

# APPENDIX L

# Change Management Strategy

## *Organizational Change Management (OCM) and Communications Strategy for "Safer Together" North Star*

### Strategy Overview

To effectively champion SoCalGas's commitment to transforming its safety culture under the "Safer Together" North Star, we are refining our organizational change management (OCM) and communications strategy.

The revised strategy addresses the challenges of our previous more compartmentalized approach by unifying comprehensive safety-related communications and engagement efforts into a cohesive framework.

Our primary objective is to establish a holistic approach that not only fosters clarity but also mitigates change saturation, promoting that all safety elements are aligned under our Safer Together North Star vision of safety culture transformation.

### Change Saturation Assessment and Insights

A recent assessment by the Safety Forward Change Management Team revealed varying levels of change saturation across the organization:

- Field Operations Supervisors: Mid to Very High Change Saturation
- Frontline Represented Employees: Mid to High Change Saturation
- Directors, Management, and Office Operations: Low to Mid Change Saturation

These findings highlight the need for a more integrated OCM and targeted communication strategy. Our revised strategy is designed to address change saturation by simplifying and consolidating communications, ensuring employees clearly understand the connections between various safety elements and efforts.

### Consolidated Comms and OCM Approach

Our revised strategy will integrate our safety-related communications and change management activities into a seamless approach that connects and amplifies the various Safer Together elements.

This strategy includes the following key components:

## Unified Messaging:

1. We will craft a consistent narrative across safety elements, enabling employees to understand how various Safer Together components, programs, and elements interconnect and contribute to the overarching goal.
2. This messaging will emphasize the “Safer Together” North Star, reinforcing the interconnectedness of all efforts and underscoring the synergy between efforts to prevent confusion, foster understanding, and mitigate change saturation.

## Centralized Planning and Execution

1. A Safer Together Communications, Engagement, and OCM Committee will be established to support the planning, delivery, and management of communication and engagement activities.
2. This committee will be comprised of communications, change management, and safety, and will promote coordinated planning and execution.

## Clear Objectives

1. We will define objectives for communication efforts, including increasing awareness of safety culture initiatives, enhancing employee engagement, and promoting a comprehensive understanding of safety.
2. These objectives will be directly aligned with SoCalGas’s safety goals and the “Safer Together” North Star vision.

## Simplified and Intentional Communication

1. Our communications will be drafted to be clear and with simplified language to relate messaging to employees’ daily work experiences.
2. By tailoring and simplifying messages based on the feedback we have received from employees, supervisors, and managers across SoCalGas, we will promote that all communications are better understood, reducing barriers to engagement.

## Collaboration and Integration

1. We will transition to a cross-functional, collaborative strategy, to enhance organizational alignment.
2. This is intended to reduce confusion and foster a unified safety culture, supporting our Safer Together North Star.

## Staggered Rollout of Initiatives

1. To prevent overwhelming employees, we will employ a staggered rollout of safety culture improvement change management and communication activities and deliverables.

2. This phased approach will allow employees to adapt to changes and communication progressively.
3. By strategically staggering the communication of the various components, we will manage change saturation more effectively and maintain employee engagement.

## Continuous Feedback and Iteration

1. Regular feedback mechanisms will be enhanced and implemented to gather insights from employees and stakeholders.
2. These insights will be used to refine and adjust our communication strategies, ensuring they remain effective and responsive to the evolving needs of the workforce.

## Communication and Engagement Channels

A comprehensive review will be conducted to identify the most suitable communication and engagement channels to support the new strategy.

Channels under consideration include:

- Employee Engagement and Safety Communication Channels:
- Leadership and Stakeholder Engagement:
- Contractor and Partner Outreach:
- Digital and Multimedia Channels:

## Phased Implementation

To promote the successful adoption of our new communications and change management strategy, we will employ a phased implementation approach.

### Phase 1

#### **Formation of the Safer Together Enterprise Communications, Engagement, and OCM Committee**

- Identify and recruit key representatives.
- Develop a comprehensive communications plan.
- Establish governance structures to promote consistent messaging and coordinated engagement efforts.

### Phase 2

#### **Review and Optimize Communication Channels**

- Review existing communication channels to assess their effectiveness in supporting our holistic strategy.

- Explore alternative channels to better reach employees.
- Select the most impactful channels for delivering integrated communication and engagement activities.

## Phase 3

### **Integrated Communication and Engagement Activities**

1. Implement integrated communication campaigns utilizing the selected channels.
2. Employ a staggered rollout approach to avoid overwhelming employees with multiple changes at once, thus managing change saturation more effectively.
3. Monitor the effectiveness of communication activities.

## Phase 4

### **Continuous Feedback and Learning**

- Facilitate ongoing feedback sessions to evaluate the effectiveness of communication efforts and identify areas for improvement.
- Use feedback to adjust communication and change management strategies, fostering a culture of continuous improvement.

## Conclusion: A Holistic, People-Centric Approach

Our revised change management and communications strategy is designed to create a more integrated, people-centric approach that aligns our safety culture efforts under the “Safer Together” North Star.

By adopting a phased OCM and communication implementation plan, consolidating communication efforts, simplifying messaging, and fostering engagement and collaboration, SoCalGas is committed to supporting our Safer Together North Star vision.