

The scientific method works for business too

Empowering talent development through employee
communications and research

Justin Lopinot & Jill Pace

Spire

Oct. 19, 2022





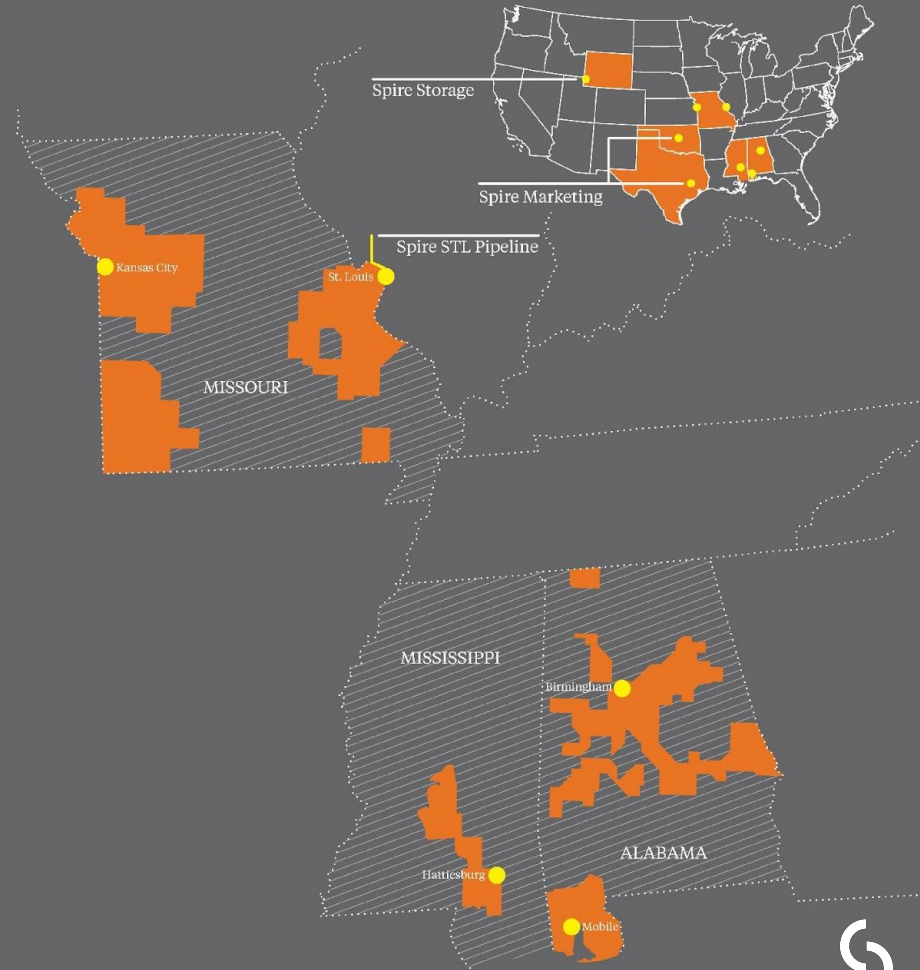
Justin Lopinot
Employee Communications



Jill Pace
Talent Development

A little about Spire

- For more than 160 years, we've served people. Lighting streets. Heating homes. Fueling businesses
 - We are the eighth-oldest stock listed on the New York Stock Exchange
- We operate five gas companies across Alabama, Mississippi and Missouri, serving 1.7 million homes and businesses
- We also operate gas-related businesses in Texas (Spire Marketing) and Wyoming (Spire Storage)
- Two years ago, we became one of the first natural gas companies to commit to being carbon neutral by midcentury, leading the way for others to join us in the effort to keep our planet safe



A trip back in time ...



... to 2016



Challenges faced in 2016

- More than two-third of employees field based
 - The rest are in management or shared services (HR, IT, etc.) roles
- Operated five different gas utility brands
 - Hard to rally around one company, one mission
- Less than one-third of employees had company-issued mobile phones
 - Some teams shared flip-phones
- Reliance on printed materials and phone calls
- Old school, traditional intranet
 - No easy way to connect
- Limited in-person career development options
 - No true learning management system (LMS)
 - Lots of third-party training
- Digital signage only in one region
- Limited communications to Spire people leaders



Do, or do not. There is no “try”

Reimagining the tools for effective employee communications

Ensuring employees are informed and connected

- After multiple acquisitions over a relatively short period of time, followed by rebranding our natural gas utilities and nonregulated energy businesses under one Spire brand, the Employee Communications team set out to revamp our fragmented, aging internal communications tools.
 - Our goals were to improve the company's culture and ensure that employees – including about two-thirds in field-related positions – were informed and connected to Spire and each other.
 - To set the stage for this massive transition, we conducted a research study to determine how employees received company news and how they wanted to be kept informed in the future.



Key high-level findings from employee comms study

- Employees wanted information that impacts them personally, from uniform updates to benefits enrollment
- They also wanted information about company changes and goals, including policy changes and performance metrics
- And human-interest stories and connections with others, such as features on volunteer projects and employee spotlights
- We also heard from our field employees that smartphone access would be a game-changer, particularly for accessing email and potentially other tools

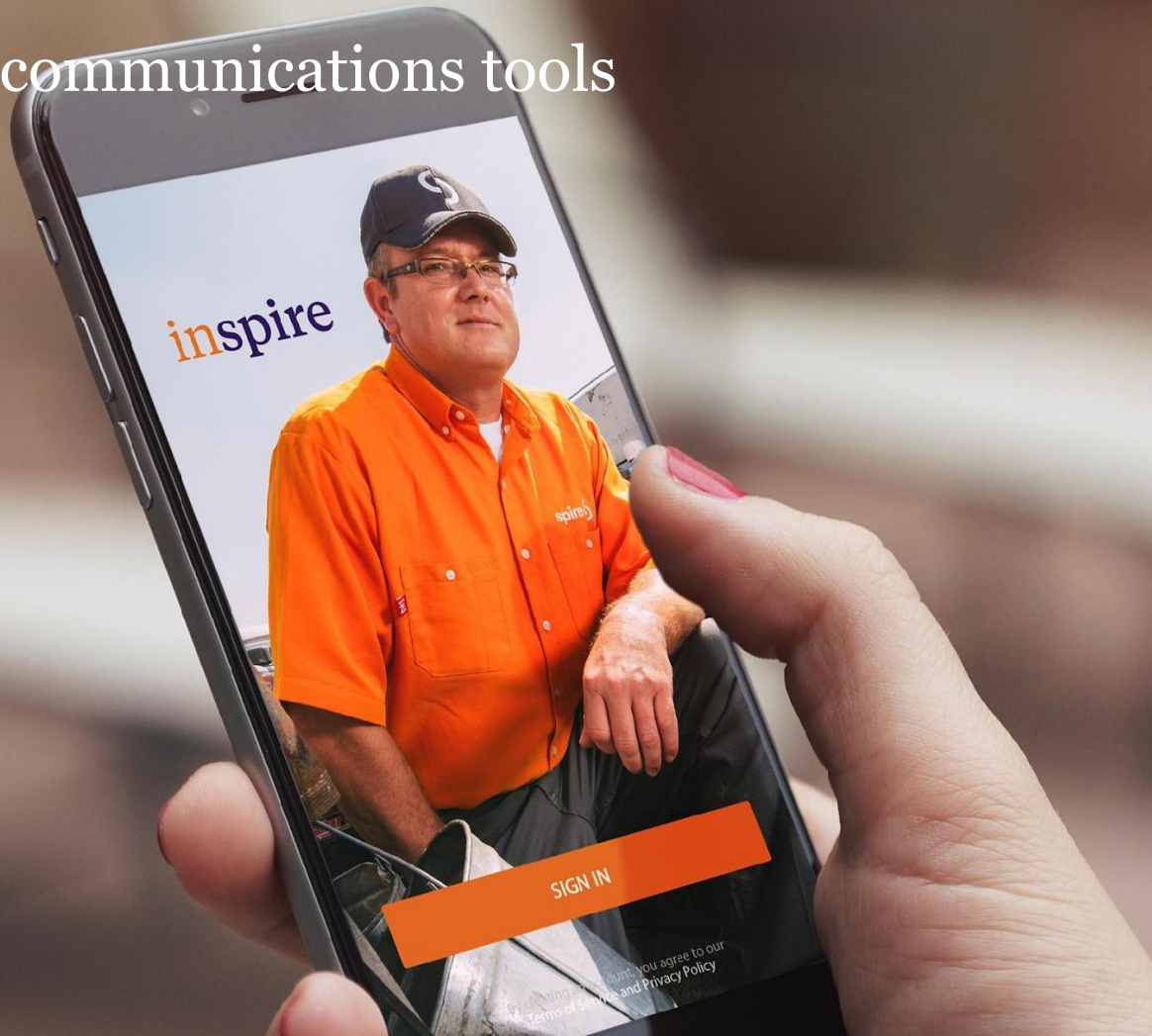


With the research as a backdrop, we set out to build an experience in which each employee feels informed and heard. Over the next several years, nearly every aspect of our current employee communications program was revamped or completely reimaged.



Updating our employee communications tools

- Focus on company-issued smartphones
- Mobile friendly intranet built on Firstup platform
- Revamped employee newsletter issued on Fridays
- Digital signage expanded across footprint
- Communications Captains program launched
- Supervisor communications formalized
- And more ...



Let it go. Let it go.

The journey of Talent Development

Talent Development conducted its own research

Interviews and focus groups revealed that employees requested:

- A central hub for their developmental requests
- Flexible delivery
- Customized offerings, outside of our standard
- Training focused on essential skills as opposed to compliance/functional topics
- Programs that bridge field operations and the rest of employees
- A system that tracks completions and training records



Developing talent development

- Created a learning management strategy that curates knowledge/info/tools from various sources (Open Sesame, Ted Talks, edX, etc.)
- Re-examined our team's universal training approach
 - Expanded the number of developmental offerings with robust content
- Built new courses that range in content and learning modalities (CBT, instructor led, mobile learning apps, etc.)
- Piloted programs to bridge the gap between field operations and the rest of employees
- Developed customized quarterly training programs for entire departments
- Created level four surveys to gauge content effectiveness
 - Level 1: Thoughts about the training experience
 - Level 2: Employee's resulting learning and increase in knowledge
 - Level 3: Behavioral change and improvement after applying the skills on the job
 - Level 4: Results



We have to be willing to put our egos aside and work together.

Two departments, one team

Talent development + employee comms



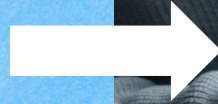
Fast forward ...



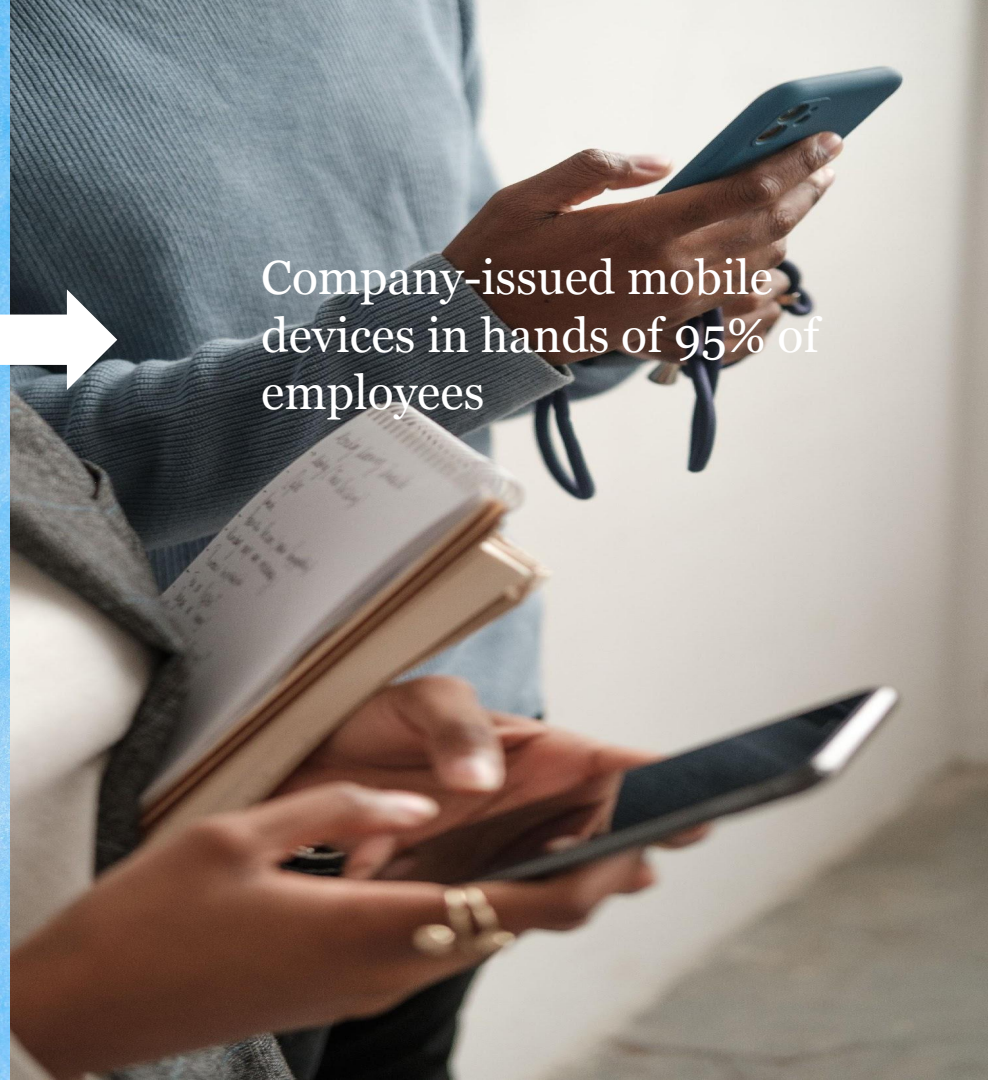
... to today



One-third of employees with company-issued mobile devices (and yes, some using or sharing flip phones)



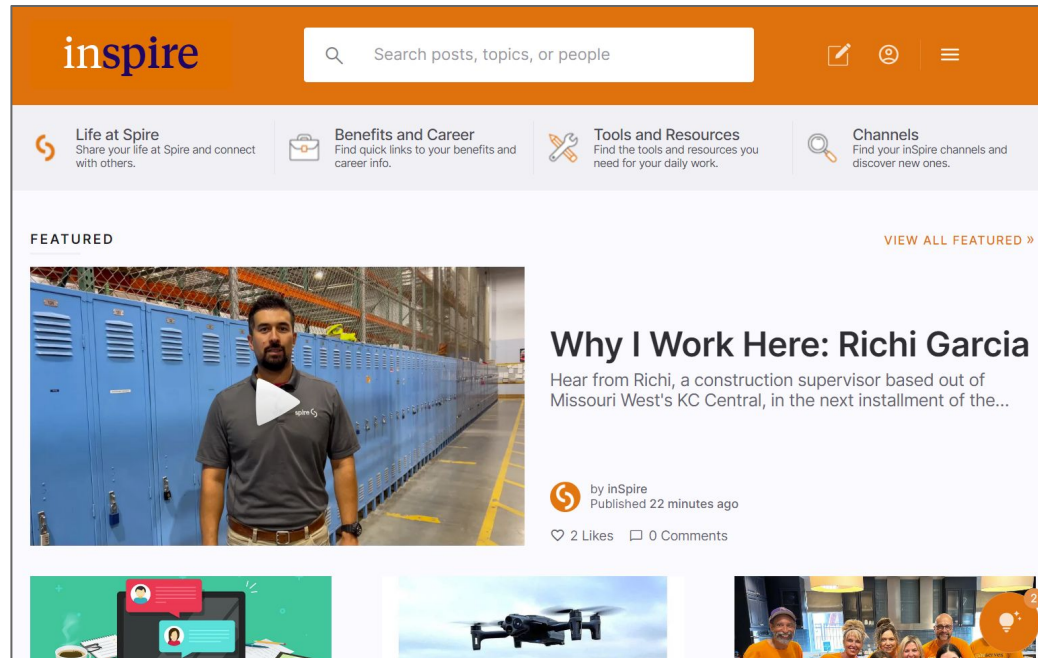
Company-issued mobile devices in hands of 95% of employees



Traditional intranet with 1-3 formal articles per day from Employee Communications team



Mobile friendly intranet with channels/topics, employee-submitted content as well as articles, videos, podcasts and photos from Employee Communications and other groups



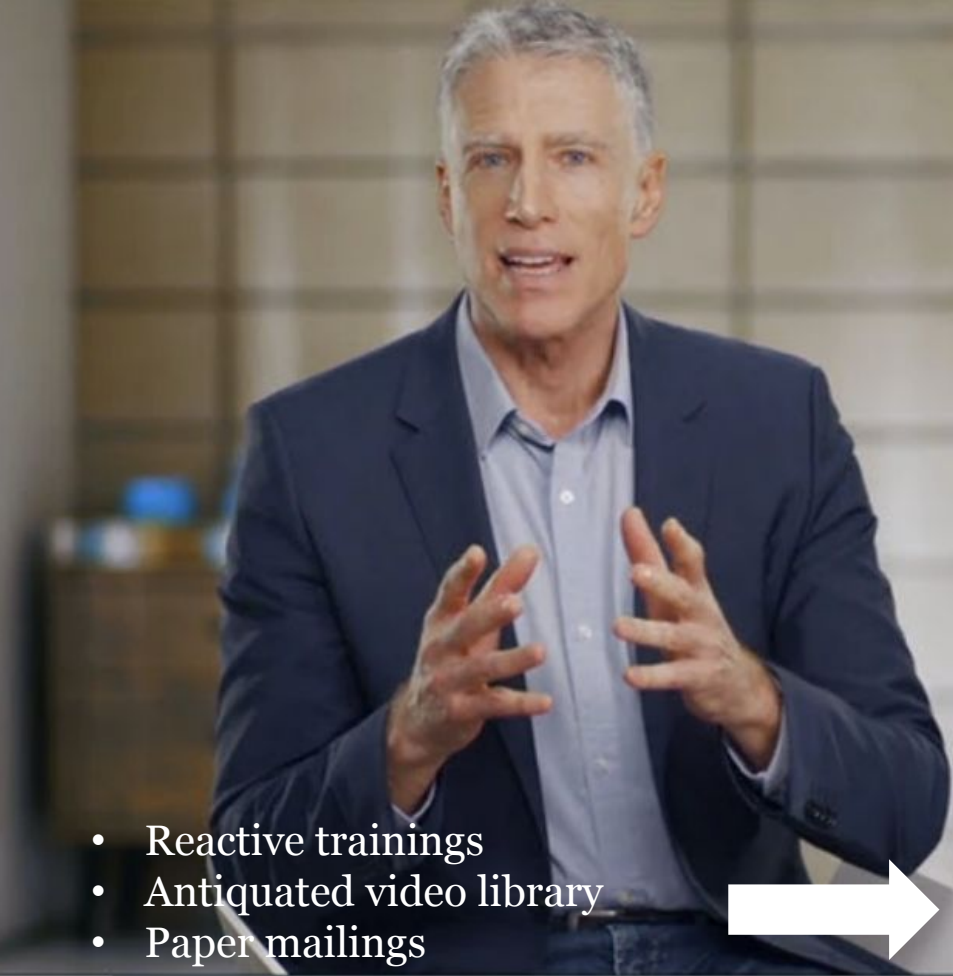
The screenshot shows the CareerConnect Learning portal. At the top, there's a navigation bar with 'Learning' and a search bar. Below that are tabs for 'My Learning', 'Spire-Led Training', 'Continuing Education', and 'My Team'. The main content area is divided into several sections: a welcome message, a 'Recommendations' section with four course cards, a 'My Learning Assignments' section with a 'NO DUE DATE' filter and a course card for 'Pipeline Permitting and Infrastructure Development', a 'History' section with a '0' badge, a 'Bookmarks' section with a '1' badge, a 'Find Learning' search box, and a 'My Team' section with an 'On Time (4)' indicator.

- In-person and third-party trainings, loosely organized
- Accountability on Talent Development




- Modern learning management system with mix of in-person/digital and in-house/third-party opportunities
- Accountability on the employee






- Reactive trainings
- Antiquated video library
- Paper mailings



'We Learn' Wednesdays: Learn simple techniques for becoming an active and appreciative listener

These skills will help build strong personal and professional relationships.

 Jill Pace
Wednesday, May 25, 2022

This week's featured course is **"Mindful Listening for Relationship Building"** (15 min). Find out more below!

Course description:

Trust is the basis for strong relationships. It

thesource spire

Your weekly recap of what's happening at Spire.


This is The Source, your weekly recap of what's happening at Spire, delivered straight to your inbox every Friday morning. Want to see something featured in The Source? Email TeamSpire@SpireEnergy.com.



Culture Study open through April 19
Help shape our culture and how we work together at Spire.
[Read more →](#)


Recommendations

From The Learning Team



Take Charge of Your Career Development
External Course 0 hour...
★★★★★ (1)

From The Learning Team



Continuous Performance...
Online Item 0 hour...
★★★★★ (6)

- Proactive trainings
- Options for different learning styles, schedules
- Targeted learning collections
- Digital delivery



The course or training module name

Certificate
of Achievement

Our company is pleased

To be able to award this certificate to



SAINT LOUIS
UNIVERSITY
— EST. 1818 —

Webster
UNIVERSITY



PARK
UNIVERSITY

- Cheap-looking, printable completion certificates
- Limited continuing education options

- Certifications through edX – executive education courses from top universities
- Expanded continuing education options



2016 = Limited communication between
Talent Development and employees



Today: Fuel your career channel

- Talent development owns its own channel on Spire intranet
- Daily content
 - Promoting learning opportunities
 - Highlighting success stories
 - Sharing inspirational content
- Collaborates with Employee Communications on multi-channel communications strategies



Fuel your career

Explore thought-provoking articles, leadership tips, employee features and development workshops to inspire your mind...

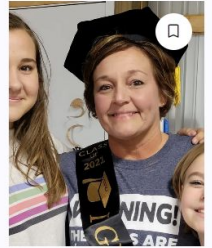
Featured

Kudos to Spire's first University of Arizona Global Campus graduate

Stacey Buettner recently completed her bachelor's degree through Spire's educational assistance program.

by inSpire
Published May 18, 2021

157 Likes 78 Comments



Featured

Spire Reads: Join Talent Development's next virtual book club

Change a little, gain a lot!

by Jill Pace
Published January 26, 2021

26 Likes 2 Comments



Empathy is the most important leadership skill according to research

Empathy has always been a critical skill for leaders, but it is taking on a new level of meaning and priority. Far from a soft...

www.forbes.com/sites/tracybrower/2021/09/19/empathy-is-the-...

by Jill Pace
Published August 31, 2022

14 Likes 1 Comment



Today: Multi-channel approach

The screenshot shows the CareerConnect Learning portal. At the top, there is a navigation bar with the 'Learning' dropdown menu, a search bar for actions or people, and user profile information for 'careerconnect'. Below the navigation bar, there are tabs for 'My Learning', 'Spire-Led Training', 'Continuing Education', and 'My Team'. The main content area is divided into several sections:

- Welcome to My Learning!**: A message from Spire stating a culture of continuous learning and inviting users to explore resources. It lists three key areas: My Learning, Spire-Led Training, and Continuing Education. A link for 'Need help using My Learning?' is provided.
- Recommendations**: A section with four course cards, each titled 'From The Learning Team'. The cards are: 'Growing Your Career' (Collection, 5 stars), 'Take Charge of Your Career Development' (External Course, 0 hours, 5 stars), 'Microsoft Teams Fundamentals and Best Practices (2022)' (External Course, 1 hour, 5 stars), and 'Microsoft Teams in 30 Minutes (2021)' (External Course, 0 hours, 4.5 stars). A vertical 'Support' button is on the right.
- My Learning Assignments**: A section with a 'Filter' button and a 'NO DUE DATE' dropdown. It features a course card for 'Pipeline Permitting and Infrastructure Development' (Part of Natural Gas Champions) with 'CONTINUE COURSE' and 'START COURSE' buttons.
- History**: A section with a clock icon and a red notification badge '0', labeled 'recently added' and 'View All'.
- Bookmarks**: A section with a bookmark icon and a red notification badge '1'.
- Find Learning**: A section with a search bar 'What do you want to learn today?' and a 'Go' button, followed by a 'Browse all courses >' link.
- My Team**: A section with a green progress indicator and the text 'On Time (4)'.



Today: Multi-channel approach

The screenshot shows the Inspire social media feed interface. At the top is an orange header with the 'inspire' logo on the left, a search bar in the center with the text 'Search posts, topics, or people', and three icons (a pencil, a person, and a menu) on the right. The main content area is divided into three sections. The left section features a graphic of a hand holding a gear, followed by the text 'Fuel your career' and a 'Following' button. Below this is a short paragraph about thought-provoking articles and a 'Published December 19, 2018' timestamp. The middle section contains three posts. The first post is titled 'Check out this scholarship opportunity for entering or current college students', includes a photo of a graduate, and is by Jill Pace, published August 22, 2022, with 16 likes and 0 comments. The second post is titled 'Show your employees how much you value them', includes a photo of a coffee cup with 'THANK YOU' on it, and is by Jill Pace, published August 19, 2022, with 22 likes and 1 comment. The third post is titled 'Try this simple thought exercise to help remain hopeful', includes a photo of a woman, and has a notification bubble with the number '2'. The right section is partially visible, showing a photo of a woman.



Today: Multi-channel approach



Virtual communication best practices

This month's recommended My Learning collection

Check out this month's featured collection for Microsoft Teams tips and tricks so you can collaborate and communicate effectively with your team.

Find this collection on [Career Connect > My Learning > Recommendations](#).



Local Time

1:26 PM



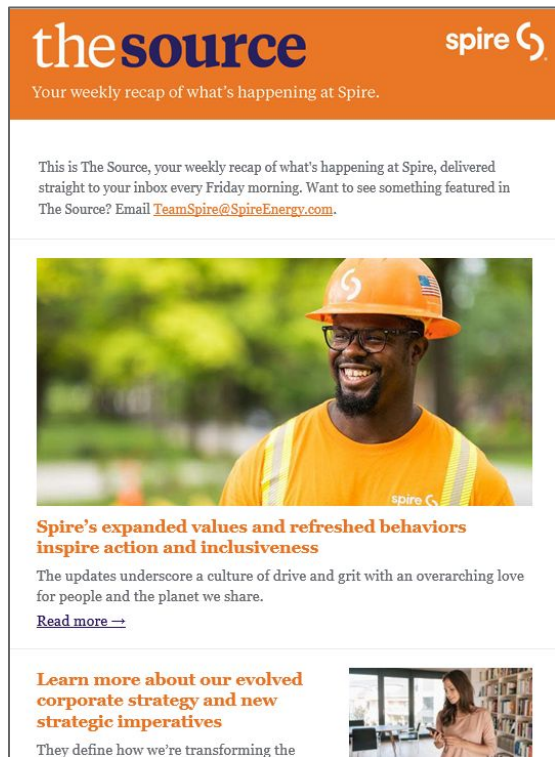
Word of the day

segotia, n.

OED Word of the Day: segotia, n. In Irish English: a friend; often in 'old segotia'. Chiefly as a term of endearment or affectionate form of address, especially between men.




Multi-channel approach



the source spire

Your weekly recap of what's happening at Spire.

This is The Source, your weekly recap of what's happening at Spire, delivered straight to your inbox every Friday morning. Want to see something featured in The Source? Email TeamSpire@SpireEnergy.com.




Spire's expanded values and refreshed behaviors inspire action and inclusiveness

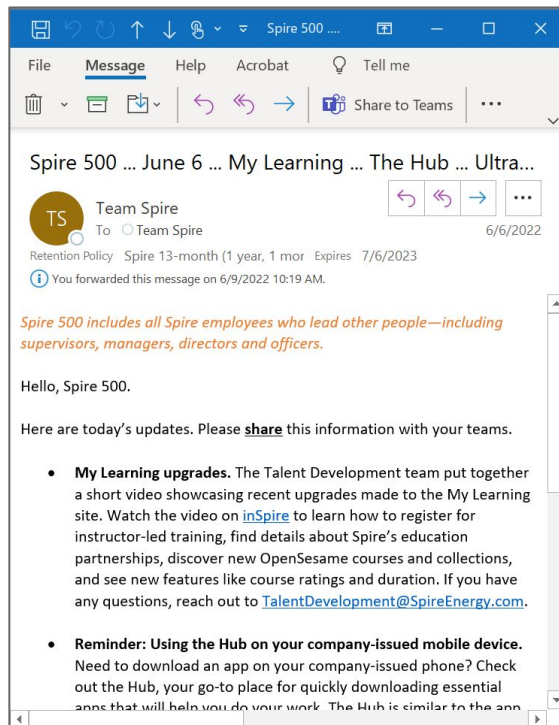
The updates underscore a culture of drive and grit with an overarching love for people and the planet we share.

[Read more →](#)

Learn more about our evolved corporate strategy and new strategic imperatives



They define how we're transforming the



Spire 500 ... June 6 ... My Learning ... The Hub ... Ultra...

Team Spire
To: Team Spire
6/6/2022

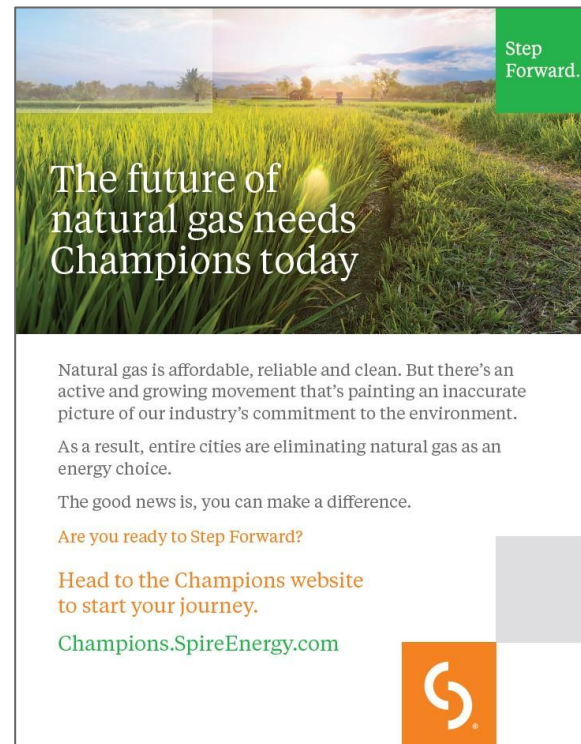
Retention Policy: Spire 13-month (1 year, 1 mor Expires 7/6/2023)
You forwarded this message on 6/9/2022 10:19 AM.

Spire 500 includes all Spire employees who lead other people—including supervisors, managers, directors and officers.

Hello, Spire 500.

Here are today's updates. Please **share** this information with your teams.

- **My Learning upgrades.** The Talent Development team put together a short video showcasing recent upgrades made to the My Learning site. Watch the video on [inSpire](#) to learn how to register for instructor-led training, find details about Spire's education partnerships, discover new OpenSesame courses and collections, and see new features like course ratings and duration. If you have any questions, reach out to TalentDevelopment@SpireEnergy.com.
- **Reminder: Using the Hub on your company-issued mobile device.** Need to download an app on your company-issued phone? Check out the Hub, your go-to place for quickly downloading essential apps that will help you do your work. The Hub is similar to the app



Step Forward.

The future of natural gas needs Champions today

Natural gas is affordable, reliable and clean. But there's an active and growing movement that's painting an inaccurate picture of our industry's commitment to the environment.


As a result, entire cities are eliminating natural gas as an energy choice.

The good news is, you can make a difference.

Are you ready to Step Forward?

Head to the Champions website to start your journey.

Champions.SpireEnergy.com

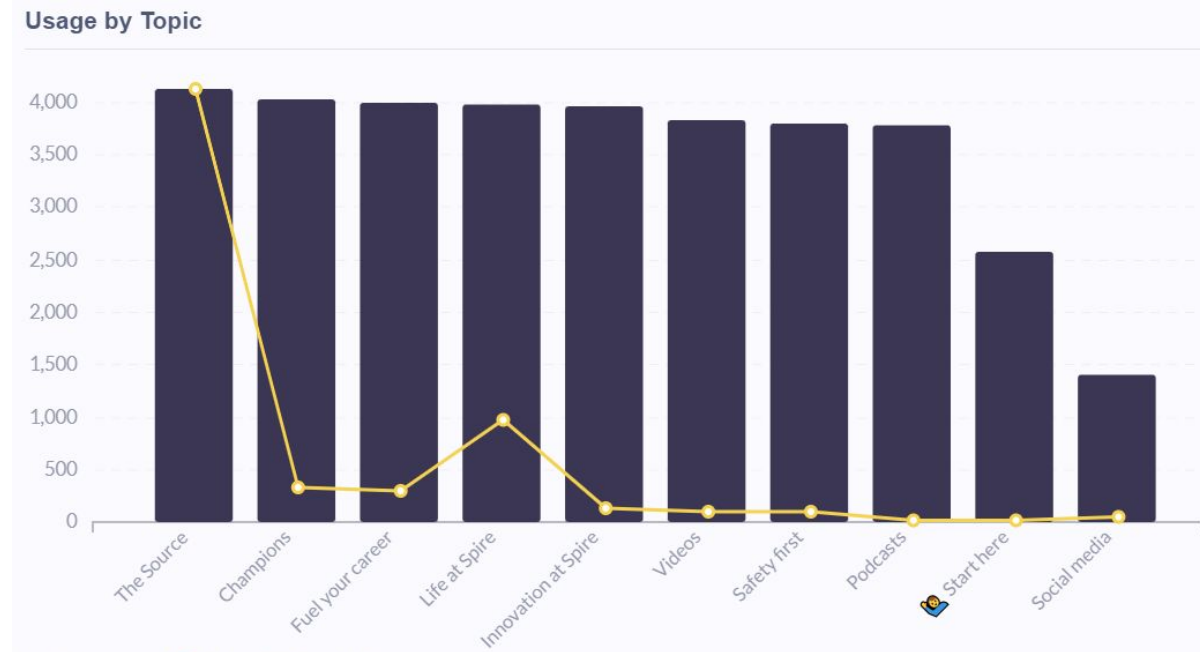


2016 = Very limited analytics



Today: Fuel your career – channel insights

- 4,031 viewers
 - Ranks 3 of 10 channels
- 1,120 followers
 - Ranks 3 of 10 channels
- 7.0% engagement
 - Ranks 4 of 10 channels
- 286 posts with activity
 - New content posted 4-5 times per week
- Used data to make decisions about future content



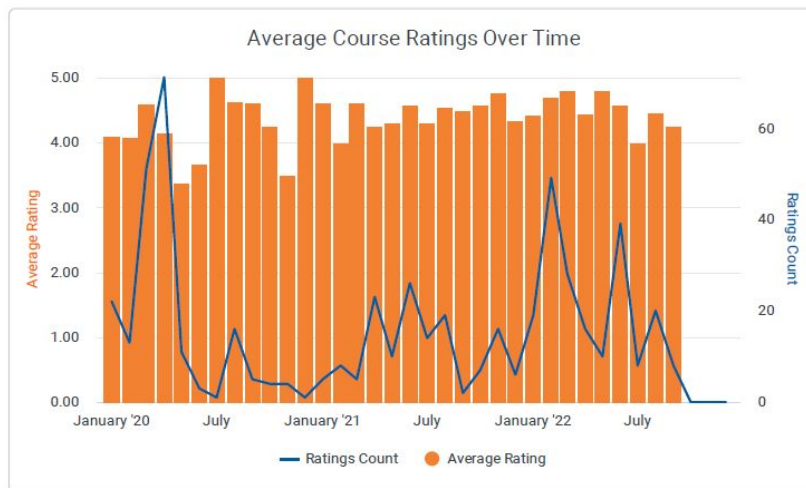
It's working

OpenSesame data

- 7.14 enrollments per learner
- 87% of courses completed
- 4.41/5.0 average course rating

Highest enrollment

- 10 ways to have better conversations
- Building relationships through likability: Listen to understand
- Reconciling differences: Build trust to make the impossible possible
- 5 tips to improve your critical thinking
- Effective time management: Workday planning techniques



And improving Spire's culture

- In reviewing our internal Culture Study results, we can see the impact of our reimagined employee communications tools and the collaboration with Talent Development.
 - A recent focus area for the company was two-way communication, and we saw our greatest improvements in interactions, including communication, with direct supervisors and immediate co-workers. This demonstrates the impact of our focus on reaching supervisors and managers
 - In the past few years, we've made positive strides in terms of topics such as “There is open communication across Spire,” “I recommend Spire as a great place to work” and “I have the materials and equipment I need to do my job.”





Roads? Where we're going
we don't need roads.

