



The Philadelphia Inquirer

Moving to a Hybrid Workplace

Project Kickoff Meeting

May 9, 2022

NOTICE: PROPRIETARY AND CONFIDENTIAL

This material is proprietary to and contains trade secrets and information which is solely the property of Centric Consulting, LLC. It is solely for the Client's internal use and shall not be used, reproduced, copied, disclosed, transmitted, in whole or in part, without the express consent of Centric Consulting, LLC. © 2019 Centric Consulting, LLC. All rights reserved.

Agenda for Today's Meeting

Topic

- Centric Overview
- The Hybrid Workplace Project Team
- Project Overview
- Project Roles, Assumptions, Expectations, and Tools
- Next Steps



Centric Overview





Why clients choose us

OUR APPROACH

Cost efficient

98% of clients rate the value we offer as good or great

Solutions top companies trust

1 of 4 clients are Fortune 500 companies

Project flexibility

Whether **4 people or 100-plus**, our project teams are designed to scale up or down quickly

OUR MINDSET

Dedicated to your happiness

Our clients report a **98% overall** satisfaction rate

Partners for the long run

We do good work together. **9 in 10 clients** choose us for a second project

Trustworthy and transparent

97% of clients agree our communication is open, honest and timely

OUR PEOPLE

High caliber consultants

95% of our clients highly ranked our consultants on expertise, skills, and culture

Expertise at your fingertips

Our leaders average **15 years of experience**, have been with us about **5 or more years** – and are readily available on projects

Lifelong learners

Employees invested nearly **50,000 hours in professional development** over the last two years

We've Been Operating as a Hybrid Workplace for Over 20 Years

- We're digital natives – we've been operating our company without direct office space **for over 20 years.**
- We designed and operate Centric as a hybrid workplace.
- We are leading clients to **transition to hybrid workplaces and have established best practice accelerators to enable this work.**
- Our **breadth of Technology and Management Consulting** offerings position us to design and transition clients to a hybrid workplace.



Our approach is grounded in principles outlined by our company president, Larry English, in his book, *Office Optional: How to Build a Connected Culture with Virtual Teams*.

About Centric

We think of ourselves as a big company with a small company feel—a local player with global reach that combines business, technology and industry expertise.



13 U.S.
Locations



21 Years
in Business



1,100+
Thought Pieces



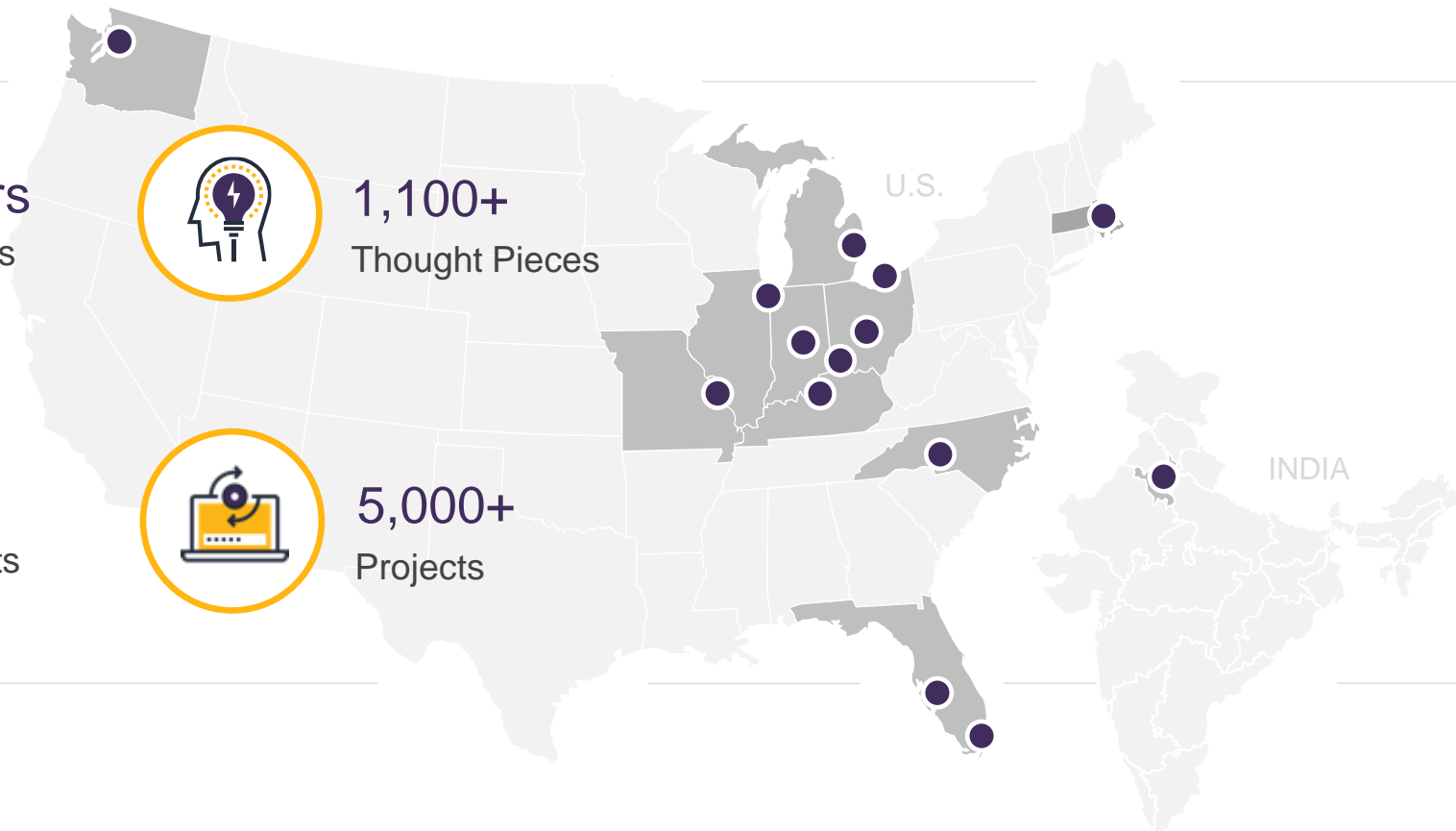
1 Offshore
Location



1000+
Consultants



5,000+
Projects



At Centric, we work together to:

**Envision, inspire
and transform**
your business

**Plan, build and
deliver** technology
to solve problems

Design and build
a strategy that's right
for you



BUSINESS CONSULTING

- Business Strategy
- Operational Excellence
- People & Change
- Enterprise Program Management



TECHNOLOGY

- Technology Expertise
- Technology Delivery
- Technology Platforms



DIGITAL

- Digital Strategy
- Digital Modernization
- Digital Experience Design

The Hybrid Workplace Project Team



The Philadelphia Inquirer Hybrid Workplace Project Team

PROJECT SPONSOR



LAUREN
KAUFFMAN
VP, People & Culture

CORE TEAM



LYDIA HAMILTON
VP, Operations



MATT BOGGIE
Chief Technology &
Product Officer



JAMEEL RUSH
VP, Diversity, Equity,
and Inclusion



JASMINE HOWARD
Director, Newsroom
Operations



CHARLOTTE
SUTTON
Managing Editor



MEGAN SMITH
Project Manager

Your Centric Hybrid Workplace Project Team



Verna Montgomery

Verna.Montgomery@centricconsulting.com

301-785-4208

Expert in:

- Hybrid Workplace/Flexible Work Arrangements
- Business Process Transformation
- Focus Group & Training Facilitation
- Organizational Design & Restructuring
- HR Management
- Change Readiness and Leadership



Renée Murray

Renee.Murray@CentricConsulting.com

857-350-0384

Expert in:

- Hybrid Workplace/Flexible Work Arrangements
- Organizational Change Management
- Business Transformation
- Building Enterprise Change Capability
- Strategy Formulation and Execution

Project Overview



Our Understanding



The Philadelphia Inquirer is seeking...

A consultative engagement to advise and navigate our organization through the development and implementation of a holistic hybrid work approach that addresses the following topics:

- Development/update of hybrid work-impacted policies and procedures
- Evolving our technology to support employees who are remote or splitting time between the office and home
- Determining our position on reduced real estate: hybrid vs dedicated spaces
- Defining the culture we want to foster/evolve
- Managing talent and determining the compatibility of jobs for remote work

The final desired outcome is that we have an approach that is agreed upon and supported by our executive team, an employee work base that is prepared for impending change, and successful implementation of the approach alongside the physical move into our new workspace.

Centric Hybrid Workplace Approach



Phase 1: Strategic Design (Research and Confirm)

Task	Activity	Deliverable
1. Vision	<ul style="list-style-type: none"> Establish a working vision for the hybrid workplace operating model Test value proposition/vision in focus groups and leadership interviews 	<ul style="list-style-type: none"> One facilitated visioning session with Core Team (3-hours) One draft/one final draft vision (reviewed by Core Team and ELT)
2. Current State Assessment	<ul style="list-style-type: none"> Conduct current state assessment of workforce experience (focusing on culture, people, process, technology, and facilities) Focus on identifying gaps, pain points, opportunities and potential impacts Gather this data through focus groups, interviews, and document reviews (e.g., HR Handbook) 	<ul style="list-style-type: none"> One draft and one final focus group guide (reviewed by Core Team)--sent out in advance of the focus group One draft and one final interview guide (reviewed by Core Team)--sent out in advance of the interview Up to five focus groups of up to 12 people each (90 minutes) Up to 10 leadership (ELT-1) interviews (45-60 minutes)
3. Executive Briefing	<ul style="list-style-type: none"> Prepare an executive summary of key themes, opportunities, and recommendations built from the current state assessment 	<ul style="list-style-type: none"> One draft and one final briefing document (reviewed by Core Team) One 2-hour briefing focusing on recommendations as a result of Tasks 1 and 2
4. Initial Roadmap	<ul style="list-style-type: none"> Create an initial roadmap of the hybrid workplace transformation including activities, ownership (e.g., HR, Legal, Finance, IT, Corporate Communications, Operations), resources alignment, and timelines; informs Detailed Design 	<ul style="list-style-type: none"> One draft and one final functional area swim lane chart One facilitated workshop with the Core Team to discuss activities and responsibilities (2-hour session)

Phase 2: Detailed Design (Discuss and Decide)

Task	Activity	Deliverable
1. Design Decision Workshops	<ul style="list-style-type: none">• Conduct design decision workshops to prioritize opportunities for final roadmap creation• Document decisions in decision matrix (decision category, best practice considerations, Core Team perspectives, impact/effort/skills, priority designation, dependencies, and client owner)	<ul style="list-style-type: none">• Three 3-hour design workshops covering eight decision areas and more than 100 discrete design questions (Core Team members)• One draft and one final Hybrid Workplace Decision Matrix
2. Hybrid Workplace Policy	<ul style="list-style-type: none">• Review existing policies for applicability and alignment with hybrid workplace model, including HR Handbook• Develop hybrid workplace policy	<ul style="list-style-type: none">• Annotated suggested updates to existing HR Handbook• One draft and one final Hybrid Workplace Policy• One draft and one final suggested list of additional required policies (e.g., remote workplace safety, relocation, performance management)• One 2-hour briefing with Core Team to discuss comments and revisions to Hybrid Workplace Policy
3. Change Management Planning	<ul style="list-style-type: none">• Develop change story• Develop a communication plan and editorial calendar for launching and reinforcing key messages• Develop learning (workshops) approach and calendar for building hybrid workplace skills and comfort	<ul style="list-style-type: none">• One draft and one final change story• One draft and one final change management/change communication plan (working with Corporate Communications)• One draft and one final launch communication package (e.g., rollout briefing, email text, and FAQs, leadership talking points)

Phase 3: Prepare to Implement (Mobilize)

Task	Activity	Deliverable
1. Leader and Staff Enablement	<ul style="list-style-type: none">Interview key department leaders to determine opportunities for enhancing ability to lead in a hybrid workplace (e.g., pain points, new skills development, team challenges, cultural norms)Determine skills and knowledge needs to thrive and lead in the new workplace modelDevelop "lunch and learn" schedule for building hybrid workplace skills and share best practices	<ul style="list-style-type: none">Provide perpetual license for six best practice guides and facilitated workshops for employees/leaders in the following topics: Optimizing Your Remote Work Environment (including ergonomics); Manage Your Life Balance in Hybrid Environment; Ensure Hybrid Employees Have the Tools and Environment to Thrive; Build Relationships and Your Influence in a Hybrid Environment; Lead Individual Performance and Growth in a Hybrid Environment (goal development and coaching); Lead Team Effectiveness in a Hybrid Environment (including foundations of virtual team effectiveness)Plan and present six 90-minutes workshops with recordings for future use <p><i>Note: Does not include licensed Best Practice Guides; fees based on headcount</i></p>
2. 1-Year Implementation Roadmap	<ul style="list-style-type: none">Define specific initiatives (e.g., engagement, learning, collaboration, productivity, technology upgrades, facility upgrades) and build a new workplace model implementation roadmap (2022-2023)	<ul style="list-style-type: none">One draft and one final implementation roadmapOne 2-hour facilitated discussion with Core Team

Defining/Measuring Project Success

With your understanding of this project, what does Success look like—what is a home run for this project?

(1) Seamless transition into a hybrid working model with clarity around op procedures for staff and managers

(2) No surprises for employees; very clear change management plan to get ready for what is implemented by the roadmap

(3) Want employees to feel a sense of belonging regardless of remote or in-person

(4) Defining the cultural elements that we want to define and evolve – both – what does the future look and feel like? Keep some of the things we've started to build and define the future.

Project Roles, Assumptions, Expectations, and Tools



Philadelphia Inquirer Roles

Role	Role Description
Project Sponsor	Responsible for establishing and communicating the success criteria for the initiative and for the acceptance of project deliverables.
Core Team	Serves as the Project Team that guides day-to-day activities, formulates recommendations and facilitates decision making for the organization. May include 5-7 total representatives from IT, HR, Finance, Operations, Communications, Administration (e.g., facilities).
Leadership (Senior Leadership Team, Extended Leadership Team)	Ensures the vision for the hybrid workplace is being followed. Responsible for escalation and leadership if further clarity or redefinition are needed. Ensures the availability and participation of the applicable resources (e.g., employees and managers for focus groups).
HR	Participates throughout the engagement to ensure all PEOPLE-related aspects are appropriately addressed.
Technology	Participates throughout the engagement to ensure all TECHNOLOGY-related aspects are appropriately addressed.
Corporate Communications	Participates throughout the engagement to ensure all COMMUNICATIONS-related aspects are appropriately addressed (e.g., internal communications channels, platforms, design guidelines, preferred tactics)

Initial Project Assumptions

- Philadelphia Inquirer resources will be identified and made available in order to support and complete the project efforts
- Philadelphia Inquirer will ensure effective access to key project stakeholders for Centric to effectively guide decisions and ensure alignment
- Philadelphia Inquirer will provide the appropriate access to the necessary documentation and systems to inform discovery and recommendations
- Philadelphia Inquirer will ensure technology considerations and logistics are addressed for the discovery and design sessions (online facilitation platform, scheduling, etc.)
- Key decisions and deliverables will be made with leadership and sponsors acting as final “sign off”
- Technology opportunities may be identified as part of the future state design, but recommendations for specific technology changes are not included as part of the scope
- Philadelphia Inquirer will schedule all meetings with the appropriate designated individuals

The Philadelphia Inquirer Project Team Member Expectations

- Make yourself available to participate in the meetings or serve as an SME
- Be willing to share your knowledge of how things work today and what will need to be considered as we plan to move to the future hybrid workplace
- Provide appropriate access to the necessary documentation and systems to inform discovery and recommendations
- Be a supportive and positive champion for the company's decision to transition to a hybrid workplace and workforce
- Be willing to field questions from employees, answer truthfully and honestly, but also build confidence and encouragement that we will chart a solid path forward
- Identify issues, obstacles and concerns and channel those through the project Core Team as they arise

Tools We're Using for This Project...to Stay Connected



Document sharing: [Google](#)



Communication: Slack



Meetings: Zoom



Project Management: [Smartsheet](#)



Mural Boards: [Core Team Board](#)
[Focus Group Board](#)



Next Steps

1 Collect Company Artifacts

Received	Documents Requested
	Office layout current and future
	Assignments of space to particular teams
	Ratio of office to cubes
	Number of conference rooms and how they are equipped
X	Any thoughts you have regarding hoteling and safety and health protocols for when people are in the space
	Any directional communications you have sent to the staff regarding the use and protocols
X	Access to Philadelphia's Google drive
X	Handbook and access to policies
	Facilities design and capacity
	Hiring and retention metrics
	Org Chart
	Strategic Plans
X	Culture Competencies
(N/A)	Engagement / Employee feedback data



2 Schedule Visioning Sessions

3 Schedule Interviews

4 Schedule Focus Groups

5 Finalize Access To Communication Tools

THANK YOU

