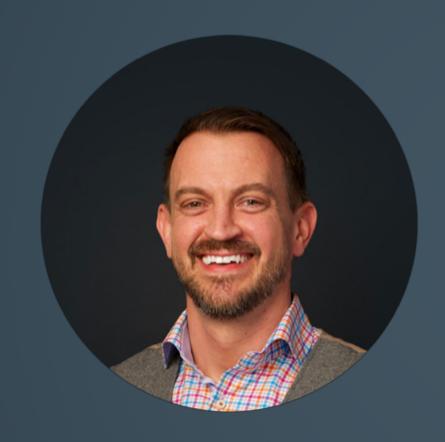
Habanero Consulting Group

STRATEGY MASTER SKILLS

PLANNING A MEANINGFUL DIGITAL WORKPLACE



Hello



BRIAN EDWARDS

Director, Products and Services



BARBARA RICHARDS

Senior Consultant

Today's takeaways

- Why should you approach the "what tool when" problem strategically?
- What does a strategic process look like, and what is the ultimate deliverable?
- How could you go about doing the work?



Bringing life to work



GREAT PLACE TO WORK®

Helping humanize the workplace



CULTURE AND TRANSFORMATION



DIGITAL WORKPLACE SOLUTIONS

We are hiring!



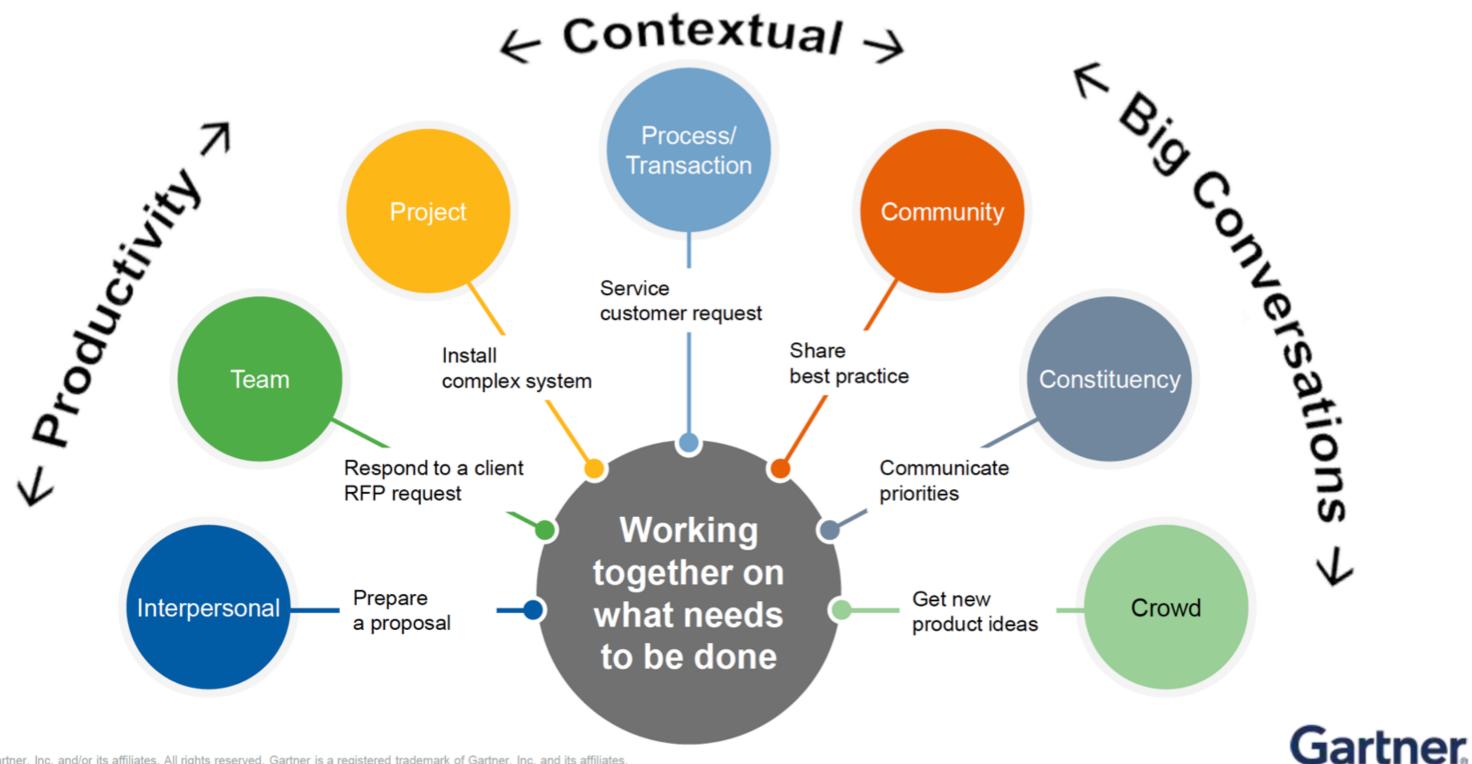
Who do we have in the audience today?





Why strategic planning for the digital workplace?

Collaboration: A Spectrum of Activities



Mapping Audiences to Tool Categories and Capabilities

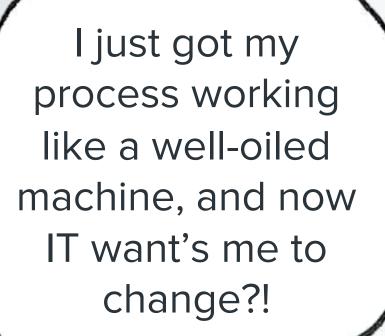
Workforce Individual Community Team Group Enterprise Communication Platform (e.g., Workplace by Facebook, SocialChorus) **Enterprise Social Networking** (e.g., Jive Software) Workstream Collaboration (e.g., Slack) **Content Collaboration** Platform (e.g., Box) Team Site (Redbooth, Microsoft SharePoint) Instant Messaging Intranet/Portal **Email**





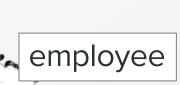
Provide and pray won't work. Hope is not a strategy.

—Gartner, "How to help users pick the right tool to collaborate in."

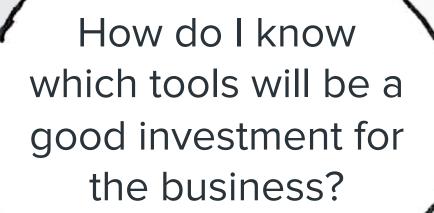


So many new tools!
But I don't know how to
fit them into my work.

Do we really need this many places to put documents?

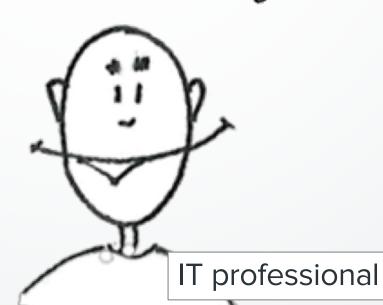


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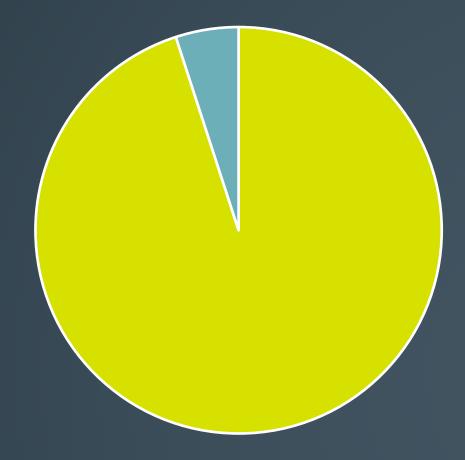


We need to upgrade, or we will get left behind.

We give people the tools, but then nobody uses them, and they still complain!

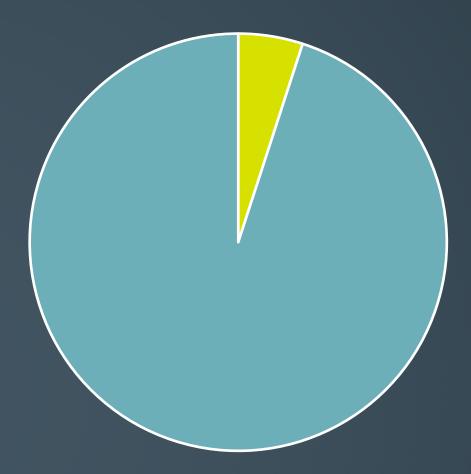


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How much time we spend thinking about the how, when and why of using new tools

- Time spent thinking about tools.
- Time spent thinking about everything else.



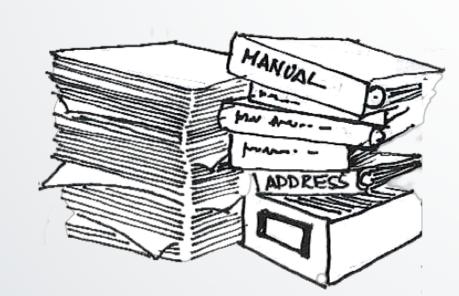
How much time your average end-user spends thinking about this

What tool when?

Yammer is for talking to everyone... but I can also put some documents in there.

Teams could work for projects... but not ALL projects.

OneDrive is handy for stuff I'm working on with others... but other stuff should be in SharePoint.







IT professional







Target practice instead of Whack-a-mole

A new hope!

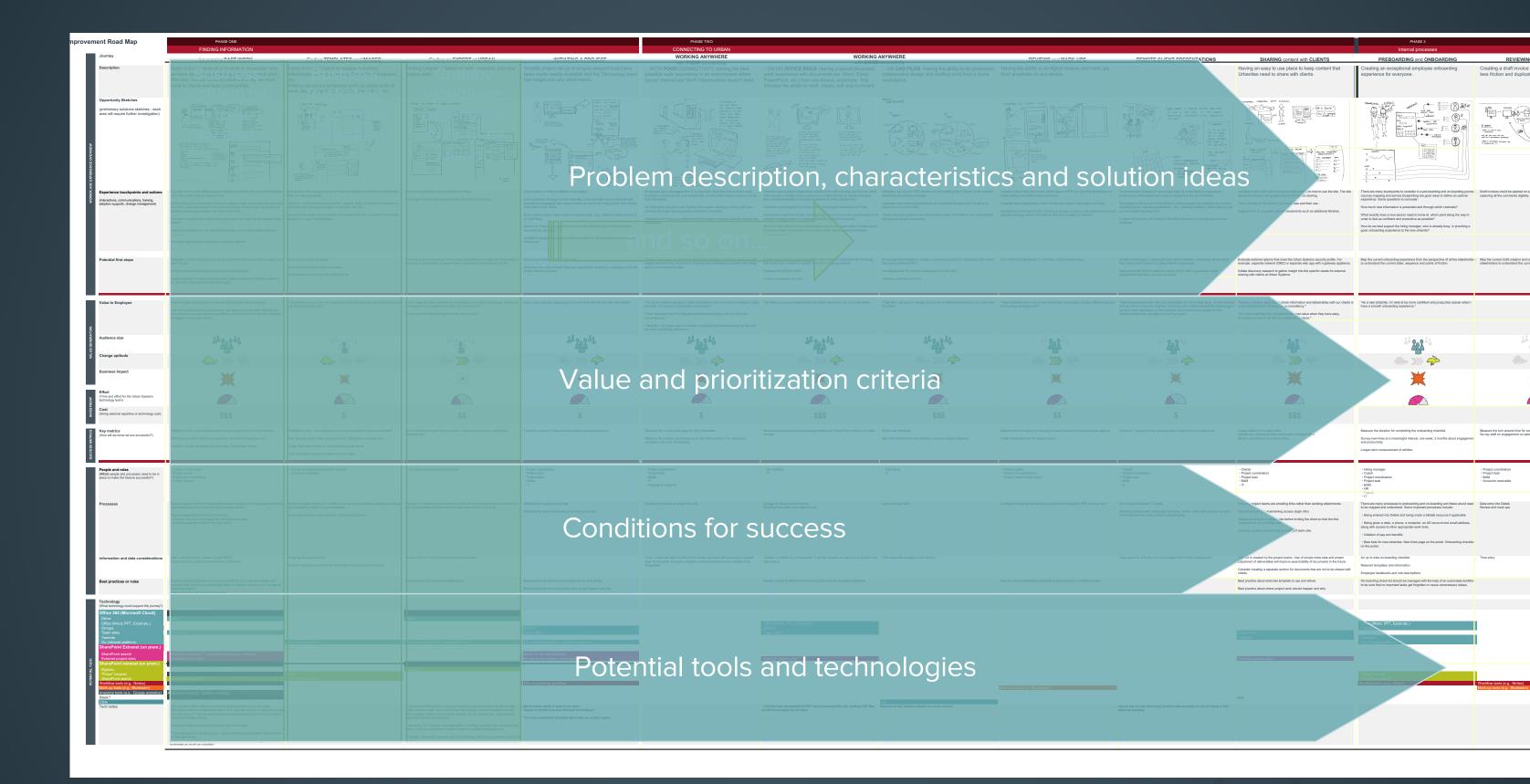


Strategy, not technology, drives digital transformation.

-MIT Sloan Management Review, Deloitte Digital Press

Building a digital workplace roadmap...





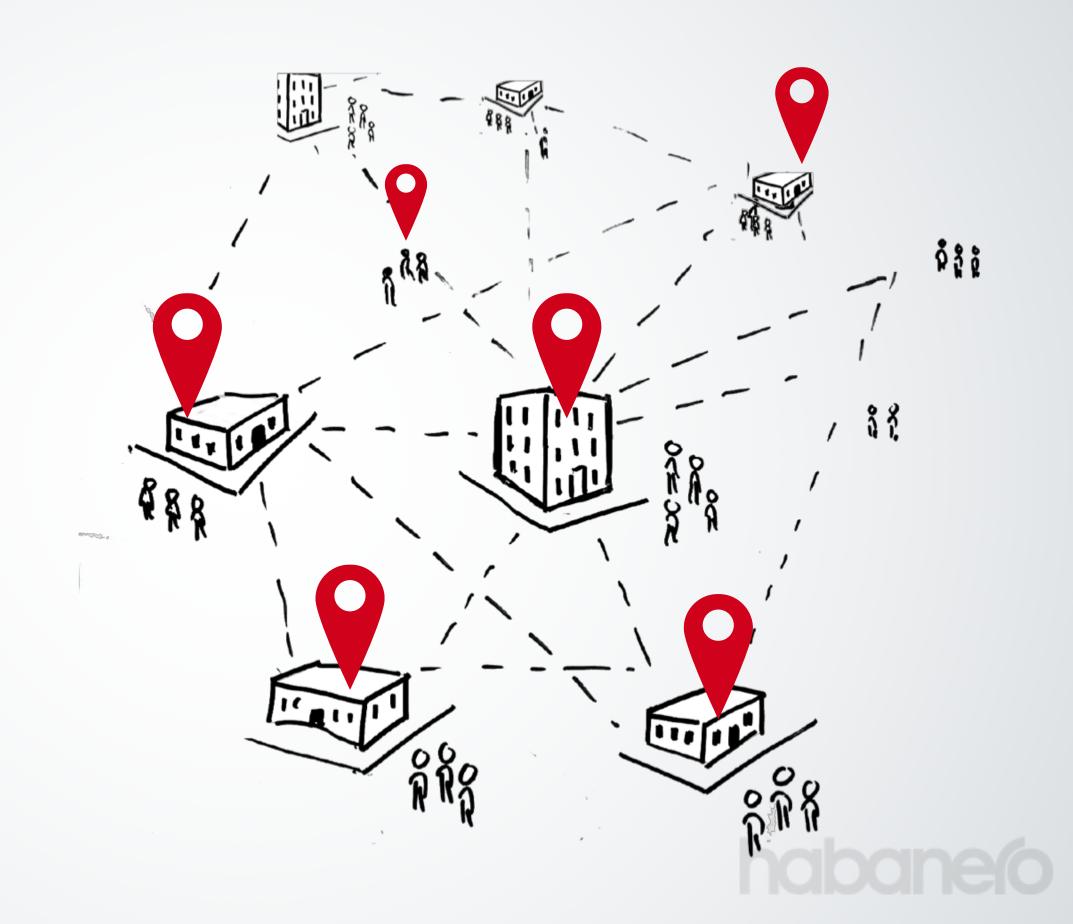
Case Study

The building of a roadmap

400+ employees

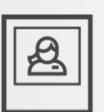
14 offices

1200+ projects



Stated Problem: How we experience the service of IT within the organization is not working.









Understand the organization's pains, goals, and priorities

2



Capture today's experience

3







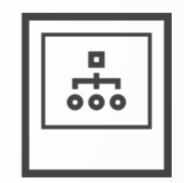
Create the future experience

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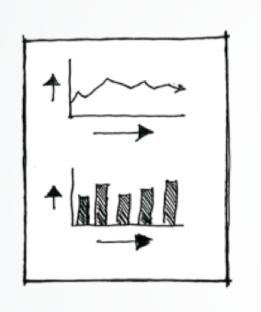




Understand the organization's pains, goals, and priorities

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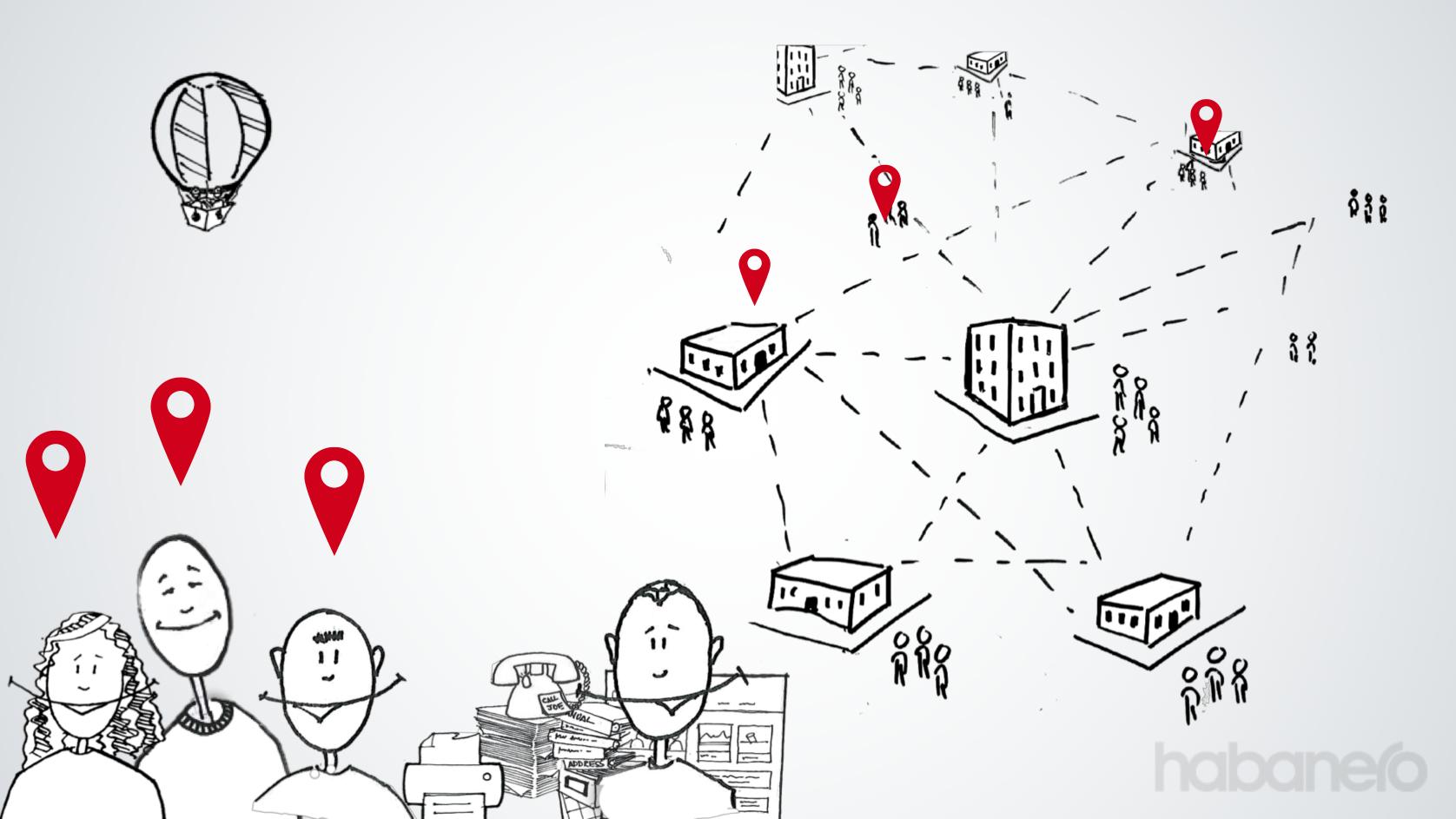
Interviews and listening labs

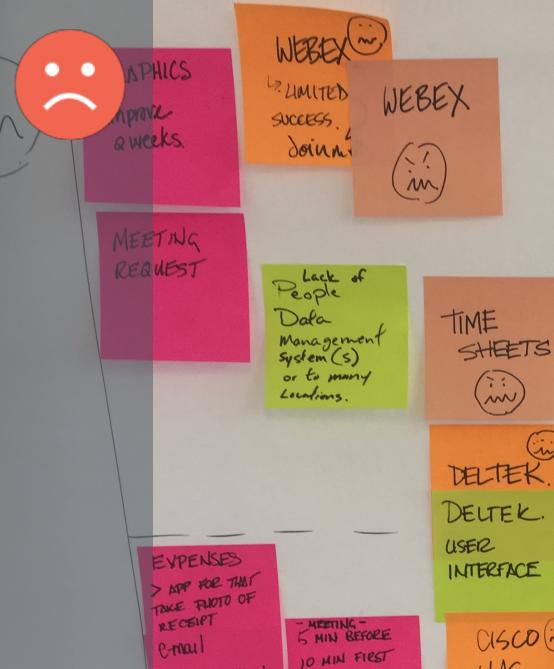
Usage and analytics insight

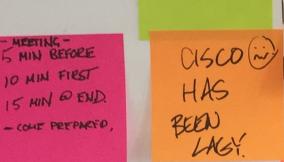
Environment landscape

Stakeholder viewpoints









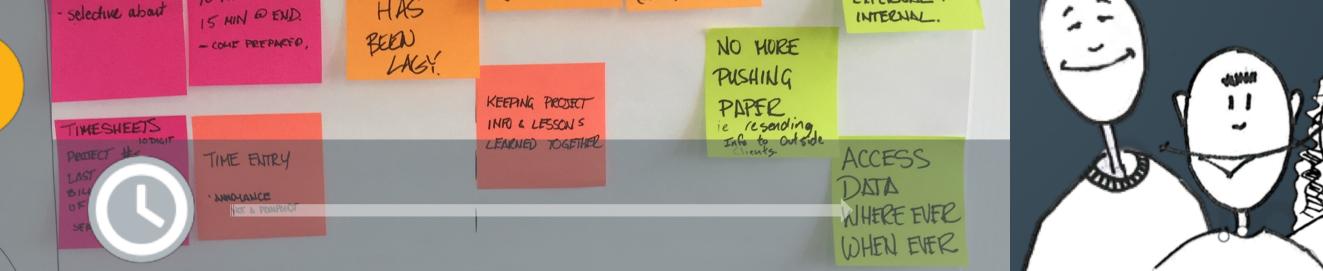


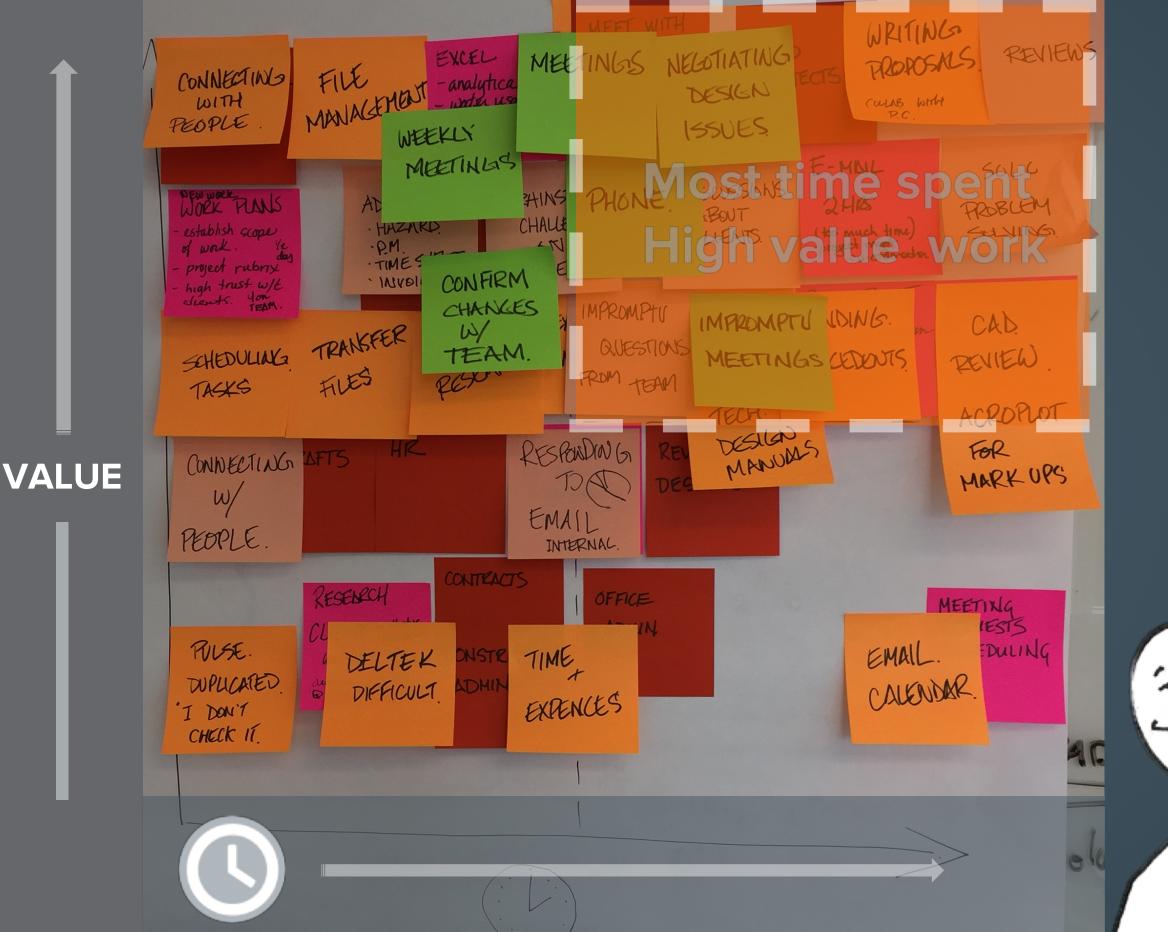
Employee's pain points

íı`









Employee's work











Workplace themes



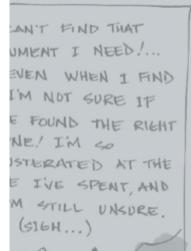


THE BIG DATA I NEED FOR THIS PROJECT IS AVAILABLE.

GET IT, PROCESS IT, IPPLATE IT WITH MY



Ity with data

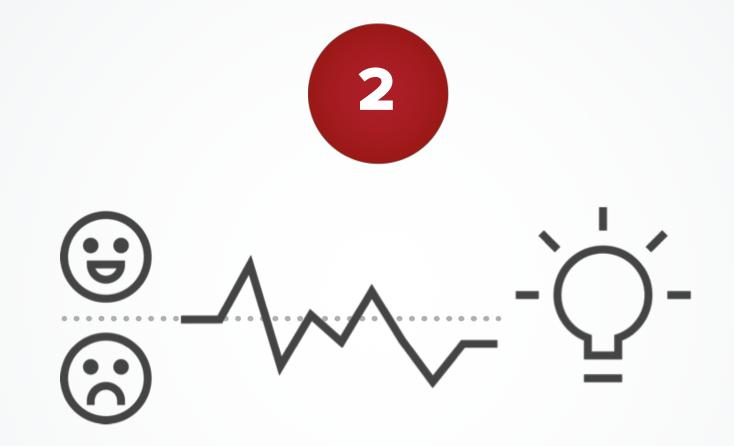


Inefficient process

Poor findability

Workplace themes





Capture today's experience



ANDREW AND REBECCA

GOALS & TASKS

Ramp up on Hab knowledge and accountabilities
Fitting in with the company and the people in it
Complete the onboarding task(s)

What's the townhall about?

What will I learn? I want to

follow up with X on X topic

What trai

available

the proce

to?

Where do I find the How

Do l's?

nder who's coming.

ks for organizing!

This kinda sucks!





MOTIVATIONS

Get hired at Habanero
Complete three month probation period
Reach billable full-time capacity (reduce T&D time)
Produce the best work possible

What is expected of me?

Where is this process

written down?

rojects run here?

e process?

Time to prove myself!

How do I fit in? Am I going

to make an ass of myself?

Finally!



THINKING

Employee experience journey mapping

- 3 workshops
- 2 hours each
- 6-7 participants each







Workshop kit

- Invitation and description of why we need their unique insight
- Journey map templates
- Sticky notes
- Sticker sheet of emotion words

habane6

I spend too much time trying to find the historical information that I need.





o I don't like the

libory interface on

Will uncover something

report?

THINKING

lucky?

foldes.

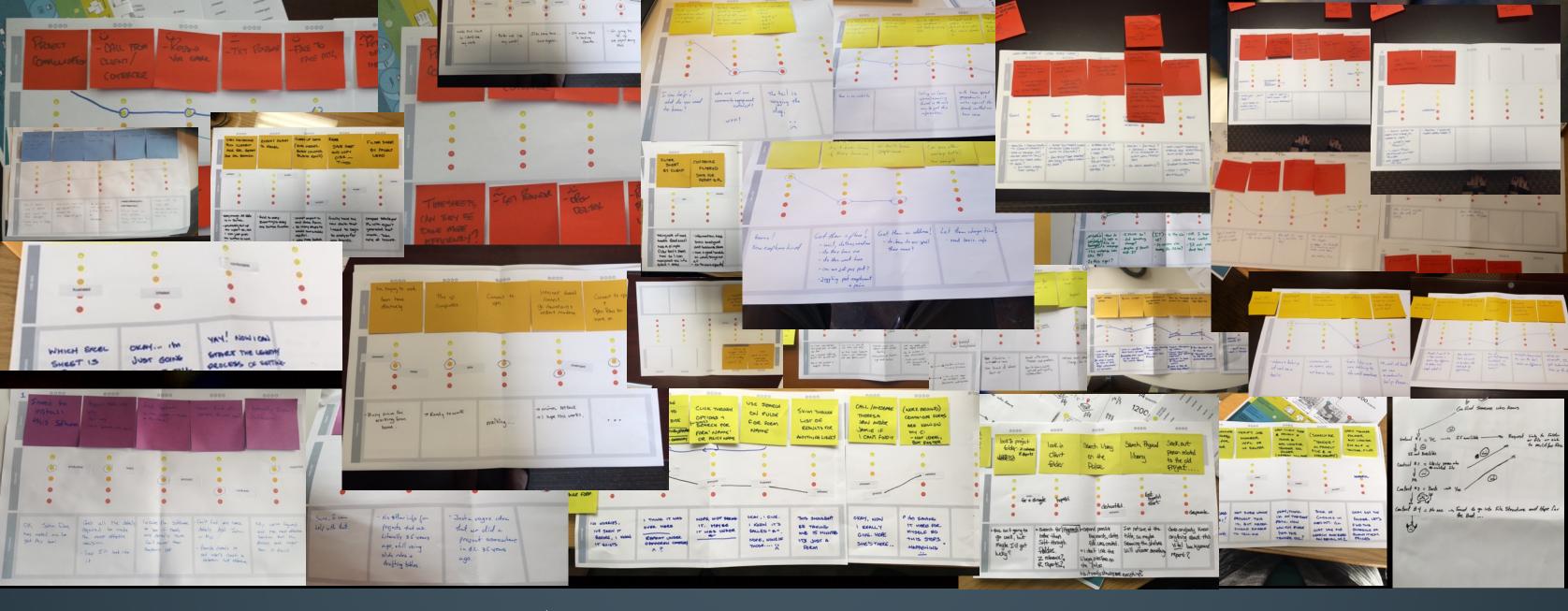
Z reference o

O tomik?

When we can't find a report we created we go to the municipality where we submitted it and pay them \$50 to give us a version of our own report. It's embarrassing.

Employee





20 journey maps

Consultant and employee experiences

- Project communication
- Timesheets
- Finding project precedents/history
- Webex
- Getting to a document remotely
- Finding data
- Working from home
- Cleaning up data
- Finding forms
- Onboarding

IT team experiences

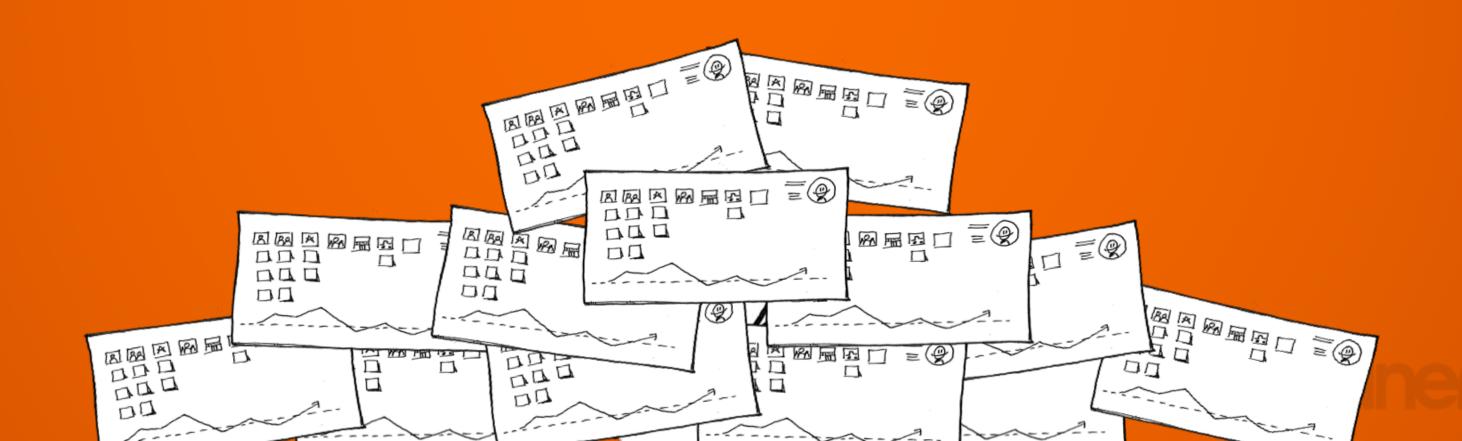
- FTP site
- Software install
- Finding a file
- Lack of new tech uptake
- Timesheets
- Finding info about an employee
- Finding employee salary
- Finding old project data



Create the future experience



How to make sense of all of these?



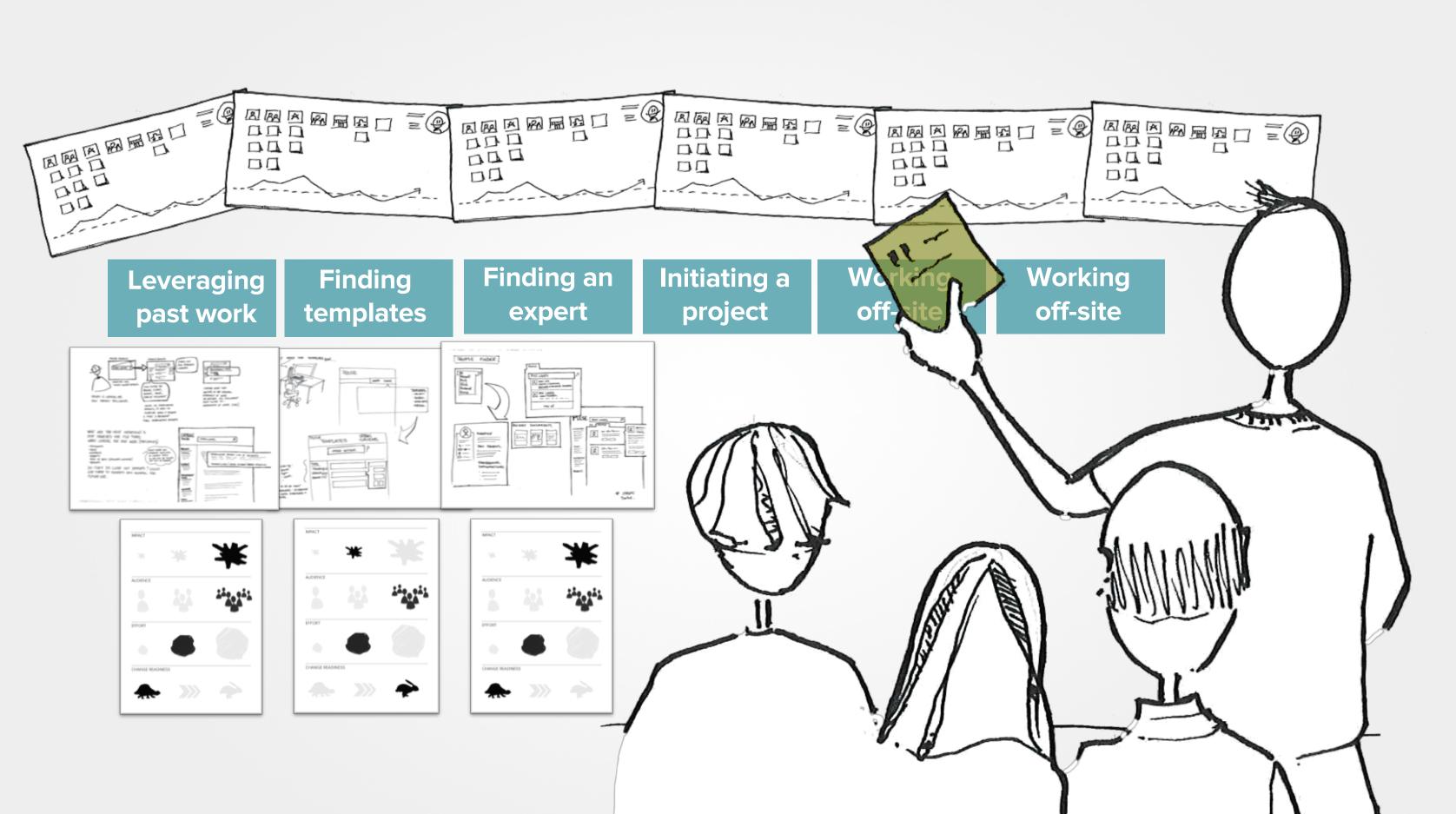


Business impact

Audience size

Effort

Change readiness



Prioritized a grouped into phases

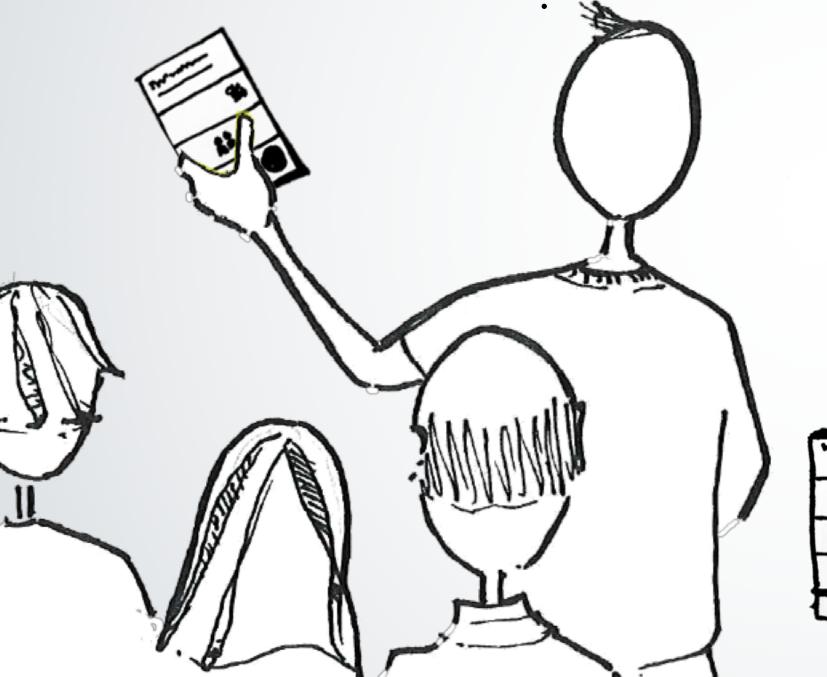




Now (high priority / MDP)

Next (next priority / evolve MDP)

Someday



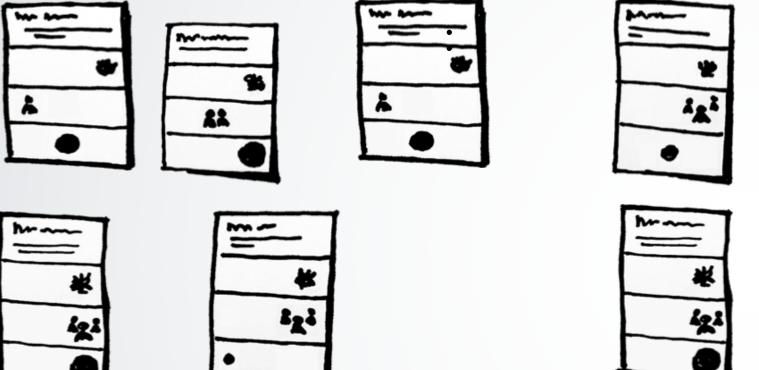




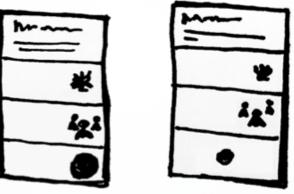
Now (high priority / MDP)

Next (next priority / evolve MDP)

Someday











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Now (high priority / MDP) Next (next priority / evolve MDP)

Someday





Phase 1: Finding Information

Improve employees ability to find past work, templates, experts and kick-off projects.

Workplace Experiences Improvement Road Map

Description

Opportunity Sketches

(preliminary solutions sketches - each

area will require further investigation)

Experience touchpoints and actions

(Interactions, communications, training,

adoption supports, change management)

TECH EXPERIENCE PRINCIPLES

SUPERCHARGE OUR REPUTATION

Building on our value of trust, whatever we do, through technology we must...foster experiences that support trust between our team and our clients, in our relationships, and with our tools, systems, services and information. Our team's reputation is our reputation.

Do the things we do as a technology team make employees confident that they can bet their reputations on the experiences we support?

LEAP THOUGHTFULLY

Building on our value of confidence and humility, whatever we do, through technology we must...lead our industry and colleagues collaboratively to the edge of workplace innovation, but always in the service of others, never our own egos.

OUR CHALLENGE OUESTION:

Are we helping our company and our industry leap forward in the right places, big and small, and learning quickly from

BE REALLY, REALLY HELPFUL

Building on our value of generosity and appreciation, whatever we do, through technology we must... live and breathe an atmosphere of communication and an appreciation of customer care. Doing so will support both great work and innovative technology.

OUR CHALLENGE QUESTION:

FINDING INFORMATION

Easily find examples of past work to showcase what we have done or as a starting point for current work. This way, we can focus on what will bring the most

Leveraging PAST WORK

Easily find basic brand templates including: letterheads, word documents, PowerPoint templates, value to clients and their communities.

work, design standards, reports, offer letters, etc.

Finding TEMPLATES and IMAGES

Finding document templates such as statements of

URBAN

Consider a tools and templates section, and the ability for individual employeess

Communicate when new templates are available and who to contact for template

A dedicated and managed place on Pulse for marketing and brand material with _____ Easy to locate people search interface on Pulse.

TEMPLATES

to bookmark favorite tools or pages (curate their own list)

Finding an **EXPERT** at **URBAN**

TREOPLE FINDER

Finding employeess based on skill, expertise, and past project work.

A SON LANES

Simplify project set up to ensure relevant tools have been made readily available and the Technology team has insight into any client needs.

INITIATING A PROJECT

Create place on Pulse to initiate a new project.

template for managing their current project as well as for helping them find project information in the future.

work on CAD files)

and which to use when

CONNECTING TO OUR SYST

WORKING ANY with POOR conr

..WITH POOR CONNECTIVIT possible work experience in an typical internet and Wi-Fi infras



Employees get a one pager from IT or their tea working in conditions with poor connectivity at that information.

An infographic placed in each kitchen that expl connectivity helps raise awareness about the connectivity

Information on Pulse as a reference for employ

Communication strategy to help employeess understand the value of the teamsite

Clear communication about what to use and when. (e.g., Where to store and

Section on Pulse to store information about the different types of site templates

Invitation to project team when project is kicked off, including links to any relevant

Potential first steps

Investigate current metadata that can be pulled from file share and leveraged as a search scope

employeess visit a really effective search experience that quickly connects

When kicking off a new project, employeess always create a new teamsite

Tech team supports and enables the project team with training and support

Orientation material such as introductory emails, and a video walkthrough are

barriers or potential opt-out opportunities have been removed).

leveraging one of the project templates on the self service site creation page (all

employeess to the information they are trying to find.

Identify important and frequently sourced document types.

Tech team leads project coordinator champion network.

Create templates for teams that integrate content types and metadata related to the most frequently sourced document types.

Audit current brand templates.

links to related templates.

updates or to add new templates.

Source best of breed content templates

Find someone to care for and curate this list.

Start with a small pilot group and leverage available technology and functionality to minimize customization. Consider Delve, Mysites or a combination of both.

Campaign to encourage people to add content to their profiles

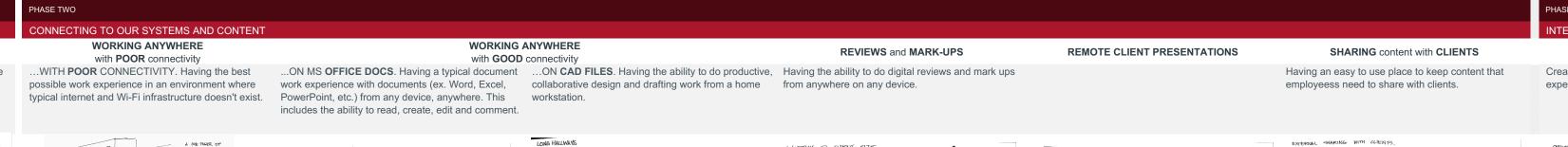
Encourage employeess to use team sites.

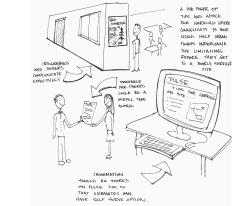
Showcase the value of team sites and ease barrier to entry by integrating it into the project initiation process

Create a one-pager or infographic that helps en can expect and what they should do to have the they get to a remote field location.

Phase 2: Connecting to our systems wherever, whenever

Improve employee and clients ability to connect to content, tools, files, and people from wherever they are.





Employees get a one pager from IT or their team lead that informs them about working in conditions with poor connectivity at a time that makes sense to receive office. This includes a mobile access experience on their phones or tablets that that information.

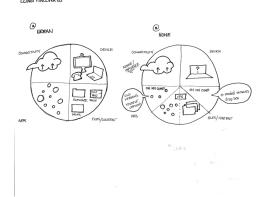
An infographic placed in each kitchen that explains working in places with poor connectivity helps raise awareness about the constraints.

Information on Pulse as a reference for employees and team leads for self service the adoption strategy where it is deemed that extra support is required.

Ubanites have a similar experience outside of the office as they would in the allow them read/write/create/ comment capabilities for Office documents.

Awareness is the main hurdle. Training in groups or one on one could be part of

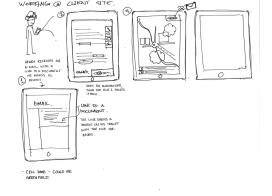
Requires clear and common understanding across the organization of what system to use and when. Can support and enable certain kinds of work that include Microsoft products.



Employeess can log into CAD servers via Citrix putting them "closer" to the content when they are working remotely.

Employeess have several opportunities and channels through which to get up to speed on how to use Citrix.

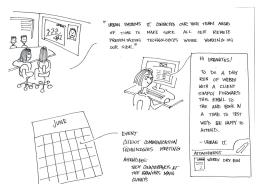
Teams are given guidance on where to best keep CAD files for the most optimal sharing and access experience.



make markup annotations and comments

Employeess see infographics in their offices and support information on Pulse.

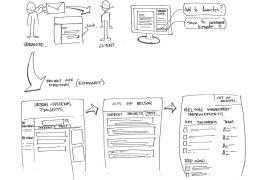
Awareness is the main hurdle. Training in groups or one on one could be part of the adoption strategy where it is deemed that extra support is required



Ubanites follow links from email which opens a PDF in a tool that allows them to Communication between IT and project lead of a new client to organize an introduction to the client's tech team to organize a dry run of WebEx.

> One pager on Pulse and in the offices to communicate best practices and trouble shooting tips for remote presentations. (e.g., booking meetings 15min early for set up and trouble shooting time)

A place on Pulse for self service of WebEx information, including tips and best



Invitation to the client with access and instructions on how to use the site. The site should be stocked with project documents before sharing.

Team training on the different site templates and their use.

Support from IT on project site enhancements such as additional libraries.

Create a one-pager or infographic that helps employeess understand what they can expect and what they should do to have the best experience possible before they get to a remote field location

Create a one-pager or infographic that helps employeess understand all the things that need to be in place for a great work from home experience.

Evaluate SharePoint online

Continue evaluation of Citrix

Encourage stakeholders to create a consistent process for managing CAD native Do a trial run of Bluebeam Vu and Revu and/or similar tools files and nublished PDFs

Investigate tools for remote collaboration on CAD files

Continue evaluation of Citrix

Create a one-pager or infographic that helps employeess understand all the things that need to be in place for a great WebEx experience.

Help teams trial WebEx sessions ahead of time with a pre-written email appointment that they can send to clients.

Evaluate extranet options that meet the security profile. For example, separate network (DMZ) or separate web app with a gateway appliance

Initiate discovery research to gather insight into the specific needs for external sharing with clients at

How do

Phase 3: Internal Systems

the stakeholders to understand the current state, sequence and points of friction

b app with a gateway appliance.

ather insight into the specific needs for external

stakeholders to understand the current state, sequence and points of friction.

Elevate our preboarding and onboarding of new employees, invoicing, leveraging our data, new technology and our employee files.

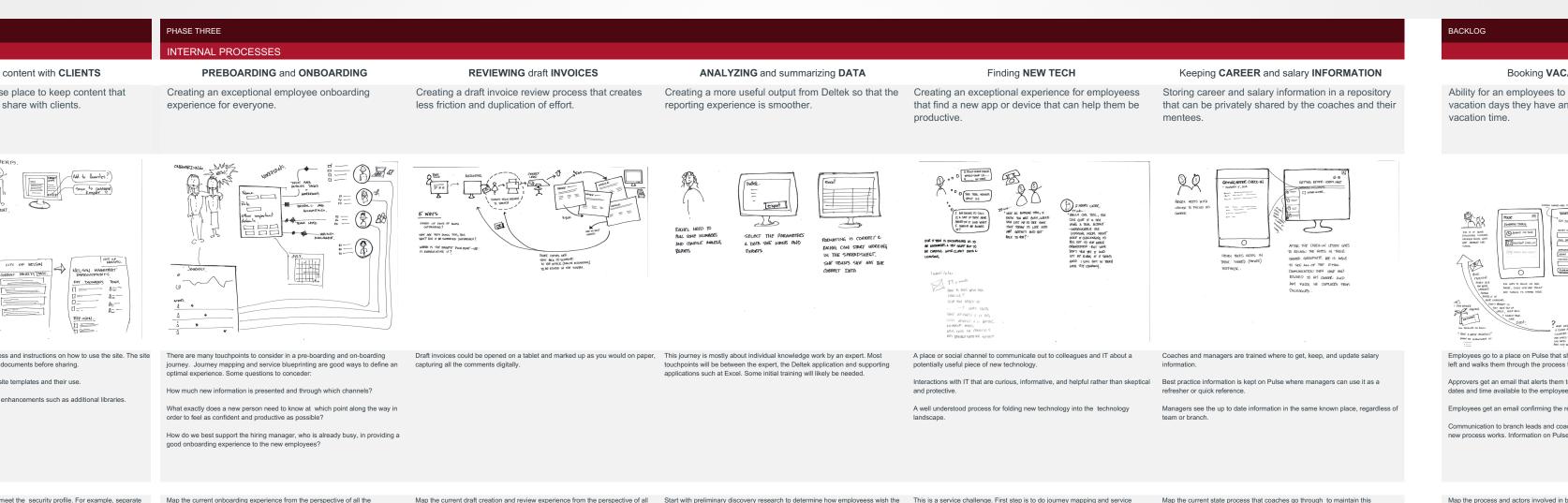
Booking VAC

Sketch / wireframe the digital experience

Conduct usability testing on the design as

Consider alternatives for secure repositories to store this information (ex.

SharePoint sites, OneNote, Outlook Groups)



data came out of Deltek and why - what are they try to do with the data.

Explore a custom solution with an intuitive front end and custom back end to pull

blueprinting to determine where the opportunities lie to refine the experience

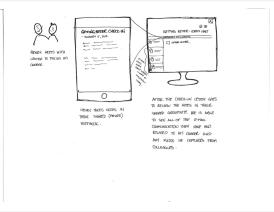
employeess have in this scenario.

Future: Backlog of opportunities

Continue to evolve our technology, processes and approach.

Keeping CAREER and salary INFORMATION

Storing career and salary information in a repository that can be privately shared by the coaches and their mentees.

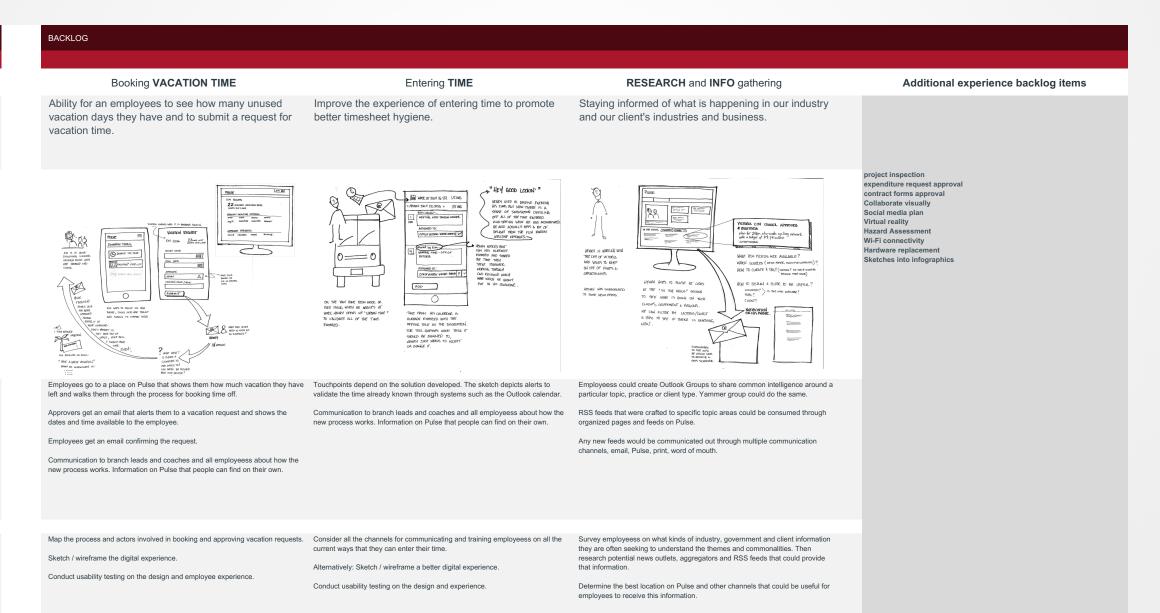


Coaches and managers are trained where to get, keep, and update salary information.

Best practice information is kept on Pulse where managers can use it as a refresher or quick reference.

Managers see the up to date information in the same known place, regardless of

Consider alternatives for secure repositories to store this information (ex. SharePoint sites, OneNote, Outlook Groups)



With all the business problems prioritized and organized we can zoom in and focus on what's most important.



THE BIET

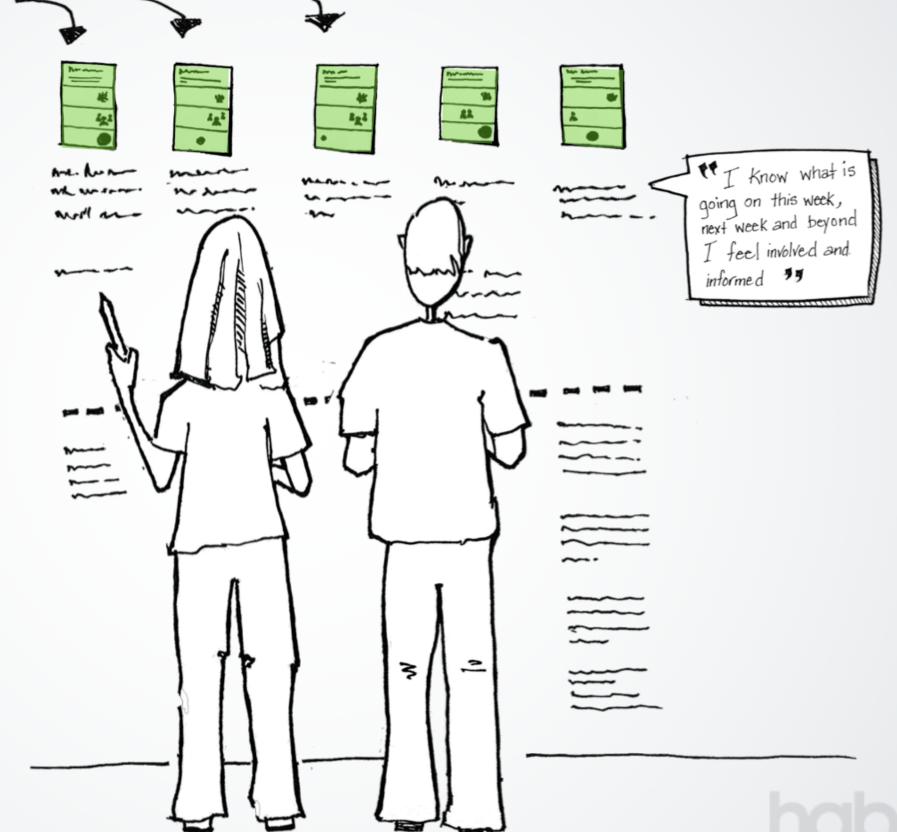
VALUE TO THE EMPLOYEE

VALUE TO THE \
BUSINESS

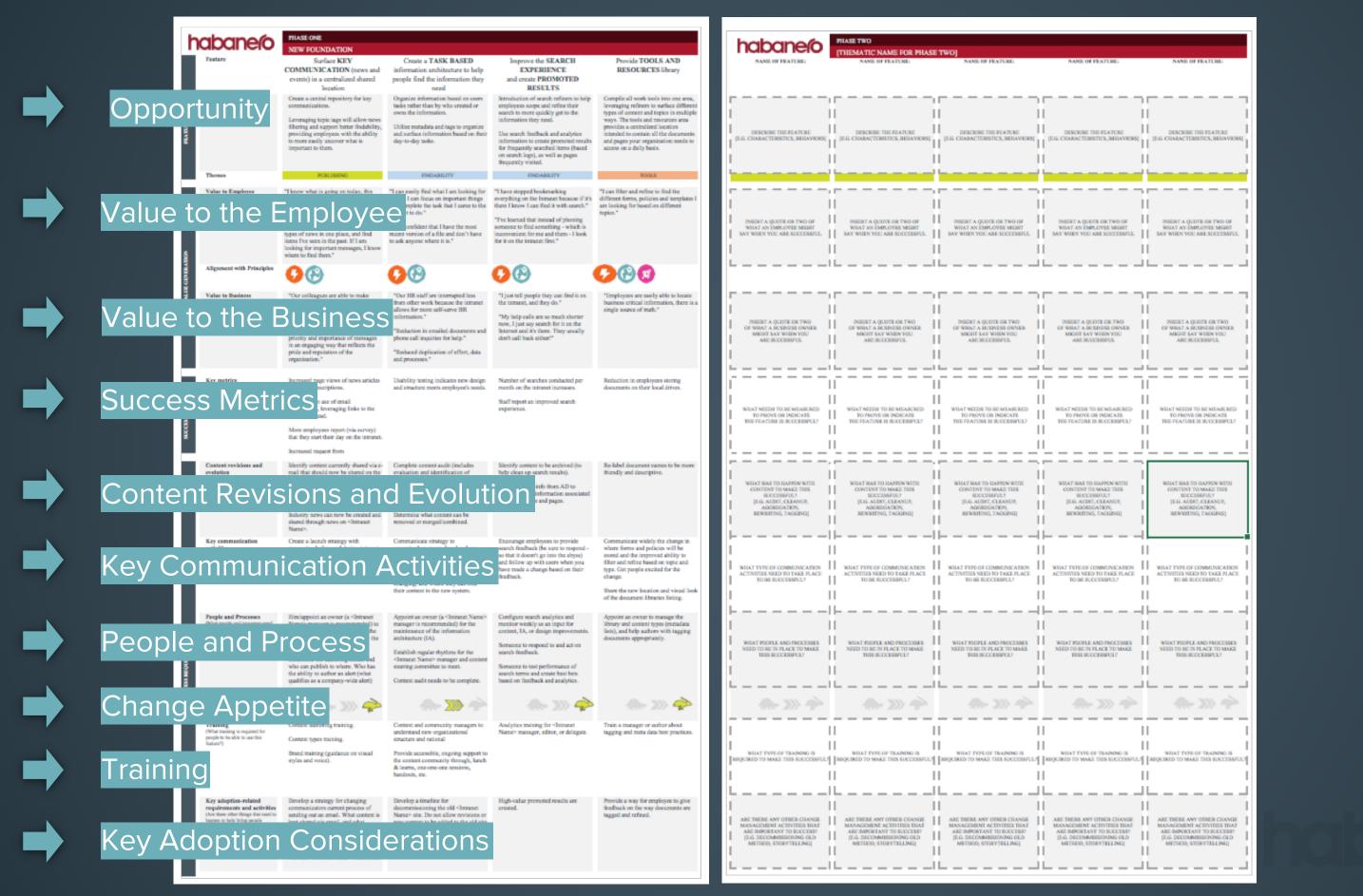
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REQUIREMENTS FOR SUCCESS

"what else needs to happen to make this successful?"







nprovement Road Map	PHASE ONE FINDING INFORMATION				PHASE TWO CONNECTING TO URBAN						PHASE 3 Internal processes					BACKLOG
Journey	Leveraging PAST WORK	Finding TEMPLATES and IMAGES	Finding an EXPERT at URBAN	INITIATING A PROJECT	WORKING ANYWHERE with POOR connectivity	WORKING with GOOD	ANYWHERE D connectivity	REVIEWS and MARK-UPS	REMOTE CLIENT PRESENTATIONS	SHARING content with CLIENTS	PREBOARDING and ONBOARDING	REVIEWING draft INVOICES	ANALYZING and summarizing DATA	Finding NEW TECH	Keeping CAREER and salary INFORMATION	Booking VACATION TIME
Description Opportunity Sketches	Easily find examples of past work to showcase what we have done or as a starting point for current work. This way, we can focus on what will bring the most value to clients and their communities.	etc. Finding document templates such as statements of work, design standards, reports, offer letters, etc.		Simplify project set up to ensure relevant tools have been made readily available and the Technology team has insight into any client needs.		ON MS OFFICE DOCS. Having a typical document work experience with documents (ex. Word, Excel, PowerPoint, etc.) from any device, anywhere. This includes the ability to read, create, edit and comment.	workstation.			Having an easy to use place to keep content that Urbanites need to share with clients.				productive.	st Storing career and salary information in a repository that can be privately shared by the coaches and their mentees.	Ability for an Urbanite to see how many unuser vacation days they have and to submit a reque vacation time.
(pedimeny stations stations, each ease of require further investigation)	The second of th	Lines.	The state of the s		A STATE OF THE STA	The second secon	Section Control of the Control of th	BANK. SALE W. L. SALE W. SA	The state of the s	AND GOLDAN TO THE WAY A STATE OF THE WAY AND ADDRESS.		Canada Ca	, , , , , , , ,	Type with the control of the control	The state of the s	
adoption supports, change management)	In the sufference in the company to the Markov School Conference of the Conference in the Conference i	Consider a root and templates section, and the ability for included Utberhales to bouldnark further lates of pages (possite from one of pages). Communicate when two templates are available and who to consider for template updates or to add new templates.		Coming piece on Publish to Maleira a ware project. Coming piece on Publish to Maleira a ware project. Commentation assessment of the Commentation of the second for	Create a one-page or infographic that helps Lithaniles understand what they can expect and what they should do to have the best experience possible before they get to a remote field location.									and protection. A well understand process for folling new technology into the Ulter Systems technology (landscape.)	Combine of manages are special when to get, large, and against eating information. The proposal profession is large on Philad when manages are and it as a shiftening the proposal profession of the profession of the profession of large of financia. While the profession is the same financial profession of the profession of the profession of the profession of large of financial profession and profession of the profession of the profession of the profession of the profession of profession of the profession of the profession of the profession of profession of professi	what had with the firm by the pursues to be bright or pursues of the common of the com
Value to Employee	T can find past examples of our work to showcase and win new work." "I can find examples of our past work to help leap us forward when starting new work, allowing our team to focus our efforts and attention on things that will bring the biggest value to our clients."	"I know where to go to fird the most up-to-date template and have confidence the first best place to when."	not "I don't have to have a reduct's or rely heavily on my senior colleagues" relució. for lespets in aur organization that can reach sorbs." "I can search for people based on their rule and skill."	to "Thewe a place to short uploseling documents that will help the learn get started"	"The more confident because I better understand what my working finitiations might be when the in a pair connectably environment." "I feel measured that the prepared and done everything I can do under the concernitions." "I feel this is no longer resed to consider a componiste between being on alse with the client and their production."		That like I can work on design documents as efficiently from home as I can to the efficie."	on "Teal confider when I look that Urban has a consistent, trusted, efficient proc for making up design work."		nert "Naving a nilable, easy vay to share information and deliverables with our clearle it yis a core chemicalized of laring a how consultancy." "Our clears that like a lary are getting the most value when they have easy, immediate access to all that we create and produce."	W.s. a new Utsanta, fin able to be more confident and productive scorer when I have a smooth unbounding experience."		"I can provide hemendous value to Urban Systems when it's easy to analyze an emorpholes our date."	Tiles most productive and creative when I have the authoromy to explore and expertment with new technology to make my work sealer and beliet."	Tread to be able to tend that the saliny information I have is correct when I'm diship viries with the people I manage.*	"slocation is an imposted time to recharge. I want to have confidence il vecation time I have evaluate."
Audience size Change aptitude	24.22.44	** 181**	22.25	22.20.22	24.202.42	** ** * * * * * * * * * * * * *	28 282 28	203	****	& &	*****	22.80.47	***	22.22.22	26.20	22 20 22
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	*	*	**	**	*	*	*	*	*	景	景	洪	*	景	洪	八
(Time and effort for the Urban Systems technology feam)																
(Hiring external expertise or technology cost)	\$\$\$	\$	\$\$	\$	\$	\$\$\$	\$\$\$	\$\$	\$	\$\$\$					\$	\$\$
Key metrics (You will us know we are successful?)	Start tracking search state (most searched, abandoned searches etc.) Track the number of additions to the project "exemplars" library.	Findability survey - set a baseline and measure against it post improvement. Start tracking search state (most searched, abandoned searches etc.) Create Steet-bett Seasc on commonly searched serve. Track Steet-bett Seaschood steet searched serve.	Set up analytics to that tracking search stats (most searched, abandoned searches etc.)	Track the number of sites that are created and use frequency.	Massum his on the ports' page for this information. Massuss the number and frequency of calls that come to IT for working in conditions with poor connectivity.	Measure document access and usage statistics for SharePoint online and mobile devices.	Solici user feedback Set CAD performance benchmarks, measure against regularly.	Baseline the time spent on drawing reviews to measure the future state against. Collect feedback from the project fearms.	General IT support survey question about support for this experience.	Disage statistics in project siles. Upload and downtoads from client reason in project siles. Microbr attachments and ricks siless.	Measure the duration for completing the ordinarting checklist. Survey meet from at a meaningful interval, one week, 3 months about engagement productivity. Longer-term measurement of attrition.	Measure the harn around fire for completing drafts. Survey staff on engagement on satisfaction with the process. et	Frequency that someone needs reporting out of Debek in a way that is not curre available. Time to produce the report by hand (current baseline) Satisfaction survey and frectback opportunities for stakeholders.	ily Frequency that someone has new tech that they word to use at Urban. Understanding and satisfaction with the service from IT and the process of exploring new suchnologies at Lintan Systems.	Adoption indicators that measure use of the system. \$0x0, check in interviews with reurogens at moises time to gather feedback on the new system.	Track the number of aucossful requests through the new system and feedback on the besis of completing a request, perhaps in their confer feedback on the besis of completing a request, perhaps in their confer
People and roles (Which people and processes need to be in place to make this feature successful?)	Curatior of best work Poping Lasels Poping Carcondinates Poping Teams	Counter of Invarianting and brand material Counter of templatus	Utbaniles to update their own profile	Project coordinators Project lead Project lead Project leam BMMs Tf	Project coordinators Project laud BAMs If If Independent	All urbaniles IT	CAD techns IT	Project Leads Project Scondinators Project Teams (CAD techs)	Clients Project coordinations Project and DAM IT IT	Clients Popular coordinators Popular land BMM IT	- Noting manager - Cason - Project coordinators - Project load - RAM -	Project constructors Project lead DAM Accounts receivable	- Branch leads - BMMs - Florinos - Leadembp	• гг • At Udwarline • Leadenship	Marager Coach AM Payroll	TT All Unbandins Landership
Processes	Taggians spipe in right of translighting sensith singles for most establish dema- diation demanderable in high bits and of proper establish. Proper congestation of control studies, Control confusion of interest studies, Control confusion of interest studies, Librarian pating content in the right place.	Regular regular informs for a SMSCounted group to evaluate, update and uploa new recognition or best of trend exemption. Submission processe and others for a brand photo library.	of Process for creating a tree employee prifes and encounting them to add to it and to be a forest discovering and tower themse employee prifes is removed.	Workfare for creating a new also. Workfare for decommissioning or archive an oid also.	Staving information at project lock offs.	Except of shorts control colons. Excelling lites colour than allocknesses.	Log in through Crisis	Configuring chaning repositions to be shared through the PFOF mask up bod.	Cry run halls beleased IT seams Strotig meetings with designated but lines, 15 min; early with a paramet on assoli- sered to able to the set, and up and trackbeshooting.	Ensuring project learns are enable; bits other than sending dischements. Supporting learns in maintening accoss (pigs 166) Supporting learns are supported and the sending the other so that the first projected and or not se enably site. Consider create a decision log on a project learn site.	These an exemp processes by producing and on bounding and from would not be in reported or demonstrated. Severa reported processes included in the property of the processes of the processes of programs of a population - Being gainers device, a pitcern, a company, an AD account and erral address, asking with access of the properties work track. - Initiation of pay and benefits - Initiation of pay and benefits - Best being for one work between paying on the portion. Orthopology should come be portion.		Reporting and of Delak	bibliodizing, see shall blee to Urban Systems and IT. What are the Channel? reach its Viccol? Validation of the see shich by IT for corporate compliance and security considerations. Assessment of the local against other available alternation. Assessment of read across Urban Systems.	Sday adjulmenta - agyrmalit and chargen made in Celebi-	Redirect people trying to use the old process to the new tool and world
Information and data considerations	Urban vide teconomy (created by/with SMEs) Project templates and clear explanation of their use All client projects should be run in a project site so that it can be indexed and	Image quality requirements. Consider naming conventions for templates and associated teachomy.	Review Active Directory and profile photo database. Best practices for selecting a profile photo.	Best practice about what sile template to use and where.	A lack eagent will need to write the tip sheets and work with someone to publish them to the portial. A graphic designer could be needed for the creation of an infographic.	Content is created by all employees. It will be sharable as long as it is stored in the right places Storing content in SharaPoint Online so that it can be accessed anywhere.	e CAD native file storage in each branch	May be some professional standards or best practices to reference here.	Tech expert to write the how to one pager and trouble shooting tips.	Content is created by the project learns. Use of simple rests data and proper plearement of deliversities will improve assentiability of columents in the future. Consider creating a separate section for documents that are not to be shared with clients. Best practice about what site temptate to use and where.		Time entry	0009	Communication of the process through appropriate channels, such as Pulse. New best practices - This is emerging practice.	Communication of the process through appropriate channels, such as Pulse. Set a consistent process for all of Urban Systems so that the sensible information	Communication of the process through appropriate channels, such as
Des paraces or rules	searched later (remove any percieved friction or barriers to entry such as internal fee/cost to project). "CAD native files will be kept in file share.			Best practice about where project work should happen and why.						Best practice about where project work should happen and why.	On-boarding check list should be managed with the help of an automated world to be sure that no important tasks get forgotten or cause unnecessary delays.				is kept confidential and the team in payrolf can be efficient.	
Technology Office 345 (July 1997) Office 345	Enter * Trans likes** Described seach ** pounded reads and reference (Service) project since Described seach *** Described seach *** Analytics lates and, "" Analytics lates and, "" ** Analytics lates and, "" ** ** ** ** ** ** ** ** **	Gi proved parliamy New Death and the second control of the secon	Continued parlament; Pengias Fondar ** The parlament parlament; Pengias Fondar ** Thyrates ** **Continued to the Moment in investing in advancing the and pump layed the label parlament in factors and factor	Groups Task the " Gas present platform; I have also directory Gas present platform; I have also directory Gas and direct size directory (and serve also received by projects) Size processoring directifies Need to make denyl of while to an who. "Gas pass another make also "Gas pass another make."		Office (Word, PPT, Essel etc.) Constitution of the Constitution o	Regime looky modelet colleges or oversite destroy	Stakey book is go Shahaarij	Keep are ago in view hallwadings studies in the execute to use for clarets or that clare are acquiring.	State state " Yearner Extract ground state "	Office (Word, PPT, Excel etc.) (Group) (Word)	Workshoods (e.g., Nelson) Marking Basis (e.g., Workshood)	Office (York, PPE). Earl (No.) Throughput with services to threatfine and later up this apport to associ	Contract Variety Of process (addition) 1-2-4-2-5-5-5-5-5-5-5-5-5-5-5-5-5-5-5-5-5	General Tean reas* General professor* Train reas*	De (mew (Adire) Think found Value found V
	heavily promoting it initially. Taxonomy of terms needs to be created and maintained. "Taxonomy of terms needs to be created and maintained. "Taxonomy could be in the cloud or organin pending customization requirements and strong needs) include 2-4 teams the projects with consistent architecture and applied metadata fautomals as much as rousehist.		topic) with custion development. "Yolkahean 'Go' has suido compilele buill in. Currently searches find name and to names, could be customized to search based on skillest and project info. "Mysillar: Microsoft in moving away from Mysillar, we don't recommend waiting Linked."	** For more customized templates team siles are a better option. last											¹⁹ Date or a new cloud based between whold he the logical place to communicate the necessary information for people to understand. "Getting Better" and any annual swise information specifically. ¹¹⁰ Potential to use a workflow to amongs approvised of increases and govern communication of salety adjustments to payotic.	

	needed. Orientation material such as introductory emails, and a video walkthrough are templated. Tech team leads project coordinator champion network.	updates of to add new templates.		Section on Pulse to store information about the different types of site templates and which to use when. Invitation to project team when project is kicked off, including links to any relevant documents.	interactions.
	Investigate current metadata that can be pulled from file share and leveraged as a search scope. Identify important and frequently sourced document types. Create templates for teams that integrate content types and metadata related to the most frequently sourced document types.	Audit current brand templates. Source best of breed content templates. Find someone to care for and curate this list.	Start with a small pilot group and leverage available technology and functionality to minimize customization. Consider Delve, Mysites or a combination of both.	Encourage Urbanites to use team sites. Showcase the value of team sites and ease barrier to entry by integrating it into the project initiation process.	Create a one-pager or infogexpect and what they should get to a remote field location
	"I can find past examples of our work to showcase and win new work." "I can find examples of our past work to help leap us forward when starting new work, allowing our team to focus our efforts and attention on things that will bring the biggest value to our clients."	"I know where to go to find the most up-to-date template and have confidence that it is the best place to start."	"I don't have to have a network or rely heavily on my senior colleagues' network to find experts in our organization that I can reach out to." "I can search for people based on their role and skill."	"I have a place to start uploading documents that will help the team get started"	"I'm more confident because be when I'm in a poor conne "I feel reassured that I've pre circumstances." "I feel like I no longer need the client and being production."
Audience size	38 20 38	2 ² 282 ² 2		&& && &&	
Change aptitude	The state of the s	The same of the sa			
Business Impact) X		
Effort (Time and effort for the Urban Systems technology team)					
Cost (Hiring external expertise or technology cost)	\$\$\$	\$	\$\$	\$	
(How will we know we are successful?)	Findability survey - set a baseline and measure against it post improvement. Start tracking search stats (most searched, abandoned searches etc.) Track the number of additions to the project "exemplars" library.	Findability survey - set a baseline and measure against it post improvement. Start tracking search stats (most searched, abandoned searches etc.) Create 'Best-bets' based on commonly searched terms. Track 'Best-bets' to see how often they are used.	Set up analytics to start tracking search stats (most searched, abandoned searches etc.)	Track the number of sites that are created and use frequency.	Measure hits on the portal p Measure the number and fre conditions with poor connec
People and roles (Which people and processes need to be in place to make this feature successful?)	Curator of best work Project Leads Project Co-coordinators Project Teams	Curator of marketing and brand material Curator of templates	Urbanites to update their own profile	Project coordinators Project lead Project team BAMs IT	Project coordinators Project lead BAMs IT Infographic designer
	Requires regular rhythm of investigating search analytics for most searched terms, abandoned searches to help tune and improve search. Proper categorization of content including: Creation and use of managed and inherited metadata; Urbanites putting content in the right place	Requires regular rhythms for a SME/curator group to evaluate, update and upload new templates or best of breed examples. Submission process and criteria for a brand photo library.	Process for creating a new employee profile and encouraging them to add to it as part of onboarding and how a former employee profile is removed.	Workflow for creating a new site. Workflow for decommissioning or archive an old site.	Sharing information at projection
	Urban wide taxonomy (created by/with SMEs) Project templates and clear explanation of their use	Image quality requirements.	Review Active Directory and profile photo database.		A tech expert will need to we them to the portal. A graphic

	Start tracking search stats (most searched, abandoned searches etc.) Track the number of additions to the project "exemplars" library.	Start tracking search stats (most searched, abandoned searches etc.) Create 'Best-bets' based on commonly searched terms. Track 'Best-bets' to see how often they are used.	searches etc.)		Measure the number conditions with poor of
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Information and data considerations	Urban wide taxonomy (created by/with SMEs) Project templates and clear explanation of their use	Image quality requirements. Consider naming conventions for templates and associated taxonomy.	Review Active Directory and profile photo database.		A tech expert will n them to the portal. infographic.
Best practices or rules	All client projects should be run in a project site so that it can be indexed and searched later (remove any percieved friction or barriers to entry such as internal fee/cost to project). *CAD native files will be kept in file share.		Best practices for selecting a profile photo.	Best practice about what site template to use and where. Best practice about where project work should happen and why.	
Technology (What technology could support this journey?)					
Office 365 (Microsoft Cloud) Delve Office (Word, PPT, Excel etc.)	Delve *		Delve *		
Groups	Team sites **	l .		Groups Team sites **	
Таннитон					
	<u> </u>	Go (intranet platform)		Go (intranet platform) - teamsite directory	
SharePoint Extranet (on prem.) SharePoint search Extranet project sites	SharePoint search ***- promoted results and refiners Extranet project sites	Go (intranet platform)		Go (intranet platform) - teamsite directory Search driven site directory Self serve site creation for projects	
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SharePoint Extranet (on prem.) SharePoint search Extranet project sites SharePoint intranet (on prem.) Mysites "Pulse" intranet SharePoint search Workflow tools (e.g Nintex) Mark-up tools (e.g Bluebeam) Analytics tools (e.g Google analytics)		Pulse SharePoint search	Mysites***	Search driven site directory	
SharePoint Extranet (on prem.) SharePoint search Extranet project sites SharePoint intranet (on prem.) Mysites "Pulse" intranet SharePoint search Workflow tools (e.g Nintex) Mark-up tools (e.g Bluebeam)	Extranet project sites SharePoint search ***	Pulse SharePoint search	*Cloud Delve: Microsoft is investing in advancing this and using big data to help make it function well. Less control than with Mysites, doesn't integrate well with other systems. More custom search queries can be created (e.g past projects,	Search driven site directory Self serve site creation for projects	

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The roadmap and vision work was a revelation. This change requires a program approach between culture, technology, and communications.

CEO

and Man	PLANE PINE			010 000 000	PHASE TWO						DATE:			2012	a 2016 - 20	BLCTC CO.		
Jumey Jumey	FINDING INFORMATION Leveraging PAST WORK		Finding an EXPERT at URBAN	INITIATING A PROJECT	CONNECTING TO URBAN WORKING ANYWHERE		ING ANYWHERE OOD connectivity	REVIEWS and MARK-UPS			Internal processes PREBOARDING and ONBOARDING	REVIEWING draft INVOICES	ANALYZING and summarizing DATA	Finding NEW TECH	Keeping CAREER and salary INFORMATION	Booking VACATION TIME	Entering TIME	RESEARCH and INFO gathering Addition
Description			Finding Urbanites based on skill, expertise, and pa s, project work.	at Simplify project set up to ensure relevant tools have been made readily available and the Technology learn has insight into any client needs.	WITH POOR CONNECTIVITY. Having the best possible work experience in an environment when typical internet and Wi-Fi infrastructure doesn't ex-	 CN MS OFFICE DOCS. Having a typical docume work experience with documents (ex. Word, Excel int. PowerPoint, etc.) from any device, anywhere. This includes the ability to read, create, edit and comm 	entON CAD FILES. Having the ability to do produ collaborative design and drafting work from a hor workstation.			Having an easy to use place to keep content that Urbaniles need to share with clients.	Creating an exceptional employee onboarding experience for everyone.	Creating a draft invoice review process that creates less friction and duplication of effort.	Creating a more useful output from Deltak so that t reporting experience is smoother.	he Creating an exceptional experience for Urbanites find a new app or device that can help them be productive.	s that Storing career and salary information in a repository that can be privately shared by the coaches and their mentions.	Ability for an Urbanite to see how many unused vacation days they have and to submit a request to vacation time.	Improve the experience of entering time to promo better timesheet hygiene.	te Staying informed of what is happening in our industry and our client's industries and business.
Opportunity Statutes (professions statutes - each area will require further investigation)		work, design standards, reports, other letters, etc.	NAME OF PARTY OF PARTY DESIGNATION.			A CONTROL OF THE PROPERTY OF T	Gast Sed	Kā Qi				Employee State of Sta	The set of	88	and the state of t		The second of th	project inquestion and control of the control of th
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Experience touchpoints and actions (riesellers, communications, habing adoption supports, change management)	Unknown shift a really affective search respectance that quickly sorrouts. Uthorite to the information they see trying to find. When history off a new project, Observine alongs remain a new insernable incoming one of the project inequalities, the self-service rule remains range jud havines or one of the project inequalities.	n. A dealerable and managed place on Palse for marketing and lineal estated all fields to related templation. np. Consider a local and lengthies, section, and the ability for individual Unknown; includes the local length place in the page (under their own let).	6b Easy in locate people search interface on Pubs. Compatign to encourage people to add content to their profiles. In	Create plane on Pulsa is initiate a new project. Communication strategy in Inity Ultranies, understand the value of the insensite lampitate for managing that sourced project as sell as for heights them Ind project information in the Mains.	Employers get a very pager horn II or hash fearn had that otheres there is swelling to excellent with pure conventionly of a time that makes same in a state of the excellent with pure conventionly of a time that makes same in a state information. An integraphic planed in each bloken that explains writing in planes with p	und. When the a sindar apprisent soluble of the office an they made in the motion. This includes a model amount reporture on their phones or platfort had all these made included in the control cognition. In College description, or Whentles are information in their offices, and require information on Pubm.	celline. Unknotine cam log this CAD persons via Chiri pulling them "shase" to the a when they are variety amounts; Utherstein, have a served approbables and sharmels through which be get a speed on here in van Chiri.	order! Ubselve biles bile from error! which agent a PCF in a bed flui allows life make merkup arrodulents and summers. p in Urbaniles was briggephia in their allows and suggest information on Pulses.	Name to Communication between IT and project load of a raw start is experien an infrastructure to the start's both born to experien a dry tor of Tricilla. In. One page on Pulse and in the afficies to communicate load practices, and shoulding light for recently approximations, (e.g., business mealings likes) and processing the start of t	bestidien in the size of all assesses and imbursions on how in one the win. The should be stantant with project documents before sharing insuline. Then training on the different also templates and their son. I have been	These are many headquirely be consider to a pre-learning and on-hearning journel. Assumery recogning and services histopologic gast good stops in defense an optimal expectation. Evense quantitions in sometimes, the constant of the properties of the control of	Death freezions could the experced on a bibliot and marked up as you would on pay capturing all the economies displayly	Dis James is receip simal individual invalentar and ky or expect black backpoints will be between the expect for Deloh application and supporting applications such at Exect. Some rolled basings all their in content.	A plane or serial observed in communicate and in colleagues and IT alond a principally useful given of most including: Information with IT but are curious, information, and helpful other than six and proteints.	a Complex and managers, are trained where to got, large, and update subary interaction. Bend you do in Information is legal on Plabe where managers sensus it as a referable or up data features.	If it account is designed to Palace that shows been have reach considered that the shows been been the account that the best from the considered they have present for beauting time off. Approvers gat or most that don't from it a considere support and shows that and time account to a considere to the account to the acco	des. Communication in Inventé leads and manifes and all urbaniles about how to	Situation multi create Cultural Conque la share amoreus shalispense amored a particular lepin, pundice or client lign. Varanter proop multi der lare name. Anne messe. Sital beste his di vere confed la sepandic lepin amore consoli de communed il recoglis sepandica pund melioni in Pubb. Anne
	potential opinud opportunites have been removed; Tan's been supports and enables the project learn with hairing and support other resided. Other lation material such as introduciony enable, and a video subdivinoph are length of a.	Communicate when new templates are available and who to contact to template updates or in add new templates.	in the state of th	Over communication about what is not and others, in g. Where in since and such an CAC Stan). Bestim on Pulsa is wiren information about the different ligeas of also inequisites and which is one when. Installation to project is soon stance.	committely helps raise assertment about the combitation. Information on Pulse as a reference for employees and learn leads for self-informations.	Americans is the main length. Uniting is groups or one or one multitle por service adoption shadings whose is in discussed that exists suppose in respicted. Hospitans that and common, underdanding among the experience of what is not put when, Con support and arother sertion brints of work that include Moneral products.	of all the Traces are given quitarous on where in bank keep C/IO blan for the mean or whering and accesses experience. expiren	Assertions, in the main handle. Taining in groups or one on not could be putform. Assertions the description of the putform of the putform of the putform of the putform. Assertions in the main handle for the putform of the putfor	pat of the up and invade showing femi) A place on Pulsa for self-sension of Wahillia information, including tips and i position.	Support from IT on project sile enhancements such as additional libraries.	What exactly does a rest personneed in loss and which point along the way in scale in limit an confident and positionize any penalske? Here the sections support the lating exactings, who is already lossy, in providing a good enhancing experience in the ener orbands?			A well understood process for fidding new leadenslags into the Urban-Spile leadenslags landscape.	Coulting and counterparts are funded after it got living, and guides takey electricates. Here you do not information in layer or Pulse after meragen are used in an administration of an administration of the counterparts are used in an administration of the counterparts are used in an administration of the counterparts are seen in large and administration of the counterparts are used in a seen in large and administration in the same in large	Employees get an email continuing the request. Communication in increase heads and contribute and all ordersten about how their process works, beloveralism on Pulse that people use find on their rear.	-	Any men hash medil in a comminsion and foreigh multiple communication absential, medil, Pubs, pilot, weel of musik.
Potential first stees	Investigate surrent metasista that can be pulled from the whore and investigat as	a Audit narred learned bereplates.	Bed with a world pilet group and incompe analysis inclonelygy and illustrates	By In: Drawings Urbanius In use learn siles.	Creater a zero pager or integraphic that helps Unbanders understand what the	ny san Cesule a soma pager ao rishipaphis Bud helys, urbaniles undendand ad the Bid n Bay	ings		Oracle a one pager or integraphs that helps Urbaniles understand all the t that need in the in-place for a year Weldle experience.	Prings: Evaluate enhanced options that most the Citian Systems security profile. For example, separate natural (CISE) or separate and upp alls a galaxiery applier	Map the surrest ordinanting experience from the perspective of all the violativation in a unimedual of the nurset state, sequence and points of Indian.					May be process and asters involved in booking and approxing variation repo	 Consider all the channels for communicating and leaking Urbaniles on all its sormed steps that they can note that line. 	ne Eurony vihaniles, an whol kinds si'i mbainty government and alent i hierandian they as other welling to volvestand the themses and communities. These research
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