Stakeholder Interviews: Results

Jeff Hanman Vice President, Corporate Affairs,
Kalev Ruberg, Vice President, Teck Digital Systems and CIO

Why are we doing this?

Kal:

We're the delivery agent, we're consultants to Nicole and Jeff and they are defining what's wrong with it and what's right. My biggest complaint about the intranet today is that I can't find anything. You can't do a google search on it . I think the people thing seems to work well, but honestly, you can't find what you're looking for on the intranet. Finding information is hard. The news section seems to work well. But honestly, it fulfills a lot of what it was meant to fulfill, perhaps not as elegantly as it should, but it works. The corporate functions work reasonably well. There are a lot of dead ends with the intranet sometimes. For example: if you find a document, you can't really go much further than that. It's sort of a dead end there.

The collaborative and productivity aspect of the intranet also seems to be lacking. The policy part on the whole intranet is very weak. As Teck, we need to have some kind of reconsideration of our policies. It's very hard to find what our responsibilities are.

"My thoughts around platforms because we're talking about it is that SharePoint is very expensive. Operationally it is a very expensive platform to manage, change, and update, hence some of the frustration with Microsoft and SharePoint. Updates take such a long time to make on our current platform and it shouldn't be that way.

Jeff:

In the company right now, there's quite a bit of change happening. We are building a new mine that will add 2000 or so employees to the workforce, and we're leaning more heavily towards South America. We have a lot of technology that will change the way people work. With that, comes a lot of cultural changes as well. The intranet is one of the most important means of communication for our company and it's one of the only passive way that we have to reach a huge audience of employees. Right now our intranet is lacking. It's not that there's anything terribly wrong with the current intranet, but more so where we should be headed on the horizon.

So just to reiterate.

<mark>Reason #1: The idea of having one central place for all of this information is the vision.</mark>
Reason #2: Aside from this project, there are a number of OneTeck initiatives going on right now. All of these other sites need a home, and a logical place for this is the intranet. We want to take advantage of the traffic we're driving to it. <mark>We need one consolidated hub to integrate with these other systems</mark>. Any addition right now is a huge piece of work for us to add to the current intranet.
Reason #3: <mark>We're trying to drive a culture of innovation across the company</mark>. We're having difficulty integrating some pretty basic stuff. For example: Social media where we can do a lot of communications across the organization has not happened and it's something that can be easily achieved.

If you had to describe the goals of the refresh in three words, what would they be?

Kal:
My three words are: Integrated, single window, linkable.

It would be nice to have UX that defines their day. For example: If you're doing a job in HIS, that becomes your experience/UX in the intranet. Nothing is platform agnostic anymore. Microsoft Teams has a way of forcing you into that way very quickly, while Google doesn't.

Mobile? That's assumed. That's table stake. We don't have such a large mobile workforce, it's pretty static to be honest. We've got 12,000 users and they all have Teck ID's. I would assume that the platform would scale and this wouldn't be a lot of work, it should be inherent. There's a small number of people who ONLY go through mobile. It's a small number, but it's also an important number.

Jeff:
<mark>I don't know what my three words are but as the business value increases, the complexity increase and the cost increases. This scares me.</mark>

<mark>In my perfect world, to get people onto one intranet would be an absolute success. To be able to do things in a more bite size level. A more evolutionary approach than a revolutionary one. A technology platform that you can integrate against.</mark>

As for mobile, I don't think we can access the intranet on our phones. Is that important? When I can't get my laptop to connect to the intranet, I quickly lose my mind. But that's an infrastructure concern above anything else.

What is the problem we're trying to solve?

Jeff:
==The problem we're trying to solve is that we have all these disparate hubs that people are doing whatever on. When the company is trying to communicate with its employees, it doesn't communicate as efficiently as it should. We need to have one hub.== It could be difficult to find the services that you're looking for because you're getting emails or not checking the intranet, or don't have access or all of these things.

We already do have some of these sub cultures that are happened, but they need to be aligned. We need this central hub to bring everything together and get aligned as a company. Perhaps if we give them the ability to post locally to their own regions, then that would be great. In terms of execution, Coal: 4000 people, Chile: a huge market. Two major stakeholders. If we start with these, it'll pull everything together.

Kal:
We don't share resources or anything like that. ==Culturally there is quite a bit of separation and we're not a unified company. There is really opportunity here.==

Where do you believe Teck stands in today's digital age? How would you describe Teck?

Kal:
In some areas, we're absolutely leading. In some areas, we're absolutely weak. In AI/Machine learning, we're one of the most aggressive and probably the leading in almost every mining company. In other areas, we're probably in the middle of pack. In security, we lead most of these efforts. That's on the operations side. We're very operations heavy. We're the only company that has a computer on a hull that monitors that equipment. We do a lot of IIOT and data/analytics at our sites and whatnot. ==Are we good at communicating what we do? I would say we're pretty bad==. I think this is a major vehicle to take its place in that spectrum. Yes, Coal would think we're digitally savvy. Chile is mixed. Metals is a fractured environment, it all depends. Highland valley is the Robinhood of Teck, the least digitally advanced site. Trail is a also a strange environment, but I think Trail is more advanced that people actually think it is.
Jeff:

Across the company, there's examples of where we're leading and in some places, not so much. Teck Vancouver won't give them the resources to put technology out there. In terms of social media, there are cases where we're leading and cases where we're not. ==Because we don't have one intranet, we don't have the scale.== There will definitely be some pain in getting that, but with that there will be a number of opportunities. The longer we wait to do it, the further we get to getting to that goal.

How do you see Teck?

Jeff:

A leader in productivity and a leader in safety with Canadian roots. ==We're an innovative company trying to build a culture around us. Most of the opportunity that we see in front of us is surrounding technology.== Increasingly, what we're trying to do is hire the best and brightest in the industry. Trying to future-focused and a contributor to society. ==This sort of idea of being a contributor to life is where we want to be.==

What does success look like to you?

Jeff:

My ideas for success are as such:

1. ==Trying to get onto one platform.==
2. ==Not having massive resistance to this idea across the business.==
3. ==When we finalize on the scope/timing/budget aspect, actually executing on the time frame and on budget would be of critical importance.==
4. Having and getting on a platform that sets us up for the future. There must be ways to build this thing in which we have a two, three or four year thing where we have this defined roadmap and build out MVP for our first iteration. We need to define what release #1 would be and strategize with the idea of having this incremental living thing as we go along year after year.
   a. What would a first launch look like in 2020 for release #1? How would we achieve a OneTeck vision in such a short term timeframe? I think we need to come up with a creative solution there. I'm more keen on us starving our new solution of "resources", but would rather have a platform that we can move to that allows us to be scalable and build upon.
   b. ==The last time we did an intranet, it looked so dated and there was a need to update our intranet. This version of our intranet actually doesn't look bad at all, so our issues aren't necessarily what's wrong with where the current intranet is==

but where we want to be. Most of the problems are on the horizon. We need to be able to articulate what the business case is for this in a compelling way.

c. As part of our approach, we at Teck should probably try and get Coal on board for instance first, and then bring on others once we get allies and get everyone on the platform. The intranet can be whatever we want it to be but I want to come to them with a plan, get buy in from them and go from there. Tell them, "this is what we want to do, and this is why it's a good thing, and this is how and when we're going to do it." I want to communicate that we're updating our intranet so that it's future ready.

Kal:
For me, we should have an intranet that serves Vancouver, large portions of Coal, Chile, etc… But we should be able to have something in 6 months. I'm being serious, I'm giving you 6 months. We should be able to move to a new platform that scales and get at least 80% of what we've got on our intranet now there.

Is there anything that worries you about the intranet refresh? Are there any constraints or difficulties?

Kal:
Cost, time, scaling of these things, speed of transactions, non-productive time and the ability to lower latency and get things working fast. If you're going to have a discussion about something, then let's make it count. In terms of a timeline, we have to act right now, this summer. We're being forced into Microsoft one way or another, and the other option is Google. We could have just stuck by Microsoft and not been in this situation and have these conversations.

Jeff:
Honestly, cost and time is the biggest thing. Secondary to that, in coming out of this phase, I need to be able to conceptualize this to the rest of the company as to why they should care about it and why we should do this. I think the common platform idea is what a consistent pain point around the company. I need to get something to shop around across the company to get them excited about and to get buy in.

Rate the importance (1 not important, 5 critical) of the following features and characteristics.

Kal:
[1] Enterprise Social
[5] Search as a tool
[5] Search that surfaces content
[5] UX
[3] Localization
[2] Personalization
[5] Document and knowledge management
[1] Workflow
[1] Instant messaging / persistent chat
[1] Compliance
[2] Communities of Practice / Collaboration
[4] Policies and Procedures
[5] News
[1] Analytics

Jeff:
[2] Enterprise Social
[4] Search as a tool
[4] Search that surfaces content
[3] UX
[5] Localization
[3] Personalization
[3] Document and knowledge management
[2] Workflow
[2] Instant messaging / persistent chat
[3] Compliance
[2] Communities of Practice / Collaboration
[4] Policies and Procedures
[4] News
[5] Analytics

Pamela Chait, Manager Corporate Affairs (Chile)

Focus area: Chile employee communications, growth in Chile (QB2 project)

What is your role at Teck?

I'm manager of corporate affairs. I oversee all external and internal communications from Chile and oversee a number of projects that are currently underway.

How familiar are you with the intranet? What do you typically use it for?

I don't use it daily. I probably use it in a personal way maybe twice a week at most.

I use when I need to approve holidays or for people that work for me or for myself, or download policies or branding material. I use it mainly in a personal way. I work for internal communications so we need to continuously upload information on the intranet, including our internal newsletters and our internal magazine.

How effective do you think the intranet is as a communication tool for employees in Chile?

Very low. It's not very effective at all.

What do you wish you could change about the current intranet?

First of all, it's an instrument that can only be used for office workers who have a desk. In Chile, most of the workers that we have at the operations, don't have a PC, don't use a corporate email, they don't have a connection or engagement to the company with the intranet. The only people that use the intranet for the purposes of asking for holidays or downloading a policy or the branding, or their building strength with people objectives are people that have a computer. I don't know what the percentage is, but it's probably like 20% or 30%. I don't know if anyone at the sites would ever use the intranet. They don't have a laptop, a notebook or any Teck device. Everyone has a tech ID, but they don't have a Teck device. When you are hired, they give you a Teck ID, or a Teck email, but employees don't use it.

In Chile, frontline workers don't have a desktop, corporate phone or anything like that, so how do we reach them? How do we engage with them? I went to a workshop recently, and they called it, "Untethered". Our intranet is also not mobile friendly, so how do you access it from a phone or mobile? Also, we don't have an app, so what do we do? Many companies have apps to access mobile, we don't. For example: When we want to send something to our front line workers, we do it with SMS messages. We send them via SMS instead of the intranet. We have done campaigns where we ask them for their private or cellphone numbers, and we send them

==messages that way.== Everybody has a smartphone, and most of them have their own. Most of them are very willing to open any communications from Teck.

Do employees in Chile a feel part of Teck? How do they identify themselves? The employees are very identified for the operations that they work for. They weren't constructed by Teck, Teck bought them out when they were already in function so there is quite a history there. When I came to Teck 4 years ago, their communications, their vision, their values was very individual for their operation. One of our main objectives was to install this vision and principle of OneTeck and to feel as part of one company. We have worked so hard to achieve this approach and it comes from many methods to get this. For example: we have a magazine that's digital that we print for operations because we know they can't print. We have newspapers that we print and put on board across the operation. Through systems like SMS for example, this is also how we reach them. But we can't really use the intranet, because we can't really access it. For the workers in Chile that do have a personal computer, why should I access the intranet every day? What interests me in the intranet to come here every day? There has to be something there that interests me in that sense for me to want to come back every day. Young workers today are interested in social media. Social media isn't a one-way communication, it is a bi-directional communication tool. Our intranet should be a bi-directional tool as well. Why can't we upload photos, text, news, etc.. not something static. We need an intranet that engages people. I've seen intranets that are integrated with Instagram and I was amazed.

What features and functionality would you like to see available in a next intranet?
==If we want people to have the intranet their home page and have them coming back, we need to engage them and they need to feel like they're missing something. They need to see what their colleagues are up to, what's happening in the business, have one intranet with many different groups. Teck is very conservation in that sense, and I don't know if Teck would be willing to be trustworthy with their employees and let them comment and whatnot.== For me, it has to be bi-directional tool, it can't be a single communication tool like it is today. All of our leadership is from a generation that is not native to social media. Also, our intranet has to be responsive on mobile. Nowadays, everything is on mobile.

Our intranet today has all of the features to work and be successful, for example all of the policies and branding, and for me I find it quite useful for this purpose. ==From a communications point of view, it must be able to convey what's happening in the company right now today.== Anything that we can put on the intranet to make it necessary. Those sort of things that make you want to go there, and we see the messages and communications. For example, maybe you

can book meetings or something there, and then while you're there you see messages and communications and it is always a useful tool.

<mark>The intranet also needs to have video. We need to have elements of the homepage with video</mark>. I work very closely with Bechtel, the engineering company and I've seen their intranet and it's done on Microsoft Sway. It's very useful and interactive. They do a mixture of Sway and Teams and they embed Teams in it, and they can message each other. People are commenting on photos, what they're doing, congratulation them on things, etc.

<mark>When I went to this workshop, they mentioned that so many employees are now opening up less and less emails. We shouldn't be sending so many of these emails every day. We should force people to get access to communications and news and whatnot through the intranet only.</mark> Force them to use the intranet to see what's happening in the company. There needs to be a reason to use the intranet. All of these other companies that I saw allowed people to have a dynamic system and is bi-directional in the sense that they can consume information, but also upload information, news, etc.

Delivering health and safety information is very important for us as well.

Can you tell us more about the QB2 project, and how you think the intranet needs to change/grow to reach a growing workforce in Chile?
Well, QB2 is Teck's biggest project right now for Copper. It's an operation which has expanded. It's Teck's first project that will have a remote control center, which will be based in Santiago, Chile. It will also have automated trucks, every modern technology that you can think of QB2 will have it.

How does the intranet need to change to reach growing workplace? With QB2, we will need to hire 1500 people. I work very closely with HR and see all of their hiring processes and going to universities, etc. We want to also start increasing the number of women and young adults into the workplace. We want to include people who are familiar with the technology that I'm talking about to keep with the times. For the construction, we're going to have roughly 22,000 in Bethal I think? How do you communicate with them? Perhaps this means developing an app that they can access at any point on their phone to have the information for the job. We're trying to paperless and direct with our communications.

Are there any other initiatives in your area – or other considerations – that you think pertain to the intranet and its future development?

In Chile, there is another operation that is a joint venture with GoldCorp, but it's in its early stage. All of the projects that I can think of are coming from Vancouver.

How do people in Chile log into mine sites today? Are they allowed to bring their cellphone onto site?

At the mines, they give you WIFI at the sites. Yes, they can bring their cellphone during their free time but not while they're working or driving a truck.

Is there anything that Chile would want on their intranet vs. others? Culturally, are there things that you would want that we might not have thought about?

An intranet needs to be a mix of both corporate and local, but I don't know how you get the right balance. People feel more connected when it's as local as possible, and I think that goes towards any Canadian operation as well. Okay, you see information from a corporate point of a view, but you still see your colleagues, your friends, your business unit... so we need the right mix and right balance. For example: I get to work a lot with you (Nicole) and others from Corporate affairs from Vancouver. ==We need ways for the intranet let us connect and share things, and enable us to work better together in a very modern way. Collaboration tools would be very popular and very useful.==

In Chile, in 2020 there is plans for remote integrated control center in Santiago – they're going to manage the mine. The location is about 4000m high, and that mine is going to be managed here in Santiago. QB2 needs a new space, so that means they will need to get in touch with HR, corporate, legal often and we need to be integrated. The space we will be working with will be very different in a very open plan and very collaborative. The main objective here is to have more collaboration. Currently it's very difficult to try and find a meeting room in our office, but in the new space it will be a lot easier to collaborate, get together, form meetings, private rooms to concentrate or do a personal call. Right now, we have a lot of private office but this new open space will change things for us. This will happen in first semester 2020. ==Collaboration is very important, that's the way people work better together. If the intranet can represent this too, then that's great.== Everybody can see a document and comment on it at the same time.

Is there anything that hasn't been discussed that you would like to add?

 I hope we don't create anything disruptive with the new intranet, but at the end of the day, it's all about engagement.

Kayleigh Montgomery, Communications Coordinator, Coal
Focus area: Coal Business Unit (our largest business unit), large employee base in Elk Valley, BC; views on current Coal intranet

What is your role at Teck?
Externally, I have an external audience, residents in the area doing mining. From BC to Alberta, we'll do advertising on Facebook, website, etc... Internally, we created a whole bunch of new communications material, newsletters, etc. We're using the internal Teck TV sites as well. The plan is to have updates to the SharePoint sites and sort of make it a one-stop-shop, so I'm super excited that this (intranet refresh) is happening.

How familiar are you with the intranet? What do you typically use it for?
I use it to access branding materials mostly, but also to check it out for announcements. Also, I use it periodically for basic information. I'm on the visitors side of the corporate intranet. Periodically, I would use it for different business units. I probably use this once per day.

How effective do you think the intranet is as a communication tool for employees in the Coal business unit?
I can't necessarily speak to the Corporate intranet (connect.Teck), because I only know how they feel about the Coal SharePoint site. Employees use the Coal intranet site a lot. They have the department sites and I know they upload documents a lot. I've had people make comments on the main page, the pictures and articles so I know they're engaging with the Coal site. People make comments to me about the pictures and the comments that they put up there. I recently ran a survey and I got over 500 responses on the Coal intranet. 6% of uses said it was easy to search on the Coal intranet. 46% said it's okay. 7% said the coal intranet information was relevant to them. Everyone wanted more operational news on the Coal intranet. 37% said they might use the coal intranet if it was redesigned. 530 people commented on my survey, and I can get these results for you so you have the full data report. As a result, it mainly just fueled more Facebook posts and more operational news as an example.

What do you wish you could change about the current intranet?
 Speaking specifically to the Coal intranet, as a user, there could be some upgrades to the layout. Less lists. I personally think the Coal intranet is better than the corporate intranet. I would like to remove things that don't resonate with employees but they should be less generic. I have no idea how the search functionality could be improved, but improving this would be great. It's pretty messy with so many results. It either searches too many results or too little.

What features and functionality would you like to see available in a next intranet?

I think it would be cool to have different widgets to work from. I think having rotating banners (carousel) would be nice with three or four different concepts so you can show more. Something that is a bit more engaging and eye catching and a bit more flashy.

How important are the following features? (1 least, 5 most)

[4] Enterprise Social

[5] Search as a tool

[3] Search that surfaces content

[5] UX

[2] Localization

[3] Personalization

[5] Document and knowledge management

[5] Workflow

[2] Instant messaging / persistent chat

[5] Compliance

[4] Communities of Practice / Collaboration

[3] Policies and Procedures

[4] News

[4] Analytics

Can you tell us more about the Coal intranet – current state and future plans?

As for the current state, I think the search is a bit jagged. There's a lot of list of things that show no importance. It should be more generic for everyone. It's visually boring. I'm not sure how mobile friendly it is, so that would be good to work on. It's very static.

My future plans were to try and take down the list, have certain buttons that seem to resonate with people better for example: safety news. Improve the user experience a little bit better, but I was working under constraints on this. I think the only risk in an intranet refresh will be orienting employees to change. Example: that's where I always went to download this one thing, and now it's changed for me. Are my documents lost? I'm pretty sure having a new intranet won't mess anything up.

Are there any initiatives that you have going on that would impact the intranet? Is there anything on your end that we're not aware of that could be a good fit for the intranet? Perhaps surfacing content or creating synergies? The intranet is an employee tool, so what we plan to use the SharePoint tool for is to feed employees with news and key messages about Teck. We want to ramp up the employee communications so that we're they're at home with their family,

they can bring up like, "Oh, Teck does have great water quality programs, etc." We want SharePoint to inform employees about what's going on with all projects at Teck.

see the intranet as a tool to share communication and key messages. The coal mines are really close to the communities and there are a lot of complaints of things like dust by residents, Coal residue etc. There's a lot of serious license to operate issues, so our communication tools are really important to us to be able to share this information with people close to us and our communities.

Is there anything that hasn't been discussed that you would like to add?
Do you still see us divided? For example: there's the Coal site, the Corporate site, the Highland Valley Copper site, the Trail site, Carmen de Coyo, do you still see this as being something in the future? Will the divide still exist or more of a merge or unified experience?

I like the idea of like, if we were on the Corporate website, the Coal content would come to me. I like the idea that we could access other sites information I like the idea of being able to see what's happening in the Highland valley copper site. I like the idea that we can have tailored content as well as other content or choose otherwise. Do you think there will be complaints about people losing their Coal intranet? One thing that I've learned is that getting opinions from employees is that no matter what you do, people will complain. People will always get annoyed, people will be frustrated only because it's a habit. Especially because I'm trying to push more relevant or local content to people and now this changes. People have said, "This needs to be improved.", so people will be happy with the changes you're about to make.

Alana Duffy, Manager, Internal Communications
Doug Brown, Director, Public Affairs
Focus area: High-level and experienced insight in employee and web communications. They manage most of the employees attending our Workshop.

What is your role at Teck?
All external facing. The content that we will produce will end up on the intranet.
Alana, Manager, Internal Communications. Doug Brown, Director, Public Affairs.

How familiar are you with the intranet? What do you typically use it for?
Alana:
I use it as a resource as an employee to find it for various policies, BSWP, file transfer on OneDrive. I use it throughout the course of the day pretty regularly. I also use it as an administrator in both languages as well. I would post internal announcements in both languages. I would also post some of the tools that we use and make them available to employees as well. I have kind of both a user and admin perspective on the intranet.

How effective has it been to serve these purposes? From a user perspective, I think it's been easy to access this information and it's been good. I'm very close to it, but I intuitively know where to look to find these things. It's very rarely that I go and try to find something that I've never found before. I go to the same places to find the same pieces of information that I'm looking for. I don't bookmark as an employee user, I bookmark as an admin user. I bookmark functional pieces of information.

Is it effective in terms of getting the message across in a timely way? Can this be improved? For example if there was an event or something, would you think it's effective in getting through to people using the intranet? The intranet would not be our primary tool to let people know what's going on if there was an incident, we would do that by email. For example: if we had a fatality or a serious incident, we would post it by email first and the post it to the intranet is more of a secondary resource as a communication tool. The intranet is more of a supporting instrument at the moment. From a functional perspective, getting news out there works well. Getting it approved, etc.. there is a slight delay but it works.

Doug:

I would say I use it daily as well. We access the brand center regularly because we work on a lot of the external stuff, we deal with a lot of advertising and we need to access photography, brand guidelines, ad specs, assets, templates, etc. We produce a number of documents too. We refer to the news feed as well quite a bit, it's one of our sources of monitoring activity and the discussion around Teck

How effective has it been to serve these purposes? Generally effective. In terms of sharing policies and what not with other sites, I wouldn't always be clear that they have access to that intranet or that portion of it, so times I may download as a PDF or whatnot and send it to them that way. I don't think we have that connectivity though between all the different sites and offices and the same intranet platform. It's just something that we're having to do a little more manually. In terms of accessing photos and videos and things like that, it's not on SharePoint but it's a digital asset management system and it's terrible. The news feed that we use is good. I also use it to access internal announcements for reference points of my own to archive announcements, but it's fine for that. I don't have any problems with that. All in all, generally effective. I think there's a lack of clarity on how the different offices and sites access the shared resources.

<mark>Is it effective in terms of getting the message across in a timely way? Can this be improved? For example if there was an event or something, would you think it's effective in getting through to people using the intranet? I think of the intranet as a repository where if you know the resources are there, you can go get them. I wouldn't currently think of it as a tool for up to the minute discussion, conversation or engagement. If you want to talk within the team, you use the messenger thing. If you want to talk broadly, use email.</mark>

How effective do you think the intranet is as a communication tool?

Alana:

From a user perspective, I think it's been easy to access this information. I intuitively know where to look to find these things. It's very rarely that I go and find what I'm looking for. I go to the same places to find the same pieces of information that I'm looking for. I sometimes use browser bookmarking.

Doug:

I use the news feed and I find it easy to use and useful. I don't have any problems with that in

finding this information. I wouldn't think of it as a current/up-to-date tool to find information. I think of it more of portal to house some of this information but email is more effective.

What do you wish you could change about the current intranet?

Alana:
My big ask has always been to allow people to comment on stories. Right now it's a one-way communication tool, and I would love to see it become at least a little bit more two-way, if not entirely two way. Not completely unfiltered and unmoderated though. In a very measured, very Teck way to do it. We have very little opportunity to get employee feedback from employees to hear what they want, what they want to know, what they want more of less of, when they want to hear it, we kind of have to sneak them in. If we had you know, polling, or commenting, we would just get a lot more out of the intranet with very low risk.

I think engagement is also self-fulfilling. When you create opportunities for engagement, people will become more engaged naturally. It might take a little bit of time for it to come along, but it will come along. We are sometimes blindly going along making assumptions, and hopefully sometimes they're correct, but I think that we can be doing a better job at that.

One thing from a user perspective, I would like. There is a ton of information on the intranet, only a small fraction of it is actually relevant for me. Having curated content that is well suited to me. Perhaps even a page that I create myself as a favorite or something like that. Sometime that I can set up a more tailored experience for myself or things that I frequent most often.

Doug:
I like the idea of making it more interactive and actually using it to gather information from employees rather than just giving information to employees. We don't use a lot of other tools from a cross-section of employees and that would be one method to do so.

At a general level, I think it would be great to make it a bit more graphical and engaging. It's a great way for them to share stories and bring interesting stories that employees would want to read about. With the addition of a social feed, it's a small thing but it helps bring in interesting employee stories that people would want to hear about. We can do a better job at promoting some of the content that Alana's team has created internally as well.

What do you think should be key goals for an intranet refresh?

Alana:

Interactivity or experience are two key words for me. I have a lot of meetings with others that are in a similar role to me, and in one of our meetings, our themes were, "Why employees love to hate their intranet?" It seems like a lightning rod for people who are unhappy with the company. I don't have a strong sense of our intranet being horrible at Teck, I've had it at other organizations, but I think there is an opportunity to create an intranet that would entice me to want to come back often to check what's new. It should be more about, "I can't wait to look at the intranet because I know there's going to be interesting, cool, dynamic information and experiences there for me."

Do you stay in touch with what's going on with the non-corporate sites like what's happening in Chile? I wouldn't say that I look at them regularly, I kind of poke around once in a while to see if there's an opportunity for us to post our stuff there. I don't think anyone else does that, but I'm in Corporate communications. It's very siloed in many ways.

Doug:

An interactivity goal is a critical one. Just to have it be a place where employees feel inclined to go and use it as something they want to engage with, rather than just download PDF's.

I check the intranet every day, well everyone does because it comes up automatically on their home screen, but in terms of what you might look at... the content doesn't change frequently enough for me to want to look at it as much as I could. We generate content frequently, but it's about finding a space for it or a way for it to be refreshed. Have a design in such a way that promotes content from across the company. There's a bunch of different things happening across the company, but we tend to be mostly just corporate announcements across the top, and then employee announcements which are mostly dry, because they're more about staff announcements and those kinds of things. I look at the stock prices for it, that's handy.

What features and functionality would you like to see available in a next intranet?

Alana:

[3] Enterprise Social

[4] Search as a tool

[4] Search that surfaces content

[5] UX

[3] Localization

[3] Personalization

[2] Document and knowledge management

[2] Workflow

[1] Instant messaging / persistent chat

[1] Compliance

[1] Communities of Practice / Collaboration

[5] Policies and Procedures

[5] News
[5] Analytics

Doug:

[3] Enterprise Social

[5] Search as a tool

[4] Search that surfaces content

[3] UX

[3] Localization

[2] Personalization

[3] Document and knowledge management

[1] Workflow instant messaging / persistent chat

[N/A] Compliance

[N/A] Communities of Practice / Collaboration

[N/A] Policies and Procedures

[N/A] News

[N/A] Analytics

Any sort of other tools that you would use for communication?

Goldcorp seems to have a slightly less formal approach in terms of their language in their intranet redesign. In terms of their design, it's pretty dynamic. I think that they're using the intranet in a way that everything in their heart wants to use it. ==By allowing people to comment, it feels alive. They seem to have a less formal approach to language. Everything seems a little looser, more friendly, and a lot more casual. I think that if there's a time to become more casual==

in the language that we use and whatnot, the time is now. I don't want to say "informal", but rather "less formal." I think if you asked people if there is an appetite in the language we use, they would be willing to make change. The company is going through this "transformation", but it feels like the company is becoming a more modern company; a more forward thinking company. It makes people feel as certain way about it. I think the fact that we had so much buy in and support for the brand refresh at the highest level of the organization and making sure everything was right was important in the brand refresh. There is more a desire to be this way.

Any other ways to reach frontline employees?
Alana:

Delivering information from corporate to a frontline employee has so many levels between here and there, that it's really become the holy grail of the company right now. If we can do this effectively, we will be ahead of the pack. The most effective ways to do it are through the employee supervisor from their GM, or by social media, and posters. The posters are put at bulletin boards at the sites. Sites where the crews have their lunch. It's really common and really effective. If you really want to know that everyone sees it, put it on a poster. You never choose a standalone communications vehicle though, you need multiple. One other thing that we've been talking about for many years now is an app for the company. We looked at Hootsuite amplify and thought this is a way to reach our frontline employees but it wasn't successful in our strategy and thought around it. I think if we had an app that started out very specific for our magazine for example, this would lay the foundation to use the app to reach our employees.

What are your views on workplace by Facebook?
Alana:

I don't know that I know enough about Workplace to really have an opinion about it. I haven't looked very closely on it, I kind have been relying on people like you (Nicole) to give me that sort of information. I'd rather take the tools that we already have in place and make them better, than to introduce another layer and force people to either adopt or not adopt. If there's a specific challenge that we're facing and we're trying to solve, then that makes sense to use Workplace. Using technology for the sake of using Technology isn't a good idea in my opinion. I feel as though it should serve a specific purpose. There is a challenge with field communication but I feel like at Teck (ideas at work program – employee innovation program) there has been some improvement. Anybody's idea for the company/grass roots ideas to make our company run better. Some of them get implemented and some of them don't. It's administered properly, their ideas are acknowledged, etc. It's really a culture campaign at Teck. We trademarked the

Ideas at Work term. It's supporting the phase of transformation of where we're going, that's what QB2 is.

Darcy Chattell, Manager, HR Transformation and Change

Focus area: Responsible for delivering on the change initiatives related to the HR Technology Roadmap Project during and after implementation across Teck. This multi-year project will ensure Teck HR is positioned to meet the present and future needs of our business. A key objective is to ensure integrity and alignment of the corporate HR applications, transactional and business intelligence reporting systems, and standards across Teck.

What is your role at Teck?

My title is manager of transformation and change management. I've been in it since October as we roll out an implementation and SuccessFactors roll out across the globe.
We're doing this roll out in waves. I'm responsible for communication regarding the change and other tasks including training.

Can you tell us more about the HR Technology roadmap project?

It is scheduled to go live in January 2021. Some of the bigger changes here are moving towards Employee Self Service and Manager Self Service. With SuccessFactors, we can turn certain elements on and off in the system for them right away or in six months for example. It's cloud-based, it's replacing 35 HRIS systems across the company. All functionality will go live at the same time. When we turn on pay roll, everything else will go live.

Our guiding principles are that we will not customize – it's cloud-based technology, so as you know, we don't want to customize at all. We will if it's legislatively or CBA required but we're limiting that. What do you think about say, perhaps, extending out vacation requests into the intranet? Or, vacation balance, benefits, work hours, any kind of data point that's personalized and then display it on the intranet? If employees could turn on the intranet and all of sudden their vacation balances would show? That would be fantastic.

Present to me time off, benefit information, sick days, time report, etc. Right now as it stands, we would imagine there would be a link on our intranet on "building strengths with people" and it would go right into the system. Perhaps present mini-modules on the intranet that accomplish some of those things? Maybe a dashboard? The one thing for us though, is that we'd be cautious of scope creep within our project.

What opportunities do you see for the intranet to dovetail with the HR Technology roadmap project and facilitate access? What are some of the key timelines for the HR Technology roadmap project?

We're implementing a learning management system as part of it. One of the things is, how do we link the training for people? So having it available on the intranet. For example: having a link that says how do I access my pay statement? Then offering of training videos or something like that to help employees. Having something like this would be phenomenal for customers who aren't familiar with using the computer. From our hourly workforce, a lot of them don't use computers on a daily basis. How can we make it easy for 80% of our workforce? Are there opportunities to make it easy for them? Quick links, YouTube videos or a Netflix type approach for things like, "How do I submit a vacation request." Training videos would be amazing. We are developing content, but we just need a way to dovetail the video content in in more than one way. We can store it on LMS for example, but for someone that doesn't even know what LMS is, how can we present it to them? We're looking for ways to showcase it in multiple places as well. For example: my courses, my tasks, things I need to do right there as a quick hit on your intranet. There is a need to surface videos for training as well as other things.

I think the ease of accessibility for employees is so key. How do I make it a little bit easier for them, for people to see a job aid for example to be able to do something. There's too many places for people to go and find that information. Part of this project is for people to go and find that information, one dashboard, one portal for people to find that information. How do you make it easy for people to find a job aid to do something for example?

How familiar are you with the current corporate intranet? What do you typically use it for?

I use it mainly to find corporate information.

What do you wish you could change about the current corporate intranet?

The changes to the Global Intranet that have been over the last year or two have been really good for what I use the intranet for. I find it really easy to navigate – I can find what I want 9/10 times. It would be better to understand the "My Profile", so having more communication around okay, "Hey, now you have access to this profile and you can add photos to your profile." as an example. Being able to access a phone list for example, and not having to put to together manual phone lists because I know of people who are still putting together manual phone lists in the valley. How do we streamline it all to make it more like OneTeck Approach?

The Coal intranet is SharePoint, so it's different. It's a place where everybody knows where to get information and get something. I think it could be refreshed to look less like SharePoint. With SharePoint, sometimes you can't always find everything you need to or you don't have access to everything. This is just my opinion.

For me personally, I'm a Coal-based employees. I have to go to the Coal based intranet, and then Connect Teck for other pieces of information. Everything is so segmented and confusing. Then, we have things like the tools for supervisors, but that's only for Vancouver, Calgary and the Energy business unit, but it doesn't reach out to any other supervisor across our organization but it doesn't merge that from a company perspective.

What features and functionality would you like to see available in a next intranet?

[4] Enterprise Social

[5] Search as a tool

[5] Search that surfaces content

[5] UX

[5] Localization

[5] Personalization – "As an employee, I want it to feel like the intranet has been tailored to me."

[3] Document and knowledge management

[4] Workflow

[4] Instant messaging / persistent chat

[5] Compliance

[4] Communities of Practice / Collaboration

[5] Policies and Procedures

[4] News

[3] Analytics (My productivity, my use of these tools,

[4] Corporate Analytics (Analytics to end users)

Is there anything that hasn't been discussed that you would like to add?

This is a very exciting project that you have on the go, and I hope you get buy in to go ahead with this project.

**Ivan Josipovic, Team Lead, Applications, TDS and
Chris Wimalasena, Applications Analyst, TDS**
Focus area: TDS Operations team; technology sustainment perspective

What is your role at Teck?

Chris:

I am the app support face for Teck, and pretty much all the applications that we have including SharePoint and specifically the intranet.

Ivan:

I am the team lead for the Operations team. My team works hand in hand with Chris to support the application, but my team works more with the backend systems, so we do more of the backend work like support the backend systems, patching, all the backend type of work. I've had experience with working with the previous intranet as well.

In your operational role, can you describe any challenges and inefficiencies?

Chris:

I would say that collectively as a whole, we have multiple intranets and this can be challenging. Each site wants their own intranet, and this is a challenge from a support perspective. Coal will see a lot of stuff that is happening from the Vancouver intranet, and they feel somewhat alienated. From a user's point of view, they're like, "Hey, I want to do what everyone else is doing", or "Why can't we have one intranet?", or "Why can't that intranet cater to me?" They want to have their own identity, even though they are still part of Teck. They're like, "I still want to see the good stuff from Corporate, but we also want something specific to our business unit or local sites."

Ivan:

I think all of what Chris has said was the goal for the current intranet, but it just didn't materialize in that way unfortunately.

Describe what an operational role might look like in the future?

Chris:

In the future, potentially my role or my teams role would increase. A lot of people can't seem to differentiate between their SharePoint collaborative space and their intranet. I don't know if that's something that we want to enforce, or eliminate. From what I've heard and what I've experienced, people like the idea that they can hit one place and they can have everything. What kind of business requests do you get? It's all over the place. Some people want content that is tailored to them without caring about the rest of the company necessarily. Elk View was bought out by Elk Valley Coal, who was then bought out by Coal, they're three levels of separation deep separated from Vancouver. They're very compartmentalized; they do work with the other Coal sites and they feel like they're still their own entity. They have a lot of custom work that they have done that they would like to see moved into the Connect intranet so that they can share their experiences. It's like hey, "How do we make our stuff available to everyone else, but still have it be ours?" Its thing like content, site specific, mini SharePoint applications and we're trying to get away from that to be honest, but they still have that need and functionality, and authority outside of ISNT which is an internal conversation that needs to happen. We can't do a sort of, "Okay, we're taking away all of our stuff and you just need to follow us and what we're doing." We need an inventory of all the custom inventory across Elk Valley and essentially all of our sites. A lot of our sites have gone undocumented and are somewhat difficult to maintain. One of my biggest pain points would be that the level of customizations that we do to the intranet. It's probably part of the reason why we haven't handed it over to anyone else, because it's pretty complex. It's very finicky. Once you learn it, it's fine from a backend perspective. I'm talking more about web parts, custom branding, etc. If that's not easy than its usefulness is going to be hampered.

Ivan:

Hopefully my type of role would disappear somewhat because we move towards the cloud system which is more self-reliant in a sense from the Operations perspective. Connect is pretty disconnect from everything else, it almost looks like a standalone website from everything else. I think the business wants to be enabled more so right now than anything else. They want to work without us stepping in at stage of the process.

What about forms? We haven't talked about this as of yet.

Chris:
It's more of a thing where Coal would use InfoPath, and it's been deprecated but they still use it. They like the idea of "Can I have a spot where we have a form and people can input whether internal or external." There is a need for online courses for people on site for health and safety. All of this stuff is hosted on SharePoint but not accessible for all front line employees, so if we have a form, we can have an anonymous terminal where people can log into the form and identify who they are with their employee ID and let them know if they're up to speed with their Health and Safety training.

Ivan:
I would say that most of our data are forms. Excellence awards, business card update are important, Safety as one of our core values is important.

What do people typically complain about when using or accessing the intranet?
Typically search and finding things.

What do you wish you could change about the current intranet?

Chris:
The duality and the translations and keeping things up-to-date with that is important. It's not necessarily a pain point, but it is important to be cognizant of. We use SharePoint variations for this type of thing, but it's kind of painful. We leverage InMagic for Teck in the News. We need to upgrade InMagic, but I don't know what their plan is. DB Text Works, it's a news aggregator. It creates these little databases on their own. I think it's an iframe into another system, it's a very loose integration. The library group does that, and we surface it on the intranet. It's probably one of the top sections (Teck in the News) on the intranet. We have yet as an organization, understand that our workspace is not the be all end all in the company. Everyone has similar terms, for example: we're both part of the applications team: he's operations, I'm sustainment. However, in our nomenclature, we would still say he's in the applications team and so am I. So our documents that are going in for content will both just say applications support. So, "How do you differentiate between that? That's a pain point that we have to teach our users. How do we awaken peoples mind or increase their awareness? Someone at Coal might say intranet, but I know they're talking about Connect for example.

Ivan:

SharePoint variations is painful, it duplicates sections. It doesn't deal with lists, it's horrible with news. Search is also definitely a pain point, but I think it's more of a person issue than a systems issue. Everyone complains about finding information, but it may be due to the volume of content or search index above everything else. We have 15 million items. If you give it a good input, it will give you a good search result. If you give it a bad input, it will give you a bad search result. We have a lot of content that is in there that hasn't been tagged well, the names, etc....

One of the recommendations that were made was to make the intranet authoritative. Right now if you search for something, it puts things pertaining to the intranet first. Ranking of search results is very difficult. All of the rules are somewhat meshed together in the result.

What features and functionality would you like to see available in a next intranet?

Chris
[3] Enterprise Social
[5] Search as a tool
[4] Search that surfaces content
[5] UX
[N/A] Localization
[4] Personalization -
[5] Document and knowledge management
[4] Workflow -
[4] Instant messaging / persistent chat
[5] Compliance
[5] Communities of Practice / Collaboration
[4] Policies and Procedures
[5] Analytics

Ivan:
[3] Enterprise Social
[5] Search as a tool
[4] Search that surfaces content
[5] UX – admin experience is brutal -
[N/A] Localization
[4] Personalization
[5] Document and knowledge management

[4] Workflow

[4] Instant messaging / persistent chat

[5] Compliance

[5] Communities of Practice / Collaboration

[4] Policies and Procedures

[5] Analytics

Additional Comments:
- I don't think we don't do a good job of communicating across the organization. We don't pulls but if there was Enterprise Social, it would add more.
- I see what we've done with Teams. We're creating these kind of challenges and people can discuss things, and it's gone really well.
- People like the idea of collaborating on Teams, and they like that they don't have to go to Teams, but the minute you say SharePoint about something, they get a bad taste in their mouth.
- Teck is turning to buying more and more disparate systems. We're no longer staying in Microsoft all the time, so search may not work all of the time.
- As for search, if I'm not looking for something, don't try and read my mind and tell me what I need to find. Sometimes people don't know what's there and if you surface it, then maybe it can help, but I don't like the idea personally.
- Adding photos should be effortless, and it's not. I don't think SharePoint is there yet, but it should be more like WordPress for example.
- As for localization, it adds a huge amount of our budget. It complicates everything.
- Out of the box approval workflows currently. I think it would be great to include processes for more complicated processes.
- We have SharePoint | Yammer | Teams, etc.... so many different systems and whatnot.

Is there anything that hasn't been discussed that you would like to add?

Ivan:

I would say the biggest thing, is that we shouldn't create something that is 100% custom. We need something that we can upkeep every three months for example. Buy something that is 80%, and then augment. If we use a cloud service, then it's great because we have to stay up to date to stay ahead but it gives us new features to roll out to our company often and it makes it exciting. Let's say to migrate an intranet from 2013 to 2019 would take a long time but the value to employees would be limited because everyone likes shiny stuff.

Ed Kniel, Director, HSEC Management Systems and Reporting

Focus area: Manages and is working on a system upgrade project, for our health and safety, environment and community (HSEC) management systems.

Can you tell us more about the HSEC Management Systems project? What opportunities do you see for the intranet to dovetail with the HSEC Management Systems project and facilitate access? What are some of the key timelines for the HSEC Management systems project?

Business processes and practices, people and the tools to support towards meeting a business objective. Whether you think about that from a health and safety perspective or an environmental perspective, it's basically, what do people do, and what are our business processes to support them, to achieve the business outcome that we want to achieve.

Because of my background, I'm working on what I would consider a portion of that which is the toolset. Teck has a renew system which is Race 21 and that's about technology, and I'm leading what is essentially a software transformation project to support tools in this same domain, which is health, safety, environment community.

In the health, safety, environment community space, the current state within Teck is that we have a long list of legacy applications at various stages in their life spans. They have been typically been in house developed custom applications which are all built on different platforms, built at different times, for different people, for different people, and they don't speak to people. To roll up aggregate and get a reasonable view of how all of this links together is impossible to achieve. We're trying to move from several applications to lesser, with the assistance such as IsoMetrics, etc.

The lack of control over the dissemination of information within Teck. The corporate intranet that is used is really like a bulletin board. The content is developed by whatever department develops it and is like a portal by which people access that content. It was never meant to be otherwise.

Currently there is no real, defined, actual approval workflow or step in respect to document control. If I'm the VP of risk for example, and I want to write or develop something on a directive, I can approve it on anything and give it to Nicole, and she'll post it. It's completely unstructured in the way that we're approving and teeing up documents. It's not about intranet functionality. It's completely about the business approach by which we get it to the point when

we get it posted. This is not a technology question as its more of a business process question. If you're looking for an opportunity, this is it. We don't have a business process to say what's a policy, or what's a procedure. The intranet is a dissemination portal for everything that's being done individually. It's a lack of process. What this actual means for the end user, is that they don't know how to find stuff. They know where to find stuff, but they don't know how to find stuff. We need some structure given to the information in the system, to allow people to search in some structured way.

As part of this technology process that we're looking at, we consulted with IsoMetrics. This document control system will not serve the needs of an enterprise. We will need to disseminate information to a number of different places. Our document control system solution needs to be enterprise-based. That is the jumping off point. IsoMetrics is an incapable solution for our needs. Whatever that solution might be, it is expected to be able to integrate with that system. If that system is somehow through metadata, tied to the corporate system, then you're golden. We need a document control system for QB2, therefore we need a set of processes whereby people in QB2 approve procedures for use for people in QB2. We need that model to say, "here's a document, it needs to be approved by VP health and safety, it actually needs to be exposed to the entire business." The cellphone policy is an example of a document where there was one, it's been updated, if you go to the corporate intranet, guaranteed there will be old versions lingering in the intranet. Document control is a huge step forward. Why wouldn't we do that? The corporate intranet is just a means to expose content to a certain set of users. It's an easily accessible application that everyone can tie into. Then you have version control and the ability to handle your workflow where it matters. Then you can be a surfacing tool that publishes a subset of information within it to the corporate intranet based on having a wide audience viewership. SharePoint in the cloud is what we're proposing, out of the box as much as possible.

There may be an integration between the dashboarding functionalities to these tools. The vendor is Klick, their product is Clicksense. There may be an opportunity to bring forward a Clicksense dashboard and serve it via the corporate dashboard. I can see this being very valuable. From an intranet perspective, you want to make sure you can take dashboards from these various applications and show them on the intranet. As a capability? For sure you want that. This should be on the roadmap.

Let me give you a business problem that we've raised. So, pretend I'm the IsoMetrics guy, and part of IsoMetrics is action management. So if there's an incident in Health and Safety for example. In the maintenance system, they don't call them actions, they call them work orders.

It's basically somebody has to do something by a certain time. In the finance system, they call these things approvals. Somebody has to do something by a certain time. But it's all people are assigned by their sign on identity to do stuff, at a certain time. So, the point that we keep trying to raise to the integration team is, for Joe to check his actions in IsoMetrics, then go into Maximum and check his work orders, and then into finance to check his approvals is a pain in the rear end. There is a need to have an actions dashboard with all of this. He doesn't care where it comes from, he just needs to know, "What do you need me to do?" I don't know if this fits into the intranet, but it's a real problem. If we introduce four different applications, it does not simplify anything for me.

What do you wish you could change about the current intranet?

I don't really pay that much attention to it. But, my boss was working in an acting role at one of the mine sites, and his replacement during the handover period, the incoming guy asked him, "Show me where I find stuff" and he wasn't able to do it, and it was embarrassing. People don't seem to be able to find what they're looking for. We don't really have a good mechanism to clean content and we don't have a method to identify content that is dormant. Intranet project involves People | Practice | Tools. We don't have the people and practices to clean up the tools. We issues that I've been bringing up have a lot more to do with the technology. What's your scope? Who owns this, and what are the governance things around content?

What features and functionality would you like to see available in a next intranet?

From a user's perspective:
[1] Enterprise Social
[4] Search as a tool
[1] Search that surfaces content – personalized content – this feature generally irritates me
[5] UX
[3] Localization
[1] Personalization
[5] Document and knowledge management
[1] Workflow
[1] Instant messaging / persistent chat
[1] Compliance
[1] Communities of Practice / Collaboration
[5] Policies and Procedures
[1] News
[1] Analytics

From a systems designer perspective:

[5] Enterprise Social

[5] Search as a tool

[1] Search that surfaces content – personalized content – this feature generally irritates me

[5] UX

[3] Localization

[3] Personalization

[5] Document and knowledge management

[5] Workflow

[5] Instant messaging / persistent chat

[3] Compliance

[3] Communities of Practice / Collaboration – act of keeping the content up to date

[5] Policies and Procedures

[1] News

[3] Analytics

Justin Webb, Program Director, TDS (Renew Initiative)

Santosh, Program Manager

Focus area: Program Director for Renew Systems Initiative, an initiative that will bring together into an integrated environment many of the critical business applications in use across Teck, with a focus on doing so for the QB2 project. These systems include Asset Management and Maintenance; Human Resources; Health, Safety, Environment and Community; Finance and Cost Management; and Contingent Worker Management. The objectives of the project are to bring together best-in-class systems that deliver operational efficiency, improved productivity, and the insight and information our business needs.

What is your role at Teck? Can you tell us more about the Renew project?

Justin:

I'm working on the Race 21 team for partner acquisition. Race 21 is really a broad digital transformation for Teck through the leveraging of digital technology heavily biased towards analytics, machine learning and those types of capabilities. It also includes the "R" for Renew, some of the foundational work that you have to put in sensors or networks or all the core technology. "A" is for automate and the automation of trucks/autonomist capabilities and all of that good stuff. "C" is for Connect is more of the analytics and machine learning and new tooling sort-to-speak. Here you get a real sense of the end-to-end process where we try and take out some of the variability in the process. Think of it as mining is manufacturing, and power is really all of the people part, which is actually where the intranet fits in.

My role within the context of Race 21 is there's no way we can achieve Race 21 by ourselves as Teck. We need to get some material partners involved to help with strategy, potentially commercial industrialization of some of the IP we're going to create, building some of the platforms and products that we're going to create, so there's a series of different partners that we're seeking in different categories and I've been working on that for the last 7 weeks.

Prior to that, I was working with Santosh because I was running what used to be called "OneTeck" which is now called Renew which is the retrofit of some of our large enterprise applications.

Santosh:

I am the program manager for integrations within the Renew business systems dealing with HR, finance, asset management, all the enterprise stuff. We use a tool called "Newshubs?" for the integration between those systems and it's used as a hub for those systems and is focused on

QB2, but will expand as the roadmap evolves. We're not in charge of any of the other system upgrade projects. We use SharePoint extensively for all of our programs, operations, document storage, collaboration. On the technical side of things, we may use SharePoint for technical integration side of things, things like IsoMetrics for safety documents and whatnot. We're exploring this integration. There may be impacts here. Would you say that SharePoint is definitely on the roadmap for the future of your projects? I would say in the roughly 100 integrations that are happening with our project, likely 2 or 3 will directly touch SharePoint. Would you be able to provide us with a list of this? Policies and procedures is a massive use-case that we're unpacking for our project.

What opportunities do you see for the intranet to dovetail with the Renew project and facilitate access to those systems? What are some of the key timelines for the Renew project?

Justin:

There's Renew business systems (RBS) which is the 6 big enterprise applications and they're release 1.0 is January of 2020 and that's for QB2. Renew, much more broadly as part of Race 21 is upgrading the wireless systems at mines, changing the sensors, it's a massive foundational lift across a lot of systems and a lot of capabilities, more focused on the mines than corporate. This is how I would describe Renew as much more broadly. I don't know what the intranet do for RBS or Renew more broadly, but I would say the following. We really need to do an awesome job at communicating, and we're not. That could range from the general stuff that's going on with Race 21 or RBS, comments, people seeing schedules. It's not like I would want to put my project in there like a project schedule in a central location, work artifacts, etc... But how do we use something like the intranet where it really makes it easy for people to potentially know what's happening at their site? When is Race 21 coming to town? What's RBS? What is our whole training world like? Now I don't know how this fits into the intranet refresh and I'm new to Teck but... I don't know how much you can personalize the intranet for yourself as your own kind of portal? After you go to the intranet, it's the same front page, but if it's more customized and yours? Things like increasing personalization and localization would be nice. We need more communications, change management, etc. HRIS SuccessFactors initiative is part of Renew Business Systems.

I don't know how forms are used as a Teck employee right now?

Santosh:

The one thing that I would say is that the scope we are working on is very focused on QB2, which is quote on quote Greenfield. When we eventually go beyond QB2, you can eventually see

Coal, etc... but we have zero visibility past June, because that scope will evolve over time. To answer what will happen in the future? We don't have any answer for that. Will there be any impacts? Sure. It could be, but we're not aware of it right now. In terms of roll out, I'm hearing that it would be HVC, then Coal after? But that could change. It's up in the air right now. Trail and HVC are more sophisticated behind the hood.

HRIS surfacing vacation days, requesting time off, etc.... surfacing the dashboards from the Isometrics systems. When we talked about dashboards come with some built in reporting inherent within them those systems. Now if you want to expose those potentially as a widget on the intranet homepage, then probably, but when you start using the intranet as a place for analytics and dashboarding then we crush plans with other applications and how they want to handle data and what they want to do etc. it could be conflicting. Does it have business value to expose end users to this information? Are there other systems that have information that would be valuable to surface on the intranet/portal?

The way our intranet is organized is based on departments and functions, and different sites have their own intranets. On the corporate intranet right now for me though, what matters? If you think about it, Race is this overarching massive program that is going to change Teck. If I want to create my own view of RBS, then I can do that. Structure of the way the navigation works... do we care that it's based on site? Do we care that it's based on a holistic program? Do we need to make it more Topic based instead of Department based. Right now, Race isn't reflected in the intranet navigation but that could change things.

I would love to see courses, LMS and such on the intranet. How is that going to change the experience of an employee? How are we going to expose that?

Justin:
My preference based on the various applications that I need to use within Teck as an employee, is that I would like to have my intranet to have main links. Things like, "My HR", "My Finance", at least I can launch into it. Right now the problem is that I have a long list of favourites and I can never remember where I can find things. Not to try and reinvent UI or anything, but "My Portal", it's my launchpad for that apps that matter to me within Teck. That to me, would be super helpful. Not the idea today where we have a dropdown list of favourites that I never use.

I would love to surface timesheets and purchase requests/approvals on the intranet. Is this

standardized across the organization or are they disparate? Today I would say they're pretty disparate. You may find a pretty siloed approach right now.

What features and functionality would you like to see available in a next intranet?

Justin:
[1] Enterprise Social
[4] Search as a tool
[4] Search that surfaces content
[5] UX
[5] Localization (Language and/or Content)
[5] Personalization
[5] Document and knowledge management (Collaboration)
[3] Workflow
[] Instant messaging / persistent chat
[] Compliance
[] Communities of Practice / Collaboration
[5] Policies and Procedures
[5] News
[] Analytics

Santosh:
[1] Enterprise Social
[4] Search as a tool
[4] Search that surfaces content
[5] UX
[5] Localization (Language and/or Content)
[5] Personalization
[5] Document and knowledge management (Collaboration)
[3] Workflow
[] Instant messaging / persistent chat
[] Compliance
[] Communities of Practice / Collaboration
[5] Policies and Procedures
[5] News
[] Analytics

Comments on rating:

- It would nice to have that tool where you can make it present that org chart to you, because right now it's kind of tricky to do that. We can't lose organizational chart because we have it right now.
- So, does the intranet start to now become part of my work space? If you look Teck today, you've got most of us working in the collaborative workspace SharePoint, then there's Teams, so teams has got chat, files, it's a increased collaborative capability. So, where's that go, relative to an intranet? I've used Google as an example, if I just go search for stuff, we don't if it's Teams, SharePoint.. it should bring results. We don't really care where stuff is as long as we can have it available with some super search capabilities through indexable systems.
- Expense management system is quite difficult to navigate and use. Being rebuilt in ERP.
- How do get news so that people aren't overwhelmed with yet another announcement. I think having an effective mechanism to support and distribute corporate news is very important.
- I would love to figure out how to do a consolidated action register. How many actions have I either lost track of for example. Or, in a managerial role, you know... you're like, "Hey Santosh, can you get this to me by Friday?" One of the things that I'm not being cracked is the number of action items that are assigned to people across the board that just aren't crisply managed. For example: What's my long list? What's Santosh got? Who's giving it to him? I'd like to assign something to him That world to me when I think of personalization and managing a team is a catastrophe in Corporations. Everyone manages them differently, it's hard to get a consolidated view of what everyone's working on.... I think that's a glaring gap. Especially as we start taking on more actions in this age. I'm starting to use "Good Notes" as my tool, and what I do now is I write action and then I can search and see all my action items. But then if I take my notebook, and put that into some other tool and have the ability to assign it.
- Can I subscribe to news that are specific to me? Preferences or topics or certain tags that I want to know more about. For example: If any article is published about QB2, I would get a notification or notice about announcements regarding QB2.
- What workflows are actually created within the context of an intranet vs. what is going to want to be embedded within these systems?
- Document and knowledge management is very important but on a future state intranet.