

Chevron Corporation, Law Digital Operations

Internal Marketing, Internal Branding and Communications Campaigns, 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 the Law Function leadership team 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.

L&D deployment

I stood up iLearn, an L&D program running on the Degreed platform, featuring Microsoft 365 apps (from the Office suite for law administrators to the Power Platform suite of low-code development tools for sophisticated Law citizen developers), cybersecurity and responsible AI awareness coursework; and law-specific app platforms.

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 L&D platform with experiential cascades across multiple internal channels along the learning journey
- Expanding digital marketing to include weekly branded digital fluency explainer videos
- Advocating, evangelizing, and amplifying digital fluency across the Law Function; and conducting internal 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; and workshops, events, and seminars.
- Assessing performance metrics against learning metrics set by HR and Law leaders to create a rewards and recognition program

SharePoint intranet marketing

I served as the lead creator and backup administrator for SharePoint sites owned by the Law Digital Operations team and partner teams: crafting intranet designs on SharePoint; 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.



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



We've uncovered the critical metrics needed to support and improve our engagement outreach

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

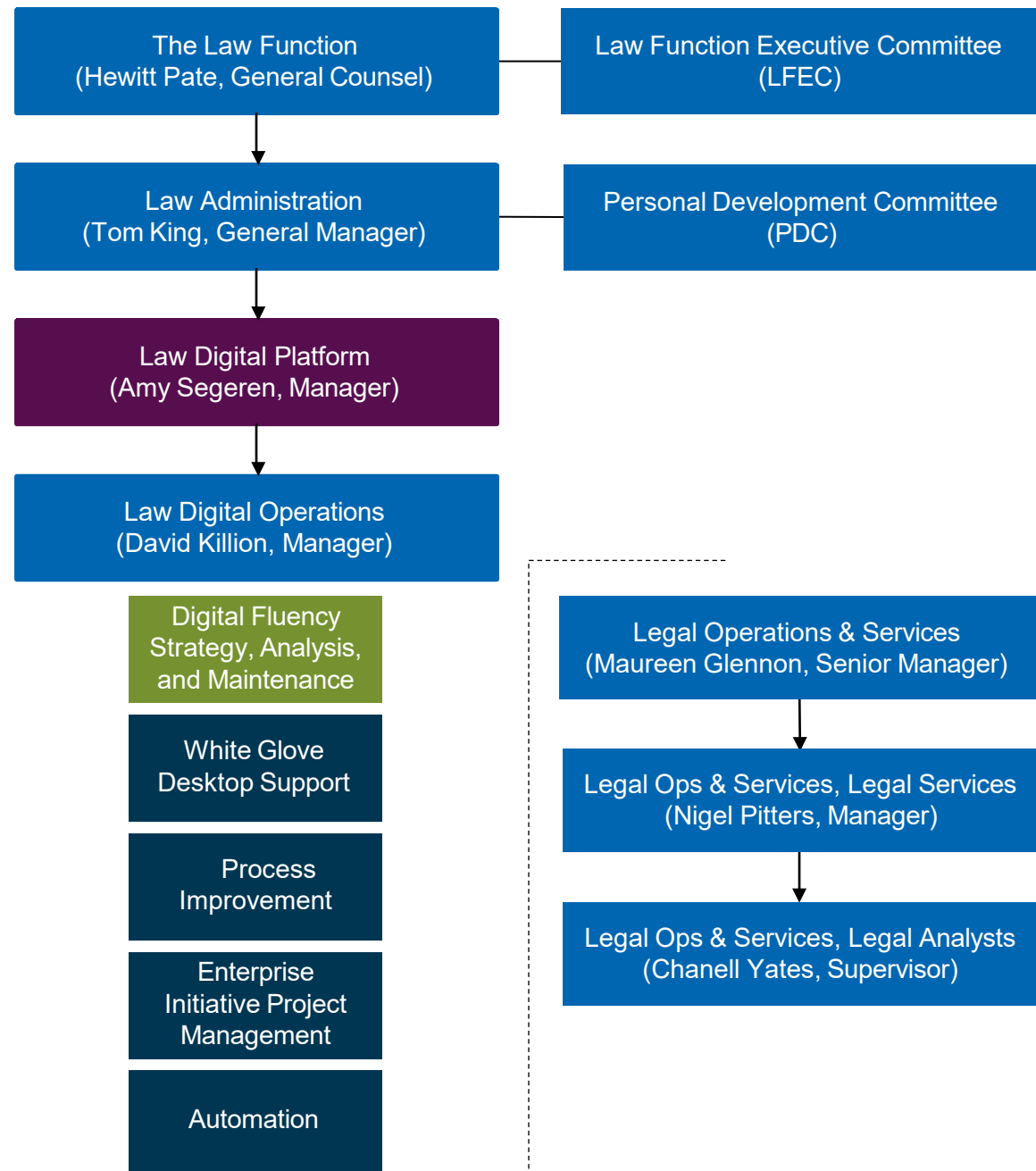


Strategic Planning Roadmap

Current State	Desired State	Strategic Plan to Close the Gaps
<p>Current Status</p> <p>Our status approaching launch:</p> <ul style="list-style-type: none">– 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	<p>Future State</p> <p>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.</p> <p>A snapshot of a global law learning innovation strategy that:</p> <ul style="list-style-type: none">– 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	<p>Objective</p> <p>Our objective is to:</p> <p>Increase traffic to digital fluency resources by 25% by year-end 2023</p> <p>Strategies</p> <p>We will achieve our objectives by:</p> <ul style="list-style-type: none">– 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

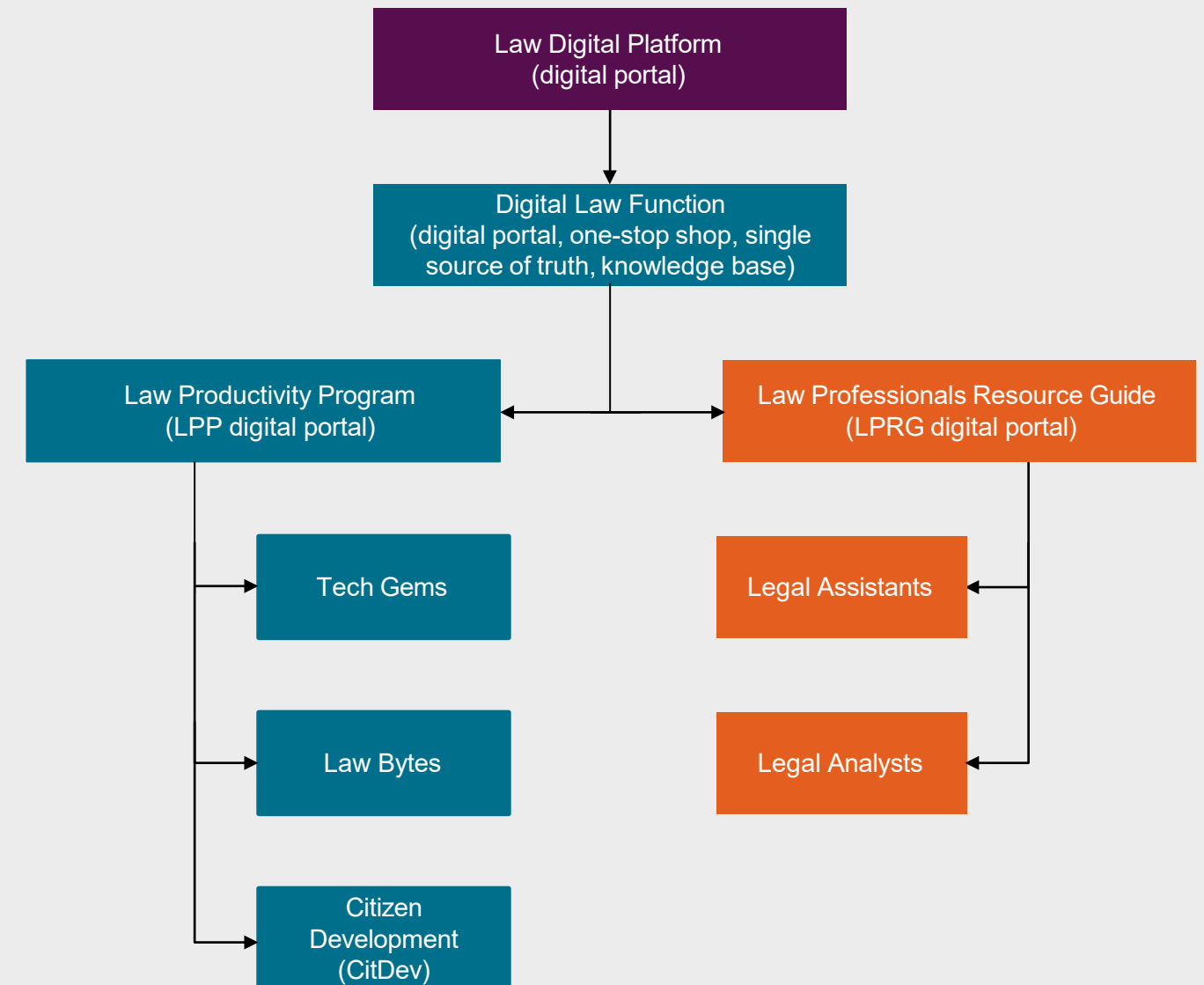


Organizational Hierarchy & Law Learning Resources



The Law L&D Tools & Resources Ecosystem

LPP & LPRG: Complementary Platforms, Common Communities



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 Employees’ Most-Used Resources

GENERAL LAW RESOURCES

- Notary
- Outside Counsel Guidelines
- iManage

DIRECTORY & ACCESS MANAGEMENT

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

ENTERPRISE TOOLS & SERVUCES

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

THE LAW SOCIAL NETWORK

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

COMMONLY USED RESOURCES

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

LAW ADMINISTRATION

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

CORPORATE AFFAIRS & STRATEGY

- Substantiation Workflow

CLERICAL SERVICES

- Workday
- Timesheets
- Visitor Request
- Book a Room

Law Function Practice Areas

Law Administration	New Energies	Corporate Affairs & Strategy	Employment & Labor Relations	Internal Process & Reporting
Corporate Governance	Corporate Compliance	Strategic Initiatives & Litigation	Oil, Products & Gas (OPG) Law	Litigation



Law DigOps Dashboard

Tech Gems

Law Bytes

Dedicated Desktop Support

October 2023



Key Comments: Tech Gems & Law Bytes

“The experience and support from the DigOps team went very well. My only issue was on my end. I couldn’t not see the slides advancing at a certain point (this was only in the morning session) and I couldn’t hear the audio on the video playing, possibly some setting on my computer. I checked with several people who were online for the morning session, and they saw and heard everything just happy, so I’m was happy!”

~Product Owner & Speaker at TeamConnect Law Bytes

"Really liked the OneDrive Synchronization Tech Gem. It was very helpful info. I had no idea I could take action to free up space without deleting files. Also appreciate that the weekly Tech Gems are short and to the point. Thanks for improving my IT OC!"

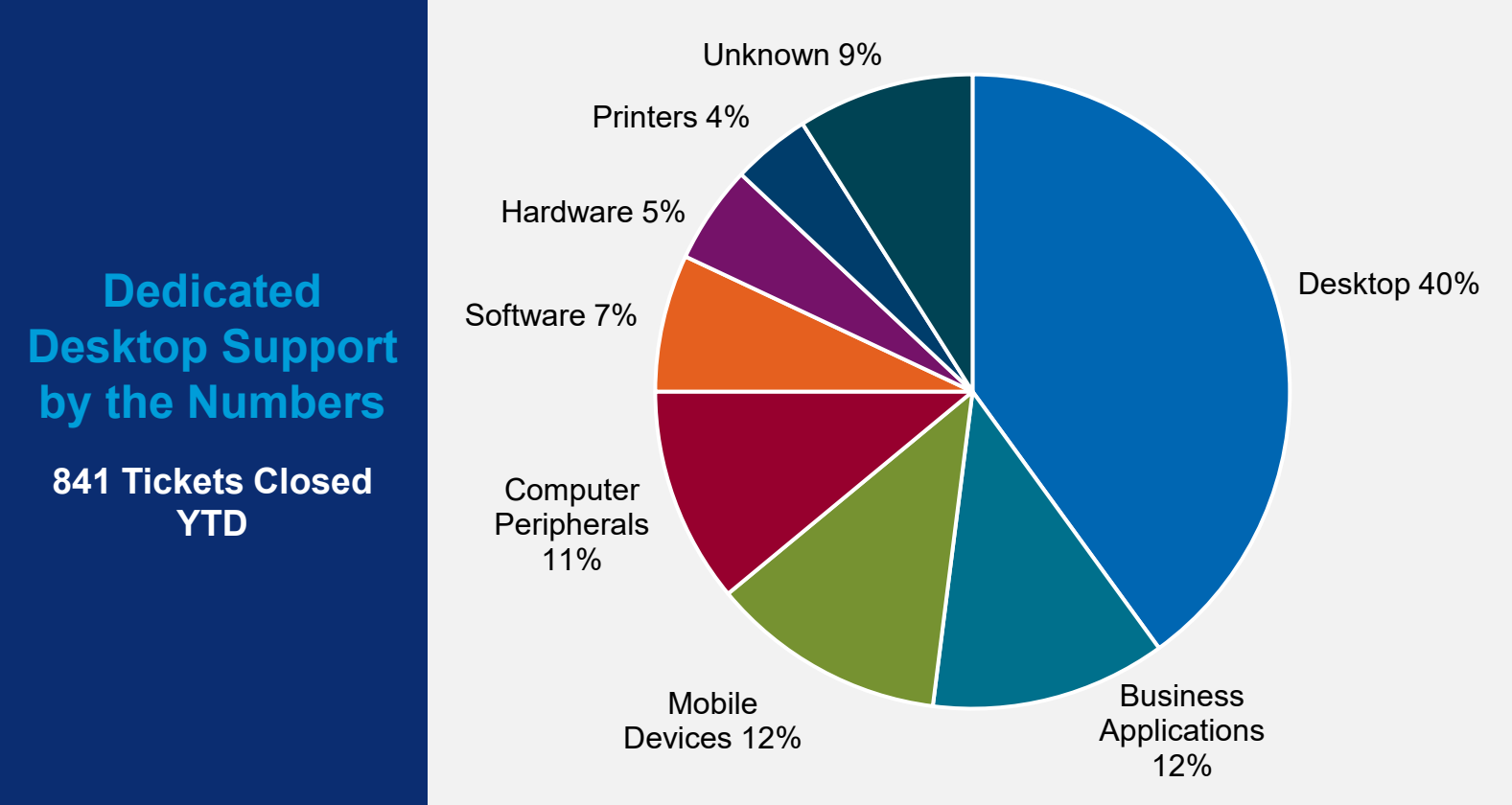
~Senior Counsel

“Thank you for shining a special light on iManage. You gave me a much better grasp of the platform.”

~Law Administrator

“This is the best Tech Gem [OneDrive Synchronization] ever. I had no idea I could do this on my phone.”

~Senior Counsel

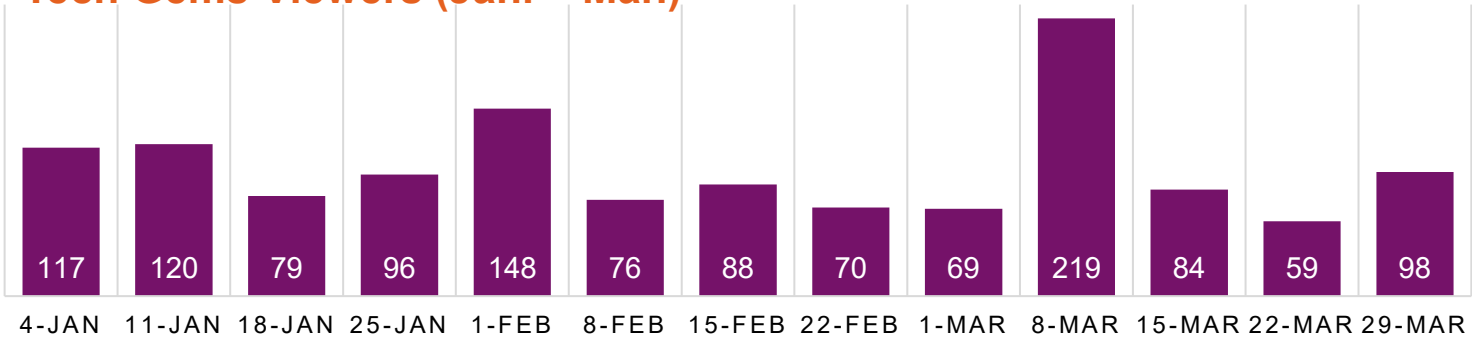


Tech Gems by the Numbers Total Views & Top Performers			
1,323 Q1		2,899 Q2	
Microsoft Translator App	219	Outlook Out-of-Office Notices	577
Using the Edge Browser	148	New Outlook: Part 1	378
OneDrive Tips	120	Sharing Files/Folders Externally	265
2,253 Q3		406 Q4 (QTD)	
The Power of the Ellipsis	267	Focus Sessions with Windows Clock	229
Quickly Switch Devices in Teams	239	Scheduling Emails	81
Speaker Coach in PPT/Teams	226	Automatic Replies on Mobile Devices	96

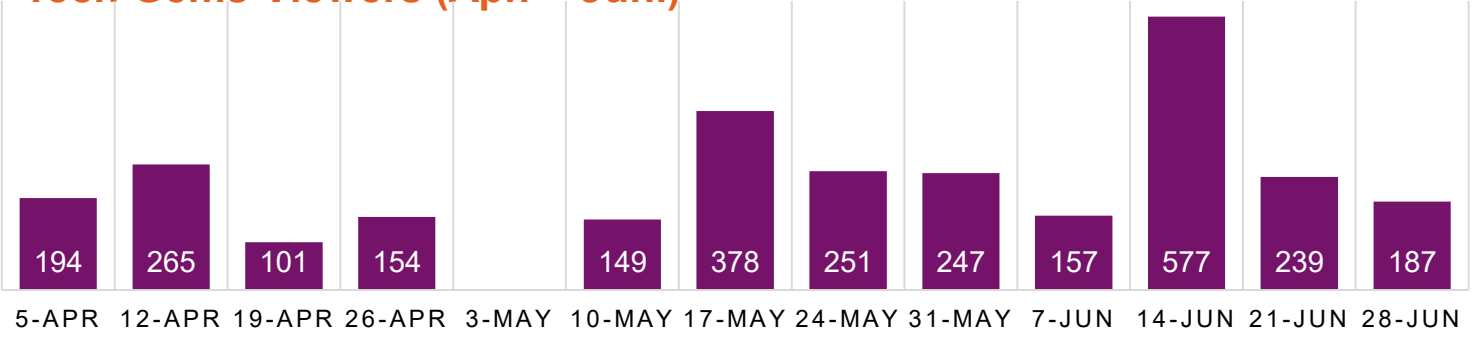
Law DigOps Review: Tech Gems YTD



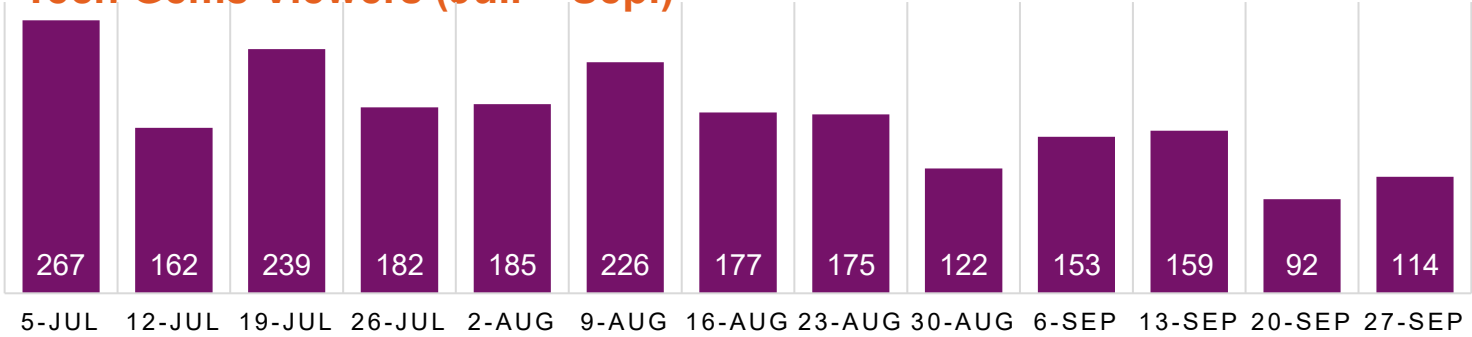
Tech Gems Viewers (Jan. – Mar.)



Tech Gems Viewers (Apr. – Jun.)



Tech Gems Viewers (Jul. – Sep.)



Tech Gems Viewers (Oct. – Dec.)



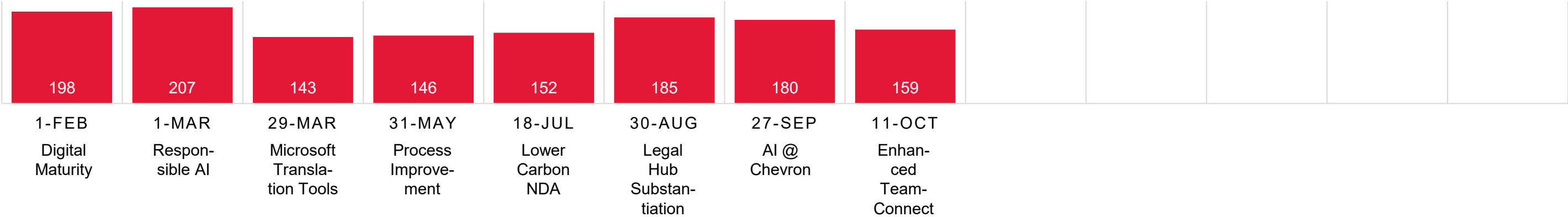
Date	Tech Gems (Jan. – Jun.)	Views
4-Jan	Using iLearn in the Law Productivity Program	117
11-Jan	OneDrive Tips	120
18-Jan	Create Your Own SharePoint Site	79
25-Jan	Use the Designer and Cropping Tools in PowerPoint	96
1-Feb	3 Tips for Using the Edge Browser	148
8-Feb	Using Tabs in Teams Chats to Share App Data	76
15-Feb	Page Collaboration in OneNote, PowerPoint, and Acrobat	88
22-Feb	Reserving a Room Using the Room Finder in Outlook	70
1-Mar	Installing Licensed Software in Modern Desktop	69
8-Mar	Microsoft Translator App	219
15-Mar	Accessing IT Services in the Law Function	84
22-Mar	Giving Anytime Feedback Using Teams	59
29-Mar	Using the Document Inspector Tool in Microsoft	98
5-Apr	Send Multiple People Custom Emails	194
12-Apr	Sharing Files and Folders Outside Chevron	265
19-Apr	Using Styles in Word	101
26-Apr	Stop Outlook Popups	154
3-May	Derek was on vacation.	
10-May	Using Search in Microsoft 365	149
17-May	New Outlook: Part 1 (removed from publication site)	378
24-May	New Outlook: Part 2 (removed from publication site)	251
31-May	New Outlook: Part 3 (removed from publication site)	247
7-Jun	Linking Email .folders in iManage	157
14-Jun	Best Practices for Using Outlook Out-of-Office Notices	577
21-Jun	Find a Teams Meeting Recording	239
28-Jun	Using Polls in Teams	187

Date	Tech Gems (Jul. – Dec.)	Views
5-Jul	The Power of the Ellipsis	267
12-Jul	Build Collections in Edge	162
19-Jul	Quickly Switch Devices for Your Next Teams Meeting	239
26-Jul	Manage Your Meeting Experience in Teams	182
2-Aug	Video Messaging in Teams Chat	185
9-Aug	Using Speaker Coach in PowerPoint and Teams	226
16-Aug	Create Eye-Catching Announcements in Teams	177
23-Aug	Using Accessibility Tools in Teams Meetings	175
30-Aug	The iManage Save Search Update	122
6-Sep	Using “Read Aloud” to Reduce Eye Strain	153
13-Sep	Teams Help Tips	159
20-Sep	Uploading Documents and Folders to iManage	92
27-Sep	Getting Starting using Bing Chat	114
4-Oct	Focus Sessions with Windows Clock	229
11-Oct	Scheduling Emails	81
18-Oct	Setting Automatic Replies on Your Mobile Devices	96

Law DigOps Review: Law Bytes

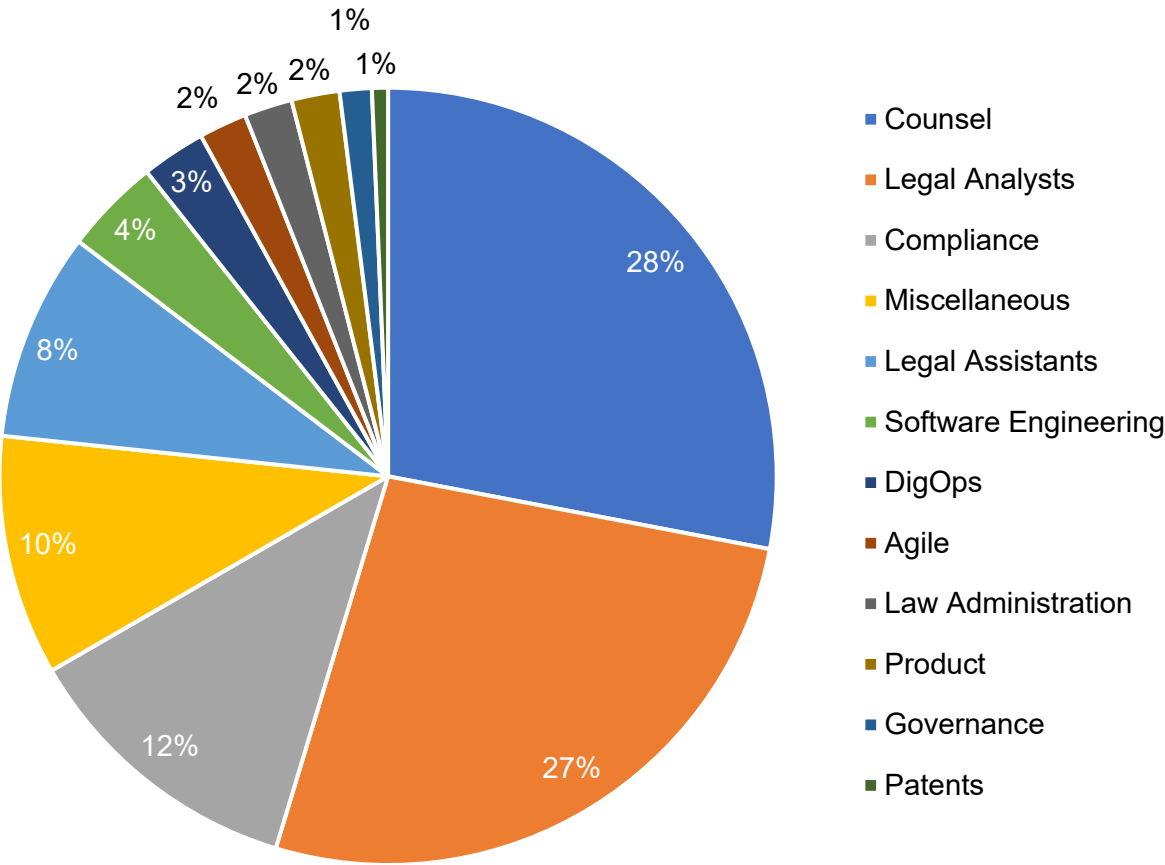


Law Bytes Attendees (Jan. – Dec.)

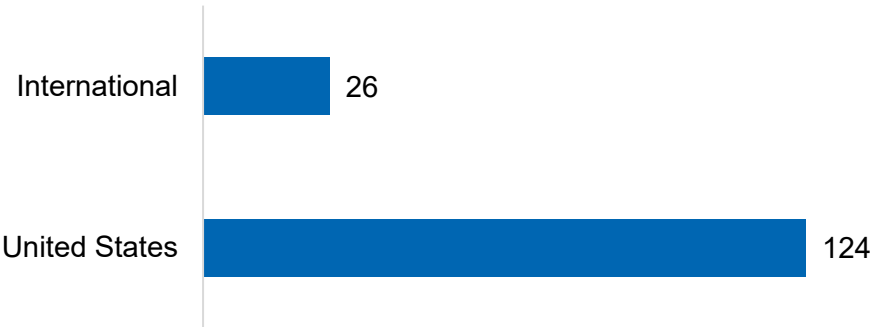


Law Bytes: New TeamConnect Preview Attendance Breakouts (October 11, 2023)

By Title Category



By International Region




Tech Gems Explainer Videos



Tech Gems

Did you know...

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

 [Watch this 1 ½ -minute tip](#)

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



Tech Gems

Scheduling Emails

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

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

 [Watch this 2 ½ -minute tip](#)

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



Tech Gems

Did you know...

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

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



[Watch this 2-minute tip](#)

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



DIGOPS
Digital Operations

Tech Gems

Start using Bing Chat!

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



[Watch this 3-minute tip](#)

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



DIGOPS
Digital Operations

Tech Gems

Import Documents to iManage

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



[Watch this 2-minute tip](#)

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



DIGOPS
Digital Operations

Tech Gems

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

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



[Watch this 1 1/2 - minute tip](#)

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



DIGOPS
Digital Operations

Law Bytes

AI at Chevron
advancing the future of energy



Welcome!
We'll get started
shortly!



DIGITAL OPERATIONS
LAW DIGITAL PLATFORM



27 SEPTEMBER 2023



Hello!

Welcome back to another session of
Law Bytes.

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



Law Bytes Special Guest

Steve Bowman, General Manager
Enterprise AI

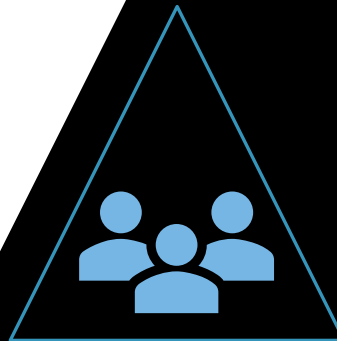
Law Function

Eric Pardue, Senior Counsel
Privacy & Cybersecurity

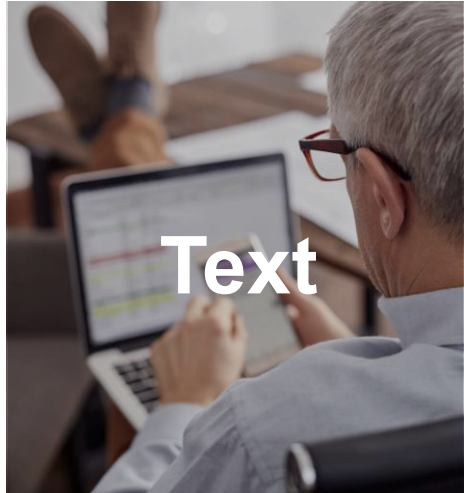
Law Data & Insights

Kent Sokoloff,
Senior Data Architect

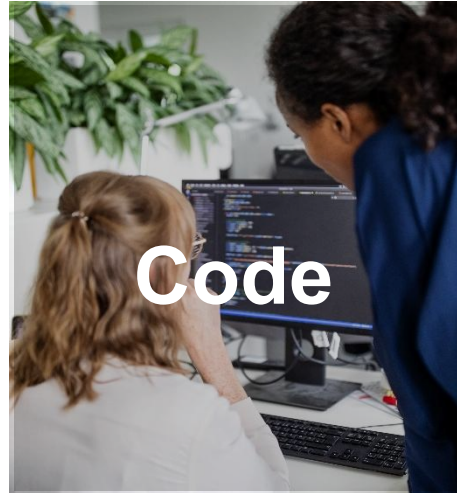
Today's Guests



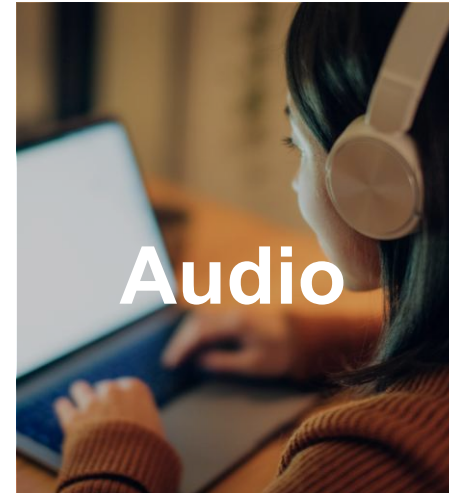
What is generative AI?



Example:
Bing Chat Enterprise
text »»» text



Example:
Codex
text »»» code



Example:
LOVO
text »»» voice



Example:
DALL-E
text »»» picture

Our vision | Chevron is the AI leader in energy

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

Safely deliver
higher returns &
lower carbon

Enhance
workforce
experience

Set the pace
in advancing energy



What are the pitfalls to mitigate?



Caution: Emerging technologies bring inherent risks



Bad actors

- Deep fakes and forgeries
- Social engineering attacks and cybercrime

Loss of competitive advantage

- Data and information leakage
- Intellectual property

Misperceptions

- General mistrust of chatbots
- Robots vs. humans

Inaccurate models

- Incorrect or biased results
- Garbage in, garbage out

Inexperienced users

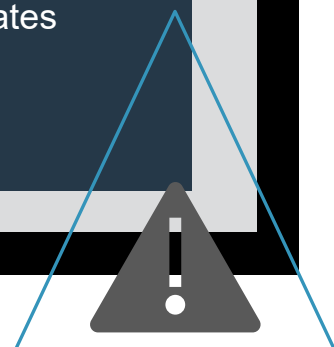
- Lack of training on the language model/tools

High cost

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

Uncertainty of regulation

- Governments starting to address
- No recognized standard creates inconsistencies



Questions?

Thank you

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

LAW BYTES

THE LAW FUNCTION'S FORUM
FOR ALL THINGS
TECH RELATED

**the
human
energy
company™**





get ready for a new experience
TeamConnect®



Law Bytes

DIGITAL OPERATIONS
LAW DIGITAL PLATFORM



WELCOME
WE'LL GET STARTED SHORTLY!

OCTOBER 11, 2023

Hello!

Welcome back to another session of
Law Bytes.



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

Today's guests



Colleen Kent

Product Manager, Matter Management
Product Line

Christy Patrick

Business Analyst, Matter Management Product Line

Carryl Macleod

Business Analyst, Matter Management Product Line

OE Moment

Public USB port
charging stations



Avoid the use of public charging stations

Why should you avoid public charging stations?



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

How can you stay cyber safe?



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

Our tenets of operation

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

Two key principles

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

TeamConnect Version 7.0 Highlights



Interactive Invoice Review

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



Interactive Grids

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



Global Search Improvements

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

TeamConnect by the Numbers

Current impact of TeamConnect



500 end-users

invoices approved
annually

35,000

100+

Law Function reports & dashboards
rely on TeamConnect data

3,000

Service of Process
items annually

4,000

matters opened annually

TeamConnect by the Numbers



500 end-users

invoices approved
annually **35,000**

100+

Law Function reports & dashboards
rely on TeamConnect data

3,000 Service of Process
items annually

4,000

matters opened annually

What we did to further increase value for the Law Function

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

What our Testers had to say ...



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

Tanya Valli

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

Colleen Mazza

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

Kim McAllister

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

Cindy Reynolds

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

Tracy Garcia

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

Martin Jiranek

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

Rosalie Pina

Thank you to our UAT Testers!



ROGER CHAVIRA

SRINI GNANASEKARAN

NICK DAROSA

JUSTIN SAGE

CARRYL MACLEOD

BRAD REYNOLDS

SHUBHI MANDAL

MANASA MODUPALLI

MANI MUNNANGI

CHRISTY PATRICK



Teamwork

We couldn't have done it without you



Stay Tuned for Virtual Office Hour Invitations

October

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

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

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

November

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



get ready for a new experience

TeamConnect®

Law Digital | Matter Management

Thank you

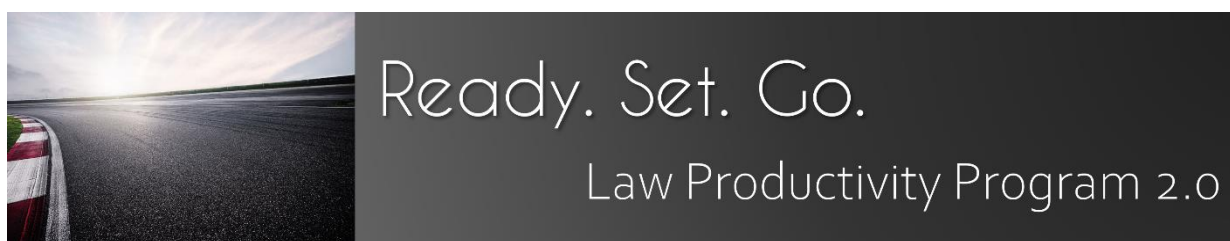
See all our Law Bytes material, session
recordings and upcoming events:
go.chevron.com/lawbytes



Questions?

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 'DK', followed by a long 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.



Ready. Set. Go.

Law Productivity Program 2.0

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!

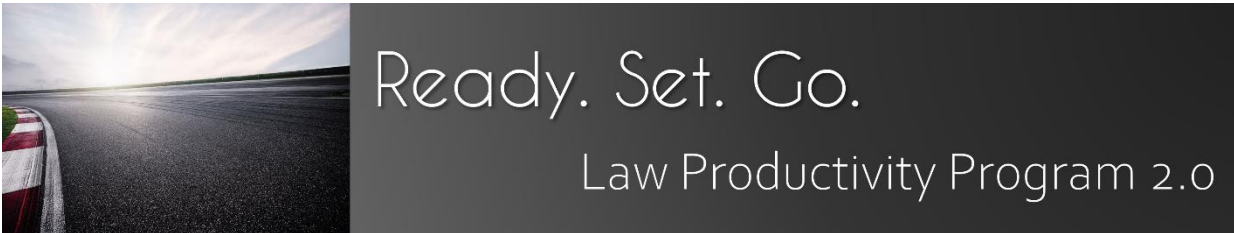
We are planning to incorporate some "instant reward" activities (i.e., certificates of accomplishment, congratulatory messages, achievement badges), as well as organizing a few friendly competitions between teams or groups. Stay tuned for more on this!

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.

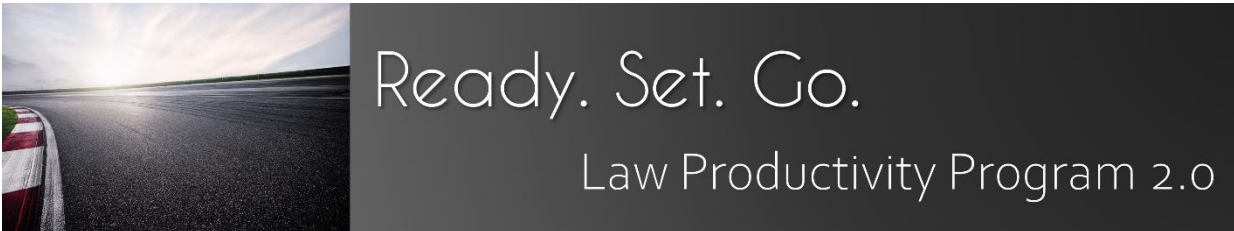
The very best from,

A handwritten signature in black ink, appearing to read 'DKillion', 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 Killion

From: Peter Speliopoulos

Date: April 3, 2023

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

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

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

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

Appendices

Email to Supervisors

TO: Supervisors

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

Dear (supervisor first name),

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

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

Please see the attachment for your specific results.

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



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

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

Thank you!



Dave Killion and the DigOps team

Recognition of Supervisor Essay Winner via Email

TO: Supervisors

SUBJECT: And the winner is...

...(supervisor name)!

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

(the essay itself)

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

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



Dave Killion and the DigOps team

Follow-Up Email to Law Professionals

TO: Law professionals

COPY: Supervisors

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

Dear Law Professional Community!

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

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

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

My very best,

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

Dave Killion and the DigOps team

Email Introducing Digital Office Hours

TO: Supervisors

SUBJECT: Announcing Digital Office Hours

Law Supervisors,

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

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

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

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

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

Thank you,

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

Dave

Office Hours Invitation via Email

TO: Supervisors

SUBJECT: Please join us for our Digital Office Hours

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

(invite verbiage)

Law Supervisors,

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

The 15th caller gets an Amazon gift card!

~ Your DigOps partners

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

A handwritten signature in black ink, appearing to read 'Dave Killian', followed by a horizontal line.

Dave Killian and the DigOps team

Virtual Office Hours Launch Material

Email Introducing Digital Office Hours

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

To: Supervisors

Subject: Announcing Virtual Office Hours

Law Supervisors,

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

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

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

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

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

Thank you,

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

Dave

Office Hours Invitation via Email

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

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

To: Supervisors

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

Law Supervisors,

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

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

~ Your DigOps partners

Virtual Office Hours



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

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

We've got the coolest solutions!

LPRG Marketing with QR Codes

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

QR Code Marketing Use Cases

Calls-to-action on promotional merchandise

Charitable campaigns

Directing audiences to websites and customized landing pages

Email marketing campaign

Employee rewards and recognition programs

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

New feature announcements

New hire announcements

New product and service launches

Paper-based and paperless (digital) outreach

Promotional campaigns

Storytelling

Media

Advertising

All-staff messages

Branded table skirts and banners

Brochures

Business cards

Digital signage

Direct marketing piece

Email banners

Emails and email signature blocks

Event announcements

Flyers

Holiday and seasonal greetings

How-to posts

Infographics

L&D posts to Workplace

Listicles

Lobby signage

Newsletters

OE Moments

Postcards

Posters

Presentation decks

Seeking meeting feedback

Social media

Success stories

Surveys, polls, and quizzes

Tent cards

Thought leadership articles

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

Videos

Generating a URL QR Code in Chevron's Brand Center

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





LAW DIGITAL PLATFORM

DIGITAL OPERATIONS
PRODUCT LINE COMMUNICATION

GIL Device Retirement for Laptops and Desktops Is Approaching

Law Function Colleagues,

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

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



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

Why am I receiving this message?

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

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

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

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

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

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

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

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

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

We acknowledge and appreciate how much you've done!

Law Digital Operations

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



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This email is company confidential and is intended for internal distribution only.