Why Scale Needs Unity: One Operators Journey

Riley-Wasserman
VP, Consumer & Strategic Programs
Comcast
Our Transformation Journey

This initiative allows us to shift the Engineering paradigm from a reactive support mechanism to the business plan to a proactive driver of the customer experience through reliability and technology optimization.

Measures of Success

- NPS
- Progression, Retention and Promotions from Within
- Improved MTTM
- Improved MTT Detection
- Fiber Cut MTTM
- Capacity Execution (ISP)
• Our network operating **model** is fundamentally **changing**
• Moving **from 15 regionally diverse** networks **to a homogenous enterprise cloud-based** technology permitting unparalleled scalability
• Optimization of automation will **reduce escalations and trouble calls**
• **The pace** of the transition is **happening fast**

The digital shift will change the nature of our customer interactions

1. **Resilience & Reliability**
   - Reliable products focused on silently remedying issues where possible

2. **Self Healing**
   - Product stands-in (the agent, tech, etc.) to execute the fix

3. **Proactive**
   - Proactively notify customers of product features and directs to best solution

4. **Self-Service**
   - Self-service capability is a pre-requisite to availability

5. **Informed Interactions**
   - Customer interactions are informed with context and intelligence
Our Vision

We will design, build and operate a highly reliable, self-healing network of unprecedented scale, that utilizes real-time data to enable automation supported by the same tools, processes and practices.

To realize this vision, we will move from regionally diverse networks to a homogeneous cloud-based technology providing scalability and efficiency to existing processes providing greater field focus on customer experience. The transition will align career and talent with our evolving technology. To be successful, our talent transition needs to leapfrog the technology transition.

To fully capitalize on the technology available, in service of our customers, employees and shareholders, it is critical that we operate as one network to best position the company for the future.

*One Vision, One TEAM*

Operating Principles
- Build and earn trust and respect
- Be system thinkers
- **Play our future into being by taking every opportunity to implement our vision**
- Be a coach for our teams and our peers
- Be authentic, honest and value constructive conflict
- Have a clear vision and strategy for the team
- Be transparent
- Get out of our own way
- Value collaboration, we will not act in silos

Design Principles
- **Same** Processes and Tools
- **Same** Architecture
- Data Inputs and outputs will be the same for each tool
- **Same** Deployment Practices
- **Same** Methods and Procedures

2020 Focus
- Business Case
- Executing on the tools strategy
- RE Realignment
- Skill and Career Development

Measures of Success
- eNPS
- tNPS
- rNPS
- Progression, Retention and Promotions from Within
- Improved MTTM
- Improved MTT Detection
- Fiber Cut MTTM
- Capacity Execution (ISP)
- TC Reduction
- Contact Rate Reduction
- Outages Due to Changes
Our Plan To Build Capacity

Organization Design

GOVERNANCE
- Vision
- Measures of Success
- Roles and Accountability
- Design Principles
- Operating Principles

ID CURRENT PROCESSES
- XOC
- SIT/CI
- Headend
- Planning and Design
- Advanced Engineering/Engineering Ops

CATEGORIZE WORK

PRIORITIZE PROCESS REDESIGN
- Process #1
- Process #2
- Process #3
- Process #10

Macro Change

Take Every Opportunity to Build a Campaign for Our Vision

Build our Coalition: Attach to other big bets

Team of Teams: Involve all impacted

TPX Live: Respectfully hijack existing groups, events, processes

OKRs/Goals: Embed the changes in something habitual

Give people a way to start: Play our future into being

Single Source of Truth

Reinforce new Behaviors: Offer something in exchange for new behavior

LRP Targets: Turn scarcity into a plus

Aim "around" the target, so others do the pulling for you

Amplify our Wins: Early changes create pull for the changes to come

Micro Change

XOC
SIT/CI
Headend
Planning and Design
Advanced Engineering/Engineering Ops
Integrated Change Management

Charter Multiple Fast-Cycle Redesign Teams

Two Week Sprints

Tool Reqs and Design
Our Plan to Build Capability for the Future

**VP/Dir**
- Leadership Development
- Market Trends

**Dir/Mgr**
- Coaching Virtually
- High Reliability Systems
- Six Sigma

**Frontline**
- Automation
- Tools
- Grow To Code
- Grow To Network

**Education aligns with Vertical and Horizontal Career Progression**
What is the Right Approach?

What is broken, focus at the highest point

**Strategy**

- **Aligned**
- **Not Aligned**

**Strategic Alignment**
Charter a team to update strategy. Once updated, evaluate the Business Process

**Business Process**
needs to be updated

**Process Redesign**
Charter a team to redesign the Process*:
- Journey Mapping
- Macro Business Process Flow
- Task listing
- RASCI
- Swimlane
- Measurements/KPIs
- Job Descriptions

50% or more needs updating

**Continuous Improvement**
Charter a team to redesign the Process*:
- Root Cause Analysis
- FMEA (Failure Mode Effects Analysis)
- Value Stream Map
Identified Several Partnership Opportunities

HQ Paradigm
Division partners don’t understand the technology and it undermines their ability to develop enterprise solutions
I am providing best in class tools
You keep supporting and developing tools I am trying to eliminate
I am accountable to the development targets in my department
Division Partners are reluctant to change

Division Paradigm
HQ partner solutions reflect a lack of understanding of customer impact
You are developing solutions without including me to identify my operational needs
Your tool efforts are not producing a ROI for me at the speed I need
I am accountable to the customer
What is the plan; how is this transition supposed to happen?
### E4 Requirements – Operational Excellence

It is expected that Co-Leads are considering the details of their recommendations. Pillar Co-Leads, Division Leads and Tools Pillar Leads will have jointly developed and are collectively in support of the following:

#### Measure of Success
- Inclusive of OP EX, CX, Cap Ex, and EX

#### Task Requirements
- Process flow
- Task listing for each sub-process
- Business Case that includes OP EX, CX, Cap Ex, EX which has been validated by Finance

#### Authority and Decision-Making Roles
- RASCI for each task
- Swim Lane by role for each task

#### Measuring Results
- Impact Assessment for all business units (each Division, Headquarters)
- Transition Strategy by quarter with clearly identified risks and mitigation strategies

#### Deliverable Timeline
- Recommendations should include a timeline for next steps and deliverables

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### Decision-Making

- Division Pillar Co-Leads should meet with their respective E4 leader to review recommendations and supporting business case prior to the meeting
- Decisions will not be made in the meeting. E4 will meet after the meeting and provide guidance within a week
- No quorum, no meeting with Co-Leads. A quorum is present when the 4 parts of the E4 are represented in the room and authorized to decide.
- The ¾ rule will apply to our decisions, and we hope not to have to use it.
- A “Yes” decision is assumed – unless conditions under which the E4 would say “No” apply.
- A “Yes” decision means continue to move forward – and – move forward considering feedback and adjustments recommended by the E4.
## Talent Approach

### Phase 1
**Q4 2020**

**How We Operate Together**

- **Operating Principles**
  - Follow the operating principles established by the business. *(Talent)*

- **Establish Operations Team**
  - Ensure a strong partnership between pillars and operating team. *(Talent)*

- **Create Talent Vision**
  - Interview business stakeholders to precisely understand how our network is/will change. *(Talent)*

- **Acknowledge Each Pillar’s Charter**
  - Under each charter, define how these changes will impact our people and identify gaps in skills. *(Talent)*

### Phase 2
**Q4 - Q1 2021**

**Assess Change, Skills, Close Gaps and Align Talent**

- **Impact Assessment**
  - Each pillar assesses impacts of new/changing tools, processes, standards, measures, and methods on roles. *(Change)*

- **Assess Skills**
  - Pinpoint new/changing technical skills and roles. *(Talent)*
  - Enter skills using MyExperience Workday system. *(Employees)*

- **Close Skill Gaps**
  - Design upskill training roadmap to address skill gaps. *(ULearn)*

- **Align Talent**
  - Calibrate talent across pillars identifying where we have surplus & shortages of future skills. *(Talent)*
  - Create new role descriptions and/or update existing roles with new skills and responsibilities. *(HR)*
  - Achieve sameness by aligning job family titles across pillars. *(HR)*
  - Map talent against roles based on new/changing skills required. *(HR)*

### Phase 3
**Q2 - Q4 2021**

**Plan and Build Pipeline**

- **Skills and Capabilities**
  - Hire talent against roles based on new/changing skills required. *(Recruiting)*
  - Feed future pipeline by creating robust development plans for employees. *(Managers)*
  - Nourish pipeline by designing career progressions and frameworks. *(Talent)*
  - Consider internal candidates via the Gig Program. *(Talent)*

### Phase 4
**Ongoing**

**Monitor Progress**

- **Measure Progress**
  - Internal movement (Gig participation, career progression, promotion)
  - Succession readiness
  - Talent dashboard
    - eNPS
    - Progression
    - Mobility
    - Development
    - Title sameness

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**Developed in partnership with operational leaders and implemented by people leaders who advocate for change.**

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Evolving Ecosystem

In response to the Partner Survey, we focused on putting in place critical elements:

1. Goals
2. Accountability
3. Governance
4. KPIs Sameness
5. Tools: Burndown
6. Tools: ROI
7. Talent
Accountability: Business Process Management

Roles and Performance Measures

Pillar Process Owner
Define the workflow process and create requirements

- Provides process direction by developing process vision, strategy and objectives.
- Identify tool operational requirements
- Define, develop and manage process, policies, roles (RASCI), procedures (tasks), SLAs
- Process documentation and playbook
- Monitor process performance and adoption
- Facilitate tool transitions and decommission legacy tools
- Facilitate RCA, FMEA to identify and implement process improvement initiatives
- Pillar Talent Management Strategy (Job Descriptions, Titles, Progression, Mobility, Development)

Tool Owner
Develop, Integrate and operate the tools

- Future strategy of the tool
- Solution provider for pillar/process operations
- Collaborate with partner tools to ensure an optimized employee and customer experience
- Ensure tool meets security, privacy, compliance and accessibility standards
- Tool education
- Ensure operation playbooks are current
- Partner with Pillar owners to develop plans for tool transitions and the decommissioning of legacy tools
- Management and monitor platform performance
- Facilitate RCA, FMEA to identify and implement tool improvement initiatives

Tools Pillar
Coordinate the strategy

- Ensure we live to the OneNetwork tool operations strategy within the OneNetwork Domain
- Resource prioritization for development in partnership NGAN, CPT, CXT - Domain Process, Division Tool Owners
- Review Pillar operational tool requirements to ensure alignment with tools strategy
- Ensure intra tool dependencies support Pillar and tool success
- Monitor Pillars to ensure legacy tools are decommissioned

Performance Measures

- One methodology build strategy
  - EX, CX, Op Ex, Cap Ex, Partner Scores, pNPS
- Solution Architect
  - EX, CX, Op Ex, Cap Ex, Partner Scores, pNPS, tool reliability
- Sameens of Process with the same tool utilization
  - EX, CX, Op Ex, Cap Ex, Partner Scores
Governance: Sustain the Gain

Operational Discipline to ensure adoption and intended ROI

OneNetwork Operational Effectiveness Process

Phasing for each initiative is done on a case-by-case basis; highly dependent on initiative type (new strategy, process improvement or a continuous improvement effort)
## Pillar Maturity Status

### KPI Alignment Phases

<table>
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<tr>
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<th>Discovery</th>
<th>Identification</th>
<th>Alignment &amp; Approval</th>
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**Phase Description**
- Discovery: Identifying KPIs are aggregated and reviewed. If not established, Pillar proposes set of KPIs.
- Methodology Identification: Pillar has identified the KPIs, back-end calculations and definitions in support of their metrics.
- Alignment & Approval: Pillar has obtained alignment with all three divisions around their KPIs and obtained Pillar leadership approval.
- Development: KPIs are in development.
- Live: KPIs are published on the OneNetwork ViPortal and actively used.

### Pillar Sameness Phases

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**Phase Description**
- Discovery: Sameness approach kickoff and brainstorm sessions.
- Identification & Alignment: Pillar has identified the sameness body of work and obtained alignment with all three divisions.
- Prioritized & Approved: Pillar has prioritized the body of work tools and obtained Pillar approval to plan.
- Q4 Q1 Plan Identified: Pillar team has identified the roadmap to sameness by using Q4 Q1 sprints.

### Talent Scorecard

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<th>Title Alignment</th>
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**Q3 Update: Video and Capacity**
- Completed reviewing the tools future path.
- Validating dependency and duplicates.
- Identifying opportunities for alignment and unification.
- In progress: Dams/ for tools under unity category and identifying timeline.

**Q3 Priorities**
- 5G- off tools review scheduled with KOC for 6/7/14.
- ETIP off SIT and CI planned in end of July.
- Reviewing the P&D to determine the tools review for remaining 5G tools and work on action plan for identifying opportunities for alignment and decommission.

**Tools % Reduction**

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<td>XOC (SSID-IP)</td>
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Evolving Practices

Practice #1 - Changing Our Organizing Strategy

From:

To:

Practice #2 - We Need To Work Together Differently

From:

To:

Practice #3 - We Need A Cross Pillar Design Approach

Node Splits

Highly Integrated Tools
Thank You!

Riley-Wasserman

VP, Consumer & Strategic Programs
Comcast