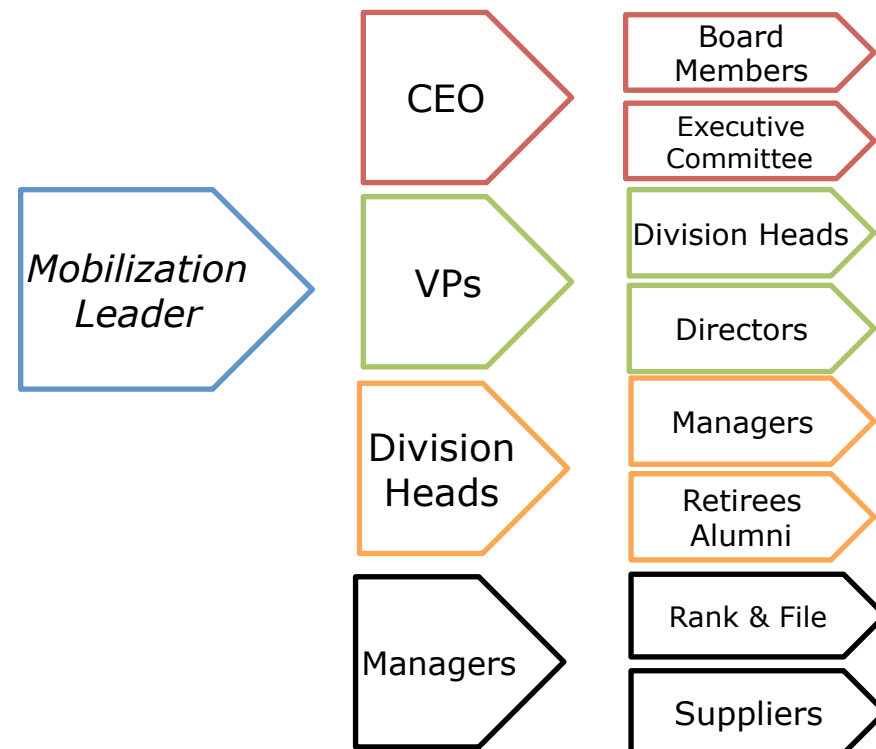
## Predict, Plan & Prepare

- Predict the “hooks” for your employees
  - News events, legislative/regulatory cycles, industry developments
- Plan the actions you want advocates to take
  - Seek comments to blogger news
  - Send letters to officials about legislative proposals
  - Spread the word to colleagues/family about industry developments
- Prepare for the mobilization cycle:
  - Develop materials
  - Identify the targeted audience segments
  - Monitor employee response, performance
  - Report results



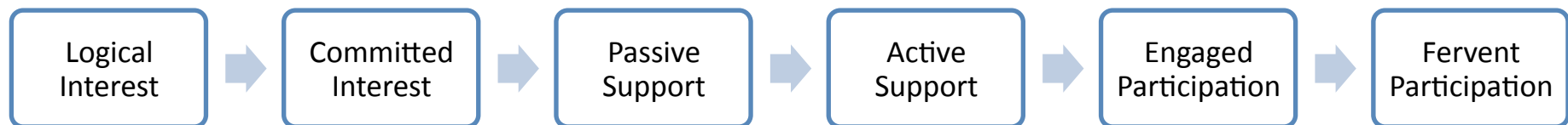
## Complete an Internal Mobilization Flow Chart

- Mobilization leader contacts at each level of the organization:
  - CEO, who contacts Board Members/Exec Committee
  - VP-level staff, who contact Division heads, Directors
  - Division heads, Directors, who contact Managers
  - Managers, who contact rank and file



## Cultivating Quality Advocates

- Identify individuals' attributes, issue preferences and commitment levels for action
- Frame messages in ways that work for employees
- Engage stakeholders across the Engagement Spectrum
- Measure results in real time and respond accordingly



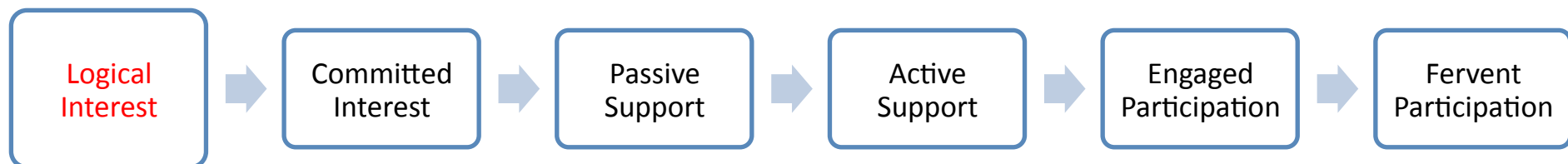
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## Sustaining Employee Advocacy

- Build a thriving relationship with employees:
  - Cultivate and nurture passion for industry causes
  - Improve the results of your mobilizations
    - Communicating with them about issues they care about regularly, not only when you have an “ask”
  - Keep them informed on success or state of mobilization

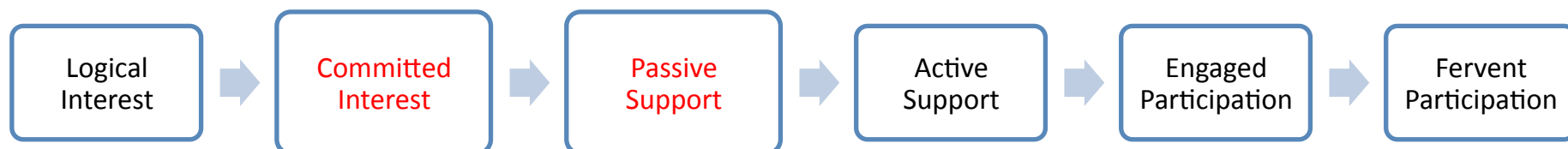
## Engaging Employee Advocates – Phase 1

- Initial recruitment should reach out to multi-level company decision-makers to secure employee participation
- A personal message describing the need for participation in the new initiative
  - Follow the Internal Mobilization Flow Chart
  - Initiate outreach to CEO, VPs, Division Heads, Managers to discuss the program.



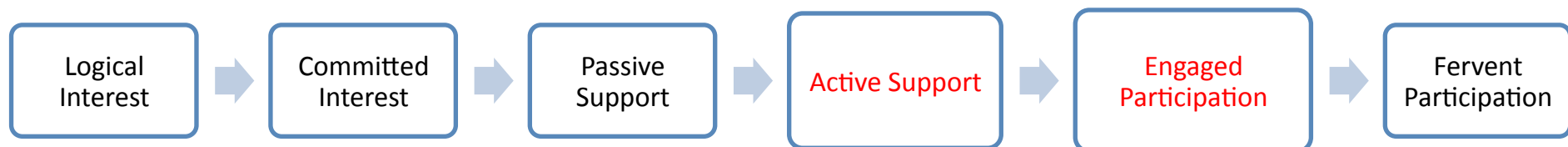
## Engaging Employee Advocates – Phase 2

- Persistent outreach
  - Ensure that they continue to support the initiative
  - Provide resource reminders
  - Circulate issue-education materials to employees
- Four steps to meaningful engagement:
  - Use all delivery channels
  - Feature each issue
  - Track affinity
  - Vary the content



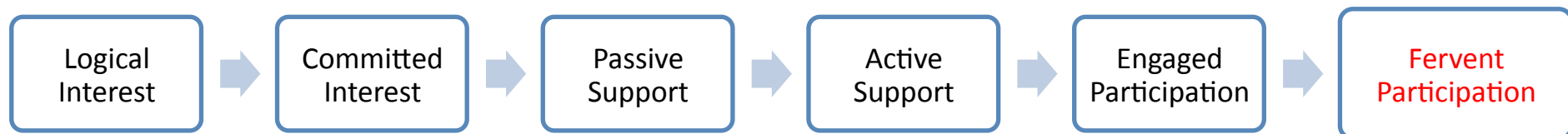
## Engaging Employee Advocates – Phase 3

- Engage & mobilize in meaningful ways
  - Soft mobilizations to share information, collect personal stories
  - Hard mobilizations to communicate with legislators, event participation
  - Social media engagement, recruiting their peers online and offline
- May not always effect policy, but you will:
  - Learn more about your employee audience
  - Condition potential advocates to take action
  - Develop additional content for ongoing communications
  - Broaden our reach by tapping into advocates' social networks



## Engaging Employee Advocates – Phase 4

- Mobilize members as developments arise:
  - Send letters and place calls to policymakers and opinion leaders
  - Call their state and federal representatives
  - Interact with elected officials via various social media platforms, such as Twitter and Facebook
  - Attend energy-related events



## The Benefits of Employee Mobilization

- Allows us to represent the industry's position on critical policy issues:
  - New taxes on the industry
  - Increased access to domestic resources
  - Natural gas exploration and hydraulic fracturing
  - Climate legislation and regulations
  - Exploration and importation of Canadian oil sands
- Responds to attacks from industry critics



## The Impact of Employee Mobilization

- Employee mobilization works because:
  - Legislators work for their constituents
  - Demonstrated support from constituents makes legislators more inclined to help
  - Lack of constituent support makes legislators hesitant to act on “issues of interest to the industry”
  - Employee mobilization gives “cover” to elected officials taking action
- Building strong grassroots support outside DC is the most important ingredient of a successful public affairs campaign

## Employee Mobilization Management

- Perception:
  - Difficult to achieve
  - Requires lots of resources and time
  - Employee (and management) apathy
  - A priority for lobbyists and industry associations
- Reality:
  - Manageable, motivational and doable
  - Employees are interested and connected
  - Lobbyists cannot do it alone

**QUESTIONS?**