

**The People Project**

**Roche Indy Communications Plan  
2018-2019**

## **Communications Objectives**

1. Help prepare the HR organization and the Indianapolis site to adopt changes that will come to our People Practices as part of the People Project.
2. Reinforce training messages for people leaders to help them understand their role in driving the new behavior and process changes that will occur as a result of People Practices.
3. Increase awareness and understanding among Roche Indianapolis employees about the new People Practices.

## **Measurement -- how will we know our efforts were successful?**

1. Anecdotal feedback from HRBPs and super champions who are interacting with leaders, BSAs and employees.
2. Anecdotal feedback from business champions who are interacting with employees and leaders.
3. Amount of traffic at event booths (RDx18, RDCI Growth Conference, Forum lunch tables, Market Day).
4. Percentage of Indianapolis-based employees who've had at least one formal Check-In by May 1, 2018. (*Comparison of Poll Everywhere survey results at all-site town hall in November 2017 vs. comparable poll at all-site event 2018.*)
5. Percentage of Indianapolis-based employees who have a profile in Workday by Oct. 1.
6. Percentage of Indianapolis-based employees who have at least one goal in Workday by Oct. 1.
7. Percentage increase in development-related GEOS scores from 2017-2019.

## **Target Audiences**

1. ThePeopleProject super champions
2. ThePeopleProject business champions
3. HR team members
4. BSAs
5. People leaders
6. Indianapolis-based employees
7. Field employees

## **Communications Timeline**

Stakeholder / Targeted Audience	Activity	Timing	Communication Vehicle(s)	Key Messages	Material needed	Delivered by	Responsibility
Indianapolis People leaders	Invitation to Learning Burst 1	January February	Email	Attend one of the manager information sessions to understand what's coming with our new People Practices	Email, LSO sessions to sign up for	Talent and Org Development	Amberly Peterson and Beth Glaister
RDx18 attendees	Information booth	Jan. 22-24	In person booth	The People Practices are changing the way we work to be more flexible and to focus on the potential of all people	Check ins mint tins, speaker prep notes, digital content for TV screens	Beth Glaister, Amberly Peterson	Brian Cox, Amberly Peterson, Autumn Scheumann, Stacey Fout, Cindy Carlisle
RDx18 attendees	Main stage	Jan. 23	General session presentation	The People Practices are changing the way we work to be more flexible and to focus on the potential of all people. We're focused on your development.	Presentation notes	Amberly Peterson	Cindy Carlisle
People leaders who attended information session	Share Learning Burst 4 materials	mid-end of February	Email	Follow up action steps and materials you can use to share with your team	Recorded Webex, slides to share with teams, facilitator guide, other TPP resources	Talent and org Development	Amberly Peterson, Beth Glaister
Diabetes Care teams	Growth Conference booth	Feb. 13	Growth Conference booth	The People Practices are changing the way we work to be more flexible and to focus on the potential of all people	Check ins mint tins, speaker prep notes, digital content for TV screens	Linda Grider	Linda Grider
HR teams	Complete Change Support Lab No. 3	Feb. 13	Email	Complete Change Support Lab No. 3 before HR Connect	Change Support Lab No. 3	Bridget Boyle	Amberly Peterson
RDC employees	People Practices update	Feb. 16	RDC town hall	Introduction to People Practices with one highlight from each leaf	Modification from Cindy's presentation from RDx18	Cindy Carlisle	Amberly Peterson

Updated on People Practices; HRBP aha moments; business champions perspectives, help HR assess change readiness	Update on TPP; next time we're together Workday will be live	Feb. 26	HR Connect town hall	Present various perspectives about People Practices and where we are, what's next and how we're dealing with change	In person town hall	Beth Glaister, Scott Kincaid, Brian Cox, business champions	Beth Glaister, Scott Kincaid, Brian Cox, business champions
Indianapolis-based employees	Share Learning Burst 1 content broadly	Feb. 27	eNews	Get to know the People Practices	Recorded Webex, slides, other TPP resources	Chris Bias	Amberly Peterson
Indianapolis-based employees	Increase visibility of People Practices	March 9-20	RecheTV Wave 1	1. Have you Checked In lately? 2. People Practices: A whole new way to work 3. Explanation of People Practices 4. New ways to set goals in 2018	RecheTV content	Chris Bias	Amberly Peterson
Indianapolis-based employees	Explain goal setting changes and what to do now	March 13	eNews	Modified drumbeat article No. 6 (setting goals)	Modified article	Chris Bias	Amberly Peterson
Sales teams	Explain goal setting	March	Zone newsletters	Introduce goal setting changes and refer to eNews	Short message to include in Zone newsletters that refers back to eNews story	Nicole Clark, Shivani Passey, Chris Blackburn	Amberly Peterson
Indianapolis-based employees	TBD	March 27	eNews	Modified drumbeat article No. 7 (TPP journey, why we do this)	Modified article	Chris Bias	Amberly Peterson
HR and Indianapolis-based people leaders	Explain freeze	March 29 April 2	email from Bridget to HRBPs email from Bridget to people leaders	We're a month away from Workday, thank for cooperation during freeze, access resources	Modified email from Nancy/Genentech	Chris Bias	Amberly Peterson

Indianapolis-based employees	Increase visibility of Workday	April 9-17	RocheTV Wave 2	Workday is coming April 26	RocheTV content	Chris Bias	Amberly Peterson
Indianapolis-based employees	TBD	April 10	eNews	Global intranet article (Simply One is replacing CHRIS)	Modified article	Chris Bias	Amberly Peterson
Indianapolis-based employees	TBD	April 17	eNews	Modified drumbeat article No. 8 (Workday is coming); promote BarNone	Modified article	Chris Bias	Amberly Peterson
HR employees	Update on TPP and Workday	April 17	HR Direct	Update on TPP and Workday progress	Article for HR	Amberly Peterson	Amberly Peterson
Indianapolis-based employees	Get help	April 19-25	RocheTV Wave 3	BarNone promotion	RocheTV slides	Chris Bias	Amberly Peterson
Admins	Preparation	April 19, April 24	In person training and discussion	Prepare admins for go-live	TBD	Heather Thompson	Heather Thompson
Business champions	Preparation	April 19	In person training and discussion	Prepare Business Champions for go live	TBD	Amanda Decker and Linda Grider	Amanda Decker and Linda Grider
HRBPs and Indianapolis-based people leaders	Explain next steps for go live	April 23 April 25 (8 a.m.)	email from Bridget to HRBPs email from Bridget to people leaders	Go live actions and where to find support	Modified email from Nancy/Genentech, Manager Essentials, Employee Essentials, slide deck and speaking points for team meetings	Chris Bias	Amberly Peterson
HR employees	Final prep	April 24	Email	Keep calm and Workday on message	Modified from Genentech's email	Chris Bias	Beth Glaister/Amberly
Indianapolis-based employees	Take action	April 24	eNews		Modified article	Chris Bias	Amberly Peterson
Indianapolis-based employees	Take action	April 25-May 11	Table tents	1. Welcome to Workday > Access through Simply One 2. Create a profile 3. Add your goals BarNone and Drop in sessions schedule	Table tents	Greg Nichols	Amberly Peterson

Global employees	Take action	April 25	eNews global message	Global message from Severin and Cris	eNews global message	N/A	N/A
Global employees	Take action	April 25	Meeting/Webcast	Q1 business update from Dan O'Day and Roland	Meeting/Webcast	N/A	N/A
Global HR	??	April 25	Email	Email from Cris Wilbur	Email	N/A	N/A
Global HR	??	April 25	TPP HR Webcast	Global TPP HR Webcast	Webcast	N/A	N/A
Campus employees	Take action	April 25 (11 a.m.)	Email from Jack, Wendy and Brad	1. Welcome to Workday > Access through Simply One 2. Create a profile 3. Add your goals BarNone and Drop in sessions schedule	Email, modified employee essentials, invitation to BarNone and drop in sessions	Chris Bias	Amberly Peterson
Field employees	Take action	April 26 or 27	mailed letter/package from Bridget, Cindy and JoAnna	1. Welcome to Workday > Access through Simply One 2. Create a profile 3. Add your goals BarNone and Drop in sessions schedule	letter, employee essentials print out and swag/giveaway, invitation to WebEx drop in sessions	Amberly Peterson, Beth Glaister and DiJeana Posley	Amberly Peterson
Indianapolis-based employees	Take action	April 25-May 9	RecheTV Wave 4	1. Welcome to Workday > Access through Simply One 2. Create a profile 3. Add your goals BarNone and Drop in sessions schedule	RecheTV content	Chris Bias	Amberly Peterson
Indianapolis-based employees	Get help	April 25-May 18	Drop in sessions	Allow people to come and ask questions about Workday and get help	SMEs and business champions to help answer questions, giveaways	Super champions	TBD
Indianapolis-based employees	Answer questions/ Take action	April 26	Sponsored BarNone event	Come to the bar, we'll help you add your profile or goals	Leader/SME for each table, giveaways	Super champions	TPP team

				1. Setting up your profile 2. Adding your goals			
Field employees	Sign up	April 27	Email to field	Calendar invitation to WebEx drop in sessions	Calendar invitation email	Chris Bias	Amberly Peterson
Indianapolis-based employees	Take action	April 27-May 4	Patty posters	1. Welcome to Workday > Access through Simply One 2. Create a profile 3. Add your goals BarNone and Drop in sessions schedule	Patty posters	Greg Nichols/Chris Bias	Amberly Peterson
Indianapolis-based employees	Information & tips	May 1	eNews	Profiles	Help from Total Rewards and HR-SSC	Chris Bias	Amberly Peterson
Indianapolis-based employees	Information & tips	May 8	eNews	Job families	Help from Total Rewards and HR-SSC	Chris Bias	Amberly Peterson
Sales teams	Increase awareness; take action	May	Zone newsletters	Set up your profile. Include your goals. Refer to eNews	Short message to include in Zone newsletters that introduces Workday	Nicole Clark, Shivani Passey, Chris Blackburn	Amberly Peterson
Indianapolis-based employees	TBD	May 15	eNews	Modified drumbeat article No. 11 (one year after CEO's - what happened?)	Modified article	Chris Bias	Amberly Peterson
Indianapolis employees	Survey and Pulsecheck	May 18	Email from Bridget	Help me understand where we are with People Practices	Email	Chris Bias	Amberly Peterson
Indianapolis employees	Recap	June 5	eNews	Everything about ThePeopleProject you might have missed and where we're headed	Article	Chris Bias	Amberly Peterson
Indianapolis HR employees	Recap and brief preview	June 27	HR Connect	Stats and status update, where we've been, what's coming	Speaking points	Bridget Boyle	Amberly Peterson
Indianapolis HR employees	LB 3 instructions	July 17	HR Direct	LB 3 introduction for HR with link to online library	LB 3 teaser	Bridget Boyle	Amberly Peterson

HRBPs	Learning Burst 4 deck	July 25	Email	Learning Burst 4 deck	Slides	Beth Glaister	Beth Glaister
HRBPs	Learning Burst 3 deck	July 25	Email	Learning Burst 3 deck	Slides	Beth Glaister	Scott Kincaid
Business Champions	Invite to LB3 Training	July 25	Invite to in person training / Webex for field	Introduce new role expectation and LB#3 content. How they can support the project ongoing. Engaging leaders, partners for development questions	Slide deck for meeting, Flags for decks, T shirts for Check in celebration day.	Beth Glaister, Linda Grider, Amanda Deeker	Beth Glaister
RDC employees	Introduce Developing People	July 27	Jack and Cindy (RDC)	Development tool for you, information about contest. Support for roll out over 8 months - reasoning behind extended time.	Link to Indy TPP site, link to learning	Chris Bias	Amberly Peterson
RDO employees	Introduce Developing People	July 27	Wendy and Teresa (RDO)	Development tool for you, information about contest. Support for roll out over 8 months - reasoning behind extended time.	Link to Indy TPP site, link to learning	Chris Bias	Amberly Peterson
RDCI employees	Introduce Developing People	July 30	Brad and JoAnna (RDCI)	Development tool for you, information about contest. Support for roll out over 8 months - reasoning behind extended time.	Link to Indy TPP site, link to learning	Chris Bias	Amberly Peterson
Indianapolis people leaders	Introduce LB#3 and their role	July 31	email from Bridget Boyle or TPP implementation team?	Leader actions for LB#3	powerpoint presentations for download if employees don't have computer access	Chris Bias	Amberly Peterson Beth Glaister
Business champions	Training and	Aug. 6-7	In person training	Training and setting expectations of role	PowerPoint, flags	Linda Grider, Amanda Deeker	Linda Grider, Amanda Deeker

	expectation s						
Indy HR employees	Learning Burst 3 materials Launch	Aug. 7	E-news Article	Overview of LB#3, Support plan, how tos, ask for volunteers to let us follow them along	Business Champion flags and swags, giveaways with vanity URL, reference website	Chris Bias	Amberly Peterson/ Beth Glaister
All employees	Keep all TPP materials	Aug. 7	Indy TPP site	House all relevant materials in one location	Site map and links to Ted	Ted Gains	Scott Kincaid and Amberly Peterson
All employees	Know Yourself	Aug. 13	RocheTV Wave 1	Know Yourself challenge highlight	RocheTV slide	Chris Bias	Amberly Peterson
All employees	Know Yourself	Aug. 14	eNews Article	Introduce 4 Development Journey stories and the Know yourself content, Business Champion role in your area	Know Yourself, include the CTA to share story	Chris Bias	Amberly Peterson
All employees	Know Yourself	Aug. 17-24	Patty poster	Know Yourself	Know Yourself	Chris Bias	Amberly Peterson
HR employees	Explain LB 3, intro LB 4	Aug. 21	HR Connect	Explain developing people tools and process, intro LB No. 4 for HR, preview rest of year	PPT slides	Beth Glaister	Amberly Peterson
Field	Content for zone newsletters	Aug. 22	In the Zone newsletters	Preview of Know Yourself	Canned content	Shivani Passey	Amberly Peterson
All employees	Know Yourself	Aug. 30	Email	Know Yourself challenge highlight	Know Yourself learning snack	Chris Bias	Amberly Peterson
Field	Content for zone newsletters	Sept. 1	Zone newsletters	Preview of Be Courageous	Canned content	Shivani Passey	Amberly Peterson
Business Champions	Kick-off development journeys	Sept. 1		Focus on first experiences and success stories in eNews with video?			
All employees	Developing	Sept. 6	All-site town hall	planted question			

All employees	Explain development	Sept. 6	Business partners go to department meetings	Explain 70/20/10			
All employees	Be Courageous	Sept. 10	RocheTV Wave 2	Be Courageous challenge highlight	RocheTV slide	Chris Bias	Amberly Peterson
All employees	Be Courageous	Sept. 11	eNews	Be Courageous	eNews article	Chris Bias	Amberly Peterson
All employees	Be Courageous	Sept. 14-21	Potty poster	Be Courageous	Be Courageous	Chris Bias	Amberly Peterson
All employees	Be Courageous	Sept. 19	Email	Be Courageous challenge highlight	Be Courageous learning snack	Chris Bias	Amberly Peterson
Business champions	Update meeting	Sept. 20	In person meeting	Update	PowerPoint	Linda Grider and Amanda Decker	Linda Grider and Amanda Decker
HRBPs, HRLT and Service Center leaders	LB No. 5 global webcast	Oct. 5	Email	Reminder about global webcast on Oct. 8, LB No. 5—focus on Contribution and Calibration	Need distribution list	Beth	Beth
HR	LB No. 5 global webcast	Oct. 8	Webcast	LB No. 5—focus on Contribution and Calibration	global webcast	N/A	N/A
All employees	Build a Partnership	Oct. 8	RocheTV Wave 3	Build a Partnership challenge highlight/Check Ins Day	RocheTV slide	Chris Bias	Amberly Peterson
All employees	Build a partnership	Oct. 9	eNews	Build a Partnership with links to Check ins and Development Journey video	eNews, video	Chris Bias	Amberly Peterson
All employees	Build a Partnership challenge highlight	Oct. 12-19	Potty poster	Build a Partnership challenge highlight/Check Ins Day	Build a Partnership challenge highlight	Chris Bias	Amberly Peterson
All employees	LB No. 5	Oct. 17	Email	Contribution/Calibration, link to online resource	Contribution/Calibration, link to online resource	Amberly Peterson	Amberly Peterson

All employees	Build a Partnership	Oct. 23	Email	Build a Partnership challenge highlight/Check Ins Day	Build a Partnership learning snack	Chris Bias	Amberly Peterson
Indianapolis HR employees	self evaluations/timing	Oct. 23	HR Direct	Check Ins Day	article	Beth Glaister	Amberly Peterson
Field	Content for zone newsletters	Oct. 24	Zone newsletters	Preview of Build a Partnership/Check In s Day	Canned content	Shivani Passey	Amberly Peterson
All employees	Check Ins anniversary celebration	Oct. 25	Event	Tie in to Contribution for LB 5, What, How, Impact, Business champion support			
All employees	Self evaluations	Oct. 30	eNews		LB No. 5	TBD	Amberly Peterson
People leaders	self evaluations/timing	Nov. 1	email	Contribution summaries	Contribution Summaries	TBD	Amberly Peterson
Campus employees	Complete evaluation, timing, Contribution + Summaries	Nov. 1	RecheTV	Self evaluations	Contribution Summaries	Amberly	Amberly
All employees	Complete evaluation	Nov. 1	Email	Self evaluations	Workday	Workday	Workday
All employees	Growth Mindset	Nov. 5	RecheTV Wave 4	Growth Mindset	RecheTV slide	Chris Bias	Amberly Peterson
All employees	Growth Mindset	Nov. 6	eNews	Growth Mindset	eNews, video	Chris Bias	Amberly Peterson
All employees	Growth Mindset	Nov. 16-23	Potty poster	Growth Mindset	Growth Mindset	Chris Bias	Amberly Peterson
Field	Content for zone newsletters	Nov. 20	Zone newsletters	Preview of learning workout No. 4/email No. 4	Canned content	Christina Vysma	Amberly Peterson
All employees	Growth Mindset	Nov. 27	Email	Growth Mindset	Growth Mindset	Chris Bias	Amberly Peterson
People leaders + HRBPs	Compensation	Dec. 5	Email (content to come out on Dec. 5) — think of ways to cascade to senior leaders and then all leaders	Annual contribution Manager Eval & Compensation—videos	Compensation	Chris Bias	Amberly Peterson

All employees	Get Connected	Dec. 7-14	Potty poster	Get Connected	Get Connected	Chris Bias	Amberly Peterson
All employees	Getting Connected	Dec. 10	RocheTV Wave 5	Getting Connected challenge highlight	RocheTV slide	Chris Bias	Amberly Peterson
Field	Content for zone newsletters	Dec. 19	Zone newsletters	Preview of learning workout No. 5/email No. 5	Canned content	Christina Vysma	Amberly Peterson
All employees	Getting Connected	Dec. 11	eNews	Getting Connected with links to Check ins and Development Journey video	eNews, video	Chris Bias	Amberly Peterson
All employees	Getting Connected	Dec. 17	Email - look in Beth's excel file for content	Getting Connected challenge highlight	Getting Connected learning snack	Chris Bias	Amberly Peterson
Business champions	Update meeting	Dec. 18	In person meeting	Update	PowerPoint	Linda Grider and Amanda Decker	Linda Grider and Amanda Decker
Managers + HRBPs	Email	Jan 7	Email -- think of ways to cascade to senior leaders and then all leaders	Compensation Reminder - restating Dec 10 message - inbox task	Email	Chris Bias	Amberly Peterson
All employees	Pick Your Path	Jan. 7	RocheTV Wave 6	Pick Your Path challenge highlight	RocheTV slide	Chris Bias	Amberly Peterson
All employees	Pick Your Path	Jan. 8	eNews	Pick Your Path with links to Check ins and Development Journey video	eNews, video	Chris Bias	Amberly Peterson
Field	Content for zone newsletters	Jan. 18	Zone newsletters	Preview of learning workout No. 6/email No. 6	Canned content	Christina Vysma	Amberly Peterson
All employees	Pick Your Path	Jan. 18-25	Potty poster	Pick Your Path	Pick Your Path	Chris Bias	Amberly Peterson
All employees	Pick Your Path	Jan. 24	Email	Pick Your Path challenge highlight	Pick Your Path learning snack	Chris Bias	Amberly Peterson
All employees	Promote E3 Web learning portal	Jan. 23		Promote E3 Web learning portal			
All employees	Goals that Stick	Feb. 4	RocheTV Wave 7	Goals that Stick challenge highlight	RocheTV slide	Chris Bias	Amberly Peterson
All employees	Goals that Stick	Feb. 5	eNews	Goals that Stick with links to Check ins and Development Journey video	eNews, video	Chris Bias	Amberly Peterson

People leaders and HRBPs	Communicating with employees	Feb. 5	Email – think of ways to cascade to senior leaders and then all leaders	During this time, have one on one conversations or Check-ins with employees to let them know which contribution summary you've assigned them and what their bonus amounts and their merit increases will be. This process should be completed for exempt employees by March 14. If you have non-exempt employees, you should communicate with them before March 7, as the pay stub will be visible to them after this date.	Email	Chris Bias	Amberly Peterson
All employees	Goals	Feb. 12	Event	Input: Update goals day			
Field	Content for zone newsletters	Feb. 15	Zone newsletters	Preview of learning workout No. 7/email No. 7	Canned content	Christina Vysma	Amberly Peterson
All employees	Goals that Stick	Feb. 15-22	Potty poster	Goals that Stick	Goals that Stick	Chris Bias	Amberly Peterson
All employees	Goals that Stick	Feb. 20	Email	Goals that Stick challenge highlight	Goals that Stick learning snack	Chris Bias	Amberly Peterson
All employees	Discover a New Role	March 10	RocheTV Wave 8	Discover a New Role challenge highlight	RocheTV slide	Chris Bias	Amberly Peterson
All employees	Discover a New Role	March 11	eNews	Discover a New Role with links to Check-ins and Development Journey video	eNews, video	Chris Bias	Amberly Peterson
Field	Content for zone newsletters	March 15	Zone newsletters	Preview of learning workout No. 8/email No. 8	Canned content	Christina Vysma	Amberly Peterson
All employees	Discover a New Role	March 15-22	Potty poster	Discover a New Role	Discover a New Role	Chris Bias	Amberly Peterson

All employees	Discover a New Role	March 26	email	Discover a New Role	Discover a New Role	Chris Bias	Amberly Peterson
All employees	Wrap up	April 8	RocheTV	<b>Roche TV communication campaign</b> to reinforce the messages and wrap up of LB#3 – advertise Bar None event.			
All employees	Wrap up	April 9	eNews	Sponsor story about what comes next. Review and execute plans for development			
All employees	Wrap up	April TBD	Event	Culmination event for employees – Development Journey Summaries – Presentations at Bar None.			
People leaders	Embed TPP with leaders	April TBD	Event	Focus on embedding TPP for leaders			
Business Champions	Celebration	May 8	Event	Thank you			
All employees	Refresher	May 21	Event	LB 1 overview and Check-in simulations			
Indy People leaders	Learning Burst 4	Fall	TBD	TBD	TBD	TBD	TBD
Indianapolis employees	Learning Burst 4	Fall	TBD	TBD	TBD	TBD	TBD
Indy HR employees	Learning Burst 5	Fall	TBD	TBD	TBD	TBD	TBD
Indy People leaders	Learning Burst 5	Fall	TBD	TBD	TBD	TBD	TBD
Indianapolis employees	Learning Burst 5	Fall	TBD	TBD	TBD	TBD	TBD

## QUESTIONS

- Why does the new tool live outside Workday and LSO?

- What do people get if they complete all workouts?
- Why should they complete all and not just the ones they're interested in/need to develop more?
- Discussion about making available (checking the box) and making mandatory

## DETAILS

- Can sign up for weekly reminders of eight learning workouts
- Learning workouts are mobile friendly
- Options for managers and employees
- Cucumber videos (2)

## IDEAS FOR LB 3

- Jack/Wendy/Brad tri sig email
- Wendy video
- Stories of people who are completing the learning workouts and gaining skills - show what good looks like, model behavior
- Slow roll out using technology (get weekly reminders)
- Manager deck
- All employee meetings/town halls
- Emphasize profile completion benefits to employees
- Series of emails over time (eight weeks, eight months) -- does this become too prescriptive and not employee led?
- grab and go sessions for HR and business champions

## **Key Messages:**

- People Practices are defined as major processes that people at Roche experience (e.g. recruiting, onboarding, performance management, talent management etc.). They are our approach to develop and reward people, and to build our organisation.
- As part of ThePeopleProject we have been reviewing our traditional talent processes like performance management, talent management, succession planning etc.
- We decided to take a more holistic look at the various people practices and we noticed that historically we had thought of them in silos based on historical HR approaches.
- Going forward we want to think of them as integrated in these four areas or four leaves: Finding, Developing, Rewarding, and Building Our Organization.
- To be successful in these different areas, we need to have an “operating system” or practices that make them work together rather than in silos. Those practices are Check-Ins and People Discussions.
- Check-Ins are informal, high-quality conversations between an employee and his or her manager that are focused on what matters. Check-Ins can cover any topic that is important. The employee and his or her manager decide which topic(s) they want to focus on during a Check-In conversation. Either an employee or manager can initiate the conversation whenever they feel the need for it. There will be no frequency prescribed. Documentation is not required.
- Workday is our new global HR platform that will allow us to implement our People Practices. Workday will replace Taleo and CHRIS for the following processes: recruiting, compensation (Bonus), performance management, talent development, succession planning, organizational management, personal information and HR reporting. North America HR processes like payroll, time and benefits will remain in CHRIS (SAP) until October 2018.
- Workday will be open for business starting on April 25, 2018. At that time, you can add your 2018 goals to the system. Until then, employees can use a PDF template to write and keep track of their goals. Use your Check-In to discuss your goals with your manager.
- Pay, time and benefits functions for North America will roll out in October 2018.

## **FAQs**

### **What are the People Practices?**

Our People Practices are the foundation of how we find, develop and reward our people and build our organization. The People Practices are defined as the major HR processes that people at Roche experience (e.g. recruiting, onboarding, performance management, talent management etc.).

### **Why are we changing them?**

Preparing for the implementation of our new HR system Workday gave us the opportunity to look across our people processes and gave us an opportunity to modernize and improve our current practices. These new practices are designed to enable employees to grow and contribute by putting their needs and our leaders' needs at the core of our HR activity.

### **What is Workday?**

Workday is our new global HR platform that will allow us to implement our People Practices. Workday will replace Taleo and CHRIS for the following processes: recruiting, compensation (Bonus), performance management, talent development, succession planning, organizational management, personal information and HR reporting. North America HR processes like payroll, time and benefits will remain in CHRIS (SAP) until October 2018.

Each employee will have the ability to create a personal profile in Workday. This will allow us to centralize information shared by employees or related to employees (CV, career and job interests, development needs and goals, potential and succession candidacies). It will be a central component for many of the new processes and practices, fostering self-service and providing easy-to-access information.

### **When will Workday be implemented?**

Workday will be open for business starting on April 25, 2018. At that time, you can add your 2018 goals to the system. Pay, time and benefits functions for North America will roll out in October 2018.

### **Where should I keep track of my 2018 goals prior to the Workday roll out?**

Set goals but don't put them in CHRIS. Keep them off system. You can use the Goal Setting Template if you wish. In April, when Workday opens everyone will enter their goals in the new system as one of the first activities.

### **What are the three performance management contribution levels?**

We are moving from five levels to three levels. The new levels are Valuable Contribution, Exceptional Contribution and Greater Contribution Needed. Employees who provide Valuable Contributions will be eligible to receive up to 100 percent of xxxxx. Employees who provide Exceptional Contributions will be eligible to receive 125 percent or more of xxxxx. Employees who are assessed at the Greater Contribution Needed level will be eligible to receive 0 to 75 percent of xxxxx.

### **What is the difference between the job profile and job descriptions?**

### **How will someone nominate themselves for a succession plan?**

Will managers be able to see grade levels for employees who work outside of their areas to understand if they are a good fit for one of their job profiles?

How will the merit recommendations be handled in the system with the new contribution summaries?

Is there a distribution curve? How will this work?

How will we ensure we have enough budget to accurately reward the exceptional contribution individuals with RAB?

Will manager recommendations for employees development paths and succession plans be visible to employees?

How will 1 over 1 approvals work in the system?

Will there be an approach outside the system as a work around for requesting new positions?

In the skills section of the job profile, will this be a drop down menu or free form field?

Can certifications be captured in the job profile?

Will the profile functionality be similar to LinkedIn? Will employees be able to upload documents (reference letters). Is there the ability to "endorse" employees?

Will manager LTI still exist?

Will we really be able to award at the levels indicated on the slide?

Will the person asked to provide feedback know whether their feedback is going to only the employee or to both the employee and the employee's manager?

Will DC or PIP would be linked to the performance rating Greater Contribution Needed?

If an employee changes his/her goal during the year, will there be any notification to the manager?

### **What are Check-Ins?**

Check-Ins are informal, high-quality conversations between an employee and his or her manager that are focused on what matters. Check-Ins can cover any topic that is important. The employee and his or her manager decide which topic(s) they want to focus on during a Check-In conversation. Either an employee or manager can initiate the conversation whenever they feel the need for it. There will be no frequency prescribed. Documentation is not required.

### **Why did Roche introduce Check-Ins?**

New business dynamics require acting in a fast and more flexible manner. So waiting to hold meaningful conversations just doesn't work anymore. One way to improve collectively and individually is through more frequent conversations that matter. Often, it is the short, informal conversation or Check-In, that can be powerful.

### **What are the 4Cs?**

The 4Cs are an abbreviation for the four areas that could be part of a Check-Ins conversation: Career, Capabilities, Contribution and Connections. For all of the 4Cs there are guiding questions that could support an employee or manager in a Check-Ins conversation. It is not necessary to cover all areas of the 4Cs in every conversation. Sometimes only one or two areas are relevant, and there are other times when an employee needs a conversation of further areas.

The 4Cs help employees to thrive in a complex and competitive environment by looking at what is need to effectively deliver immediate work, discover and develop for future opportunities, expand connections for purposeful collaboration and how to make a positive impact on patients.

- Capabilities
- Career
- Connections
- Contribution

### **What is the difference between the new concept of Contribution and the performance discussion we have today?**

Historically, Roche has evaluated the What and the How to determine performance success. With the new focus on Contribution, the intention is to build on our foundation and add Impact. The focus is on how we can work together to have a bigger impact on patients' lives. The impact may be on the organisation, team, matrix and/or patient. The combination of the three components (what, how, impact) results in the overall Contribution.

