

# Employee Experience UX 2019

Human-centered Design Discovery:

Trends & Opportunities Report

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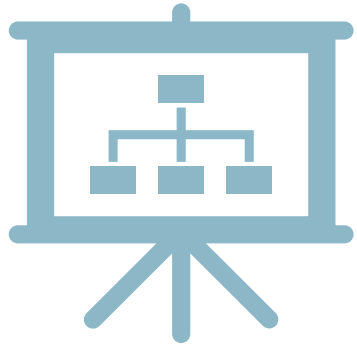
Reviewers: Albert Foster, Peter Everett

July 2019 – v0.1

The logo for the Bill & Melinda Gates Foundation, featuring the text "BILL & MELINDA GATES foundation" in white serif font on a dark red square background.

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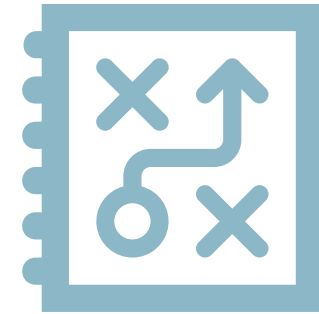
# WHAT IS THE EMPLOYEE EXPERIENCE PROJECT?



As part of our IT rhythm of business, we're developing a renewed set of commitments for our 2023 Productivity and Collaboration strategy.



Our first objective was to pursue a **renewed understanding of how foundation employees actually work**, what needs are unmet, and what trends are likely to shape our future.



These insights will help us identify and prioritize our bodies of work, as well as empowering all of IT with tools for greater customer understanding.

# WHAT DID WE DO?

## Objective

A **six-month human-centered design discovery project** focused on *internal* collaboration and productivity at BMGF, informed by extensive interaction with and observation of employees.

The project goal is to build an updated end-to-end understanding of key employee scenarios, and insights regarding the most impactful potential improvements.

In H1 2019, we focused primarily on employees based in the US: both established and new employees.

## Out of scope

We did not travel to, or specifically study, remote offices in the first 6 months. A few participants were based in WDC, Europe, or fully remote.

Collaboration from the perspective of partners, grantees, and others external to the Foundation is out of scope for this project; instead, the Partner Experience project is leading that charge.

# EEUX 2019 DATA SOURCES

## In-person discovery sessions

29



Interview participants  
20-30 minutes each

4



Observation sessions  
1-2 hours each

940+



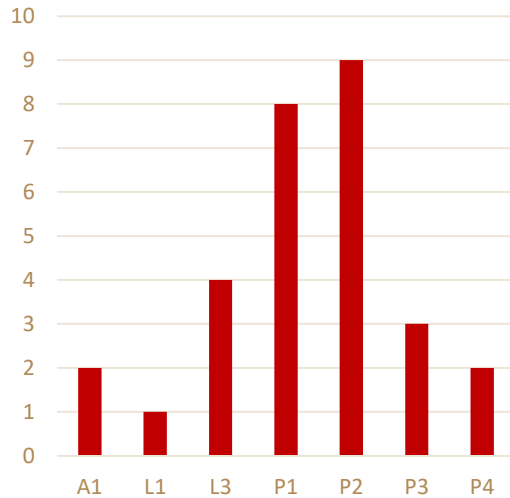
Total minutes of  
interview and  
observation analyzed

## Additional data sources

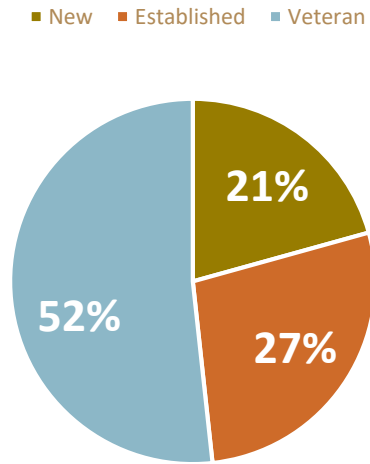
- **Diary study**
  - Self-reports of meeting failures that did not result in service tickets (15 entries)
- **Journey mapping sessions**
  - Participatory end-to-end scenario exploration with service owners and other stakeholders
- **Onboarding**
  - Participation in new employee events and activities
- **Observation of IT sessions**
  - IT Office Hours and training sessions

# PARTICIPANT DEMOGRAPHICS (N=29)

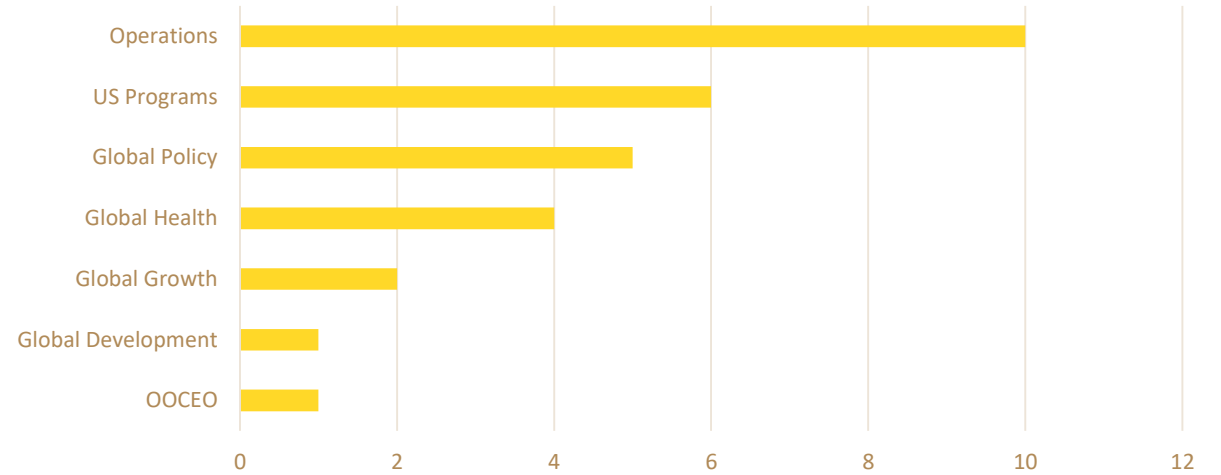
Participants by Job Level



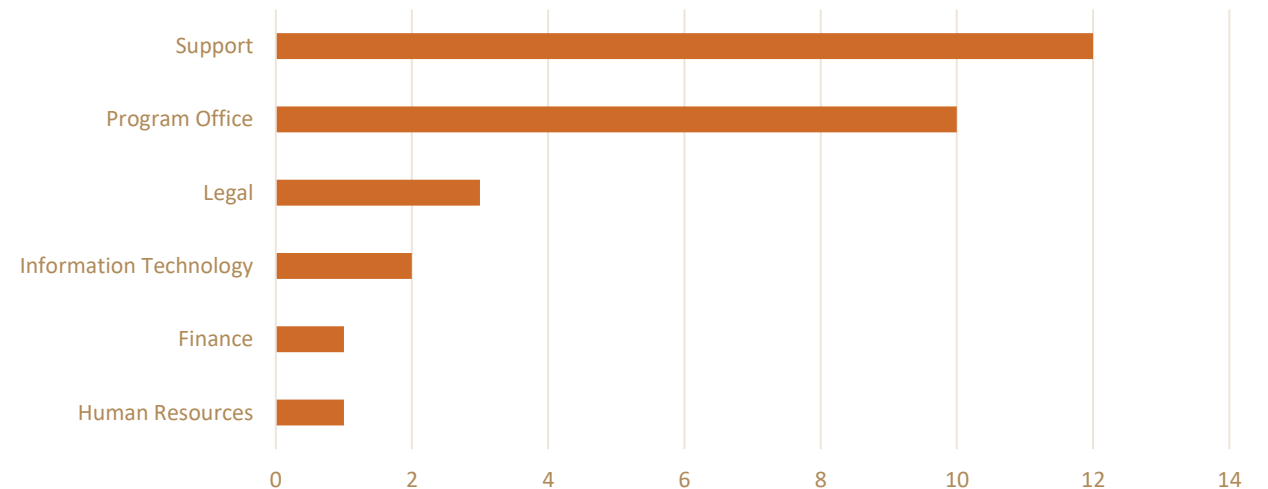
Participants by Tenure



Participants by Organization (n=29)



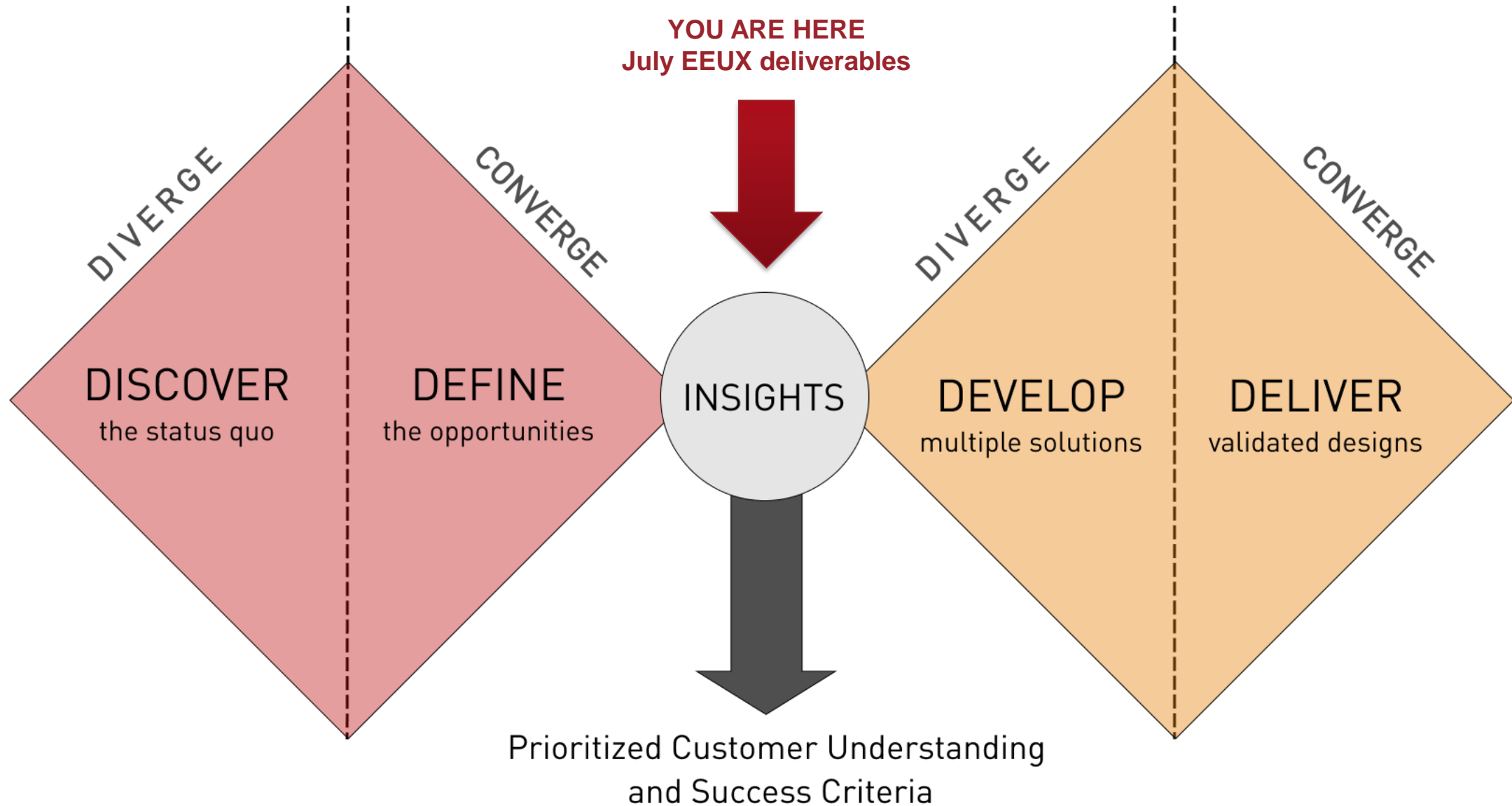
Participants per Job Family (n=29)



- [Job families and levels](#) drawn from HR & org chart
- Tenure segments: New (one year or less); Established (3 years or less), Veteran (more than 3 years)

# DESIGN PROCESS DOUBLE DIAMOND

HOW HUMAN-CENTERED DESIGN WORKS



# OUR DELIVERABLES

## Full Report

A complete guide to the top satisfaction drivers, pain points, and trends revealed by the research.

Each item is supported by insights and direct quotes from multiple participants across the study.

Recommendations are included where further action may be warranted.

## Journey Maps

Visualizations of key end-to-end employee experiences:

- **Meetings**
- **New employee experience**

Each journey map is informed by insights across multiple employees, and by input from service owners.

## Collaboration Profiles

Reference posters that detail insights from two patterns that emerged across all teams:

The first pattern is **team collaboration models**: how teams are structured to work together.

The second pattern is **individual collaboration roles**: what responsibilities a single person has to the group.

# Executive Summary

Top findings from the full report out

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# CHECKING IN ON FIVE YEARS OF PROGRESS

The **Program Personas project** (led by Jon Wu) came back with **10 key pain points as observed from 2011-2014** across an extensive set of interviews and observation sessions with foundation employees around the world.

Our 2019 EEUX discovery project lets us evaluate the progress we've made during the ensuing years amidst the digital transformation paradigm shift.

	Issue	Status
1	I can't connect to the internet from phone or laptop	Addressed
2	I don't have a simple method to share docs externally	Continued
3	Skype doesn't work outside the US	Improved
4	My laptop is too heavy for commuting & travel	Improved
5	I don't have an easy way to categorize my emails and contacts	Worsened
6	Our meeting rooms have too many cables	Not reported
7	I don't understand how to use SharePoint effectively	Worsened
8	I can't connect to the Internet on my flight	Addressed (PC only)
9	I'm annoyed by the number of login prompts	Not reported
10	I can't keep my devices charged out in the field	Improved

# TOP SATISFACTION DRIVERS

*Three themes emerged regarding positive experiences with today's IT services.*



1. Flexible working arrangements
2. Integrated conference rooms
3. Reliable client devices & workspaces

Note: It's harder to obtain positive feedback from an interview, as people rarely remember or cite services that "just work." It's likely safe to assume that the general reliability of Exchange services is a strong positive, as only Mac users reported difficulty connecting to email servers.

# TOP PRODUCTIVITY ISSUES

*The most common issues discussed across all IT services.*



1. Widespread Skype failures
2. High email volume
3. Lack of a standard knowledge management policy
4. Insufficient IT service communications
5. SharePoint is perceived as difficult to use
6. Limited support for MacOS device connectivity

Ordered by relative frequency observed.

# WHY ARE WE MOVING TO TEAMS MEETINGS?

Teams based entirely in Seattle are happy with Skype, especially conference room click-to-join. But distributed teams, grantees, and employees working remotely struggle to stay connected.



## UNRELIABLE REMOTE ACCESS

**Employees AND grantees** face consistent barriers to staying connected on the road AND at home.

**Dial-in connections** and the **Skype for Business mobile app** are both prone to connection issues, audio problems, and dropped calls for anyone offsite.



## COMPATIBILITY & RESILIENCE

Skype is heavily optimized for Windows. Any employee or grantee with an **alternate OS or browser** faces significant issues.

“One touch join” is magical when it works, **failures are hard to troubleshoot** and usually require hands-on IT assistance.

# TRENDS IN OUR WORKPLACE

*Changes that may impact current and future IT services.*



1. Larger, distributed, matrixed teams
2. Increased mobility is changing collaboration
3. Growing need to perform document reviews
4. Increasing data debt and desire for change
5. OneNote is increasing in importance and scale
6. Paper is valued, but tablet curiosity grows
7. Foundation-supplied phone peripherals don't meet expectations

# TOP 5 OPPORTUNITIES

Recommendations that have the greatest opportunity for positive impact upon the employee experience at the foundation.



- Dramatically reduce the prevalence of conferencing issues by accelerating the replacement of conference room hardware.
- Target the Teams rollout to specific workgroups, and tailor training to their collaboration needs.
- Develop and launch a formal knowledge management policy at the foundation, with fewer apps and options.
- Consider and explore improvements (like tablets) to the document review experience.
- Ensure MacOS devices have Intranet connection parity to PCs, regardless of work location.

# Broader insights

Looking at behaviors and end-to-end experience

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NOT ALL COLLABORATION IS IDENTICAL, BUT THERE ARE DISTINCT PATTERNS.

# COLLABORATION PATTERNS AT BMGF

## BMGF Collaboration Models (2019)

Patterns of team structure and working norms

### Pod

*A small, tightly knit group of daily collaborators.*

- ◆ Daily interaction
- ◆ Usually co-located
- ◆ Often share the same manager
- ◆ Informal knowledge management
- ◆ Favor chat when split across locations



### Pool

*A group of similarly skilled peers drawing from a shared work pool.*

- ◆ Weekly interaction
- ◆ Usually co-located
- ◆ Formal knowledge management
- ◆ Multiple people may touch a single work item
- ◆ Business partners generally not co-located



### Satellites

*Groups "orbiting" a shared goal with different focus areas.*

- ◆ Limited cross-satellite visibility
- ◆ Usually infrequent cross-satellite syncs
- ◆ Usually in the same organizational structure
- ◆ Risk of duplicated work or other inefficiencies
- ◆ Limited consistency in tool usage across satellites



### Matrix

*Cross-cutting teams who support many business partners.*

- ◆ Rarely co-located with partners
- ◆ Relies on formal knowledge management
- ◆ Meetings are often a significant time commitment
- ◆ Likely to rely on collaborative editing of some kind
- ◆ Often results in multiple v-teams and committees



Human-centered design @ BMGF IT: Productivity & Collaboration

Want more? [cheryl.platz](http://bit.ly/BMGF-EEUX-2019) or <http://bit.ly/BMGF-EEUX-2019>

## BMGF Collaboration Roles (2019)

Across job families, patterns for individual contributions

### Driver

*Content creator or reviewer.*

- ◆ Contributes to or owns content and deliverables
- ◆ Takes in peer feedback from multiple sources
- ◆ Uses many line-of-business tools like INVEST
- ◆ May work as a complement of other peer "drivers"
- ◆ Sometimes needs collaborative editing capabilities



### Leader

*Responsible for team culture and best practices.*

- ◆ Day-to-day is driven primarily by meetings
- ◆ Often a BMGF veteran (>3 years)
- ◆ Document review is critical, and often remote
- ◆ Sets timelines, best practices, and rhythm of business
- ◆ Influences by example, whether consciously or not



### Catalyst

*Sees across multiple teams as a part of cross-cutting work.*

- ◆ May co-locate with functional peers
- ◆ Meeting-heavy daily schedule
- ◆ Loses significant time to conflicting tools
- ◆ Knower of things: who to talk to, where to find it
- ◆ Drives optimizations and best practices cross-team



### Influencer

*Publishes knowledge & best practices for other teams.*

- ◆ Formalized knowledge management
- ◆ Adapts to industry norms outside of BMGF
- ◆ Power user of publishing & file sharing tools
- ◆ Many customers outside their team and BMGF
- ◆ Likely to travel for their work



Human-centered design @ BMGF IT: Productivity & Collaboration

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# TEAM COLLABORATION MODELS

Across all divisions, workgroups across the foundation tend to fit one or more of the following profiles:



## POD

A small, tightly knit group of daily collaborators

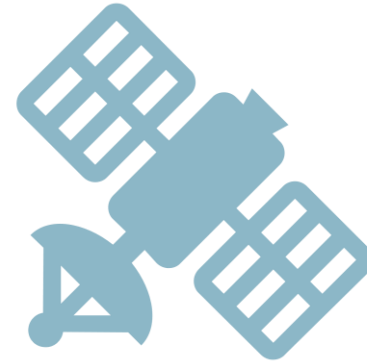
UXP-001, 006, 011, 020, etc.



## POOL

A group of similarly skilled peers drawing from a shared work pool

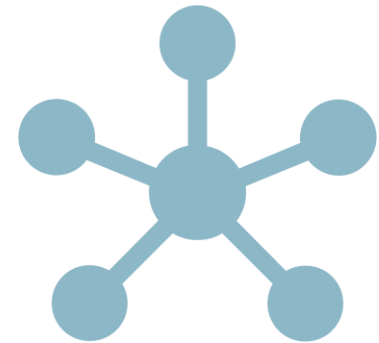
UXP-007, 019



## SATELLITES

Groups “orbiting” a shared goal with different focus areas

UXP-004, 005, 008, 012, 026



## MATRIX

Cross-cutting teams or individuals who support many different business partners.

UXP-017, 022, 027, 028, 029

# WHAT ARE SATELLITE TEAMS?

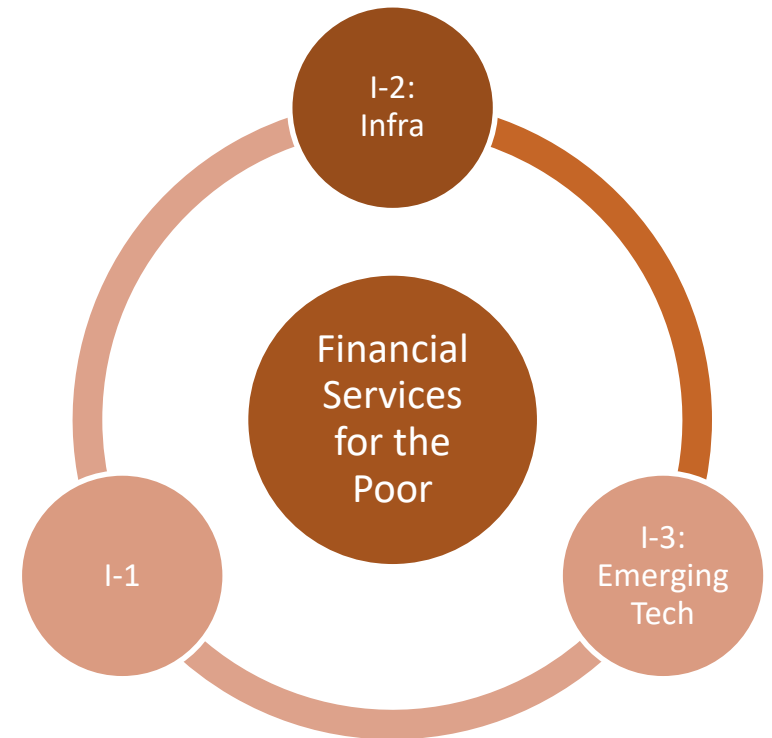
Satellite teams are largely separate working groups orbiting around a shared goal.

Compartmentalization means tools often vary between subteams, which makes life hard for **matrixed** employees.



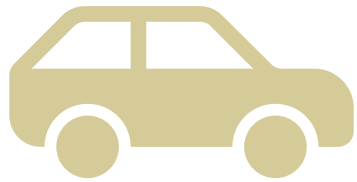
FSP is the 30 employees that are full time employees of the Gates Foundation. They're part of the FSP program. Then within that is what we call I-2 or Initiative 2, which is the infrastructure initiative that I focus mostly on. And the I-3, which is the usage and emerging technologies initiative which I also work with. I-2 is where we've adopted Zoom, in that group of 6 people. For the time being. And it'll spread if people think it's useful to them.

*Deputy Director, Global Growth (UXP-004)*



# INDIVIDUAL COLLABORATION ROLES

Individuals contribute to their teams in different ways, with a few common patterns across BMGF:



## DRIVER

Content creator or reviewer

UXP-001, 005, 010, 011, 027



## LEADER

Responsible for team culture and best practices

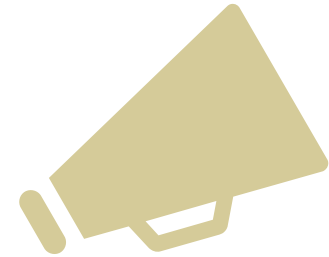
UXP-004, 006, 008, 020



## CATALYST

Sees across multiple teams as a part of cross-cutting work.

UXP-003, 012, 007, 028, 029



## INFLUENCER

Publishes knowledge & best practices for partners internal and external.

UXP-002, 009, 015, 026

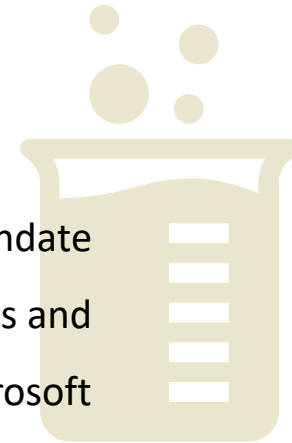
# WHO ARE CATALYSTS?

Catalysts are individuals who see across multiple teams and may influence multiple working groups from the ground up. They're often program coordinators, program managers, or business analysts.



I can only encourage, not mandate anything. I don't have the power to mandate anything. But I can encourage... and help think through different use cases and options for staff. Knowing that down the road we're sort of focused in this Microsoft Office environment, and our tools are geared towards the best utilization of that technology. So I do a lot of thought partnership on using it. Where's best to store the content, how to collaborate around where they're storing the content.

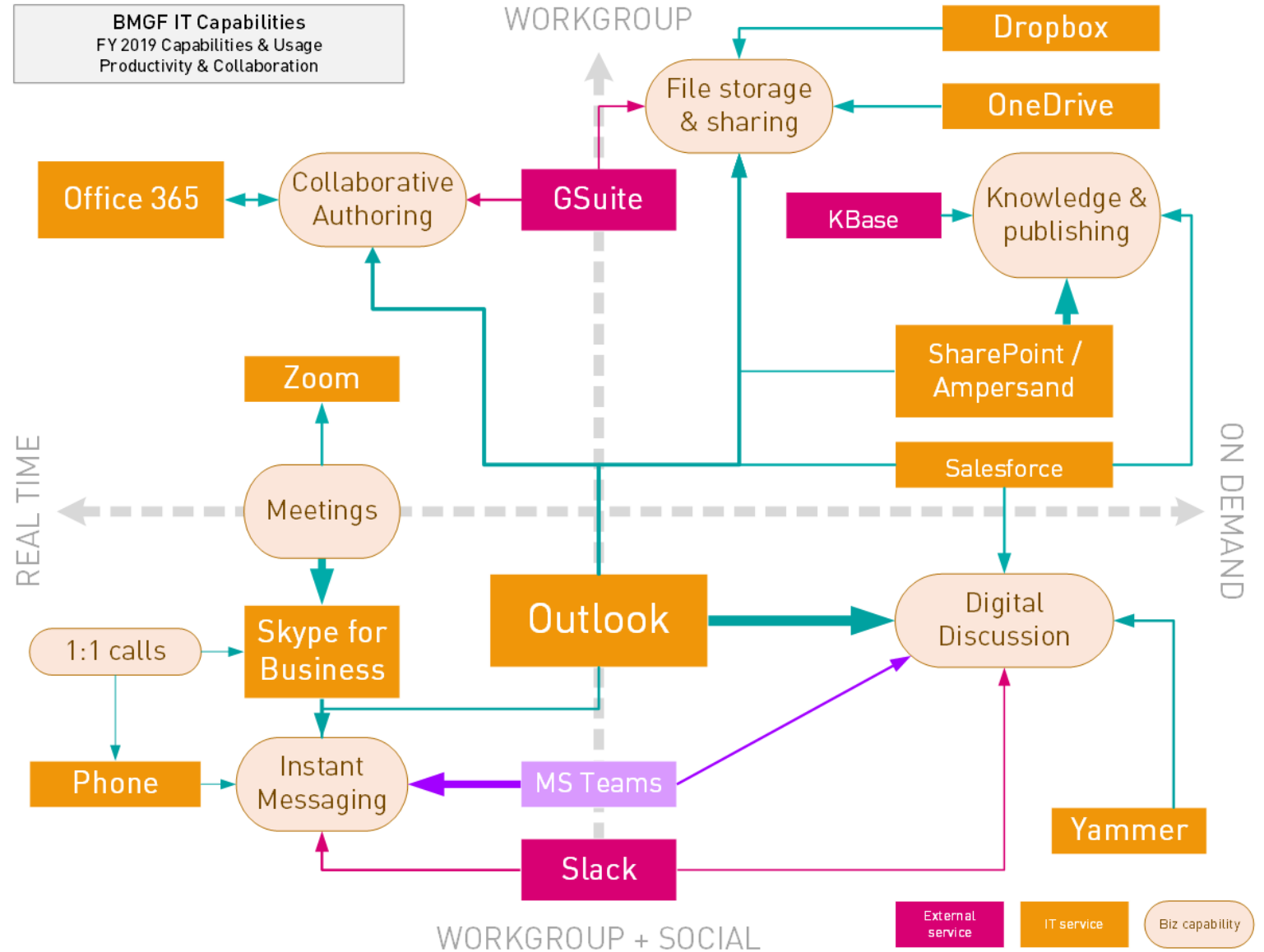
*Senior Business Analyst, US Programs (UXP-015)*



# OUR CURRENT APP ECOSYSTEM

Our employees currently navigate over a dozen apps with overlapping capabilities.

Matrixed employees and other catalysts often have *at least half* of these open all the time – and that's when we count all of Office 365 as a single product!



# DIGITAL DISCUSSION FOR DISTRIBUTED TEAMS

Microsoft Teams is already available, but organic adoption only goes so far for collaboration-based tools.

As teams become more distributed, we lose the sense of community from co-location.

Tools like Teams and Slack can help.

Organic adoption is tricky for Teams, since the major **benefits of Teams only surface once an entire working group has migrated** to the platform.

For broader adoption, we can't just introduce the tool – we must help traditionalists **build a mental model** for this new way of working.

1. Enthusiastic Teams users
2. Slack users
3. Traditionalists

# A TALE OF TWO MENTAL MODELS

“I really like Slack. So when we first started using it... it was, "Oh, we'll reduce email traffic between our team." Which I think has been largely true. Mostly... I think of it more as a relationship building tool? It's just people are on it all the time. Kind of a constant running commentary. It's easy to ping people with questions. And easy to share things about personal life. So... there's a little bit of just, kind of, having that constant communication.” **Program Officer, USP (UXP-010)**

People say... ‘IT tells, teaches us how great Teams is, and how much we're going to love it!’ But we haven't been able to really have the time or understanding of how we're really... making easier. Right now it just feels like a burden to add another... program.”  
**Program Assistant, Global Health (UXP-017)**

# JOURNEY MAP: MEETINGS

There are two overarching “jobs to be done” regarding meetings. These should be used as test cases for the Teams rollout.

## 1. Book a meeting

- Meet right now
- Reserve space for a remote call
- Schedule an employee meeting
- Schedule a meeting with externals
- Schedule a meeting for someone else
- Schedule a recurring meeting

DRAFT

Phase	Plan & book	Prepare	Start the meeting	During the meeting	Post-meeting
Thinking	<ul style="list-style-type: none"> <li>Is there a day that works?</li> <li>What kind of room do I need?</li> <li>Is this a recurring meeting?</li> <li>Who needs to attend?</li> <li>Do I need formal AV support?</li> <li>Do I need to order food?</li> </ul>	<ul style="list-style-type: none"> <li>Who has confirmed attendance?</li> <li>How do I set my meeting up for success?</li> <li>What room for my recurring meeting?</li> <li>What materials will attendees need?</li> <li>Do I need to add Skype?</li> <li>Can my meeting be recorded?</li> </ul>	<ul style="list-style-type: none"> <li>What's going to go wrong this time?</li> <li>Who might be attending remotely?</li> <li>How do I connect successfully?</li> <li>Is anyone having connection issues?</li> <li>Are video and audio working?</li> <li>Is everyone here?</li> </ul>	<ul style="list-style-type: none"> <li>Are we on track?</li> <li>How do we keep remote folks involved?</li> <li>Can everyone be heard?</li> <li>What are our action items?</li> <li>Can everyone see the visuals?</li> </ul>	<ul style="list-style-type: none"> <li>Did we accomplish everything?</li> <li>What happens next?</li> <li>Who missed the meeting?</li> </ul>
Doing	<ul style="list-style-type: none"> <li>Compare calendars</li> <li>Look for available rooms</li> <li>Send out invite</li> <li>Contact AV and/or catering</li> </ul>	<ul style="list-style-type: none"> <li>Test connection</li> <li>Check responses</li> <li>Send out agenda and pre-reads</li> <li>Update meeting details</li> <li>Register visitors</li> </ul>	<ul style="list-style-type: none"> <li>Plug in HDMI cable</li> <li>Connect to the call</li> <li>Find a private space (remote)</li> <li>Connect microphone or phone</li> <li>Contact AV team</li> </ul>	<ul style="list-style-type: none"> <li>Track agenda</li> <li>Take meeting notes</li> <li>Troubleshoot AV problems</li> <li>Facilitate conversations</li> </ul>	<ul style="list-style-type: none"> <li>Escort visitors out</li> <li>Clean up conference room</li> <li>Schedule follow-ups</li> <li>Distribute meeting notes</li> </ul>
Using	<ul style="list-style-type: none"> <li>BMGF Laptop</li> <li>Outlook</li> <li>Amperсанд (Sharepoint)</li> </ul>	<ul style="list-style-type: none"> <li>BMGF Laptop</li> <li>Outlook</li> <li>Skype for Biz</li> <li>OneNote</li> <li>Visitor management</li> </ul>	<ul style="list-style-type: none"> <li>BMGF Laptop</li> <li>Headset</li> <li>Skype for Biz</li> <li>Zoom</li> <li>Conf room hardware</li> <li>Personal or BMGF phone</li> <li>Outlook</li> <li>Dial-in number</li> </ul>	<ul style="list-style-type: none"> <li>BMGF Laptop</li> <li>Headset</li> <li>Skype for Biz</li> <li>Zoom</li> <li>Conf room hardware</li> <li>Personal or BMGF phone</li> <li>Outlook</li> <li>Dial-in number</li> </ul>	<ul style="list-style-type: none"> <li>BMGF Laptop</li> <li>Outlook</li> <li>OneNote</li> </ul>

### Experience insights: Booking a meeting

Goal	Meet right now (in person or remote)	Reserve space to join a remote call	Schedule a meeting with other employees	Schedule a meeting with external partners	Schedule a meeting as a proxy for the host	Schedule a recurring meeting
Positive	Integrated Skype rooms are easy to book		UXP-003, 013, 016		Nice to request AV help in advance UXP-023, 024	
Pain points	Skype lets us work as a distributed team UXP-001, 013, 016, 020					
	In-office speakerphone hardware not great UXP-006, 008	Most bookable spaces are overkill for calls. Service feedback	I HATE Skype's unreliability UXP-004, 008, 022, 024; D-10		Skype will make me look bad UXP-022, 024	
	It's hard to prepare for a successful Skype meeting UXP-004, 006, 022, 024; D-14					
	Hard to just "jump in" to calls when needed UXP-013					
	I need a backup plan for mobile/remote attendees UXP-005, 009, 013, 016					
Hard to remember & book regional rooms UXP-016		Not all partners can use Skype for Business UXP-004, 005, 008, 009, 010, 015				Recurring meeting logistics are hard Service feedback
AV requests are complicated and unchangeable UXP-024			Can't book directly on their calendar UXP-017			
Time zones are a struggle UXP-005, 017						

### Experience insights: Joining a meeting

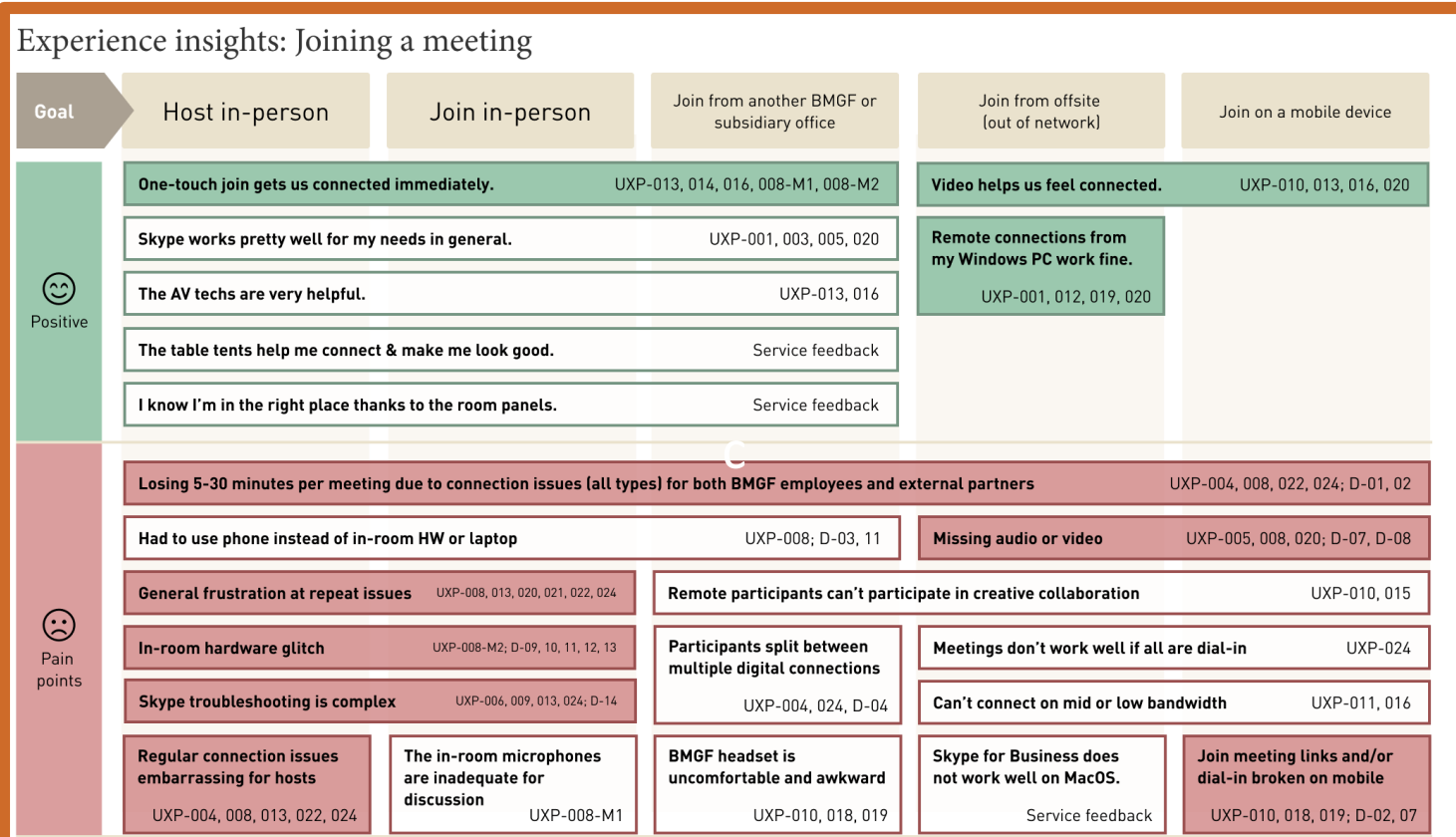
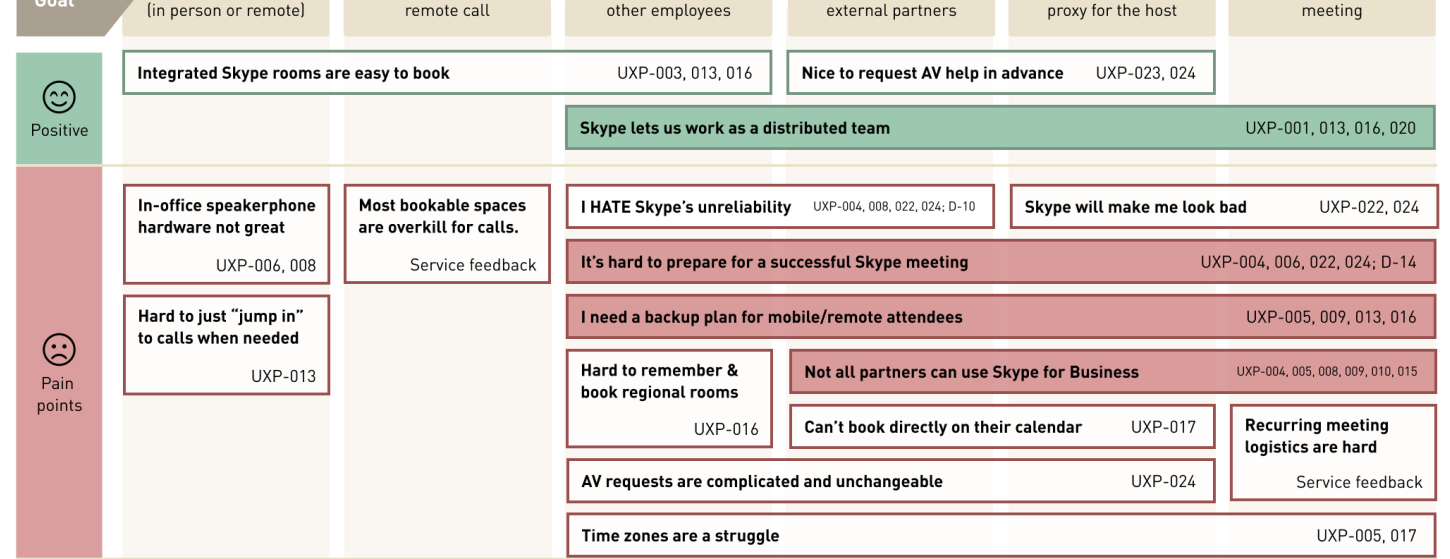


# JOURNEY MAP: MEETINGS

There are two overarching “jobs to be done” regarding meetings. These should be used as test cases for the Teams rollout.

## 2. Join a meeting

- Host in person
- Join in person
- Join from a secondary BMGF location: regional office or entity
- Join from offsite (out of network)
- Join on a mobile device



# JOURNEY MAP: EMPLOYEE ONBOARDING

A subset of participants qualified as “new” – less than a year at the foundation. Their insights (and my own as a new employee) were synthesized into this journey.

## Six phases of onboarding emerged:

1. Pre-hire
2. Orientation (Day 1)
3. Settle into my team (Weeks 1-2)
4. Learn about my job (Weeks 2-4)
5. Learn about BMGF (Weeks 3-8)
6. Establish my routine (Weeks 3-8)

## Employee Onboarding @ BMGF (2019)

New FTE and LTE employees, from offer accept to Week 8

## End-to-end Experience Map

Human-centered design @ BMGF IT [contact cheryl.platz]

Phase	Pre-hire	Orientation (Day 1)	Settle into my team (Weeks 1-2)	Learn about my job (Weeks 2-4)	Learn about BMGF (Weeks 3-8)	Establish my routine (Weeks 3-8)
Thinking	<ul style="list-style-type: none"> <li>What's Workday?</li> <li>Why not on my first day?</li> <li>Background check done?</li> </ul>	<ul style="list-style-type: none"> <li>What's it like to work here?</li> <li>Are my benefits set up?</li> <li>What tools do I need?</li> <li>Why is my inbox full?</li> <li>How do I get around campus?</li> <li>Do I get a workspace and phone?</li> </ul>	<ul style="list-style-type: none"> <li>Who are my peers and key partners?</li> <li>How does my team communicate?</li> <li>Where does my team store information?</li> <li>What documents do I need to review?</li> <li>How is my organization structured?</li> </ul>	<ul style="list-style-type: none"> <li>How do I use our tools?</li> <li>How do I book a meeting room?</li> <li>How do I book a trip?</li> <li>What's our rhythm of business?</li> <li>What's expected of my role?</li> </ul>	<ul style="list-style-type: none"> <li>What does Operations do?</li> <li>What are our Programs teams?</li> <li>What's annual planning like?</li> <li>How does career planning work?</li> <li>How do I meet other teams?</li> <li>Are there any cool events?</li> </ul>	<ul style="list-style-type: none"> <li>How do I host a remote meeting?</li> <li>How do I work on the road?</li> <li>How can I cope with email volume?</li> <li>How can I work more efficiently?</li> <li>How do I work with grants?</li> <li>How do I collaborate on documents?</li> </ul>
Doing	<ul style="list-style-type: none"> <li>Tax paperwork</li> <li>Non-disclosure</li> <li>Open enrollment</li> </ul>	<ul style="list-style-type: none"> <li>Two-factor authentication</li> <li>Sign up for training</li> <li>Computer/account setup</li> <li>Verify HR info</li> </ul>	<ul style="list-style-type: none"> <li>Meet with my key coworkers</li> <li>Join ongoing team conversations</li> <li>Book my first BMGF trip</li> <li>Sit in on team meetings</li> </ul>	<ul style="list-style-type: none"> <li>Skill-oriented training</li> <li>Get corporate credit card</li> <li>Attend foundation events</li> <li>Connect with functional peers</li> </ul>	<ul style="list-style-type: none"> <li>Self-directed learning</li> <li>Connect to BMGF communities</li> <li>Attend foundation events</li> <li>Review foundation news</li> </ul>	<ul style="list-style-type: none"> <li>Learn communication best practices</li> <li>Set my career goals for the year</li> <li>Host my first meeting</li> <li>Create my own deliverables</li> </ul>
Events	Background check	Orientation session	Team meet & greet	1:1 onboarding	Starting Gates (Connections and Programs)	
Using	Workday, Personal email	Workday, BMGF Email, Personal phone, BMGF Laptop, IT Quick Start booklet, Training checklist	Workday, BMGF Email, Amperсанд (Sharepoint), BMGF Laptop, Dropbox, OneNote	Amperсанд (Sharepoint), BMGF Email, Skype for Biz, Tech Learning, BMGF Laptop, 1:1 onboarding	Amperсанд (Sharepoint), Concur, Yammer, Catalyst (BMGF Email), Daily News (BMGF Email)	Personal or BMGF phone, Training, Conf room hardware, Skype for Biz, BMGF Laptop

## Experience insights

Positive	My new job feels real after getting first day details!	My badge is ready for me! I feel official. My computer and workspace are nice. (UXP-011, 013)	My coworkers' expertise inspires me to learn as much as I can. (UXP-011)	My coworkers are really helpful and willing to meet with me. (UXP-011, 018)	"I mean, what's brilliant is so many people are willing to have conversations with you." (UXP-011)	"Sonja Torseth and her tech classes have been super!" (UXP-003) Conference room one-touch join is magical (when it works). (UXP-013) It's great that my manager sets clear priorities for me. (UXP-018)
Not great	Is my background check done yet? Why is Workday spamming me with so many emails?	My inbox is full of confusing emails. I wish I had digital versions of the IT booklet and training checklist. (UXP-019)	I don't know how to get non-standard equipment. What should I use to communicate? Email? Teams? Yammer? (UXP-013)	The IT Welcome email arrives late and isn't noticed by many. The Tech Learning app invite arrives late and duplicates things I already learned.	The daily news updates are too overwhelming to be useful. (UXP-013) Starting Gates isn't available for a long time after my start date.	I'm not sure what professional learning resources are available. I miss tools from other jobs, like Slack & CSuite. (UXP-003, 011, 010, 013, 016)
Negative	Why do I need a second Workday account? I needed one to get hired. I never got an email about the completion of my pre-work.	"From a training onboarding standpoint... those videos were TERRIBLE." (UXP-016) Session isn't long enough to complete enrollment tasks. (UXP-019)	I can't find my team's documents! (UXP-003, 005, 013, 016, 019) It's not clear if I'm supposed to order a phone, or how I go about getting one. Navigating conflicting tools is time-consuming and stressful. (UXP-003, 013)	Finding my stakeholders and functional peers is hard. (UXP-018) Acronyms are intimidating and gratuitous. (UXP-016) My email volume is much heavier than expected. (UXP-005, 016, 018)	It's hard to learn about how the rest of BMGF works, especially in a way that's meaningful to me. (UXP-005, 011, 018) My Starting Gates cohort didn't bond in session, or keep in touch. (UXP-016)	Skype isn't meeting my needs when I'm remote. (UXP-005, 011, 016, 018) Sometimes I feel like I'm drowning in information overload. (UXP-016, 018) The way our teams work is inefficient, but hard to change. (UXP-003, 013, 016, 019)

Phase	Pre-hire	Orientation (Day 1)	Settle into my team (Weeks 1-2)	Learn about my job (Weeks 2-4)	Learn about BMGF (Weeks 3-8)	Establish my routine (Weeks 3-8)

"That's one of the hard things when I came here. I was putting a lot of files on OneDrive, then I realized my team wasn't using OneDrive. Then I saw Sharepoint. It's like 'No, don't really want to use the Sharepoint.' So it's like, 'where, oh? So I ended up using the 3-4 different tools that weren't talking to each other.' (UXP-018)

"Yeah, I would say the first month was... I was just trying to keep up with my email... This is also a very meeting heavy culture here, and so... I would come out of a meeting and my inbox would just have exploded! ...to the very beginning I was like... '...my usual system is not working!' (UXP-018)

"I think it's a little bit... hard... yeah, I'm surprised at the work, our internal Sharepoint site. I don't think it's intuitive as it can be. And it's also... You'd expect it to be a bit more... 'you know, there's links on the side. I'm like, 'come on, you know, visually a little bit more?' And it doesn't reflect the sort of, grand physical environment." (UXP-011)

In fact, my cohort didn't do any dinners, and I'd heard all of these great things about how your Starting Gates cohort might be like... a group that you stick with for a while, or... reunion later! And that just wasn't the case. It wasn't conducive to that, either. There wasn't a lot of intermingling during the training. (UXP-016)

"There isn't a particular standard for organization or naming conventions. So you get stuff all over the place. Everybody has different naming. It's a challenging to find stuff... I don't know how you fix that! But you spend a lot of time looking for stuff. You spend a lot of time trying to decipher stuff!" (UXP-019)

## Moving forward: Key opportunities

1. **More intentional communications**  
Provide real-time notification of new hire's first day to manager, IT, and HR. Stagger outreach timing.
2. **Demystify knowledge management**  
Proactively communicate all team knowledge management practices, or standardize across BMGF
3. **Expand 1:1 tools training**  
Adopt the successful USP best practice of 1:1 training sessions on team norms/tools for all new hires.
4. **Empower self-directed learning**  
Explore natural language search for: (1) Program and group missions (2) Finding key points of contact

# Moving forward

How can we apply these insights, and how can HCD best contribute?

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# 10 RECOMMENDATIONS FOR 2020 AND BEYOND: IMPROVING BMGF PRODUCTIVITY & COLLABORATION

## To address top productivity blockers

1. Accelerate replacement of conference room hardware.
2. Add in-room support for multiple conferencing apps.
3. Emphasize MS Teams as an email reduction strategy.
4. Develop a formal knowledge management policy with fewer tools.
5. Leverage MS Teams to improve IT service communications.
6. Improve baseline support for MacOS network connectivity.
7. Improve the information architecture on Ampersand / SharePoint.

## To address trends

8. Evaluate future projects against collaboration patterns.
9. Formally (re)introduce tablets as a service offering.
10. Offer hands-on data cleanup as an IT service.

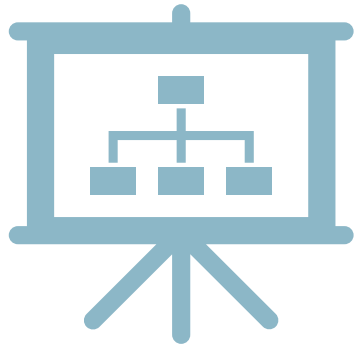
# STILL CURIOUS? WANT TO DIG DEEPER?



Reach out to Cheryl Platz if you'd like more context on any of these findings. Specific individual names can't be shared, but roles and organizations can be shared.

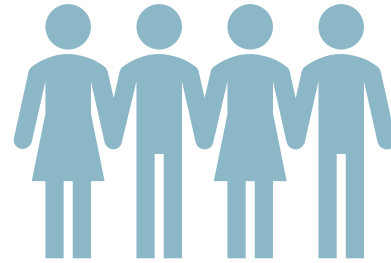
- More quotes on a specific topic
- Smaller scale observations not large enough to make the report
- General tool use not mentioned in this report
  - GSuite, INVEST, Unison, etc
- General demographic information
- Deep dive on Meetings or Onboarding journey

# OPPORTUNITIES FOR CONTINUED HCD TEAM ENGAGEMENT



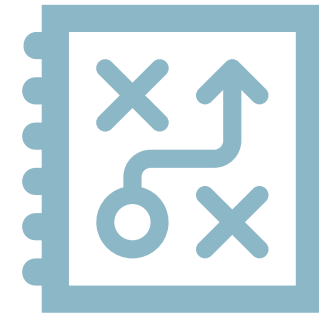
## Knowledge management

Conduct a dedicated discovery project to investigate the usage of today's tools in a high level of detail to inform foundation-wide formal policy.



## Microsoft Teams rollout

Full design engagement on the in-room software user experience. Research and observation during pilots. Contribute to collateral and training.



## Document review

Conduct a dedicated discovery project on this emerging scenario, and build document lifecycle journey maps to inform future services.

# Here's to our future of collaboration!

Questions about EEUX process or findings?

- Contact Cheryl Platz

Service feedback?

- Contact Bob Benoit or Albert Foster

Want to explore on your own?

- See the deep dives in the appendix
- Read the full report

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# Deep Dive: Satisfaction Drivers

Summary of the top 4 drivers of effective collaboration at BMGF

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# TOP SATISFACTION DRIVERS

*Three themes emerged regarding positive experiences with today's IT services.*

1. Flexible working arrangements
2. Integrated conference rooms
3. Reliable standard configurations

Note: It's harder to obtain positive feedback from an interview, as people rarely remember or cite services that "just work." It's likely safe to assume that the general reliability of Exchange services is a strong positive, as only Mac users reported difficulty connecting to email servers.

SATISFACTION DRIVER #1:

# FLEXIBLE WORKING ARRANGEMENTS

## Work anywhere, at home or on the road

The flexibility offered by our more robust cloud services has become a critical part of the employee experience for some employees.

*“One thing that <I hope> never changes? I mean, our ability to work remotely... I think the one thing that keeps me in this job, here, now? Is ultimate flexibility... Being able to connect to our business systems remotely is huge. And I feel like all of those things work fairly well right now. And I hope that doesn't change.” (UXP-022)*

**80% of participants interviewed perform some work at home.**

- Many employees work from home when sick
- Working from home allows employees to cope with time zones and high workload
- 25% of participants **specifically mentioned regularly working from home on Fridays** – a growing trend.

## Exceptions

Some employees intentionally refrain from working remotely, even if their laptop is with them, to ensure greater work/life balance. (UXP-014)

Veteran employees (3+ years) may be more likely to avoid using devices at home due to negative experiences in the past. (UXP-007)

SATISFACTION DRIVER #2:

# INTEGRATED CONFERENCE ROOMS

## Swift and simple

When functioning correctly, the click-to-join Skype meeting integration in BMGF conference rooms means meetings get up and running **nearly instantaneously**. Some participants felt the click-to-join technology is more inclusive for employees who may not be as technology inclined.

*"I do like how integrated... whatever software that we do have right now, I like that the meeting rooms are integrated with the meetings. It's easy to book a room, those kind of things. It's all kind of in Outlook and it's all connected. So that does help. I think that's extremely helpful."  
(UXP-016)*

*"...I also think it enables some of the less IT, um, comfortable folks, that you can have someone who, like, "Oh, I'm not an IT person". But then they can walk into a room, and 9 times out of 10? They're going to be able to start a video call. Which is something that I think you would lose... maybe if we didn't have that kind of integration." (UXP-013)*

## Exceptions

**The WDC office** in summer 2019 is a notable exception to this satisfaction driver, with multiple daily issues (UXP-024 and Diary entries).

Seattle conference room **issues are becoming more frequent**: from error messages to nonresponsive systems. See [Productivity Issues](#) for more information.

SATISFACTION DRIVER #3:

# RELIABLE STANDARD CONFIGURATIONS

## iPhones and Lenovos

**iPhones received specific praise from 20% of participants (UXP-008, 014, 017, 018, 020, 024).**

Even employees who were not offering praise did not cite complaints about the iPhone experience itself. Usage still varies greatly, but iPhones are a welcomed and appreciated part of the employee experience.

While the Lenovo PCs generate less outward enthusiasm, they did receive some positive feedback regarding reliability – and very few complaints about hardware faults.

## Dual-monitor setup

The default workspace configuration with two monitors was cited multiple times as a delighter; especially when compared with other workplaces where obtaining a second monitor was time-consuming.

*“TWO monitors! I had to fight at PWC to even get one monitor. So, it's like, “I have two!” And it's just so easy to do. And it works so well. Because we do a lot of screen time. And just being able to have two monitors, and all the peripherals, they work perfectly.” (UXP-011)*

SATISFACTION DRIVER #4:

# TARGETED IT SERVICES

## 1:1 services

When employees have a reason to engage directly with service owners or our Tech Learning staff, the impact is often a lasting positive impression.

**Over 25% of participants called out a specific positive IT interaction**, including classes, service support, and new projects. (UXP-003, 005, 007, 009, 015, 017, 018, 023)

## Mobility support

**Concur:** Concur was generally called out as a timesaver and was noted for its good mobile experience.

**Mobile tethering:** Frequent travelers appreciate their ability to tether their laptops, and others use it as a backup even when locally on the move. (UXP-001, 006, 018, 019, 022, 028)

**Travel outreach:** Travelers seem to feel well-supported by IT's travel kits, mobile hotspots, and pre-trip email outreach with helpful travel information.

# Deep Dive: Productivity Issues

Summary of the top 5 obstacles to effective collaboration at BMGF

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# TOP PRODUCTIVITY ISSUES

*The most common issues discussed across all IT services.*



1. Widespread Skype failures
2. High email volume
3. Lack of a standard knowledge management policy
4. Insufficient IT service communications
5. SharePoint is perceived as difficult to use
6. Limited support for MacOS device connectivity

Ordered by relative frequency observed.

PRODUCTIVITY ISSUE #1:

# WIDESPREAD SKYPE FAILURES

## Less meeting time, more stress

Skype failures are the most widespread blocker to collaboration at BMGF.

Multiple employees report losing 30 minutes a day or more, and many live in fear of these failures.

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*“I - my stress level is so high, because anytime that my manager is having a call, I'm WAITING for something to happen. And- what's going to be the failure? What's the correction to it? And, you know, every time something goes wrong, I can't go to her and say, 'This is what happened this time.' So that's INCREDIBLY stressful!” (UXP-024)*

### Frequent issues include:

- Split virtual rooms
- Missing audio or video
- Connection failures
- In-room hardware glitch
- Poor microphones
- Dropped calls
- Dial-in failures

### RECOMMENDATION 1: Accelerate replacement of conference room hardware

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The “split virtual room” scenario is common, but the MS Teams infrastructure should solve this problem since it includes dial-in conferencing support by default. One-touch join is valuable enough for employees that the lack of conference room support will be an adoption blocker.

For this reason, conference room hardware replacement should be considered as a high priority customer experience fix.



PRODUCTIVITY ISSUE #1:

# WIDESPREAD SKYPE FAILURES

## Working around Skype

When mission-critical meetings are at risk due to Skype issues, our employees turn to other technologies. (UXP-004, 005, 009, 010). Often, these are introduced by external partners. However, some grantees are unable to use Skype successfully due to local policies or lack of training.

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*“We've just found that it's simply too complicated to try to get these things to work... where some people are joining by phone and some people are joining with the app. Whereas Zoom is completely seamless. And it's a one-click join, which is the other thing nice about it. In addition, Zoom allows me to swipe left when I'm in the car, go to mute, and still hear everything. And simply tap a button when I want to speak.... So it's basically purpose built for what we're trying to do. And for that reason, we're switching over to that.”*

**Deputy Director, Global Development (UXP-004)**

### RECOMMENDATION 2: Add in-room support for multiple conferencing apps

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No matter what standard the foundation chooses, we will always have grantees who use alternate apps. And in many cases, grantees do not have the IT support or knowledge to connect reliably to Microsoft services. Whatever fixes we pursue, attention should be given to ensuring any laptop-run conferencing experience is supported fully by our conference rooms.

PRODUCTIVITY ISSUE #2:

# HIGH EMAIL VOLUME

## Email is performing too many roles

Over half of employees interviewed described high email volume as a significant factor in their daily work.

### The most common reports:

1. Email is difficult to manage (9/29)
2. Policies or techniques help me cope with email overload (6/29)
3. Digital discussion tools are reducing my email volume (7/29)
4. Emails are hard to find (6/29)

### Email is currently used for:

- Team discussions
- File sharing
- Instant messaging
- Knowledge management
- Process and approvals
- Social conversations

### RECOMMENDATION 3:

Emphasize MS Teams as an email reduction strategy

This study confirms that excessive email volume is one of the largest productivity issues facing employees at the foundation. Those who have moved to discussion-based tools report that email volume is down as a result. Use these success stories to drive interest amongst the many employees looking for a better way to conduct day-to-day communication.

## PRODUCTIVITY ISSUE #3:

# LACK OF KNOWLEDGE MANAGEMENT POLICY

## Conflicting tools with missing rules

Freedom to choose one's own apps seems useful on paper, but it is exhausting our employees.

The problem has worsened since our shift to a more matrixed organization.

**Some employees work in as many as a dozen tools every day.**

Even within a single tool (like Dropbox), the hierarchies are uncurated and become unwieldy. Search across apps isn't an option, either.

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*"This might not be within your power... I would love for the various teams in USP to use one cloud storage solution... I don't really care what it is. I just want everyone to be using the same one and for me to have access." (UXP-003)*

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*"That's the biggest issue for me personally. Is not knowing where to look. So you can do your search on your computer, but it's not going to access Sharepoint, Dropbox, the network share... and the cloud maybe?" (UXP-014)*

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**RECOMMENDATION 4:**  
Formal knowledge management policy, fewer apps

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A [2018 report from RingCentral](#) estimates that most workers lose 32 days of time per year to frequent app switching. While our goal is not to extract value out of every moment, this information reinforces our hypothesis based on these insights: reducing the number of apps we use to communicate would lead to measurable improvements. **However, the apps chosen must support reliable collaboration with trusted external partners.**

## PRODUCTIVITY ISSUE #4:

# INSUFFICIENT IT SERVICE COMMUNICATIONS

## Viral, not value-driven

In many cases, employees hear about new services and service changes from their peers, not IT. While viral adoption has been framed as a positive, these interviews indicate viral adoption also creates unintended anxiety and some wasted time.

Additional missed opportunities were noted around service changes and related comms:

- Migration support
- Service changes
- Incident reporting

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*“I only use the web client. That has been problematic. There was a big change that they didn't really tell us about with Outlook a while ago. Where the old mail... the web client just stopped working. And it was a freakout in K12. Because a number of us use the web interface. And it just... went away! And we were like, ‘Uh... OK.’” **Business Analyst, US Programs (UXP-026)***

### RECOMMENDATION 5: Leverage MS Teams to improve IT communications

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Many of these communication challenges stem from a lack of consistent community engagement. If the move to Microsoft Teams is successful, we may have a new outlet for both on-demand information and communicating critical outages. We should keep an eye on ways we can leverage Microsoft Teams to evolve IT comm strategy.

PRODUCTIVITY ISSUE #5:

# INSUFFICIENT MAC SUPPORT

## Unmet need for reliable connectivity

Three clear use cases emerged amongst employees using MacOS devices: communications & creativity, development, and data science.

For employees specialized in one of these fields, the inability to work RELIABLY on MacOS leads to significant dissatisfaction.

While IT ostensibly supports MacOS, only one help desk tech in Seattle is generally trained to assist, leading to costly downtime when they are not available.

The F5 VPN client is a particular issue – MacOS users don't even have reliable connectivity on BMGF property.

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*"I would want the foundation to acknowledge that Macs are part of the equipment that are needed here, and to provide a level of support that's satisfactory... Because the way that they're doing it now is to not really provide that adequate support. And so, it's not stewardly... I cost a lot per hour. And for me to be spending those hours sitting, waiting for someone to maybe try to help me at the IT desk just doesn't feel like a good use of resources." (UXP-027)*

### RECOMMENDATION 6: Improve baseline support for MacOS network connectivity

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Even if all employees found a way to do their work on a PC, we typically cannot control the devices used by vendors and contractors. Many of those collaborators bring Mac devices into the workplace and suffer from many of the same issues as pointed out by our FTE and LTE participants. Improved support for MacOS network connectivity will increase productivity in multiple ways.

PRODUCTIVITY ISSUE #6:

# SHAREPOINT DIFFICULTIES CONTINUE

## Confusing hierarchies and frustration

Research in 2014 indicated that SharePoint confusion was one of the top 10 pain points. Unfortunately, there is little evidence the situation has improved.

For many employees, it seems that “SharePoint usability” equates to “ability to find content”. Over 25% of participants brought up browse and search on SharePoint as a pain point.

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*“I HATE SharePoint. I think it stinks. I think the architecture, you know, of how you navigate SharePoint and where people put things is terrible. I - you know, and every time I go back in and I bookmark a page so I can go find things, it's changed for some reason, and I have to re-navigate that over and over again.” Deputy Director (UXP-008)*

### RECOMMENDATION 7: Improve Ampersand / SharePoint information architecture

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We don't have much control over SharePoint's search, but we DO have control over the Browse experience. Today's Ampersand is confusing to new employees and confusing even to veteran employees.

A simplified navigation scheme would make SharePoint *itself* seem easier to use.

# Deep Dive: Trends in our workplace

Important context about the way we work together

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# TRENDS IN OUR WORKPLACE

*Changes that may impact current and future IT services.*



1. Larger, distributed, matrixed teams
2. Increased mobility is changing collaboration
3. Growing need to perform document reviews
4. Increasing data debt and desire for change
5. OneNote is increasing in importance and scale
6. Paper is valued, but tablet curiosity grows
7. Foundation-supplied phone peripherals don't meet expectations



# TRENDS IN OUR WORKPLACE

*Changes to our culture and organization that may impact IT services*

1. More patterns of collaboration
2. Increased mobility changes team culture
3. Document review is increasingly important
4. Data debt leads to inefficiency

## TREND #1:

# WORKGROUPS ARE LARGER, DISTRIBUTED, AND MATRIXED

### BMGF Collaboration Models (2019)

Patterns of team structure and working norms

#### Pod

*A small, tightly knit group of daily collaborators.*

- ◆ Daily interaction
- ◆ Usually co-located
- ◆ Often share the same manager
- ◆ Informal knowledge management
- ◆ Favor chat when split across locations



#### Pool

*A group of similarly skilled peers drawing from a shared work pool.*

- ◆ Weekly interaction
- ◆ Usually co-located
- ◆ Formal knowledge management
- ◆ Multiple people may touch a single work item
- ◆ Business partners generally not co-located



#### Satellites

*Groups "orbiting" a shared goal with different focus areas.*

- ◆ Limited cross-satellite visibility
- ◆ Usually infrequent cross-satellite syncs
- ◆ Usually in the same organizational structure
- ◆ Risk of duplicated work or other inefficiencies
- ◆ Limited consistency in tool usage across satellites



#### Matrix

*Cross-cutting teams who support many business partners.*

- ◆ Rarely co-located with partners
- ◆ Relies on formal knowledge management
- ◆ Meetings are often a significant time commitment
- ◆ Likely to rely on collaborative editing of some kind
- ◆ Often results in multiple v-teams and committees



Human-centered design @ BMGF IT: Productivity & Collaboration

Want more? [cheryl.platz](http://bit.ly/BMGF-EEUX-2019) or <http://bit.ly/BMGF-EEUX-2019>

### BMGF Collaboration Roles (2019)

Across job families, patterns for individual contributions

#### Driver

*Content creator or reviewer.*

- ◆ Contributes to or owns content and deliverables
- ◆ Takes in peer feedback from multiple sources
- ◆ Uses many line-of-business tools like INVEST
- ◆ May work as a complement of other peer "drivers"
- ◆ Sometimes needs collaborative editing capabilities



#### Leader

*Responsible for team culture and best practices.*

- ◆ Day-to-day is driven primarily by meetings
- ◆ Often a BMGF veteran (>3 years)
- ◆ Document review is critical, and often remote
- ◆ Sets timelines, best practices, and rhythm of business
- ◆ Influences by example, whether consciously or not



#### Catalyst

*Sees across multiple teams as a part of cross-cutting work.*

- ◆ May co-locate with functional peers
- ◆ Meeting-heavy daily schedule
- ◆ Loses significant time to conflicting tools
- ◆ Knower of things: who to talk to, where to find it
- ◆ Drives optimizations and best practices cross-team



#### Influencer

*Publishes knowledge & best practices for other teams.*

- ◆ Formalized knowledge management
- ◆ Adapts to industry norms outside of BMGF
- ◆ Power user of publishing & file sharing tools
- ◆ Many customers outside their team and BMGF
- ◆ Likely to travel for their work



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## TREND #2

# INCREASED MOBILITY CHANGES TEAM CULTURE

## Distributed teams need a digital hub

Greater mobility means our teams are now both permanently distributed (across multiple offices) and situationally distributed (work from home).

There is a growing desire for informal connections and team bonding at a distance.

Slack filled this need for a few teams until the introduction of Microsoft Teams.

However, many at the foundation (“traditionalists”) does not yet see a reason to adopt these products; they are waiting for clear IT guidance and the support of their teams.

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*“I really like Slack. So when we first started using it... it was, “Oh, we’ll reduce email traffic between our team.” Which I think has been largely true. Mostly... I think of it more as a relationship building tool? It’s just people are on it all the time. Kind of a constant running commentary. It’s easy to ping people with questions. And easy to share things about personal life. So... there’s a little bit of just, kind of, having that constant communication.” (UXP-010)*

### Recommendations for amplifying individual team success with Microsoft Teams:

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1. Tailor training and outreach to specific teams and their collaboration models.
2. Learn from the use of Slack at BMGF and its emergence as both a social and informal productivity tool.
3. Help traditionalists build a mental model connected to their specific daily work or role.

## TREND #3

# GROWING NEED TO CONDUCT DOCUMENT REVIEWS

## The big reading squeeze

As we scale, document review becomes a more daunting task across the foundation. Unfortunately, our tools are largely optimized for solo editing, not doc review.

To cope, some employees have developed complicated strategies to get docs for review onto a personal device.

Meanwhile, many leaders have been issued iPads, and other employees are curious.

---

*““You mean like, someone will send me a document and I'll review it? Um, yes. If they're sharing, if they are saving it on a Sharepoint or a OneDrive, I will... save it in the same folder. And usually I'll just update it with like, uh, dot... and then the date... adding that to the file path name. And then if they sent it to me as an attachment, it's just like, changing the name and then emailing it back to them and saving it locally.” (UXP-013)*

### RECOMMENDATION 8: Formally (re)introduce tablets as a service offering

---

The distribution of BMGF tablets to leadership means that services already face additional work ensuring usability and availability on tablet devices. Since this work is already underway, the introduction of tablets as an option for employees is an incremental expense that would help heavy travelers as well as the growing number of employees seeking inkable digital replacements for paper note-taking.

## TREND #4

# INCREASING DATA DEBT, AND DESIRE FOR CHANGE

## Digital Konmari for old files

Teams across the foundation are finding their scattered knowledge bases stressful, time-consuming, and intimidating. (UXP-003, 015, 026). There is a growing desire to digitally “clean house”, but without dedicated help the task usually remains on the wish list.

A few determined teams have partially or completely overhauled their data stores (UXP-007, UXP-026). These efforts are very time consuming, and only provide lasting benefit if paired with strong guidance about future practices.

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*And continuing to keep all our content organized and findable and searchable and... yeah, for the team. Which is... you'd think that's not of a huge deal, but it is. Because of the amount of different tools we collaborate in. Where is everything stored? Where is everything... you know, are trying to find something? Can't find it. So, um... trying to figure out... how to keep folks a little bit more organized and efficient. And also clean up our stuff. Yeah. Part of my goals. <laughs> (UXP-015)*

### RECOMMENDATION 9:

Offer hands-on data cleanup as an IT service

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With multiple teams expressing a desire for help in cleaning up their confusing file storage hierarchies, we have the perfect opportunity to ease the transition to Microsoft Teams by pairing it with a dedicated team-by-team effort to clean up old, confusing hierarchies and replace them with logical structures and a well-defined team policy.

## TREND #5

# ONENOTE IS GROWING IN SCALE AND IMPORTANCE

## Increased usefulness, more growing pains

A significant subset of participants (9/29) reported a reliance upon OneNote in their daily work. At the foundation, OneNote is typically used in 1 of 3 ways:

1. Personal cross-platform knowledge management system
2. Group tracking of meeting agendas, notes, and process
3. Collaborative knowledge management: drafts, guidance, and documentation

As usage grows, new problems are emerging:

- Unclear personal > group migration
- Sprawling, inefficient notebooks
- Cross-platform challenges

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*“I mean, OneNote has been just, kind of a game-changer for me. Because it's so easy to access notes that I've used to prepare for those meetings. Um, and to take notes during the meeting? Just great.” (UXP-029)*

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*“And then we also use OneNote. Which I actually, for the most part, like. I think that... without having anybody that's focused on keeping things clean over time? Um, having been here, I guess technically a while? I don't know if three years counts as a while. But having seen all of the OneNotes that have been created, and that are kind of still sticking around? It's hard to find stuff, and then I worry about... like, how much CAN OneNote actually handle?”*  
**Program Officer, US Programs (UXP-010)**

## TREND #6

# PAPER IS VALUED, BUT TABLET CURIOSITY GROWS

Despite progress towards greater digital transformation, personal notebooks are still relatively common (UXP-012, 013, 017, 019, 020, 024). Furthermore, there are many examples of printouts playing a key role in daily work: from printed investment status to collaborative calendaring and usability studies.

Some employees are starting to wonder about tablets to replace paper, especially where leadership has adopted tablet usage.

## TREND #7

# JABRA PERIPHERALS DON'T MEET EXPECTATIONS

Of those who discussed headset usage, two-thirds complained that the Jabra headsets from the foundation fall short on quality, comfort, and usefulness. (UXP-007, 010, 019, 022)

The Jabra speaker puck is useful at home, but not as a landline replacement for those with offices (UXP-008)

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*“They're not great... The headphones are kind of cheap and they kind of hurt after awhile when you wear them a long time. Especially if you're on the phone all the time. The little swivel microphone feels a little outdated at this point. It feels like there are, you know, great mics that are embedded and have ... you don't need to put the thing in front of your face anymore. So if you're trying to drink your coffee while you're on the phone, you have to move the thing away from your face.” (UXP-010)*

# Appendix – unused slides