



Louis Berger

# MANAGING CULTURAL CHANGE

Using the Intranet to  
Connect | Engage | Transform  
Nov. 19, 2014

Dionne Gray

INTERNAL COMMUNICATIONS MANAGER



SETTING THE CONTEXT

IDENTIFYING THE CHALLENGE

FINDING THE SOLUTION

LESSONS LEARNED

# Agenda

SETTING THE CONTEXT

## Setting the Context

A brief Louis Berger history



## We Are Louis Berger

*Solutions for a better world  
for more than 60 years*

Louis Berger is a \$1 billion global professional services firm.

Our vision is to build an integrated, worldwide practice that makes a positive contribution to society through quality services that meet our clients' needs.

# What Makes Us Unique

Cultural Adaptability

Entrepreneurial Culture

Service Orientation

Capacity Building

Managing Projects in the World's Most Complex Environments

## ENR 2014 RANKINGS

**#9** Top 20 Design Firms – Transportation

**#17** Top 50 Designers – International

**#12** Top 50 Program Management Firms

**#13** Top 20 Professional Service Firms  
(combined Design + PMCM)

## Regions

*Where we are located*

- Africa
- Asia
- Europe
- Latin America & the Caribbean
- Middle East
- North America
- Australia





## Market Sectors

### ENR 2014 RANKINGS

**#3** in Airports

**#9** in Transportation

**#9** in Bridges

**#6** in Marine Ports



## Technical Services

- architecture and planning
- capacity building and technical assistance
- cultural resource management
- economic and financial services
- emergency and disaster management
- engineering
- environmental services
- operations and maintenance
- program and construction management





**United States** | The Lincoln Memorial reflecting pool redesign reduced water consumption by 17 million gallons a year. Louis Berger also oversaw repairs to the Washington Monument following a 2011 earthquake.



**United States** | Louis Berger has supported the Port Authority of New York/New Jersey in the multi-billion dollar reconstruction of the World Trade Center, transportation hub and memorial site following 9/11.



**India** | Louis Berger managed the Clean Technology Initiative in India's Taj Trapezium Zone, promoting environmental practices and reducing emissions to protect the Taj Mahal and other landmarks from degradation.



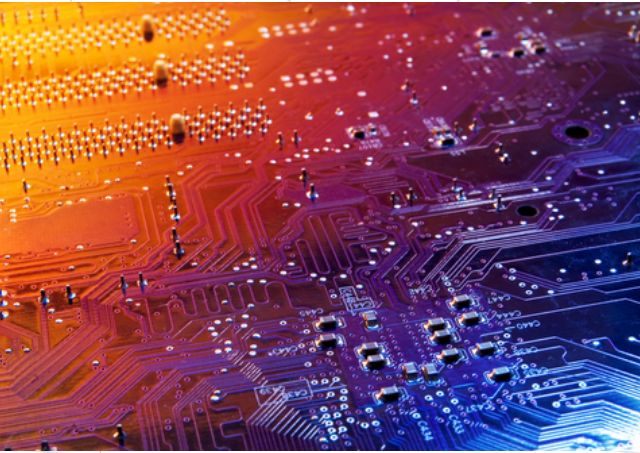
**Vietnam** | Louis Berger and Ammann & Whitney designed the fire-breathing Dragon Bridge in Da Nang, spurring economic growth and increasing tourism.

# Consolidating the Company

Massive need for a cultural shift



- Global company
- Decentralized business
- Settlement with the U.S. Department of Justice
- Undergoing major reform



# Global Reform & Restructure

\$25 million corporate effort

1. Organizational changes
2. Systems investments
3. Process improvements
4. Compliance and ethics
5. Training investments



There was no corporate communications department. Ever.



## Identifying the Challenge

Finding ways to connect, engage and transform employees



# Interim Solutions

## InfoDot and the Global Exchange e-newsletter



Welcome To The Louis Berger Group Inc.

Intranet

Information Systems

Operating Companies



- Barely updated intranet built on a nebulous platform.
- Operated best using the “search” function.
- 16-page quarterly e-newsletter.
- Did not service all operating companies.



## Identifying the Challenge

Connecting | Engaging | Transforming

- How could we find a way to connect employees across the globe?
- What technology could we find that accommodated for global locations and off-site employees?
- Who would help us with this?
- How do we convince those resistant to change that this was a good thing?



## Finding the Solution

Leveraging technology and recruiting champions for change

# Six Month Priorities

Hiring of corporate communications director in Sep. 2012

## EXECUTIVE PRIORITIES

- Manage our corporate reputation, both good and bad, with the media
- Support organizational change underway
- Define and drive a branding process for the company

## COMMUNICATIONS PRIORITIES

- Establish baseline communications infrastructure
- Fill the pipeline – Get the news out internally and externally
- Support corporate change management priorities
- Begin branding process

# Nexus 1.0

## For Group operations only

Celebrating **60** YEARS

Nexus Home Page » Home

Nexus Home Page

INFODOT  
Intranet  
Information Systems Applications


ENTERPRISE RESOURCE PLANNING  
ERP Transition Portal  
Time & Expense  
Cognos  
Costpoint  
IACconnect  
Project Setup (CPx)


COMPANY RESOURCES  
Career Development and Performance Program  
Employee Spot Bonus Award Program  
Employee Stock Ownership Plan  
Louis Berger University  
Knowledge Wire  
DRAM  
FAQAM  
Ultramar Travel


BRANDING RESOURCES  
LBG Website  
Vision & Values Statement  
Branding Toolkit  
Company Store


NEWS ARCHIVES  
Nexus News  
BergerWorld


**NEXUS NEWS**

 **Bill Haight talks industry trends at PWC annual event**  
During PWC's "Meet the Architects & Engineers" dinner, Haight addressed shifts in the international market specifically related to development construction.  
[Read more](#)

 **Berger/Cummins awarded 33-megawatt power plant project at Bagram Airfield in Afghanistan**  
The fast-track, critical project will improve power reliability at the military base.  
[Read more](#)

 **NJIT to honor Berger Group Holdings as outstanding corporate partner**  
Nick Masucci, BGH president and CEO, will formally accept the award at the university's 2013 fundraising event in November.  
[Read more](#)

 **Updates for the new Time & Expense system**  
You now have three options for recording meals.  
[Read more](#)


 **Louis Berger-led joint venture awarded \$265 million project management contract for the Riyadh Metro**  
The joint venture will oversee design and construction deliverables for Package 3, which consists of three of six lines in the new Riyadh metro system.  
[Read more](#)

Google

Google Search

**Code of Business Conduct**  
Mandatory eLearning course coming soon  
[Click here for more details](#)

See LBG's Strategic Plan Summary



**2Q2013 BergerWorld**  
[Click here to view the "Aviation Solutions" BergerWorld](#)

- Launched in Dec. 2012.
- Basic SharePoint out-of-the-box web parts.
- Contained news only.
- Contained links to other company-wide initiatives.
- Test case for global intranet across all operating companies.



## The Berger Group

[Intranet Home](#) [Applications](#) [Logout](#)

Forms, Manuals, SOPs

(Key Word)



# InfoDot

- Still contained links to policies and other important information.
- Required login access.
- Only available to Group operations.

[Code of Business Conduct](#)

[Contact Compliance & Ethics Officer](#)

[The Berger Group Directory](#)

[BGH Policy Manual](#)

[Finance Accounting and Operations Administration Manual \(FAOAM\)](#)

[Update Employee Resume](#)

[CAD Project Tracking](#)

[IT Survey Form](#)

[Construction Supervision](#)

[Quality Assurance](#)

[Safe Harbor](#)

### Links

[Louis Berger University](#)

[Ultramar Travel](#)

[Timesheet Login](#)

[KnowledgeWire Login](#)

[WebMail Server Login](#)

### Departments

[Human Resources](#)

[Travel](#)

[Accounting](#)

[Information Technology](#)

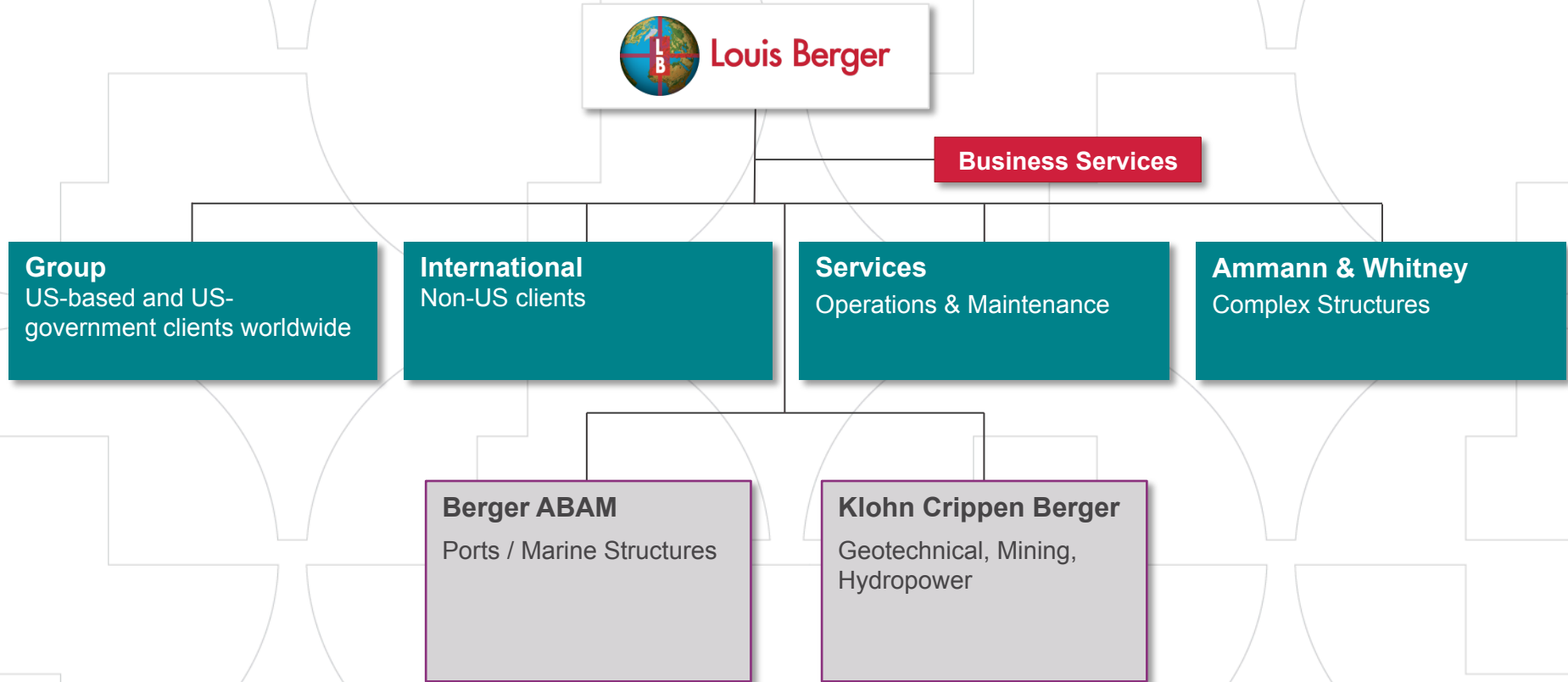
### Benefit Providers

[401K - Vanguard](#)

[United HealthCare Options PPO Network](#)

### Announcements

# Organizational Changes



# Twelve Month Priorities

Getting a small budget and staffing the department

## FORMALIZE INTERNAL COMMUNICATIONS

- Improve benefits and HR communications support
- Enhance ESOP and shareholder communications
- Expand on Brown Bag and Speaker Series events to offices outside of Morristown, and D.C.
- Expand internal communications globally with branding

## LAUNCH NEW GLOBAL BRAND

- Discovery and buy-in
- Development and launch
- Launch Nexus 2.0 to a global audience
- New, single integrated website – [louisberger.com](http://louisberger.com)





# Champions for Change

## Recruiting the right people

- Leadership – tone from the top
- Other communications professionals
- IT department
- Management coaching

## CORPORATE RESOURCE CENTER

Global Values Awards Program

Employee Onboarding Portal

Brand Toolkit

Policy Center

Travel Resources

## CORPORATE-WIDE APPLICATIONS

Time & Expense

Enterprise Resource Planning

Global SOE Database

InfoDot Applications

Webmail

## RESOURCES FOR HOLDINGS EMPLOYEES

Account Reset Tool

Employee Policies Booklet

HR Standard Forms

Women at Louis Berger

KnowledgeWire

Louis Berger University

[Career Development Program](#)

Employee Stock Ownership Plan

Vanguard Retirement Plan

## NEWS ARCHIVES

BergerWorld

Corporate

Group

International

Services

Ammann & Whitney

## FEATURED NEWS



### Ammann & Whitney to begin using Louis Berger's Time & Expense system on December 27

The Time & Expense system allows employees to electronically record and approve hours worked, as well as record expenses.

[Read more](#)



### President's Message on Veteran's Day

Andy Bailey, Services president, reflects on his memories of Veteran's Day and has a special message for employees, particularly those who served or are serving in the military.

[Read more](#)



### Louis Berger to support toll plaza maintenance and repair along 175 miles of the Florida Turnpike

Louis Berger has been awarded a \$20 million, seven-year contract with the Florida Turnpike Enterprise, an integral part of the Florida Department of Transportation.

[Read more](#)

## CORPORATE NEWS



### Louis Berger wins communications industry awards

Louis Berger has been acknowledged with six gold and platinum awards and four honorable mentions from MarCom Awards, a creative competition for writing, concept and design.

[Read more](#)



### Louis Berger gives back through support of education and community initiatives

Louis Berger's employees invest in future generations of engineers, beautify their communities and raise funds for educational initiatives and projects around the world.

[Read more](#)



### Louis Berger in the News

Louis Berger's projects, such as Panama City's second metro line, New York's storm recovery and resiliency efforts and studies in N highlighted in the media.

[Read more](#)




Google Search

**KnowledgeWire**  
user interface upgrade  
**SYSTEM OUTAGE NOV. 15**  
[click here for more information >>](#)

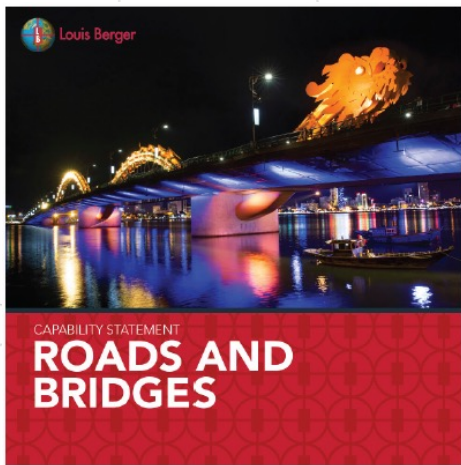
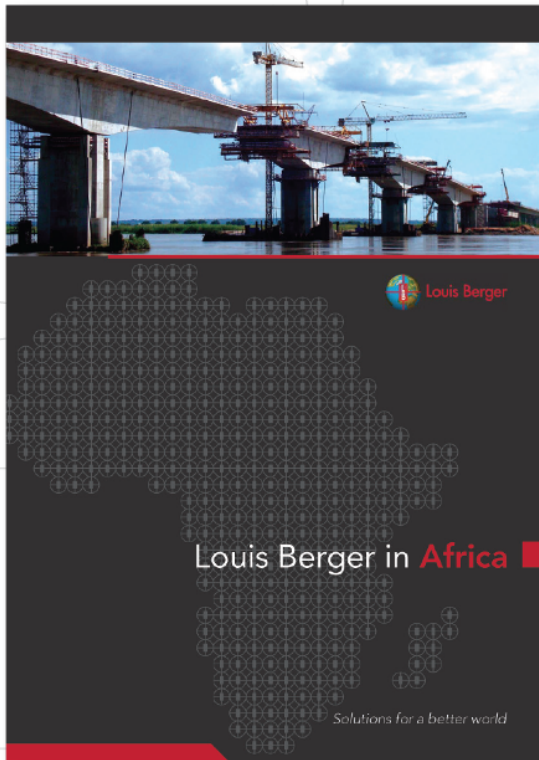
**OPEN ENROLLMENT PORTAL NOW LIVE**  
for Group operations  
**OPEN ENROLLMENT**  
begins Monday, 10  
[click here >>](#)

**MARCOM AWARDS**



# Corporate Rebranding

## Consolidation of our brand into one global brand



**Louis Berger**  
EMPLOYEE NEWS

Corporate Home Page - ERP

Corporate Home Page | Group | International | Services | Ammann & Whitney

**NEWS ROUNDUP -- June 18, 2014**

The Louis Berger Employee Nexus is the primary news source for all internal news, including corporate, company and project-related news, employee news and other information that connects us as Louis Berger. With the introduction of this site, announcements should be communicated primarily through the news page rather than through all-employee emails. Full stories are available online at <http://www.louisberger.com/news/2014/NewsFromJune>.

**CORPORATE NEWS**

**Women at Louis Berger committee shares survey results**  
Survey results provide direction for the Women at Louis Berger committee's future activities based on employee needs and interests.

**PEOPLE IN THE NEWS**  
A highlight of Louis Berger employee accomplishments from recent months.

[Click here for more Corporate news>>](#)

**FEATURED STORIES**

**Group leaders break down walls during management meeting**  
Leaders converged outside of Boston this month to improve collaboration within the operating company and across Louis Berger.

**MTA**  
**Ammann & Whitney wins second consecutive MTA Bridges and Tunnels contract**  
Ammann & Whitney has been awarded a second consecutive contract by the Triborough Bridge and Tunnel Authority (MTA Bridges and Tunnels) for as-needed construction administration, inspection and support services in New York City.

**From the desk of Jim Stamata - Policy Center**  
Jim Stamata announces the new Policy Center for Louis Berger's international operations.

**GROUP**

**Charteris client portal now available for Vancouver 401k**  
Client participants: Check your 401(k) plan performance with this new online tool. Click [here](#) for more information.

**The Providence, R.I., office is moving**  
The office's new address is 165 Valley Street, Building 5, Providence, RI 02909.

[Click here for more Group news>>](#)

**SERVICES**

**SUBMIT YOUR STORY TO NEXUS NEWS**  
Employees are encouraged to submit news related to projects and employees at [communication@louisberger.com](mailto:communication@louisberger.com).

[Click here for more Services news>>](#)

**INTERNATIONAL**

**SUBMIT YOUR STORY TO NEXUS NEWS**  
Employees are encouraged to submit news related to projects and employees at [communication@louisberger.com](mailto:communication@louisberger.com).

[Click here for more International news>>](#)

**AMMANN & WHITNEY**

**SUBMIT YOUR STORY TO NEXUS NEWS**  
Employees are encouraged to submit news related to projects and employees at [communication@louisberger.com](mailto:communication@louisberger.com).

[Click here for more Ammann & Whitney news>>](#)

This message, including any attachments hereto, may contain privileged and/or confidential information and is intended solely for the attention and use of the intended addressee(s). If you are not the intended addressee, you may neither use, copy, nor deliver to anyone this message or any of its attachments. In such case, you should immediately destroy this message and its attachments and kindly notify the sender by reply mail. Unless made by a person with actual authority conferred by Louis Berger, the information and statements herein do not constitute a binding commitment or warranty by Louis Berger. Louis Berger assumes no responsibility for any misperceptions, errors or misunderstandings. You are urged to verify any information that is confusing and report any errors/concerns to us in writing.

**Louis Berger** Corporate Home Page - ERP

Corporate Home Page | Group | International | Services | Ammann & Whitney

CELEBRATING 60 YEARS

SEARCH THIS SITE

**ABOUT THE ERP**

The Enterprise Resource Planning (ERP) system is an integrated system that integrates nearly every aspect of our business operations. This page contains links to the ERP modules, related news and contact information. Additional information is available on the ERP Transition portal, which includes detailed information on each module, information on training sessions, training manuals, CL codes, FAQs and tip sheets.

**ERP MODULES**

Please click on the relevant icon to be directed to that ERP module. Please note that not all employees have access to all modules. If you require access, or if you have a general question about these modules, please contact [clp@support@louisberger.com](mailto:clp@support@louisberger.com).

**LINKS & CONTACTS**

- CLP Application Instructions
- ERP Transition Portal - US
- ERP Transition Portal - International
- ERP News Archive
- HR Support Email
- Basic Reporting Support Email
- Timesheet Support Email
- Expense Support Email

**DO YOU HAVE THE TIME & EXPENSE MOBILE APP?**  
Both new and old downloads from your mobile device. [Click here>>](#)

**ERP NEWS**

**Understanding and responding to emails from Project Setup (CPA)**  
Sept 26, 2014 | Users of the Project Setup and Modification (CPM) module are asked to familiarize themselves with the different auto-generated emails that typically come from the system. [Click here to read more.](#)

**ERP MODULES GRID:**

- TIME & EXPENSE
- COSTPOINT
- OLYMPIAN ACCESSPOINT
- OPERATIONS TFM PORTAL
- IACONNECT
- PROJECT SETUP
- COGNOS
- BERGERWIN

**NEWS ARCHIVE**

- Bargaining
- Overview
- Group
- International
- Services
- Ammann & Whitney

[Click here to view the Content](#)

**Berger Group Holdings, Inc. | Speaker Series**

**Dr. Madeleine Albright**  
Former Secretary of State  
July 17, 2014

**MARCOM AWARDS**

**HONORABLE MENTION**

# Improved HR Communications

## New employee onboarding portal and welcome brochure

**Louis Berger** Onboarding Portal » Home  
EMPLOYEE NEXUS

Corporate Home Page | Group | International | Services | Ammann & Whitney

Celebrating 60 Years

Search this site...

**ONBOARDING PORTAL HOME**

ABOUT LOUIS BERGER  
ABOUT THE WWR ACQUISITION  
CODE OF BUSINESS CONDUCT  
APPLICATIONS & TRAINING  
LEARNING & DEVELOPMENT  
IT RESOURCES  
HUMAN RESOURCES & FORMS  
BRANDING & COMMUNICATIONS  
FINDING YOUR WAY AROUND  
POINTS OF CONTACT

**Welcome to Louis Berger!**

Click to download your onboarding checklist

Congratulations on your new position with Louis Berger. Now that you're here, you might need a little help in figuring things out --- filling out HR forms, learning how to use our applications, or taking required training.

This onboarding portal includes the resources and information you need to navigate your first few weeks through the company. Click on the icons below or the links on the left to help you get started on what we hope will be a long and fruitful career at Louis Berger.

**About Louis Berger**

**About the WWR Acquisition**

**Code of Business Conduct**

**Applications & Training**

**Learning & Development**

**IT Resources**

**Human Resources & Forms**

**Branding & Communications**

**Finding Your Way Around**

**Points of Contact**

Dr. Louis Berger | Our corporate founder envisioned a global corporation that could provide any engineering service anywhere in the world.

Louis Berger

**WELCOME**

Solutions for a better world

# Improved Benefits Communications

## First-ever open enrollment portal

**Louis Berger** Benefits Open Enrollment • Home  
EMPLOYEE NEXUS

Corporate Home Page Group International Services Ammann & Whitney

Search this site...

**HOME**  
Annual Notices & Benefits Plan Documents  
Benefits Overviews & Forms  
Flexible Spending Account Overview  
Life Insurance & Disability

**RESOURCES**  
Enrollment Forms  
Updates & Additional Information  
Planning for Retirement  
Frequently Asked Questions

Recycle Bin  
All Site Content

**2015 HEALTH BENEFITS OPEN ENROLLMENT | GROUP**  
NOV. 10 - 26, 2014

Every year, employees who are eligible to participate in Louis Berger's benefits program have the opportunity to review their benefit elections and make any necessary changes during the open enrollment period. This year, open enrollment will start on Monday, Nov. 10 and last through Wednesday, Nov. 26.

**What's changing**  
As you review your benefit elections, there are a few things to keep in mind:

- Louis Berger will introduce a global benefits program effective on July 1, 2015.
- This means that the elections you make during this year's open enrollment period will only be effective from Jan. 1 to June 30, 2015.
- There will be another open enrollment period in May 2015 for the new benefits program.

**What's not changing**  
There will be no change to the current benefits plans or premiums for Jan. 1 to June 30, 2015.

**What you need to do now**  
On this site, you will find the information you need to cancel or change your benefits elections for the period covering Jan. 1 to June 30, 2015.

**Annual Notices & Benefits Plan Documents**  
Read more about required annual notices including HIPAA, CHIP and WHCRA. Review detailed benefits plan documents for the medical, dental and cafeteria plans. [Click here>>](#)

**Enrollment Forms**  
Download forms and make your elections for medical, FSA and other benefits. [Click here>>](#)

**Benefits Overviews and Forms**  
Get a quick summary of available health benefits, including health insurance, vision and prescription plans. Download benefits forms. [Click here>>](#)

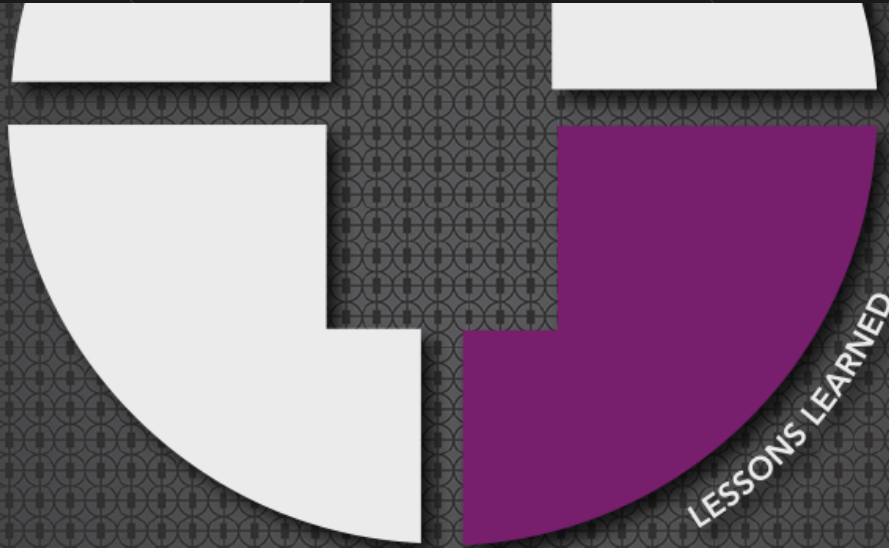
**Updates and Additional Info**  
Find more detailed information about open enrollment, including the implications of a short plan year. Find contact information for the HR department. [Click here>>](#)

**Flexible Spending Account Info**  
The Health Flexible Spending Account (FSA) will have new rules for the short plan year. Read more to find out how this will affect your elections. [Click here>>](#)

**Planning for Retirement**  
Watch vides on financial investment services, the Vanguard 401(K) plan and the Employee Stock Ownership Plan (ESOP). [Click here>>](#)

**Life Insurance and Disability**  
Review your supplemental disability benefits, including short-term disability, long-term disability, and accidental death and dismemberment. [Click here>>](#)

**Frequently Asked Questions**  
Find answers to frequently asked questions, including questions regarding the implications of a short plan year. [Click here>>](#)



## Lessons Learned

On managing cultural change

# Key Takeaways

Three steps to connecting, engaging and transforming



## CONNECT

Sometimes the best way is the simplest way.

## ENGAGE

Meet your audience where they are.

## TRANSFORM

Recruit the right champions for change.





Louis Berger

*Solutions for a better world*