

Chevron Corporation, Law Digital Operations

Internal Communications Campaigns | Digital Adoption | L&D Program Management

Chevron brought me on by contract to serve its global, 700-person Law Function, with a single charge: to introduce and advance digital fluency across the organization. My contributions included:

Marketing and communications strategy and implementation

I partnered with the Law Function administration leadership team and digital analysts to build a communications and brand-storytelling strategy—and a companion execution playbook—that established and drove a shared commitment to digital fluency across the Law Function.

L&D deployment

I stood up iLearn, an L&D program on the Degreed platform spanning Microsoft 365 (from the Office suite for law administrators to the Power Platform's low-code tools for advanced citizen developers), cybersecurity and responsible-AI awareness coursework, and law-specific app platforms.

Stakeholder engagement

I defined the value proposition for the Law Digital Operations team and led the outreach behind the communications and brand-storytelling program, which included:

- Writing content to promote the L&D platform through experiential cascades across internal channels along the learning journey
- Expanding digital marketing communications to include branded how-to videos, events, seminars, and office hours on digital fluency
- Championing digital fluency across the Law Function while conducting internal customer research through surveys and focus groups
- Equipping leaders and SMEs with speeches, talking points, branded presentations, message cascades, infographics, success stories, and digital signage
- Assessing performance against the learning metrics set by HR and Law administration leaders to shape a rewards and recognition program

SharePoint intranet marketing communications

I served as lead creator and backup administrator for the SharePoint sites owned by the Law Digital Operations team and its partner teams: designing the intranet sites, developing platform guidelines, advising on layout and content, and monitoring site metrics to identify opportunities for refinement. I also developed the wireframes, mockups, and clickable prototypes for the launch of the refreshed Law Connect site, the Law Function's single global source of truth.



Digital Fluency Strategy Brief

Communications Outreach & Engagement Strategy

*Presented to the Law Administration Leadership Team
January 12, 2023*

Program Manager: Peter Speliopoulos | Owner: David Killion | Sponsor: Chanell Yates | Executive: Tom King

Presentation Contents

The Strategic Opportunity

Strategic Planning Roadmap

Brand Strategy

Content Framework

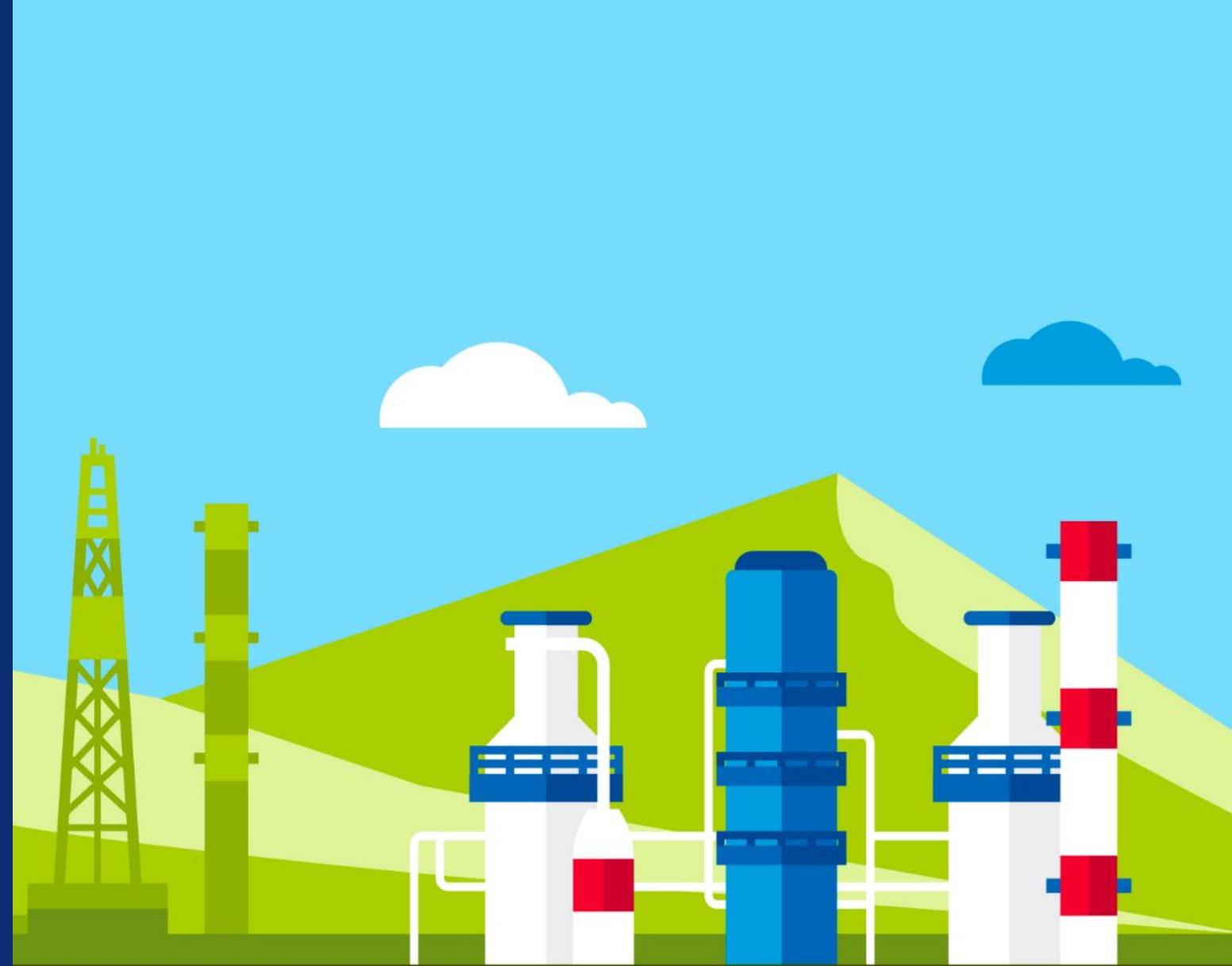
Change Management

Business Initiatives

Metrics & Measurement

Project Execution

Leadership Action Required



Why We're Acting Now

Identified Gap

Concrete audience adoption gaps in digital fluency resources have been mapped and are addressable with the right outreach strategy.

Proven Platforms

LPP and LPRG are substantive, capable platforms ready to deliver on our learning mission. The tools aren't the problem.

Clear Objective

Increase traffic to digital fluency resources by 50% by year-end 2023 through a disciplined, metrics-driven campaign.

Strategic Plan in Place

A comprehensive strategy to close adoption gaps and operationalize a harmonized, meaningful learning environment is ready for execution.

Our vision: Build purpose around our audiences, not our learning assets.

Where We Are → Where We're Going

Current State

- One-way, top-down communications with limited channels
- Default channel is email, with no strategic mix
- Audiences overloaded and message penetration is low
- Outreach to target audiences is wholly ad hoc
- No reliable benchmarks or KPIs to measure content performance
- High-quality tools, but promotional outreach is infrequent



Target State

- Unified learning culture across the Law Function
- Multi-channel, audience-segmented communications
- Communities of practice for supervisors and citizen developers
- LPP as a knowledge base and single source of truth
- Feedback loops that moderate top-down messaging
- Metrics-driven continuous improvement cadence

Five Pillars of Law Learning

1

Leadership & Ownership

Managing strategic alignment and imposing project management discipline to meet defined objectives.

2

Expanding L&D Opportunities

Making learning easy to find, improving engagement, and increasing employee achievement and resiliency.

3

Community Engagement

Nurturing collaboration, introducing communities of practice, and assisting supervisors through change.

4

Content as a Strategic Asset

Choreographed touchpoints and thought leadership focused on mission-driven problems.

5

Purpose Is Everything

Using authentic purpose as a unifier to strengthen the employee voice and enhance the total learning experience.

A bold, purpose-driven brand strategy ensures L&D sustainability and alignment across the Law Function.

Strategic Planning Roadmap

HERO Content

~1x / month

Thought leadership pieces designed to inspire and win over new audiences. Published roughly once per month. High-impact, research-driven, and substantive.

Hub Content

~2x / month

Core law learning communications that push audiences midway through the adoption funnel. Published approximately twice a month.

Help Content

Weekly+

Foundational how-to content, FAQs, and operational updates that pull all audiences along regardless of where they are in their learning journeys.

Balances audience intent across the learning adoption funnel.

Framework source: *The Definitive Guide to Strategic Content Marketing* (Džamić)



Thought Leadership & Leading Supervisors Through Change

Thought Leadership Goals

- Establish DigOps and LPP/LPRG as recognized authorities in law learning.
- Deliver authentic, expert-driven content from leaders with substantive credibility.
- Content must be fresh, forward-looking, and evidence-based.
- Avoid generic, self-promotional, or recommendation-free messaging; deliver clear, actionable next steps.
- Strong calls to action from trusted leaders will drive the next steps in learning.

Supervisor Change Journey

1 Introduce Change

Build awareness of iLearn, reinforce business reasons, and clarify impact on supervisors and their teams.

2 Support the Transition

Help supervisors embrace roles as change agents, coaches, communicators, and advocates.

3 Reinforce & Celebrate

Recognize and reward teams thriving during change; ensure the learning investment is validated and sustained.

Eight Goals → Discrete Deliverables

1 Embedded Adoption Strategy

Branded partnership and choreographed touchpoints across LPP and LPRG.

2 Unified People & Culture Program

The LPP single source of truth and CoPs for supervisors and citizen developers.

3 Vital Internal Communications Program

Agency-style program management discipline to meet aggressive objective and timelines.

4 Thought Leadership Communications Strategy

Thought leadership expanded to include all LPP and LPRG touchpoints.

5 Program Alignment Across the Law Function

Change management communications guiding supervisors and teams through change.

6 Thoughtful Communication Cascades

A content marketing strategy accounting for audience intent (the “why” behind employee engagement).

7 Meaningful Measurement

Performance oversight capability assessments, including relentless measurement and reporting.

8 Strong Backroom Operations

Resource library for campaigns and communications best practices.

Track. Analyze. Flourish.

Intranet Traffic

- Unique users (visits)
- Total pageviews
- Unique pageviews per session

Content Performance

- Email open rates
- Clickthrough rates
- Response and feedback rates

Event Participation

- *Tech Gems* post views
- *Law Bytes* videoconference attendance
- Office Hours attendance

Audience Engagement

- Content comment frequency
- Content interactions (“Like” engagements)
- Employee tagging activity (mentioning a colleague using the @ symbol)

L&D Platform Usage

- Trainings completed
- Certifications achieved
- Usage segmented by role

Target: Increase traffic to digital fluency resources by 50% by year-end 2023.

Baseline benchmarks have been established from 2022 Law Bytes and Tech Gems data prior to Q1 2023 targets.



2023 Roadmap & Milestones

Jan 2023 Align & Integrate

- Officially launch iLearn with supervisors.
- Distribute the “Law Learning at a Glance” messaging and positioning document in breakout sessions.
- Conduct DigOps team program transition briefing.
- Introduce the revised, co-branded LPRG and LPP landing pages.

Feb 2023 Prioritize & Build

- Define a channel mapping strategy that is aligned with the learning journey.
- Launch the thought leadership program.
- Deploy the optimized, built-out LPP knowledge base.
- Launch the Supervisors’ CoP.
- Launch the Citizen Developers’ CoP.
- Launch a rewards and recognition program.

Mar 2023 Implement & Optimize

- Bulletproof the DigOps digital content creation and deployment infrastructure by deploying the:
 - Law Learning Campaigns library
 - Communications Best Practices library
- Conduct a progress review meeting with program principals.

Apr 2023 Measure & Refine

- Assess the 50% traffic-growth target quarterly.
- Maintain continuous performance measurement and reporting, refining program execution to ensure success over the long term.
- Stay nimble and audience-focused, continually enhancing and iterating on the L&D planning process guided by feedback.

Thru Q4 2023 Move to BAU

- Operationalize LPP into business as usual (BAU).
- Continue the rigorous, hands-on refinement and optimization of BAU operations (which are investments in our brand).
- Conduct a performance reporting and GE Work-Out meeting with program principals.
- Pass the LPP program to the program owner, David Killion.

Continuous project management discipline, thought leadership, change management communications, performance oversight and reporting.

Decisions Needed to Launch

Approvals Required

- Approve creation of “Law Learning at a Glance” messaging document
- Approve the law learning brand tagline and hashtag
- Approve tactical plans for each of the eight business initiatives
- Approve performance metrics and KPI framework
- Approve brand and editorial standards for all communications
- Approve standardized content review and approvals process

Strategic Review Questions

- Are the tools and activities right for the Law Function culture?
- Do they encourage and nurture growth across teams?
- Are we lifting up people across the Law Function?
- Does this plan support the Law Function's broader goals?
- Is the scope of ambition appropriate and sustainable?
- Do all tactics interact in a healthy, productive way?

**the
human
energy
company™**





Workstation or Mobile Support (SR & HOU)

Application Support for the Law Function

Digital Productivity & Fluency

Law Employees' Most-Used Resources

GENERAL LAW RESOURCES

- Notary
- Outside Counsel Guidelines
- iManage

DIRECTORY & ACCESS MANAGEMENT

- Law Function Platform
- Law Function Website
- Law Function Directory
- Law Function Org Chart (PDF)
- Visitor Access & SmartBadge Requests
- Guest Access (for Wireless)
- Identity & Access Management (IdAMP)
- Visitor Access (iPass)

ENTERPRISE TOOLS & SERVICES

- CTREX
- Global Travel
- HR Intranet
- Workday Learning (LMS)
- Workday Talent Profile (IT)

THE LAW SOCIAL NETWORK

- Chevron (on Workplace)
- Law Digital Platform (on Workplace)
- Recognition & Awards
- Feedback (on Workday & Teams)

COMMONLY USED RESOURCES

- Workstation or Mobile Support (SR & HOU)
- Application Support
- Access through SNOW
- Law Digital Platform
- Global Travel
- Travel Resources
- Law Platform for Excellence
- Foundation Contracts Center
- Inside Chevron

LAW ADMINISTRATION

- eDiscovery (Relativity)
- Information Technology
- ADO
- Azure Portal
- Office Portal

CORPORATE AFFAIRS & STRATEGY

- Substantiation Workflow

CLERICAL SERVICES

- Workday
- Timesheets
- Visitor Request
- Book a Room

Law Function Practice Areas

Law Administration

New Energies

Corporate Affairs & Strategy

Employment & Labor Relations

Internal Process & Reporting

Corporate Governance

Corporate Compliance

Strategic Initiatives & Litigation

Oil, Products & Gas (OPG) Law

Litigation



Law DigOps Dashboard

Tech Gems

Law Bytes

Dedicated Desktop Support

October 2023

Key Takeaways: October 2023



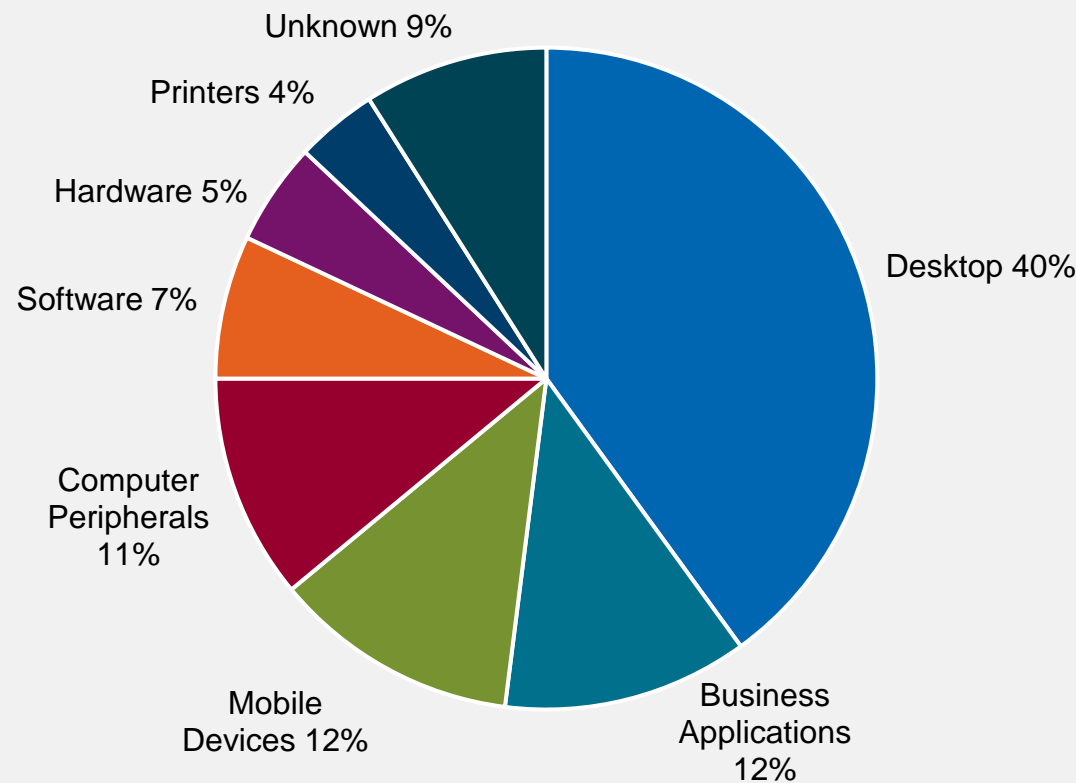
Key Takeaways

Tech Gems, Law Bytes & Desktop Support

- **AI is the clear demand driver:** The two AI Law Bytes (347, 382) drew ~2x a typical session.
Action: Continue to make AI the overriding content priority.
- **Outlook/email content powers Tech Gem engagement:** Q2 doubled to 2,899 views on the strength of Outlook topics.
Action: Time Tech Gems to platform changes and daily email workflows.
- **Per Tech Gems, views have cooled since the Q2 peak** (242 → 173 → 135 avg).
Action: Name the trend and point to AI as the next high-demand theme.
- **Onboarding is the real support story:** Desktop drives 40% of 841 tickets, with new-employee hardware the top request.
Action: This is a fixable friction point.
- **TeamConnect preview engagement is narrow:** Skewed to Counsel/Analysts (55%) and the US (124 vs. 26 international).
Action: Under-engaged groups need targeted outreach before rollout.
- **9% of support tickets are “Unknown”:** Uncategorized volume quietly weakens any support narrative.
Action: Tighten categorization.

Dedicated Desktop Support by the Numbers

841 Tickets Closed YTD



Tech Gems by the Numbers Total Views & Top Performers

1,323 Q1

Microsoft Translator App	219
Using the Edge Browser	148
OneDrive Tips	120

2,899 Q2

Outlook Out-of-Office Notices	577
New Outlook	378
Sharing Files/Folders Externally	265

2,253 Q3

The Power of the Ellipsis	267
Quickly Switch Devices in Teams	239
Speaker Coach in PPT/Teams	226

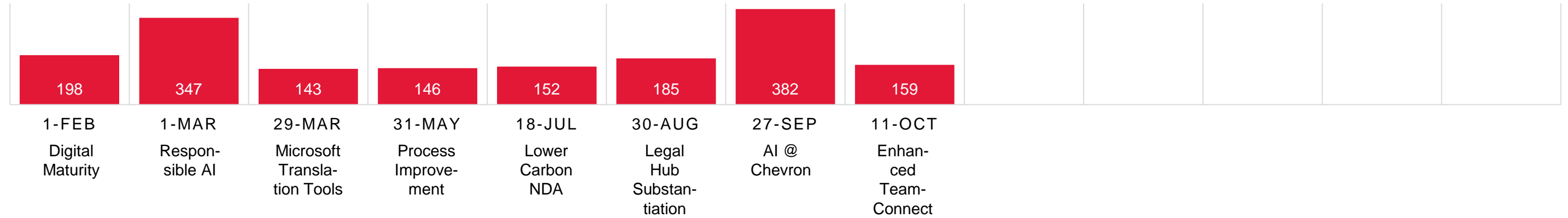
406 Q4 (QTD)

Focus Sessions with Windows Clock	229
Scheduling Emails	81
Automatic Replies on Mobile Devices	96

Law DigOps Review: Law Bytes

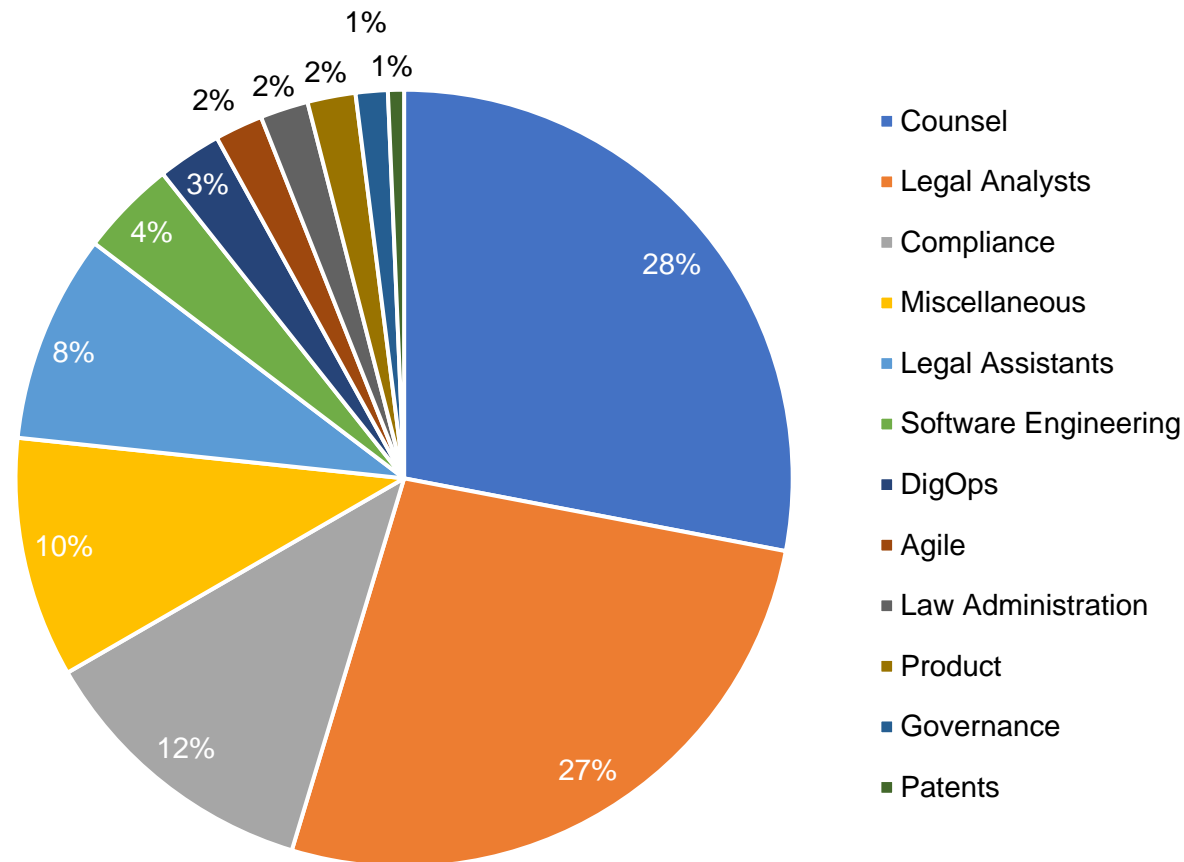


Law Bytes Attendees (Jan. – Dec.)



Law Bytes: New TeamConnect Preview Attendance Breakouts (October 11, 2023)


By Title Category



By International Region




Tech Gems Explainer Videos



Tech Gems


Did you know...

You can now set up automatic replies on your mobile device when you're on the go.

 [Watch this 1 ½ -minute tip](#)

View all published Tech Gems, suggest a new topic or post a comment at go.chevron.com/TechGems

DIGOPS
Digital Operations



Tech Gems

Scheduling Emails

Did you know you can compose an email ahead of time and schedule a date and time for it to send automatically when colleagues are more likely to respond?

We'll show you how in today's video!

 [Watch this 2 ½ -minute tip](#)

View all published Tech Gems, suggest a new topic or post a comment at go.chevron.com/TechGems

DIGOPS
Digital Operations

Tech Gems

Did you know...

..the **Windows Clock** is more than just a timepiece?

You can set up **Focus Sessions** to get work done, time a presentation or set a countdown for break out sessions in meetings all in one app!



[Watch this 2-minute tip](#)

View all published Tech Gems, suggest a new topic or post a comment at go.chevron.com/TechGems



DIGOPS
Digital Operations

Tech Gems

Start using Bing Chat!

Did you know the Edge Browser has a built-in GPT using Bing that protects Chevron's data? Today's video will help you get started with using Bing Chat to safely save time and improve productivity and creativity.



[Watch this 3-minute tip](#)

View all published Tech Gems, suggest a new topic or post a comment at go.chevron.com/TechGems



DIGOPS
Digital Operations

Tech Gems

Import Documents to iManage

Having trouble locating the right document between all the different sources it could be saved to? Using iManage, Law's System of Record, could save time. Watch today's Tech Gem to see how effective a simple change in strategy can work for you!



Watch this [2-minute tip](#)

View all published Tech Gems, suggest a new topic or post a comment at go.chevron.com/TechGems



DIGOPS
Digital Operations

Tech Gems

Have your documents read to you to help reduce eye strain.

Whether you have vision issues, or just prefer to listen to text. It's easier than you think and can be done in Word and Acrobat.



Watch this [1 ½ - minute tip](#)

View all published Tech Gems, suggest a new topic or post a comment at go.chevron.com/TechGems



DIGOPS
Digital Operations



You don't need to code to **build what's next.**

Turn the processes that slow your work down into the low-code apps and automations that speed everyone up: no software background required. Join the Law Function's growing community of citizen developers.

Brandon Ankle
Law CitDev
June 2023

Digital transformation, in the hands of the people who know the work best.

The Law Citizen Developer Program gives legal professionals the skills and tools to improve business processes with the Microsoft Power Platform®, a comprehensive suite of low-code and no-code tools to help users analyze data, build custom apps, and automate workflows instead of waiting on the IT backlog. It’s how Chevron is moving past complicated spreadsheets and lost data.

The shift is already happening across Chevron. Citizen development is becoming the default way office processes are optimized at Chevron.

You don’t have to be in IT. The program is built for people across the Law Function who want to work smarter—whatever their starting point. Join us whenever you’re ready.




Here’s your path from novice to builder.

What is a citizen developer?


A citizen developer is a business-side colleague—not a trained software engineer—who creates business applications using company-approved, low-code or no-code software tools, despite having no formal training in computer programming.

These individuals build tools to automate tasks and solve specific workplace problems quickly. They operate with the permission and security guidelines of the IT department.

Join the citizen development movement today:

 **Connect**
Our program spans San Ramon and Houston. Book an appointment and bring your questions to the CitDev community of practice.


 **Visit the hub**
Begin your learning journey at the Law CitDev hub.

 **Build with the toolkit**
Work through Power Gems tutorials, then move on to “Lego-block” builders, prebuilt templates, ready-made connectors, and workflow automations.

Why it matters

 **Faster delivery**
Solutions in days, not quarters

 **Lighter IT backlog**
Frees engineers for complex builds

 **Closer to the work**
Builders are the business experts





**Join us. Start building.
Your first app is closer than you
think.**

Brandon Ankle
Law CitDev
June 2023

DIGITAL OPERATIO
LAW DIGITAL PLATE

Law Bytes

Welcome!
We'll get started
shortly!



AI at Chevron
advancing the future of energy



27 SEPTEMBER 2023





Hello!

Welcome back to another session of
Law Bytes.

I am Derek Shotwell your host of
these sessions for the Law Function.



Law Bytes Special Guest

Steve Bowman, General Manager
Enterprise AI

Law Function

Eric Pardue, Senior Counsel
Privacy & Cybersecurity

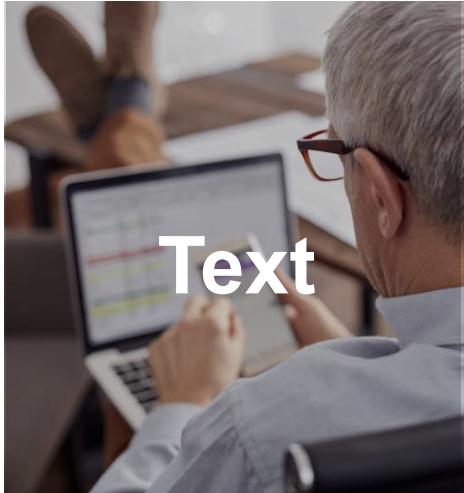
Law Data & Insights

Kent Sokoloff,
Senior Data Architect

Today's Guests



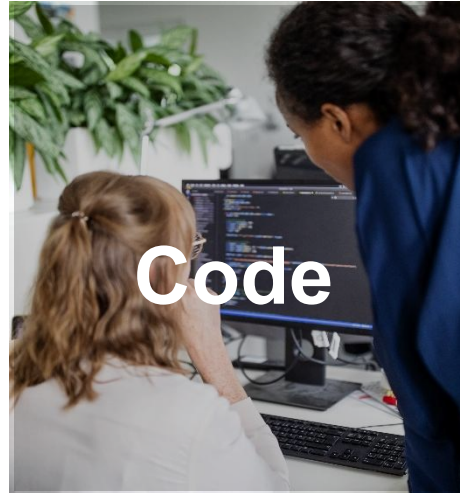
What is generative AI?



Example:

**Bing Chat
Enterprise**

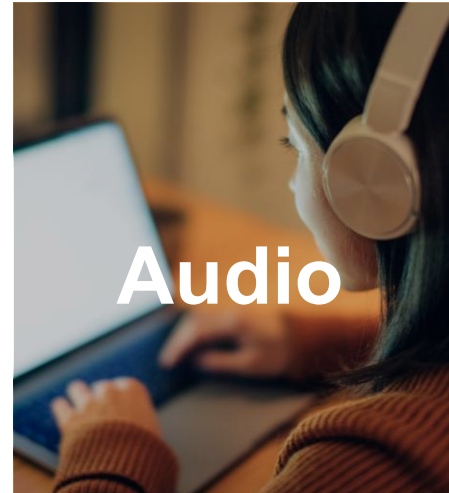
text »»» text



Example:

Codex

text »»» code



Example:

LOVO

text »»» voice



Example:

DALL-E

text »»» picture

Our vision | Chevron is the AI leader in energy

Success means we take a human-centric approach to AI to:

Safely deliver
higher returns &
lower carbon

Enhance
workforce
experience

Set the pace
in advancing energy



What are the pitfalls to mitigate?



Caution: Emerging technologies bring inherent risks



Bad actors

- Deep fakes and forgeries
- Social engineering attacks and cybercrime

Loss of competitive advantage

- Data and information leakage
- Intellectual property

Misperceptions

- General mistrust of chatbots
- Robots vs. humans

Inaccurate models

- Incorrect or biased results
- Garbage in, garbage out

Inexperienced users

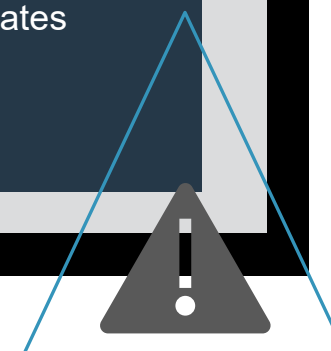
- Lack of training on the language model/tools

High cost

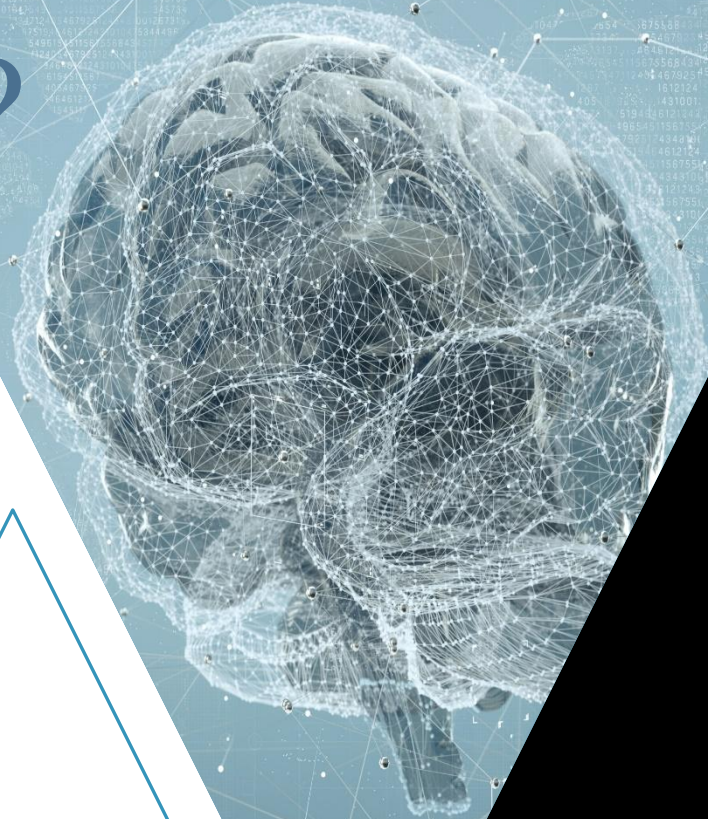
- Some approaches can be inefficient and expensive
- Tremendous computing power is energy intensive

Uncertainty of regulation

- Governments starting to address
- No recognized standard creates inconsistencies



Questions?



Thank you

See all our Law Bytes material,
session recordings and
upcoming events:
go.chevron.com/lawbytes

LAW BYTES

THE LAW FUNCTION'S FORUM
FOR ALL THINGS
TECH RELATED

the
human
energy
company™





get ready for a new experience
TeamConnect®

Law Bytes

DIGITAL OPERATIONS

LAW DIGITAL PLATFORM



WELCOME
WE'LL GET STARTED SHORTLY!

OCTOBER 11, 2023

Hello!

Welcome back to another session of Law Bytes.



I am Derek Shotwell your host of these sessions for the Law Function.

Today's guests



Colleen Kent

Product Manager, Matter Management
Product Line

Christy Patrick

Business Analyst, Matter Management Product Line

Carryl Macleod

Business Analyst, Matter Management Product Line



OE Moment

Public USB port
charging stations



Avoid the use of public charging stations

Why should you avoid public charging stations?

- The U.S. Federal Bureau of Investigation (FBI) has advised against the use of public charging stations (paid or free) at malls, airports, coffee shops, hotels, and train stations.
- Attackers can upload malware onto public charging stations. When you plug in your phone, the malware can export personal data or monitor your keystrokes to capture login credentials and other sensitive information.
- After your phone is infected, it can also transfer malware to other devices.

How can you stay cyber safe?

- **BEST:** Use standard electrical outlets or carry a fully charged power bank to charge your devices while enroute.
- **BETTER:** You can also use a USB data blocker/juice jack defender. (Search for data blocker or juice jack defender.)
- **GOOD:** Change your phone settings. Check your mobile device to see if you can adjust the settings to allow charging only.

Our tenets of operation

1. **Always** operate within design and environmental limits.
2. **Always** operate in a safe and controlled condition.
3. **Always** ensure safety devices are in place and functioning.
4. **Always** follow safe work practices and procedures.
5. **Always** meet or exceed customers' requirements.
6. **Always** maintain integrity of dedicated systems.
7. **Always** comply with all applicable rules and regulations.
8. **Always** address abnormal conditions.
9. **Always** follow written procedures for high-risk or unusual situations.
10. **Always** involve the right people in decisions that affect procedures and equipment.

Two key principles

1. Do it safely or not at all.
2. There is always time to do it right.

TeamConnect Version 7.0 Highlights



Interactive Invoice Review

New Pending Invoice Approval functionality with interactive charts and grids to simplify the review process; new digest email.



Interactive Grids

Improved usability of search results grids for filtering results, reordering columns, multi-column sort, & option to sum invoice totals.



Global Search Improvements

Easily identify exact and partial matches, filter for exact matches, and search for matter numbers without quotes.

TeamConnect by the Numbers

Current impact of TeamConnect



500 end-users

invoices approved
annually **35,000**

100+

Law Function reports & dashboards
rely on TeamConnect data

3,000 Service of Process
items annually

4,000

matters opened annually

TeamConnect by the Numbers



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invoices approved
annually **35,000**

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Law Function reports & dashboards
rely on TeamConnect data

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What we did to further increase value for the Law Function

- 3 months of behind-the-scenes technical upgrade work & testing = 1,000 hours
- 800 test scripts completed by our dedicated development team
- 19 amazing UAT testers completed 60 test scripts = 100+ hours of UAT testing

What our Testers had to say ...



“Very excited to see all the updated functionality! Specifically, my review time will be substantially reduced by the ability to sort and parse line items. Thank you, TC team, for listening to our collective invoice review pain points and delivering.”

Tanya Valli

“I like the features that allow customization of the Matter search output, such as hiding/unhiding or reordering columns and being able to search within the search results.”

Colleen Mazza

“I really like the interactive invoice review and enhanced search capability and results.”

Kim McAllister

“I liked the Advanced Matter Search: especially how you can click on the Column Icon to show/hide columns and select only certain columns to show on your search results.”

Cindy Reynolds

“I really like that when searching, it will tell you which items are “Exact” matches. This is a small upgrade but will save soooo much search time.”

Tracy Garcia

“I really liked that when extracting the reports in TeamConnect, there is now the possibility to add the sum in the footer for some columns.”

Martin Jiranek

“The new Global Search capabilities are a big improvement and I’m a fan of the new “EXACT” tag.”

Rosalie Pina

Thank you to our UAT Testers!



ROGER CHAVIRA

SRINI GNANASEKARAN

NICK DAROSA

JUSTIN SAGE

CARRYL MACLEOD

BRAD REYNOLDS

SHUBHI MANDAL

MANASA MODUPALLI

MANI MUNNANGI

CHRISTY PATRICK



Teamwork

We couldn't have done it without you



Stay Tuned for Virtual Office Hour Invitations

October

Wednesday | October 25th
9:00am PT – 11:00am CT

Thursday | October 26th
9:00am PT – 11:00am CT

Tuesday | October 31st
9:00am PT – 11:00am CT

November

Thursday | November 2nd
9:00am PT – 11:00am CT



get ready for a new experience

TeamConnect[®]

Law Digital | Matter Management

Thank you

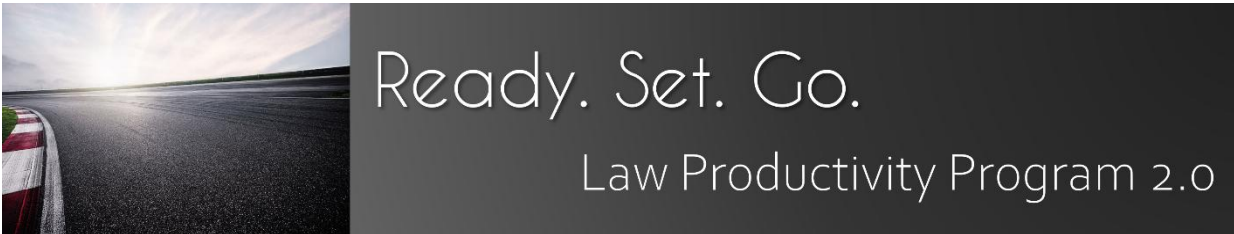
See all our Law Bytes material, session recordings and upcoming events:
go.chevron.com/lawbytes

Questions?



Email: Request for Supervisor Review

TIMING: Plan to send on **Tuesday, November 29, 2022**
TO: Law supervisors
FROM: David Killion
SUBJECT: Please review the new LPP 2.0 supervisor tools. I need your input by Dec. 9



A message from David Killion, Digital Operations Manager, Law Function

Dear law supervisors,

Thank you so much for your support of the **Law Digital Fluency Program**. Our discussions over the last weeks have been gratifying and fruitful. Together, our work will help raise the level of digital productivity among our legal professionals.

Why Digital Fluency?

Digital transformation is being embraced by companies across most industries—including in-house counsel and our legal services vendors—as the role of technology shifts from being a business enabler to a powerful resource that helps to drive the operational and financial performance of businesses.

Put simply, “digital fluency” is the ability to discover, evaluate, and use information and technology effectively, and to keep building those skills as the tools evolve. It’s a skill set that grows with training, experience, and a willingness to experiment. The Law Productivity Program 2.0 is a key part of the Law Digital Fluency Program, built to support everyone across the Law Function as they develop that fluency.

We Have One Request of You

Please take a few minutes to review the attached draft, **Digital Fluency Tools and Resources: PMP Planning for Supervisors**. As you read, ask yourself: does it give you the information and communication tools you need to support your team? Is anything missing? Then tell us what you think by completing this short [form](#) by Friday, December 9. Your feedback will directly shape the final version of the guide.

I’m looking forward to serving the digital needs of our Law Supervisor community throughout this program. Together, we’ll greatly raise the level of digital proficiency and associated business outcomes!

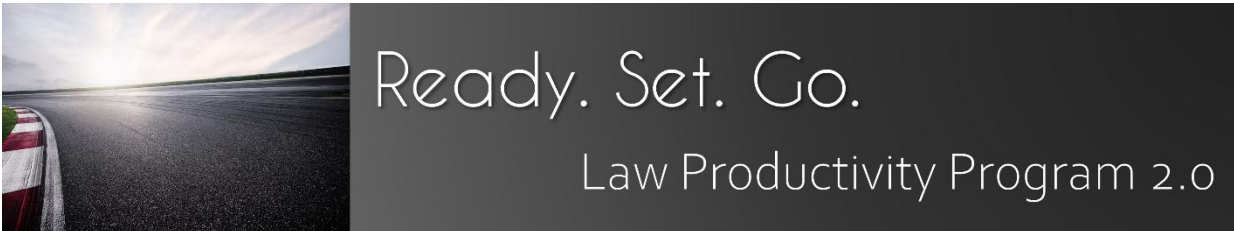
The very best from,

A handwritten signature in black ink, appearing to read 'DKillion', followed by a long horizontal line extending to the right.

David Killion and the Digital Operations team

Email: Finalized Supervisor Resources

TIMING: Plan to send on **Dec. 8, 2022**
TO: Law supervisors
FROM: David Killion
SUBJECT: It's here: Your finalized Law Digital Fluency supervisor packet



A message from David Killion, Digital Operations Manager, Law Function

Dear law supervisor community,

The Digital Operations team is pleased to share the finalized guide, **Digital Fluency Tools and Resources: PMP Planning for Supervisors**.

We partnered with supervisors across the Law Function to gather feedback and put the finishing touches on the content: thank you for the time and care you invested in this process. We're confident your teams will benefit from the essential digital skills the Digital Fluency Program builds: skills that are key to their professional development and to Chevron's innovation, productivity, and growth.

Next Steps

1. As outlined in the guide, please start preparing now for the PMP process, which begins in mid-January.
2. Keep an eye out for a deep-dive follow-up meeting notice, which we'll schedule during the week of January 16.
3. Never hesitate to reach out to me directly by Teams chat or email: David.Killion@chevron.com with your questions or feedback. I genuinely want to hear it, the more candid, the better. Your input is how we keep improving as we serve you and your teams.

The very best from,

A handwritten signature in black ink, appearing to read 'David Killion', with a long horizontal line extending to the right.

David Killion and the Digital Operations team

Getting Started

This guide gives Law Function supervisors a ready-to-use toolkit for helping your legal professionals set—and exceed—digital fluency goals in their opening PMPs. It is built to save you time and bring consistency to how those goals are written across the Law Function, so you can spend less time starting from scratch and more time coaching your team.

Why Digital Fluency?

Digital fluency equips your team to get more out of the tools and applications already at their fingertips, strengthening the way they carry out core job responsibilities. It also builds marketable skills that help individuals grow their careers and find smarter ways to streamline manual, time-consuming work.

As fluency grows across the team, the Law Function gains real efficiency, freeing up capacity, reducing rework, and strengthening our support of Chevron's broader mission.

Tools and Resources

Inside this guide you'll find ready-made resources you can use exactly as provided—or tailor to fit the needs of your group.

Your Role

Getting your team started takes three simple steps:

- 1. Kick it off.** Before year-end, send a short introductory email asking your staff to start thinking about what digital fluency means for their work. A ready-to-use sample is provided in this guide.
- 2. Talk it through.** Meet with your team to discuss why digital fluency matters and how it connects to greater efficiency in their day-to-day work.
- 3. Commit together.** As a group, agree to advance your team's use of productivity and line-of-business applications this year.



Overview of the Digital Fluency Tools and Resources for Supervisors

Training Templates

A variety of training templates for use by supervisors and staff (including samples) are provided to design group, role-based, or individual plans.

[Click here](#) to learn more about the templates and get access.

SMART Goals

The Digital Operations team has created SMART goals that can be used or tailored by the group for the purpose of helping staff understand the importance of the effort.

[Click here](#) to view.

Sample PMP Goals

A few sample PMP statements have been provided. Staff or supervisors can use them to frame an individual's digital fluency performance goals for the year.

[Click here](#) to view and get access to the sample.

Introductory Email to Your Team

A ready-to-send sample email helps you announce the effort to your team quickly and consistently.

[Click here](#) to view and get access to the sample.

The LPP 2.0 Training Program

An online catalog of curated content, organized by fluency level, that you can draw on to design training plans for your team.

[Click here](#) to learn more about the resources and get access.



Training Templates

The training templates provided are structured in three ways for your use:

- All-group training plan
- Role-based training plan
- Individual training plan

The templates are contained in the Word document to the right. **Click the icon to the right** to access the document. If you choose to leverage any of the models, save the file first before making changes.



SMART Goals

As you're probably aware, the acronym "SMART" stands for **specific, measurable, achievable, relevant, time bound**. SMART goals are designed to establish clarity regarding objectives or desired outcomes, helping individuals understand what's expected, why it's important, and when it needs to be done.

Sample PMP Goals

Individuals in your group can choose from any of the sample SMART PMP goals by **clicking the icon on the right**, or they can produce their own!



Introductory Email to Your Team

The content in the Word document at the right is provided as a sample to introduce the digital fluency topic to your team. Please **click on the icon at the right** to tailor and add to the sample message as you see fit.





Ready. Set. Go.

Law Productivity Program 2.0

The LPP 2.0 Training Program

LPP 2.0 was designed as the successor to the original Law Productivity Program (LPP) App Essentials. The original LPP initiative was completed in 2021 and consisted of a static list of curated training content.

For LPP 2.0, we've selected the iLearn knowledge platform. iLearn is a cloud-based, proprietary platform that hosts learning content and tracks learning progress. All the subjects from the original LPP have been uploaded into iLearn and learning assessments have been created.

Training will be conducted through iLearn Pathways. Pathways are learning plans populated with specific curated training lessons. They have been carefully curated for our legal admins and assistants, grouping the most relevant digital fluency lessons into an easy-to-follow sequence. (Note: Not every pathway is relevant to every legal admin and assistant. Supervisors select the pathways for each individual employee.)

The end goal is for legal administrators and assistants to build digital fluency plans for the year—guided by their supervisors and documented in their PMP.

See the index of LPP 2.0 iLearn Pathways by clicking [here](#).

Let's Add Some Team Spirit!

We'll support your initiatives with friendly competition!

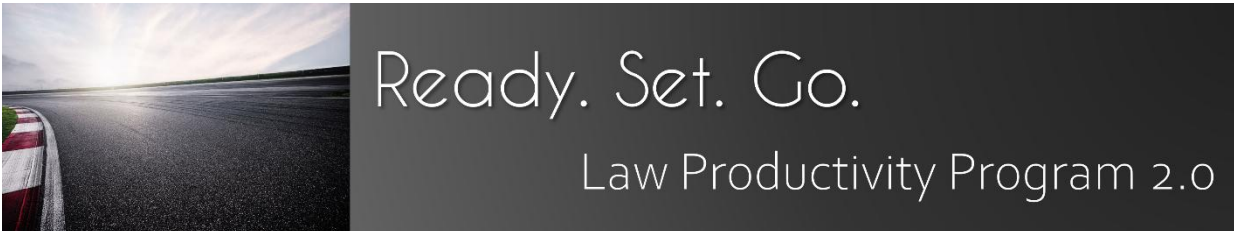
We are planning to incorporate some “instant reward” activities (i.e., certificates of accomplishment, congratulatory messages, achievement badges), as well as organizing a few friendly competitions between teams or groups. Stay tuned for more on this!

Ideas for You to Introduce

In addition, groups are welcome to create team competitions, bestow awards, or give recognition to individuals who complete or apply training that augments daily work tasks. We're here to help by providing you with data showing team rates of participation.

Email: Supervisor Follow-Up

TIMING: Plan to send on **Tuesday, February 21, 2023**
TO: Law supervisors
FROM: David Killion
SUBJECT: It's go time! DigOps is here to support digital fluency PMP goal setting!



A message from David Killion, Digital Operations Manager, Law Function

Dear law supervisors,

I hope the new year is off to a strong start. I'm writing to reinforce the Law Function's commitment to digital fluency and the digital fluency goals we're building into every Law professional's PMP this year.

Your support for the **Law Digital Fluency Program** has been strong since we introduced the initiative last year, and I want to make that momentum easy to sustain. I'm checking in today to see whether you need any additional support from the Digital Operations (DigOps) team.

Two Resources to Keep Handy

1. Find training (iLearn pathways) for you and your staff: [Law Productivity Program iLearn links](#).
2. In case you might have misplaced it, here's the link to our PMP planning guide: [Digital Fluency PMP Planning for Supervisors](#)

Finally, a reminder that we're here to support you through every step of the rollout—with the same hands-on, white-glove service the DigOps team brings to your day-to-day desktop support. If anything would make this easier, or if you simply have a question, reach out to me directly. I'm glad to help.

The very best for a happy, productive new year from,

David Killion and the DigOps team



To: Dave Killion

From: Peter Speliopoulos

Date: April 3, 2023

Subject: Kickoff iLearn Performance Results, Incentives, Groups, and Office Hours

Roadmap for iLearn Performance Recognition and Reward

	Category	Tasks	Audience(s)	Owner	Sender	Delivery Date	✓
1	Infra-structure	Create iLearn groups for each of the law professional teams and a single group for supervisors	N/A	Dave	N/A	2023-03-18	✓
2	Infra-structue	Create template for end-of-quarter recognition by supervisors	N/A	Peter	N/A	2023-03-28	✓
3	Infra-structure	Run iLearn metrics	N/A	Dave, Peter	N/A	At the beginning of every new quarterly	
4	Recog-nition	Determine quarterly recognition and achievement awards (under the banner: You studied! We tallied! The award winners are in!). Here are the reward categories: Team award <ul style="list-style-type: none">• Team with the largest average completed courses across all teams (breakfast or lunch with DigOps team) Individual award	N/A	Dave, Peter	N/A	At the beginning of every new quarterly	

		<ul style="list-style-type: none"> • Law professional with the most completed courses (breakfast or lunch with Dave) <p>Supervisor recognition</p> <ul style="list-style-type: none"> • Team with the most completed courses (post to awards site) <p>Across-Law recognition</p> <ul style="list-style-type: none"> • Most iLearn content added (post to awards site) <p>Digital Office Hours awards</p> <ul style="list-style-type: none"> • Spot awards for killer questions or questions that stump the team (Chevron swag and e-gift cards) • Awards to the first, 10th, 20th...callers 					
3	Outreach	<p>Send iLearn performance results to supervisors via email, along with the introduction of the team recognition template and membership groups. Messaging:</p> <ul style="list-style-type: none"> • Detailed metrics are provided and will continue to be provided at the end of each quarter, with each supervisor to administer recognition within his or her team • A branded results dashboard template will be provided to each supervisor • Explanation of the groups that were created for them and the plan for keeping membership up to date • Supervisors will be encouraged to use the metrics reports to identify any other exceptional learning performances on their teams (such as proper type of courses taken versus mere number of them) 	To each individual supervisor	Peter	Dave	2023-04-06 (TH)	

		<ul style="list-style-type: none"> Introduction of an essay question (What does digital fluency mean to me?), the best of which will be awarded a \$50 e-gift card 					
4	Recognition	Choose supervisor essay winner	N/A	Dave	Dave	2023-04-12	
5	Outreach	Send email that recognizes the supervisor essay winner	Supervisors	Peter	Dave	2023-04-12 (W)	
7	Infrastructure	Build the appreciation and recognition SharePoint site, where DigOps-created recognition dashboards will be parked	N/A	Peter	N/A	2023-04-12	
6	Outreach	Follow-up iLearn communication via email to law professionals. Messaging: <ul style="list-style-type: none"> Introduce iLearn membership groups Summary of performance results Link to the appreciation and recognition SharePoint site) 	Law professionals, with a copy to supervisors	Peter	Dave	2023-04-17 (M)	
8	Outreach	Launch Office Hours via email	Supervisors	Dave	Dave	2023-04-24 (M)	
9	Outreach	Send Office Hours invitation via email	Supervisors	Dave	Dave	2023-04-27 (TH)	
	Infrastructure	Introduce digital signage to our platform communications	N/A	Peter	N/A	2023-05-29	
11	Infrastructure	Refresh out-of-date membership groups	N/A	Peter	N/A	At the beginning of every new quarterly	

Appendices

Email to Supervisors

TO: Supervisors

SUBJECT: Let's move forward with the PMP process and digital fluency goals!

Dear (supervisor first name),

In early December 2022, I officially launched the Law Function's online training platform, **iLearn**, along with guidelines for the mandated PMP process for your law professional teams. Today, I have three related announcements to share with you:

1. **iLearn performance metrics.** I'm providing detailed iLearn training performance metrics, specific to your team, sliced and diced to give you a number of insights into how your teams are moving along with their training.

Please see the attachment for your specific results.

2. **iLearn membership groups.** I'm pleased to announce that the usability of has been enhanced. My team and I prepopulated iLearn membership groups. It took some doing within Chevron's security guardrails, but iLearn groups support social learning and helps keep individuals and teams connected to boost engagement and help bring relevant career opportunities within the Law Function to the surface. In order to keep engagement alive, my team will update the groups at the beginning of each new quarter.
3. **Support for supervisors.** At the end of each quarter, my team will be collecting detailed metrics from the iLearn backend, from which we'll create a results dashboard for each of you. In addition, we'll provided you with a team recognition template so you can call out those on your teams who are eating up iLearn training. Here's a mockup so you get a flavor of what we have in mind:



4. **Short essay contest.** Finally, let's take digital fluency training on iLearn to the next level. There's a **\$50 e-gift card** at stake! I'll give the supervisor who submits the best short essay (no more than six sentences) that answers this question: **What does digital fluency mean to me?** Please send your entries to Peter Speliopoulos (Peter.Speliopoulos@chevron.com). I'm looking forward to being blown away!

Never hesitate to contact me directly (by Teams chat or email: David.Killion@chevron.com) with your questions or feedback.

Thank you!



Dave Killion and the DigOps team

Recognition of Supervisor Essay Winner via Email

TO: Supervisors
SUBJECT: And the winner is...

...(supervisor name)!

(introductory statement that riffs on the content of the essay)

(the essay itself)

I'm delighted by all the responses we received. I thank all of you who submitted an essay.

Congratulations, (supervisor name)! Your e-gift card is on the way!!



Dave Killion and the DigOps team

Follow-Up Email to Law Professionals

TO: Law professionals

COPY: Supervisors

SUBJECT: Let's move forward with your digital fluency goals on iLearn!

Dear Law Professional Community!

By now, thanks to your supervisors, you're familiar with the cloud-based iLearn knowledge platform, which hosts digital fluency learning content and tracks learning progress.

Training is accomplished through iLearn pathways. Pathways are learning plans populated with specific curated training lessons. Pathways in iLearn have been carefully selected for easy consumption and are aligned with the PMP training goals set by your supervisors.

I encourage you to go to our [recognition and rewards site on SharePoint \(link coming\)](#) to see how you're doing against your Law Function colleagues.

My very best,



Dave Killion and the DigOps team

Email Introducing Digital Office Hours

TO: Supervisors

SUBJECT: Announcing Digital Office Hours

Law Supervisors,

We on the Digital Operations team attempt to keep a pulse on the needs of our Law Function colleagues. However, we recognize that Digital Fluency resources are sometimes difficult to find. In fact, you may not even know how to search for an answer or whom to ask for help. To strengthen our commitment to and partnership with you, we'd like to try out an age-old concept: the **Office Hour**. We'll be testing the viability of a **Digital Office Hours** program over the next several months. Our initial intention is to schedule a one-hour virtual meeting, during which we will make ourselves available for questions and share opportunities for process improvements that may develop during our discussions. This format will allow anyone in the Law Function to jump on Teams and ask us anything about digital. While we may not have the exact answer right then and there, we'll get back to you with the answer or we'll find an expert who can help.

No question is too small or too big. Give us a chance to help you out. In that vein, we also encourage you to bring your **business process issues** to an upcoming Office Hour. Our automation experts will be on hand to help you simplify your work through various methods or help you find resources to address those process concerns that keep you up at night.

As supervisors of law professionals, you and your teams have the most visibility into the complexity of how our business works, so you will be the ones who will initially receive the invitation, as we test the concept for feasibility and, we hope, build from there. We therefore encourage you to forward these invitations to people you know who are struggling with a problem we might be able to help with.

Please be on the lookout for our first Office Hours invitation. There's no obligation to attend, of course, but we ask that you think about a colleague who might benefit and forward the invitation on to her or him.

Finally, I very much hope that these informal conversations outside the daily flurry of small issues will help you and your teams feel seen, heard, and looked after, even from afar!

Thank you,

A handwritten signature in black ink, appearing to read 'Dave', with a long horizontal flourish extending to the right.

Dave

Office Hours Invitation via Email

TO: Supervisors

SUBJECT: Please join us for our Digital Office Hours

I can get a \$25 Amazon card for the 15th caller and see how that works. —Nice, Dave! A large cup of coffee at Peet's costs almost \$5.00!!

(invite verbiage)

Law Supervisors,

Please join us for our **Digital Office Hours**, hosted by the Digital Operations team. We encourage you to join us for help with issues about digital technologies. We also encourage anyone with a **business process issue** that you feel might be ripe for simplification or automation to join us. Please forward this invitation to anyone you feel might benefit from our digital technology expertise.

The 15th caller gets an Amazon gift card!

~ Your DigOps partners

The very best for a happy, productive new year from,

A handwritten signature in black ink, appearing to read 'Dave Killion', followed by a horizontal line extending to the right.

Dave Killion and the DigOps team

Virtual Office Hours Launch Material

Email Introducing Digital Office Hours

Plan to send on Tuesday, April 25 at 7 a.m. Pacific

To: Supervisors

Subject: Announcing Virtual Office Hours

Law Supervisors,

We on the Digital Operations team attempt to keep a pulse on the needs of our Law Function colleagues. However, we recognize that Digital Fluency resources are sometimes difficult to find. In fact, you may not even know how to search for an answer or whom to ask for help. To strengthen our commitment to and partnership with you, we'd like to try out an age-old concept: the **Office Hour**. We'll be testing the viability of a **Virtual Office Hours** program over the next several months. Our initial intention is to schedule a one-hour virtual meeting, during which we will make ourselves available for questions and share opportunities for process improvements that may develop during our discussions. This format will allow anyone in the Law Function to jump on Teams and ask us anything about digital. While we may not have the exact answer right then and there, we'll get back to you with the answer or we'll find an expert who can help.

No question is too small or too big. Give us a chance to help you out. In that vein, we also encourage you to bring your **business process issues** to an upcoming Office Hour. Our automation experts will be on hand to help you simplify your work through various methods or help you find resources to address those process concerns that keep you up at night.

As supervisors of law professionals, you and your teams have the most visibility into the complexity of how our business works, so you will be the ones who will initially receive the invitation, as we test the concept for feasibility and, we hope, build from there. We therefore encourage you to forward these invitations to people you know who are struggling with a problem we might be able to help with.

Please be on the lookout for our first Office Hours invitation. There's no obligation to attend, of course, but we ask that you think about a colleague who might benefit and forward the invitation on to her or him.

Finally, I very much hope that these informal conversations outside the daily flurry of small issues will help you and your teams feel seen, heard, and looked after, even from afar!

Thank you,



Dave

Office Hours Invitation via Email

Plan to send on Thursday, April 27 at 7 a.m. Pacific

Proposed Date/Time for Office Hours: Wednesday, May 2 at 10:00 a.m to 10:25 a.m. Pacific

To: Supervisors

Subject: Please Join DigOps on Wednesday, April 26 at for the Kickoff of Digital Office Hours

Law Supervisors,

Please join us for our **Digital Office Hours**, hosted by the Digital Operations team. We encourage you to join us for help with issues about digital technologies. We also encourage anyone with a **business process issue** that you feel might be ripe for simplification or automation to join us. Please forward this invitation to anyone you feel might benefit from our digital technology expertise.

The 15th caller gets a \$25 Amazon gift card!

~ Your DigOps partners

Virtual Office Hours



What **digital hurdles** do you face in your day-to-day work?

Process Improvement?
Digital Fluency?
Our Learning Platforms?
The Future of Tech?

We've got the coolest solutions!

LPRG Marketing with QR Codes

From: Peter Speliopoulos | To: Anita Ornelas | May 1, 2023

QR Code Marketing Use Cases

Calls-to-action on promotional merchandise

Charitable campaigns

Directing audiences to websites and customized landing pages

Email marketing campaign

Employee rewards and recognition programs

Events (all-hands, seminars, webinars, and virtual events)

New feature announcements

New hire announcements

New product and service launches

Paper-based and paperless (digital) outreach

Promotional campaigns

Storytelling

Media

Advertising

All-staff messages

Branded table skirts and banners

Brochures

Business cards

Digital signage

Direct marketing piece

Email banners

Emails and email signature blocks

Event announcements

Flyers

Holiday and seasonal greetings

How-to posts

Infographics

L&D posts to Workplace

Listicles

Lobby signage

Newsletters

OE Moments

Postcards

Posters

Presentation decks

Seeking meeting feedback

Social media

Success stories

Surveys, polls, and quizzes

Tent cards

Thought leadership articles

vCard QR code (i.e., digitized business cards)

Videos

Generating a URL QR Code in Chevron's Brand Center

1. Go to the **Brand Center** (<https://www.chevronbrand.com/site/index>).
2. Hover over **Other Resources** at the far right of the top navigation bar.
3. Select **QR Code Generator**.
4. Enter the website or landing page **URL** to which you are directing smartphone users.
5. Select the **Generate QR Code** button.
6. Select the **Download** button.
7. Save the PNG image file to the location of your choosing, which is typically a cloud location, such as **OneDrive** or **SharePoint**, so you or a team member can access it from anywhere at any time.





LAW DIGITAL PLATFORM

DIGITAL OPERATIONS
PRODUCT LINE COMMUNICATION

GIL Device Retirement for Laptops and Desktops Is Approaching

Law Function Colleagues,

Our data shows that all Law Function laptops and desktops have been **upgraded from Chevron's GIL platform to Modern Desktop**. Thank you for your support throughout this lengthy effort!

If you have any doubt that your machine has been upgraded, please continue reading. Please note:



The no-exception cutoff date for using GIL devices on the Chevron network is Tuesday, June 20, 2023.

Why am I receiving this message?

The Law Digital Operations team has been working over the past eight months to replace the Law Function's soon-to-be-obsolete GIL laptops and desktops.

While we are confident that Law employees in the U.S. and abroad have been accounted for and upgraded, we're reaching out on the chance that a machine has been missed.

If you're unsure as to whether your system has been upgraded to Modern Desktop, please follow these easy steps to test your readiness:

1. Go to the Windows Start menu by selecting the  icon on the taskbar.
2. Look for the Company Portal icon  in the alphabetized list. If Company Portal is listed there, you've been upgraded to Modern Desktop.
3. If the Company Portal icon isn't displayed, here's what you need to do:

- If you're in San Ramon or Houston, please submit a [Law Desktop Support ticket](#).
- All other Law employees are asked to contact their local support or 8765.

What should I do if my computer doesn't work on June 20?

Using your cell phone, San Ramon or Houston employees are asked to submit a [Law Desktop Support ticket](#), and all other Law employees should contact their local support or 8765.

What if I still have a GIL laptop or desktop in my possession?

If you have a GIL machine in your possession, please arrange for its return at your earliest convenience: San Ramon or Houston employees should submit a [Law Desktop Support ticket](#), and all other Law employees should contact their local support or 8765.

We acknowledge and appreciate how much you've done!

Law Digital Operations

Remember that GIL machines will no longer function on Chevron's network as of June 20, 2023!



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