“These have certainly shattered a few myths about our users!"

— VP Software Development, RealSuite Incorporated

About the Project

These personas were created by Quarry Integrated Communications during a project with our client RealSuite Incorporated. RealSuite is a subsidiary of BLJC, Canada's leading outsourced provider of commercial Real Estate services. Quarry redesigned the user interface for a RealSuite software module used by project managers to coordinate work such as office renovations, moves and relocations, building repairs, and construction.

RealSuite offers a web-hosted enterprise software product used by experts in leasing, facilities management, and occupancy planning. You can learn more about RealSuite at www.realsuitesoftware.com.

Methodology

This project followed Quarry's Design Builder™ process, a framework for designing digital products that build brand through the user experience. A key step in the first phase of Design Builder is the creation of personas following contextual field research with current and potential users. For this project, the field research was conducted by a team of three people:

- Robert Barlow-Busch, Design Lead (Quarry)
- Emily Christofides, Customer Insight Specialist (Quarry)
- Mark Mulholland, General Manager of Projects & Workspace Solutions (BLJC)

The research involved 31 participants across Canada, in cities such as Toronto, Ottawa, and Vancouver. Visits ranged from 1 to 2 hours in duration and included a mix of interview, observation, and demonstrations of tools and processes. Sessions were audiotaped for later reference.

A careful analysis of the research findings resulted in a total of five personas, three of which are presented here. Please note that these examples have been modified from the originals, to protect confidential or competitively sensitive information.

Contributions of the Personas

- **Increased understanding of what's important to end users.** “These have certainly shattered a few myths about our users!" exclaimed Herb Verma, VP Software Development at RealSuite, when the personas were first introduced. The project's executive stakeholders and the development team rallied around a new shared vision of their customers.
- **Confirmation of the product strategy and clarity around where to focus resources.** The personas reaffirmed RealSuite's commitment to designing for the user experience, as the resulting benefits to their customers - and to their business - were made explicit by the personas. The personas also helped RealSuite to reach agreement around what aspects of the redesigned project management module deserved priority attention.
- **Software that project managers are excited about using.** The personas captured a host of insights that helped the designers create a tool that reflects the realities of a project manager's job. For instance, an ability to set aside documents lets Genevieve Boutroux (the primary persona) recover smoothly from the many interruptions she faces everyday; and a new dashboard provides a strategic view that helps her to anticipate issues, instead of reacting to them as she did previously.

Example Personas

By Quarry Integrated Communications

Genevieve Boutroux | Project Manager

Primary

"I'd love to actually accomplish something instead of being pulled in 500 directions. But it's the nature of the job."

Age: 42

Education: Bachelor of Interior Design, California State University (Sacramento, CA)

Employer: Providence Corporation in Boston, MA

Manages: Projects in 4 buildings in downtown Boston

Delight her customers. Genevieve loves making a real difference in the lives of her customers. "It's not just about being on time and on budget. It's about thrilling people with the end result!" She likes to visit newly-completed job sites just to hear people talk with each other about how much they love their new space.

Achieve a better work/life balance. Genevieve has around 20 projects underway at all times, in various stages of completion. The work required to keep her projects "on the rails" means she's never really off the job. She feels constant pressure to keep up with her responsibilities, even when at home.

Role Description

Genevieve is responsible for coordinating all the activities and people involved in completing projects for Providence Corporation's four main buildings in downtown Boston. Although her desk is in the PM group's third-floor office in the national headquarters building — a 350-thousand-square-foot tower — her projects take place either here or in three other large buildings downtown. One is within walking distance and the others are just a short drive away.

Most of Genevieve's work is with tenant service projects, meaning office or commercial relocations, painting and similar updates, or larger-scale interior renovations. Other project managers handle the more expensive and complex engineering work that occasionally arises, such as alterations or repairs to a building's structure. Genevieve's projects tend to come up throughout the year, as opposed to being planned well in advance, so they each require a separate budget to be estimated, approved, and then met. Her projects typically cost between $10,000 and $40,000 and are completed within four to ten weeks from start to finish. But she occasionally handles jobs up to $80,000, especially if it's within her area of expertise as a trained interior designer. Genevieve enjoys using those skills in her job, whether it's by recommending a lighting system for the boardroom or by editing CAD drawings to illustrate where a wall should be moved.

Genevieve works closely with Sarah, a Project Coordinator in the office who provides some much-appreciated support to Genevieve and two other PM's who handle work for Providence in the Boston area. Sarah hopes to become a PM herself someday, so Genevieve sometimes gives her small, simple projects to manage, especially when her own workload is even heavier than usual. Normally, though, Sarah's job is to help the PM's with administrative tasks such as scheduling meetings and taking minutes, plus performing data entry and reporting tasks in PC-Project (an enterprise software tool used by Providence). Genevieve relies heavily on Sarah's help in moving projects forward, as she isn't comfortable using tools such as PC-Project herself. "I've never had the time to learn them; I'd rather do my job than spend time figuring out software."

Genevieve's Day

After a long commute from her home in the outskirts of Boston, Genevieve is relieved to reach her office by around 8:30 most days. Traffic is much lighter on weekends, though, so she allows herself an extra hour of sleep. Genevieve often needs to work on weekends, as many of her projects occur outside normal business hours to minimize disruption to the building's tenants; to compensate for this, she tries to take some time off during the week, though she's often unable to. Monday morning is her favorite time of the week, strolling through a building and listening to people marvel at how much was accomplished since they left on Friday.

During the day, Genevieve splits her time between taking calls and responding to email at her desk, attending meetings with customers and contractors, and roaming her buildings to check up on her projects. "Because of the number of projects I'm managing, my phones are ringing almost non-stop. And my laptop is always 'dinging' to let me know a new email has arrived." If Genevieve ever needs to focus on something for more than 30 minutes, she'll arrange to work on it at home; it's the only way to avoid the constant interruptions that plague her at the office. Most nights after dinner, she spends one or two hours dealing with these items, catching up on messages, and skimming her notebook for anything that requires a more official paper trail.

Genevieve's notebook is her primary tool. It's a 500-page 5" x 8" perfect-bound book that's always in her hand or in her bag. Throughout the day, she takes note of everything she's done, everyone she's spoken with, and anything she needs to do. She likes her notebook because it's easy to use, it's light to carry, it never crashes or runs out of batteries, and it's easy to find what she needs: she just flips to the date of interest. "Some people use PDAs or laptops for this, but I'm not interested. Paper is great. Maybe I'm impatient, but I don't care to experiment with new software and gadgets. I'm too busy staying on top of things as it is!"

The only software Genevieve has patience for is Outlook and Excel, because they're so critical to her. Email is her primary means for keeping in touch with the people involved

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Genevieve Boutroux

Project Manager

in her projects, even more so than the phone; she receives over 50 emails per day. In Excel, she created some simple spreadsheets for tracking each project's commitments against its budget; she updates these every day with notes from her paper notebook and data from reports sent to her by Sarah. Genevieve doesn't use PC-Project, although she was given an account when it was first introduced. Several months ago, she tried to log in to get a report when Sarah was away, but she couldn't remember her user ID or password. "So I said forget it! I haven't touched it since."

Genevieve leaves Boston each day at 6:00, hoping the rush hour traffic tapers off during her drive home. But in the end, it feels like she's on the job 24/7. Her laptop follows her home, her cell phone follows her home — and she knows she'll be back on the job site tomorrow.

Project Processes

A fair number of Genevieve's projects initially come through her buildings' Facilities Managers. Tenants will request something that's not in the building's annual budget, so it gets implemented as a project, assuming it's big enough. Genevieve describes her relationship with the FMs as "cool", which disappoints her, as she takes pride in being able to get along with anyone. For instance, things often get tense between her and Jim, the FM for one of her downtown buildings. He expects a lot and can be demanding. "I know it's 'his' building, but I can't keep him in the loop constantly; I sometimes wish he'd back off. Once the project's in my hands, it's my responsibility. You can't have two chiefs."

Genevieve sees the formula for completing projects as fairly straightforward: first, you make the plan, which involves defining the work, setting a budget and timeline, and going to tender if over $25,000. Then you execute the work, making sure it's completed by vendors according to budget and to everyone's satisfaction. Finally, when the work is done, you close the project. But although this sounds simple, it often isn't. Because of the workload imposed upon her, Genevieve finds herself reacting to problems or issues instead of anticipating them — which makes the situation even worse. "Problems are solved only through lots of communication, fact-checking, and reporting, which takes lots of time," she explains. "The problem is, from the amount of time I spend chasing and documenting information, you'd think I'm spending ten *million* dollars, not just ten thousand."

Genevieve complains that although her projects are fairly small, they take just as much work as the really big ones — which she feels is ridiculous, when you realize she has twenty of them on the go at once. She adds that people are often more demanding with smaller projects than with large ones, as they expect the work to be simple and fast to complete. As a result, she's under pressure to get things rolling almost immediately. But this often isn't possible, because it takes time to get the required paperwork in order and to set up the project in Providence's systems. "Sometimes it takes days just for me to get a PO number so I can get started — and by that time, the customer wanted the job done already." So, to keep her customers happy, Genevieve often works ahead of or around the official process; for instance, she might approve a scope change on the spot when talking to a contractor, then catch up the paper trail later.

Closing out a project is particularly difficult for Genevieve. The finance team at Providence is always on her back to get the paperwork in order so they can close the project in their systems. Genevieve feels the amount of time spent at this point is often disproportionate to the project's size, as even small projects can involve a lot of invoices. The problem is that vendors are notorious for sending their invoices incredibly late, often months after the job is done, and it takes a lot of time to chase them down and convince them to take care of it now. "You'd figure that contractors would be eager to collect their money, but they aren't. They're so busy, they leave it until a whole bunch of invoices have piled up, then do them all at once." This is particularly stressful for Genevieve, as she is evaluated on meeting strict deadlines: she has only 20 days to close a project after it reaches the milestone of substantial completion.

Staying Organized

- Believes that, "in my head, I always have a good sense of how things are going."
- Maintains a paper folder for each project. Prints a copy of everything, including emails, and files it. Each folder has a checklist of documents required.
- Keeps every email. Organizes them in Outlook under folders for each project.
- Schedules important meetings in Outlook so there's a reminder that pops up thirty minutes beforehand.
- Post-It notes on her laptop provide reminders of major to-do's.

Tools and Technology

- Primary tools are her paper notebook and cell phone, although Outlook is also important because of the high volume of email.
- Does not use any of Providence Corporation's tools. Relies on her Project Coordinator to keep those systems up to date.
- Creates her own spreadsheets in Excel for tracking projects financially and generating reports.
- Does not use Microsoft Project, or any other PM software, as she feels there's no need for projects of the size she manages.

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Regg Vanderberg | Project Manager

"If it's not accurate and current, then it's of absolutely no use to me!"

Age: 37

Education: Diploma in Construction Engineering Technology, Conestoga College (Kitchener, ON)

Employer: JP Associates Inc. in Calgary, AB

Manages: Projects for a variety of clients across Manitoba

Stay in control. Regg approaches each job as if it was his own business. Fanatical about details, he wants to know exactly what's happening at all times and to be certain that things are done right. This creates more work for him, but he's driven by a strong sense of responsibility and accountability to his clients and to JPA's bottom line.

Be recognized for his contributions. The projects that Regg manages usually involve significant work to a building, and he gets a real thrill from walking onsite while the work is underway. "It's awesome to know that I've made this happen." But the best reward is when a client tells Regg's boss that he's doing a great job.

Role Description

Regg is a senior Project Manager with JP Associates (JPA), a national construction firm based in Calgary. Regg works from a home office in Winnipeg, as he's responsible for JPA's clients in Manitoba — but there's not enough business in the province yet to warrant opening a full office.

Regg spends a lot of time working from his car while travelling, or from remote job sites. He's on the road almost half the time, as his region is fairly large. "I need a good, reliable SUV that can navigate the weather in 'Winterpeg' and can handle 65,000 kilometers a year." Regg's projects are split evenly between Manitoba's major cities and its more remote locations. For instance, he's currently upgrading an RCMP detachment in Shamattawa and is replacing the HVAC equipment in an office tower in Winnipeg.

Unlike other PM's who are "damn lucky," Regg has essentially no administration support. JPA's finance team sets up his projects in their system and provides him with monthly status reports, but that's about it. He does everything else himself using Excel. At most times, he has about 10 projects underway, which keeps him quite busy. These are capital investments, so they're generally planned well in advance by his clients and have budgets approved at the beginning of the year. But about 10% are ad-hoc, usually unexpected repairs. On average, his projects are around $100,000 and last from three to five months, but he also handles larger projects up to $300K and over a year in duration.

In addition to his own documents, Regg uses an Excel spreadsheet created by one of JPA's other project managers. "It's an impressive piece of work," he admits. "I didn't know Excel was capable of half this stuff!" Regg relies on it for completing all the forms required by JPA for its clients. But because he wasn't involved in setting up the spreadsheet, he doesn't entirely trust it: for example, it's not clear whether a change on one page might affect something on the other pages without his knowledge. So he prefers to track his projects through detailed records in his own spreadsheets. "Every client and every project is different. I use my own tools because that means I can be flexible and have up-to-date information."

Regg's Day

"I eat, sleep, and breathe my projects," declares Regg. He feels he's always on the job, as he's always thinking about his projects at some level, even on the weekend when racing down trails on his mountain bike with some buddies. Regg manages to work a reasonable amount of hours when he's not on the road — around 45 to 55 per week — but puts in significantly more time when traveling because he heads out for four to five days in a row.

Regg braces himself upon returning home from a week visiting his more remote sites, because he knows the fax machine will be buried under a pile of messages from contractors. A lot of the contractors who Regg works with aren't on email, so they rely heavily on fax for sending and receiving contracts, status reports, and other paperwork. As a consequence, he doesn't have to deal with too much email; he gets only 15 to 20 per day.

The cell phone is a key tool for Regg, as it's the main way he stays in touch with people when on the road (although coverage is a challenge when leaving the major highways). But his laptop is absolutely critical: "If I lost my laptop, I'd be seriously, seriously hampered." He relies on it for creating and managing the extensive paper trail required for his projects.

Regg spends a lot of time dealing with paperwork. His biggest challenge is work volume, which he feels prevents him from giving projects the attention they deserve. He really struggles to keep up and wishes he could delegate the routine paperwork to an administrator, so he'd have more time for working with contractors and resolving real issues. But he understands why it's needed. "I'm spending somebody else's money, so I need to be accountable to the details. A lot of project management is 'cover your ass' in case you're audited." To this end, Regg turns every email or phone call into a proper form if one exists, then prints and files it in a project folder. And although he likes to work online, he trusts paper more for archiving. "Computers crash. I always make a paper copy of anything I might need in case my laptop gets stolen or the servers go down."

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Regg Vanderberg

Project Manager

One of Regg's biggest complaints these days is meetings. "I'm swamped with meetings! It seems like nobody wants to make a move in big projects like these without having a meeting first to discuss it. It's such a waste of time." It's particularly aggravating for Regg because he often feels he doesn't have much to contribute, but he's seen as a liaison between clients and contractors and so is expected to be there. It means lots of travel, or lots of time on conference calls. Regg would rather be walking the job site.

Project Processes

On a new project, Regg's first task is usually to clarify the requirements. Some projects may have been carried on the client's books for a few years while waiting for approval, and the details are often lost over time. So he meets with clients and Facilities Managers to confirm exactly what needs to be done and documents everything appropriately.

Regg feels he has a fairly decent relationship with most FM's. He actually relies on them a lot because he's unable to spend as much time onsite as he'd like, given the size of his region. They'll call or email him brief progress updates every couple of weeks and sometimes include digital photos to show what's been happening. But if he thinks any issues might arise, Regg makes sure to get onsite right away. He has a hard time trusting anyone else to take care of things to his satisfaction. "It's incredibly important that I stay in control of my projects. Other people don't feel the same sense of responsibility or share my concern over the details — but then it's my head on the line, not theirs." To protect the integrity of his paper trail, Regg is in the habit of sending only PDF's to people to make sure nothing can be changed.

Not surprising given his desire for control, Regg takes a very proactive approach to managing his projects. "You need to be prepared all the time, to have a good system of checks and balances that keeps you on budget." Financials are more important to Regg than his schedule, so most of his time is spent staying on top of dollar figures in his Excel spreadsheets. The key thing he needs to know is when commitments are approaching the budget. He feels the only way to achieve this is to maintain his own records, as it takes too long to get reports from JPA's finance team — and they always lag behind what's really going on in the field anyway. Regg revises each project's forecast on a month-by-month basis because his clients monitor how closely expenditures match his projections. "It's a lot of work, but clients have a right to be demanding. They're planning their cash flow on my estimates."

Regg is the type of person who's uncomfortable unless he has current and complete information right at his fingertips. For instance, he keeps detailed logs of actual costs from completed projects to help him better estimate new work. "I had a client call last week who was thinking about adding a 30-foot fire-rated wall to their storage warehouse. While on the phone, I checked my records and was able to give him an accurate price per linear foot, based on work done in other projects. It was awesome. He was pretty impressed." Regg doesn't believe that any tools exist that can give him the control he needs. It would take a lot for Regg to abandon his current system of paper notes and Excel spreadsheets, which he feels is effective despite requiring a lot of manual entry.

Staying Organized

- Maintains a single spreadsheet that summarizes the status of every project underway. Keeps a copy with him at all times. Each project has a dedicated spreadsheet that contains the details.
- Keeps a master checklist in each project file, to remind him of what needs to be done and what documents need to be filed.
- Takes lots of notes throughout the day. Doesn't keep a single notebook, but uses pads of paper because it's easier to file the sheets when an official form doesn't exist.
- Regg is a long-time user of the Franklin-Covey day planner system for managing his calendar and his list of to-do's.

Tools and Technology

- Regg's primary tools are his laptop (for Excel and Outlook), his cell phone, and a paper clipboard.
- Uses Microsoft Project to create Gantt charts of the schedule. He creates this at the beginning of a project, but then largely ignores it from there. Regg uses only the very basic features in Microsoft Project, to identify tasks and specify timelines.
- Feels he's one of the few PM's at JPA who's not afraid of computers, but says he doesn't just jump on the technology bandwagon. Paper systems are sometimes faster and more reliable.

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Jim Robinson | Facilities Manager

"At the end of the day, it's the facilities manager who's hung out to dry when things go wrong."

Age: 46

Education: Electrical Technology Apprenticeship Program at Michigan State University (East Lansing, MI)

Employer: Providence Corporation in Boston, MA

Manages: 35 buildings in MA

Make good things happen for his tenants. Jim works hard to keep his tenants happy, so he wants to know exactly what's going on in his buildings and how the occupants might be affected. Jim strives to earn high marks on his annual satisfaction survey, as he's rewarded with a substantial performance bonus.

Avoid a major crisis. Although Jim enjoys his job very much, he has terrible days on occasion. "You'll feel like toast by the time you get home. You'll have a headache and will dream about the job all night." For Jim, the possibility of a major problem or a confrontation with an angry tenant is always just around the next corner.

Role Description

Jim is responsible for all aspects of running 34 of Providence Corporation's buildings, a mix of field and service offices in Massachusetts. Providence owns all its buildings and rents extra space to third-party tenants in many of them; it's mostly office space, with a small mix of retail storefronts and restaurants. Jim is based in Boston, in a 200-thousand-square-foot building where he has a small office on the second floor. He is supported by a Customer Service Representative (CSR) in the call center and two technicians who are on the road servicing buildings in his region.

Jim oversees the planning and delivery of services such as cleaning, security, repairs, and small renovations. He is the prime contact for tenant requests in his Boston building, which he receives either in-person or by phone and enters into Providence's PC-Help software himself. For his 33 other buildings, Jim's CSR in the call center dispatches work orders to his technicians or, if they're not available, to a local vendor — but he'll still get a call if the request is at all unusual or urgent, or if those people can't be reached immediately. Jim figures he handles about 80 tenant requests on an average day. On those rare occasions when Jim takes a brief vacation, he forwards his office phone to the call center and physically gives his CSR his cell phone so she can take his calls.

Jim is responsible for forecasting the annual cost of managing all 34 of his buildings and for meeting that forecast throughout the year. At the end of each month, Jim checks his performance against the forecast, as he's evaluated on whether he meets the numbers. Every day, Jim logs into Oracle to approve invoices entered by his CSR, but he also keeps track of his commitments in an Excel spreadsheet. He created this spreadsheet because he knows that neither PC-Help nor Oracle has up-to-date information, which he needs for determining whether he's met his targets and if he should adjust next month's forecast.

Jim's Day

Jim's day starts by 7:00 am, when he reaches his office in Boston. He grabs his second coffee of the morning before sitting at his desk and plugging in his laptop to check email. "I'm always in Outlook," Jim explains. "I usually have about 50 unanswered emails to deal with at any given time," many of which are information requests from his manager or the finance folks at Providence. He also receives email from his tenants and occupants, who are always looking for updates and information about their retail and office spaces. Keeping everyone informed and staying on top of paperwork is a real challenge for Jim. "I try to squeeze it in between phone calls and meetings, but it's hard to keep up. I'm fighting fires most of the day, so everything else takes a back seat." He often catches up with paperwork in the evenings at his home office, where he has a high-speed Internet connection.

Jim finds himself on the road about 2 days per week. He avoids overnight trips if possible, choosing to return home each day to spend time with his family even though he doesn't arrive until late in the evening. He likes to be onsite to personally check on his buildings, especially when major work is underway; but when his workload prevents him from hitting the road, he usually asks his technicians to email digital photos instead. Face-to-face time with tenants is especially critical to Jim, as it allows him to deal with complaints that might otherwise surface only at year-end, on his satisfaction surveys. It also helps him to better understand what people really need vs. what they want. Understanding this allows him to keep them happy while still staying within his budget.

Being on the road isn't easy. He leaves his laptop at home because it's unlikely he can find a place to dial in during the day. "But this means I return home to dozens of emails. I never go more than three days on the road, because it's impossible to catch up afterwards. And the call center freaks out when they can't reach me." On days when he's in Boston, Jim gets home by 7:00 pm and spends some time with his wife and two

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Jim Robinson

Facilities Manager

teenage sons. But he always finds himself back on the phone or the computer for a couple hours later at night. He finally packs it in and heads to bed when one of his kids yells downstairs, "This is a reminder: your day is over!"

Project Processes

In addition to overseeing the normal operations and maintenance of his buildings, Jim also plans and manages projects. A "project" is anything that falls outside his annual financial plan and requires its own budget — or something that is particularly expensive or complex.

The projects that Jim manages range from $100 (e.g., a small cabling job for a tenant) to $10,000 (e.g., renovating a boardroom). "I know I'm supposed to follow the same process regardless of the project's size. But it drives me nuts to raise so much paperwork for only a few hundred bucks." It takes so much time for Jim to follow all the steps that he skips as many as possible; for example, he'll often set up small projects as a work order instead of asking Providence's finance team to set it up in their systems. Jim's first concern is with satisfying his tenants, so he'll work around the "official" process if it saves time and money.

Although Jim normally engages someone from Providence's Project Management group for work over $10,000, he sometimes handles much larger projects himself. For example, earlier this year, he delivered a $55K project to repair the underground parking deck at his Boston building. He knew the PM who would have been assigned and figured it'd be more work to deal with her than just to do it himself. "The jobs that require project management often have a huge impact on the people in my buildings. So my bonus is often tied to the performance of the PM." Jim complains that Project Managers aren't accountable to him because they're both employees of Providence; they don't treat him as a customer like a third-party PM would, for instance.

When Jim does engage a Project Manager, he likes to stay involved and help the PM "stickhandle" the work through to completion. He's most active at the beginning of the process, though. Typically he initiates the project by identifying work that needs to be done in the building, although tenants also approach him with projects they'd like him to handle, such as moves or furniture upgrades. These projects are sometimes frustrating, as he's expected to provide an estimate almost immediately. But meeting onsite with vendors takes time, especially if competitive bids are required. When he finally does email an estimate to the tenant, they often do nothing for two weeks — "then, of course, they call me two days before the job has to be done!" To help reduce this frustration, Jim has begun keeping records of the actual costs of his projects so he can give people a quick ballpark estimate based on historical data, perhaps buying more time in the process.

Staying Organized

- "My paper notebook is my lifeline. If I wrote it anywhere, it's in here." Keeps a record of everything he does. Refers to it frequently when tenants call with such questions as, "did you get that message"? Has gone through 20 notebooks in the last three years.
- Maintains a paper file for each of his 34 buildings. Contains copies of inspection reports, warranties, drawings, photos, project documents — anything he deems to be important. Jim feels comfortable having these files on hand, although he admits to not using them for much.
- Keeps a list of to-do's in his paper notebook, as well as phone numbers.
- In Outlook, saves emails inside a folder for each building. Creates sub-folders for any projects occurring in the building.

Tools and Technology

- Primary tools are his paper notebook, his cell phone, and his laptop.
- Is most comfortable working on paper and likes that it's always at his fingertips.
- "I'm not a computer whiz, by no way, shape, or form!" Often loses files on his computer and feels unsure about whether he's using Providence's software properly.
- Uses PC-Help to enter and monitor work orders and to identify vendors to dispatch if his technicians are unavailable.
- "I have no sense in PC-Help of what's important and what's not."

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