Anticipatory Knowledge Delivery

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Today We Operate Seven FFRDCs

Our customers benefit from our breadth of experience

- National Security Engineering Center
- Center for Advanced Aviation System Development
- Homeland Security Systems Engineering and Development Institute
- CMS Alliance to Modernize Healthcare
- Center for Enterprise Modernization
- Judiciary Engineering and Modernization Center
- National Cybersecurity FFRDC
Background
People, Portfolio, Project, Organization Pages
MyMII – Customized Information, Resources at Your Fingertips

Easy access to well-stewarded high value knowledge assets
Retrieval Capabilities in Faceted Search, Query Refinement

Future: Customers   Ent Reqs   Web Sites   …
Communicated with Traditional Techniques: Website, One Pager, News Story
Realization: Staff Need On-going Assistance with Knowledge and Business Processes

- Staff are not aware of all the capabilities
- 100s of applications, tools, features, processes, knowledge bases, techniques, actions, collaboration opportunities
- Consistent role-based onboarding was lacking
- 600 – 700 new employees per year
- It’s always evolving
- Staff are focused on doing and managing the work

Provide Anticipatory Support: “Knowledge and Business Process Digital Assistants”!
Anticipatory Knowledge Delivery

‘Anticipate’ your needs and deliver knowledge to help you

What are the possibilities for automating support to employees?
Anticipating their knowledge and process needs?
“Right information to the right person at the right time”
Welcome to your new PL role! Here is how to be a PL at MITRE!

You have unfilled positions on your staff plan. Here is how to find staff!

Project team: It’s time to do the “Project Health Check” survey...

Here is your Project Workbook! It informs you on previous relevant work.

Your scheduled for 3 PL training sessions...

Targeted and timely prompts

Goal: onboarding training < 8 hrs
Anticipatory Knowledge Delivery
Use Cases Deployed to Date

- Business Process, Role-based Use Cases
  - New Employee onboarding
  - Prompt to subscribe to topical newsletters
  - New Project Leader onboarding
  - Project Staffing (for PL)
  - New Portfolio Leader onboarding
  - Operational portfolio notifications
  - Operational project notifications
  - Operational HR notifications
Use Case
Modernizing the New Employee Onboarding Experience
New Employee Onboarding Experience

Former process

- **New Employees**
  - Received approximately ~54 forms and 84 pieces of documents between the time they accept the position & the first day
  - Went through a ½ day orientation and released to their department
  - Computers were delivered to the office
  - Had 10-12 emails from Corporate level in their inbox on the first day (in addition to about 25 others)
  - Some centers had their own ½ to full day orientation

- **Findings**
  - ½ day wasn’t enough time
  - Weren’t using industry best practices
  - Sites had separate and inconsistent programs
  - Help Desk calls spiked with new employees every Monday
  - Dated website
New Employee Onboarding
Provide a Welcoming and Productive Experience

Detect New Employees

Deliver Notifications over a Period of Time

Provide Enterprise Guidance in a New Format

“The Way We Work” notifications

Event Messaging System
Detect, act upon, and persist system events

Week 1
Tags
Tech Stature

Week 2
People Search
About Me
Project Search

Week 3
Communities
Handshake
Discover

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New Website for New Employees (Employee View and Manager View)

Enforces the notion that onboarding is a process that occurs over time.
New Employee Experience – 2016 - Present

Staff “journey” at the heart, utilizes a combination of techniques

Applicant Response

1st Day Welcome

2nd Day Welcome Team

First Week Integration

New Employee Orientation

Integration Occurs 30 Days thru 180 Days…

Integration Occurs 180 days thru Year…

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New Employee Feedback: What’s Been Working Well

- High level survey results
  - Feel welcomed on the first day
  - Very satisfied with orientation
  - Felt engaged during their first 30 days with their department, work programs & organization

- Orientation
  - Computer
  - MII / FastJump

- First Few Weeks
  - Ambassador emails
  - AKD Notifications
  - New Employee site

- Over the course of the year
  - People
  - MII & FastJump
  - Managers put in a lot of effort into onboarding

New Employee Help Desk Calls Down

New Employee Onboarding Satisfaction Up

HR Surveys: August 2016 to February 2017
New Hire Notifications

Total New Hires with Notifications Sent

As of 8/14/17

- Click rate is good (not all items would apply to all staff)
- Those that haven’t clicked yet also are not dismissing
- User can “read ahead” once on the guidance page
- Design: users didn’t always realize these were “actions”
- Design: we didn’t always have feedback on whether activity was completed
Use Case
Just-in-Time Guidance on Project Staffing

- **Finding right staff is a challenge**
  - 3000+ staff in 10 Tech Centers, 3400+ in Program Divisions
  - 1500+ Projects
  - >20% staff charge 3-6 projects
  - 800+ new hires in CY2016
  - Special clearances
  - 10+ Project Leader considerations: skills, experience, clearances, team fit, soft skills, domain knowledge, interest/passion, cost, location, timing,
  - 5+ Staff considerations – interest/passion, location, team fit, travel, career, ...
  - .. and come in on target (budget)
Use Case
Project Staffing

Trigger
“TBDs” in the next fiscal month in Clarity Projects Staff Plans

Action
PL will have notification in the “The Way We Work”

Actions, Guidance, and Resources

66% of recipients clicked on this (just in time) staffing notification
Phase 1 Project Leader Feedback

Initial survey, small sample size (4), 5/17

1. Did you find the New Project Leader program helpful?
   - Yes: 3 (75%)
   - No: 0 (0%)
   - Did Not See the Notifications: 1 (25%)

2. 4. Is "My Actions" the best way for you to be provided this information? If not, what would you suggest?
   - I prefer "My Actions": 3 (75%)
   - that spot is good but an email or something to announce it would be helpful: 1 (25%)

3. 3. Is there any content you would recommend adding that would help you be a better Project Leader? Please describe.
   - I am glad those links are there and I really will get to them someday. The important thing to me is that I don’t have to go digging for this information. I won’t dig, you putting it on my MII page means it will get read and followed. I wouldn’t want you to take them away: 1 (50%)
   - Not to my knowledge. Having any content at all pushed to me was very unexpected and helpful: 1 (50%)

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“I am very pleased with the content and availability thus far”

“My project was over by the time I realized this was there… I think most of the content would be great for new employees, no matter what the level”

“important thing to me is that I don’t have to go digging for this information. I won’t dig … I wouldn’t want you to take them away”

“having any content at all pushed to me was very unexpected and helpful”
Iterate and Enhance the Concept

- Try a “Act, Why, Help” format
- Collect real-time user feedback on whether they completed the actions
- Add an introduction for New Employees
- Deploy a “PL Reference Shelf” gadget for persistent access to the materials

Action-oriented language with due dates

Real-time feedback on whether they completed action, or why not
Reflections

- You can get the critical information to employees ‘just in time’ using today’s technologies
- Identify some *critical* business processes or activities fundamental to your company’s success to get started
  - Start small, deploy agilely
- Spend time thinking about what it is important for staff to know, what you want them to do, and when
  - If you can’t concisely state this for key roles and key business processes, then your users can’t either
  - Talk to staff who have been in a new role for a year or two and ask them what they wished they knew initially
  - Talk to managers and ask them what questions they get the most for various roles and activities
  - How can you determine that staff are in a particular process state?
- Design from the end user consumption perspective
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