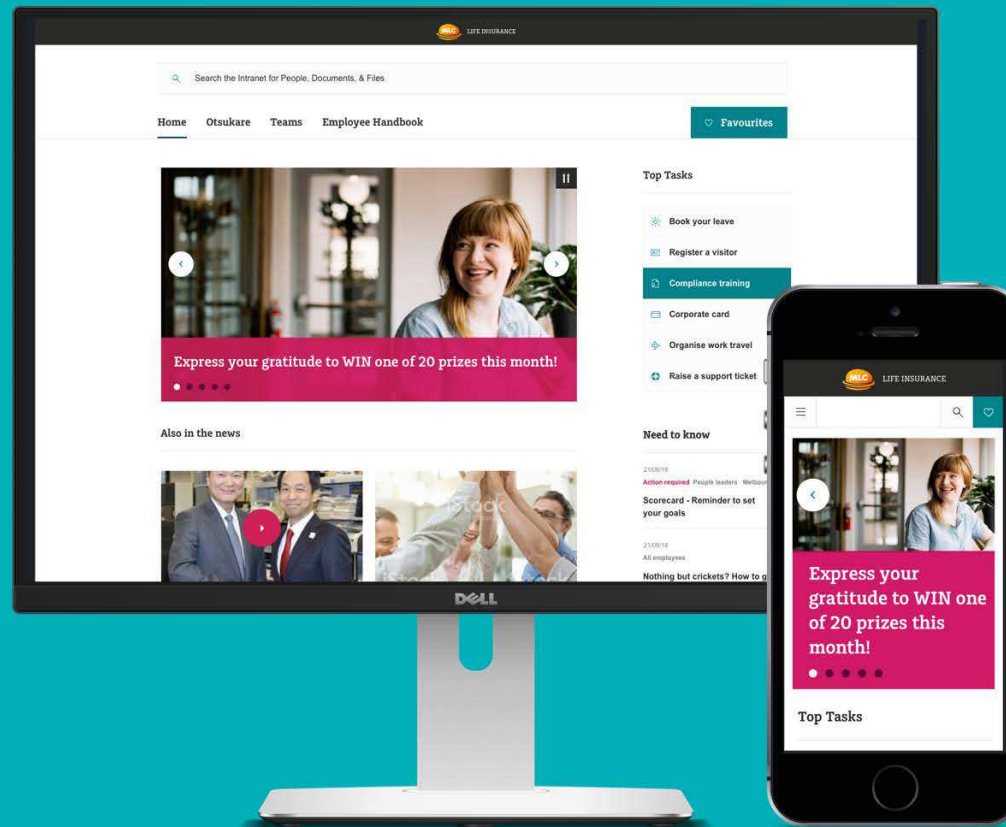


5 steps towards creating a great digital employee experience



*Catherine Humphreys
MLC Life Insurance*

MLC Life Insurance



LIFE INSURANCE

- **MLC**
Provides investment, superannuation, insurance, and financial advice to corporate, institutional, and retail customers
- **2000**
Bought by NAB
- **2016**
NAB sells 80% of the life insurance part of MLC. 'MLC Life Insurance' is formed
- **1600**
employees, 1.4 million customers across Australia

The opportunity

- No longer part of NAB
- Need to separate our technology from NAB
- Set up our own technology - from scratch!
- 26 new 'platforms'
- Let's build a modern, cohesive eco-system
- Our chance to create a great digital employee experience

The challenge

- 26 potentially different experiences
- How do we create a modern cohesive eco-system?
- What does it look like?

5 steps we took

- 01** Understood our employees
- 02** Defined what makes a great DEX
- 03** Got buy-in and agreement
- 04** Aligned with broader employee experience goals
- 05** Started with our intranet

01

Understanding our employees

30+ employee interviews



What we heard from our employees...

Key insight: High levels of cross-PU interaction every day but our current technology and ways of working are slowing us down and reducing our ability to be agile and responsive to our customers' needs.

Needs	Requirements	Blockers	How to make my life easier...
Basics	The ability to perform core tasks with the help of modern & high performing technology	<ul style="list-style-type: none"> • Heavy, clunky laptops, multiple devices to carry around • Slow machines, lagging apps • System down time • Wi-Fi drops out 	<ul style="list-style-type: none"> • Faster machines and a full suite of applications needed for my role • Consistent Wi-Fi access in all areas of the building • Ensure critical systems are always available
Choice	Freedom to choose applications & devices needed for my role	<ul style="list-style-type: none"> • Restricted ability to work off my mobile / tablet device – email and calendar only • BYOD policy unclear and difficult to set up 	<ul style="list-style-type: none"> • Let me choose the device that meets my role needs • Let me BYOD my preferred device • Ability to work from my own computer / device from home with the same experience as in the office
Flexibility	Flexibility to work from where I need with the device and access I require	<ul style="list-style-type: none"> • Sub-optimal experience with AccessNAB when working from home • Have to carry work laptop home • Only certain roles have work-issued mobiles • Even then can only access email & calendar 	<ul style="list-style-type: none"> • Allow me to submit / approve workflows from my mobile device of choice whilst I'm on the move • Allow me to access information from any MLC Life repository e.g. intranet, team sites, from device of choice
Collaboration	Create and share documents across different teams and business units	<ul style="list-style-type: none"> • Difficult & time consuming to collaborate on documents across teams • Version control, currency of documents compromised • Shared drives locked down and hard to get access to 	<ul style="list-style-type: none"> • Easy to access, from anywhere, shared digital collaboration spaces • Easy to access/find the latest version of a document, as well as recently viewed documents
Seamless	Workplace technology to be as seamless to use as personal technology	<ul style="list-style-type: none"> • Need to use so many passwords to log into various systems 	<ul style="list-style-type: none"> • Single sign on • Modern browser compatible with all system apps
Connectedness	Face-to-face interaction with remote colleagues	<ul style="list-style-type: none"> • Lack of VC meeting rooms • Lync video capability not enabled 	<ul style="list-style-type: none"> • Allow me to VC from my laptop or device
External collaboration	Ability to collaborate with external parties, especially NAB	<ul style="list-style-type: none"> • Employee contact details not always up to date in NAB people directory 	<ul style="list-style-type: none"> • Allow me to continue to access NAB people's contact details • Allow me to continue to access reporting produced by NAB for my role

Orchestrator

Primary goal: Plan, coordinate and manage activities or deliverables directly, or indirectly through a team.

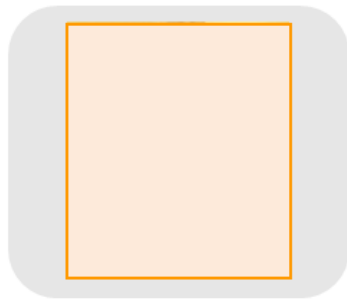
Roles: People Leaders, Assistants, Business Managers, Project Managers, Product Managers

Locations: Head Office

Approx # of users: 420

Key requirements: Mobile devices to enable access whilst on the go between meetings.

Insight: Orchestrators are in lots of meetings and need to collaborate with a lot of people across the business.



I need the intranet – need to do the new starter stuff like ordering things

Attribute rating

Attribute	Rating	
Content creator	High	My devices: Laptop/Desktop, Mobile
Content consumer	High	
Mobility	Medium	Applications & services I use frequently: Email, calendar, Office suite, room booking system, share drive, intranet
Collaboration dependency	High	
Customer facing	Low	People / team I interact with regularly: Orchestrator , Executive, Road Warrior, Data Cruncher
Power user	Low	

Basic needs:

- Mobile device to stay connected, check calendar between meetings

Productivity blockers:

- Onerous business processes for recruiting, onboarding, and technology requests
- Wi fi dropping out when walking between floors
- Those who support an Executive can't access their email or calendar from mobile
- Those who manage a shared mailbox can't access it from their mobile

Ways to improve my workplace experience:

- Ability to create and/or approve workflows from mobile devices
- Access to intranet and documents from mobile
- Systems are always available when I work from home
- Software/tools to better help me work on documents with other people, and then share them

Personas were used to inform a number of decisions

DELL Flip: Dell XPS 13 (2-in-1)

Features:

- Portable
- Mid-range power
- Smaller size
- Touch screen
- Flips to a tablet

Screen size: 13.3" QHD Infinity Edge Touch Display

Weight: 1.24kg

Persona recommended for:

- Executive
- Road warrior



DELL STANDARD: Dell Latitude E5570

Features:

- High specifications
- Large screen size
- Large keyboard
- Plenty of ports & storage
- 180 degree hinge enabling flat layout

Screen size: 15.6" FHD

Weight: 2.09kg

Persona recommended for:

- Customer helper
- Data cruncher



DELL Ultimate: Dell Precision 15 5510

Features:

- Highest specifications
- Large screen size
- Large keyboard

Screen size: 15.6" UltraSharp FHD

Weight: 1.78kg

Persona recommended for:

- Data cruncher



DELL POWER: Dell Latitude E7470

Features:

- Higher specifications
- Medium screen size
- Large keyboard
- 180 degree hinge enabling flat layout

Screen size: 14.0" FHD

Weight: 1.5kg

Persona recommended for:

- Customer helper
- Data cruncher
- Orchestrator



02 Define what makes a great digital employee experience

- Then
- electronic
 - multiple people
 - one source
 - searchable
 - etc

- access One Note
- trained in One Note
- minute labor brings laptop
- clear accountability of who is taking minutes
- others w/ freedom to contribute.
- Saving + communicating + discovering notes
- not emailing notes
- + doesn't need to be perfect
- fast recording → translate into action.

→ Sharing
→ Knowledge



Digital employee experience principles

Guiding the digital workplace we want to create



Everywhere

"Anywhere, anytime, any device"



Personalised

"Tailored to what I need"



Easy

"Remove the barriers and don't slow me down"



Transparent

"Visibility of what's going on"

Why a set of principles?

Designed to guide our technology design decisions

- Puts employees at the forefront of design thinking
- Provides a common vision across all teams for how employees will interact with MLCL systems
- Provides principles for the evaluation of technology choices during the build out of platform roadmaps
- Provides Platform Owners with a framework for developing their platforms with a consistent experience for employees
- Supports our aspirational cultural goals



Easy

“Remove the barriers and don’t slow me down”

- **Get to the info I need, fast**
- **Be granted prompt access to the systems I need**
- **Easily log on and use systems that are fit for purpose**
- **Avoid using lots of different systems for different tasks**
- **Easily contribute knowledge, provide feedback, join discussions, ask questions no matter my location or team**





Easy

“Remove the barriers and don’t slow me down”

- All systems are “single sign on” experience
- One entry point to access systems (intranet as enterprise ‘front door’)
- All systems have APIs/integration capability
- Systems are always available and fast to load
- Basic consistent branding across all MLCL systems (no matter how or who delivers them)
- Systems are fully compatible with all modern, popular browsers



03 Get buy-in and agreement





Good EX can't be achieved by one team or in isolation



Needed to get key areas on board from across the business



Appointed a 'custodian of the principles'

04 Be aligned with broader employee experience goals



“We **care** about our
employees”

Day 1, problem number 1

Hi I'm Will, I joined
MLC today.

I'm a designer and
need access to the
Adobe suite.

Unfortunately I
can't access these
programs as they
are currently
blocked by MLC.

I need to gain
access, but I don't
know who to ask
and how long it will
take.



Hard!

How we will fix this problem

Hi I'm Will, I joined
MLC today.

I'm a designer and
need access to the
Adobe suite.

Luckily, MLC
knows which
programs my team
uses and has
already unlocked
them.

Woohoo! Off I go!



Easy!

05 Start with the intranet

The screenshot shows an intranet homepage with a teal header. The main content area is white with a teal sidebar on the right. The top navigation bar includes a search bar, a menu with 'Home', 'Otsukare', 'Teams', and 'Employee Handbook', and a 'Favourites' button. The main content area features a large banner with a photo of a smiling woman and a purple text box that reads 'Express your gratitude to WIN one of 20 prizes this month!'. Below the banner is a section titled 'Also in the news' with two news items. The right sidebar contains three sections: 'Top Tasks' with a list of tasks, 'Need to know' with a news item, and another 'Need to know' section with another news item.

Search the Intranet for People, Documents, & Files

Home Otsukare Teams Employee Handbook Favourites

Express your gratitude to WIN one of 20 prizes this month!

Also in the news

21/04/19 Action required - People leaders - Melbourne
Scorecard - Reminder to set your goals

21/05/18 All employees
Nothing but crickets? How to get

Top Tasks

- Book your leave
- Register a visitor
- Compliance training
- Corporate card
- Organise work travel
- Raise a support ticket

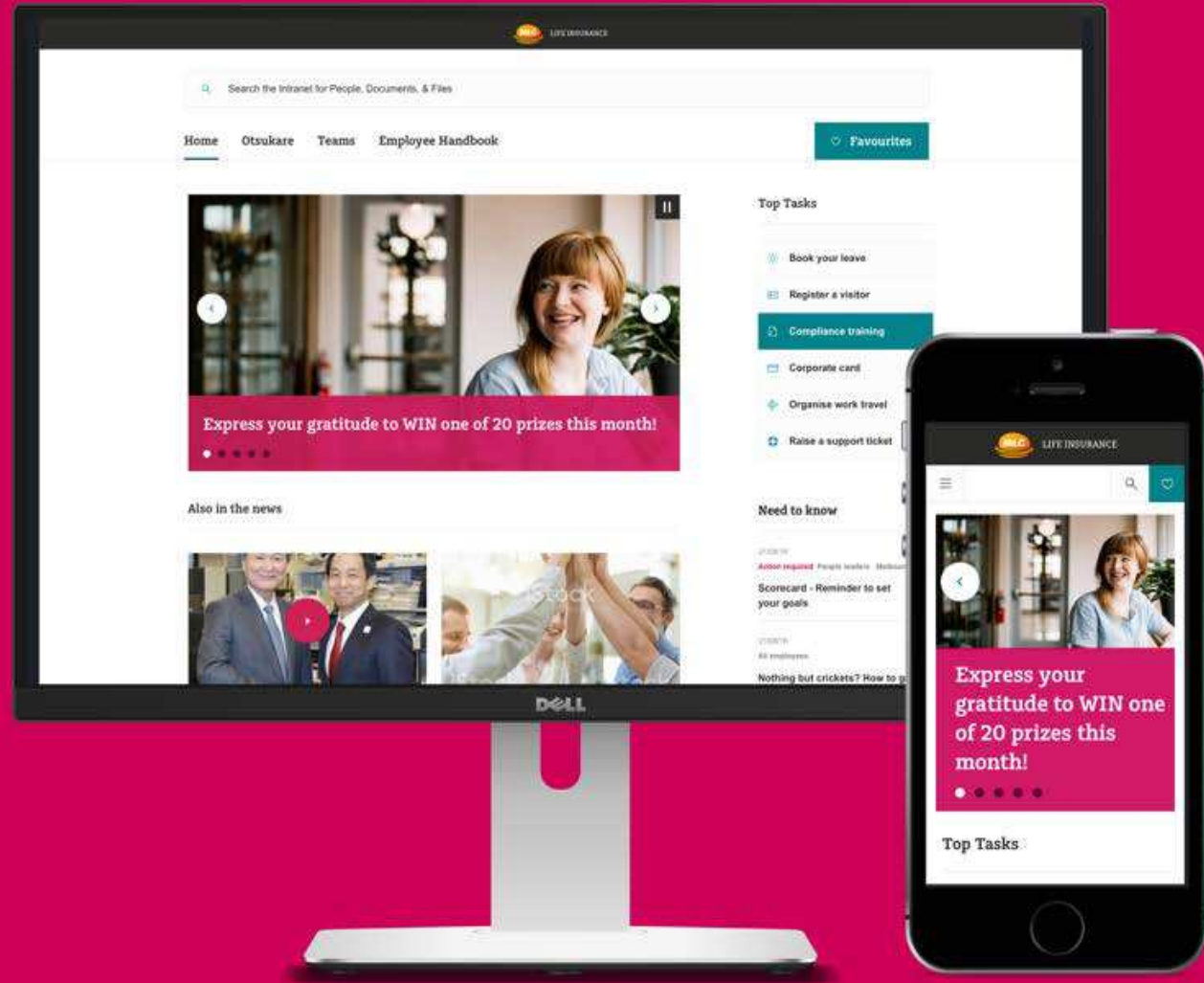
Need to know



Intranet, as the front door to digital workplace, has to live the principles



You can't achieve a great digital workplace in isolation, but your intranet can be the poster child for what makes a great employee experience



What I learnt

- When starting with a blank slate, it's hard to know what to focus on
- Good place to start is "what do we want to create?" "what problems do we need to solve?" "why does it matter?"
 - User centered design, but don't forget the stakeholder
 - Corporate reality. Sometimes money trumps
 - For us, it will get harder before it gets better

#tips



Define what a great
DEX looks like at
your organisation



Aim high, but don't
expect all at once



It's a journey.
For us = 3+ years

Thank you!