Judicial Council of California, Information Technology, Operations & Programs Division

Strategic Internal Communications Planning and Change Management

The Judicial Council of California is the state governmental oversight and rule-making body for the three tiers of the California court system: the Supreme Court, the six Courts of Appeal, and the 58 superior (trial) courts.

I was brought aboard on contract to develop and roll out a communications strategy and playbook for the Judicial Council Information Technology (JCIT) business unit. I was the sole communications resource within IT, and the communications plan that follows is deliberately expansive and educational in nature, laying out the strategy for launching and sustaining the communications outreach program with existing resources under rigid budgetary constraints.

In addition to the communications playbook, and under the direction of the Sacramento-based CIO, I also:

- Wrote institutional communications for the CIO

- Created content for and co-led town halls in San Franciso and Sacramento

- Designed the framework for moving the *JCIT Bulletin* from a PDF format to an e-newsletter on Mailchimp

- Rebranded the IT Service Desk and upskilled the 20+ team on Microsoft 365 Enterprise

- Established the framework for a service catalog to promote JCIT's technology service offerings to the courts

Today, I am announcing a structural realignment that continues the transformation of JCIT. While the resulting changes may have minimal immediate impact to individuals, the longer-term benefits and value are twofold:

- First, we are creating efficiencies across JCIT that will facilitate more cross-training and education in new technologies.

- Second, we are enabling more professional development and career mobility opportunities, from entry level to management roles.

Attached you will find a copy of our new organizational structure, which is aligned along four lines of business:

- **Core Services** (infrastructure)
- **Digital Courts** (case management, eFiling, and web services)
- **Application Services** (hosting, data centers, database, and data exchange)
- **Core Business Systems** (ERP systems, application development, administrative services, and the PMO)

In addition, the IT architecture, new programs, and administrative support units will report directly to me.

Continuous improvement is essential to our success

It is important that we regularly assess our organization to ensure that we remain focused strategically, resourced properly, and structured appropriately. This update is the next step in JCIT's transformation, positioning the organization for sustainable growth. Assessing our evolving business needs, incorporating new programs, and reviewing your (staff) input on existing job responsibilities, skillsets, and interests greatly helped to inform my decision regarding the resulting structure. Our realigned structure will allow us to unlock and scale innovation, while strengthening the organization should we face an economic downturn.

I am proud of what this organization has already accomplished and very excited about our prospect for continued success with the changes I am announcing today. With all of us fully engaged in this effort, we will strengthen and extend the Council's position at the forefront of judicial branch technology.

Heather

To: Heather Pettit, Jamel Jones

From: Peter Speliopoulos

Date: December 5, 2019

Subject: Proposed Enhancements to the JCIT Bulletin

1. Move from a PDF document to Mailchimp

Rationale: Mailchimp would allow us to take advantage of all the functionality of an email marketing and e-newsletter platform to strengthen the JCIT brand and deepen our relationship with our internal and external audiences by evaluating readership trends and, in turn, strengthening our content accordingly.

2. Establish and hold to a quarterly distribution cadence

Rationale: Heather specified that the JCIT Bulletin would be distributed every quarter. Best practices indicate that email newsletter be sent at a frequency that is not so often targeted audiences ignore us or so rarely that we lose connection and engagement with our targeted audiences. Send your email newsletters at a frequency that is not so often that supporters will ignore it. Getting the frequency of your newsletters right depends on two things:

- How often we can produce meaningful content
- The frequency our readers want an update

Beginning with the Q2 e-newsletter, we will therefore evaluate open and click-through rates to understand readership at the quarterly cadence and adjust accordingly. For 2020, we have agreed to the following editorial calendar, which is intended to put the e-newsletter in the hands of CIOs before their meetings:

- January 2020 (second full week of the month)
- April 2020 (second full week of the month)
- July 2020 (second full week of the month)
- October 2020 (second full week of the month)

3. Ensure fresh and engaging content is created by proactively seeking out story ideas from IPP and committee meetings

Rationale: While Heather will add to our list of topics, we want to be certain that the burden is not entirely on her by meeting her 75% of the way, at the very least. We may want to complement the tight focus on business updates with:

- An hour- or day-in-the-life segment on a department or project
- Leader, employee, and team spotlights

- Feedback and sentiment surveys

4. Tighten up the newsletter production process

Our process will look like this:

Goal
We will start by refreshing our memories regarding the goal of the JCIT Bulletin so we are always giving our primary readers what they are expecting of us.

Ideas
The whole process of planning and sending the JCIT Bulletin starts with the story ideas we will have teased out from IPP and committee meetings. Two weeks prior to the start of the publication month, the topic list will be sent to Heather for review (e.g., the topic list for publication on Thursday, May 21, 2020 will go to Heather on Monday, April 20, 2020).

Planning
At the start of each publication month (three weeks prior to publication), with the finalized editorial calendar for the quarter's publication in hand, we will reach out to content owners with due dates and shape the basic outline of the newsletter using placements, headlines, and copy that suits the tone and manner of the publication as outlined in the newsletter goal statement.

Production
At the end of the planning stage, we move on to aggregating content provided to us by content owners into the newsletter template. If a story/update has been changed substantially, we will reach out to the owner for final approval of that story. Finally, when all the content and icons have been added, the newsletter is complete, we will seek Heather's approval.
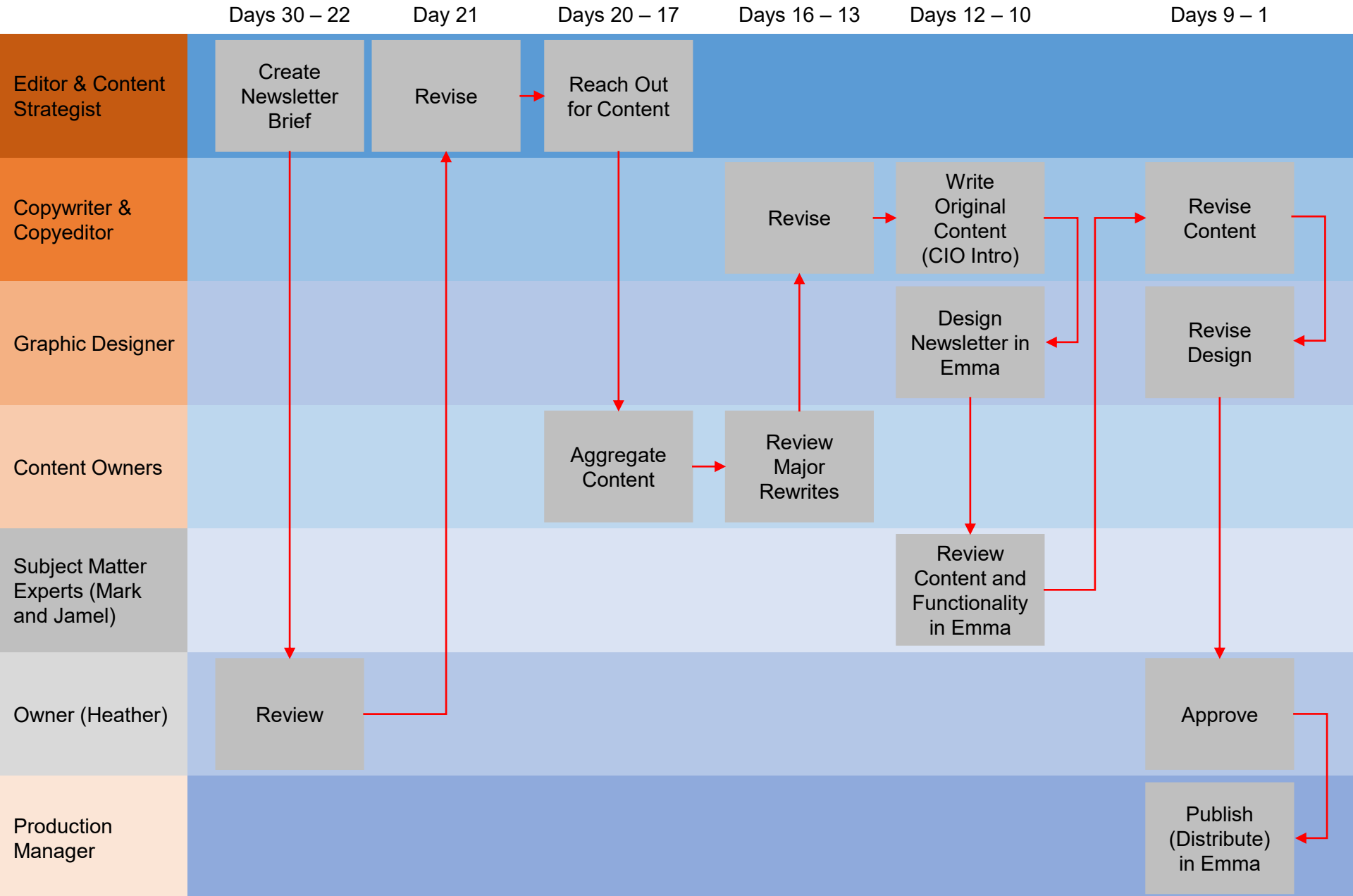
Test and send
We will then do several rounds of testing to make sure the material displays correctly in all browsers and size formats. (Because it is built in Mailchimp, it is automatically optimized for viewing across desktop and mobile devices.) And, at least initially, we will move deliberately through the process of test, send, retest, refine, and send final to our newsletter list once all is good.

Analyze audience statistics and iterate
With each distribution, we will analyze our results and begin planning any changes we may need to make for the next quarter's newsletter. Each time we send the Bulletin, Mailchimp will capture and store readership performance statistics, which will allow us to evaluate audience health, activity, and performance so we can make adjustments to increase email engagement over time.

JCIT Bulletin Workflow and Timeline

	Days 30 – 22	Day 21	Days 20 – 17	Days 16 – 13	Days 12 – 10	Days 9 – 1
Editor & Content Strategist	Create Newsletter Brief	Revise	Reach Out for Content			
Copywriter & Copyeditor				Revise	Write Original Content (CIO Intro)	Revise Content
Graphic Designer					Design Newsletter in Emma	Revise Design
Content Owners			Aggregate Content	Review Major Rewrites		
Subject Matter Experts (Mark and Jamel)					Review Content and Functionality in Emma	
Owner (Heather)	Review					Approve
Production Manager						Publish (Distribute) in Emma

Service Catalog: Status and Direction

Presentation to: Heather Pettit

Presenters: Jamel Jones and Peter Speliopoulos

Guests: Mark Dusman, Michael Derr, Haresh Thevathasan, and Nicole Rosa

Date: November 12, 2019 (3 p.m. – 4 p.m.)

Deck Contents

Project Scope

Proposed Deliverables

Timeline

PDF Mockup

JRN Mockup

Program Sustainment

The Assignment

Heather's Directive

Create a service catalog to promote JCIT's technology service offerings to the courts.

Commentary

We've interpreted Heather's intent this way:

Objective: Create a repository that drives relationships with our court partners and serves as a catalyst for cultural change and the foundation of our customer relationships.

Strategy: Focusing initially on services that benefit the appellate and trial courts. Contracts will be left to a later stage.

Please tell us what you think!

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Data Sources from which We Drew

- Information Technology Advisory Committee (ITAC), Current Initiatives & Workstreams

- Information Technology Services Office brochure

- JCIT Bulletin archive

- Judicial Council Statewide Technology Programs (May 2015)

- Judicial Resources Network, IT Portfolio

- Organizational Chart (July 2019)

- Planview

- Project Tracking Log

- Richard Blalock, Judicial Council Services

- ServiceNow

- SharePoint Deployment site

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Definition of 'Service'

Definition: Service (ITIL v3/2011[1])

"A means of delivering value[2] to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks.

Definition: Service Management (ITIL v3/2011[1])

"A set of specialized organizational capabilities for providing value to customers in the form of services."

Definition: IT Services (Gartner Glossary > IT Services)

"IT services refers to the application of business and technical expertise to enable organizations in the creation, management and optimization of or access to information and business processes.

"The IT services market can be segmented by the type of skills that are employed to deliver the service (design, build, run). There are also different categories of service: business process services, application services and infrastructure services.

[1] "ITIL 4: The new ITIL 4 Foundation which is an update from ITIL v3/2011 was launched on 18 February 2019. ITIL 4 is a new certification scheme that will slowly replace the existing scheme it is based on the transformation to a digital environment. It is designed to offer a clearer career path for professionals from Foundation to higher levels. There is no Bridge exam for current ITIL Foundation holders to ITIL 4 Foundation. Candidates who hold the current ITIL Foundation will need to take the ITIL 4 Foundation to be certified in the new scheme or they would need to accumulate 17 ITIL v3 credits and then take the transition module." (Wikipedia)

[2] ITIL's definition is vague and circular because it relies on the equally vague word "value." What constitutes value? Perhaps we can say: Services contribute value when that value is perceived by customers to be higher than the cost of obtaining the service.

One Consolidated, Cloud-Based, Multilayered Catalog

1. **Technology Service Catalog.** Housed on ServiceNow, and running an intricate IT service management framework, the Technology Service Catalog is an interactive, user-facing view of the IT service catalog offered via a self-service portal that allows users to search for needed services and initiate service requests.

   Target audience: ServiceNow users

2. **Business Value Catalog.** Built from the customers' point of view and, therefore, creating a user-friendly experience, the Business Value Catalog presents customers with a snapshot of services offered by JCIT, providing greater visibility into the value that technology brings to the organization.

   Target audience: court customers

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Proposed Spreadsheet/Database Fields (as of Oct. 29, 2019)

Field	Meaning
Title	Service name (e.g., Appellate Court Case Management System (ACCMS)
Topic	Search keyword
Type	Type of service
Internal/External	Carves out internal services from the court view
Description	Description of the service
Owner's Name	Whom to contact
Owner's Email	Contact's email address

Please tell us what you think!

Proposed Search 'Topics' (as of Oct. 29, 2019)

- Application
- Assigned Judges Program (AJP)
- Case Management
- Chat
- Consulting Services
- Criminal Justice
- CRM
- Data Analytics
- Data Exchanges
- Digital Evidence
- Digitizing Records
- Disaster Recovery
- e-Filing
- Enterprise Architecture
- e-Signature
- Events
- Facilities
- Finance
- Forms
- Funding

- Governance/Leadership
- Hosting
- HR
- Identity and Access Management (IAM)
- Information and Data Security
- IT Community Development
- IT Service Management (ITSM)
- Jury System
- Language Access
- Managed Services
- Network
- Online Dispute Resolution
- Project Management
- Remote Video
- Research and Analysis
- Resource
- Self-Represented Litigant (SRL)
- Service Desk
- Web and Digital Services

Proposed Short- and Long-Term Deliverables

Phase 1

Branded PDF softcopies broken out by topic area will be posted to JRN.

Phase 2

- The Service Catalog will be hosted on ServiceNow.

  - The Service Catalog will be available to users on ServiceNow.

  - JRN will dynamically render client-side content results based on user searches. (i.e., the user's browser will download page content from the server, process the code that's embedded in the page, and then display the updated content to the user).

  - Service Catalog content on ServiceNow will be refreshed daily.

- The catalog will be promoted on The Hub, in the Court News Update e-newsletter, in the JCIT Bulletin newsletter, and by targeted email.

Please tell us what you think!

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Service Catalog Project Phases

Assignment and Definition of Requirements	Aggregation of Services in Excel	Refinement of Requirements	Aggregation of Services in Excel / Aggregation of Contracts in Excel	Selection of System of Record (ServiceNow)	Selection of Electronic Storefronts (JRN, The Hub, and ServiceNow)	Further Refinement of Requirements. Put the Population of ServiceNow on Temporary Hold

Today

Scrub Services Spreadsheet and Auto Populate a Word Document from the Spreadsheet	Presentation to Heather, Mark D., and Michael	Determine Ownership and Data Entry Responsibilities	Define and Test the Excel Spreadsheet That Will Be Passed to Storefronts to Render Dynamic Webpages	Populate ServiceNow with Services Portfolio	Presentation to Heather, Mark D., and Michael

Branchwide Promotion	Monitor and Refine Data Entry Responsibilities

Service Catalog Timeline

Phase 1 Delivery (12/06/2019)

PROPOSED Phase 2 Delivery (01/31/2020)

Q3	Q4	Q1

Kickoff meeting (07/16/2019) and discovery

Implementation kickoff
(Two hours with Dusman, Derr, Jones, Thevathasan, Rosa, and Speliopoulos)

Weekly implementation meetings
(one hour with Derr, Thevathasan, and Speliopoulos)

Today's status and discussion meeting with Heather (11/12/2019)
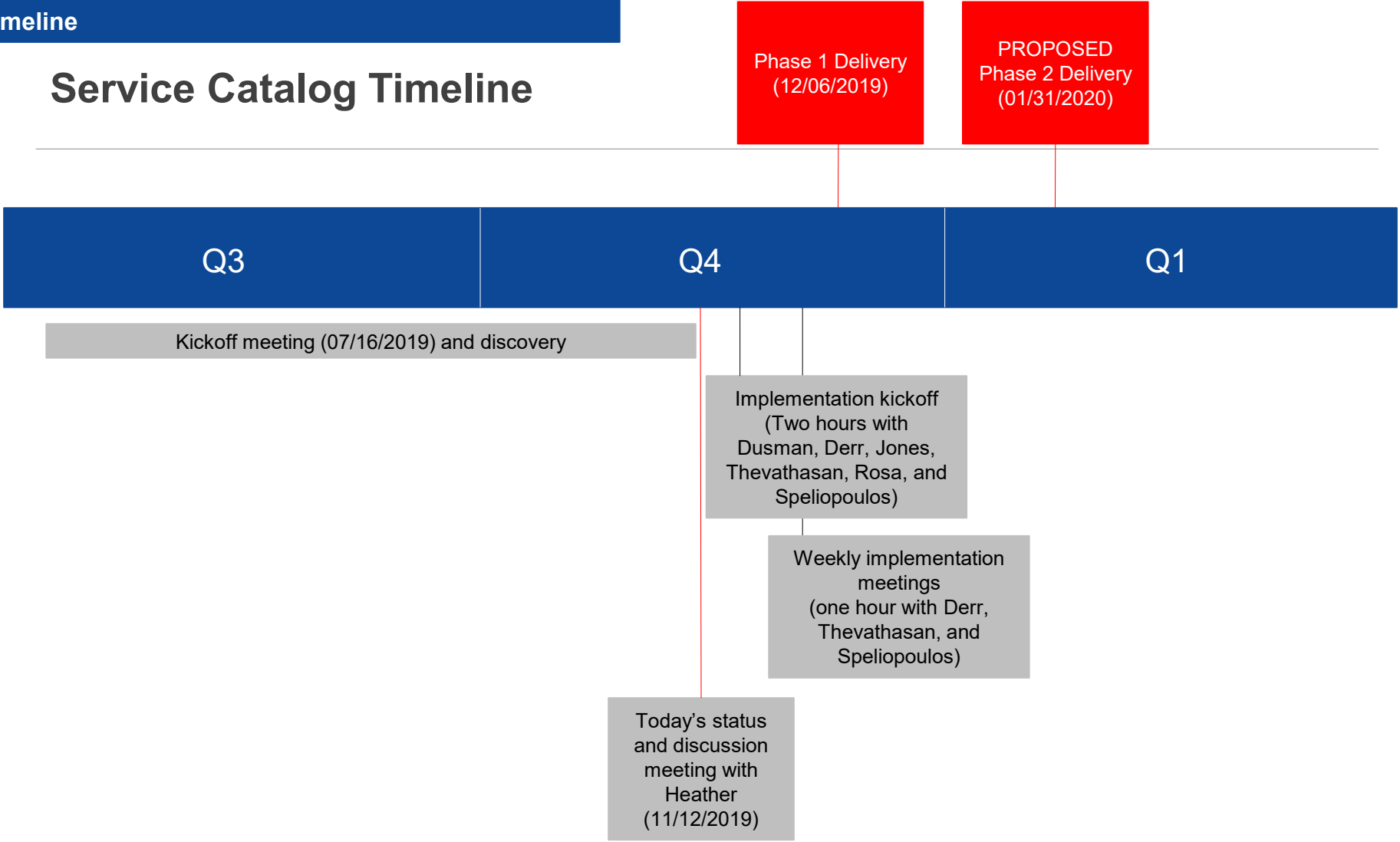
Please tell us what you think!

Topic: Case Management

Judicial Council Information Technology Service Catalog

Case Management

Computerized case management systems streamline processes and eliminate mountains of paper, saving time, creating operational efficiencies, eliminating redundancies, and minimizing errors.

Appellate Court Case Management System (ACCMS)
ACCMS enables appellate courts to track and manage case information, court calendars, and document filings. User support includes daily troubleshooting, enhancements, defect fixes, and infrastructure maintenance. The program also supports the Appellate Case Information site on the California Courts public website, which enables the public to conduct case searches, together with online registration for case action notifications. ACCMS is integrated with the appellate e-filing solution.

> **Open for whom?** Appellate courts
> **Open for enrollment?** No
> **What courts are enrolled?** All appellate districts
>
> Lana Kong
> Lana.Kong@jud.ca.gov

Case Management Systems for Civil, Small Claims, Probate, and Mental Health (CMS V3)
CMS V3 is used to process and administer their civil caseloads. Sunset estimated in Q1 2022.

> **Open for whom?** Superior courts
> **Open for enrollment?** No
> **What courts are enrolled?** Orange, Sacramento, San Diego, and Ventura

Topic: Criminal Justice

**Judicial Council Information Technology
Service Catalog**

Criminal Justice

IT solutions supporting the Judicial Council's efforts related to community corrections, the Criminal Justice Realignment Act, and other criminal justice activities designed to improve operations and provide assistance to the courts, justice partners, and the public.

Ability to Pay (ATP)
ATP is online option for people struggling with traffic court debt. The "MyCitations: Ability to Pay Determinations" tool allows people to look up their traffic citation, answer a series of simple questions and submit a request to the court for a possible reduction in the amount owed. Users can also request a payment plan, more time to pay or community service. An important alternative to appearing in person, this new option saves both the public and the courts significant time and resources.

Open for whom?
Open for enrollment?
What courts are enrolled?

Suzanne Schleder
Suzanne.Schleder@jud.ca.gov

California Courts Protective Order Registry (CCPOR)
CCPOR is a statewide registry for storing data and images of restraining and protective orders, a system that provides statewide court access to images at other courts, a system that allows judicial officers to view and reduce conflicting orders across departments, and a gateway for entering orders into the Department of Justice's California Restraining and Protective Order System (CARPOS)

Topic: Network

Judicial Council Information Technology Service Catalog

Network

This 24x7x365 operation designs, supports, and secures the technical infrastructure needed to conduct the judicial branch's business.

Managed Network Security Services – Statewide
The Network Security Services program maintains network system security and data integrity of court information by offering managed security services including firewalls, VPN concentrators, intrusion prevention, vulnerability scanning, threat management, and web security. These network security tools mitigate the risk of court data being erroneously exposed without proper authority and ensure continuous court operations to the public.

Open for whom?
Open for enrollment?
What courts are enrolled?

John Yee
John.Yee@jud.ca.gov

Source Look and Feel

JRN Home

Judicial Council | Schedules, Minutes, and Agendas Subpage

Mockup of Service Catalog on JRN (1 of 2)

Mockup of Service Catalog on JRN (2 of 2)

Ongoing Maintenance of the Service Catalog

How We Propose Managing Our Service Catalog

The service catalog management process will adhere to predefined objectives and process activities.

Service Catalog Management Process

The objective of the service catalog management process is to maintain accurate information on all operational services and those services being prepared to be run operationally.

The PMO will assign a service portfolio manager, who will own the service catalog management process, including the following responsibilities:

1. Establishing workflows in coordination with the ITOC team

2. Ensuring that the information in ServiceNow, which feeds the catalog, is current

3. Developing a responsibility matrix for ongoing content maintenance

4. Arranging and documenting service definitions alongside service owners and relevant parties

5. Defining the scope of services

Please tell us what you think!

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JCIT PMO
455 Golden Gate Avenue
San Francisco

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JCIT Communications Strategy and Action Plan

Judicial Council of California
Operations and Technology Division
Information Technology

Peter P. Speliopoulos

September 27, 2019

CONTENTS

EXECUTIVE SUMMARY

JCIT is situated within a complex structure of cooperating organizations and stakeholders, which creates a unique set of challenges for organizational communications.

My biggest concern in writing this strategic communications plan for JCIT is sustainability long after I've moved on. If our communications program is going to help drive business results over the long term, the objective will always be to increase engagement at all levels across the network. Therefore, my focus throughout is strategy execution.

While I articulate the strategic framework for JCIT communications, this plan is singularly focused on execution through a series of discrete tactical recommendations that build expertise that will, in turn, support the long-term viability of the communications function.

The experience we have today isn't the experience we need going forward. As a result, in support of sustainability, many parts of this plan are, by necessity, educational and instructive.

INTENSE FOCUS ON EXECUTION

Stories abound telling us that corporate strategies don't survive contact with the enemies of productivity and vitality. That's why I've tried to move beyond righteous, high-minded strategies to strategic execution, a term of art referring to disciplined and durable tactical execution.

Leadership teams spend enormous amounts of time, effort, and resources continually evaluating and adjusting their strategies to seize on market opportunities. These strategies no doubt emerge from laborious creation processes. Often, however, arriving at a sound strategy is considered the end of the road. Strategies are housed in binders or summarized on websites, but the important step of engaging employees in the plan's execution is often missed and, as a result, strategies fail to gain traction.

Strategy execution works most effectively when it marries the desired outcomes of a strategy with what engages the hearts and minds of employees. That's what a plan that focuses on the tangible elements of organizational communications does. That's why you'll see me stressing throughout the plan the need to build and reinforce the mission mindset that seems to have been lost somewhere along the way.

Furthermore, having a strategy in hand isn't an end in itself, but the beginning of a journey. Again, that's why my focus is on tangible action. Results lie in making often abstract, complex, and data-driven strategies feel meaningful, motivational, and actionable for employees at all levels throughout the organization. Employees will work for a living but die for a cause. Our work is meaningful and essential to bringing to life the principles of social justice.

The process I envision is this:

1. Aligning our executive leadership team (Heather and her principals) to a strategic story that articulates the JCIT strategy

2. Training leaders, managers, and supervisors to become inspirational and energetic storytellers

3. Cultural analysis that identifies gaps between the current culture and our desired culture and complementary behaviors

4. Thoughtful communication cascades that reinforce our strategy

5. New stakeholder engagement experiences to allow leaders and employees to roll up their sleeves and have direct and personal interactions in the context of sound communications processes

6. Meaningful measurement and discussions thereof for continuous improvement

These six elements play out through the plan, most notably in the tactical recommendations that are designed to enhance engagement experiences, which in turn will drive the outcomes articulated in the JCIT strategic and tactical plans.

AUDIENCE-BASED COMMUNICATIONS PLANNING

Our customers must be at the center of everything we do. The raison d'être of this plan is to establish routines that get the whole organization focused on our customers, as clearly articulated by Heather Pettit, and reinforced throughout the day, at the August 6, 2019 JCIT All-Staff Meeting.

I think we all know that our customers should be at the center of our business, but we so often get caught up in day-to-day craziness and lose sight of our customers. We're all guilty of this sin.

Giving our customers a part to play in innovation would force our business to make stronger connections between what's happening in the field and how we can improve our service delivery. The better we can look outward, learn, and act quickly on insights, the stronger our growth capabilities and culture will be.

To think and act outside-in, we need regular and repeated procedures that give us new insights into how the world is changing for your customers and key business partners. To innovate in a way that is customer-aligned, we need to translate insights from our customers into what and how we deliver innovative IT services to them.

Here are five practices for another day, and not directly addressed this plan, that would help JCIT focus on our customers:

1. **Start on day one.** Make serving our customers part of our onboarding process. This builds empathy and motivates employees to make the lives of their customers better.

2. **Listen from the top.** All our leaders should spend time listening to customers on a regular basis; in fact, they should be required to regularly put time on their calendars to interact directly with our customers.

3. **Use data to move engagement.** By integrating customer research data into routine meetings between leaders and their teams and examining employee attitudes and behaviors toward customer engagement, we can take meaningful steps to strengthen customer satisfaction.

4. **Invite our customers to the table.** If we were to create a customer council, invite them to leadership dialogues, learn with them through shared training, and even invite them to work alongside us, as we do in our workstreams, service delivery outcomes would improve dramatically.

5. **Involve employees.** Involving a broader cross-section of our employees in our service delivery and innovation processes will change the way they think and act about customer engagement and satisfaction.

MANAGING CHANGE

As is often the reality, it's too easy to start a transformation initiative, but much more difficult to sustain and manage change over time. The following techniques can help ensure that change is institutionalized within JCIT:

1. **Usher in communications excellence.** Most change efforts fail in the implementation stage because of broken and inadequate communication. To ensure that change takes hold, communication must start before and continue throughout the change initiative. And we can't overcommunicate when we're asking the organization to change. Throughout my career, every executive with whom I've worked on a successful change management effort has expressed the need for overcommunicating during a change experience and has made this statement in retrospect.

2. **Involve leadership teams early and support them throughout.** It's hard for employees to change when their own managers are resistant to new ideas and erect barriers to change, so leadership teams need to be supported through change initiatives.

3. **Introduce a training program to support change efforts.** Changes in organizational culture require training to emphasize customer needs, concerns, and expectations. We can't expect our employees have all the answers. Change isn't intuitive.

4. **Change reward systems and corporate symbols.** To signal to employees that things have really changed, it may be necessary to change incentives. For example, I propose introducing visual symbols to reflect the new organizational culture. Similarly, if we've rewarded individual achievement in the past but want to see a cultural switch to teamwork, we may want to reward team accomplishments.

5. **Change the look and feel of the workplace.** A workplace makeover can have a profound impact on change. Visual cues can quickly and effectively let our colleagues know that they are encouraged to gather around a large table in a shared work area or that managers in an open environment are available for questions and collaboration. This element of the change process was brought home to me in an engagement at Kaiser Permanente's CIO Chief of Staff office. The flavor of the workplace affects employee innovation.

Changing a firm's culture is hard, and many attempts fail. But change is possible with the right approach. This plan outlines the key messages to be communicated, communication channels to be applied, visual identity, target groups to be reached, and tools to be used.

Organizational communications can play a huge role in helping people adopt and adjust to JCIT's change agenda, though with certain caveats:

Organizational communications can, by itself:

- Increase the intended audience's knowledge and awareness of an issue, problem, or solution
- Influence perceptions, beliefs, and attitudes that may change social norms
- Prompt action
- Demonstrate and illustrate skills
- Reinforce knowledge, attitudes, and behaviors
- Show the benefit of behavior change
- Advocate a position on an issue or policy
- Refute myths and misconceptions
- Strengthen organizational relationships

Organizational communications, combined with other strategies, can:

- Cause sustained change in which an individual adopts and maintains new behaviors, or the organization adopts and maintains a new policy direction
- Overcome barriers/systemic problems

Organizational communications can't:

- Compensate for the lack of resources

MISSION AND VISION

MISSION OF THE JUDICIARY

The judiciary will—in a fair, accessible, effective, and efficient manner—resolve disputes arising under the law and will interpret and apply the law consistently, impartially, and independently to protect the rights and liberties guaranteed by the Constitutions of California and the United States.

MISSION OF THE JUDICIAL COUNCIL

Under the leadership of the Chief Justice and in accordance with the California Constitution, the law, and the mission of the judiciary, the Judicial Council sets the direction and provides the leadership for improving the quality and advancing the consistent, independent, impartial, and accessible administration of justice.

JCIT'S COMMUNICATION MISSION

JCIT's communication mission is to inspire understanding and stewardship of the judicial branch's technologies by developing standards of practice, advocating for resources, promoting a long-term organizational communications perspective, distilling advances in technology enablement, and facilitating collaboration among judicial officers, justice partners, court employees, attorneys, the public, JCIT employees, and the media.

JCIT'S COMMUNICATION VISION

JCIT envisions a future in which a rich exchange between our organization and our constituencies strengthens the stewardship of JCIT's technology development agenda, shaping technological advances that fully realize the digital court.

Our vision is a communication program that links advances in the digital court with pressing societal issues to provide valuable information to key constituencies in a timely, consistent, and easily understood manner.

This integrated plan connects vision and values to business results, measuring and communicating key behaviors and actions that demonstrate we are living our values in all we do and say and that we are supporting change objectives for long-term goals. To that end:

- We act with integrity, humility, and kindness in everything we do.

- We are inspired by courage, passion, and a sense of fun and engagement.

- We celebrate teams and their contributions to the vitality of the organization.

- We've built our IT community on inclusive and collaborative teams, sustained through individual accountability.

SWOT ANALYSIS

Strategic planning is one of the most challenging exercises an organization can undertake. Strategic planning allows an organization to make fundamental decisions or choices by taking a long-range view of what it hopes to accomplish and how it will do so. A strategic plan is therefore built on a thorough analysis of the organization's existing structure, governance, staff, program or service mix, collaborations, and resources (financial, human, technical, and material). This analysis is vital because it allows an organization to perceive which of those aspects of its business it must change to achieve its goals. A well-developed strategic plan serves as a blueprint for making these changes because it describes the following, which I hope to do this this plan:

- A vision for the future

- Strengths and weaknesses of the organization

- The nature of the changes contemplated for future sustainable growth and development

- The sequence of these changes

- Those who are responsible for guiding change

- The resources required, whether they currently exist within the organization or must be found elsewhere

COMMUNICATION STRENGTHS

- The JCIT leadership team fully supports open and transparent communications.

- JCIT offers a long history of honesty and forthrightness in communicating findings and outcomes to court resource managers, decision makers, and employees.

- Judicial Council executive leaders (Martin Hoshino, Rob Oyung, and Heather Pettit) offer extensive experience engaging diverse target audiences, including employees, decision makers, the media, and the broader technology community.

- JCIT has a deep understanding of regional and audience diversity and of the strategies and messages that address that diversity of opinions and expectations.

- JCIT stands on a proven commitment to long-term technology research that provides consistency in the information base, knowledge, and relationships as a strong foundation for our proposed communication efforts.

- JCIT has a wealth of subject matter expertise and resources from which to draw to assist with the implementation and long-term viability of a communications strategy.

- JCIT partners with government agencies and that provide numerous opportunities for two-way exchanges and knowledge transfer at state and national levels.

- There's no end to the important and compelling topics that are relevant to society and expanding justice to all Californians.

- Historically, JCIT communication has successfully balanced the needs of the court community with the goals of the Judicial Council, which will further support the goals of our sustained organizational communications agenda.

COMMUNICATION WEAKNESSES/CHALLENGES

- Lessons learned from engagements and funding exercises, as well as lessons learned from exchanges with other IT communities and networks working on issues of access to justice, aren't routinely shared across the organization.

- However, change is underway, and we're in the early stages of providing a positive communications climate under the current executive leadership team (Martin Hoshino, Rob Oyung, and Heather Pettit), and we will gain further momentum with a supporting communications infrastructure that will drive regular, two-way communication between management and employees.

- Furthermore, insufficient and uneven expertise and experience in organizational communications planning and execution makes sharing tangible and visible technological advances with our customers sporadic, at best.

- Currently, the means for establishing and sustaining effective dialogues with our customers is inadequate, which negatively affects the feedback loop to JCIT employees.

- JCIT doesn't have a strong working relationship with the Public Affairs team, which blunts our ability to inform the public of our technology advances and offerings.

- Resources (including funding and time) for organizational communications are limited.

- The quality of JCIT branding, and the quality of the design itself, is woefully inadequate for a first-class institution.

- Employees aren't fully engaged and still harbor lingering discomfort from a decade of hits, including the Great Recession, CCMS, and job reclassification.

- Precious few projects are adequately scoped when assigned and lack clearly defined ownership and accountabilities, which leads to rework, which, in turn, negatively affects speed of delivery.

- We have a limited number of technology-driven communications channels from which to choose, with a particular gap in social channels, which means that the channels on which we must rely are oversubscribed.

COMMUNICATION OPPORTUNITIES

- A strategic communications plan provides an ideal opportunity to educate and engage the leadership team and our internal constituencies so we're all moving in the same direction.

- The judicial branch offers a diverse, productive, and interactive network that has great potential for enhanced communication of technology findings to potential beneficiaries.

- There's significant demand for building stronger connections between JCIT leaders and court leaders.

- There are frequent opportunities for communicating directly with our customers regarding issues of access to justice. In fact, opportunities pop up every day and go unaddressed.

- CIO Heather Pettit's JCIT All-Staff Meeting on August 6, 2019 kicked off a new, transformative way of doing business, and opportunities to support the evolution of JCIT abound.

- Judicial Council leadership is actively engaged in the technology debate and wants JCIT to succeed. In turn, the JCIT leadership team is fully committed to open communication with all stakeholder groups, which provides a glidepath for expansive thinking and intelligent experimentation.

- Modernizing the JCIT brand in all its incarnations, while holding true to the Judicial Council brand, offers an easy win.

COMMUNICATION THREATS

- There are limited resources for an expansive organizational communications agenda, including funding, time, human resources, and expertise.

- JCIT's change agenda isn't well understood by internal and external constituencies alike. Further education must be offered by the JCIT leaders before constituencies understand the need for real change across the judicial branch and that we offer a clear vision of the future of IT in California courts.

- The heightened expectation for broad-based community engagement on material changes to IT services is to some extent unrealistic because of the dynamic nature of technological change, which sometimes requires decisions that can be controversial and made with little time for consultation.

- Significant institutional barriers and disincentives exist because performance rewards target individual contributions, not teamwork.

- Communities haven't moved past longstanding concerns and issues of trust and will take some time to repair.

INTEGRATED STRATEGIC GOALS

The purpose of this plan is to present a framework for creating timely, relevant, informative, customer-centered messaging for populations both internal and external to the Judicial Council. This plan advocates for and promotes the dissemination of accurate information in a manner that is professional, informative, and user-friendly, while, at the same time, contributing to the dynamic culture of JCIT.

Goals describe desired outcomes and targets for organizational change, while objectives pinpoint indicators of success, and strategies explain the means by which objectives are to be achieved.

- **Goals.** To articulate goals, we employ big-picture thinking. Goals are the desired results we want to achieve and are typically broad and long term in nature.

- **Objectives.** Objectives define the specific, measurable actions the organization and individuals must take to achieve defined goals over a shorter term. For example, if we set a goal to increase brand awareness, one objective might be to increase customer recall of JCIT accomplishments by 25% over a period of six to 12 months.

Furthermore, communication objectives provide the blueprint for programs of communication. They are used to identify our audiences, craft messages, and evaluate results. The following are illustrative examples of communication objectives.

- Maximizing participation

- Creating positive engagement within the community across all channels

- Increasing the number of subscribers, fans, and followers (on social platforms)

- Enhancing employee and public awareness

- Establishing thought leadership

- Driving customer engagement

- Providing better customer service

- Getting teams and individuals moving in the same direction

GOALS, OBJECTIVES, AND STRATEGIES

Communication Goal 1

Build an organizational communications infrastructure that provides for consistent and sustainable execution across all channels

Objectives

1. Adopt rigorous communications standards

2. Build capacity across JCIT to engage our customers through meaningful communication outreach

3. Develop essential and consistent communications strategies and planning capabilities, including strategic frameworks and processes

4. Develop workplans for the delivery of JCIT communications initiatives, providing formal routine updates of plan progress to management teams

5. Develop, facilitate, and sustain support among JCIT leaders and team members regarding their roles and responsibilities in making the organizational communications program a success

Strategies

1. Ensuring comprehension and use of the communications framework

2. Ensuring that communications with recipients are clear, understandable, consistent, and easily recalled

3. Educating leaders and constituents of the importance of organizational communication

4. Providing our constituents with multiple points of entry to information and services

5. Soliciting feedback for continuous improvement

6. Building in tactical flexibility through disciplined, predictable processes to ensure prescribed outcomes

7. Creating integrated communications campaigns, eliminating one-offs through well-designed and thoughtful cascading communications across available channels

8. Creating a sense of pride among JCIT employees for their contributions to the mission and goals of the Judicial Council

9. Creating optimism among JCIT employees for the future, continually reinforcing that JCIT is a strong and sustainable institution with opportunities for growth and mission-based contributions for the greater good

Communication Goal 2

Raise awareness of JCIT programs and people

Objectives

1. Encourage open dialogue with relevant constituencies about the JCIT's aims, methods, and outcomes

2. Elevate discussions and communications to bring high relevance and exciting visibility to program outcomes in order to create awareness of deployment successes

Strategies

1. Reinforcing at every turn the virtues of consistency and sustainability in everything we do

2. Communicating with other similar or complementary IT constituencies outside of JCIT and reporting out trends and lessons learned

3. Continuing to raise trust between JCIT and our court partners

4. Managing expectations so that all our constituents know what JCIT can and can't do, especially to improve staff security and wellbeing and to reduce the risk of rumors arising

5. Encouraging at every turn participation and collaboration among all constituencies and at all levels of the organization. Informed communities are better able to make positive contributions, provide constructive feedback, and engage in meaningful dialogue

6. Strengthening JCIT's name recognition and reputation among decision makers and the media as a source of rigorous, long-term IT transformation (in alignment with our partners in the Public Affairs department)

7. Furthermore, improving capacity to develop and distribute high-impact press releases to local and national media related to IT innovations

Communication Goal 3

Develop a communications support infrastructure that supports the service delivery process now under development

Objectives

1. Distribute targeted communications through all phases of service delivery

2. Provide access to service and contract offerings via a service catalog on a storefront portal that touches all constituents as part of the service delivery and productization of services initiative

3. Develop disciplined service-delivery communication processes to leverage the power of an informed IT community acting as ambassadors across the judicial branch

Strategies

1. Working closely with the service delivery development team, consisting of John Yee and Jamel Jones, to drive the packaging of technology services as products

2. Strengthening JCIT's name recognition and reputation among decision makers and the media as a source of rigorous, long-term IT transformation

Communication Goal 4

Drive employee engagement and individual accountability

Objectives

1. Promote a shared mission and sense of community
2. Promote physical and emotional wellness in the workplace

Strategies

1. Strengthening communication channels for reaching JCIT employees
2. Creating a culture of purpose, trust, and engagement among JCIT employees to engender responsibility and accountability
3. Increasing knowledge of healthy lifestyles and high-productivity behaviors among JCIT employees
4. Positively reinforcing the many successful initiatives JCIT has delivered since a decade's worth of setbacks (i.e., the Great Recession, CCMS, and job reclassification)
5. Furthermore, holding leadership teams accountable for assimilating those lessons into their management styles, approaches, and messaging

Communication Goal 5

Nurture and facilitate innovation regardless of its genesis

Objectives

1. Enhance collaboration and innovation across the Judicial Council network
2. Using Rob Oyung's sponsorship of the self-represented litigant (SRL) program as a model, advance and proselytize the groundbreaking work happening in our courts, particularly the larger courts

Strategies

1. Reinforcing at every turn the virtues of consistency and sustainability in everything we do
2. Communicating with other similar or complementary IT constituencies outside of JCIT and reporting out trends and lessons learned
3. Continuing to raise trust between JCIT and our court partners

Communication Goal 6

Modernize the JCIT brand

Objectives

1. Establish JCIT's visual identity and voice under the Judicial Council's established and respected family brand to continually reinforce the parent brand name

2. Extend and enhance the brand development process across all communication elements, which will not only inform visual elements such as logo use, but also content strategy and development

3. Strengthen JCIT's name recognition and reputation among all constituencies

Strategies

1. Adhering strictly to the standards of umbrella or family branding

2. Developing a customer-centric visual language in our messaging

3. Documenting, revising, and revisiting all communication standards

4. Maintaining standard IT identity guidelines for written materials

Communications Goal 7

Turn data into actionable insights

Objectives

1. Create a right-sized program (i.e., just the right number of metrics to make cause-and-effect decisions regarding communications outcomes) that measures the effectiveness of communications outreach and content performance

2. Engage the leadership team so they focus on outcomes and expected results that can be measured, not activities

Strategies

1. Putting in place a measurement platform that defines our measurement goals, prioritizes stakeholder needs and interests, compares past performance over time, defines actionable metrics, defines the appropriate data collection methods, reports out on results, and uses data to make better decisions

2. Establishing baseline metrics for continuous improvement

3. Creating a leadership-approved communications performance dashboard

AUDIENCES

To optimize communication outreach efforts, it's important that we identify and define our target audience. The term "target audience" refers to those stakeholders and groups of people who could have an interest in the activities and results of JCIT's work. The reasons for their interest will of course vary and sometimes vary widely.

Our target audiences span the spectrum of interested parties listed below, including judicial officers, justice partners, court employees, attorneys, the public, JCIT employees, and the media.

AUDIENCE LIST

Audiences	Owners
Judicial Council Technology Committee (JCTC)	Jessica Craven
Information Technology Advisory Committee (ITAC)	Richard Blalock
Workstreams and Futures Directives	Camilla Kieliger
Court Information Technology Management Forum (CITMF)	Kathleen Fink
Trial courts	Heather Pettit
Courts of Appeal and the Supreme Court	Kathleen Fink
Judicial Council Information Technology (JCIT)	Heather Pettit
Judicial Council of California	Heather Pettit Committee chair
Branchwide (Supreme Court, Courts of Appeal, and superior courts)	Heather Pettit
Principal managers	Heather Pettit
JCIT employees (and subsets thereof)	Heather Pettit
Judicial officers	Heather Pettit
Justice partners	Heather Pettit
Court employees	Heather Pettit

Audiences	Owners
Attorneys	Heather Pettit
The public	Peter Allen
Media outlets	Peter Allen

SUMMARY OF KEY DISTRIBUTION LISTS

Judicial Council

- JCC Users-All
- JCC Management Council
- JCC IT- ALL
- JCC IT Managers
- JCC IT Supervisors

Appellate Courts

- JCC Appellate Court Clerk Executive Officers
- JCC Appellate Court Assistant Clerk Executive Officers
- JCC Appellate Courts System Admins

Trial Courts

- JCC Court Execs - ALL Trial Courts
- JCC Court IT Management (may not be in use; see listserv services below)

Committees

- ITAC: no distribution list; sent to individual members
- JCTC: no distribution list; sent to individual members

Listserv Services

- CIO (closed to CIOs only): CIONetwork@listserve.com

  http://jrn.jud.ca.gov/programs/cionet/index.htm

- IT Staff: ITNetwork@listserve.com

  http://jrn.jud.ca.gov/programs/tech/listserve.htm

GLOBAL MESSAGES AND POSITIONING

The following draft messages for JCIT unfold from the Judicial Council mission and JCIT's communication mission. These messages should be finalized and then adopted for use across all JCIT-owned media. The first deliverable that will incorporate our core messaging and serve as a template for refinements and further development is the digital document titled, *JCIT At a Glance*:

JCIT At a Glance

- **Who we are and what we stand for.** JCIT's mission and accomplishments
- **What we do.** The value of our technological research and piloting
- **What we've learned.** JCIT's transformational work in conjunction with our partners
- **How we work.** JCIT's principles and structure

CORE MESSAGES AND THE "BIG IDEA"

Strengthening Technology Expertise

- JCIT and our partners are changing the face of California's court system for the greater good.
- Information technology and business are inextricably interwoven, and, therefore, JCIT is equally focused on business outcomes in all decisions and judges itself accordingly.
- At JCIT, we're not perfect. We've gotten things wrong in the past. We know that, and we're working to deliver on our promises to our customers.
- JCIT continues to enhance the existing technology infrastructure.
- JCIT consistently explores and encourages the creative and innovative use of technology across the California court system.
- JCIT delivers services and solutions that enable quality user experiences.
- JCIT works continually to increase effectiveness and efficiency using technology.
- JCIT continues to enhance its technology support and accessibility services for all users of our technology resources.
- JCIT responsibly aligns technological resources across all our communities, including equipment, personnel, and budget with institutional priorities and initiatives.

Delivering on the Judicial Council's Mission and Values

- JCIT uses the power of technology to improve the public's access to justice.
- JCIT is the home for applied technology expertise.

- For subject matter expertise and resources for applied technology implementation, turn to JCIT.

- JCIT leaders and employees contribute in both small and large ways to affect the big picture transformation of the digital court.

- JCIT values its employees and partners, their expertise, their participation, and their impact.

Expanding JCIT's Ethos and Transformation

- Leadership has a clear vision of what performance improvement looks like at JCIT.

- Leadership is committed to performance improvement.

- Leadership provides active and visible support for performance improvement.

- Leaders have a strong commitment to continuous improvement.

- JCIT is building a strategy to lead effective change and build organizational excellence.

- Leadership has a rigorous process for project selection tied to the Judicial Council's strategic initiatives.

- Each project has a clear line of sight to strategic goals and targets.

- Leadership is putting in place clear, measurable success metrics for our strategic initiatives.

- Leadership is building operational accountability into the organization.

- Leadership fosters a mission-based culture of performance and accountability, with operational leaders providing governance, performance, and reporting.

- Improvements implemented by the executive leadership team (Martin Hoshino, Rob Oyung, and Heather Pettit) are taking hold and are sustainable over the long term.

- Leadership is building a culture of growth and accomplishment.

JCIT's Core Values

- **Service Excellence.** JCIT employees are knowledgeable, responsive, and respectful in delivering needed solutions to California courts.

- **Reliability.** JCIT is in the vanguard of developing robust technology solutions regardless of their origins to satisfy the needs of our court partners.

- **Innovation.** JCIT advances the state of technology within the IT community to improve efficiency and effectiveness across the California court system.

- **Security.** JCIT has implemented and will continue to reinforce measures and systems designed to securely protect and safeguard personal and institutional information.

The Big Idea

The Big Idea offers direction and the banner under which we'll launch three flagship initiatives, discussed in detail in the Recommendations section of this document:

> ***Getting court technology implementation right.***

CHANNELS

REPORTING CHANNELS

Reporting Channels	Owners
ITAC Workstream and Subcommittee Report (internal)	Camilla Kieliger
Innotas Load	Jackie Woods Rita Alderucci
Integrated Project Planning (IPP)	Camilla Kieliger Jessica Craven Richard Blalock
Two-Week Executive Office Report	Jessica Craven Sara Hurd
Administrative Director's Report	Jessica Craven
10.75 Open Meeting Report	Jessica Craven Jackie Woods
ITAC Written Workstream and Subcommittee Reports (public)	Nicole Rosa, Richard Blalock
Futures Quarterly Reports	Nicole Rosa Richard Blalock Jamel Jones
Biweekly Principal Roundup	Richard Blalock
ITAC chair report to JCTC	Richard Blalock
JCTC chair report to ITAC	Jessica Craven
JCTC chair report to Judicial Council	Jessica Craven

Reporting Channels	Owners
JCTC chair report to other groups	Jessica Craven

NON-REPORTING CHANNELS

Non-Reporting Channels	Owners
Email	
Global distribution list	
Listserve Central (https://jrn.courts.ca.gov/programs/listservs.htm) • IT Network • CIO Network	
IT Bulletin	Heather Pettit
Electronic newsletters	
JCIT All-Staff Meetings	Heather Pettit
The Hub (http://intranet.jud.ca.gov/)	
JCIT on The Hub (http://intranet.jud.ca.gov/divisions/itso/)	
Judicial Resources Network (JRN) (https://jrn.courts.ca.gov/)	
Courts public website (https://www.courts.ca.gov/)	
Judicial Council public website (https://www.courts.ca.gov/policyadmin-jc.htm)	
Court News Update (CNU) (https://jrn.courts.ca.gov/cnu/)	
Hublines (http://intranet.jud.ca.gov/headlines/)	
SharePoint	
Media outlets	Peter Allen

Non-Reporting Channels	Owners
One-off presentations	
Face-to-face meetings	
Other in-person meetings	
Team and member spotlights	
Conferences, events, and workshops	

RECOMMENDATIONS

Communication is one of the driving forces behind the success of any business. The success of any institution is intertwined closely with how effectively the business communicates, both internally and externally. Organizational communications is about so much more than protecting the institution's reputation and engaging employees. Instead, organizational communications is fundamental to the alignment of the organization, as well as the achievement of business goals.

What follows are 20 carefully defined and scoped initiatives that will support the expansive communication and transformation goals of JCIT.

We'll start with small steps by launching three flagship initiatives, governed by regular monitoring and evaluation by the ITOC leadership team. As we gain traction, we'll adapt and expand our communication efforts based on measurable results and feedback.

Each of the 20 initiatives will be kicked off with a tactical communications plan that will be presented to the ITOC team for scrutiny and approval.

PAIN POINTS UNCOVERED DURING THE FORMAL, GUIDED DISCOVERY PROCESS

1. MODERNIZE THE JCIT BRAND

Owner: Heather Pettit

Accountable: Peter Speliopoulos

Team: Peter Speliopoulos, Jessica Craven

Supports Goal 6: Modernize the JCIT Brand

Our brand lives in the sweet spot between JCIT's unique identity and the needs and desires of the California court system and is forged through our shared values and business strategy. It's essential therefore that we create a clear and unassailable connection between our brand strategy and our business strategy.

Brands turn strategies into results. Brands communicate an organization's defining moments and accomplishments. Customers, including employees, rally behind organizations that share their values. Transforming the JCIT brand to deliver on the promise our strategy is complex work requiring deep insights as to who we are, what we offer, and what our customers expect of us.

Furthermore, our brand renovation will fall flat if our employees don't know how to deliver the brand differently to their constituents. Creating the kind of culture change that engages

employees in the behaviors and perspective necessary to live and deliver the brand is essential to our successful brand makeover.

2. SET IN PLACE A STANDARDIZED CONTENT REVIEW AND APPROVALS PROCESS

Owner: Jamel Jones

Accountable: Peter Speliopoulos

Team: Peter Speliopoulos, Jessica Craven

Supports Goal 1: Build an organizational communications infrastructure that provides for consistent and sustainable execution across all channels

Poorly designed approval cycles negatively effect on-time delivery. It's nothing new, and it's by no means an issue confined to JCIT. Among the many challenges creative services teams have always faced are endless review and approval cycles. When review approval processes aren't properly managed or reigned in, the consequences can be far-reaching:

- Projects may be late or derailed
- Creatives are forced to work long hours to make seemingly arbitrary changes, often at the very last minute
- Additional time and effort must be spent rerouting all the other work affected by one project with missed deadlines
- Distrust develops between creatives and clients

Such problems are easily remedied by agreeing on project parameters up front. When a project begins with clearly outlined requirements, stakeholders, milestones, and more, the odds of success increase dramatically. Communications and creative services teams should insist on clarity at the very beginning by, instead, pushing for clear expectations and definitions of success before the project begins. While this process can be helped along with the assistance of a creative brief template that sets out repeatable processes, that's a solution that doesn't play particularly well with executive teams because it's time consuming and overly restrictive. What one is looking for at the outset is:

- **Project context** (background, challenge, target audience, market)
- **Desired deliverables** (description, summary, key messages, campaign details)
- **Expected accountability** (deadlines, stakeholders, review rounds)

3. CREATE A JCIT SERVICE CATALOG

Owner: Heather Pettit

Accountable: Peter Speliopoulos

Team: Michael Derr, Jamel Jones, Haresh Thevathasan, Nicole Rosa, Peter Speliopoulos, Jessica Craven

Supports Goal 3: Develop a communications support infrastructure that supports the service delivery process now under development

The JCIT Service Catalog project is underway and, when complete, will offer a curated collection of technology resources and offerings (JCIT services and contracts), with HTML pages rendered dynamically on the Judicial Resources Network (JRN) extranet site, with ServiceNow serving as the system of record. The intent is twofold: (1) to help JCIT efficiently and effectively manage and meet end user expectations and (2) to promote JCIT's work in the IT community.

4. DEVELOP COMMUNICATIONS EXPERTISE TO SUPPORT THE SERVICE DELIVERY AGENDA

Owner: Heather Pettit

Accountable: John Yee

Team: John Yee, Jamel Jones, Peter Speliopoulos, Jessica Craven

Supports Goal 3: Develop a communications support infrastructure that supports the service delivery process now under development

The productization of IT services refers to the practice of packaging technology offerings as products in order to provide cohesive and standardized technology recommendations to customers to help solve their business problems.

Moving to a customer- and product-driven approach will be a determined journey, and meticulous planning is already underway. This approach—the customer- and product-driven model—requires a different approach, understanding, and mindset regarding the development chain, of which communications is but one part, from design, to development, to deployment, to operation, to retirement, with an outsized emphasis on building strategic customer alliances.

ADDITIONAL PROPOSED ACTIONS

Observation is essential in science. Scientists use observation to collect and record data, which enables them to construct and then test hypotheses and theories. And, so it goes with the creation of this strategic organizational communications plan. The recommendations that follow took place outside the formal, guided discovery process.

5.   DEVELOP AN EXECUTIVE COMMUNICATIONS AND CHANGE MANAGEMENT PROGRAM

Owner: Jamel Jones

Team: Peter Speliopoulos, Jessica Craven

Supports:

> **Goal 1:** Build an organizational communications infrastructure that provides for consistent and sustainable execution across all channels
>
> **Goal 2:** Raise awareness of JCIT programs and people
>
> **Goal 5:** Nurture and facilitate innovation regardless of its genesis

A vital and disciplined executive and thought leadership communications program supporting our CIO, Heather Pettit, is essential for driving our business transformation. Through a strategic mix of ideas, action, and communication, we'll help our CIO and her leadership team (ITOC leaders) reshape conventional wisdom, force others to react, and rearrange the competitive landscape to continue the transformation of our business.

Executive and thought leadership communications is an expansive endeavor, including:

- Launching and maintaining our new strategic direction
- Creating culture change
- Initiating a new leadership competency model
- Building communication capabilities and skills
- Enabling strategic planning, themes and messaging, and promoting JCIT All-Staff Meetings
- Planning effective methodologies for top-down communications
- Planning strategies for reinforcing leadership messaging through communication cascades
- Establishing a content development strategy and concomitant editorial planning
- Developing employee engagement communications

6.   CREATE PROCESSES FOR THE ONGOING REVIEW AND EVALUATION OF OUTCOMES

Owner: Jamel Jones

Accountable: Peter Speliopoulos

Team: Peter Speliopoulos, Jessica Craven

Supports Goal 7: Turn data into actionable insights

Most of us move through the workday at a mile a minute. Marketers and communicators are no different. When one project wraps up, the next one is likely already three-quarters of the way done. It's the nature of the job and part of the joyful exhilaration that drives our productivity. This continuous workflow keeps our clients happy, to be sure, but the shortfall lies in the knowledge-sharing and post-project learnings that never happen. What one team member takes away from a project, be it a hard or soft skill, varies greatly from that of another team member. Learnings are often done on the fly and are based on an individual's role within the project, which isn't good for personal or team growth and certainly doesn't help improve team performance over the long term. That's where the postmortem meeting comes in.

Postmortem meetings are a best practice from the project management discipline. Postmortems are scheduled soon after a project ends and are dedicated to discussing what was learned, what worked, what didn't work, and what could be done differently next time.

Postmortems give teams a chance to share knowledge and experiences, so the group understands how the project ran from start to finish and uncovers impacts on the organization, both good and detrimental.

7. CREATE A COMMUNICATIONS ADVISORY WORKING GROUP

Owner: Jamel Jones

Accountable: Peter Speliopoulos

Team: Peter Speliopoulos, Jessica Craven

Supports Goal 1: Build an organizational communications infrastructure that provides for consistent and sustainable execution across all channels

The working group's charge is to develop the scope, process, and format for communications initiatives and seek approval from ITOC. Projects wouldn't be spun up until it receives ITOC approval. Members of the working group will be chosen based on the following criteria:

- We'll know what specific value each individual brings to the working group.
- We'll choose well-respected people within our IT community.
- We'll choose people who represent each of our audiences, with emphasis on recruiting our colleagues in the courts.
- We'll choose people who are vested in and have deep knowledge of California court technology issues.

- We'll choose JCIT business leaders who have demonstrated interest in the communications discipline.
- We'll choose individuals who have a sphere of influence that can help engage stakeholders across the IT community.

8. FORMALLY LAUNCH THE COMMUNICATIONS PROGRAM AMONG THE LEADERSHIP TEAM

Owner: Jamel Jones

Accountable: Peter Speliopoulos

Team: Peter Speliopoulos, Jessica Craven

Supports:

Goal 1: Build an organizational communications infrastructure that provides for consistent and sustainable execution across all channels

Goal 4: Drive employee engagement and individuality accountability

To achieve superior results, JCIT leaders (i.e., the principals) must understand and adopt the communications strategy, understand their roles in creating success, and focus strategically on the areas of leadership and talent development to:

- Drive a competitive advantage
- Differentiate customer experience
- Enable a high-performance culture
- Deliver on strategic priorities
- Accelerate results
- Drive operational excellence
- Mentor and grow tomorrow's talent and leaders

9. CREATE A DIGITAL ASSETS MANAGEMENT SYSTEM

Owner: Jamel Jones

Accountable: Peter Speliopoulos

Team: Peter Speliopoulos, Jessica Craven

Supports Goal 1: Build an organizational communications infrastructure that provides for consistent and sustainable execution across all channels

This exercise is by no means overkill and by no means am I recommending an overblown digital assets management application that manages digital indexing, workflows, version control, and rights and permissions. Instead, I'm proposing a straightforward set of documented procedures and processes for organizing, storing, and retrieving our digital assets as they relate to the communications function using clearly articulated standards for file storage, as well as rigid file-naming conventions so files are easily found.

10. BUILD COMMUNICATIONS CAPACITY, INCLUDING TRAINING AND MENTORING PROGRAMS

Owner: James Jones

Accountable: Peter Speliopoulos

Team: Peter Speliopoulos, Jessica Craven

Supports Goal 1: Build an organizational communications infrastructure that provides for consistent and sustainable execution across all channels

The mission of the communications function is to build a powerful and differentiated brand—at the corporate, industry, capability, and geographic levels—that supports JCIT's strategy, enhances long-term customer relationships, inspires employees and prospective employees, and drives technology innovation in the California court system.

In addition to the creation of an advisory working group, we need to build foundational capacity in order to deliver on our mission, now and in the future. Building capacity is an investment in the effectiveness and future sustainability of JCIT's communications program.

Therefore, we'll be keeping an eye on and addressing the following issues that threaten the viability of the communications function:

- A general lack of knowledge, skills, and training
- Minimal staffing
- Limited time
- Tight resources/funding
- A lack of planning
- Trouble prioritizing
- Message definition and consistency
- Communications not fully assimilated into the organizational structure

11. CREATE A METRICS AND PROGRAM ASSESSMENT PROGRAM

Owner: Jamel Jones

Accountable: Peter Speliopoulos

Team: Heather Pettit, Mark Dusman, Michael Derr, Jamel Jones, Peter Speliopoulos, Jessica Craven

Supports Goal 7: Turn data into actionable insights

If we don't evaluate our communications—what worked, and what didn't—we'll never evolve. For critical communications, we'll need to determine how we'll measure our effectiveness: Have we achieved the outcomes we expected, outcomes related to knowledge, beliefs, action?

Measurement isn't a luxury to be left for later. Our approach to measurement and reporting will be determined at the outset and take into consideration the regular cadence of communication in all its forms in order to monitor and assess continuously. To that end, we'll start by establishing leadership-endorsed baseline metrics. (Definitions: Baseline measurements are used to compare results at different points in time, while benchmark measurements are used to compare results to the competition.)

Reporting could include feedback from research, audits, qualitative interviews and focus groups, employee and customer sentiment surveys, complaint logs, corporate culture assessments, content analysis surveys, and talks with staff and community members.

12. LEAD AN EXEMPLAR COMMUNICATIONS PROJECT

Owners: Michael Derr, Andrae Randolph

Accountable: Peter Speliopoulos

Team: Peter Speliopoulos, Jessica Craven

Supports Goal 1: Build an organizational communications infrastructure that provides for consistent and sustainable execution across all channels

Our deliverable—providing a hands-on lesson in communications planning and deployment—is the cascading rollout of the Office 365 suite (approved by both Michael Derr and Andrae Randolph).

The exercise will include all the elements of a strategic and tactical communications plan, including defining audiences, identifying messages, creating a tactical outreach plan, developing materials and securing appropriate approvals, specifying a timeline and editorial calendar, conducting a post-campaign postmortem, and properly securing digital assets (i.e., saving files to the right shared network drive according to defined file-naming conventions) for easy retrieval by colleagues.

13. PARTNER WITH THE WEB SERVICES TEAM ON A WEBSITE REFRESH

Owner: Mark Gelade

Accountable: Mark Gelade

Team: Web and Digital Services team, Jamel Jones, Peter Speliopoulos, Jessica Craven

Supports Goal 6: Modernize the JCIT brand

JCIT-owned websites solidify brand authority, creating an engaging and easy-to-navigate experience for site visitors, while curating a hub of information that serves as JCIT's best and most-enduring sales pitch.

Working alongside Mark Gelade's Web and Digital Services team, the PMO communications team will bring a marketing and communications perspective to the website refresh initiative, particularly regarding brand, design, structure, content, and alignment with Judicial Council business objectives.

14. CREATE A COMMUNICATIONS SERVICES AND RESOURCE LIBRARY

Owner: Jamel Jones

Accountable: Peter Speliopoulos

Team: Peter Speliopoulos, Jessica Craven

Supports Goal 1: Build an organizational communications infrastructure that provides for consistent and sustainable execution across all channels

This library will provide resources for all aspects of the communications and writing process to help communications practitioners through their biggest challenges. We'll create a centralized location on SharePoint and The Hub to house the files, documents, templates, and other helpful content that team members and project partners will find useful as they explore the world of communications.

The organizational communications toolbox, if you will, will include the following, and more:

- JCIT At a Glance
- Overviews of Judicial Council services with a technology component
- Content governance
- Communications planning tips and tricks
- Communication plan template
- Standard survey questions

- Visual identity guidelines

- Logos

- Digital assets management guidelines

- Workflows, responsibility (RACI) matrixes, and approvals processes

- Channel efficiency and maximization

- Evaluation tools and techniques for continuous improvement

- Communications education and tips

- Tips and inspiration

- Event planning and management

- Email templates

- Document templates

- Newsletter templates

- PowerPoint templates

- Public speaking tips

- Media planning tools

- Recommended books

- Writing tips and tools

- Writing for digital and social media

- Infographics design tips

- Fact sheets

15. CREATE A MARKETING COMMUNICATIONS (PROMOTIONAL COMMUNICATIONS) PROGRAM

Owner: Jamel Jones

Accountable: Peter Speliopoulos

Team: Peter Speliopoulos, Jessica Craven

Supports Goal 3: Develop a communications support infrastructure that supports the service delivery process now under development

The marketing communications discipline is part of the marketing mix, specifically refers to the promotion element of the Four Ps of Marketing: namely, product, place, price, promotion.

Marketing (promotional) communications is a fundamental part of any organization's communications efforts and can be loosely described as all the messages and media deployed to communicate to the market and includes advertising, direct marketing, branding, packaging, online presence driven by content development and editorial planning, printed materials, packaging and selling stories to the media, sales presentations, sponsorships, tradeshow appearances, and so much more.

Furthermore, a hybrid component is integrated marketing communications, which includes those promotional communications focused on value-added services, where the brand and messaging evoke an emotional, behavioral response. It's this last element that we're interested in.

To this end, we'll partner with the leaders and participants of the Integrated Project Planning (IPP) internal meeting to undercover stories and drive promotional communications across the IT community.

16. DOCUMENT AND MONITOR ONGOING CORE SERVICES COMMUNICATIONS

Owner: Jamel Jones

Accountable: Jessica Craven

Team: Jessica Craven, Peter Speliopoulos

Supports Goal 1: Build an organizational communications infrastructure that provides for consistent and sustainable execution across all channels

17. DEVELOP AND LAUNCH A SURVEY STRATEGY

Owner: Jamel Jones

Accountable: Peter Speliopoulos

Team: Peter Speliopoulos, Jessica Craven

Supports Goal 7: Turn data into actionable insights

To avoid and overcome survey response fatigue, we'll create and submit to ITOC a survey strategy that eliminates the current spur-of-the-moment, ad-hoc approach for a reasoned and predictable approach.

The strategy will (1) address survey design, (2) propose a plan for survey frequency broken out by target audience, (3) and identify optimal survey methods based on distribution protocols, from email, to embedding surveys in websites and e-newsletters, to posting surveys to our intranet site, The Hub, to using QR codes.

18. DEVELOP AND LAUNCH A NEWSLETTER STRATEGY

Owner: Jamel Jones

Team: Peter Speliopoulos, Jessica Craven

Supports:

> **Goal 2:** Raise awareness of JCIT programs and people

> **Goal 3:** Develop a communications support infrastructure that supports the service delivery process now under development

> **Goal 4:** Drive employee engagement and individual accountability

> **Goal 5:** Nurture and facilitate innovation regardless of its genesis

> **Goal 6:** Modernize the JCIT brand

Numerous discussions, some contentious, confirm that the Judicial Council doesn't have a newsletter strategy. It's time that we put an overarching plan in place to coordinate and optimize e-newsletters across the Judicial Council to avoid inundating our audiences and diluting our messaging.

Planning is key to the success of an overarching newsletter strategy for the Judicial Council. This will no doubt be challenging, and just a little uncomfortable at times, but a well-thought-out newsletter strategy will pay off in the long run in newsletters that inform audiences and drive engagement.

Taking a step back and scrutinizing the viability of e-newsletters in general, it's easy to see that email-based newsletters are big and have grown in use because of the unpredictability of social media and search engine algorithms, combined with the rise of digital subscriptions and the discovery that frequency is the biggest driver of subscriber retention, which have pushed news media companies to embrace e-newsletters as central to their customer engagement strategies.

Furthermore, email is still, after all these years and despite yearly obituaries, *the* killer app because it's targeted, personalized, reliable, and trackable. And e-newsletter platforms like Emma and MailChimp make it easier than ever to produce and manage multiple newsletters.

19. DEVELOP AND LAUNCH AN EMPLOYEE ENGAGEMENT STRATEGY

Owner: Jamel Jones

Accountable: Peter Speliopoulos

Team: Peter Speliopoulos, Jessica Craven

Supports Goal 4: Drive employee engagement and individual accountability

Our employees are key, and we must remember them in everything we do because our employees are by far our most credible representatives and are, therefore, essential in building belief in our reputation in the IT community.

JCIT, like any organization, is a group of people drawn together for a common purpose. It's important, therefore, to discuss and codify an employee value proposition. More than a contract or deal, as it's sometimes described, it's the defining relationship representing the bond between JCIT and our employees, outlining expectations for the relationship and each group's commitment to the other.

As stated emphatically by CIO Heather Pettit at the August 6, 2019 JCIT All-Staff Meeting, business transformation is required for our success over the long term. To drive change, we'll need to create an employee mindset focused on alignment, action, and urgency to improve business performance and make JCIT a better place to work. I sincerely believe that we can achieve the results we desire by ensuring that employees have the information they need and the inspiration to act. After all, success can be contagious. Heather's approach to employee and customer engagement throws the doors wide open and invites people to join and contribute.

We'll address employee engagement challenges by creating momentum, building visibility and communities, and driving commitment to the mission of the Judicial Council, in general, and JCIT, in particular. Our work will focus on creating transformational experiences that change how our employees think about their work, the leadership team, and their relationship with JCIT and their fellow employees. And recognition will be a big part of this, where we call out teams that have the courage to do things differently to deliver on JCIT's promise to Californians. And we'll help the leadership team with messaging and delivery, so they're demonstrating through actions and words that they're committed to a better way of doing things.

Finally, I'm an advocate for building a wellness culture because a healthy workplace environment—physically and mentally—turns employees into advocates. My observations tell me that our internal culture needs a shot in the arm.

20. DEVELOP A CONTENT DEVELOPMENT STRATEGY

Owner: Jamel Jones

Accountable: Peter Speliopoulos

Team: Peter Speliopoulos, Jessica Craven

Supports Goal 2: Raise awareness of JCIT programs and people

At its most basic, a content strategy answers the inevitable "Why?" questions: Why are we creating content? Why is our content worth our readers' time? Why is our content useful to our customers in a way that no one else's is?

Content strategy and ongoing content planning is a disciplined approach for determining what content will help our target audiences and inspire them to take actions that boost business outcomes. There are a lot of moving parts that need to be accounted for, including, to name just a few, setting goals, researching audience needs, understanding how readers interact with our content, setting an editorial calendar, amplifying content among internal audiences, and measuring results for continuous improvement.

PROPOSED PRIORITIZATION

ITOC will prioritize the initiatives so the PMO communications team can activate and coordinate implementations. I recommend pursuing three flagship projects, along with a handful of foundational initiatives that need to get underway in early 2019Q4.

Please review and assess the priority assignments in the table that follows.

Recommended Actions	Priority
Modernize the JCIT Brand	Flagship
Create a JCIT Service Catalog	Flagship
Develop an Executive Communications and Change Management Program	Flagship
Set in Place a Standardized Content Review and Approvals Process	2019Q4
Create Processes for the Ongoing Review and Evaluation of Outcomes	2019Q4
Create a Communications Advisory Working Group	2019Q4
Formally Launch the Communications Program among the Leadership Team	2019Q4
Create a Digital Assets Management System	2019Q4
Lead an Exemplar Communications Project	2019Q4
Create a Communications Services and Resource Library	2019Q4
Document and Monitor Ongoing Core Services Communications	2019Q4
Develop and Launch a Survey Strategy	2019Q4
Develop and Launch a Newsletter Strategy	2019Q4

Develop and Launch an Employee Engagement Strategy	2019Q4
Develop a Content Development Strategy	2019Q4
Develop Communications Expertise to support the Service Delivery Agenda	2020Q1
Create a Metrics and Program Assessment Program	2020Q1
Partner with the Web Services Team on a Website Refresh	2020Q1
Build Communications Capacity, including Training and Mentoring Programs	2020Q2
Create a Marketing Communications (Promotional Communications) Program	2020Q2

APPENDIX

CONTRACTUAL DELIVERABLES

Task	Description of Tasks and Responsibilities
1	Manage and develop essential **communications strategies and planning** (including strategic frameworks and processes; a communications plan, a work plan, objectives, responsibilities, resources, timelines, expectations, etc.). Strategies to include defining the JCIT communications lifecycle (creation, editing/review, delivery platform, timing, audience, etc.) and developing a cohesive strategy for sharing JCIT business (by soliciting and curating topics, assessing upcoming outreach, calls for action and engagement with the court tech community (e.g., surveys), etc.). The end-goal is to have a coordinated and cohesive voice for branch communications.
2	Manage communications by **serving as the office communications special advisor and subject matter expert** and lead for the division to ensure coordinated communications, provide guidance, link communications plan to overall strategic intent, and demonstrate how messaging becomes an essential tool to achieving project success. Provide expertise on appropriate communications strategies, content, messaging, and channels to best reach the targeted audiences and assuring alignment with organizational goals.
3	Develop and manage a **work plan for the delivery of JCIT communications**, providing routine status and communications on plan progress to management.
4	Establish and cultivate an organizational brand. Develop **clear, concise, and model communications** materials for targeted audiences to achieve business goals around information sharing, awareness, education, or marketing.
5	Serve as the **primary author (or lead to others) in preparing or editing/proofing** executive communications, talking points, and other externally-facing messaging for the office and committee leadership, particularly when conveying sensitive or high-profile IT topics. Facilitate and/or prepare responses to questions or requests from the public or branch. This will involve triaging with SMEs and drafting or editing final content.
6	Support the JCIT PMO and management with **streamlining and preparing "report" communications** (including authoring, editing, reviewing materials, reports, presentations, etc.).

Task	Description of Tasks and Responsibilities
7	Lead lessons learned exercises and analysis to improve communications plans, tasks, templates, and procedures. Research and consult to direct and **implement improvements to communications strategies** based on lessons learned and best practices.
8	Solicit and **aggregate feedback on key technology topics, including by administering surveys**; analyze results and prepare presentation of findings. Coordinate, combine, parse by audience, and notice survey outreach to present a cohesive strategy.
9	Develop and implement a **cohesive JCIT web presence**, including how to organize, present, and update content across internal, branch, and public-facing web-based properties.
10	Develop a well-conceived **brand of templates** to deliver JCIT communications, particularly for bulletins, presentations, and similar external messaging.
11	Advise JCIT management and staff on best communication practices related to technology, as well as provide communications training to staff. Assess staff communications skillsets; **coach and train management, analysts, project managers and technical staff** on communications strategies based on assessed opportunities for development.
12	Provide formal **knowledge transfer and handoff** to PMO team, including identified office communications key resource(s) to ensure understanding and alignment of strategy across communications deliverables.
13	Serve as the **spokesperson** for disaster and highly-visible and/or political communications.
14	Provide **monthly status reports** for all work performed and progress of program.

HOW GOOGLE DEVELOPS HIGH-PERFORMING TEAMS AND ENCOURAGES INNOVATIVE THINKING

THE MOST EFFECTIVE TEAMS ANSWER 'YES' TO THESE 5 QUESTIONS

A massive internal research project at Google has uncovered the secrets of high-performing teams.

By Jessica Stillman

Contributor Inc.com @EntryLevelRebel

https://www.inc.com/jessica-stillman/the-most-effective-teams-answer-yes-to-these-5-questions.html

Google doesn't leave anything to chance. That's why the search giant recently spent two years studying 180 teams in depth to discover what sets groups that achieve great things apart from those that lag. As my Inc.com colleague Michael Schneider explained when the research was first released, the answer appears to come down not to the size of the brains on the team, but instead to how they interact with each other.

Things like dependability, structure, and clarity loomed large. But one factor stood out above all the rest in predicting which teams would soar: psychological safety. The key to effective teams, Google found, was creating an environment where people felt they wouldn't be ridiculed for voicing ideas and taking risks.

Which is totally fascinating, but maybe not instantly actionable. It's useful to know that intangible qualities like psychological safety are so important, but how do you know when you have all of them nailed down and when you still have more work to do? That's where a new post on Google's Re:Work blog comes in handy.

A five-question diagnostic for team performance.

The post features a 30-minute talk from Google people analyst Julia Rozovsky, which offers a deep dive into the company's research on team effectiveness, but it also contains a handy checklist of five questions teams should be able to answer in the affirmative if they want to attain rock-star status. Here they are:

1. Can we, as a team, take a risk without feeling insecure or embarrassed?
2. Can we count on each other to deliver high-quality results on time?
3. Are our goals, roles, and execution plans clear?
4. Are we working on something that is personally meaningful to each of us?
5. Do we fundamentally believe the work that we're doing matters?

"What we saw at Google was teams that could answer yes to each of those five questions, were disproportionately more likely to be an effective team," Rozovsky reports. Teams that answered yes also brought in much more revenue.

But the five questions aren't just a sort of report card to see how teams are currently doing. It's also a diagnostic tool leaders can use to see how they can improve the future performance of their teams. "This was a shortcut for us that we could show to leaders of where teams could focus their energy," Rozovsky adds.

So, what should you do if you're worried your team wouldn't exactly ace this test? The complete video below offers a ton of insights, but Google is even more generous with sharing the fruits of its research. It's also provided a whole suite of tools to help you be a more effective manager absolutely free. Those should help you raise your game and the performance of your whole team too.
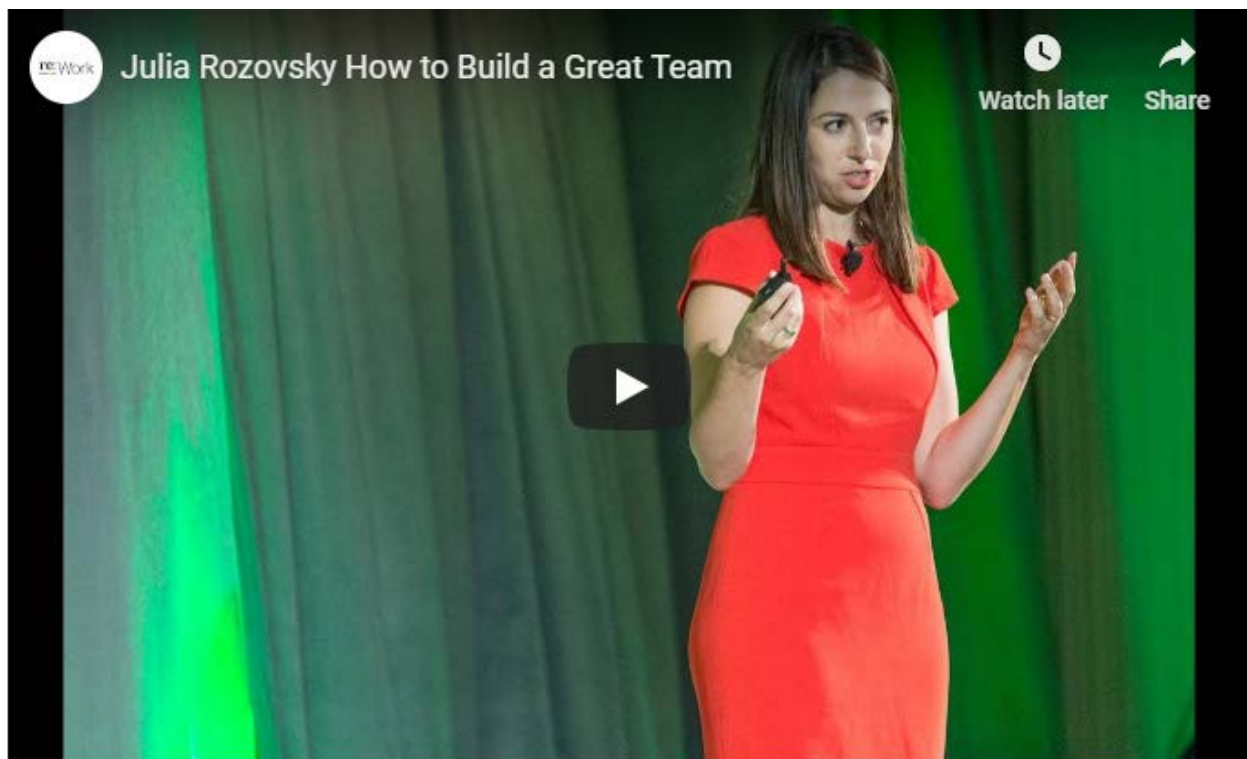
Watch the video: https://www.youtube.com/watch?time_continue=8&v=xMMBpRDwp1s

PUBLISHED ON: NOV APR 6, 2017

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HERE ARE ALL THE TOOLS GOOGLE USES TO ENCOURAGE INNOVATIVE THINKING ABSOLUTELY FREE

You can't force creativity, but you can create an environment that encourages it. Google has figured out how.

By Jessica Stillman

Contributor Inc.com @EntryLevelRebel

https://www.inc.com/jessica-stillman/the-5-essential-ingredients-of-a-truly-innovative-team-according-to-google.html

In this fast-changing world, every company can benefit from more good ideas. Where do you get them? One approach is to hire people specifically tasked with creativity. But some of the world's most innovative companies scoff at this idea.

"A lot of companies have innovation departments, and this is always a sign that something is wrong when you have a VP of innovation or something. You know, put a for-sale sign on the door," Apple CEO Tim Cook has snipped.

Google agrees that innovation is every employee's business. "Making innovation part of your organization isn't about starting up a research & development lab or focusing your efforts on one set of people. In Google's experience, innovation happens when you make it a valued part of the way people think, work, and interact everyday," the search giant declared on its Re:Work blog recently.

How do you make innovation a valued part of everyone's everyday work at your organization? According to a new, free innovation guide Google released along with the post, nurturing your people's creativity comes down to ensuring they have these five essential ingredients of an innovative workplace (in Google's words but with my links):

1. **Shared vision:** Make sure everyone knows where the organization is heading.
2. **Autonomy:** Allow employees to define their own work as much as possible.
3. **Intrinsic motivation:** Hire naturally curious people who like to learn.
4. **Risk-taking:** Enable employees to feel psychologically safe to take risks and try new ideas.
5. **Connection & collaboration:** Make it easy for employees to find partners and work together.

What does nurturing these qualities in your workplace look like in practice? Google, helpfully, doesn't leave you to figure that out on your own. The company's guide to fostering an innovative workplace includes explainers and tools for managers that can help make sure your company has each of these five fundamentals covered.

For instance, how do you get your people to be less afraid of failure? Google's guide contains a template for holding a "premortem discussion" before you launch a new project.

"Sometimes, before a project even begins, teams come together to talk about all the possible ways a project could fail. This exercise, called a 'premortem,' was popularized by Gary Klein in 2007," explains the guide. "This type of discussion helps to normalize failure by talking about it openly and, importantly, can provide the benefits of learning from failure while avoiding the pain of actually failing."

Other tools include a lengthy template for setting your team's shared vision, including in-depth guidance for the discussion facilitator, and information to encourage peer feedback to build connections between employees.

It should also be noted that this guide is just the latest of many free, useful guides put out by Google via Re:Work. Others include manager training tools, information to help you hire better, and tips for low-cost, high-impact training. Watch the blog, or this column, for updates on whatever Google releases next.

PUBLISHED ON: APR 18, 2018

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