

Chevron Corporation, Law Digital Operations

Marketing, Communications, and L&D Program Management

I was brought into Chevron on contract to serve the global, 700-person Law Function. My primary responsibility was to introduce and advance digital fluency throughout the Law organization. My contributions included:

Marketing and communications strategy and implementation

I partnered with Law leadership and digital analysts to develop an all-embracing marketing and brand storytelling strategy and complementary execution playbook to establish and drive the ethos of and commitment to digital fluency across the Law Function.

Learning and development deployment

I stood up iLearn, an L&D program running on the Degreed platform, featuring Microsoft 365 apps—from Office apps for law administrators to the Power Platform for sophisticated Law citizen developers—plus additional law-specific app platforms; and assessing performance metrics against learning metrics set by HR and Law leaders.

Stakeholder engagement

I defined the unique value proposition for the Law Digital Operations team and drove the marketing and brand storytelling program outreach, comprised of:

- Writing content to promote the Law learning platform with experiential cascades across multiple internal channels along the learning journey
- Advocating, evangelizing, and amplifying digital fluency across the Law Function; and conducting customer research with surveys and focus groups
- Driving digital fluency across the Law Function by creating leader and SME speeches, talking points, and branded presentations; message cascades; infographics; success stories; digital signage; explainer videos; events and seminars; and rewards and recognition programs
- Managing concurrent initiatives with demonstrated resilience, diplomacy, influence, relationship-building, and problem-solving in varied situations

SharePoint intranet marketing

I served as the lead creator and backup administrator for SharePoint Online sites owned by the Law Digital Operations team and partner teams: crafting intranet designs on SharePoint Online; developing platform guidelines; providing guidance regarding site layout and content development; monitoring and assessing site metrics to identify opportunities for refinement; and, finally, developing the wireframes, mockups, and clickable prototypes for the launch of the refreshed Law CONNECT site, the Law Function's one-stop global single source of truth.



Driving Traffic to Law Digital Fluency Resources

Marketing Outreach & Project Strategy

Executive Leader: Tom King

Group Leader & Program Sponsor: Amy Segeren

Digital Operations Leader & Digital Fluency Champion: Dave Killion

Legal Operations & Services Leader & LPRG Champion: Chanell Yates

Author & Marketing Project Manager: Peter P. Speliopoulos

January 2023

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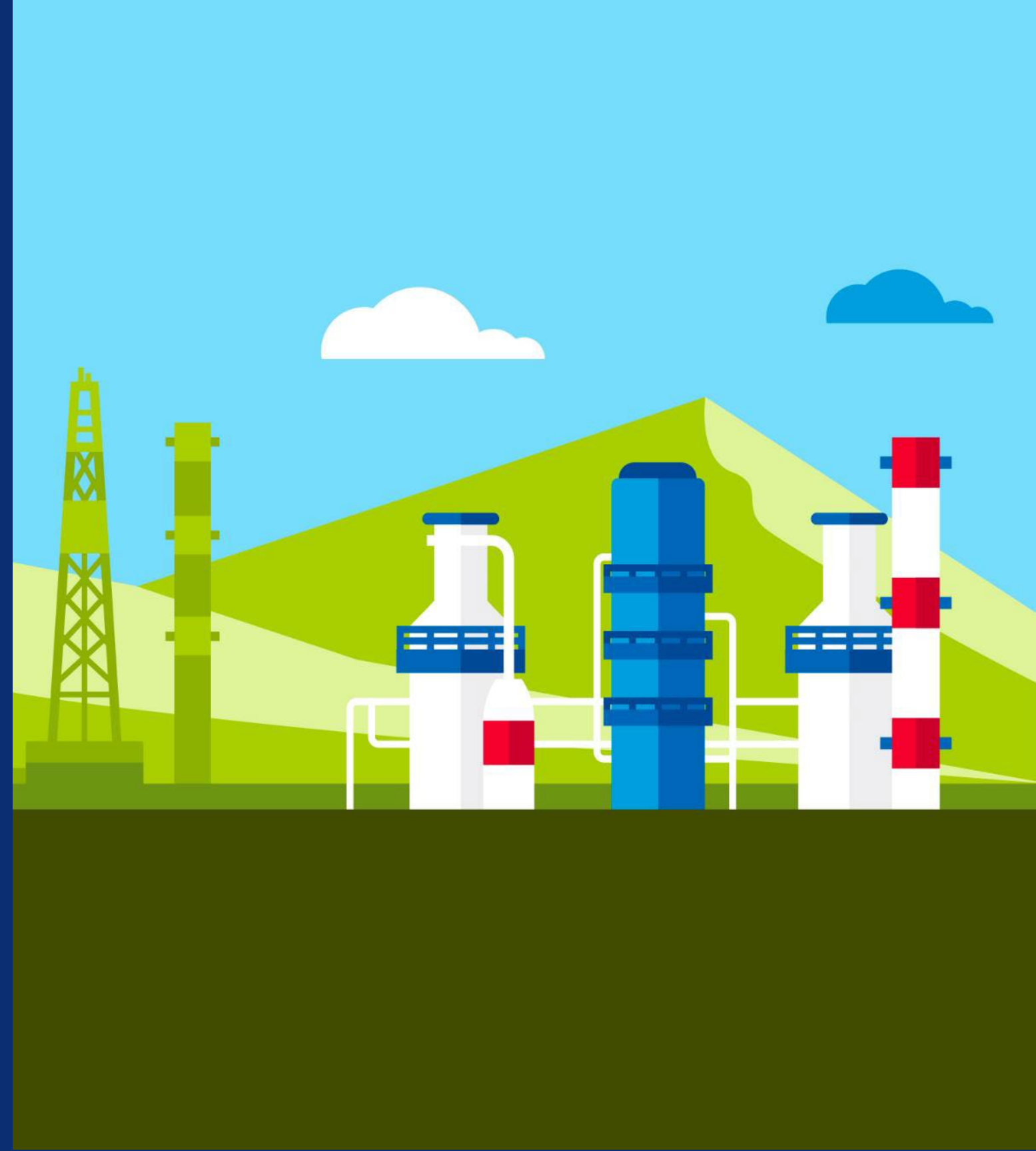
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Our Big Opportunity

To reimagine our world by assessing past achievements, sparking breakthrough conversations, fueling new thinking, and building purpose around our audiences, not our learning assets



We've identified concrete audience adoption gaps, which we can address as a team



Our foundational digital learning platforms (LPP and LPRG) are substantive, capable, and up to the task of delivering the learning mission



We've developed a solid strategic plan to address the adoption gap and operationalize an expansive, harmonized, and meaningful learning environment



And we'll uncover the critical metrics needed to support and improve our engagement outreach

Strategic Planning Roadmap

Current State

Current Status

Our status approaching launch:

- iLearn was launched with a stick, strictly linked to opening PMP training goals alone
- Corporate messaging, including that for iLearn, relies on a one-way, top-down, one-size-fits-all approach
- Communication channels are limited
- The standing default method of communication is email
- Our employee audiences are overloaded with content choices, affecting message penetration and retention
- Content performance measurement is spotty, and there are now no reliable benchmarks from which to build meaningful KPIs
- Outreach to our target audiences is wholly ad hoc
- Our audiences are busy, dispersed, and yearning for meaningful connection
- While the learning tools themselves are superb and of the highest quality, promotional outreach is inefficient and infrequent

Desired State

Future State

A strategy and disciplined approach that drives value by harnessing the cognitive variety of our globally diverse teams who have demonstrated their creativity in solving complex innovation challenges. This strategy creates an environment of collaboration and individual achievement. We champion individual differences in order to spark creativity that, when supported by the right operational levers, will boost and elevate innovation across the Law Function.

A snapshot of a global law learning innovation strategy that:

- Closes skill gaps
- Fuels a unified learning culture across the Law Function
- Fuels creativity
- Serves our global society through the Law Function’s global mission
- Creates pathways for our multicultural, multigenerational, and cross-geographical teams across the Law Function
- Builds a collaborative, supportive work environment
- Honors and protects culture and diversity
- Fosters employee-driven digital communities that facilitate vertical and horizontal conversations throughout the Law Function, thus promoting higher engagement and more connected practice area teams
- Chooses the right channel for the right messaging
- Offers plentiful feedback loops for employees that blunt top-down communications
- Builds knowledge-bases and single-sources-of-truth (e.g., LPP) maximized to connect our diverse practice areas and get our people the answers they need
- Uses the metrics that are integral to the value proposition needed to drive traffic to our LPP and LPRG learning resources

Strategic Plan to Close the Gaps

Objective

Our objective is to:

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

Strategies

We will achieve our objectives by:

- Taking a Tom’s eye view of the Law Function learning platform and the customer experience
- Adopting a less transactional and more expansive, holistic marketing and communications framework not bound by digital fluency alone in order to move traffic to our learning resources
- Fitting LPP within the larger, more fruitful context of thought leadership and employee engagement drivers, including digital citizenship, professional productivity, opportunities for advancement, culture and DEI, and the quality of one’s work life
- Integrating the LPP and LPRG learning programs under a branded collaboration ecosystem
- Uncovering carrots that resonate with our audiences
- Focusing on content and communication processes that drive value and employee experiences
- Making learning accessible and relevant to law professionals
- Moving beyond ad-hoc, one-off communications that are easily ignored or misplaced
- Managing a fluid backroom change process that will help supervisors lead through change
- Opening up the communications process by targeting discrete audience touchpoints
- Developing and driving active, engaged, robust user groups and communities, as appropriate, to include strategy owners, influencers, intelligence contributors, and execution partners
- Revealing niche opportunities to increase engagement and adoption
- Improving communications processes and procedures between the front and back offices, with an eye on a Q4 launch of LPP 3.0

Our Vision, Our Guiding Principles & Our Audiences

Our Vision

Our areas of focus for meaningful, holistic change:

- People
- Processes
- Culture
- Technology

Our methodology for sustainable employee development:

- Communal program literacy
- Leadership program literacy
- Individual and functional literacy

Our Guiding Principles

- The Law Function is a people-first, client-centric business
- The pandemic was a digital transformation catalyst
- We need to align on a shared purpose to be successful
- Our marketing strategy is focused on building loyalty, skill, and engagement
- Employees respond to total experiences
- It's all about the people and giving them something to believe in
- Internal marketing is focused on building cohesive teams, enabling their success, engaging their creativity, and celebrating their successes
- Employees want to succeed and stick around
- Internal marketing is the glue that holds the organization together
- Business value comes from the creation of engaged audiences
- Brand consistency increases brand reach
- Meaningful communication is two way

Our Discrete Audiences

Primary:

- The entire Law Function
- Law supervisors (LPP/LPRG specific)
 - › Law Supervisor CoP
 - › Law supervisor carveouts (Carveouts for special, unique circumstances)
- Law professionals (LPP/LPRG specific)
- Law Administration leaders (metrics and reporting)
 - › Tom
 - › Amy

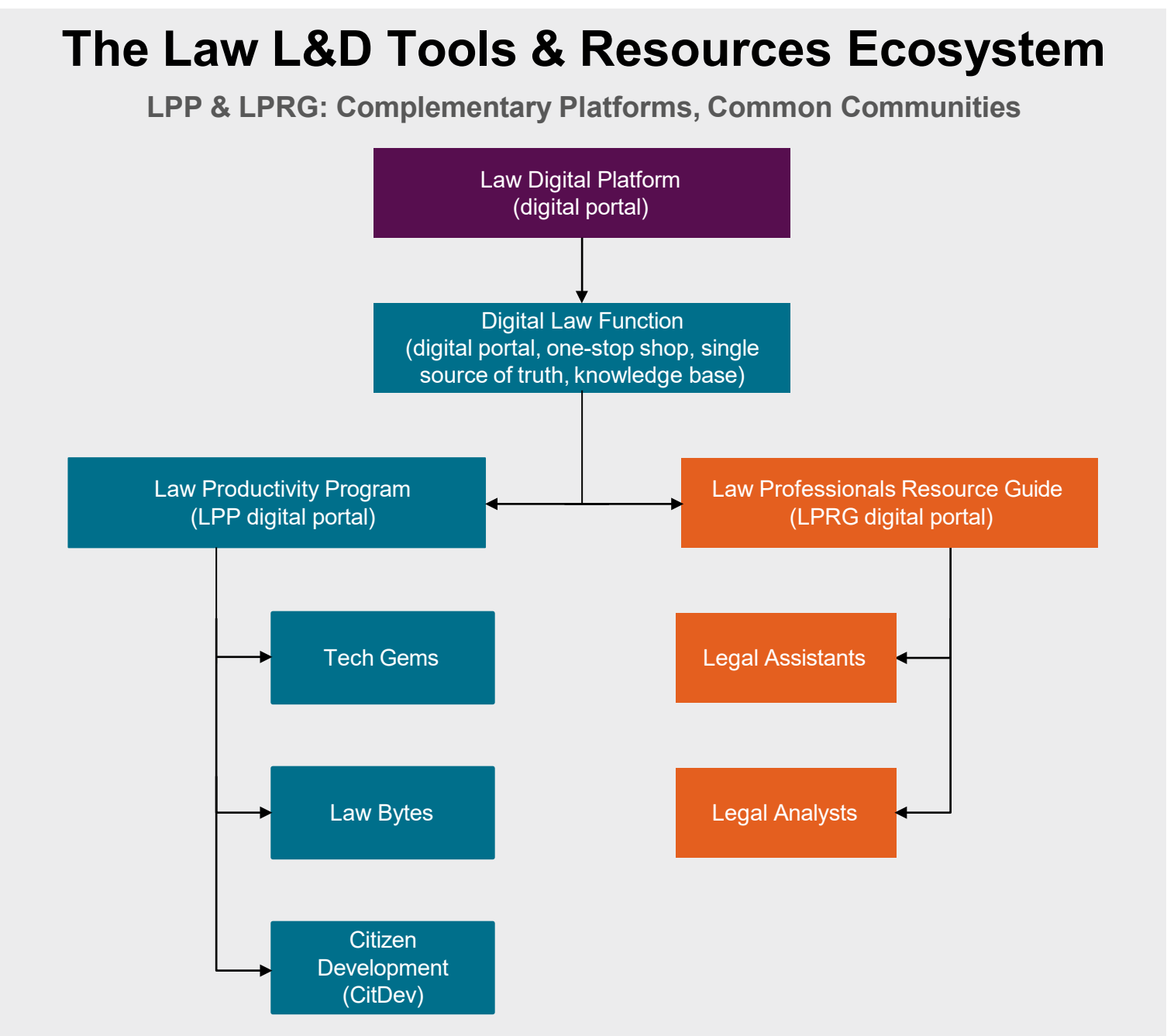
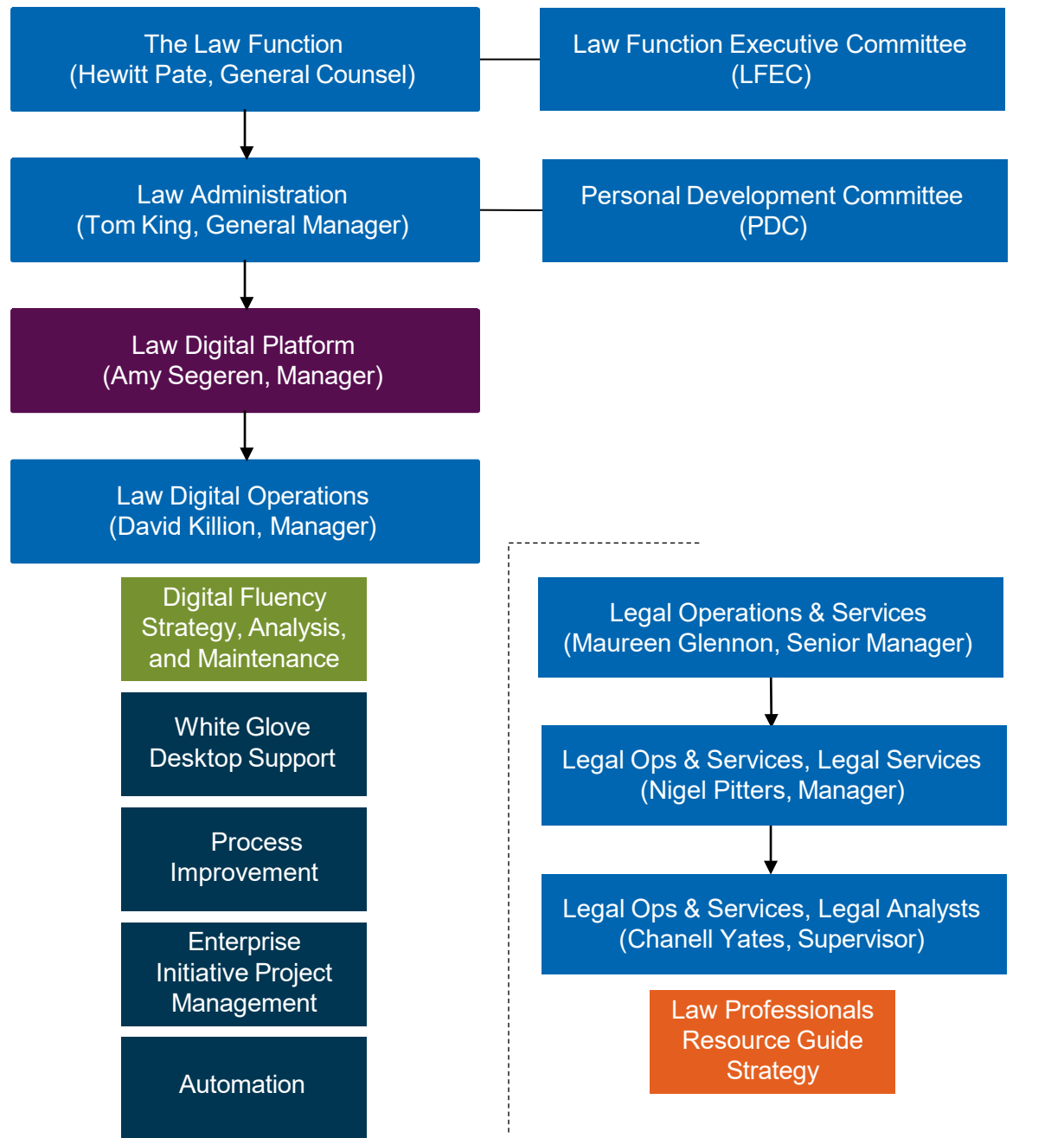
Secondary:

- Citizen developers (garnering increased attention throughout the year ahead)

Tertiary:

- Relevant corporate stakeholders outside the Law Function

Organizational Hierarchy & Law Learning Resources



SWOT Analysis

Strengths (Factors Internal to the DigOps Team)

Which of our competencies have been examples of greatness? What do we do well, which will help us to realize our mission?

- Dedicated and passionate Law Administration leadership team commitment to continuous improvement
- Expansive, well-managed talent development process with iLearn
- Rapid, white-glove response from DigOps team to internal stakeholder requests (i.e., R&R, digital shoulder taps, and AskDigital)
- Digital fluency program is aligned with long-term Law Function goals and objectives
- Digital fluency program is competency-based and integrated with PMP training goals
- DigOps offers modern, highly efficient, and cost-effective technology expertise
- Chevron's Law Function's core international law operations are focused and resilient
- The DigOps team offers deep talent, exhibits unwavering integrity, and is motivated by service
- The DigOps team is easy to work with and willing to try new ideas when old solutions are no longer working

Weaknesses (Factors Internal to the DigOps Team)

Can any past failures be corrected and turned into strengths? Where must we improve in order to realize our mission?

- Processes and procedures are absent or not documented
- Limited team size prevents the ability to tackle some of bolder objectives (e.g., white glove app support, 24/7 support, and process improvement consulting)
- Immature relationship with law supervisors
- Fledgling performance measurement, with fractured data sources (Tech Gems, Law Bytes, LPP, etc.)
- Digital fluency program is focused solely on individual achievement, not team-building
- Digital fluency program lacks strategies to improve adoption and participation
- While wonderful in themselves, Tech Gems are easily dismissed by busy recipients unless they have a corresponding immediate need for the lesson
- Information portals aren't intuitive, and usage of these portals therefore suffered
- There is a lack of customer testimonials

Opportunities (Factors External to the DigOps Team)

Which competencies are working particularly well? Can they be explored further for opportunities? What changes are taking place in our environment that might allow us to realize our mission?

- Partnering with LPRG to amplify law L&D opportunities and resources
- Further incentivizing employee development to keep the learning engagement going with law professionals
- Contributing to the development of an onboarding program for new hires
- Developing a shared purpose across the Law Function to facilitate engagement across practice areas
- Exploring and communicating fascinating and trending topics that fall under the rubric "digital citizenship"
- Optimizing channels of communication for increased, bulletproof engagement

Threats (Factors External to the DigOps Team)

External threats are unforeseen circumstances that can occur. Preparedness will help us adapt better to them. What changes in our environment do we need to guard against or prepare for in order to realize our mission?

- Some unmovable percentage of our Law Function population won't read Tech Gems or attend Law Bytes sessions
- Law priorities could possibly shift away from law learning (e.g., M&A, major litigation, a reduced workforce), which would weaken engagement
- A COVID resurgence or the continuation of the great resignation could affect the stability of the Law Function

Law Learning's Five Brand Pillars



Leadership, Teamwork, Ownership & Urgency

Managing the process of serving our customers

Managing strategic alignment and strategy execution

Imposing project management principles to meet strictly defined objectives and deadlines

Introducing digital asset management repositories



Expanding Opportunities for Learning & Development

Making it easy for our customers to find what they're looking for

Improving employee engagement through expanded L&D offerings

Increasing employee resiliency

Continually expanding learning opportunities



Community Development & Engagement

Nurturing increased collaboration among employees

Generating more innovation to improve competitiveness for the Law Function

Introducing law learning communities of practice

Assisting supervisors through change



Content Distribution as a Strategic Business Activity

Pushing out well-choreographed touchpoints

Making employees feel they're of critical importance to our success

Focusing on technical, societal, and mission-driven problems through thought leadership



Purpose Is Everything

Introducing authentic purpose as a unifier

Understanding that purpose is everything

Moving beyond our learning assets to enhance the total customer experience

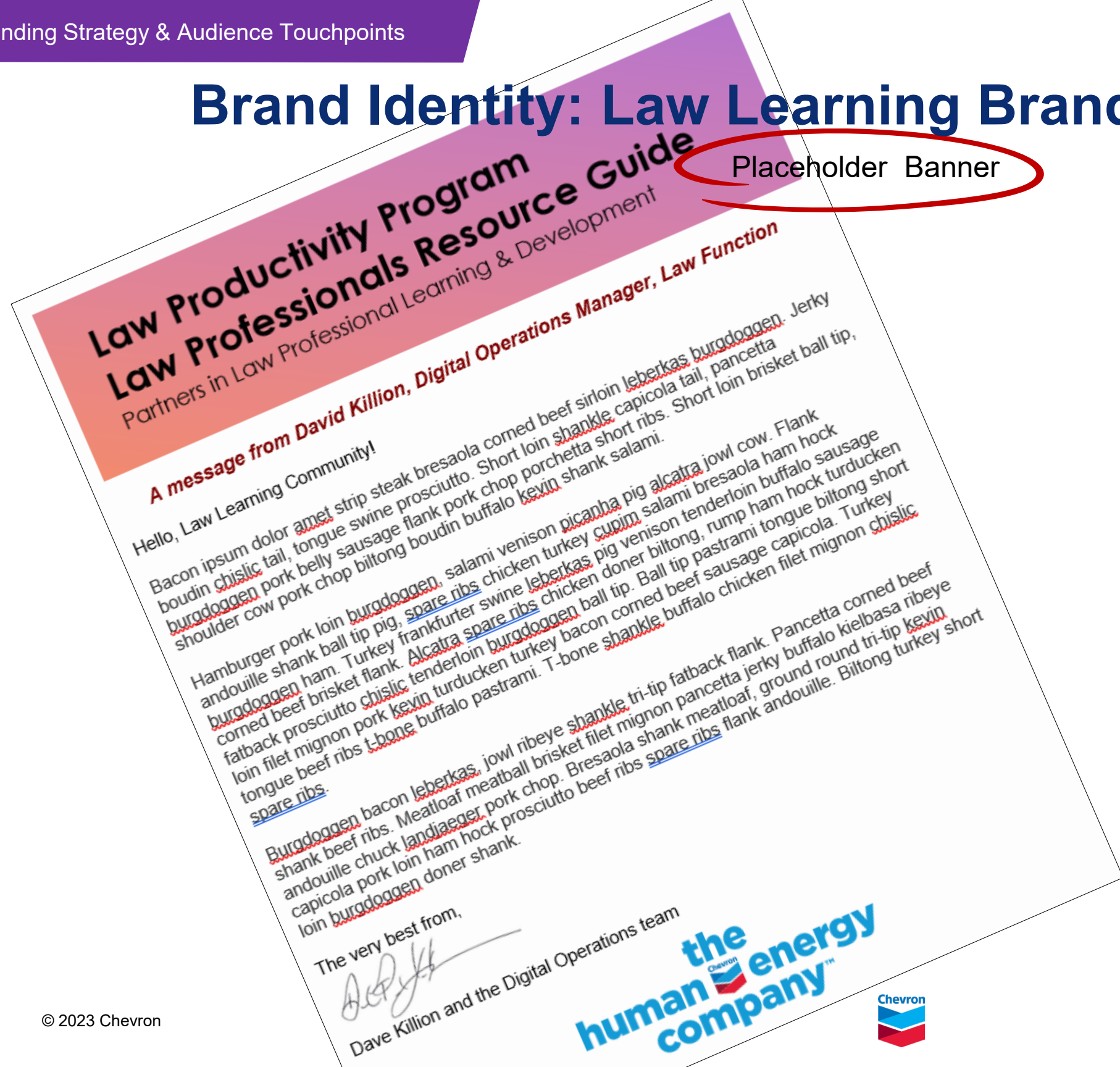
Strengthening the employee voice

Nurturing increased collaboration among employees

Putting a Bold, Purpose-Driven Brand Strategy into Practice Will Ensure L&D Sustainability and Alignment Throughout the Law Function

Brand Identity: Law Learning Brand Banner & Square

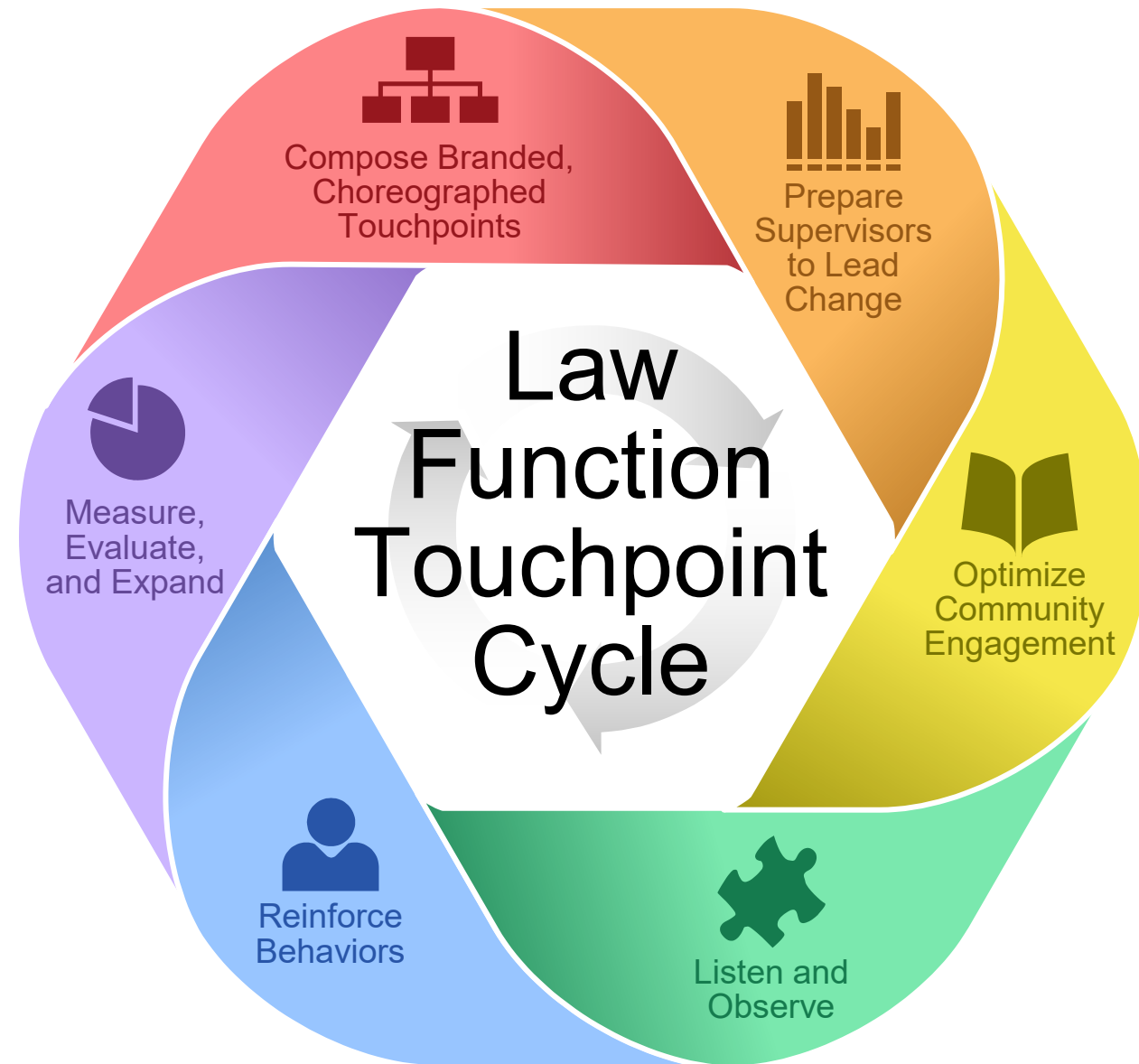
Placeholder Banner



Banner and square considerations:

- Company name and logo identifier
- Program name and logo identifier
- Tagline
- Colors
- Text and fonts
- Illustrations
- Images
- Sizes:
 - › Email banner (6.51 x 1.45 inches)
 - › Advertising square (2.5 x 2.5 inches)
- Compelling calls to action

The Law Function Touchpoint Cycle



Our Content Marketing Strategy & Framework

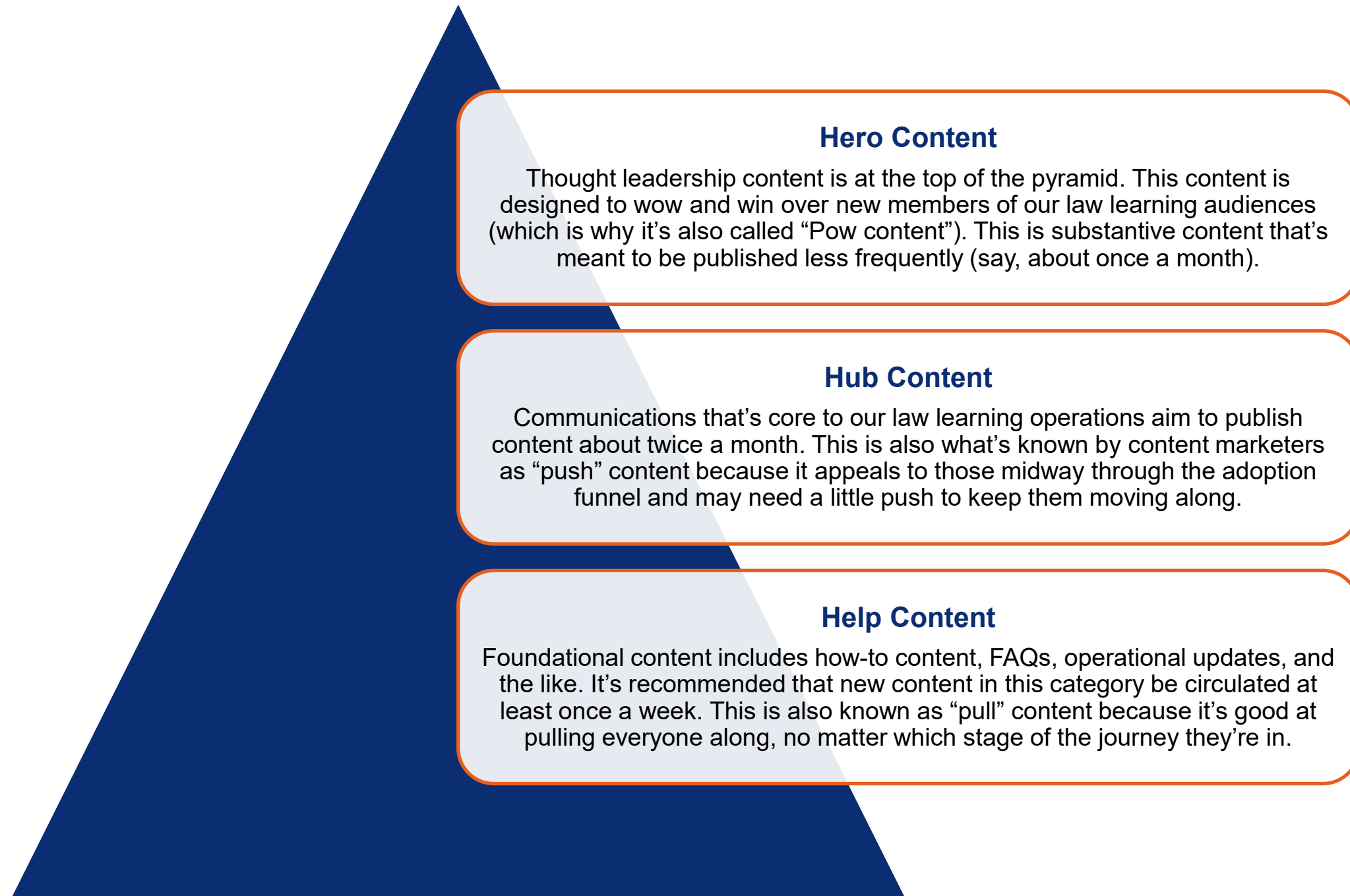
Content marketing strategy

- A rigorous, disciplined content marketing strategy and framework will help our leaders and our internal customers understand the logic of our content output in a way that helps to guide their own decision-making.
- Employee engagement drivers aren't universal, of course. Operating in our multicultural, multigenerational, and cross-geographical environment represents new challenges as we are trying to drive high levels of employee engagement. Our content marketing approach will invest heavily in understanding and managing the key drivers of engagement across our multiple constituencies in order to drive performance in meaningful, efficient, and effective ways.
- Moreover, we'll need to mimic audience intent and express our engagement goals accordingly.
- And our disciplined strategy will put an end to unhelpful ad-hoc, post-and-ghost communications.
- Moreover, our foundational content marketing strategy will be based on a structure that sets forth our content formats and reliable channels and streamlined workflows to fully capture the needs of our internal audiences.

The HHH content marketing framework for law learning content distribution

- The proposed content marketing strategy framework—the **HHH framework**—creates an overarching system that will tie all elements of our strategy together. It will give us a cohesive structure that keeps our content-development team on the same page. And it nicely explains the logic behind each content asset and how it fits into our broader content-outreach program.
- Furthermore, the **HHH framework** ensures that we're creating content that appeals to our target audiences at all layers of the law learning engagement funnel. It's also meant to keep content flowing at the right pace. This framework will immediately help us get a better grip on our content output and help to keep our content on track. Adopting a solid, tested framework like **HHH** will help us tie our law learning—LPRG and LLP—operation together so we're creating high-impact content that helps us reach our objectives.
- The **HHH framework**—also known as the **Pow, Push, Pull framework**—was brought to my attention in the book, *The Definitive Guide to Strategic Content Marketing*, by Google alumnus and internal marketing strategist Lazar Džamić, of which he's a coauthor. With this framework, the goal is to create the right balance of content in three categories: **Hero, Hub, and Help**. (Please see the next slide for an illustration of the HHH framework.)

The HHH Content Marketing Framework



Aligning Content Formats with Our Content Forums (1 of 2)

Communication is about enhancing the customer experience. And one size doesn't fit all!

Short-form content is limited to no more than 1,200 words in length, covering a single topic that's meant to be consumed quickly and easily. Common formats of short-form content include:

Advertising (print and digital)

All-staff messages

At-a-glance guides

Awards and recognition

Backgrounders and issue briefs

Branded table skirts and banners

Contests

Crisis communications

Customer success stories

Day-in-the-life stories

Digital signage

Discussion forums

Email banners

Emails

Employee experiences

Employee recognition

Event announcements

Explainer videos

Fun moments from around the office

Holiday and seasonal greetings

How-to posts

Infographics

IT communications

L&D posts

Law Function achievements

Law Function news and announcements

Listicles

Messages from our Law Function leadership team

New-feature announcements

New-hire announcements

OneNote

Online forums and communities (e.g., Teams, Workplace)

Organizational updates

Phone calls (one on one)

Postcards (paper isn't dead)

Posters (11x17)

Product and organizational announcements

Short blog posts

Show off what teams are working on

Social posts

Social videos

Success stories

Surveys, polls, and quizzes

Team and employee accomplishments

Team and employee profiles and recognition stories

Tent cards

Testimonials and reviews

Intranet content (LPRG and LLP)

Workplace group posts

Wikis

Aligning Content Formats with Our Content Forums (2 of 2)

Communication is about enhancing the customer experience. And one size doesn't fit all!

Long-form content dives deep into a topic and covers that topic in great depth. Long-term content covers formats including:

- All-staff messages
- Backgrounders and issue briefs
- Bylined articles
- Case studies
- Change communications
- Crisis communications
- Data storytelling and visualization
- Detailed and lengthy blog posts
- Digital newsletters
- Employee Q&As
- Evergreen pages
- Guides and tutorials
- In-person events
- Interesting industry articles and trends
- Internal policy changes

- Leadership presentation decks and talking points
- Office hours
- Pillar pages (with the aim of building the brand's authority)
- Podcasts
- Reports
- Seminars, webinars, and virtual events
- Service catalogs
- SharePoint microsites
- The brand story video
- Thought leadership articles and points of view
- Ultimate guides
- Web and intranet content
- Whitepapers and articles

Communications Calendar

Communications calendars are used to manage the publication of content across different media—traditional and digital alike—including print, email, team collaboration platforms (discussion forums), social, video, and live and virtual events.

Creating and posting content on the fly is asking for trouble, because we're more prone to typos, problems with content tone and manner, and other mistakes. Spending a little time up front calendaring content is much more efficient because we'll have dedicated our time to creating, tweaking, proofreading, and scheduling content distributions. A communications calendar won't just make the workday less stressful; it'll also make it easy for us to plan effective content mixes and allow for the time to ensure that we reach the specific audience we're targeting.

Law Professional Development Communications Calendar

Date of Communication	Audiences	Delivery Methods / Channels	Owner	Message / Topic	Responsibility for Creating Content	Responsibility for Approving Content	Notes / Status / Next Steps



Thought Leadership Marketing Strategy

Thought leadership messaging—delivered by visible leaders across the Law Function—is essential to our success!

Creating a content mix for thought leadership that drives employee engagement

When it comes to finetuning our internal communications to a strategy sharply focused on employee engagement and solution adoption, writing original content and curating a diverse content mix from across the Law Function is a crucial piece of the puzzle. Informed employees are generally happier and much more productive. Engaged Law Function employees will be strengthened by our united and harmonized law learning brand's leaders and best advocates. Finally, keeping our colleagues informed and engaged means giving them a rich and relevant variety of content, which is thoughtfully timed not to be intrusive.

Growing exposure and establishing brand credibility and authority through thought leadership marketing

Thought leadership is all about creating value, building knowledge, and taking a well-considered stand and leveraging that position to secure influence within our aggregate audiences and audience niches. Accordingly, we'll look at thought leadership content marketing as a way to share inspirational, perhaps research-driven content, that drives change and creates educational value for our internal customers. Therefore:

- Ultimately, thought leadership is one of the outcomes of solid content marketing and framework strategies.
- Thought leadership is a method of content marketing that will solidify our position in the Law Function as experts and authorities in law learning, which includes the LPRG and LPP brands.
- Our goal is to provide visibility across the Law Function by branding ourselves as thoughtful and knowledgeable leaders in law learning, program development, and trends therein.
- Our action-based thought leadership tactics will be used to build credibility for our LPRG and LPP leaders and our Law Administration leaders.
- We'll therefore create and promote educational and, indeed, helpful content and become noticeably active in our law communities.
- Specifically with regard to our thought leaders themselves (Law Administration leaders, law supervisors, law professionals, and DigOps subject matter experts), we'll deliver authentic and genuine content that uses the expertise, insight, and experience of our authors, with the goal of sharing each expert's deep wisdom with others.
- Finally, strong calls to action from trusted thought leaders will inspire our audiences to act and to take the next step in their learning journeys.

Expanding the Digital Fluency Scope of Practice

Expanding beyond the narrow constraints of digital fluency to digital citizenship

The transformation management discipline is designed to lead the people side of change and to ensure that the change is sustained, managed, and institutionalized within the organization.

In that vein, our management goals are fourfold: (1) to work in partnership with the LPRG team to present a harmonized learning experience to our law audiences; (2) to expand beyond the scope of digital fluency to the rich and fertile topics within digital citizenship; (3) to create content governance practices to ensure the timely and accurate delivery of content; and (4) to measure content and engagement performance in order to make tactical adjustments when necessary. We'll do this by:

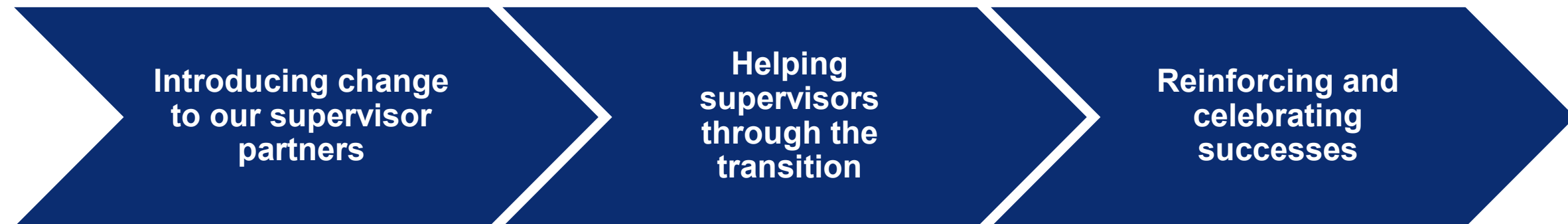
- Moving quickly beyond the implementation of iLearn to integration and growth
- Continuing our established client centricity
- Adopting a holistic approach to the digital fluency change and content processes
- Empowering our people—particularly our supervisors—and helping them to find their voices in the digital educational realm
- Preparing our supervisors to lead and manage through vital transformation
- Preparing our supervisors to coach their employees

Leading Our Supervisors through Change

Digital transformation is being embraced by companies across most every industry, as the role of technology shifts from being a business enabler to being a business driver. The Law Function's LLP collection offers opportunities for individual growth for both career advancement and improved productivity.

Furthermore, LPP training, administered through iLearn, was designed to assist individuals and groups of individuals in learning new digital skills, gaining new knowledge, and altering attitudes toward digital technologies. The formula LPP offers is simple: individuals and teams adopt changes that improve their performance; in turn, these productivity advances improve the Law Function's overall ability to do things better, faster, cheaper, easier, and with a better return on investment. The change management process looks like this:

- 1. Introducing change to our supervisor partners.** We've begun by building awareness of iLearn and reinforcing the business reasons for the change and how the move to LPP 2.0 will impact supervisors and their teams.
- 2. Helping supervisors through the transition.** We've begun the process of helping supervisors embrace their roles as change agents, communicators, advocates, coaches, resistance managers, and liaisons to the LPP 2.0 program.
- 3. Reinforcing and celebrating successes.** It's important that we not only recognize and acknowledge teams and individuals who are thriving during change, but also to ensure that the time and energy committed to LPP 2.0 learnings hasn't been wasted.



Our Marketing Channels & Technologies

Mission impossible? We think not!

LPRG Portal

LPP Portal

Email

Microsoft Sway

Microsoft Stream

SharePoint
Microsites

Live & Virtual
Meetings

Microsoft Teams

Workplace from
Meta

TechSmith
Camtasia

Phone Calls
(1:1)

Program Goals Translated into Discrete Deliverables

1
GOAL: An embedded law learning engagement and adoption strategy
DELIVERABLE: Branded partnership, choreographed touchpoints, and cross-promotion between LPRG and LLP programs

2
GOAL: A unified people and culture program
DELIVERABLES: (1) LPP single source of truth and knowledge base and (2) CoPs for law supervisors and citizen developers

3
GOAL: A vital internal communications program that drives innovation and a culture of learning
DELIVERABLE: Thoroughgoing project management and agency style discipline to meet aggressive delivery timelines

4
GOAL: A thought leadership communications strategy that supports the law learning service delivery process
DELIVERABLE: Thought leadership expanded to include all LLP and LPP touchpoints

5
GOAL: Visible and conspicuous program alignment with Law Administration goals and expectations
DELIVERABLE: Change management communications that guide law supervisors and their teams through change

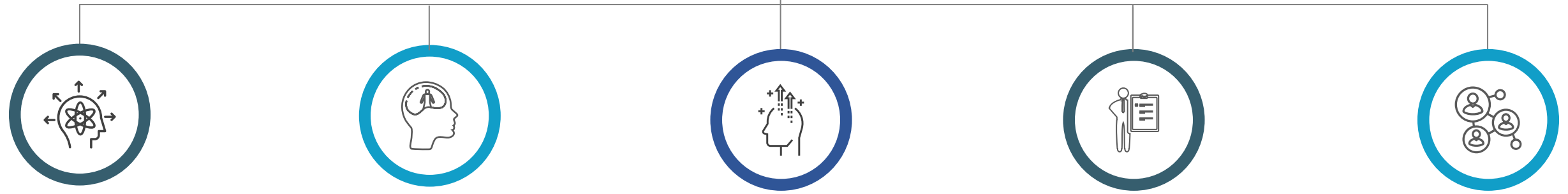
6
GOAL: Thoughtful communication cascades that reinforce our law learning strategy
DELIVERABLE: A content marketing strategy that accounts for audience intent and manages distribution touchpoints

7
GOAL: Meaningful measurement and discussions thereof for continuous improvement
DELIVERABLE: A performance oversight capability, relentlessly measuring and regularly reporting

8
GOAL: Strong, united backroom operations, with execution informed by best practices, deep discussion, and lessons learned
DELIVERABLE: Resource libraries for law learning campaigns and communications best practices

Measurement & Improvement

Are we on the same page with our internal customers? Are we on the path to achieving our goals?



Weekly Traffic to Our Intranet Portals

Users, the total number of unique visitors
Pageviews, the total number of times a page has been visited
Unique pageviews, a visit by a single user, one pageview

Content Performance Metrics

Open rates
Click-through rates
Responses and feedback

Resource Visits & Event Participation

Views of Tech Gems posts
Participation in Law Bytes teleconferences

Feedback from Our Audiences

How often are employees commenting on our content?
Are employees clicking "Like" on posts?
Are employees tagging other employees on content?

LPRG & LLP L&D Platform Usage

Training taken
Certifications achieved
Usage by role



Project Execution Timeline

Jan. 2023

- Launch iLearn with supervisors
- Encourage evangelism with directs and the completion of opening PMP training goals
- Introduce cobranded LPRG and LLP programs
- Introduce supervisor CoP

Feb. 2023

- Deploy LPP knowledge base and single source of truth
- Officially launch supervisors CoP
- Refresh citizenship developers CoP

Mar. 2023

- Deploy Law Learning Campaigns resource library
- Deploy Communications Best Practices resource library

Apr. 2023

- Discuss the program transition with the DigOps team at a DSU
- Pass program components to Janet

Thru 2023

- Regularly assess the extent to which we're moving toward our objective of increasing traffic to digital fluency resources by 50% by year's end
- Operationalize the elements of LPP and move it into business as usual

Execute a thoroughgoing project management and agency style discipline to meet aggressive delivery timelines

Execute a thought leadership program that includes both LLP and LPRG touchpoints

Execute change management communications that guide law supervisors and their teams through change

Execute a content marketing strategy that accounts for audience intent and manages Law Administration distribution touchpoints

Execute a performance oversight capability (relentlessly measure and regularly report out to the appropriate leadership teams)



Is This the Right Marketing Mix & Degree of Integration?

1

Decisions required by Dave before January 12, 2023. Are you cool with:

- › Creating a “Law Learning at a Glance” messaging and positioning document?
- › Creating and gaining approval for the law learning brand tagline and hashtag?
- › Creating and gaining approval for concrete, tactical plans for each of our eight business initiatives?
- › Creating a Law Learning Service Catalog, with an outsized emphasis on building sustainable strategic alliances?
- › Creating and gain approval for performance metrics?
- › Formulating standardized brand and editorial standards for law learning communications?
- › Setting in place a standardized content review and approvals process?

2

Tom’s eye view questions for Dave

- › Are the tools and activities outlined herein right for the Law Function culture and environment?
- › Do they encourage and nurture growth?
- › Are we lifting up the people around us across Law Administration??
- › Do they support the Law Function’s goals?
- › Is the plan too ambitious?
- › Are there too many tactics to easily sustain?
- › Do they all interact in a healthy, productive way?



Additional Slides

Law Function Ecosystem

Marketing Strategies Designed to Drive Impact & Shared Experiences

Planning & Development



Choreographed Content from Law Learning Platforms, LPP and LPRG



Content Marketing Strategy and Framework for Shared Understanding



Law Learning Brand, which Harmonizes Complementary Platforms, LPP and LPRG

Transactional



Thought Leadership and Change Content Communications Strategy



Robust Channel (Traditional and Digital) and Distribution Strategy



Conversational Marketing

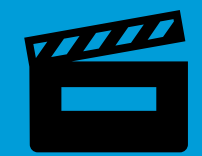
Operationalization of the Audience Experience



Content Performance Measurement and Outreach Optimization



Expanding Brand Authority, Based upon a Rich Understanding of Audience Intent and Flow



Performance Metrics that Deliver a Rich Understanding of Our Audience Segments



The Scope & Nature of Our Marketing Outreach Program

What do we wish to achieve through our marketing efforts? How will we communicate our brand promise to our Law Function clients?

Inform. Using clear, compelling language to inform our Law Function audiences of what they should expect when doing business with DigOps and the law learning teams and the benefits that will accrue

Persuade. Clearly articulating law learning’s unique value proposition, the ways our internal customers will benefit from working with us, and making supporting information, resources, services, and capabilities easy to find

Remind. Engaging our internal customers with consistent, respectful, and informative communications and follow-ups via appropriate digital and traditional channels (without overloading and annoying our valued target clients)

Measure. Measuring execution against predefined metrics and adjusting tactics when necessary to ensure continuous improvement and strengthened engagement and adoption

Inclusion. Strengthening collaboration, bringing everyone along—everyone in the Law Function, at every level—and leaving no one behind

Accountability. Holding the DigOps team accountable for meeting the responsibilities set out in our mandate, while still continually getting better and expanding the marketing mix to meet evolving needs and addressing shortcomings as they are identified

Our vision and approach utilizes the following direct and indirect marketing disciplines



Thought Leadership



Change Management



Employee Empowerment



Operations Optimization



Content Marketing Strategy & Framework



Branding & Branded Touchpoints



Content Performance Measurement

Our Brand Ethos (1 of 2)

Brand is culture, and culture is engagement

Regarding retail marketing in general, when consumers connect with a brand that aligns with their most deeply held beliefs, sense of identity, and foremost aspirations, they are essentially pulling that brand into their own worlds and entering the world of that brand. What's vital to our efforts, then, is to create a world that our Law Function audiences will want to enter. Our brand is designed to mobilize the Law Function with a focus on a single vision and purpose—law learning and development—so everyone is unified and pulling together in the same direction and for the same reasons.

The primary role of our L&D brand is to drive engagement among our law supervisors and their law professional teams

A strong brand is perhaps the greatest strategic asset any company can have. (The Chevron brand is a perfect example thereof.) We want our law L&D brand to inspire our supervisors and their directs, and we equally want to connect with our non-Law Function stakeholders. Creating a truly high-performance law L&D brand focused on an innovation mindset will enable us to do so much more with an engaged and fortified legal workforce, such as finding innovative solutions to vexing issues, creating competitive differentiation, and driving future business value.

And, frankly, when it comes to innovation, we have no choice but to innovate aggressively. Modern businesses like our Law Function's must innovate to survive. New strategies, new technologies, new perspectives, and new ideas are critical to succeeding in our constantly changing world, and the legal world is no different, both firms and outside counsel. Furthermore, we can only be successful by implementing ongoing innovation by building a culture of innovation. The key to orientating our brand to innovation is to move from a culture of reacting to change to a culture of inspiring change and creating new paths to growth, for supervisors and their law professional teams, Law Administration, the Law Function, and for Chevron alike: a brand our stakeholders believe in, but a brand that guides our day-to-day behavior with an eye on innovation.

Our Brand Ethos (2 of 2)

Brand positioning is essential to ensure that innovation is front of mind and therefore achievable

By aligning leadership, communications, imagery, rewards and recognition, and our environment and the workplace structure on an innovation mindset, we'll be able to deploy a range of strategies and tactics to encourage and enable a culture of innovation that can't be achieved through ad-hoc outreach alone.

- This positioning strategy—see marketing, branding, and positioning authors and pioneers Ries and Trout, *Positioning: The Battle for Your Mind*—is what's called perceptual positioning, where our objective is to change how our target audiences feel about their situation by addressing and altering those perceptions, as opposed to situational positioning, which means positioning a brand as a solution to a specific need of the targeted audiences.
- A positioning strategy offers a holistic picture of how we'd like our brand to be perceived by our target customers: namely, our supervisors and their directs. A well-articulated brand strategy will translate our aspirations for our law learning brand assets into a recognizable visual umbrella. Common brand assets include: a logo, color palettes, typography, iconography, photography and graphics.
- Finally, a brand will provide personality, clarity, consistency, commitment, and a story (i.e., a meaningful elevator pitch) that explains the brand's purpose and ambitions.

Our Content Marketing Strategy (1 of 2)

Our overriding goal is to create memorable employee experiences with the right content strategy and tools

A content marketing strategy framework is an integral component of business process design, and a highly successful business such as Chevron runs on systems and efficiency. The most important pillars to any business's success are the considerations and processes behind it. Our objective is to create content that engages, so we need to have a system behind it that ensures predictability.

Our purpose is to build our marketing investment around audience experiences, not our learning assets, which requires that we:

- Have a clear view into and a strong understanding of business goals, up through Law Administration, the Law Function, and Chevron
- Understand that long-term value will come from the creation of an engaged audience, not by promoting a collection of discrete learning assets
- Nurture our diverse audience segments to come together based on the continued and consistent value of the content and engagement triggers we send them
- Dig deep to uncover distinct and compelling ideas that our audiences can relate to, learn from, and appreciate, content they won't find anywhere else
- Hold to our content marketing mission that requires that we create purpose-driven content that develops positive employee relations and builds a positive organizational culture to improve productivity, retention of top talent, efficiency, collaboration, and an innovation mindset
- Put forward a law learning brand that inspires our law teams by informing and involving them in the Law Function brand in order to develop a commitment to corporate values and purpose, and, more importantly, many of them become internal brand ambassadors
- Understand that employee engagement is something that needs consistent nurturing; employees committed to the brand have an emotional commitment, deliver better customer services, are more collaborative, and are more engaged
- Understand that engaged employees are more involved in and enthusiastic about their work and the workplace; on the other hand, actively disengaged employees are disgruntled and disloyal because most of their workplace needs are unmet
- Understand that through thoughtfully planned and well-written communications, we're growing powerful emotional connects with our law teams
- Understand that we're moving away from ad-hoc, unplanned communications to total employee experiences
- Understand that our environment for the most part is calling for short, bite-sized messages, with long-form content dedicated to thought leadership communications

Our Content Marketing Strategy (2 of 2)

The value proposition of our content “product”

- We need to align on a **shared purpose** for our content strategy program.
- Content marketing greatly differs from typical marketing activities because it doesn’t operate as a campaign; instead, content marketing strategies are built on bigger frameworks that deliver value to people through learned and targeted content, much of which can and will exist for long periods, take multiple forms, and gradually increase in value over time.
- And as all ideas take time to develop and bear fruit, each content marketing initiative you embark upon should be designed to operate on an ongoing basis, rather than having a set of expiration dates.
- Because of this, content marketing is more like developing a product than running a campaign. You build an idea into something concrete that will exist as an extension of your brand. So, while it’s true that content marketers create assets that can be applied to specific, campaign-like goals, if you treat content marketing as just another means to produce direct-marketing collateral, you’ll miss out on its tremendous potential to drive multiple lines of value for your business—all at the same time.

Writing Compelling Content (1 of 4)

How interested are our audiences?

If we're trying to reach everyone, and not paying any attention to those discrete audiences within our audience base, we're reaching no one. Our messaging won't resonate with anyone if we don't have a specific audience in mind when we're crafting communications.

Defining (segmenting) our discrete audiences according to their needs is essential to our success. (A target audience is a specifically defined group of people whom we want to reach with our marketing program.) That means that our outreach to these audiences—from email copy to our brand tagline—should appeal to that group of people. With this in mind, we must:

- Keep in mind that our audiences come to our content with preexisting interest or disinterest. Readers with a higher level of interest are more likely to read lots of information and details about what we have to say
- Thoughtfully choose between long- and short-form content based on the level of interest of our audiences have in our subject matter
- Choose short-form content when an audience isn't in our subject matter to capture to capture their attention and not smother and perhaps kill interest under thousands of unnecessary words
- Understand that no one will read through lots of information about a topic they don't want to learn about. Doing so would just annoy them with lengthy information, which could hurt our brand reputation
- The length of content depends on the enthusiasm your audience brings to the table. This is precisely why you should consider the intent and interest of your audience before choosing what types and length of content to produce. Metrics like time on page and event participation might help us learn more about the interest of our audiences

Writing Compelling Content (2 of 4)

Creating compelling thought leadership content

What types of content can you create? The sky's the limit!

Content is a business asset that shapes the lives of diverse internal audiences.

Our content is intended to give our audiences (i.e., outreach to discrete audiences, not a one-size-fits-all outreach) something valuable to earn their trust. There are different types of content curation techniques so we to curate to appeal to and attract the right target audience:

- Creating targeted messaging and thought leadership will increase visibility in the legal community and help to differentiate LLP and LPRG content from competing content
- Helping our diverse Law Function practice area leaders create quality content that will help them engage their teams
- Creating compelling thought leadership pieces will establish the authority of our law practice areas
- Well-crafted messaging will make it easier for people to find us online, connect with us, and trust us enough to pay attention to our work
- Helping thought leaders regularly create new content to build awareness and value
- Creating clear calls to action

Consistent, disciplined messaging across the Law Function

- Creating content consistently and moving past post and run
- Celebrating influencers and change agents, our law supervisors
- Creating messaging tailored to specific practice areas and specific needs
- Gaining insights from top legal minds within the Law Function and bringing those insights to the fore
- Learning what works and what doesn't
- Staying ahead of the curve in Chevron's legal landscape

Writing Compelling Content (3 of 4)

Getting our communications right

While it's true we're all moving fast, it's important to plan thoughtfully before we communicate with our colleagues, our customers. We mustn't press <Send> until we've answered these questions:

- Start with the five basic principles of corporate communications: who, what, when, why, and where/how?
- We have a sensitive, interconnected ecosystem, and it's important that we understand the impact of our communications across all our stakeholder groups. If we avoid surprises and do our part in spanning silos, we'll be rewarded with stronger relationships
- This page highlights the channels we have available for getting your message out to the right audiences. Look below and choose the best channel for your audience. (Note: There may be more than one!) Knowing the channel upfront will help you write a better message.

The range of content channels; the sky's the limit

Traditional and digital channels from which to choose:

- Print
- Email
- Team collaboration platforms (discussion forums)
- Intranet
- Social
- Video
- Live and virtual events

Writing Compelling Content (4 of 4)

Getting email communications right with a wee bit of personalization that's allowed in our systems

We've all experienced it, and sometimes it's good and sometimes it's bad. That "it" is personalization. Nevertheless, most B2B and retail customers have come to expect relevant and personalized content experiences, both online and offline. To meet those demands, marketers are leveraging email personalization to move toward 1:1 experiences that not only meet, but exceed, customer expectations and set their brands apart from the competition. There are some good reason for adopting some personalization basics in our quest for community, especially because email is the go-to application for communicating within Chevron. In fact, it's true that personalization increases open rates in social marketing.

While limited, to be sure, there are three elements to a personalized email message, which must be:

1. Relevant
2. Timely
3. Come from a person

Thought Leadership Marketing Strategy

Thought leadership messaging—delivered by visible leaders across the Law Function—is essential to our success!

The benefits of a structured thought leadership marketing program are plentiful

- The benefits of thought leadership start with brand affinity, thereby helping us become part of the conversation, early in the consumer journey so our audiences get to know us.
- Our thought leaders will be real people—real leaders—real influencers—with real faces, real voices, real credibility, real knowledge, who are speaking to real audiences every day:
- Thought leadership content that works—compelling, helpful, and brand-enhancing content—must walk a fine line to hit the mark with our critical, valued audiences:
 - › Content therefore mustn't be:
 - Be too generic and not directly relevant to the task at hand
 - Lacking in insight and originality
 - Be self-promotional
 - Be overly conceptual, sans recommendations for action
 - Larded down by unsubstantiated opinions
 - › On the other hand, content should be:
 - Fresh and explore issues or challenges from new and interesting perspectives
 - Forward-thinking, with analysis of important or emerging trends within the Law Function
 - Evidence-based, when possible, containing data insights

Our Thought Leadership Marketing Strategy

What are we looking for in our thought leadership messengers?

- Strong opinions
- Deep experience
- Deep knowledge
- A desire to share their wisdom with others
- The ability to think outside the box
- Those who aren't seeking the spotlight, but who want to spotlight important issues

Who might serve as a thought leader?

- Law Function leaders
- Law Administration leaders
- Supervisors

Expanding Beyond Digital Fluency to Digital Citizenship

There are digital citizenship topic possibilities aplenty

- Artificial Intelligence
- Civic and Political Engagement
- Computational Thinking
- Content Production
- Context
- Cultural Literacy
- Data and Analytics
- Digital Access
- Digital Commerce
- Digital Communication and Collaboration
- Digital Economy
- Digital Etiquette
- Digital Fluency Digital Frameworks and Foundations
- Digital Health and Wellness

(continued...)

- Digital Inclusion
- Digital Law
- Digital Leadership and Culture
- Digital Operations
- Digital Rights and Responsibilities
- Digital Security
- Digital Workplace
- Information Quality
- Machine Learning
- Media Literacy
- Project Collaboration

Law Bytes Metrics From Which Benchmarks Will Be Set

Law Bytes Attendance

2022-12-07

Session 1 logins = 91

Session 2 logins = 28

Total = 119 out of approximately 700

Date	Time	Attend	Topic
1/20/2022	11:00 AM	214	Platform Changes
1/20/2022	7:00 PM	57	Platform Changes
2/23/2022	11:00 AM	148	Modern Meeting Experience
2/23/2022	7:00 PM	44	Modern Meeting Experience
3/30/2022	11:00 AM	133	DRR Tool
3/30/2022	7:00 PM	34	DRR Tool
		630	Q1 attendance
4/20/2022	11:00 AM	117	Kira
4/20/2022	7:00 PM	31	Kira
5/25/2022	11:00 AM	155	Modern Desktop
5/25/2022	7:00 PM	32	Modern Desktop
6/29/2022	11:00 AM	117	Law Directory
6/29/2022	7:00 PM	36	Law Directory
		488	Q2 attendance
7/27/2022	11:00 AM	118	Productivity Gets Personal
7/27/2022	7:00 PM	36	Productivity Gets Personal
8/31/2022	11:00 AM	94	CVENT
8/31/2022	7:00 PM	28	CVENT
9/28/2022	11:00 AM	91	CAIT
9/28/2022	7:00 PM	37	CAIT
		404	Q3 attendance
10/26/2022	11:00 AM	89	COI Disclosure Tool
10/26/2022	7:00PM	26	COI Disclosure Tool
12/7/2022	11:00 AM		
12/7/2022	7:00PM		

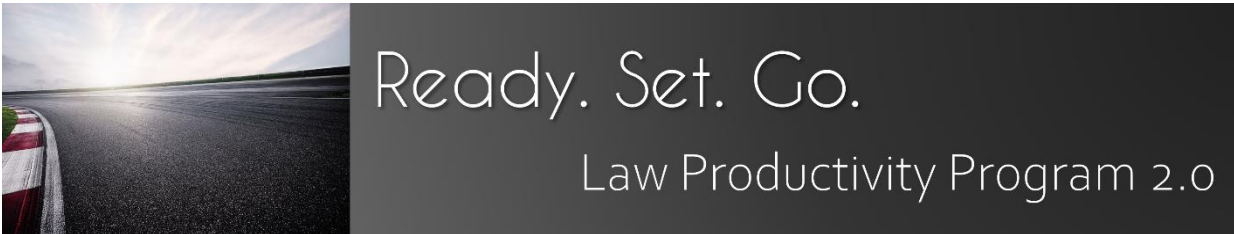
Tech Gems Metrics From Which Benchmarks Will Be Set

Tech Gems Views By Quarter								
Q3 2022		Data gathered 10/03 on Stream and 10/28 on WP			Q4 2022		Data gathered:	
Stream	WorkPlace	TG Topic	Publ Date		Stream	WorkPlace	TG Topic	Publ Date
60	134	MS Word - Sorting content	6-Jul				Merging Shapes in PowerPoint:	5-Oct
121	112	3 quick Teams Tips	13-Jul				Removing duplicates in Excel	12-Oct
92	115	OneNote History	20-Jul				Encrypting emails	19-Oct
96	106	Windows Keyboard Shortcuts	27-Jul				Outlook Quick Steps	26-Oct
106	124	Excel shortcuts	3-Aug					2-Nov
87	134	Outlook decluttering	10-Aug					9-Nov
82	123	Import data from the Web into Excel	17-Aug					16-Nov
117	129	Use your Smartphone to create an Excel table from a photo	24-Aug					23-Nov ??
102	151	Split Window in Word to edit document parts	31-Aug					30-Nov
81	181	MS Word Copy/paste	7-Sep					7-Dec
114	142	Working with message in Teams	14-Sep					14-Dec
119	173	Clean up your mailbox	21-Sep					21-Dec ??
94	143	Using Forms	28-Sep					28-Dec ??
1,271	1,767							
TOTAL	3,038							



Request for Supervisor Review Email

TIMING: Plan to send on **Tuesday, November 29, 2022**
TO: Law supervisors
FROM: Dave Killion
SUBJECT: For your review and comment: LPP 2.0 Supervisor Tools



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

Hello, Law supervisors!

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

Why Digital Fluency?

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

The term “digital fluency” is used to define one’s ability to discover, evaluate, and use information and technology effectively and efficiently. Moreover, digital fluency is the career- and lifelong pursuit and development of knowledge, skills, attitudes, conceptual understandings, confidence, and persistence that evolves with training, experience, and experimentation with digital and information resources. The Law Productivity Program 2.0 is a key element of the Law Digital Fluency Program and is designed to support individuals across the Law Function on their journeys.

We Have One Request of You

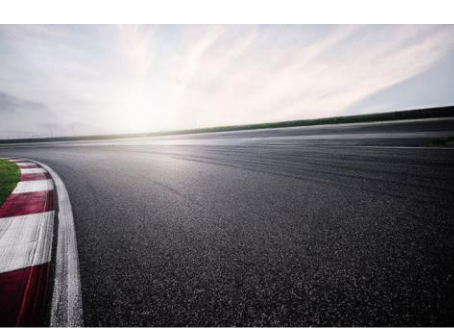
Please take a moment to review the attached draft document, **Digital Fluency Tools and Resources: PMP Planning for Supervisors**. Have we given you the information and communication tools you need? Are there additional questions you need answered? After reviewing the document, please go to this [form](#) to give us your honest feedback regarding this draft guide we’ve shared with you!

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

The very best from,

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

David Killion and the Digital Operations team



Ready. Set. Go.

Law Productivity Program 2.0

Getting Started

The digital fluency resources and tools in this document are provided to Law Function supervisors in support of your work to help your legal professionals set digital fluency goals in their opening PMPs so they attain and even exceed those goals throughout the year. The aim of this guide is to relieve the burden on you by applying consistency in creating digital fluency goals across the Law Function.

Why Digital Fluency?

Being digitally fluent affords individuals the skills to use the tools and applications available, thereby enhancing the work required across core job responsibilities. It also provides an opportunity to develop marketable skills to help advance one's career or find new ways within the organization to optimize manual processes.

By becoming digitally fluent, individuals will help the Law Function realize efficiency gains, helping the organization become more effective in supporting the mission of the Chevron enterprise.

Tools and Resources

In this document, you will find information and guides that you can use exactly as provided, or you can tailor the content to meet the needs of your group.

Your Role

Before the end of the year, we ask that you send an introductory email to your staff members, asking them to start thinking about what they feel is important to them with respect to digital fluency. Then, we'd like you to meet with your teams to discuss the importance of digital fluency and how it relates to greater efficiency with their day-to-day work tasks. Finally, please agree as a group to advance the use of productivity and line-of-business applications in 2023.



Overview of the Digital Fluency Tools and Resources for Supervisors

Training Templates

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

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

SMART Goals

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

[Click here](#) to view.

Sample PMP Goals

A few sample PMP statements have been provided. These are for use by staff or supervisors to address an individual's performance goals for 2023 as they pertain to digital fluency.

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

Introductory Email to Your Team

To accelerate supervisors' ability to announce the effort to their staff, a sample introduction email has been created for your use.

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

The LPP 2.0 Training Program

This website contains a curated catalog of content that is refined to provide levels of fluency supervisors may want to use to design training plans.

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



Ready. Set. Go.

Law Productivity Program 2.0

Training Templates

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

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

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



SMART Goals

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

Sample PMP Goals

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



Introductory Email to Your Team

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





Ready. Set. Go.

Law Productivity Program 2.0

The LPP 2.0 Training Program

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

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

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

The end goal is for legal administrators and assistants to create digital fluency plans for 2023 as guided by their supervisors and documented in their PMP.

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



Let's Add Some Team Spirit!

We'll support your initiatives with friendly competition!

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

Ideas for you introduce!

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

Supervisor Email Communications

TIMING: Plan to send on **Dec. 8, 2022**
TO: Law supervisors
FROM: Dave Killion
SUBJECT: Attached: Finalized Law Digital Fluency Supervisor Packet



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

Hello, Law Supervisor Community!

The Digital Operations team is pleased to enclose the finalized Digital Fluency Tools for Supervisors.

We partnered with supervisors across the Law Function to obtain feedback and put the finishing touches on the content. We thank you for your time and investment in this process. We know your employees will benefit greatly from the critical and fundamental technical skills training offered through the Digital Fluency Program, skills that are key to their professional development and Chevron's innovation, productivity, and growth.

Next Steps

1. As suggested in the Digital Tools for Supervisors materials, please begin thinking about the PMP process now for implementation in mid-January.
2. Keep an eye out for a deep-dive follow-up meeting notice, which we'll schedule during the week of January 16.
3. Never hesitate to contact me directly Teams chat or email: David.Killion@chevron.com) with your questions or feedback. We want your tough feedback. Tackling tough feedback will ensure that we're always getting better in our mission to serve you and your teams.

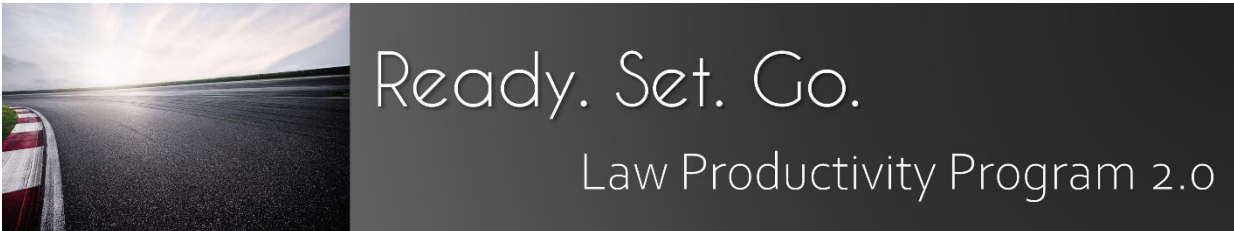
The very best from,

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

Dave Killion and the Digital Operations team

Supervisor Follow-Up Email

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



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

Hello law supervisors,

I hope you have gotten off to a fast start in the new year. I am getting in touch with you to remind you of the Law Functions commitment to Digital Fluency through such goals on all Law Professionals' PMPs.

Your support for the **Law Digital Fluency Program** has been strong since we introduced the initiative to you last year. While essential to the Law Function, such programs have the potential to be burdensome. My goal today is to check in to see if you need any additional assistance from us on the Digital Operations (DigOps) team.

Important Information You Need to Know

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

Finally, I want to remind you that we're here to serve you and the rollout of the program. In the spirit of the white glove experience that we offer the Law Function in support of day-to-day desktop management solutions and our strategic deployment of the Microsoft Modern Desktop solution, I encourage you to reach out directly to me with your questions.

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

Dave Killion and the DigOps team



To: Dave

From: Peter

Date: April 3, 2023

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

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

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

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

Appendices

Email to Supervisors

TO: Supervisors

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

Dear (supervisor first name),

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

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

Please see the attachment for your specific results.

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



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

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

Thank you!

Dave Killion and the DigOps team

Recognition of Supervisor Essay Winner via Email

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

...(supervisor name)!

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

(the essay itself

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

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



Dave Killion and the DigOps team

Follow-Up Email to Law Professionals

TO: Law professionals

COPY: Supervisors

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

Dear Law Professional Community!

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

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

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

My very best,



Dave Killion and the DigOps team

Email Introducing Digital Office Hours

TO: Supervisors

SUBJECT: Announcing Digital Office Hours

Law Supervisors,

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

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

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

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

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

Thank you,



Dave

Office Hours Invitation via Email

TO: Supervisors

SUBJECT: Please join us for our Digital Office Hours

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

(invite verbiage)

Law Supervisors,

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

The 15th caller gets an Amazon gift card!

~ Your DigOps partners

Template for Supervisors to Recognize the Learning Achievements of Their Teams

Top 10 Learn Performers (team name)'s Top Digital Fluency Learners



(supervisor)

(words of encouragement)

Thank you for your commitment!

Sensational!

I'm so proud of you!

Keep up the great work!

Very well done!

You're getting better every day!

You're making it look easy!

So inspirational for the team!



(honoree)

Lessons Completed: 99



(honoree)

Lessons Completed: 99



(honoree)

Lessons Completed: 99



(honoree)

Lessons Completed: 99



(honoree)

Lessons Completed: 99



(honoree)

Lessons Completed: 99



(publication date)

LPRG Marketing with QR Codes

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

QR Code Marketing Use Cases

Calls-to-action on promotional merchandise

Charitable campaigns

Directing audiences to websites and customized landing pages

Email marketing campaign

Employee rewards and recognition programs

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

New feature announcements

New hire announcements

New product and service launches

Paper-based and paperless (digital) outreach

Promotional campaigns

Storytelling

Media

Advertising

All-staff messages

Branded table skirts and banners

Brochures

Business cards

Digital signage

Direct marketing piece

Email banners

Emails and email signature blocks

Event announcements

Flyers

Holiday and seasonal greetings

How-to posts

Infographics

L&D posts to Workplace

Listicles

Lobby signage

Newsletters

OE Moments

Postcards

Posters

Presentation decks

Seeking meeting feedback

Social media

Success stories

Surveys, polls, and quizzes

Tent cards

Thought leadership articles

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

Videos

Generating a URL QR Code in Chevron's Brand Center

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





LAW DIGITAL PLATFORM

DIGITAL OPERATIONS
PRODUCT LINE COMMUNICATION

GIL Device Retirement for Laptops and Desktops Is Approaching

Law Function Colleagues,

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

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



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

Why am I receiving this message?

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

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

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

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

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

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

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

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

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

We acknowledge and appreciate how much you've done!

Law Digital Operations

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



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