

Best Government Agency and Public Sector Intranets 2002–2020

26 Case Studies of Award-Winning Intranets from Government and Public Sector Organizations, Reprinted from the *Intranet Design Annuals* and the *Competition for 10 Best Government/Public Sector Intranets*

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The research for this report was done in 2011, but the majority of the advice may still be applicable today, because people and principles of good design change much more slowly than computer technology does. We sometimes make older report editions available to our audience at no cost, because they still provide interesting insights. Even though these reports discuss older designs, it's still worth remembering the lessons from mistakes made in the past. If you don't remember history, you'll be doomed to repeat it.

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Executive Summary

Compared to the private sector, the public sector faces unique usability challenges. At our usability conferences, for example, participants often ask why government agencies should even care about usability. After all, private companies are typically compelled by the realities of profit making; they embrace usability to increase their customer-conversion rates and improve their marketing. Government entities, however, don't have such profit-oriented motivations.

So why should government agencies care about usability? The answer is that usability's return on investment (ROI) can be realized outside the realms of sales and profit. If taxpayers are already funding an agency's mission, diverting a tiny fraction of that funding to improve usability will improve overall agency performance—a desirable outcome. Thus, any time a government organization's mission includes interacting with the public or disseminating information, website usability can easily be justified.

For government intranets, the answer is even easier: projects that increase civil servants' productivity are at least as valuable as those that increase the general public's satisfaction. Most political leaders make it their explicit goal to improve government efficiency, and increased intranet usability is a key way to achieve this goal.

To spotlight how improved intranet usability can make government employees more productive, we conducted a design competition to identify the world's ten best government intranets.

The winners are:

- Defense Finance and Accounting Service (U.S.)
- Department for Transport (U.K.)
- Department of Veterans Affairs Mid-Atlantic Health Care Network (U.S.)
- Department for Victorian Communities (Australia)
- Federal Reserve Bank of Richmond (U.S.)
- Government Offices of Sweden
- London Underground
- National Research Council of Canada—Industrial Research Assistance Program
- Senate Republican Conference (U.S.)
- Workplace Safety and Insurance Board of Ontario (Canada)

¹ Intranet Design Annual reports are available for download at <http://www.nngroup.com/reports/intranet>.

After many requests for information about such government-specific intranets, we decided to conduct a design competition focused on this very special group.

Clearly, good government intranets are found around the world, in many different types of organizations. In addition to traditional government agencies and ministries, we have winners from the legislative branch and from semi-independent public services.

IMPACT OF AGENCY SIZE

Winners ranged from national to regional to state government or government-related organizations. The only local-level winner was London Underground, and London is not exactly a small town. We've seen other good intranets from large cities, including New York City, which was featured in our report about intranet portals.² Unfortunately, however, most local governments don't seem to produce good intranets for their employees.

This conclusion is supported by the fact that almost all of our winners are fairly large organizations with an average of 5,200 employees. Still, agencies don't have to be huge to have great intranets, nor do intranet design teams. In fact, we have two winners with less than 1,000 employees, and two winning design teams with only two members.

By contrast, the eighteen non-government winners of our last two annual intranet design competitions had an average of 88,000 employees. That number is slanted by the fact that Wal-Mart, a mammoth company, was one of the winners. But even if we exclude Wal-Mart, the average size of the remaining seventeen companies was 30,000 employees each, or almost six times the size of the winning government organizations.

Explaining why the best public-sector intranets come from organizations a sixth the size of the best private-sector intranets is difficult. Perhaps midsize government organizations have more incentive to streamline their administration. Or maybe the biggest government organizations are so slow moving that they simply lack intranet maturity, especially when compared to the unified intranets found at many large companies.

ENCOURAGING AND MANAGING CONTENT CONTRIBUTORS

Many of the winning intranets had explicit processes in place to manage content contributors, thus overcoming the bane of many an intranet: content that's stale, obsolete, or never published on the intranet in the first place.

Strategies include:

- Identify a lead publisher (and supporting publishers) in each organization area who's responsible for content in his or her area (London Underground).
- Train the lead publishers to manage the intranet and to understand principles for online content usability and readability (London Underground).
- For intranet postings, use a simple and easy form to encourage employees to submit information (the National Research Council of Canada—Industrial Research Assistance Program).
- Make it easy for employees to update the staff directory with information about their areas of expertise and special interests so others can find experts quickly (U.S. Senate Republican Conference).

² See separate report, *Usability of Intranet Portals: Report from the Trenches*, <http://www.nngroup.com/reports/intranet/portals>.

- Set expiration dates for all content and use software to automatically track those dates (Department for Victorian Communities, Australia).
- Centralize content editing to ensure its quality (U.K. Department for Transport).
- Review pages before posting to guarantee compliance with intranet standards (U.S. Department of Veterans Affairs Mid-Atlantic Health Care Network).
- Use templates and a content management system (CMS) to provide a consistent user interface for publishing (most winners).
- Rely on automated content feeds from outside sources, such as filtered newswires (Government Offices of Sweden) or medical databases (U.S. Department of Veterans Affairs Mid-Atlantic Health Care Network).

WORKFLOW SUPPORT

A persistent theme among the winners is that usability was dramatically improved by restructuring the intranet's information architecture to focus on job support. That is, they grouped content and tools that are used together in the same intranet area, even if different departments supply the information. For example, the Workplace Safety and Insurance Board of Ontario created a special *Manager's Page* with various forms, procedures, and tips for supervisors. The same intranet also had a professional practices page for nurse case managers.

Unlike our winning designs, many intranets use navigation that mirrors the "orgchart," and organize their information architecture based on departmental structure. For many organizations, basing intranet structure on workflow is a new concept.

At the workflow features level, many good intranets have a calendar of events. The U.S. Senate Republican Conference takes this basic intranet component two steps further by highlighting critical, scheduled votes, and providing remote access to the information through BlackBerry mobile devices. In fact, the Senate Republican Conference intranet has extensive support for remote access, which acknowledges that senators and their staff often roam widely and spend significant time at events outside the office.

In our recent tests of the usability of Web-based *About us* information,³ users frequently struggled with government websites because of the sites' overwhelming use of acronyms and insider lingo. Although such bureaucratese should be fought on public-facing websites, it's highly appropriate to use specialized terms on government intranets. The Government Offices of Sweden, for example, has a compact navigation bar that provides direct access to individual ministries' pages by clicking on a one- or two-letter abbreviation for each ministry. While you should never expect a member of the general public to click on "J" when looking for the Ministry of Justice, such abbreviations improve communication efficiency inside an organization where people regularly use such terminology.

HELP FROM HIGHER LEVEL OFFICES

Most government organizations belong to a hierarchy that peaks at the level of president, prime minister, governor, mayor, or a similar top-level office. In several cases, this hierarchy helped our winners design better intranets. Thus, one of the explanations for the

³ See separate report *About Us: Making it Easy for Visitors to Find Company Information on Corporate Websites*, <http://www.nngroup.com/reports/about>.

success of midsized—or even fairly small—government organizations might be that being part of the larger government brings benefits.

For example, the National Research Council of Canada's Industrial Research Assistance Program took advantage of the look-and-feel design guidelines that the Treasury Board of Canada developed for all Canadian government intranets. This ultimately saved the agency time and money; there was no need to reinvent the wheel.

Similarly, the Department for Victorian Communities' design team started its project by reviewing usability reports from studies of other government intranets in the State of Victoria. In the private sector, it's virtually impossible to obtain other companies' usability research, because it's highly strategic and thus confidential. Despite traditional inter-service rivalries, all government departments belong to the same larger organization, and should be able to access and benefit from each other's usability reports.

Based on this analysis, we have two recommendations:

- Governments should develop an overall intranet strategy and general design guidelines, and apply sufficient resources to ensure the recommendations' quality and usability. They might also develop rough templates and some shared features, but it's important to remember that at the level of specific page templates and features, each department typically has different intranet needs. Departments should retain flexibility to adapt any centrally provided capabilities to their own circumstances.
- Governments should establish a repository for usability reports, and institute a system for sharing intranet usability findings across departments.

While most countries and states don't have such activities in place, their benefits have been reported—even by organizations that have only just begun thinking about intranet usability as a cross-government project.

TECHNOLOGY

Unfortunately, technology chaos continues to reign in intranet implementations. The ten winners used a total of nineteen different software solutions to run their intranets. This underscores a fact: we're nowhere near the point where we could recommend, based on usability, a few good intranet packages. Currently, there seems to be no relation between the technology used and the intranet's quality. In other words, when it comes to intranet software, it's a matter of *how* it's being used, not *which* packages you buy.

The winners' five most often used technologies were Microsoft SQL (60%), Microsoft IIS (40%), ColdFusion (30%), Lotus Notes (20%), and Plumtree (20%).

USABILITY METHODS

The average winning team employed 3.4 different usability methods during its redesign project. This is a good deal more than the 2.7 methods used by the winners of our annual design competition in 2003. In general, combining multiple usability methods is beneficial, because each makes its own contribution to the final design quality.

One reason government intranet teams employ more usability methods than other types of sites is that they often have to emphasize accessibility for users with disabilities. Several winning designs even performed actual accessibility testing with employees with disabilities, something that's rarely done in the private sector. As a result of either testing or required guidelines, several of the winners made good changes to their designs to increase

accessibility. Most impressively, London Underground has a special accessibility mode that overcomes many accessibility problems for visually impaired users.

Quite appropriately, user testing was the most common usability method, and was used in 70% of the winning projects. These projects used many variants, including tests of the old intranet's design, paper prototypes or wireframe tests of the new design, and post-implementation testing of the new design. All are recommended steps. Other methods used by at least 30% of the teams include analyzing the server log files, heuristic evaluation/expert reviews, card sorting, accessibility testing, and field studies/contextual observation.

IMPROVEMENTS IN METRICS

Compared to many of the best private-sector intranets, the winning government intranets seemed to better track their projects' metrics, possibly reflecting a tendency in government agencies to closely watch expenses and to have defined processes in place.

As one might expect, the U.S. Defense Finance and Accounting Service, being good accountants, collected the most extensive metrics on their intranet redesign's financial impact, calculating total savings of 200 staff years. Specific intranet areas realized impressive improvements in usability metrics, including a human resources (HR) page, where productivity increased by 300% following the redesign. Even more importantly, the agency's management recognized the intranet's strategic contribution to the organization's overall productivity. For example, a plan that's currently underway will reduce the time needed to generate accounting reports from forty-five days to twenty-one days; the project involves more than 200 tasks. This truly ambitious undertaking goes far beyond redesigning individual pages, or even conceptualizing the intranet as a stand-alone entity.

Emphasizing "usability in the small"—targeting specific intranet elements for "quick win" improvements—is also important because it can generate immediate ROI for an organization. For example, the U.K. Department for Transportation saved £130,000 (\$228,000) by relocating its employee newsletter to the intranet. Anecdotally, many organizations noted other "usability in the small" benefits—such as increased intranet user morale—after making even small intranet improvements.

The greatest intranet benefits, however, come from utilizing the intranet for business process reengineering. The Workplace Safety and Insurance Board of Ontario, for example, unified information from sixteen spreadsheets into a single intranet tool, dramatically improving caseworker performance.

Analyzing the winners showed that the largest performance gains came from projects that finally delivered good intranets to organizations that previously suffered under miserable ones. For example, London Underground increased the number of employee visits to the intranet from 1,000 per week to 70,000 per week—an astounding gain of 6,900%. Note, however, that increasing intranet use by 100% to 200% is a more common result of improved usability.

Here's a takeaway if you have a bad intranet that employees are shunning or labeling as useless: don't despair. Rather than abandoning your intranet, regard it as a prime candidate for improvement. In fact, based on projects we've seen, you can generally expect a usability redesign to more than double intranet use. You can thus position the redesigned intranet as a tool to enhance employees' productivity, leading to their respecting the intranet, and ultimately contributing to it and its success.

Overview of the Winners

We define a government intranet as any internal network that supports a government agency or other public-sector organization. The organizations we included are mostly government funded or managed, and their primary activities are in the public sector. We also included a newer category of semi-independent government-owned companies. We reviewed local, national, and international organizations (though we have no winners from international agencies). We also included all classic branches of government: legislative, executive, and judicial (though we have no winners in the latter category).

The top ten intranets support a wide variety of organizations and users. The tasks supported range from general administrative—such as news, corporate information, HR information, and policies—to tasks related to an organization’s specific mission. For example: the Defense Finance and Accounting Service intranet helps support 121 million accounting transactions per year; the Department of Veterans Affairs Mid-Atlantic Health Care Network intranet helps the staff run eleven outpatient clinics in three states that serve about 200,000 patients per year; the Federal Reserve Bank of Richmond intranet helps staff gather and analyze economic data and contributes to the formulation of national monetary policy; the London Underground intranet helps staff keep 275 stations running in a system that serves more than 3 million passenger journeys a day over 253 railway miles; and the Workplace Safety and Insurance Board of Ontario intranet helps employees administer some 340,000 no-fault workplace insurance claims each year.

The ten winners come from five different countries: the U.S. (four winners); Canada and the U.K. (two winners each); and Australia and Sweden (one winner each).⁴

In-house designers and outside agencies can both produce good, usable government intranet designs. Of the ten winners, five used in-house designers, three hired external designers, and two worked mostly with an outside agency, but did some design work in-house.

The number of users the intranets support ranged from 400 (National Council of Canada—Industrial Research Assistance Program) to 15,000 (U.S. Defense Finance and Accounting Service). The other eight intranets supported user bases of 600, 1,500, 2,200, 2,500, 4,500, 4,500, 10,000, and 12,000.

As for the intranets’ evolution, most started between 1995 and 1999. The current designs were typically created only after the organization had implemented and embraced several other intranets.

Canada’s silverorange won our Design Annual Award in 2001, and was among our winners in 2003. Now, one of the company’s clients is among our ten government winners—an impressive showing.

Experience is what makes many great designers. All the designers represented here learned many constructive lessons while developing their intranets. The *Lessons Learned* section at the end of each intranet’s summary contains their invaluable insights.

⁴ Winners in our last three design annuals have come from the following countries: Australia, Canada, Germany, Norway, Spain, Sweden, Switzerland, the United Kingdom, and the United States.

THE TEN WINNERS *LISTED IN ALPHABETICAL ORDER*

[Defense Finance and Accounting Service \(U.S.\)](#)

The Defense Finance and Accounting Service team valiantly consolidated more than 200 individual websites and three portals into one intranet. This collaborative workspace provides direct access to more than 10,000 lines of searchable and reusable content, and helps employees communicate and work more effectively.

[Department for Transport \(U.K.\)](#)

The Department for Transport's intranet expedites processes that previously required considerable time and legwork. Transnet is both a communications medium and a reference library that helps employees find accurate information and confidently do things for themselves.

[Department for Victorian Communities \(Australia\)](#)

Looking at this intranet's simple presentation and consistent design, you'd never imagine that much of the content was originally taken from seven very different intranets. Its simple design, plentiful content, seamless integration, and creative touches all help meet the organization's goal of unifying staff from fifteen different business units.

[Department of Veterans Affairs Mid-Atlantic Health Care Network \(U.S.\)](#)

What started at nine separate, dissimilar intranets has become one cohesive design that helps employees easily find the information they need. The design team achieved this by defining simple goals and creating achievable processes for meeting them.

[Federal Reserve Bank of Richmond \(U.S.\)](#)

The Federal Reserve Bank of Richmond intranet is a communication tool that keeps 1,500 users in several different locations apprised of current happenings. Forums and other information collections keep employees in touch. Persistent navigation presents the most needed and used applications, and makes this intranet very straightforward to use.

[Government Offices of Sweden](#)

The Government Offices of Sweden's intranet supports an impressive number of tasks under one attractive design. More striking still is the fact that this elegantly designed intranet also unites all of Sweden's central ministries (the highest level of the national government's executive branch) as well as the nation's embassies and foreign missions. This jam-packed but uncluttered intranet makes it easy for employees to find relevant information about each other, their organization, and the world.

[London Underground](#)

Some designers feel that making sites accessible will hamper usability or aesthetics. On the contrary, considering accessibility during design often leads to interfaces that are not only accessible for users with disabilities, but are easy for everyone to use. The London Underground intranet is evidence of this phenomenon. In their list of target users, designers included people with visual or mobility-related disabilities. They then devised several designs for accessibility reasons that ultimately helped all users.

[National Research Council of Canada—Industrial Research Assistance Program](#)

This organization's intranet (designed by previous-winner silverorange) is both excellent looking and very simple to use. The system was iteratively designed using numerous usability methods, including field studies, basic usability tests, card sorting, and heuristic evaluations. But even this excellent intranet would not work perfectly out of the box for NCR-IRAP. The team thus conducted more research with users to tailor the intranet for NCR-IRAP's specific user types and needs, resulting in another award-winning design.

[Senate Republican Conference \(U.S.\)](#)

Consistent with its goal to communicate, the U.S. Senate Republican Conference intranet is available on multiple devices for many staff members around the nation. The inventive features, exhaustive content, and consistent navigation all make this a winning government intranet.

[Workplace Safety and Insurance Board of Ontario \(Canada\)](#)

Following much investigation and fabrication, designers of this intranet created imaginative tools and demonstrated their eminent strength—letting users simplify or eliminate otherwise painful and time-consuming processes.

Common Themes Among the Winners

Each of the winning government intranets has a very different style and was designed for different people, needs, and organizations. However, some of these intranets share common design attributes.

DEVISE A CONSISTENT DESIGN TO INTEGRATE MANY INTRANETS

In many cases, the designers' faced an incredible challenge: bring together enormous amounts of information (owned by others, no less) into one easy-to-use intranet site.

For example, the Defense Finance and Accounting Service consolidated more than 200 individual websites and three portals into one intranet. The Workplace Safety and Insurance Board of Ontario consolidated information from 300 Lotus Notes databases, taming what had been a "Wild West" approach to publishing and organizing documents. The Department for Victorian Communities brought together fifteen business units that were previously attached to seven host departments, seven IT networks, and seven very different intranets. The Federal Reserve Bank of Richmond dealt with twelve different district banks' intranets. The Department of Veterans Affairs Mid-Atlantic Health Care Network consolidated nine separate websites. In a very different example, the Government Offices of Sweden's ministries had been separate since the 17th Century; when they became one entity in the late 1990s, the Permanent Secretary also requested a single common intranet.

INCLUDE ACCESSIBILITY FEATURES

Among these winners, we saw far more attention to accessibility in design—making the intranet easy to use for users with disabilities.^{5,6} The London Underground offers a full mode for accessibility, pages with excellent contrast, and large fonts. The Department for Transport also offers excellent contrast, and understandable table layout for people using screen readers. These and other intranets used thoughtful ALT tags so images would be meaningful and cascading style sheets so pages would be understandable. These government intranet designers also considered at least a few users types, such as people with low vision, no vision, coordination issues, and memory-related disabilities.

In our experience, government agencies often lead the private sector in designing for accessibility. One reason, of course, is that the designers want to make their intranets usable for everyone. Another reason has more to do with enforcement than desire. Laws in various countries have become more descriptive and stringent in the accessibility arena. Typically, government agencies—and those private companies selling them software—are currently held to stricter rules than private designers.

SUPPORT USERS IN MANY LOCATIONS

Among these winning intranets, several unite people and groups across an office or many remote locations. Canada's Industrial Research Assistance Program intranet lets users easily

⁵ Nielsen Norman Group's research report about accessibility and usability for the Web, *Beyond ALT Text-Making the Web Easy to use for Users with Disabilities* (Coyne, Nielsen) includes guidelines about designing usable and accessible websites, and is available for download at <http://www.nngroup.com/reports/accessibility>.

⁶ See the W3C's Web accessibility guidelines for more information about coding accessible websites. <http://www.w3.org/WAI/>

collaborate with geographically distributed customers and co-workers. The Senate Republican Conference intranet is available on multiple devices for staff members around the nation. Remote users can access it using a secure ID card to log onto the Senate LAN. The Workplace Safety and Insurance Board intranet is part of employees' daily work in administering no-fault workplace insurance, performing more than 1,300 distinct jobs in fourteen offices throughout Ontario.

OFFER AUTHORITATIVE, ACCURATE CONTENT

In several cases, prior to the intranet's development (or redesign), users had no one place to go to find reliable information. As the organization's official tool, the new or redesigned intranets offer users information that they can find and trust. In fact, some of the intranet designers—such as those from the Department of Victorian Communities, the Department of Veterans Affairs, the Department for Transport, and the Government Offices of Sweden—explicitly stated in their design goals that they wanted the intranet to be the official and primary place for staff to get information.

ENHANCE CORPORATE GOALS

The intranets in this design annual were not just created for the sake of having an intranet. Rather, these intranets were actually designed to support and even enhance corporate goals and visions. For example, the U.S. Department of Veterans Affairs had a new mission: to be extremely patient-focused. The intranet supported this by providing tools and information—not least of which were charting tools to measure throughput, coupled with a short letter from the director reminding the staff of its mission.

The Department of Victorian Communities united teams that had never before worked together. To aid in this merging, the navigation is task-based rather than organization based. Rotating pictures of staff members help employees familiarize themselves with their colleagues.

The U.S. Senate Republican Conference intranet lets members search for specific bills, as well as for information about past votes by senators.

CREATE HAPPY USERS

In several cases, designers said that after they redesigned for usability, users were literally amazed at the content available to them. The easier intranet design actually made it possible for users to find it all. The Department of Victorian Communities and the Department of Veterans Affairs, in particular, have great success stories about intranet redesigns.

Defense Finance and Accounting Service (U.S.)

Using the Intranet:

The U.S. Defense Finance and Accounting Service (DFAS) is the largest finance and accounting operation in the world. DFAS has approximately 15,000 personnel at twenty-six locations worldwide. In fiscal year 2003, DFAS paid more than 5.9 million military service members, civilian personnel, retirees, and annuitants; processed 12.3 million contractor invoices; made 6.8 million travel payments; recorded 121 million accounting transactions; accounted for 279 active Department of Defense appropriations; managed \$197.4 billion in military retirement and health benefit funds; accounted for \$13 billion in foreign military sales; and disbursed \$416.1 billion.

Intranet Team:

In-house: business integration, information services organization, chief information officer, human resources

Members:

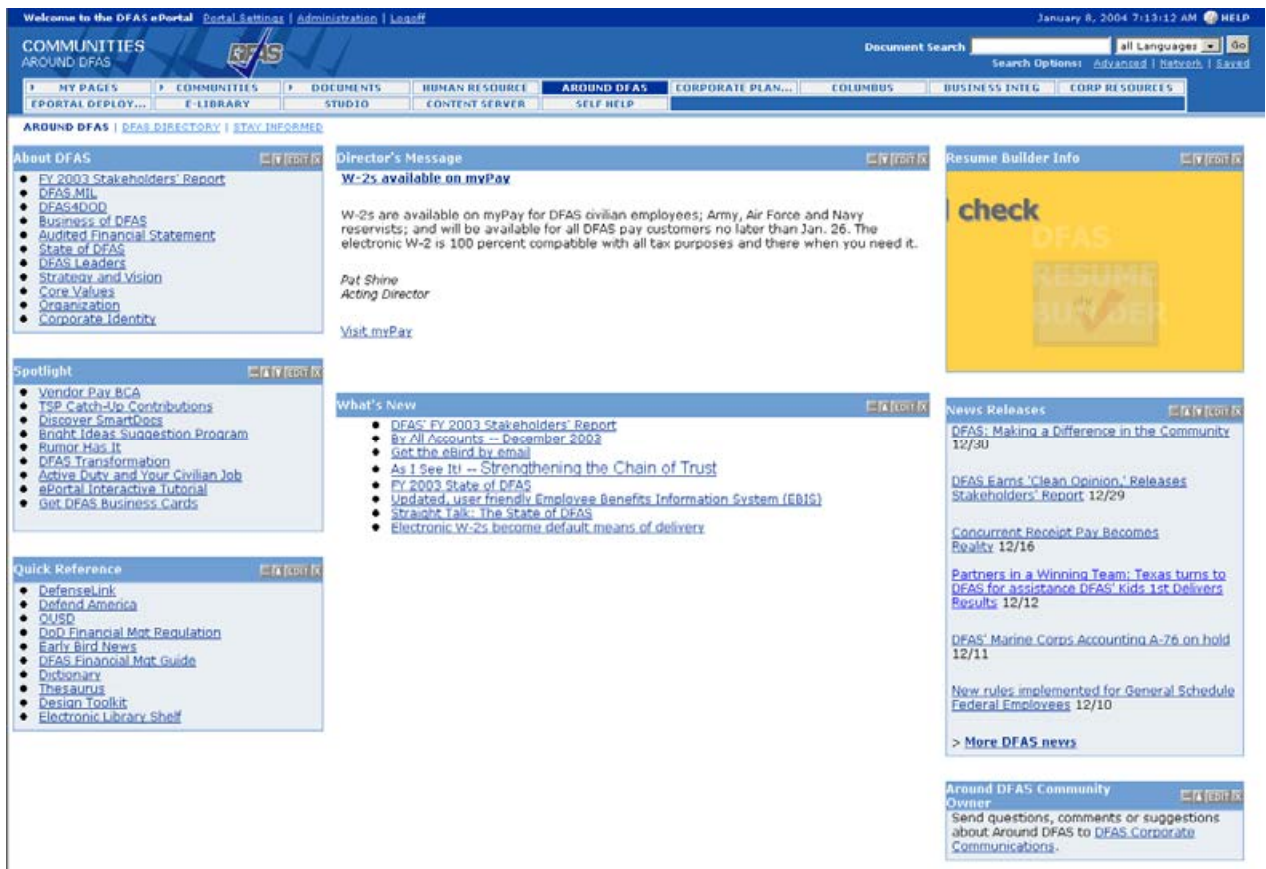
Diane (Dee) Crawford, program manager, DFAS ePortal; Norman E. Noe II, chief knowledge officer; Altaf Hussain, technical project officer, DFAS technical support office; Melissa Johnson, program manager, DFAS content management; Sharon Chapman, program manager, workflow projects; John Hall, project manager, communities and collaboration; Ev Totten, assistant program manager, DFAS ePortal; John Blagmon, computer specialist, DFAS ePortal; Ed Kabat computer specialist, technical support office; Jeff Coffey, computer specialist, technical support office; Mike Debro, computer specialist, technical support office; David Richeson, infrastructure engineer, technical security office; Richard Westmark, infrastructure engineer, technical security office; B.J. Bible, technical project officer, Web ePortal team; Joyce Short, director regional service center, DFAS HR; Linda Frank, project manager, e-HR applications; Mitch O'Brien, project manager, corporate planning; Cory Baumhardt, intern; Adam Ellis, usability testing lab; Paul Plas, computer specialist, technical support office; Paul Mele, computer specialist, technical support office; Grace Greczanik, computer specialist, technical support office; Thomas O. Morris, computer specialist, technical support office

SUMMARY

The DFAS team valiantly consolidated more than 200 individual websites and three portals into one intranet, the ePortal. This collaborative workspace provides direct access to more than 10,000 lines of searchable and reusable content, and lets employees communicate and work effectively.

The ePortal hosts more than sixty organizational and issue-based communities and more than 100 short-term projects. To govern the use of collaborative workspace, the ePortal functional team established new business rules to transition away from e-mail for collaborating on issues and managing events. The ePortal provides content version control and reduces bandwidth requirements for e-mail attachments.

The user's *MyPage* offers a glimpse of the intranet's vast content. The *Directors Message*, press releases, and other news keep employees up to date. All intranet pages have a somewhat similar setup, with titles for sections, and similar items divided into boxed-off areas (referred to as *portlets*). The top horizontal navigation is present on all pages.



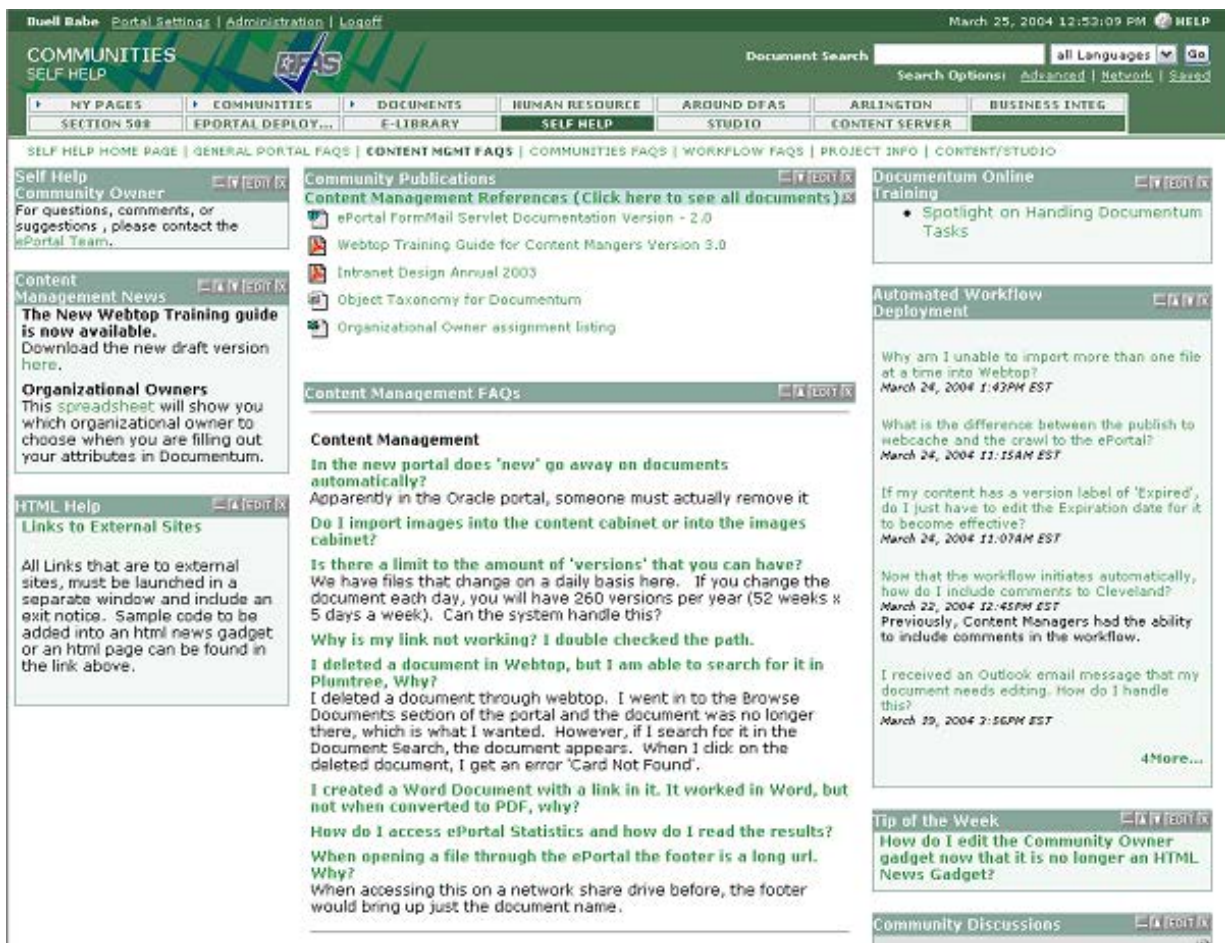
Pictured: The DFAS intranet homepage.

The intranet consolidates business processes and facilitates budget and performance integration. For an intranet to meet these goals, it must be well organized. The team achieved this by dividing the content into three main sections: the knowledge directory, communities, and personalization.

The knowledge directory is essentially a filter. It categorizes massive amounts of information from document repositories, file systems, and websites into an enterprise-wide taxonomy that organizes access to communities, projects, and applications.

Communities let business users and administrators create composite applications. Various teams—including project teams, departments, business units, customers, partners, or the entire organization—can collaborate and share information through communities, which can be managed separately, securely, and hierarchically. Like content provided through portlets and personalized portal pages, communities can include content and functionality adapted for specific users.

Communities also offer better user support by providing new and accurate content. The *Self Help* community, for example, lets content providers find procedures and answers on their own. Each community also has a portlet that provides contact information if users need information that they can't find online.



Pictured: An example of a communities page. The *Self Help* community assists users with ePortal-related issues.

Users personalize the site on their *MyPages* area, choosing information, services, and interactive tools on up to six personalized pages. They can also organize the presentation of their personalized portal pages with up to three columns and eighteen different color schemes, meeting each user's specific needs. Users can also access a low-bandwidth or text version of the portal.

The intranet offers extensive HR information in the *Human Resource* community, such as benefits information, promotion and retirement calculators, promotion and new hire lists, and a *Who Do I Contact?* portlet that provides users answers based on their topic and business line. News headlines about HR appear in the page's center column, so users stay abreast of HR happenings. Using the *myHR Applications* portlet, employees can monitor their personnel information. They can also view their official personnel record there and their Total Compensation Statement.

The design team's recent usability testing and redesign of an HR page resulted in an increase in effectiveness of more than 300% and a decrease in overall task time of more than 50%—a fantastic triumph.

Duell Dabe Portal Settings | Administration | Logoff April 30, 2004 3:47:52 PM HEL

COMMUNITIES HUMAN RESOURCE

Document Search all Languages

Search Options: [Advanced](#) | [Network](#) | [Save](#)

MY PAGES COMMUNITIES DOCUMENTS HUMAN RESOURCE AROUND DFAS ARLINGTON BUSINESS INTEG

SECTION 508 EPORAL DEPLOY... E-LIBRARY SELF HELP CONTENT SERVER STUDIO

HR HOME | BENEFITS | GROWTH & LEARNING | LABOR RELATIONS | MILITARY PERSONNEL | QUALITY OF WORK LIFE | SUPERVISOR CORNER | CALENDAR

Community Owners

For questions, comments, or suggestions regarding the Human Resource community, please contact [HR Web Administrator](#).

My Personnel Data

As an additional layer of security for your personnel data, please enter the last four digits of your social security number to access your e-OPF and your e-SF50s. You will only need to enter this information one time. Afterwards you will be able to access your e-OPF and e-SF50s by simply clicking on the e-OPF and the e-SF50s links. This measure is in addition to other security features we are using to protect your privacy.

HR eServices

- FBIS Info
- EDIS System
- VSIP Calculator
- Severance Pay Calculator
- Promotion Calculator
- Within-Grade Increase Wizard
- Pay Period Calendar
- Retirement Estimate Request
- HR Web Reports

Who do I contact for...

Select your business line and the topic of your question and select Search.

Your Business Line:

Human Resources Headlines

OSD Memo About Civilian Employees' Participation in Political Activities
Curious about rules that might limit your participation in political activities? See the latest [OSD memo](#) concerning the Hatch Act and you!

Having Difficulty Viewing Your eSF 50?
Learn how to [identify and fix the problem](#) that is keeping you from viewing your eSF 50.

2004 Managers' Guide to Performance Appraisal Ratings Released!
Back by popular demand, the updated 2004 appraisal rating guide will help supervisors and managers prepare annual performance ratings for their employees when the rating period ends April 30th. This easy-to-read guide fully explains the performance appraisal process and answers most performance appraisal questions. [Check it out today!](#)

Team Development Training
DFAS has expanded the training options for developing teaming skills. There are sessions for intact groups, team leaders, and managers who encourage teaming. If you are looking for help improving your team's performance or developing your teaming skills, [consider these courses](#).

New Sections Added to DFAS Corporate Supervisor's Handbook
Section 601, [Time and Attendance](#), provides links on how to use eBiz. Also, Section 602, [Hours of Duty, Overtime, and Other Premium Pay](#), has been added to the Corporate Supervisors Handbook. It provides guidance and other information about scheduling work during the administrative work week, and the payment of overtime and other premium pay.

TSP Open Season Marks Mandatory Use of EBIS
Beginning with the April 15, 2004 TSP open season, use of the DoD Employee Benefit Information System for **all** benefit transactions will be mandatory. [Learn more...](#)

March New Hires and Promotions
The March new hires and promotions are here! Find out who the [new faces](#) are and which of your co-workers to congratulate on that [big promotion](#).

iFrame Test

Testing iFrame for HTML Document
March 26, 2004 2:01PM EST

Employee Corner

- 2004 Federal Civilian Pay Increase
- NSPS Update
- Promotions [March](#)
- New Hires [March](#)
- Making Connections
- Job Verification, The Work Number
- Leave Donor Program
- Kudos
- Active Military Duty & Your DFAS Civilian Job
- Civilian Employees' Participation in Political Activities

DFAS Jobs

- Status of Lean6 Black Belt
- DFAS Vacancy Announcements
- DFAS Vacancy Announcement Details
- Resume Builder Info
- DFAS Resume Builder
- Resume Builder FAQs
- Resumix FAQs
- Self-Nominate
- Vacancy Announcement Memo of Interest, DF 103 (Word)
- Vacancy Announcement Memo of Interest, DF 103 (PDF)
- PCS CONUS Guide
- PCS OCONUS Guide

Forms

- Request for Leave or Approved Absence, OPM 71
- FEHB Election Form, SF 2809
- Complete list of forms...

Pictured: The intranet's HR community offers employees an enormous amount of information and numerous options. Users can customize their ePortal's border color on this or any other page.

Managers need access to additional information and applications. To make it simple for them, management-related information resides in the HR community's *Supervisor's Corner*. The layout is similar to other HR pages, but the content is aimed at managers.

Buell Babe Portal Settings | Administration | Logout April 30, 2004 3:49:48 PM HEL

COMMUNITIES HUMAN RESOURCE Document Search [] all Languages [v] Go

Search Options: Advanced | Network | Save

MY PAGES COMMUNITIES DOCUMENTS HUMAN RESOURCE AROUND DFAS ARLINGTON BUSINESS INTEG
SECTION 508 EPORTAL DEPLOY... E-LIBRARY SELF HELP CONTENT SERVER STUDIO

HR HOME | BENEFITS | GROWTH & LEARNING | LABOR RELATIONS | MILITARY PERSONNEL | QUALITY OF WORK LIFE | SUPERVISOR CORNER | CALENDAR

DFAS Demographics [v] [f] [EDIT] [X]

- Strength Data Cube
- Employee Demographics Data Cube
- HR Web Reports Info
- HR Flash Reports

Who do I contact for... [v] [f] [EDIT] [X]

Select your business line and the topic of your question and select Search.

Your Business Line:

ANY [v]

Topic:

ANY [v]

Search

Supervisor Corner Headlines [v] [f] [EDIT] [X]

Looking for a Position Description?
Use the new Position Description Lookup gadget on this page to find position description templates available through the ePortal. The Position Description Lookup gadget lets you search for the PD you want by number, series, and/or grade.

Changes in the Leadership Development Program for Supervisors
The expectation that all supervisors complete the 5 Leadership Development supervisory courses by the end of FY05 has been rescinded. [Read the memo](#) for more details.

Take Stock of Your Performance
Now is the ideal time to take stock of your individual efforts and consider how you have helped support the DFAS mission. This memo from Brigadier General and DFAS Deputy Director Jan Eakle discusses [things you should do](#) and [questions to consider](#) before the 2004 Performance Appraisal.

New Sections Added to DFAS Corporate Supervisor's Handbook
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Team Development Training
DFAS has expanded the training options for developing teaming skills. There are sessions for intact groups, team leaders, and managers who encourage teaming. If you are looking for help improving your team's performance or developing your teaming skills, [consider these courses](#).

Non-DFAS Awards
In April, nominate your employees for these national awards:

- Government Technology Leadership Awards
- GSA Achievement Awards for Real Property Innovation
- Secretary of Defense Community Drug Awareness Award (Word - 30KB)
- Secretary of Defense Fulcrum Shield Award (Word - 28KB)

Supervisor References [v] [f] [EDIT] [X]

General

- Corporate Supervisors Handbook
- Pay Administration Guide
- Senior Executive Service Guide

Supervisor & Development

- Mentoring
- Leadership Program
- Competency Programs
- Professional Reimburse

Supervisor

- 2004 Perf Spreadsh
- DFAS Civ Rating Fo
- DFAS Civ Form, DF
- Complete

Position De Lookup

PD Type:

ANY [v]

PD Number:

[]

PD Title:

[]

Series:

ANY [v]

Pictured: The HR community's *Supervisor's Corner*, which is tailored for managers.

The ePortal includes many more features, such as *eLibrary*, which houses searchable and reusable information. The *DFAS Directory* stores employee telephone numbers, office symbols, job titles, and locations. In addition, employees can submit training requests for themselves, and managers can submit training request for employees. The *Rumor Has It* feature lets employees submit rumors to senior management for response.

Rumor Has It.....

2004

[Jan](#) | [Feb](#) | [Mar](#) | [Apr](#) | [May](#) | [Jun](#) | [Jul](#) | [Aug](#) | [Sep](#) | [Oct](#) | [Nov](#) | [Dec](#)

Select a different year:

April

- [Processing Security Clearances](#) 04/08
- [Status of Accounting BCA](#) 04/08
- [AWS](#) 04/06
- [Desktop Management](#) 04/06
- [Lean 6 use of Resumix](#) 04/05
- [MEQ for Denver Civ Pay](#) 04/05

[top](#)

March

- [VP DFAS-EU](#) 03/26
- [Training for VP in ROME](#) 03/25
- [Desktop Management Savings](#) 03/24
- [NSPS R](#) 03/15
- [Defense Travel System Deployed to Customers](#) 03/15
- [Retroactive pay increase impact on special salaries](#) 03/15
- [Textbook Reimbursement](#) 03/15
- [Kansas City Vendor Pay Transfer](#) 03/15
- [Relocating HR Functions](#) 03/10
- [QAS Survey](#) 03/09

Pictured: Using *Rumor Has It*, employees submit rumors to senior management for response.

These and a plethora of other features help DFAS employees work together resourcefully.

URL AND ACCESS

The intranet homepage URL is <https://eportal.dfas.mil>. All browsers have ePortal set as the default start page. Every time a user logs onto the agency's network, it verifies ePortal is still the browser's start page, launches the browser, and opens ePortal.

DFAS employees can connect to the LAN and ePortal through dial-up access. Later this year, the agency plans to deploy the Common Access Card (CAC), a U.S. Department of Defense smart card for all active-duty military personnel and civilian DoD employees. Using CAC, "employees with government-issued computer equipment, including a card reader, can access the ePortal from their homes," says Melissa Johnson, DFAS's content management program manager.

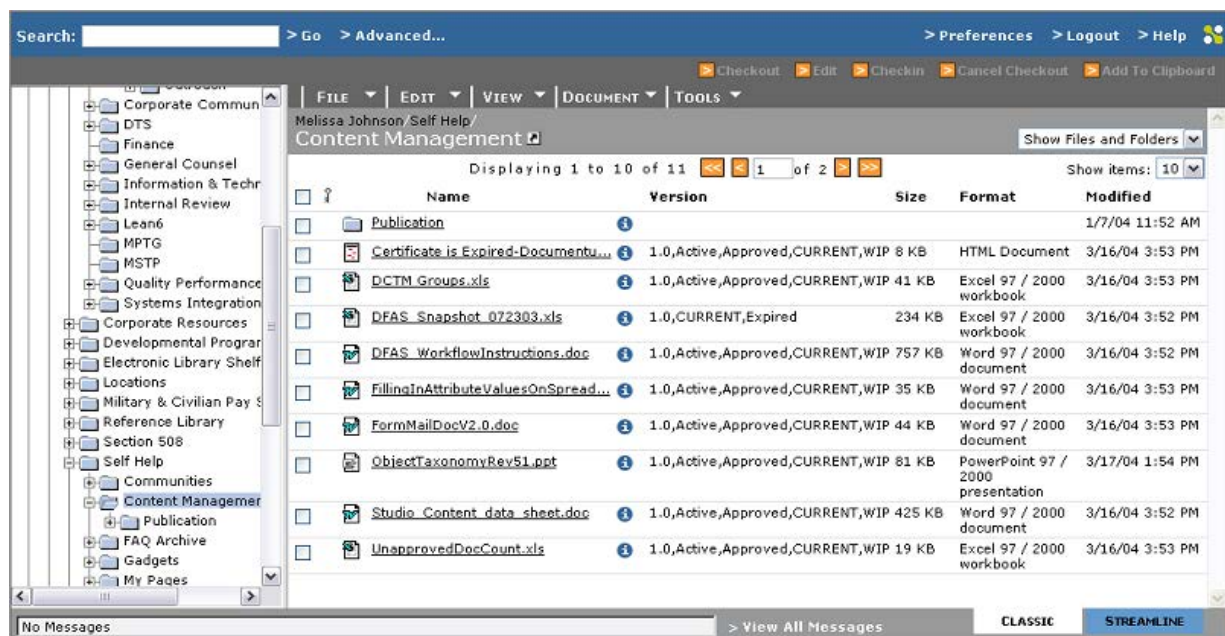
The DFAS employees working offsite at Army, Navy, and Air Force installations access ePortal through local LANs, using either the CAC or a public key infrastructure (PKI) certificate. A special team manually creates an account for any off-site agency employee or customer who wants access, though customers must have corporate sponsorship to receive a membership.

CONTENT MANAGEMENT

ePortal uses Documentum's Webtop client and Plumtree Content Server to manage all content. "Documentum was one of the only content management systems available during the initial deployment," says Johnson, adding that they used it to manage both traditional HTML Web content and non-traditional content, such as Word documents, PDFs, and PowerPoint presentations. The team also customized the Documentum rollout to include DFAS-specific attributes, taxonomy, security, and review processes.

The agency deployed Plumtree's Content Server in October 2003 to manage HTML content; in-progress work is managed in Plumtree Projects. The Plumtree Content Server rollout wasn't customized, except for presentation templates. Project leaders use Collaboration Server tools to check documents in or out, maintain version control, and finish content collaboratively. DFAS is gradually moving all existing HTML content from all twenty-six sites to Content Server.

Content managers upload finalized content to the agency's searchable knowledge directory. "After upload, Documentum automatically starts a customized workflow for section 508 review," notes Johnson, and a specialized ePortal team in Cleveland verifies that content is compliant with Section 508 of the Rehabilitation Act. "This law requires that federal agencies provide employees and members of the public with disabilities access to electronic and information technology comparable to the access available to employees and members of the public who do not have disabilities," she says. If the team doesn't approve the content, it goes back to the content owner to make it compliant.



Pictured: The content management console shows content managers, administrators, and Section 508 reviewers the status of all submitted documents.

That process, plus templates, keeps the intranet content's appearance consistent.

Documentum flags approved content as "active," assigns read permissions based on the content's "organizational owner" attribute, then forwards it to the Web cache every hour.

Each day at 5:30 a.m., Plumtree's Documentum Crawler Web Services software "crawls" the content and indexes it, after which users can access it via ePortal's documents tab or through Plumtree publications.

New Documentum content expires after six months; thirty days prior, content managers get an automated e-mail notification. To keep content active, they must at least check out the content, revalidate it, and resubmit it to the aforementioned approval process.

Content owners are drawn from across the agency's twenty-six locations, generally by business line, product line, or site. Initially, only webmasters inhabited the role, but non-technical people joined the ranks as the tool became familiar. "Our goal is to fully distribute the content management process down to the content-owner level. We are still managing content organizationally, but plan to transition to a functional taxonomy and information architecture as our use of the tools matures," says Johnson. Still, distributing content management already "eliminates traditional IT or Web-team bottlenecks," she says.

The DFAS Corporate Communications office manages the look and feel of agency collateral, and helped design the Plumtree Content Server HTML template.

Despite content managers' occasional circumvention attempts, most users abide by the CMS templates.

Content managers receive hands-on and online training, online user guides, and have access to FAQs in ePortal's *Self Help* community. DFAS uses Plumtree permissions to control community membership and restrict CMS access to the appropriate employees.

TECHNOLOGY

The DFAS ePortal runs on Unix and, as documented above, uses a combination of Documentum and Plumtree Content Server to maintain design and manage portal content. DFAS also uses Documentum for everyday document management.

Content Server lets business users with no HTML or programming skills generate articles, updates, and announcements. It also allows universal searching of all DFAS resources—including the knowledge directory—which means that users spend less time searching, and portal administrators only have to manage one search index.

GOALS AND CONSTRAINTS

1) Manifest the DFAS "one organization, one identity" vision. 2) Move multiple portals and more than 200 websites to a single enterprise portal. 3) Distribute content management to the lowest possible levels of the organization. 4) Capture knowledge for reuse. 5) Share information between and among business and product lines, and with DFAS customers. 6) Enable sometimes ad-hoc community and project teams to work collaboratively, whether developing information, designing products, or troubleshooting problems.

BASIC INTRANET FEATURES

As described above, the ePortal has three main sections. The *knowledge directory* applies an enterprise-wide taxonomy to information in document repositories, file systems, and websites, then presents it to communities, projects, and applications. *Communities* are a virtual space for business users and administrators to work together. *Personalization* features let users establish up to six personalized *MyPages* with information and services of their choosing.

The screenshot displays the DFAS MyPages portal. At the top, there's a navigation bar with links like 'Buell Babe', 'Portal Settings', 'Administration', and 'Logout'. The date 'April 30, 2004 4:01:37 PM' and a 'HELP' link are on the right. Below this is a 'MY PAGES' section with a 'MEL'S HOME' link. A 'Document Search' bar is also present. The main content area is divided into three columns. The left column contains a 'My Project Selector' table, 'External Applications' (E-Diz, DFAS Resume Builder, Mentor, NETg Learning), 'My Links' (Employee Benefits Information System (EBIS), Pay Tables, NETg Learning, myPay, google, Delta, USAA, ePortal Admin, WashPost, CNN, DTS), 'My Personnel Data' (Electronic Official Personnel File (eOPF), Electronic Personnel Action Notification (eSPSO), Total Compensation Statement), 'Training History', and 'Instant Messenger'. The middle column features a 'Director's Message' titled 'Know your customers', a 'Training Request Gadget Record Browser', a 'Gadget Review Record Browser', 'My Documents', 'HTML News Count', 'Top 20 Folders', 'Top 20 Gadgets', and 'Top 20 Publications'. The right column includes 'DFAS World Clocks' for various locations (Arlington, Dayton, Norfolk, Charleston, Lexington, Orlando, Cleveland, Limestone, Rome, Columbus, Indianapolis), 'MyWeather' for Friday, April 30, 2004, and 'Desktop Tools' (Calendar, Inbox, Microsoft NetMeeting, Contacts, Microsoft NetMeeting Help).

Pictured: Every user can create up to six personalized *MyPages* by dragging and dropping available elements to one of the page's three columns.

Portlets give users preconfigured tools and services, which can be further customized. Each page has up to three columns; users drag and drop interface elements when creating their personalized portal. Low-bandwidth and more accessible versions are also available.

The intranet also offers online project management, and online form creation and management.

Online project management includes collaboration tools such as threaded discussions with easy-to-use forums. Team members can create and track project tasks, and even assign tasks to other users on a group calendar.

Document Search all Languages Search Options: [Advanced](#) | [Network](#) | [Saved](#)

MY PAGES COMMUNITIES DOCUMENTS HUMAN RESOURCE AROUND DFAS ARLINGTON BUSINESS INTEG
EPORTAL DEPLOY... E-LIBRARY SELF HELP STUDIO CONTENT SERVER

MY PAGE : PROJECT OVERVIEW : DOCUMENTS : CONTENT MANAGEMENT NEWS : WEBTOP TRAINING GUIDE FOR CONTENT MANAGERS.DOC : [File Versions](#)

Documents

Webtop Training Guide for Content Managers.doc [Back](#)

File Versions

Current Version: 3 (February 26, 2004 1:01:29 PM EST)

Click the version number to download. You can delete selected versions of the file. You cannot delete the current version here. Also, you can revert to a different version.

Version	Date	Size	User	Comment	Revert
3	2/26/04 1:01 PM	3569 KB (3654656 B)	DFAS\	Added section 10 for moving and copying files.	<input type="checkbox"/>
2	2/25/04 9:12 AM	3181 KB (3257344 B)	DFAS\		<input type="checkbox"/>
1	2/13/04 9:26 AM	3183 KB (3259392 B)	DFAS\	Original Upload	<input type="checkbox"/>

Go To...

- [Overview](#)
- [Calendar](#)
- [Task Lists](#)
- [Documents](#)
- [Discussions](#)

Actions

- [Delete Selected Versions](#)
- [Select All](#)
- [Select None](#)

Search Project

[about project search](#)

All Categories

All Languages

Pictured: The project management template gives project teams access to a shared calendar, task list, documents, and discussions.

Documents can be checked in or out, or rolled back to a previous version. Users can also subscribe to various e-mail alerts for such things as new forum postings, document availability, and community content updates.

The software also lets content managers create online forms automatically. Templates give them a range of features: data calls, calendars, polls, and surveys. DFAS uses Plumtree Studio; content managers don't have to do any coding.

Developers also get an integrated application-building environment. One especially useful feature is shared authentication resources, which lets developers integrate new applications into intranet URLs, reducing the number of times a user must log on.

USERS

DFAS has about 15,000 personnel at twenty-six national and international locations. It is the world's largest finance and accounting operation.

USER TASKS

- Read news
- Use the employee directory to search by name, telephone number, organization code, and location
- Train online through the *Self Help* community, and read its FAQs and tip of the week
- Collaborate on projects

- Learn to use the intranet through twenty-five training modules, which range from logging in to customizing pages to advanced searching techniques
- Use the eLibrary to access official DFAS information and publications
- Read the *Director's Message*, which automatically loads on users' *MyPage*
- Monitor personal HR information and access the *Who Do I Contact?* portlet for answers to questions based on topic, employee business line, promotions, and new hire lists.

BACKGROUND

"In the mid-1990s and long before portals were even considered an option, the DFAS intranet started much like most federal agencies: we had a small group of employees that were familiar with the working of the Internet, could spell 'HTML,' and who were good at developing and managing applications," says Johnson. So, DFAS gave the group responsibility for creating websites, managing content, and driving DFAS's Internet strategy.

The approach was successful—perhaps too successful. Frequently, DFAS would develop an on-location website to support customers, only to find that another DFAS business unit targeted the same customer with an almost identical website. Besides duplication of effort, the Web group didn't scale with the number of sites, eventually making the content creation and updating process "long and cumbersome," notes Johnson. On the other hand, the Web presence represented "a huge leap beyond mail and the telephone," she says, and dramatically improved information sharing with customers.

The next-generation intranet was dubbed *InfoWeb*. Yet InfoWeb lacked a crucial feature—"the enabling tool set that could foster knowledge management," notes Diane (Dee) Crawford, the DFAS ePortal program manager. Intranet information improved and integration reduced duplicate efforts, but DFAS hadn't changed its work style to maximize the new possibilities. DFAS continued to search for a content management tool able to delegate content creation and allow collaboration.

At roughly the same time, between 1999 and 2001, DFAS leadership was visiting a who's who of successful U.S. corporations—Microsoft, Motorola, Hewlett Packard, Ford, IBM, Lockheed Martin, Raytheon, Bank of America, and Computer Sciences Corporation—to study their success.

The companies had one thing in common: a portal. "Each had applied some sort of portal technology to enhance performance, facilitate customer service, and increase technological support to management and the workforce," says Norman E. Noe II, DFAS's chief knowledge officer.

Based on its findings, DFAS management created a "one organization, one identity" initiative. Creating a prototype portal, and migrating multiple portals and over 200 websites to a single portal, however, would take time.

The initiative got a boost in February 2002 when DFAS director Thomas Bloom stated that DFAS could not be a world-class finance and accounting firm without implementing an enterprise portal. Work began in earnest.

The mandate: roll out a prototype in sixty days using existing software and licenses. The portal didn't yet have a budget. The intranet design team, formed by representatives from the offices of business integration, the chief information officer, and technical services, developed the initial requirements, drafted a deployment plan and methodology, and

determined which in-production technology could meet their needs. They also built intranet templates to standardize the look and feel.

"The development and deployment of a prototype portal was intended to represent the solution to the director's challenge, however it became evident during the requirements-definition and development phases that the existing software suite did not contain all the functionality and technical capabilities needed to implement a knowledge management methodology," says Crawford. The team decided to tackle functional and technical requirements instead.

The prototype was deployed fifteen days ahead of schedule, "and at no additional software or licensing cost to the agency," says Noe. "This was a major first step." DFAS now had an enterprise portal easily accessible to users on their desktop. While it consolidated electronic content, however, the portal lacked many features, including single sign-on, searchable or reusable content, interactive workspaces, and automated workflows.

From April through May 2002, DFAS used the prototype to: document everything an in-production, enterprise portal should have; write a business case analysis for moving to a single portal; and create an acquisition plan to ensure the new portal was in place by the end of 2003.

"If we had stayed with our prototype, we would have had to be our own software company to build and maintain all of the unique attributes required to operate our business," says Crawford. In other words, DFAS needed a new solution using common, off-the-shelf components. "Software development and the management of infrastructure is not a part of our core competencies," says Crawford.

The team was given 120 days to find its enterprise portal software, and \$2.5 million—originally budgeted for another program—was freed for the whole rollout.

One of the team members' first tasks involved usability. They used research from Gartner Group and Giga Research to determine which portals best addressed customer requirements, and which intranet applications were most popular. Beyond guiding purchasing, this approach had two benefits: it was an independent usability benchmark, and it focused DFAS's own application development.

DFAS also visited several private organizations and federal agencies to study their intranet use, and discuss rollout and development times and their ongoing redesign philosophy. Organizations visited included Hewlett Packard, IBM, Computer Sciences Corp., BearingPoint, PricewaterhouseCoopers, and the Army and Navy. "All of these visits and discussions help to set expectations on what could be accomplished—and how quickly—and to identify the key steps in the evolutionary process," says Crawford.

The agency found a product suite with its sought-after features: decentralized content management, real-time collaboration, and electronic workflows. The team adopted the software, noting that it would improve customer service and intranet performance, and reduce intranet operating costs.

DESIGN PROCESS AND USABILITY ACTIVITIES

The DFAS usability lab, part of the HR department, identifies intranet aspects to improve based on direct user feedback, content manager requests, and, of course, usability testing. The team also publishes all findings to an ePortal usability community. "The findings and results of usability testing on one system or part of the ePortal are often directly applicable to another part," notes Ellis.

To redesign the existing portal and take advantage of Plumtree functionality, the team focused on common, everyday tasks. “We do not focus on fringe scenarios or tasks, but rather on the ones that will impact the greatest number of people, including the basic navigation of the portal, customization, search, and collaboration,” says Crawford.

One intranet area offering opportunities to improve service and reduce costs: the HR benefits section. “The HR benefits area was being swamped with phone calls,” says Adam Ellis, an HR IT specialist. The existing intranet content obviously wasn’t doing its job, so the HR content management team increased the amount of benefit information available. The calls still didn’t stop.

Through usability testing, “it became apparent that the problem wasn’t a lack of benefits information, but rather that no one could find what they were looking for,” says Noe. The usability lab subjected the call center to a Six Sigma study (wherein any process outcomes within six standard deviations from the mean must be acceptable). Through this process, the lab identified the most common questions, then redesigned the HR portal using usability testing, heuristic evaluation, and log analysis as a guide.

Pictured: The redesigned HR benefits community targets employees’ questions through a FAQ, plus directs them to all-new tools containing precise benefit, retirement, and other information.

Before releasing the new intranet, DFAS also created a series of twenty-five intranet training modules, to take users from logging in to page customization to advanced searches.

TIMELINE

- February 2002: Team formed to create one portal for entire enterprise using existing software and licenses. Deadline: sixty days.
- May 2002: With portal requirements finalized, development begins. Though portal development hadn’t been budgeted, \$2.5 million for the entire rollout is re-

allocated from the business integration office budget. Goal: finish rollout within 120 days. The team identifies the top twelve private-sector portal-software vendors available via the federal government's General Services Administration schedule, then reduces the list to nine. DFAS gives each remaining vendor two weeks to respond to a Request for Information. From these responses, DFAS selects seven finalists.

- August 2002: Conference held with seven finalists to explain requirements. Vendors give oral presentations, evaluated by the portal development team and additional experts. Four finalists are selected. Each receives equal time and access to DFAS's Indianapolis facility to do an inside-the-firewall presentation. The intranet team ultimately selects Plumtree.
- February 2003: Intranet deployment and testing begins.
- June 2003: Beginning of phased deployment to load test and evaluate intranet functionality. All twenty-six sites completed in thirty days.
- Fall 2003: ePortal wins a Plumtree "No Empty Portals" award in recognition of best practices and high return on investment.
- December 2003: Design, development, and deployment of automated workflow and content management begins. Target rollout: spring 2004.

RESULTS

As befits a project that constantly met tough deadlines with room to spare, the portal launched ahead of schedule. The rollout "executed on time and under the government's cost estimate, and the portal was deployed agency-wide on a newly designed and tested production platform before July 2003," says Noe.

The portal meets the "one organization, one identity" mandate in spades. The new portal consolidates three old portals and more than 200 websites. Users have access to more than 10,000 lines of searchable and reusable content. Project teams can rely on content version control and can store documents on the intranet, meaning fewer e-mail attachments gobble up network bandwidth.

In fact, through new organizational guidelines, the ePortal team hopes to completely switch users from e-mail to the intranet for such tasks as trading documents or collaborating on events by the end of 2004. By the end of 2005, DFAS expects all collaboration to be done via the intranet.

Currently, the intranet contains sixty communities and supports more than 100 business projects. Many of those were transferred from the previous portal, but new ones have also sprung up to handle recent projects, such as decreasing the accounting cycle to twenty-one days (see below).

Based on before-and-after usability testing, DFAS was able to quantify a number of improvements. For example, reduced sign-on helps employees move more quickly to different parts of the site, while improving employee access to HR information reduces call center and printing costs. Overall savings: approximately 200 staff years.

By consolidating many online applications, including time and attendance reporting, e-learning, a resume builder, and a mentoring-network tool, DFAS reduced the time it takes to support those applications, saving more than ten staff years.

The new portal also improves knowledge capture and reuse. "One of the growing issues within the federal government is the aging workforce and the loss of critical knowledge as

senior managers walk out the door,” says Noe. Capturing that knowledge is imperative. In addition, the portal helps focus captured knowledge by problem area, and lets different business lines reapply existing best practices, enhancing efficiency and reducing costs.

Several new tools make life easier for users. For example, one reduces the number of times a user has to sign on to different intranet applications. “This portlet allows users to enter in individual application log-in information such as user name and password one time,” says Noe. The tools then handle reduced sign-on to a number of existing applications.

The eLibrary houses all of DFAS’s official information and publications in a single location. “This includes all of the information that the agency would consider to be searchable and reusable,” says O’Brien. Like a well-equipped city library, it’s a one-stop shop for users, yet accessible via their browser.

A tool called *Screaming Media* gives users access to many media resources, including global, financial, and sports news, and weather reports with maps for nine locations. One community, *Around DFAS*, includes DFAS-specific news, messages from the director, and other information to keep employees informed.

DFAS employees now get instant access to their HR information online. For all 15,000 employees, annual HR statements are no longer mailed; they can only be accessed online. By eliminating mailings, DFAS expects to save \$100,000 a year. Looking back, having a dedicated usability lab has paid off, says Noe. “Reading [Jakob] Nielsen’s [writings] and attending various usability conferences opened our eyes to the fact that incorporating usability into product design doesn’t have to cost millions. Not counting the three computers and TV that HR already had, and the two empty rooms for the space, HR spent roughly \$1,500 equipping the usability lab.”

The usability team is beginning to conduct more intranet user surveys to gauge their satisfaction with the intranet and design iterations.

The intranet is already supporting an ambitious, mandatory plan to reduce the time it takes DFAS to generate a suite of DoD accounting reports from forty-five to twenty-one days. “All of the military departments and defense agencies have different requirements and different tasks associated with generating their unique accounting statements,” says Noe. The plan is a huge undertaking, however, as the sites generating accounting statements are spread across the country. DFAS’s project team has identified more than 200 tasks and 1,400 subtasks to be completed and tracked. Using e-mail or spreadsheets was deemed too cumbersome; it’s using the new portal instead.

That model holds going forward. By relying on the intranet to support critical, near-term projects, DFAS expects to create expert users and success stories that will drive intranet use throughout the organization, and better enable the usability lab to hone the intranet’s usability. “The real portal integration work happens in the target applications,” says Crawford. As users learn the portal’s features and capabilities, they can better design new portal-specific applications and reap additional benefits.

LESSONS LEARNED

Insights from Dee Crawford and Norman Noe:

Employees always resist change. “As the old saying goes, ‘It’s tough to think about draining the swamp when you are surrounded by alligators.’ While transitioning functions to a portal would add tremendous value, improve customer service, and foster savings, it’s hard to start moving toward that when DFAS managers are trying to ensure that the soldiers in the trenches in Afghanistan and Iraq are being paid correctly. This is not a new

lesson, but one that is documented in case after case where change is introduced. It's just part of human nature: change is hard. To overcome that, development and acceptance of a new standard is key."

Real-world success drives use. "Identify a select group of projects, then use these as initial steps to move forward. Yes, it's true that this approach will take a little more time, but the result will be the development of a group of strong intranet users and supporters. Early business unit successes and aggressive marketing ensures all users will 'get' the intranet too."

Consider "all-or-nothing" carefully. "Portal software vendors were not restricted to selling DFAS a single tool—they could partner with another vendor—but the proposal had to be a single solution. However, while DFAS received a very robust and workable suite of products, we might have gotten a more integrated toolset if we'd given the winning vendor more flexibility in making substitutions due to product changes after it was selected."

Don't implement everything at once. "Separate the content management from the workflow and the collaboration, and do them one at a time rather than trying to do them all at once. This approach provides more time for training, familiarizing users with new features, and deploys content management—the most used or indirectly used feature—more quickly."

Don't mirror organizational structure. "Our initial ePortal information architecture mirrors our organizational structure. While this made the content migration from previous versions of our intranet much easier for both content managers and the ePortal content management team, it only perpetuated the less-than-usable design and users' inability to find information. Our future project list includes a total redesign of the DFAS information architecture to make it functionally based, and much more intuitive for all users."

Department for Transport (U.K.)

Using the Intranet:

The U.K.'s Department for Transport creates the strategic framework for transport services delivered through a range of public and private sector bodies. The central department consists of about 1,700 people working on transport policy, strategy, and support services. Policy covers all types of transport—road, rail, air, and sea—and services include finance, legal matters, communication, HR, and IT.

Intranet Team:

Visual design by The Team, with templates by Digitext

Members:

Iain Anderson, Transnet team technical manager; Robert Elliot, Transnet team assistant internal communications officer; Stephen Foy, former senior manager of Transnet; Alison Hadley, head of editorial and internal communications; Susan Hinchliffe, Transnet team senior intranet manager; Francesca McMahon, Transnet team assistant internal communications officer; Kevin Reed, internal communications adviser; Shilpa Shah, assistant communications officer; Jim Woodfine, Transnet team technical assistant

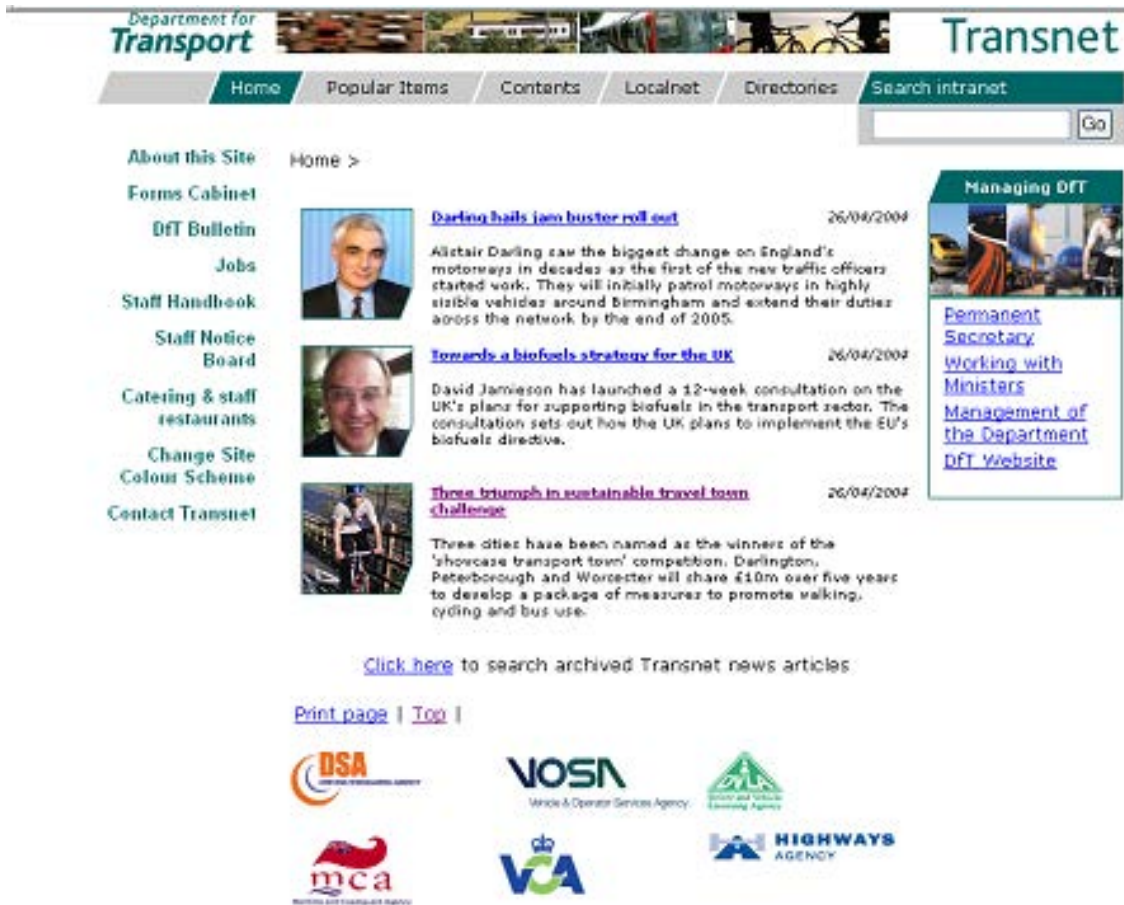
SUMMARY

Transnet, the Department of Transport (DfT) intranet, expedites processes that in the past required considerable time and legwork. Transnet is both a communications medium and a reference library. This combination helps employees find accurate information and confidently do things for themselves.

Transnet began within the parent Department of Transport, Local Government and the Regions (DTLR) and before that resided in the Department of the Environment, Transport and the Regions (DETR). In these departments, the intranet had been owned by the IT Services Division and Information Management Division, respectively, both of which had diverging views about what an intranet should do and be. DfT's communication directorate inherited Transnet with the goal of making it a communications tool. More specifically, the intranet was to help align communications about external department work with its internal audience, so all staff members could see how their own work contributed to the department's overall plan.

Daily news items are published on the Transnet homepage and users receive a link to the weekly bulletin via e-mail. The intranet offers users extensive news and information, including daily press releases, messages from the Permanent Secretary, access to the staff handbook and the business plan, and news about department management and new initiatives.

To address criticisms of the previous intranet, the team created an uncluttered homepage and a properly configured search engine. To simplify navigation, the top horizontal menu appears on every intranet page, as do breadcrumbs and a simple search field (in the upper-right corner). The team studied site statistics to learn which site areas got the most use, and put links to those areas in the left-hand navigation. The right side of the homepage features the *Managing DfT* section, which is filled with information about senior management and the work of DfT.



Pictured: The homepage of the Department for Transport's intranet, Transnet.

The intranet offers several accessibility features. After acquiring screen-reader software, the team used it to assess how the site might perform for seeing-impaired users. Revamping table layouts is only one major change that they made based on their research. For users with low vision, the site offers a high-contrast style sheet or the user's standard Windows style sheet.



About this Site

Forms Cabinet

DfT Bulletin

Jobs

Staff Handbook

Staff Notice

Board

Catering & staff

restaurants

Change Site

Colour Scheme

Contact Transnet

☒ Default scheme



☐ High Contrast





☐ System colours



Pictured: For accessibility, users can set the site to high-contrast mode.

The corporate organization chart is designed for pleasant online viewing—unlike many other commonly used PDF “org charts” that feature tiny boxes and impossible-to-read text. Using the left-hand navigation, users choose the group they are interested in. The group appears on the main page on the right, and is obviously labeled. The chart provides pictures, names, job titles, and an e-mail link. Users can also click on a name to drill down and see that person’s direct reports.





[Home](#)
[Popular Items](#)
[Contents](#)
[Localnet](#)
[Directories](#)

[DfT Board](#)
[Driver, Vehicle & Operator Group](#)
[Railways, Aviation, Logistics, Maritime and Security Group](#)
[Strategy, Finance and Delivery Group](#)
[Roads, Regional & Local Transport Group](#)
[Highways Agency](#)

[DfT Board > DfT organisation chart](#)

DfT organisation chart








David Revlands
Permanent Secretary

This chart shows staff from executive members of the DfT Board to divisional managers.

Each heading and photograph links to a page showing the individual's direct reports. Scroll down to see all entries. Each entry has an email link.

Please contact [Transnet enquiries](#) with any queries or changes.

Board members

				
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Pictured: The organization chart includes job titles and photographs.

The intranet gives users access to many online forms, such as accident and incident reporting, overtime claims, and project initiation documents. It also offers online booking forms for special events, such as the Equality and Diversity Unit's program of visits and talks called "Valuing Diversity." Users can also advertise items or services for sale on an intranet-based notice board.

The intranet team developed forms for specific departments as well. For example, communication directorate line managers must report any team member's absence to the directorate's management. Previously, a global e-mail sent every Monday morning asked managers to report their team absences for the preceding week, and the process required much back-and-forth e-mail communication. To improve efficiency, the Transnet team developed a simple intranet-based form that lets line managers report absences effortlessly, and eliminates the extra, unnecessary steps for clarification. Managers receive an automated weekly message reminding them to complete this form.

Absence Form
Absence Report

[Home](#) > [Cd](#) > [Absence](#) > Staff Absence Form

Staff Absence Form

CD team leaders or their nominated person: Please complete this form for each period of absence during the past week for each team member.

Note:

- This form does not replace the PIMS report which individuals should still complete.
- The information from this form is used for CD management purposes.

Were there any absentees within your team in the last week? ☒ Yes ☐ No

Reporter's name (or on behalf of):

Absentee's name:

Date absent from (inclusive):

Date absent to (inclusive):

Total working days absent:

Pictured: This simple intranet form replaces an e-mail to communication directorate managers, which was sent every Monday morning and required lots of back-and-forth communication to clarify.

As with any organization, branding is an intricate process. To help the Department of Transport succeed at branding, the intranet offers its logos and ministers' photographs and signatures in various file types. All are easily identified and downloadable. The same page includes a link to corporate identity guidelines—to help users employ digital assets correctly—plus guidance on which file types to select for printed or electronic documents. A similar page gives communication directorate employees easy access to digital versions of ministers' photographs and signatures, which they can use to create forwards to publications or fulfill reporters' requests for photographs.

DfT logos

Check the information below before downloading and using the DfT logos:

file type			
tif	DfT logo CMYK.tif 7,197kb	DfT logo mono.tif 1,626kb	DfT logo rev.tif 1,626kb
jpg	DfT logo RGB.jpg 161kb	DfT logo mono.jpg 106kb	DfT logo rev.jpg 105kb
eps	DfT logo CMYK.eps 438kb DfT logo p3298.eps 438kb	DfT logo mono.eps 437kb	DfT logo rev.eps 432kb
bmp	DfT logo RGB.bmp 4,866kb	DfT logo mono.bmp 1,623kb	DfT logo rev.bmp 1,623kb
ai	DfT logo CMYK.ai 75kb DfT logo p3298.ai 86kb	DfT logo mono.ai 74kb	DfT logo rev.ai 67kb

Guidance

[DfT Corporate Identity Specification: Our guidelines](#) 





Pictured: A page that offers a few versions of the corporate logo, saved in several different file types. The link to the corporate identity guidelines ensures that they're used correctly.


[CD Home](#) [CDNet](#) > Photographs and signatures

[Business Management](#) **Photographs and signatures**

[Media Team](#)
[DfT Web Team](#)
[Forms](#)
[Desk Instructions](#)
[Reports & Plans](#)

To download a photograph or a signature, right click on the link and choose the option, Save Target As. Scroll to the drive you want and select Save.

Ministers	
	
	
photo Alistair Darling	photo David Jamieson
signature Alistair Darling	signature David Jamieson
photo Kim Howells	photo Tony McNulty
signature Kim Howells	signature Tony McNulty

Permanent Secretary	
	
photo David Rowlands	
signature David Rowlands	

[Print section](#) | [Print page](#) | [Top](#) |

Pictured: Frequently used photographs and signatures of ministers and the Permanent Secretary are also easily accessible. Rather than having to find the right person and request these items, using the intranet accelerates the process.

All of these features increase employee productivity.

URL AND ACCESS

Transnet's address is <http://transnet>. The intranet is not set as the employee homepage. When users log on to the intranet, they see a start-up page offering access to two organizations: the DfT and the Office of the Deputy Prime Minister.

Users can access Transnet from government departmental offices on the Government Secure Intranet (GSI) using the intranet's full address: <http://transnet.gsi.gov.uk>. The site is also accessible via dial-up using DfT's remote access software.

CONTENT MANAGEMENT

For content management, the team selected Abacus e-media's Webstructure software and customized it to suit the DfT.

"Webstructure is written in ASP, uses a SQL database server back end, and sits on a Windows 2000 platform running IIS," notes Iain Anderson, Transnet team technical manager.

Various DfT divisions and larger business units each appoint a content owner to manage their intranet updates. As the intranet has grown, so has interest in having a content stake

in it, and “also in keeping it up to date,” says Susan Hinchsliffe, Transnet team senior intranet manager.

Templates dictate such features as page titles, summaries, and left-side and right-side menus. Some templates, such as the weekly online bulletin, enforce rigid design rules. In general, however, users have some information-presentation flexibility.

“We have style guidelines within the Transnet team to ensure adherence to such things as headings, fonts, and corporate colors. We follow most of DfT’s general style-guide recommendations for spelling, punctuation, and capitalization, although certain concessions are made. You would not find, for example, quite so many semi-colons on the Web as in printed documents,” says Hinchsliffe.

Template enforcement is evolving. Soon, as part of a move toward distributed publishing, content managers will submit all content to the Transnet team for editorial approval. “This is because a lack of professional editorial control was a problem with the previous system, where material was badly written and frequently out of date,” says Hinchsliffe.

TECHNOLOGY

The team designs more complicated pages—with tables or interactive features—in Dreamweaver. Mini-applications, such as the staff notice board, accident-reporting system, and a Windows XP question-and-answer board, run on a Microsoft Access database.

The search engine is Open Objects’ KBroker.

GOALS AND CONSTRAINTS

1) Make Transnet a must-stop destination for all internal communications. 2) Streamline business processes by using online forms and databases rather than downloads. 3) Increase the existing Transnet team’s productivity. 4) Introduce a clear structure and navigation. 5) Add meta-data to pages to improve searching. 6) Keep content updated. 7) Give the intranet a more modern look.

BASIC INTRANET FEATURES

The site provides “access to all the online services users may need in the course of their work,” says Hinchsliffe, including intranets; websites for the DfT, the Office of the Deputy Prime Minister, and related agencies; online HR and travel planning; search engines; and online news outlets, including the BBC, ITN, and CNN websites. The intranet also gives users a range of features to make work life easier, such as accident reporting forms, a popular pages list, a for-sale board, and online special events booking.

USERS

The intranet is used by the central DfT—known as DfT(C)—as well as by other government agencies connected to the GSI. Those agencies include the Highways Agency, Maritime and Coastguard Agency, Vehicle and Operator Services Agency, and the Driver and Vehicle Licensing Agency.

DfT employs about 1,800 people, and statistics reveal about 2,500 Transnet users, so DfT knows the intranet is reaching people in other agencies.

USER TASKS

DfT staff use Transnet to access information about the organization, including guidance on procedures such as procurement, management, publishing, and security. Frequent tasks include:

- Read daily press releases and publications
- Read messages from the Permanent Secretary
- Reference the department's business plans or new business initiatives
- Peruse the staff handbook
- Use online forms
- Reference location services, such as procedures for visitors and obtaining security passes
- Read the online version of the staff magazine, *a2b*

Several divisions and business units also have *localnets*, where they post procedures, agendas, minutes, and follow-up papers for meetings. Some divisions and units also post their department's reference manuals or service catalogs.

BACKGROUND

Understanding the history of Transnet requires a review of the department's numerous name changes and several business reorganizations.

In November 1997, the first intranet for DfT—then known as the Department for the Environment, Transport and the Regions (DETR)—was completed. Called InfoNET, it used Microsoft FrontPage, was pure HTML, and was revolutionary for its user base. As the original instruction manual noted, "The pages in the InfoNET are connected by links (called hypertext links). When the links are within text, the text is usually colored blue or red and is underlined but links can also be within graphics."

In March 2000, InfoNET got its first major overhaul, with improved usability, interactive forums, and some online forms. Both search and rudimentary distributed-publishing capabilities were added, and the online telephone and business directories were updated.

In June 2001, DETR became the Department for Transport, Local Government and the Regions (DTLR). The immediate intranet change: a redesigned logo.

That October, the communication directorate, which managed DTLR's website, took over responsibility for the intranet. Whereas the previous intranet teams held technology-centric viewpoints, the new team had a mandate: transform the intranet into a communications tool.

DESIGN PROCESS AND USABILITY ACTIVITIES

When the intranet transferred to communications, the design team immediately gathered user feedback. Among the complaints about the old intranet were that the navigation and structure needed improvement, a lack of meta-data impeded search results, content was often old, and the intranet didn't look modern.

According to Alison Hadley, DfT's head of editorial and internal communications, their goal was to not only redesign the intranet, but make it "the first port of call for all internal communications" by including daily news, announcements, and business information.

From inception to rollout, the redesign took about two years. Work began in December 2001; in early 2002, DfT solicited design proposals from outside firms. In April 2002, team members gave content owners a three-month notice to review their material and discard anything that was outdated so it wouldn't be moved to the new site.

When the redesign team began transferring content, however, "it became apparent that very little of the content had been reviewed," says Hinchsliffe. "The following year was spent nagging—it's the only word for it—and cajoling people into improving their information."

Other ongoing constraints were "tight budgets, lack of skills in the team, and low management priority," says Hadley.

Then things changed. "Halfway through the project, our organization was split in two—into DfT and ODPM [Office of the Deputy Prime Minister]—and the project moved up the management priority scale quite dramatically," she says.

The redesign team received more resources, but also a new mandate: launch just three months after a new design was agreed upon. Management wanted to launch the intranet as soon as possible to support the new government departments. Thus, says Hadley, "we had to build two sites in that time, then split the team between them."

Designs were finalized with The Team, an outside design firm, in July 2002. Six people then spent three weeks transferring content to the new intranet.

By the time the site launched in September 2002, the design team had pruned existing content pages by half, to about 5,000 pages. Not all content had been thoroughly reviewed, but everything had a content owner, a date for review, and meta-data from a department-approved list of keywords and document types.

The team also thoroughly checked all links and menus, and ran the sites in parallel for three months.

The latest version of Transnet launched in September 2003. "Since then, we have refined the search engine and, as explained earlier, continued to add interactive features and different subject areas," says Hinchsliffe. A Web designer/developer, who joined the Transnet team in November 2002, produces many of the interactive features.

TIMELINE

- November 1997: First intranet launched.
- October 2001: Communication directorate inherits intranet responsibility.
- December 2001: Intranet redesign project begins.
- Early 2002: Initial proposals accepted for the Transnet intranet.
- April 2002: Content owners given three months to review material.
- July 2002: Intranet design finalized.
- August 2002: Old content migrated to new intranet.
- September 2002: Transnet launches.
- November 2002: Web designer/developer joins team; begins creating interactive features.
- May 2003: CMS introduced.

RESULTS

The new intranet, which addresses many of the criticisms users had about the old one, includes “a very simple, uncluttered homepage, a properly configured search engine, and the beginnings of a designed information architecture,” says Stephen Foy, a former Transnet senior manager.

New intranet features include an accident- and incident-reporting form, Windows XP questions and answers, and a policy briefing area explaining what the organization is trying to achieve and why. Staff members also have a new version of the notice board, to advertise things for sale or housing rentals.

Other interesting features include an organizational chart with photos and e-mail links, and a “popular items and notices” page with links to the most often used pages, plus announcements for in-house training or events.

“Several divisions—for example, finance and procurement—have put their meaty reference manuals online, and there is a substantial area dedicated to project management,” notes Hinchsliffe.

Today, Transnet receives an average of 3,800 hits per day. “Our central staff number about 1,800, but our statistics reveal 2,500 distinct users, so we know that we are also reaching colleagues in the various DfT executive agencies around the UK,” says Foy.

A recent staff survey showed a 7% increase in intranet users between the old and new intranets. Compared to InfoNET’s launch—which sparked 300 usability complaints—Transnet received only three, and those had to do with content.

“The library stopped running training courses because they said the system was entirely intuitive,” says Hadley. For content authors, however, DfT plans to offer more formal training. To help drive intranet use, the communications staff includes links to intranet information whenever it sends important, organization-wide e-mails, such as those detailing an organizational change. Users typically jump at the additional information. “We can usually count on around 1,500 click-throughs from that e-mail within half a day of that e-mail being sent out,” says Foy.

Management now posts its weekly bulletin on Transnet, rather than sending out a hard copy. “Five years ago, an internal audit found that 80% of staff wanted to receive the weekly bulletin in print, rather than electronically,” says Hadley. Nonetheless, the change has met with no staff complaints—and certainly none from management. “By transferring the weekly bulletin from a printed to an electronic version, we have saved £130,000 per year,” notes Hinchsliffe.

LESSONS LEARNED

Insights from Alison Hadley:

Use external researchers. “It’s difficult for the team to be objective about their own work.”

Invest in training. “Improving the intranet team’s professional skills has given us more influence with content owners, as well as the ability to provide a better publishing service.”

Create room to breathe. “We developed the design over a nine-month period before introducing the content management system. Although it meant a second migration, it also meant we were not constrained by too rigid a template at the start.”

Invest in statistics software. "Having a good statistics software package allows us to give content owners and managers reliable evaluation reports and helps us refine the intranet."

Oversee content production. "Don't trust content owners to review material. Few have skills in writing for the Web, and none regarded it as priority work. We could have saved a lot of wasted effort by moving to central editorial control earlier."

Insights from Susan Hinchsliffe:

Start training early. "Take a basic course about writing for the Web and information architecture as soon as possible in the project."

Think accessibility. "Acquaint yourself with the basic rules of accessibility for visually impaired users."

Remember that people rarely read word-for-word. "Help them to scan-read your pages by keeping paragraphs short, breaking up text with graphics and bullet points, using tables when appropriate—for dates, times, and locations of training classes—and by adding the syllabus. Use common graphics consistently for e-mail addresses, and Word and Excel documents. Change the intranet's front page all the time, and advertise what's new there; don't trust users to surf the site just to see what's new."

Plug the intranet. "To maximize use of the intranet site, add links to e-mails, printed documents, and training hand-outs."

Give files consistent names. "Establish a naming convention for downloadable files, otherwise you'll find the document has a title different from its name—and then you'll enter it in the content management system under another name."

Convey trustworthiness. "Respond to notification of such things as inaccuracies, broken links, and wrong names and telephone numbers immediately, and get regular updates done as soon as possible."

Department for Victorian Communities (Australia)

Using the Intranet:

The Department for Victorian Communities represents the Victorian Government's determination to deliver government services in a way that supports and strengthens communities across Victoria through a more integrated approach to planning, funding, and delivering services at the local level.

Intranet Team:

In-house: Department for Victorian Communities (DVC), Department of Infrastructure (DOI), and Department of Premier and Cabinet (DPC)

Members:

Meigan Geileskey, project manager; Melanie Hughes, communications adviser; Andrea Appleby, internal communications manager; Gail Nicholson, corporate administration director; Rosanne Nicolazzo, workforce development manager; Geoff Olsen, DVC IT project manager; Robert McIntosh, DOI IT manager; Nada Bagaric, support and communication analyst

SUMMARY

Given this intranet's simple presentation and consistent design, you'd never guess that much of its content was derived from seven very different intranets. The intranet's uncomplicated design, plentiful content, seamless integration, and creative touches all help meet the goal of unifying staff from seven different divisions.

The Department for Victorian Communities (DVC) was established in December 2002 due to government changes following the Victorian state election. DVC brings together fifteen business units that were previously attached to seven host departments, seven IT networks, and seven different intranets. The Department Secretary launched the new intranet, DVC Net@Work (to celebrate, staff members were given Net@Work mouse pads). "The new intranet reflects the fun environment and the diversity of people that it has brought together," says Melanie Hughes, communications adviser. The intranet supports approximately 600 staff members primarily located in its main Melbourne office, but DVC also has offices in other Melbourne locations and in regional areas throughout Victoria.

The intranet provides the right amount of content, elegantly packaged. The homepage's news section is updated weekly. Headlines and short summaries give users enough information to decide whether they want to read further. Understanding the importance of fresh content, the team addressed this technically and organizationally. First, designers built the site for distributed authoring. Second, the group immediately established a team of authors representing each of the department's business units. More content authors will continue to be trained. There is also an archive that contains previous homepages so people can refer to past articles.

The rotating *Faces of DVC* banner includes images of the staff members. Displaying both the image and name helps staff identify each other. This is especially helpful given that the department is just over a year old and employees have come from many different locations.

On the intranet, employees get access to procedures, policies, support for work activities, statistical data and information resources, and information and services related to staff work conditions and professional development. The *About DVC* area supplies a department overview, including facts about ministers, executive profiles, the organization chart, and strategic and corporate information.

Department for Victorian Communities
INTRANET

HomeAbout this siteFeedbackDVC InternetSite MapSearch
IT helpdeskDVC directoryHR kioskNew startersFinance system

Contacting People
Work Tools & Services
What's Happening
Research & Resources
Staff Services
About DVC
Extranet Resources

OFFICE FOR YOUTH
National Youth Week
This week is National Youth Week (27 March - 4 April). Circus skills workshops, skate board demonstrations, cartoon competitions, film premiers, magic lessons and youth forums are just some of the dynamic events that will mark National Youth Week in Victoria. These events will provide young people with great opportunities to get involved with friends, family, school-mates and colleagues. For more information, check out the [Events](#) section.

ENVIRONMENT INITIATIVE
DVC signs up with GreenFleet
DVC has signed its fleet of vehicles to *GreenFleet*, as part of its commitment to reducing environmental impacts associated with transport. Arrangements have been made to plant 17 trees for each vehicle in the DVC fleet (as at 1 March 2004). These trees will absorb the equivalent to the carbon dioxide generated by the vehicles. Learn about *Greenfleet* or sign up your car at the [Greenfleet website](#). DVC will be organising a tree planting event as part of the new employee volunteering program and will advise staff once details have been finalised. For more information contact [Phil Clements](#), Environment Manager.

FUN@DVC
Want to go to the Movies?
Fun@DVC has organised its first film gathering. Come along and see *The Barbarian Invasion* at

Monday, March 29
Use your Intranet to...

- Use a [desktop template](#)
- [Search the Internet](#)
- [Search the Vic Gov Intranet](#)
- [Read media releases](#)
- [Read Our Secretary's message](#)
- [Contact key people @DVC](#)
- [View the Spring St Stacking Plan](#)
- [Find a job vacancy](#)
- [Go Volunteer](#)
- [Book IT Training](#)
- [Manage a project](#)
- [Plan your trip](#)
- [Enter Fun @DVC Footy Tipping](#)
- [Contribute to the Intranet](#)
- [See new location of topics from the old DVC Intranet](#)
- [View the homepage archive](#)

Pictured: The Department for Victorian Communities homepage has a clean look, provides updated news items, and creates department unity by using rotating pictures of employees in the top banner.

We often encounter corporate intranets that are organized by units and functional groups rather than by user tasks, which can make it difficult for users to find information—particularly when they don't know which group handles which duties. In DVC's case, the designers understood their audience and knew that people from the many business units would each come with knowledge of their own previous processes and terminology. Thus, the intranet's left-side navigation is organized by subject rather than by departmental structure. This makes finding content easy, and also facilitates the integration of business units' content. The left-side navigation is persistent across the intranet, and breadcrumbs help users keep their context. On every page, links to the site's most popular areas appear in the second row of the top, horizontal navigation.

Overall, the site's text is well written. Black text contrasts well with the white page background, and bold headlines help users to scan text. Pictures are used to enhance messages.

Department for Victorian Communities
INTRANET

Home
About this site
Feedback
DVC Internet
Site Map
Search
IT helpdesk
DVC directory
HR kiosk
New starters
Finance system

You are here: Staff Services > GoVolunteer

Contacting People
Work Tools & Services
What's Happening
Research & Resources
Staff Services
Employment@DVC
Employee self service
HR policies
Performance management
Staff amenities
Staff Consultative Committee
Staff movements
Travel @DVC
Volunteer
About DVC
Extranet Resources

GoVolunteer

Are you looking for new volunteering opportunities?

The [GoVolunteer website](#), Australia's first volunteer recruitment website to help you search for information on volunteering roles that you may interest you.

GoVolunteer is a not-for-profit website run by Volunteering Australia, the national peak body working to advance volunteering in the Australian community. It provides free Internet advertising for not-for-profit community organisations looking for volunteers and can provide prospective volunteers with a list of community organisations seeking volunteers for particular projects and roles.

If you are interested in volunteering, GoVolunteer can provide you with information on volunteering and a wide range of volunteer opportunities across Victoria (and Australia).

There are over 900 organisations listed on GoVolunteer, a large proportion of which are located in Victoria. Each month 36,000 people visit the site from all over Australia, and since the site was launched in June 2000, GoVolunteer has linked thousands of volunteers with volunteering opportunities across the country.

Staff can quickly scan the GoVolunteer site for a range of volunteering roles, and if there are any opportunities of interest, staff can directly make contact with the listed organisation to find out more about the volunteer positions advertised.

Providing this easy access point to information on volunteering, is one of many activities underway to encourage and support DVC staff volunteering efforts. Stay tuned for further information.

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Pictured: The *GoVolunteer* page uses legible text and a picture that supports the message. The *Printer friendly version* link at the bottom of the page makes articles portable. Also, note the breadcrumbs in the upper-right, which help users maintain context.

Department for Victorian Communities
INTRANET

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You are here: Work Tools and Services > Projects > Methodology

Contacting People
Work Tools & Services
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Methodology

Business Systems and Projects have developed a project management methodology branded *Projects@DVC*. This methodology consists of a framework and tools and templates to assist DVC project managers in the delivery of their work

Two types of projects are defined in *Projects@DVC*:

Flagship Projects are cross divisional, assist in the strategic positioning of DVC and enable DVC to do things differently.

Divisional Projects are business unit or divisional specific and are primarily run out of a business unit / division.

It is recommended that DVC Flagship Projects adopt the full *Projects@DVC* methodology. The methodology consists of a definition & planning , delivery and closing phase. Within each phase are a standard set of documents that must be completed. These include a project charter, risk log and weekly status reports (to Senior Executive).
At the end of the project a post implementation review is also required to be undertaken

As part of the initial project planning we strongly recommend a scoping session be undertaken with the project team to develop the base for the project charter. BS&P offer resources to run these scoping sessions as well as other assistance. Business Units undertaking projects are encouraged to register their projects with *Projects@DVC* and share the work with all DVC staff.

Please contact [Projects@DVC](#) for registration or any further information

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Related documents:
[Defining a Project](#) | [Projects @ DVC Framework](#)
[Project Management Definitions](#) | [Ten Tips](#) | [Roles and Responsibilities](#)

Pictured: The *Methodology* page breaks text into manageable chunks and puts important words in boldface type. It also offers links to *Related documents*, which help users locate similar content pages that they might not have known existed.

In the left-side navigation, clicking a link such as *What's Happening* expands the menu. These second-level links are divided into subject clusters such as: *Bulletin board*, *Events*, *News*, *Media releases*, *Fun@DVC*, and *VicGov Trading Post*. This second level of links prevents the list of top-level links from getting unruly.

The *What's Happening* section keeps employees abreast of current events, including DVC-related activities and seminars, national and international news, and weather. To keep

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employees current on DVC's outside communication efforts, the page also links to the department's media releases.

Department for Victorian Communities

INTRANET

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HR kiosk

New starters

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Contacting People

Work Tools & Services

What's Happening

Bulletin board

Events

News

Media releases

Fun@DVC

VicGov Trading Post

Research & Resources

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What's Happening

Find out about events & activities relevant to DVC and Victoria. Navigate via the left menu, or try the quick links below.

The Latest at DVC

[News](#) | [Events](#) | [Bulletin Board](#) | [Research](#) - news from Access Services at Public Record Office Victoria

Seminars and Forums

[Govt and Society Seminar Series](#)

Media

[Media releases](#) | [The Age](#) | [Herald-Sun](#) | [ABC News Online \(Aust\)](#)

VicGov resources

[VicGov intranet](#) | [VicGov web-site](#) | [Gazette](#) | [eGovernment news](#) | [Tenders](#) | [Information Victoria](#) | [VicGov Trading Post](#)

Weather

[Melbourne](#) | [Victoria](#) | [Rain radar](#)

Mark your calendar

[Parliamentary sitting dates](#) | [Public holidays](#) | [School terms](#) | [Daylight savings](#) | [IT Training calendar](#)

In Melbourne

[Melbourne news](#) | [Events](#) | [Melbourne's water storage](#) | [2006 Commonwealth Games](#)

Social notes

[Fun@DVC](#) | [Staff profiles](#)

Related resources

[Employment @DVC](#) | [DVC strategic documents](#)

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Victoria

The Place To Be

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Pictured: The *What's Happening* section keeps employees abreast of current events, including DVC-related activities, Melbourne events, national and international news, and weather.

Having fast access to current contact information is crucial. The *Contacting People* navigation link leads to an intranet section containing links to DVC's phone and location directory, the *Whole of Victorian Government Directory*, public phone books (business and residential), and key DVC contacts.

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All New Starters Information

Employment forms

- » [Personal Details Form](#)
- » [Banking Details Form](#)
- » [Tax file Declaration](#)
- » [Prior Service Request Form](#)

Pay details and DVC security

- » Access your pay and other [Employee Self Services](#)
- » Get your Shell House [security pass](#)
- » Complete your details on your [Internal/External Directory](#) record

DVC's computing environment


- » To access the Intranet you will need to set up a HTTP password (contact [IT helpdesk](#) to reset)
- » Book yourself on [Information Technology Skills Training](#)

DVC's working environment

- » Familiarise yourself with the [VPS Non Executive Staff Agreement - MS Word](#)
- » Familiarise yourself with [Code Of Conduct](#)
- » Familiarise yourself with the [Key DVC Contacts](#) (eg - Booking a Vehicle)
- » Familiarise yourself with [DVC's Human Resources Policies](#)
- » Familiarise yourself with [DVC Staff Amenities](#) (bike racks, showers)

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Pictured: The *New Starters* section gives new employees answers to typical new-employee questions independently and privately, and lets them quickly apply for such things as security passes.

This comprehensive intranet succeeds in uniting not only information from various sources, but the department staff as well.

URL AND ACCESS

The intranet URL is <http://intranet.dvc.vic.gov.au>. When users open Lotus Notes, the intranet homepage is the automatic start-up page. For staff in offices outside the department's main location, intranet access is available via an extranet at <http://extranet.dvc.vic.gov.au>.

CONTENT MANAGEMENT

DVC uses Enterprise Solutions' Rapid Web Publisher, a distributed-authoring program that runs on Lotus Notes. Each business unit has at least one content author; there are currently forty authors and more are in training. Each author learns intranet style, which includes specific colors for page titles, headings, rulers, and shading.

An intranet coordinator vets layout and content before allowing pages to go live.

The site uses two templates: one for the homepage with its *Faces at DVC* banner; the other is the standard template used for all other pages.

TECHNOLOGY

The Victorian Department of Infrastructure (DOI) hosts the Windows 2000 server hardware and software running the intranet. DOI handles all of DVC's information technology via a shared-services-arrangement contract.

The team selected DOI-developed intranet technology, though it came with some constraints. For example, users must enter their username and password to move beyond the intranet homepage. "DVC hoped to avoid this password requirement, but this wasn't possible," says Hughes, adding that it's a DOI security policy requirement, and DOI hosts the intranet. Still, she says, "the advantages of using a pre-existing system definitely far outweighed [the benefits of] starting from scratch."

GOALS AND CONSTRAINTS

1) Make the intranet DVC's primary communication tool. 2) Improve information sharing within DVC. 3) Ensure that each business unit has at least one content author who posts content at least once every six months. 4) Transition from a biweekly newsletter to the intranet as a regular source of information. 5) Work with and around simultaneous projects to consolidate IT, finance, and HR.

BASIC INTRANET FEATURES

The intranet gives users access to news, job-related information and documents, staff directories, and more. Every page contains links to high-use applications: the HR Kiosk, pay and leave information, the finance system, the DVC phone directory, the IT help desk, and information for new staff.

News on the homepage changes at least weekly.

The homepage features *Faces at DVC*—randomly rotating staff pictures—to familiarize people with other staff members, along with links to homepage archives.

USERS

DVC's intranet supports approximately 600 staff members; most are in Melbourne, but some are located in regional Victoria offices.

The intranet supports several DVC divisions and business units:

- Office of Commonwealth Games Coordination
- Sport and Recreation Victoria

- Community Building and Information (Registry of Births, Deaths and Marriages; Public Record Office Victoria; Government and Community Information; and Community Programs)
- Local Government Victoria
- People and Community Advocacy (Office for Youth; Office of Women's Policy; Victorian Office of Multicultural Affairs; Aboriginal Affairs Victoria; Employment Programs; and Cabinet and Parliamentary Services)
- Corporate and Organizational Development
- Strategic Policy and Research

USER TASKS

- Find information about DVC news and events
- Access salary and vacation time information
- Pay invoices
- Claim expenses
- Access the DVC phone and location directory, the Victorian government directory, or public phone directories
- Contact the IT help desk and read IT updates
- Find the organizational chart, strategic documents, and information about ministers and senior management
- Read messages from the DVC Secretary (the head of the department)
- New employees access key employment documents: tax and bank account information; security pass applications; key HR policies, including the employee code of conduct; and information on staff amenities such as parking, bicycle racks, and shower location.

BACKGROUND

DVC was created in December 2002, following the previous month's Victorian state elections.

The intranet was one of five "Establishing DVC" projects begun concurrently. The other four were to create shared service arrangements for IT, HR, and finance, and move 470 of DVC's 600 employees to one building.

One of the business unit's staff, Meigan Geileskey, had extensive Victorian government Internet experience and was appointed DVC intranet project manager. She immediately established a provisional intranet. "As DVC staff were initially working on seven different IT networks and in different buildings, a short-term solution was to develop an interim DVC intranet accessible via the Whole of Victorian Government Intranet," she says. As in any reorganization, the fledgling DVC staff members—who were initially located in different buildings—wanted information. As an example, Geileskey notes that "details about the staff move to the new building were well sought after."

The transitional intranet, built in Dreamweaver, lacked distributed authoring or built-in archiving, but "it served as a short-term solution for the department until the development of the current intranet," says Geileskey.

DESIGN PROCESS AND USABILITY ACTIVITIES

The design team chose December 15, 2003 as its target launch date for the full-fledged DVC intranet, because by that date all staff would be relocated to the new DVC building and most would be on the new DVC IT network.

Work began in July 2003. "From the very start of the project, the scope of what was achievable for a December launch was outlined," says Geileskey. The goal: launch no matter what.

The team decided that the initial design should provide basic content, easy access to some services (such as HR), and a foundation for improving content and functionality in the future.

To get up and running quickly, DVC selected the CMS already used by DOI, its shared IT services provider. "DVC was lucky to build on DOI's knowledge and expertise and many years of intranet experience when designing ours," says Geileskey. "Of course, being a new department with a different focus, we also had to tailor our site to suit our needs."

To learn how, the project manager visited other Victorian government intranet managers, drawing on their experience and usability studies. DVC also created an Intranet Reference Group, composed of Web-savvy individuals in the business units, to comment on intranet design iterations, including graphic design, site architecture, and information architecture. The Web group also kept their business units updated on the intranet's progress.

Initial intranet testing took the form of workshops. Prior to meeting, workshop participants were given two questions to ponder: *What three aspects do/did you like about your previous department's intranet? What are the four things that you would like to do/obtain via the departmental intranet?*

To expand results beyond the existing, Web-focused group, one workshop required each group member to bring a colleague. The design team thus got feedback on its two questions from various employees, including a project manager, policy officer, and an administrator.

Workshop participants described parts of previous intranets as "boring," "formal," and "unfriendly," as well as "cluttered" and "hard to use."

Yet users also praised some existing intranet elements, including staff profiles and photos; a clean look; weekly news; short homepage teasers linked to full news items; an HR portal that offered continuous access to information; easily available policies and templates; and intranet-based directories and contact information.

The workshops helped focus the design team. "It was a great way to get an initial idea of how to create the design for DVC," says Geileskey.

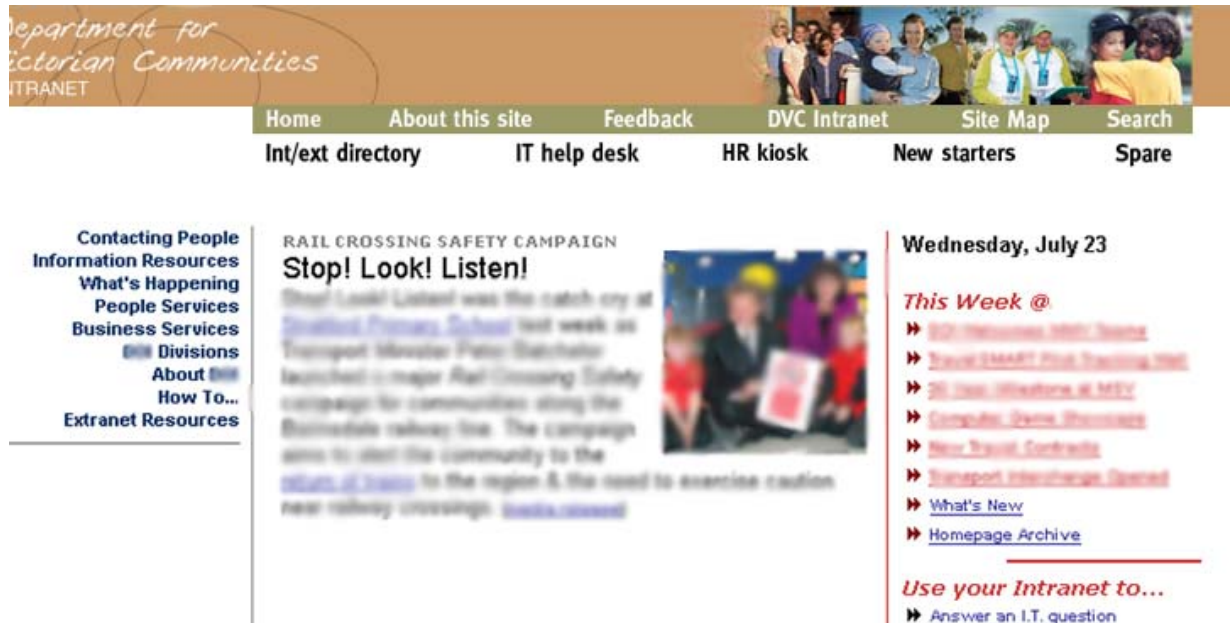
For example, the idea for randomly rotating staff photos on the new homepage was adopted from the Department of Premier and Cabinet (DPC) intranet. "Because DVC was new and no one really knew their colleagues in other business units, this was seen as a valuable feature for our new intranet," says Geileskey. Based on feedback, the design team added another feature suitable for a fledgling department: they included staff names under the photos.

Although DVC doesn't have its own page designers, DPC page designers helped the team create an intranet prototype, using the DOI intranet as a model and adding DVC corporate design elements.

"One-to-one consultation proved very useful. Often, in groups, people don't say what they really think," says Geileskey.

The project team employed several other usability techniques to test prototypes, including card sorting to determine how to cluster information and create a site architecture, expert review, and user testing of design prototypes.

Feedback on the first prototype resulted in various changes. A banner with community photos was used in the original design at the top of the page, but users thought it was taking up too much prime real estate and the design team removed the photos and reduced the banner size. Feedback also indicated that news items listed on the right side of the page were viewed as duplicates; eliminating them created more white space.



Pictured: The first design for the DVC intranet. Feedback from the Web group and randomly selected staff members from different levels and business units helped enhance this version to create the intranet DVC has today.

The project team also tested navigation terminology and subsequently eliminated terms that users viewed as too clever. "We initially based our terms on the successful DOI model and then tested these on DVC staff," notes Geileskey.

For example, on the DOI intranet, "people services" refers to professional development information in the HR section. "This term didn't make sense to DVC staff because our department is based on community—people—services, so DVC staff thought that this term meant what services DVC is providing to the community," notes Geileskey. The new, DVC-friendly term is "staff services."

In the end, "Quite a bit of time was spent on tailoring navigation terms for DVC to ensure users could make sense of the site architecture easily," she says.

Finally, the new intranet was branded as DVC Net@Work, and mouse pads were created to herald the launch.

TIMELINE

- July 2003: Intranet project begins with assignment of project manager and immediate research into existing Victoria government intranets. Over the next six months, DVC staff migrates to a common building.

- August 2003: Intranet reference group created.
- August 2003: First intranet mock-up ready for testing.
- August 2003: Testing begins on site look, feel, and architecture through workshops, expert advice, business unit visits, and one-to-one comments.
- September 2003: Approval of LHS navigation and design.
- End of September 2003: DOI's IT group sets up DVC's intranet CMS.
- October 2003: Content author nominations begin.
- October 10, 2003: Electronic document center available.
- November 2003: Content authors begin training on CMS; follow-on training answers additional technical or content-related questions.
- Early December 2003: Intranet information sessions for staff.
- December 5, 2003: Content ready for launch.
- December 8, 2003: Final testing of site begins, including checking content, links, and structure.
- December 15, 2003: Launch of DVC intranet.

RESULTS

Six months after the project began, and with an ambitious timetable, DVC Net@Work went live. Today it "provides a central point for access to information for all staff," notes Hughes. The intranet has already improved not just staff information access, but cross-departmental communication. Internal communications at DVC also have a consistent look and feel and staff members have easy access to major DVC applications, an often-requested feature.

Work Tools and Services, for example, groups such things as procedures, policies, work activity assistance, and templates for briefings, memos, and letters. Second-level headings are clustered by subjects, such as finance, IT, projects, and communications. "You can find everything you need to do a task in one area, rather than scattered throughout the site," notes Geileskey. Clicking on *Projects*, for example, leads to project templates and guidelines, contacts for project assistance, and departmental project news.

DVC also trained a network of content authors (more are on the way), and expects continued intranet improvements as authors devise new content.

To keep content fresh, users can set content expiration dates in the CMS. "It sends a reminder e-mail to the content author and administrator that the content page will expire. This can be overridden if required," notes Geileskey.

The CMS archives the homepage and news by date. For recurring events, authors can save time by retrieving and updating existing content.

The intranet team also created an electronic document center (EDC), a Lotus Notes database repository of useful DVC documents. Content authors can publish links to the documents on the intranet, making them easy to share. Typical EDC documents include reports, charts, procedures, forms, and policies.

Intranet searches return results from not only the intranet, but also the EDC, including a link, last date updated, and location.

Many staff reacted enthusiastically to the new site, e-mailing to praise its look and feel. Another user liked that the intranet automatically appeared every morning when she logged onto the network, because one morning it carried news of a new DVC “ethical employment in purchasing” policy. “It alerted me to the fact that there was a new policy which is very important to a project I am currently working on,” she wrote.

DVC’s new intranet coordinator, Sophia Koulbanis, who started well after the intranet launched, noted that “the DVC intranet is head and shoulders above the many sites I have worked with, and unlike past experiences.”

With the intranet in place, new applications are being designed with it in mind. For example, DVC is consulting with an outside agency on the development of a library services function.

The screenshot shows the 'Department for Victorian Communities LIBRARY CATALOGUE' header. On the left is a vertical navigation menu with links: R&L Hub, EDC, Basic Search, Advanced Search, User Profile, New Resources, Email Us, Help, and DVC Intranet. The main content area is titled 'Basic Search' and features a search form with checkboxes for 'Author', 'Title', 'Subject', and 'All'. Below these is a 'For text:' input field and 'Search' and 'Clear' buttons. A link for 'Advanced Search' is also present. At the bottom of the search section is a 'Search hints' box with a plus icon.

Pictured: The *Library Catalogue*, an externally built application, utilized the DVC intranet style guidelines so that the finished product blends with the intranet.

LESSONS LEARNED

Insights from Andrea Appleby:

Make the intranet a team effort from the start. “At the start of the project, a conscious decision was made to involve as many staff as possible. It’s important to develop an intranet ‘with’ the staff that are going to use it, not present a completed product that no one knows about.”

Insights from Melanie Hughes:

Engage people early. “Forming the Intranet Reference Group gave us the opportunity to utilize expertise across the department and provided the group with the opportunity to give their input into what they wanted from an intranet. This in turn created more buy-in—a majority of the reference group members then became content authors and advocates, encouraging others to be authors.”

Thank your workers. “At the same time as the content authors were trained, we also promoted their involvement and put their names up in lights as departmental champions and early adopters so as to cement their participation and highlight their role to management.”

Create a communications strategy. “A communications strategy was invaluable to promote, road test, and introduce staff to the intranet prior to its launch. DVC intranet posters were developed and distributed to each floor of the building. We put regular intranet

updates in the staff newsletter, highlighted when key milestones were met—such as when the look and feel was signed off—and showed staff what this looked like, or when content authors were trained. We organized information sessions for staff, where we demonstrated key intranet features. We distributed fliers explaining the need for intranet passwords, to make staff aware and reduce the risk of this becoming an issue. Since the site launched, on-going communication is still needed to continually educate, and to involve staff with the site, its uses, and where to find things. Also we constantly look into ways to improve the site, and maintain staff engagement and intranet acceptance.”

Take advantage of holidays. “The new intranet launched December 15, 2003. This added a bit of extra stress for the project members before Christmas. But, because most people were away on holiday over Christmas and early January, this gave us the opportunity to iron out issues and correct problems without too many people noticing.”

Department of Veterans Affairs Mid-Atlantic Health Care Network (U.S.)

Using the Intranet:

The VA Mid-Atlantic Health Care Network (VISN 6) is one of twenty-one Veterans Integrated Service Networks (VISNs) established by the U.S. Department of Veterans Affairs in 1996. VISN 6 offers health services to veterans that range from primary to specialized care.

Intranet Team:

In-house

Members:

Charles Jones, webmaster; Pamela Howell, communications manager

SUMMARY

What started as nine separate and very different websites has evolved into one cohesively designed intranet that presents a unified message to employees and helps them easily find the information they need. The design team achieved this by defining simple goals and creating design processes to meet them.

The U.S. Department of Veterans Affairs Mid-Atlantic Health Care Network (VISN 6) has eight medical centers and twelve outpatient clinics in three states, and a service area that includes 1.25 million veterans and 85,000 square miles. In fiscal year 2003, VISN 6 served more than 200,000 unique patients. Last year, VISN 6's annual budget exceeded \$975 million and it had approximately 10,000 employees.

With so many responsibilities and users to support, the organization realized it needed one intranet. Originally, the VISN 6 headquarters office and four of its eight facilities had each created their own intranets. The look and feel of each was distinct, yet much of the content was similar; VISN 6's management knew it needed to overhaul this approach and prevent further duplicated effort. While revamping, management took the opportunity to pursue an additional goal: streamline the processes and procedures, and align them with the organization's goal of being thoroughly patient-focused.

The team established a common interface for the entire intranet, including templates. Content providers can access information about these templates, as well as appropriate assets, on the intranet. In addition, content officials who maintain their own content must receive content-tool training and training on the required templates. Before any content is published, the webmaster reviews it to ensure that it adheres to usability standards and design templates.

Enforcing standards can be difficult at some organizations, but for VISN 6 it was surprisingly easy to implement them, says Charles (Chuck) Jones, VISN 6 webmaster. "Most content owners are happy that the design has been taken care of for them, so they only have to focus on content. However, there are a few who express disappointment about not being able to exercise their creativity." Another challenge the team overcame during the redesign process was trying to design the new site while maintaining multiple, local intranet sites.

Now the VISN 6 intranet provides one integrated website that is a source of information for all employees. Additionally, the intranet helps promote a sense of integration among all of the facilities, so employees view their facility as part of a larger health care network. "The intranet site was originally built as location for links to a variety of VA, government, and private sector websites that would help employees in the performance of their duties, and enhance the mission of the VA Mid-Atlantic Health Care Network," says Pamela Howell,

communications manager. Today, however, the intranet is much more than that. "It has evolved into the authoritative source for news and information for VISN staff."

One of the intranet's biggest benefits is that it houses many of the links to sources that users previously had to find on their own. This is a great time saver, and also makes employees aware of other available sources. For example, the intranet provides employees with links to other VA, federal, and private sector websites that have information they need to perform their jobs. Clinical staff can find links to a number of highly respected online medical library references, including the National Library of Medicine and Krames on Demand. These references assist staff members in their daily work with patients, and help them prepare and maintain medical records.

Since any VA employee can access the VISN 6 intranet, the design team took care to explain who has access to which resources. For example, not all VA networks or facilities have licenses for every medical resource. The *Medical Library Online* thus uses color-coded triangles to indicate license types: red indicates VISN 6 only, blue indicates that the entire VA has a license, and green indicates that just one particular facility has a license. Given this, users can better determine whether or not they have access to something on the intranet site.

VISN 6 INTRANET **VA Mid-Atlantic Health Care Network** Home | Contact Us | VHA Intranet | VISN 6 Internet
Excellence through Teamwork
VAMC Richmond

Asheville Beckley Durham Fayetteville Hampton Richmond Salem Salisbury

Medical Library Online

Links Richmond Edition

STAT!Ref **THOMSON MICROMEDEX** **UpToDate ONLINE** **NATURAL MEDICINES COMPREHENSIVE DATABASE**

▲ ▲ ▲ Licensed products which require additional login to ensure usage only by those authorized. Mouse your cursor over the triangle to see the type of license. Red = VISN license. Blue = VA license. Green = facility license.

Books	Databases
Dermatology Online Image Atlas - Johns Hopkins Univ Online Medical Books Includes the following titles: <ul style="list-style-type: none">• Cancer Medicine• ECG Library• Merck Manual• Merck Manual for Geriatrics• Surgical Treatment• and more by specialty . . .	PubMed NLM Gateway
Stat!Ref ▲	
Drug Information	Evidence-Based Medicine
Micromedex ▲ Natural Medicines ▲	Up-to-Date ▲ Outlines in Clinical Medicine ▲

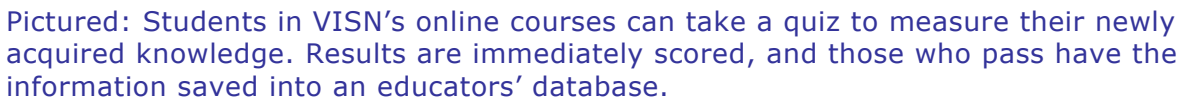
Pictured: The main page of *Medical Library Online*. Each page has its own online holdings and links to different electronic medical library products purchased by individual facilities, VISN 6, or the VA as a whole. Technically, each facility's holdings

are listed in a separate “include,” and the facility session variable determines which “include” to show users.

The team also incorporated several Web applications into the intranet. Contracting personnel can access the VISN 6 *Solicitation and Contract Log*, for example, which lets them track solicitation and contract information on requests for goods and services. Public affairs officials can access an application that lets them update a facility events calendar, local news articles of interest, and other communications functions, which can then be made available to all employees.

In addition to job-specific assistance, the intranet also provides more general support, such as phone and contact information, policies and memoranda, up-to-date performance data, VISN programs, all VISN and medical center policies and information bulletins, performance data for the VISN network, links to employment- and benefits-related sites, links to VISN’s partner agencies, VISN 6 facilities’ news and events, and online educational resources.

The intranet also offers online education—thirty intranet-based courses—to train employees in a variety of areas. The course page’s methodical layout and class descriptions help staff members understand course objectives, and the *Next* button makes pages easy to navigate. Course contents are well outlined, as is the course length and the students’ standing at any given time. At the end, students can take a quiz to measure their newly acquired knowledge. Results are immediately scored, and if a student passes, his or her name, ID number, date, and course title are logged into a database accessible to educators. If students fail, they can retake the course or the quiz.



With so much news and so many links and applications on the intranet, the team decided to filter information to help users find what is specific to them. They faced challenges, however, when trying to offer personalization features, as VA's headquarters places restrictions on the use of persistent cookies. The team came up with a creative solution that still follows the rules: they use session variables, which lets them provide customized

information based on the facility from which users access the intranet. The default VISN page, for example, is for users visiting from VISN's headquarters office in Durham, as well as for visitors outside the network. If no facility parameter is specified in the URL, the *News and Events* area displays upcoming events for all facilities, and indicates which facility is hosting each event.

When a user is visiting from a medical center, for example, the default address provides a parameter (such as *facility=richmond*), which sets a session variable and alters the information on specific pages. For example, the homepage *Events* area displays events only for that facility, and the *Mission statement* page displays the facility's specific mission statement. Users can view other facility's events or mission statements by clicking the appropriate links.

The screenshot shows the VA Mid-Atlantic Health Care Network (VISN 6) intranet homepage. The header includes the title "VA Mid-Atlantic Health Care Network" and the tagline "Excellence through Teamwork VISN 6". A navigation bar lists facilities: Asheville, Beckley, Durham, Fayetteville, Hampton, Richmond, Salem, and Salisbury. The left sidebar contains a menu with links: HOME, Clinical Resources, Employee Pages, Communications, Mission/Values/Goals, Performance, Logos & Templates, Forms & Publications, Medical Library, Employee Education, Patient Education, Visitor Information, Administrative Services, Partners, Research, Safety/Emergency Prep, Staff, Technology, and About this Site. The main content area features a map of the Mid-Atlantic region with markers for various facilities. A legend indicates: VA Medical Center (red square), Satellite Outpatient Clinic (green diamond), Community-Based Outpatient Clinic (blue circle), and VISN 6 Network Office (yellow star). The right sidebar includes a search bar, a "Favorites" section with links to Google, Yahoo, All the Web, Jobs, Employee Express, TSP, and VISN 6 Staff Directory, a "Performance Data Now Online" button, and a "News and Events" section. The "News and Events" section lists "VISN 6 Features" and "VISN 6 In the News" with recent news items.

Pictured: The default homepage of the VISN 6 intranet. If no facility parameter is specified in the URL, this page displays. The *News and Events* box shows upcoming events and the host facility for all eight facilities in the network.

One of the most unique design features also uses session variables to display facility-specific information. Jones explains, "Our VISN has an ongoing program where we strive to see all patients within twenty minutes of their scheduled appointment times. We track data regarding how we are doing on this measure. We then upload the data to the website quarterly, so that employees can see how we are doing."

To make it easy to compare, the data is used to generate a bar chart for all network facilities. (A smaller version of this chart is also available on the homepage, with a link to the larger chart.) The chart is accompanied by a message from the network director, explaining this goal. A picture of the director personalizes his message. A second chart is generated for each facility, based on the current session variable, so that users can see their facility's data enlarged.

Jones adds, "What makes this page innovative is that the data generates the charts on the fly. This way, when the data is updated, the charts are automatically updated without any additional work by the webmaster."



Pictured: Simple graphs help employees monitor the progress of meeting goals. Data for the bar charts is generated on the fly, so the information is up to date. A message from the network director explains the importance of the charts.

Visually impaired users can also access performance results. A version of the page for vision-impaired users simply lists raw performance data so users can listen to screen-reader software read the results.

CONTENT MANAGEMENT

The VA intranet uses templates to ensure a common look and feel. Before content owners can create content, they're trained on the page creation tool and in-house style; style guides are also available on the intranet. Most authors forward content to the VISN 6 webmaster for posting. He also vets it for usability and template guidelines.

"Most content owners want to have their content posted. Most are happy that the design has been taken care of for them, so they only have to focus on content," says Jones.

Program heads serve as content owners. For example, the head of VISN HR manages "employee pages," including links to job announcements and benefits information.

As an experiment, some users now post content themselves, using a VA-developed tool called WebPilot, which requires minimal HTML knowledge. In addition, the public affairs office uses "a commercially available, recently developed content-contribution tool" to post interesting news articles to the intranet homepage, which keeps it looking fresh.

TECHNOLOGY

The VA Office of Information Field Office in Silver Spring, Md., hosts the ColdFusion application server and Microsoft SQL 2000 database running the VISN 6 site. For searching, the intranet uses the VA intranet search engine, which spans all twenty-one VISNs, but limits returns to results with "netsix" (VISN 6) in the address to keep them relevant.

GOALS AND CONSTRAINTS

1) Consolidate all VISN 6 intranets. 2) Use centralized Web applications able to return facility-specific data. 3) Promote a vision of the VISN 6 healthcare network (rather than separate facilities). 4) Continue to follow national VA guidelines prohibiting persistent Web cookies.

BASIC INTRANET FEATURES

The VISN 6 intranet gives users access to information they need to do their jobs. Staff members get important links to other VA, federal, and private websites. Clinical staff, for example, can access multiple medical references such as the National Library of Medicine and other databases that are essential for working with patients and creating and maintaining medical records.

Users also get access to different Web applications. Contracting personnel, for example, access the VISN 6 *Solicitation and Contract Log* to track their solicitation and contract information. Public affairs officials use a Web tool to update facility calendars, homepage news articles, and communications information.

The intranet also contains staff contact information, policies and memoranda, up-to-date facility performance information, and online training resources.

USERS

The intranet is available to all full-time VISN 6 employees with PCs or VPN access—about 10,000 people in three states. Users range from physicians to maintenance workers employed at eight medical centers and twelve outpatient clinics. The intranet is also accessible to the Veterans Health Administration at large—which has 200,000 employees in twenty-one VISNs.

USER TASKS

- Access information about different VISN programs
- Read VISN and medical center policies and information bulletins, and news and events
- Review performance data for the network and individual healthcare facilities
- Find employment and benefits information links, plus links to partner agencies and online educational resources
- Access important VA, federal, and private medical resources

BACKGROUND

In 1999 and 2000, the VISN 6 office and four of its eight VISN facilities each created and maintained their own separate intranets. The look and feel of each was distinct, though much of the content was similar. In 2002, the VISN 6 network director wanted to consolidate the various VISN 6 intranets into one to promote a sense of one healthcare network. A consolidated intranet would be an authoritative source for internal news and information, and would free many site content managers from creating what was essentially duplicate content.

In January 2001, VISN 6 hired a new webmaster. For the one-intranet redesign, he met with the head of each VISN 6 intranet, evaluated what was on the various intranets and why, and continued to liaison with each intranet head as he designed a new intranet. "Because some of the facilities had already developed local intranets, it was a tough battle to sell the concept of one integrated website, so I adopted a 'bridge' solution that would serve as version 1.0," says Jones. This stopgap intranet standardized design for all intranets while leaving content creation to each facility.

Before long, sites began repurposing content from the main VISN intranet. "We have very limited resources, especially in information technology, so having a number of people creating and recreating the same thing seemed inefficient," says Jones. The push toward one intranet increased. Jones also designed several Web applications able to return facility-specific results from a single database. Now he had to transition from many intranets to one, and at the same time overcome political roadblocks from the VISN 6 facilities that had their own intranets.

DESIGN PROCESS AND USABILITY ACTIVITIES

Redesign planning began in 2002. "We questioned everything," says Jones. The redesign team reviewed WebTrends reports to see how people used—or didn't use—the existing intranet, and studied e-mails and other comments related to the intranet. The team also interviewed subject-matter experts and power users for site improvement ideas. "For example, I watched the senior IT person in the network—the VISN 6 chief information officer—use an application to see what he did, and then made changes based on that observation," says Jones.

In March 2003, Jones took the feedback and developed a prototype site using elements from the existing intranet. He also referred to several trade journal articles discussing intranet best practices, and found them helpful for conceptualizing the redesign. He vetted the prototype with the VISN's website steering committee and the VISN 6 Web Group he chairs, and incorporated the feedback.

From April to June, he charted content similarities and differences for all VISN 6 intranets and derived a new way to organize the content.

In July 2003, he began site development, created site structure and navigation, and developed, then filled, page templates. He also tested Web applications that let users post content themselves.

To keep individual facilities happy and target users with location-specific information, the new intranet would appear customized for each facility.

After testing by the VISN Web Group, the new intranet went live in November 2003.

TIMELINE

- Jan. 2001: Full-time webmaster hired. The VISN office and four of the eight VISN 6 facilities each had independently operating intranets.
- February 2001: Webmaster meets with existing intranet heads.
- July 2001: Design and development of intranet “version 1.0”—nine separate intranets that used identical templates to standardize the look.
- January 2002: Design and development of intranet “version 2.0” begins. Purpose: eliminate frames, revamp content creation, and migrate best content to a new, single intranet.
- March 2002: Version 2.0 goes live.
- March 2003: Prototype of current site created.
- April 2003: Redesign for unified intranet begins, along with content ownership revamping.
- July 2003: New site development begins. Structure, navigation, and templates developed; templates filled. Web applications for posting and generating performance data finalized.
- November 2003: New site goes live.

RESULTS

With one integrated site serving all eight VISN 6 facilities and their headquarters, site traffic doubled practically overnight—good news for the “one intranet” campaign. Users gained access to much more content, though much of it was pre-existing. “In the previous intranet version, content owners had to physically link from the local website to the VISN site, and many did not do that,” notes Jones.

The new intranet’s shallow information structure lets users get anywhere within three clicks. Many users e-mailed with positive comments, especially about the new design and content arrangement.

The new site features a news and events section with teasers on the homepage, which keeps it looking fresh. Using a Web application, public affairs officers at each site post news and events directly to their facility’s homepage. “As a result, employees are more aware of what is happening at their facilities and others throughout the VISN,” says Jones.

The new intranet mirrors changes in VA thinking. “As our organization moves more and more toward an integrated healthcare network that is veteran-focused, cost-effective, and value-added, our intranet site needed to be a reflection of that. It was that desire that led

us to focus on one site for the entire network—versus one for the network, and one per facility,” says Jones.

Rules for adding website content promote that vision. Content owners must first vet new types of content with a subject-matter expert (SME) at the VISN level. If the content is applicable VISN-wide, the SME rethinks and rewrites it, so all VISN employees can benefit. If individual sites require information targeted specifically to their users, the intranet can serve facility-specific information. “This allows for content of a general nature to be available to everyone, while still addressing the need to provide specific localized content where necessary,” says Jones.

The redesign also gives users access to several coded-once, run-for-any-facility Web applications. Just as the intranet URL’s facility parameter makes serving facility-specific information possible, a database and server-side includes can generate facility-centric data.

One example of this is the *Performance Data* page, which tracks the difference between patients’ scheduled and actual appointment time. The VISN 6 goal is for patients to be seen within twenty minutes of their scheduled appointment time. To track progress toward this goal, each facility monitors and submits actual times, and Jones takes that information and updates the intranet database quarterly. Whenever the performance Web application runs, it pulls the latest information, and uses ColdFusion to graph every facility’s performance while calling out the user’s particular facility. To ensure 508 accessibility compliance,⁷ the system uses PNG files instead of Flash movies; it also includes a link to a text-only data page. On the homepage, a smaller version of the first chart is available, with a link to the *Performance* page.

The intranet also now offers thirty online courses, with more in development. “In the first two weeks after the VISN’s Netsix Classroom was launched, over one-third of our 10,000 employees completed at least one course in the classroom, and approximately 10% of our employees completed half of the thirty courses. We even had sixteen employees complete all thirty courses,” says Jones. Employees have also applauded the classrooms’ ease of use. “Employees like it because it allows them to quickly meet their mandatory training requirements. Educators like it because it reduces the amount of time they must spend giving the same training course, and allows for more employees to be trained in less time,” he says. The next version of online courses will also let users see which quiz questions they answered incorrectly.

LESSONS LEARNED

Insights from Charles Jones:

Work with politics. “Pay attention to the internal politics of the organization. It is much easier if you can find a way to work with it, rather than against it. By utilizing the facility parameter on the homepage and setting a few session variables, I was able to design a site that looked, walked, and talked like a facility intranet, but is actually the VISN intranet.”

Start small, delegate well, then build. “Prototype whenever possible. Involve subject matter experts and make them immediately responsible for content. Also, develop your policy for posting information before you go live with your website. Most importantly, when it comes to application development, develop something that works first, then make it pretty. Don’t try to do both at the same time.”

⁷ Section 508 includes accessibility related laws in the United States. For more information, see <http://www.section508.gov/>

Success overcomes resistance. "When I first began development of the site, I was disheartened at times by internal politics and protection of territory. But a few quick successes can change people's minds, and that has helped tremendously. Now, people want their information on the site."

Federal Reserve Bank of Richmond (U.S.)

Using the Intranet:

The U.S. Federal Reserve System includes twelve District Banks and a Board of Governors. The Federal Reserve Bank of Richmond is the fifth Federal Reserve District, headquartered in Richmond, Virginia. It serves Maryland, Virginia, North Carolina, South Carolina, and West Virginia. Although established by Congress as a private stock corporation, the Reserve Bank operates in the public interest, rather than for the profit or benefit of any private interests. As a regional Reserve Bank, the Richmond Federal Reserve gathers and analyzes economic data on the Fifth District and contributes to the formulation of national monetary policy. The Richmond Fed supervises and regulates banks and financial holding companies in the Fifth District, processes currency and checks for banks, and provides financial services to the U.S. Treasury.

Intranet Team:

An outside agency, Ironworks Consulting, worked with Federal Reserve Bank of Richmond staff

Members:

Federal Reserve Bank of Richmond: Marsha Shuler, senior vice president and executive project sponsor; Lisa Oliva, assistant vice president and business project owner; Connie Frudden, assistant vice president and technical project owner; Sandra Tormoen, assistant vice president and technical liaison; Kendall Meddows, project manager, content and design; Ann Tindall, project manager, technology; Trisha Grande Meade, content lead; Dennis Ott, technical lead; Ronnie Anderson, developer; Mark Andrachek, developer; Donnie Bergh, developer; Anne Hallerman, information architecture and meta-tagging consultant/liaison; Cathy Tyler, project integrator

Ironworks Consulting: Bhadresh Patel, engagement manager; Catherine Brown, user experience strategist; Chip Trout, information architect; Bill Buell, creative director; Chris Hull, creative designer; Shell Harris, creative developer

SUMMARY

The Federal Reserve Bank of Richmond's intranet, *5Spot*,⁸ is a communication tool that keeps 1,500 users in several different locations apprised of current events. Forums and other information collection keep employees in touch, and the persistent navigation—which presents the most needed and used features—makes this intranet very straightforward.

To heighten employee awareness of work-related information, the intranet offers a comprehensive news section for the entire district, as well as local news for Baltimore, Md., Charlotte, N.C., and Richmond, Va. Delivering this timely and relevant information can increase employee knowledge of the Federal Reserve System, the Fifth District, and departments within the Fifth District, and help users make more informed business decisions.

The intranet also facilitates business-related collaboration among its users, including a large group of traveling bank examiners, and operations employees who don't have PCs at their workstations. News and forums can also foster a sense of community among departments and locations in the Fifth District.

The homepage's center column is reserved for news. Here, users can get a quick overview of the day's district, local, and national headlines. *National Headlines* features a mix of headlines selected from Factiva—typically about Federal Reserve System banks, supplemented by general national news headlines. Links to *More District Headlines* and *More National Headlines* provide easy access to complete lists of the day's headlines.

⁸ Meaning of the Name: *Five spot* is a casual term for a five-dollar bill. The number five is significant because Richmond is the Fifth Federal Reserve District.

On the main news page, users also find links to news archives, internal publications, national headlines by subject, and 5Spot's topical "forum" sections. These sections feature content on topics that are highly important to the bank and of current interest to employees.

FIFTH DISTRICT INTRANET

[skip navigation](#) [FedWeb](#) [www.rich.frb.org](#)

5 SPOT

PHONEBOOK TECH SUPPORT SERVICES FEEDBACK

Site Search [GO](#) [Advanced Search](#) April 1, 2004

spotlight

Annual Salary Structure Analysis Complete

HR's compensation staff has just completed its yearly analysis of the Bank's salary structure, in which it determines whether to revise grade assignments on non-official jobs. Learn more about this process and find out the results of this year's analysis. [More >](#)

Around the District [More District Headlines >](#)

- Newest Edition of Community Affairs' MarketWeb is Available
- Bank Announces Council Appointments and Reappointments
- Hear the Sound of Money: New Money Museum Audio Tour
- Do You Have Your Form? 2003 FSA Claims Filing Deadline is Friday
- Baltimore: High School Wins Fed Challenge Novice Award
- Charlotte: Staff Explores Volunteer Opportunities with Community Groups
- Richmond: Cast Your Vote for VAB Board Members

National Headlines [More National Headlines >](#)

what's new

One-Click Expanded Menu

Click the plus sign at top right in the box above to see the complete 5Spot menu. Then use the minus sign any time to get the simple version back.

forums & feedback

Check Infrastructure Review

Current info on the Check Re-engineering Initiative, including archived communications and frequently asked questions

tools

- Register a Visitor
- Reserve a Meeting Room
- QuickPlace
- SameTime
- Online Library

hotspots

- Employee Self-Service
Personal and payroll information
- Benefits Express

Pictured: The Federal Reserve of Richmond intranet homepage.

The main news page's *Spotlight* calls out the most interesting or important news items. In addition to dating the items and featuring clearly written headlines, this section offers links to local news items, which reinforces location.

FIFTH DISTRICT INTRANET

skip navigation FedWeb www.rich.frb.org

5 | • 5 SPOT

PHONEBOOK TECH SUPPORT SERVICES FEEDBACK

Site Search GO Advanced Search September 26, 2004

home | newsroom | local news | richmond | archives | 2003 | september

Newsroom

Richmond News

September 2003 Headlines

09.26.03	Upcoming Building Evacuation Drills	abstract
09.26.03	District Adopts New Travel Application	abstract
09.24.03	Isabel Updates for the Richmond Office	abstract
09.23.03	Ken's Pit Crew to Walk to D'Feet ALS	abstract
09.23.03	Employees' Council Names Members for 2003-2005	abstract
09.23.03	Outreach Campaign Update	abstract

sections

- [District News](#)
- [Baltimore News](#)
- [Charlotte News](#)
- [Richmond News](#)
- [National News Feeds](#)

the inside scoop

Check out the latest issue of [The Fedcaster](#) or view [past issues](#).

forums & feedback

Check Infrastructure Review

Current info on the Check Re-engineering Initiative, including archived communications and

Pictured: The local news pages display relevant news for Richmond, as this example shows.

As for traversing the site, persistent navigation makes this a breeze. Menus are organized by task and employ simple terminology. Designers focused on making menus easy to use, because research revealed that users had difficulty locating information and performing tasks on the previous intranet.

In the new menus, top-level choices expand for more selections, which keeps the top-level list short. Unlike cascading pull-down menus, 5Spot's expanding menus do not pop-up over the content area and interfere with users' view of the current page. Users can also take advantage of the small plus and minus signs at the top of menus. These signs let users expand or collapse the entire menu with a single click. The red arrows to the left of the menu choices indicate subsections.

Breadcrumbs combine with a gray-highlight bar in the left-hand navigation to show the current page's location in the site structure. The black heading at the top of each page also names the main section, and beneath that, a red heading shows the subsection. Third-level subsections are indicated with a smaller black heading below the red subhead.

The top, horizontal navigation—which the designers call *utility navigation*—appears in the black bar at the top of every page. The designers carefully selected this section's links to

include the most frequently used content and functionality, such as links to the employee directory (the *Phonebook*), technical support, services, and the feedback form.

In the *Phonebook*, employees can search by first name, last name, nickname, department, location, or extension. This helps users find people, even with minimal information. Users can also select from links to other *Phonebook* views: alphabetical by department; lists of directors, officers, retirees, building tenants, and prior employees; and a list of contractors by department.

On the search page, users see a phone number to call if their own contact information is incorrect.

The screenshot shows the 'FIFTH DISTRICT INTRANET' header with a '5 SPOT' logo. A navigation bar includes links for 'PHONEBOOK', 'TECH SUPPORT', 'SERVICES', and 'FEEDBACK'. A sidebar on the left lists various resources like 'About Our District', 'Newsroom', and 'Employee's Corner'. The main content area features a 'Site Search' bar with a 'GO' button and a 'March 31, 2004' date. Below the search bar is a 'Phonebook' section with a list of links: 'Personnel', 'Departments', 'Officers', 'Directors', 'Contractors', 'Retirees', 'Tenants', 'Prior Emp.', and 'Add. Info.'. A 'Search' section follows, with a 'Search Category:' label and radio buttons for 'Last Name', 'First Name', 'Nick Name', 'Department', 'Location', 'Ext.', and 'All'. A search input field and a 'SEARCH' button are provided. Below the search section, there is a message about contacting the Richmond Bank Operators if information is incorrect, and a link to 'Email Requests' to Bank Operators. The footer contains a '5 SPOT' logo and a list of links: 'About Our District', 'Newsroom', 'Employees' Corner', 'Meeting Planner', 'Travel', 'Documents & Resources', 'Training & Development', 'Human Resources', and 'Departments'.

Pictured: The *Phonebook* page, where users can search for a person using many different criteria.

Even with the intranet's simple navigation, some users will prefer to search. Thus, an open field is available in the top-center area of every page. For those who want to construct more complex searches, they can click the *Advanced Search* link, leading to a page that lets them enter Boolean searches without having to know the Boolean syntax.

The intranet designers and organization managers realize that quality-of-life satisfaction can increase job satisfaction. Thus, the intranet offers more personal features in the *Employees' Corner*, which is for and about employees—not the bank. The online employee marketplace is one very popular tool there that lets employees advertise items and services. This

feature-rich application gives employees a range of options for managing their own listings, but also makes it possible for busy employees (and those less comfortable with technology) to create maintenance-free listings by completing a simple form. These listings expire after thirty days, so no maintenance is necessary.

FIFTH DISTRICT INTRANET [skip navigation](#) [FedWeb](#) [www.nish.frb.org](#)

5 | • 5 SPOT [PHONEBOOK](#) [TECH SUPPORT](#) [SERVICES](#) [FEEDBACK](#)

Site Search [GO](#) [Advanced Search](#) March 31, 2004

[home](#) | [employees' corner](#) | [marketplace](#)

Employees' Corner

Marketplace

Welcome to Marketplace. This page shows *Recent Listings*. Use the sections box at right to see more complete listings by category. Or login at right to add and maintain listings.

[For Sale](#) | [Wanted](#) | [Services](#) | [Events](#) | [For Rent](#) | [Free](#)

For Sale		sort by	date
2000 Infiniti I30 Touring	Autos, boats and bikes	Ch	
Sofa and Love Seat	Furniture and household	WOC	\$140.00
Dining Room	Furniture and household	Rich.	Negotiable
Large Oak Rocking Chair	Furniture and household	Rich.	\$75.00
Dining Room Set	Furniture and household	Rich.	\$400.00
Callaway Great Big Bertha II Woods	Fitness, sporting and outdoors	Rich.	\$190.00
Scrapbooking / Card Making Supplies	Misc./other	Rich.	
Little Tykes rocking chair	Baby/Children's items	Rich.	\$20.00
Wireless router	Computers and other electronics	Rich.	\$80.00
Stereo cabinet	Computers and other electronics	Rich.	\$60.00
matching table lamps	Furniture and household	Rich.	\$20.00
Mickey and Minney outside XMAS figures	Baby/Children's items	Rich.	\$40.00

sections

- [For Sale](#) 46 listings
- [For Rent](#) 15 listings
- [Wanted](#) 0 listings
- [Services](#) 4 listings
- [Events](#) 3 listings
- [Free](#) 4 listings

login

Log in to add and maintain listings

Network ID:

Password:

[SUBMIT](#)

hotspots

- [Recent Listings](#)
- [Local Listings](#)
- [Full Detailed List](#)
- [Categories List](#)
- [Disclaimer](#)
- [Terms of Use](#)

search

Keyword: [GO](#)

Item Num. [GO](#)

Pictured: Users can buy and sell personal items using the *Marketplace* area of the intranet.

There are many other features in the *Employees' Corner*, including cafeteria menus; gym hours; fitness class schedules; information about health and wellness topics; information

about the employee Health Center; employee service anniversaries; online scheduling for massage therapy; FedShop, where employees can purchase Fed logo merchandise and other personal items; and information security tips for employees' home networks and PCs.

The bank understands that while such features help draw users to the intranet, content and tools that help them work efficiently will keep them coming back.

URL AND ACCESS

The intranet's URL is <http://5spot>. Users have a 5Spot icon on their desktop, and the Windows start menu includes a link to the URL. However, if users simply boot their browser, the first page they see is one level higher: the Federal Reserve System's intranet homepage, which is a gateway to all Federal Reserve intranets including 5Spot. (Users can change their browser's start page.)

Mobile users with VPN accounts can connect to the LAN, then access 5Spot.

CONTENT MANAGEMENT

The Federal Reserve Bank of Richmond uses Interwoven's TeamSite, introduced in August 2003 as part of an intranet redesign.

The 120 content providers use one of twenty templates—built in-house using designs from Ironworks Consulting—and have a list of which templates to use for a particular kind of content. There are two style guides, which cover writing and design. "We've also distributed a copy of the sitemap, labeled to show which template should be used in each area of the site," says Trisha Meade, 5Spot's lead content editor.

TeamSite routes submitted content to a department or group manager for subject-matter sign-off. From there, the corporate communications department reviews and edits the material for adherence to style guides, then publishes it. Corporate communications also contributes all corporate- and district-level content. This distributed content-authoring approach is a legacy of the previous intranet's organic growth.

TECHNOLOGY

Interwoven's TeamSite handles content management. The Web server is Sun's iPlanet. Code editors and development tools include Macromedia Dreamweaver MX, Macromedia Homesite+, UltraEdit32, TextPad, GNU Emacs, and WebSphere Studio Application Developer. Adobe Photoshop, CorelDraw, and The Gimp handle graphics. Application servers are Macromedia ColdFusion and IBM WebSphere. For prototyping, the intranet team uses Microsoft Access; Microsoft SQL Server runs on the live intranet. ColdFusion's Verity software handles intranet searching.

GOALS AND CONSTRAINTS

1) Give the Federal Reserve Bank of Richmond's employees easy access to timely and credible information that they need or want. 2) Enable knowledge sharing and collaboration. 3) Automate processes to increase efficiency and reduce costs. 4) Provide a channel for multi-way communications across all bank levels, departments, and locations.

BASIC INTRANET FEATURES

Basic features include:

- Departmental news, key contacts, mission statements, services lists, FAQs, and organizational charts.
- Centralized access to all forms, manuals, and policy and procedural documents, plus the bank's online library.
- News from the entire Federal Reserve System, its Fifth District, and major news outlets.
- Capabilities for reserving meeting rooms, visitors, catering, and audio/visual equipment.
- Access to travel policies and forms, fleet-vehicle reservations, and offsite travel resources.
- A searchable phone directory.
- "Soft news" and services, including internal group and organization homepages, menus, gym hours, and amenities information. Users can buy and sell goods at an online marketplace. Fedshop sells Federal Reserve-branded merchandise.
- Centralized support information to reduce e-mails and phone calls to the help desk.

USERS

The intranet supports 1,500 users in Baltimore; Charleston, W. Va.; Charlotte; Columbia, S.C.; and Richmond. Also, the bank plans to introduce kiosks to serve employees who don't have PCs.

USER TASKS

- Access national, system, district, and local news, and view news archives
- Find forms, policies, procedures, and manuals based on a variety of parameters, including department, topic, need, and form name
- Plan meetings and register outside guests
- Access the employee phonebook, key contacts, or technical support information
- Review cafeteria menus and check the weather at any location
- Access HR information, and view HR and IT training schedules
- Learn more about the Federal Reserve System, the Federal Reserve Bank of Richmond, and all fifth-district locations
- Access resources available through the bank's research library
- View archives of news and employee publications
- Buy and sell items in the online employee marketplace
- Access travel applications and information from a central location

BACKGROUND

The Federal Reserve of Richmond's intranet launched in July 1996, after the Federal Reserve's Board of Governors commissioned an intranet and invited the twelve district banks to join. As each joined, it built its own site; no common guidelines existed. That ethos

applied within the banks as well—departments created their own intranet sections with no oversight.

“Not surprisingly, this approach led to a series of sites connected by entry pages, but little else. Users had to become familiar with each department or group site’s different architecture and design, and global navigation was not available outside the main page,” notes Chip Trout, an information architect for Ironworks Consulting. Many departments also operated without understanding or applying usability principles.

The old site featured contributions from more than 100 people, each of whom had their own take on design, architecture, and content. This made maintaining a consistent-looking site almost impossible. The new site’s unified design and architecture, and an added editorial review (before content is sent to production), help create a much more consistent-looking site. Some content creators, however, didn’t exactly embrace the change.

“On the old site, departments and groups weren’t required to submit content for review by an editorial group. So, they were apprehensive, understandably, about that new review—especially since corporate communications could edit and publish their content without sending it [back] for further review,” says Kendall Meddows, who manages the intranet’s editorial team. Editors addressed this resistance by training content providers to work within the new site’s structure and standards to achieve business goals. They also worked closely with content providers to build and maintain trust.

DESIGN PROCESS AND USABILITY ACTIVITIES

The redesign team included content area representatives, and staff from IT, the research library, Web development, and public affairs.

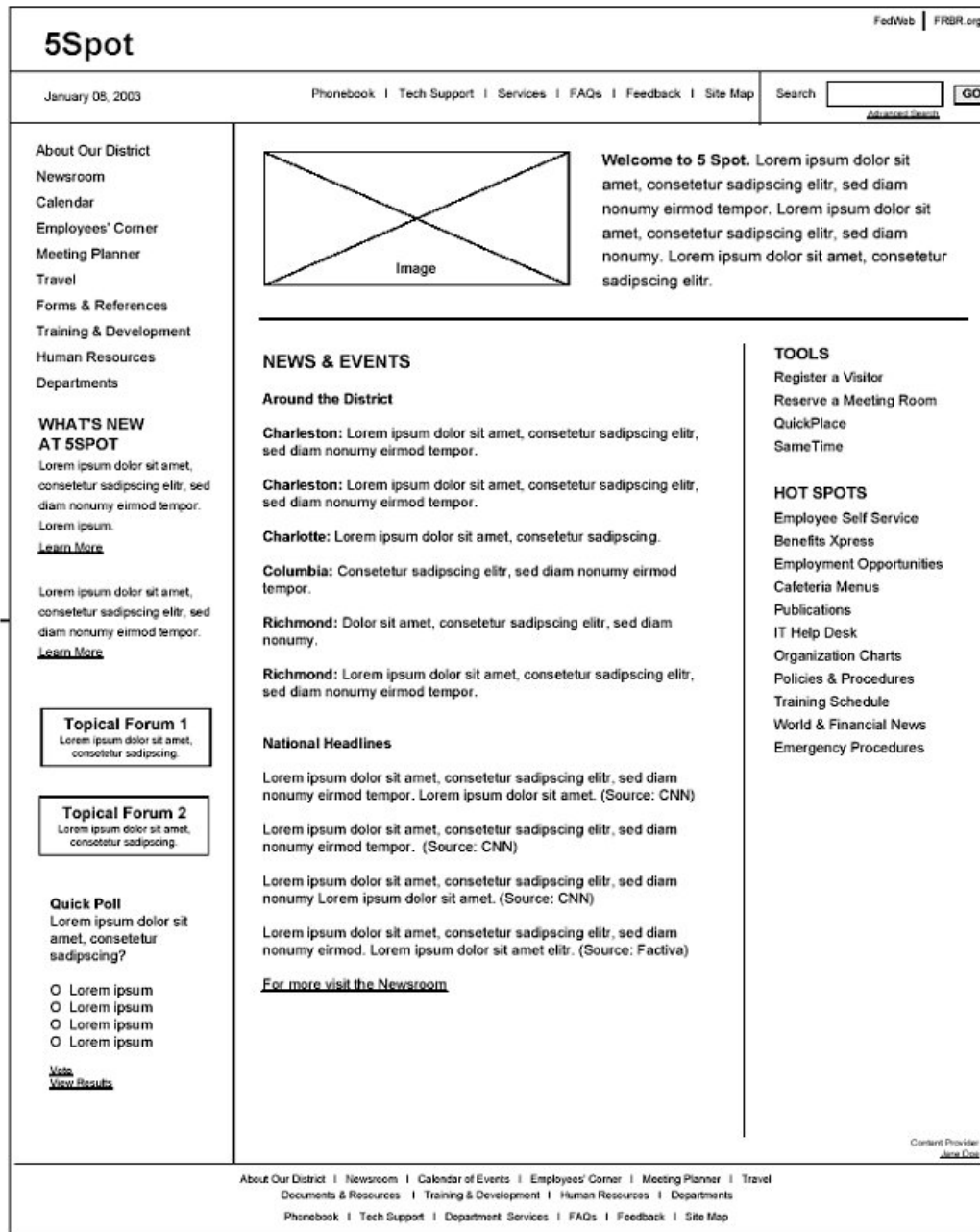
The team’s redesign goals were to improve the site’s information architecture, better focus the site on needs of users in every district location, standardize site navigation and design, and implement a CMS.

First, the redesign team hired consultants to conduct an expert review and ascertain users’ needs. This group surveyed a randomly selected group of intranet users and non-users from every location. A subset of that group participated in group discussions about users’ needs.

“We learned what we already knew from our site-usage reports: employees used the intranet mostly to check cafeteria menus, review organizational charts, register guests, and reserve meeting rooms. Users told us that the inconsistencies across the site made information so difficult to find that it was quicker to pick up the phone and call someone for answers,” says Meddows.

To improve the site, users wanted an intuitive structure. They don’t have time to dig for information or determine the fastest available channel to complete tasks. Users in locations outside Richmond also didn’t feel the intranet represented them. Others, because of their job function, didn’t have access to either computers or 5Spot. Future projects will rollout kiosks for those employees.

To collect feedback about the new architecture and labels, the consultants created an online survey.



Pictured: A wire-frame version of the homepage, which was tested during development.

However, the test did encourage the team to add more routes to existing information. "For example, if a user wants to set up an online meeting, he might expect to find that in the *Meeting Planner* section, as well as under *Forms and References*. So we decided where content would live and then, based on the test results, put links in other areas where users had told us they would look for it," says Trout.

The redesigned information architecture freed information from departmental silos, placing things where users expected. Parking information, for example, isn't just located in the Building and Equipment Department's section—it's also grouped with directions on each office's *About* page, next to weather, local information, and restaurant links. Parking-related services information is also available via the *Services* link at the top of every page.

The team faced some surprise delays. For example, creating content-provider training and documentation took a long time. The reason is that project team members had little professional training experience, and the tight schedule didn't allow time for the in-house IT training group to learn the content management tool and specifics of the bank's implementation, then develop new curriculum before the launch. Other parts of the project that took longer than expected included: testing and refining the CMS's templates, redesigning existing applications to fit the new 5Spot look, and creating new content.

Regardless of obstacles, the project's deadline loomed. "The only area in which we had flexibility was scope. So, to make up for delays, we launched the site with about 70% of the planned content, and scheduled most new functionality for future phases," says Meddows.

TIMELINE

- October 2002: Current and proposed content analyzed. User survey developed and released.
- November 2002: Conducted user group discussions. Created user profiles.
- December 2002: Started information architecture design. Developed a functions and features list and a site map.
- January 2003: Developed screen layouts. Started work on label testing, wire-frame testing, and analysis. Finalized homepage and template designs. Started training plan.
- February 2003: Wrote style guides. Began modifying existing applications to fit the new 5Spot look and feel, and started creating the technical environment.
- March 2003: New tool development began on the meeting planner, QuickPoll, and weather-information feed.
- May 2003: Completed design and QuickPoll tool development.
- June 2003: Began testing applications.
- July 2003: Began creating new content for launch. Completed application-development work.
- August 2003: Completed content creation and editing. Conducted final testing. 5Spot launched.

RESULTS

The redesigned intranet improves information location, employs a CMS with better publishing workflow capability, and adds features to improve employees' productivity. Whereas the previous site lacked news, for example, employees can now access national, district, and local news, updated daily, on the intranet.

The new site is also more inclusive, with content creators at different offices contributing location-specific news. "Users told us that the previous site was Richmond-centric, with few benefits for users outside Richmond. Now users in every location can find information

about—and of relevance to—them,” says Lisa Oliva, assistant vice president of corporate communications and the redesign project’s business owner.

Bespeaking the site’s improved usability, the average-monthly page views increased from 280,000 to 800,000 after the redesign, and the number of unique visitors rose from 3,000 to 4,800.

The new site includes many more forms and reference documents, and improved departmental and group-services information. “Thanks to a new roll-up application, all of these items are available from multiple places on the site, including global lists, which users can sort using a variety of parameters, including department, subject, need, name, and number,” says Ann Tindall, project manager for the redesign’s technology.

5 SPOT

Site Search: [Search Bar] [GO] [Advanced Search] [March 21, 2004]

Services

View: A-D [Sort By: Title]

Title	Department	Subject
Intranet Content Contributions	Public Affairs - Richmond	Intranet Content Contributions
Accounts Payable	Financial Management Group	Accounts Payable / Vendor Payment Processing
Asset Management	Financial Management Group	Asset Management
Auditorial	General Services - Richmond	Air Request
Basic Tools	Public Affairs - Richmond	Tours, Video, Museum
Budget	Financial Management Group	Budget
CDDO	Financial Management Group	CDDO
Case Center	General Services - Richmond	Case Center Request

Find more documents by selecting other available views from the list above

5 SPOT

[About Our Intranet](#)
[Navigation](#)
[Employee's Corner](#)
[Meeting Planner](#)
[Travel](#)
[Documents & Resources](#)

[Home](#)
[Intranet](#)
[Tech Support](#)
[Intranet](#)

Pictured: The services roll-up application, accessible via a link from any intranet page, lets users sort departmental and group services by title, department, or subject.

The previous intranet's information architecture was organized by department, and users had to jump from section to section to complete basic tasks. By contrast, the redesigned site groups similar elements to speed task completion and links to those elements from multiple sections.

Some Federal Reserve Bank of Richmond print publications are almost exclusively online now, resulting in printing-related savings, including fewer software licenses and reduced training for designers.

Take *Fedcaster*, a weekly newsletter read by over 2,000 current and former employees. "We've built a 5Spot template for this newsletter so that everyone who's trained in TeamSite can produce this weekly publication," says Oliva. Moving *Fedcaster's* marketplace online reduced printing costs and time spent editing employees' advertisements. Employees now list their own items for sale online. "Sometimes these ads alone would require as many as three print pages. When you add the time to edit these advertisements—done by corporate communications—to the printing and distribution costs, including postage, for more than 2,000 readers, the marketplace was costly," notes Oliva. Now that users have a tool for listing goods online and corporate communications no longer reviews advertisements, there are no additional print or resource costs associated with extra-long advertisements, images, or running for-sale items for extended periods of time.

Likewise, the Charlotte location's weekly employee newsletter, *Southern Accent*, was previously a print-only publication and is now a popular intranet fixture, with similar results.

The intranet-based room-reservation system, popular on the previous site, also benefited from the intranet redesign. "Since the reservation system has been on 5Spot, we've definitely received fewer calls asking for directions [about how] to access the system," says Chris Brooks, content provider for the bank's Building and Equipment Department. "5Spot has made it easier for our customers to interact with us."

Despite the improvements, the redesign team faced obstacles, some of which persist. Templates, for example, were no silver bullet. "We were surprised by how difficult it is to achieve design consistency using templates," says Meddows. Just creating templates doesn't ensure consistent presentation. "When we first tested the templates, before training content providers on them, we found that the templates would have to be extremely restrictive to force true design consistency." Yet that would mean many more templates and increased time to maintain them. Instead, the Federal Reserve Bank of Richmond chose another approach: keep templates flexible and educate users to use them consistently.

One way to assist users is through field descriptions—boxes at the top of each template that give instructions. These descriptions change as the content creator navigates from template field to field. Still, authors interpret these descriptions in many different ways, necessitating continued refinement via usability studies, plus ongoing training and dialog.

Of course, change takes time. "We're still struggling to overcome ingrained preferences for broadcast e-mail as a primary channel for announcing internal news," notes Meade.

LESSONS LEARNED

Insights from Sandy Tormoen:

Intranet development is different. "We tried to apply application-building processes to intranet development, but this project was too complex. Analyzing issues from afar didn't work either. You have to just get your feet wet and go."

Insights from Kendall Meddows:

Watch contributors' numbers. "Balance the publishing power of more contributors with the lower cost of involving fewer people. Don't underestimate large-group-management challenges either, such as relationship maintenance, communication, support, and training."

Resist compromise. "True, trying to build the perfect site means you'll never launch, but project time is gold. In our case, dedicated intranet employees split time between ongoing maintenance and building future features post-launch. Things that take months in project mode take much longer in maintenance mode."

Know your content's limits. "Don't just count on content to draw users. Build applications they love to use; make difficult tasks easy. Get users hooked, and then you can feed them news and other information."

Insights from Trisha Meade:

Nurture relationships: "To make the intranet the source for all news and critical information, make time to help your organization's leaders understand that your channel is the best one for achieving their business needs."

Insights from Lisa Oliva:

Ready your cheerleaders. "Get support from senior management and other opinion leaders. You're going to need cheerleaders; start with ones your audience already respects."

Early usability studies speed later decision-making. "User research and other usability work pays off. We were able to complete project parts in a relatively short time because we had sound data to make decisions."

Government Offices of Sweden (*Regeringskansliet*)

Using the Intranet:

The Government Offices of Sweden represent the highest level of the executive branch of Sweden's national government. They form an integral public authority comprising the Prime Minister's Office, the ten government ministries, the Permanent Representation of Sweden to the European Union, and the Office for Administrative Affairs. The Prime Minister leads and coordinates the government's work, the ten ministries handle government business in their respective fields, and the Office for Administrative Affairs provides the administrative services required by the government offices. The ministries, which had been separate agencies since the early 17th Century, were integrated into a single authority in 1997. All government decisions are reached collectively.

Intranet Team:

In-house: the Information Department of the Government Offices (Information Rosenbad) and the Government Offices' ICT division. Scarpitor, an external consultancy, offered initial design support

Members:

Tracy Mitchell-Björkman, graphic designer; Anette Jansson, central intranet editor and administrator; Anna Liedbergius, Cecilia Palm, Eva Sandström, and Johan Hall, former central intranet editors and administrators; Eva Ekskog, technical and production manager; Magnus Eriksson, technical and graphic production

Network of ministries' intranet editors: Bill Nilsson, Katarina Storm Åsell, Charlotte Nording, Helena Myrman, Josef Salih, Tobias Nilsson, Lisa Arvidsson, Maria Brunzell, Mikael Lundgren, René Guthof, Sanna Johansson

The initial project group: Lennart Fahlén, project manager; Eva Ekskog, technical development; Johan Hall, publishing routines and organization; Ann-Britt Rosdahl, information structure; Kristina Thorén, training and information; Inge Gustafsson, senior intranet editor

SUMMARY

The Government Offices of Sweden's intranet supports an impressive number of tasks, all joined in an attractive design. What's more striking is that this simple design and single intranet actually unite all of Sweden's central ministries (the highest level of the national government's executive branch) as well as Sweden's embassies and foreign missions.

Most of those working at the Government Offices—political appointees and civil servants who work as administrators, legal advisors, analysts, and secretaries—are involved in drafting and processing government bills, reports, and national legislation. All Government Offices' employees—approximately 4,300 in Stockholm and 600 at Sweden's missions abroad—have access to the intranet. The intranet can also be accessed on security-approved laptops. Through the intranet, all of Sweden's national ministries' can access information, news, and tools presented in one consistent structure with a common look and feel.

The intranet supports tasks such as: accessing organizational and HR information, policies, and handbooks; searching external news feeds; accessing law texts; viewing job listings; accessing the Government Offices' registry; signing up for internal training programs; booking travel arrangements; searching for and booking library resources; accessing various forms; and reviewing and editing employee profiles and locations in the telephone directory. Examples of less vital but nonetheless popular tasks include viewing cafeteria menus, posting items for sale, and taking interactive surveys.

The elegant homepage alone offers many features. At the top of the homepage, the color-coded tabs link to the main pages of the Prime Minister's Office, each of the ten ministries, and the Office for Administrative Affairs. The links in the upper right go to the government's external websites in both Swedish and English. The right-side column has links to the

intranet's most popular and commonly accessed areas, including: breaking news, lunch menus, information about the Government Offices' efficiency measures, working environment, corporate health programs, employee surveys, and job search. The main menu appears in the left-most column on all pages. It includes an A to Ö (the last letter in the Swedish alphabet) index, a calendar, *About the Government Offices*, administration, HR, IT, and internal news archives.

The homepage's center column, *Insidan*,⁹ displays news and bulletins pertaining to government ministries. The intranet team pairs articles with relevant images, avoiding generic embellishments. This news section gives a quick and easy overview of the latest organizational news, and because the news is updated frequently, employees refer to it often.

⁹ The name of the central section, *Insidan*, translates as both "the inside" and "the inside page" (*sida* denotes both "side" and "page" in Swedish). The names of the ministry sections are, for example, "the Justice page," *Justitiesidan*, or "the Environment page," *Miljösidan*, for the Ministry of Justice and the Ministry of the Environment, respectively.

Översikt

Att förebygga och förhindra folkmord

2004-01-26 07:45

Idag börjar Stockholms Internationella Forum: Att förebygga folkmord. Konferensen blir den fjärde och avslutande i serien Stockholms Internationella Forum. FN:s generalsekreterare Kofi Annan och EU:s höge representant för den gemensamma utrikes- och säkerhetspolitiken, Javier Solana, är två av huvudtalarna.



I år finns Unga reportrar på plats. De rapporterar direkt från de många aktiviteterna och intervjuar deltagare på alla nivåer. Läs mer på www.motfolkmord.com
Läs Göran Perssons aktiviteter

Lär dig jazzdans!

2004-01-23 17:03

Inom idrottsföreningen (RIF) finns denna termin möjlighet att lära sig jazzdans på både nybörjar- och fortsättningsnivå. Kurserna startar den 2 februari.

Redan nu på måndag 26 januari kan du mellan kl. 17 och 18.15 prova på om jazzdans kan vara något för dig. Du behöver ingen tidigare danserfarenhet - alla kan hänga med. Nyfiken? Kom till Loens motionslokal, N-dep, Jacobsgatan 26, plan 4.

Läs mer!

Vill du delta i Regeringskansliets aspirantprogram 2004?

2004-01-23 13:08

Vid årets antagning kommer vi, att utöver externa sökande, kunna ta in redan anställda handläggare till ett begränsat antal platser. Om du vill söka måste du:

- uppfylla kraven som gäller för externa sökande (se www.regeringen.se)
- arbeta som handläggare i RK som tillsvidareanställd
- ha arbetat som handläggare i RK cirka ett år
- förbinda dig att delta i samtliga de obligatoriska avsnitten

Ansökan gör du på samma ansökningsformulär som de externa sökande. Du hittar det på www.regeringen.se. Sista ansökningsdag för interna sökande 12 februari 2004. (Du som är visstidsanställd handläggare och intresserad av att gå aspirantprogrammet kan söka på

Senaste nyheterna

Ledare: Nyheten
Kommun maktlös vid
miljöbrotten
Dalademokraten 09:03
Alla skolledare har bra
utbildning
Dalademokraten 09:01
22:20
Ledare: Nyhetens obehag
Game Over Network 19:49
Debatt: Är det värt att
skicka människor till Mars?
Norrbottens-Kuriren 04:07

Läs fler nyheter>



LUNCHRESTAURANGER



EFFEKTIVISERING I RK



ARBETSMILJÖ



FRISKVÅRD I RK

Pictured: The Government Offices of Sweden intranet homepage. The simple and consistent design across the intranet helps users to navigate easily. The homepage includes news and bulletins in the center column. News headlines (from January 26, 2004) include: *Preventing Genocide Conference*, *Learn jazz dancing!*, *Interested in the Government's trainee program for 2004?*, *The Prime Minister visits Ireland*, *Information on business travel*, and *Places in EU-course still available*.

While the summary news items on the homepage are helpful, employees are also able to explore more news using the intranet's *Newsservice/Nyhetstjänsten* feature. The *Registry link* accesses the Government Offices' registry through a central database. Employees can search back to 1992 across ministry borders and easily get a list of archived items.

The *Newsservice* feature scans 1,500 Swedish and foreign news sources on the Web and updates them every five minutes. There are 40 search profiles built into the service: one for each of the twenty-two ministers; one for each of the ten ministries; the Prime Minister's Office; two for the Administrative Office; plus five general profiles including breaking news, editorials and debate, the EU, Sweden in foreign press, and TT¹⁰ in the media. Users can limit searches to certain languages, countries, or sources. They can also select a subset of items they're interested in. For each article, the headline, source, and time are shown by default, and users can define other parameters. For example, they can ask to see an introduction, the sixty latest articles, last updated date, and print options, and to send e-mail. Most ministries have breaking news within their own profiles posted on their first page in the upper right-hand corner. The intranet also offers an analysis tool that can show how often a certain issue or person has appeared in different media.

Nyhetstjänsten

Vicia träff Vicia ingress

snabbsök... >>

Senaste nyheterna

Regeringen & RK
Ledare & debatt
EU
Sverige i utländsk media
TT i media

Departementsbevakning
Sök
Källor
Statistik
Om RK:s nyhetsbevakning

Senaste nyheterna

60 senaste artiklarna (idag: 19) Senast uppdaterad 22.01.2004 19:38

SKRIV UT SÄND E-POST

Hybridmodellen får politiskt stöd
■ Lantbruk 22.01.2004 14:00

Klas Bergenstrand ny chef för Säpo
■ Sveriges Radio 22.01.2004 12:35

Hamilton KU-anmäler Ringholm, Freivalds o
■ Folkpartiet Liberalerna 22.01.2004 12:33

Svar på fråga 2003/04:561 om löftet om statligt stöd till Stockholm
■ Riksdagen 22.01.2004 11:15

Debatt: Folkomrösta om EU:s grundlag
■ Värmlands Folkblad 22.01.2004 10:32

Debatt: Satsa på barnen tidigt - innan det är för sent
■ Värmlands Folkblad 22.01.2004 10:32

SÖK ska utreda planerna för Vinter-OS i Åre/Östersund
■ Östersunds-Posten 22.01.2004 09:34

Debatt: Fridolin: Det viktigaste är att hålla huvudet kallt
■ Nya Dagen 22.01.2004 09:15

Ledare: Ett politiskt testamente
■ Nya Dagen 22.01.2004 09:15

Vad ska Hedemora med EU till?
■ Dalademokraten 22.01.2004 09:12

Debatt: Pappors graviditet
■ Nerikes Allehanda 22.01.2004 08:58

Debatt: Ulf Eriksson om konstbråket
■ Göteborgs-Posten 22.01.2004 05:06

Persson tog initiativet
■ Östran/Nyheterna 22.01.2004 04:45

LEDARE: Tom retorik om resurser mot våldet
■ Hallands Nyheter 22.01.2004 04:26

Debatt: Stöder du Transports strejk?
■ Norrbottens-Kuriren 22.01.2004 04:01

Debatt: Är det värt att skicka människor till Mars?
■ Norrbottens-Kuriren 22.01.2004 04:01

Debatt: Ta till beskedet på Kronan?

Pictured: The *Newsservice/Nyhetstjänsten* main page, which gives users access to 1,500 national and international news sources. Users can limit news searches by language, country, or source.

The intranet uses a common design throughout. This reduces confusion when users look for information, contributes to a single-organization culture, and cuts down on learning time

¹⁰ TT is the Swedish equivalent of the Associated Press.

when people change jobs within the Government Offices. There is some flexibility within the structure to accommodate particular ministries' differing needs.



Pictured: Main pages for two different ministries show the similar page designs. On the left is the Ministry of Culture/Kulturdepartementet. On the right is the Ministry of Justice/Justitiedepartementet.

As on many intranets, the Government of Sweden's employee directory is one of the most popular features. Users can search by name, telephone number, ministry, or department. Search results include employee information such as name, extension, cell phone, forward to, title, department, and e-mail. This intranet offers not only employees' basic organizational information, but also something far more innovative. It gives information about the employee's current whereabouts, such as if an employee is away on a business trip or gone for the day, and when he or she will be back. Other intranets provide this feature, but because users typically must log in to the intranet to update it, the information often becomes stale and inaccurate. In this case, however, the employee can easily change this information via telephone or through the central switchboard, and the information is automatically edited in the intranet's employee directory.

Information Växeln Telefoni Kundtjänst Manualer

Katalog Quick Info Org

Katalogsökning [Mina inställningar](#)

Namn/Tel Sökord Dep Enhet Närvarande

[Avancerad sökning](#)

Sök Rensa Ny Spara Åter Hjälp

Användarinformation [Klicka här för mer information](#)

Namn	Tfn.nr.	Mobiltn.	Passning
Tracy Mitchell-Björkman	52968	070-5905237	
Titel	Enhet	Kvarter	E-post
Dep.sekr.	FA INF I	Ratos	tracy.mitchell-bjorkman@adm.ministry.se

Dagens aktiviteter [Aktivitetsöversikt](#)

Status	Kod	Från	Till	Information	Sign
	Möte	2004-01-23 11:29	2004-01-24 08:00		/Egen

Pictured: Employee directory search results. The page shows the employee's basic organizational information, plus current daily activities and location.

This jam-packed though uncluttered intranet makes it easy for employees to find relevant information about each other, their organization, and the world.

URL AND ACCESS

The intranet URL is <http://insidan/>, and it launches automatically when users log on to the LAN with a username and password. There is no separate log on for the intranet. The intranet can also be accessed on laptops with security clearance.

CONTENT MANAGEMENT

A custom-developed intranet tool, built in 1999 with ASP for the front end and SQL database for content storage, lets designated employees publish short news items. They can also preview content, and set a go-live date and time.

Intranet and Web editors publish longer articles using Microsoft FrontPage, guided by the intranet team's templates and graphics guidelines.

A document server handles documents in Microsoft Office and Adobe Acrobat formats.

Any part of the intranet that is database-driven can be updated through a Web interface. The IT department manages the technology, and content owners update their relevant databases.

Content owners are responsible both for parts of the intranet and for information dissemination about their expertise areas, regardless of delivery mode. For example, the person responsible for the Government Offices' gender equality policy is responsible for information published about the policy on the intranet, website, or in print, as well as for meeting with people to discuss it. Each ministry has its own intranet manager as well, who is responsible for all content on the respective ministry's start page, as well as for designing the ministry's intranet page structure.

TECHNOLOGY

Developers use Microsoft Visual Studio 6.0 for development and maintenance, Photoshop for graphics, and FrontPage for handling HTML pages. The intranet runs on Microsoft IIS 5.0 Web server and Microsoft SQL 2000 databases, on three Windows 2000 servers.

GOALS AND CONSTRAINTS

1) Be the primary source for organizational news, bulletins, policies, and information. 2) Provide central access to tools and databases for vital functions, information, and tasks. 3) Promote a single-organization culture. 4) Let each ministry control its own publishing, yet maintain a common framework with a unified design.

BASIC INTRANET FEATURES

The central homepage and ministries' homepages have links to each other's external websites. Each homepage also has its own specific "quick links" to relevant information and sites.

A central intranet section (*Insidan*) includes news, bulletins, information, and features related to some or all ministries; the section is administrated by the Government Offices' Information Department (Information Rosenbad).

Each ministry's intranet section—such as the Ministry of Justice's *Justitiesidan* or the Environment Ministry's *Miljösidan*—can be accessed directly from the homepage, and includes ministry-related news, bulletins, information, and features.

A portal section, accessible from all intranet pages, includes links to such vital internal functions and services as news feeds, training courses, a travel service, library and law databases, the Government Offices' registry database, and the central employee directory.

The Government Offices Registry, served by a centralized database, gives employees a list of archived documents back to 1992.

USERS

There are around 4,300 users in Sweden (most of whom work in Stockholm) and approximately 600 located at Sweden's missions abroad. Users include political appointees and civil servants who work as administrators, legal advisors, analysts, and secretaries. Most of those working at the Government Offices draft and process government bills, reports, and national legislation.

USER TASKS

- Access employee information, policies, handbooks, and law texts
- Search external news feeds and the Government Offices' registry, and search for and book library resources

- View job listings
- Sign up for internal training programs
- Book travel arrangements
- Review and edit employee profiles in the telephone directory
- Read cafeteria menus
- Post items for sale
- Participate in interactive surveys

BACKGROUND

The intranet began when e-mail and Internet access were simultaneously introduced in 1996; it consisted of a single start page that offered Web links and e-mail access.

In 1997, the ministries—separate since the 17th Century—became a single entity, and the Permanent Secretary requested a common intranet for all ministries. Employees from IT, information, library, and HR departments comprised the design group; they started the project by studying users' needs.

The team faced users who were still adjusting to the change—after all, things had been done a certain way for 400 years—and who were in culture shock. "One of the first comments from a ministry employee about the intranet was, 'But how do we keep the other ministries from seeing our information?'" says Lennart Fahlén, the initial intranet project manager. While that attitude is no longer a problem, "it does illustrate the major shifts in thinking that the organization has gone through, and is still going through—and not only with regard to the intranet."

The first full-fledged intranet was launched in 1998.



Pictured: The first cross-ministerial intranet homepage (March 1998).

"The vision, as formed by the project group, was that of a central, personalized, and role-based intranet that opens automatically on the desktop and includes vital functions—such as 'drafts circulated for comment'—that are administrated via the intranet, and where all ministries, including the foreign missions, are fully integrated," says Fahén. That vision, however, "was ahead of its time." Simply put, the organization wasn't ready—at least not all of it, or not right away. Still, "it has served a purpose in focusing the efforts of many people through the years, and we are gradually realizing many of the viable components of the initial vision," says Fahlén.

The first redesign, in 1999, produced the ministries' individual intranet pages.

REGERINGSKANSLIET

Kultursidan SB Ju Fö Fi S U Jo M N FA **RegeringsKANSLIET**

insidan - Kulturdepartementet

Kalendarium

Personal

Administrativt

Om Ku

Politik

Webbansvarig för Ku:
Anette Jansson

Prop. om staten och trossamfunden behandlas i Riksdagen
1999-11-23 08:58
■ Proposition 1998/99:124 Staten och trossamfunden - stöd, medverkan inom totalförsvaret, m.m. behandlas i riksdagens kammare onsdag 24 november från kl. 09.00, votering 17.00.
Läs mer!

Post på Kultursidan
1999-11-22 13:40
■ Nu kan du läsa Kulturdepartementets postlista och listan över inkomna EU-handlingar under rubriken Administrativt, här till vänster.

Veckans länktips!
1999-11-22 08:00
■ På löpsedeln kommer vi varje vecka att publicera veckans länktips. Det kan vara bra sidor hos myndigheter, organisationer och internationella institutioner, men även lite annorlunda sidor som kan vara roliga att titta på. Har du något tips på en bra hemsida? Skicka ett mail med web-adressen till Anette Jansson, Info.

Veckans länk går till Sverige Direkt - det offentliga Sveriges gemensamma webbplats
<http://www.sverigedirekt.riksdagen.se/>

Matsedel för lunchrestaurangerna
1999-11-19 14:00
■ Här hittar du matsedeln till Regeringskansliets personalrestauranger.
Meny från Restaurang Björnen

Inför år 2000
I denna spalt informerar vi löpande om hur arbetet går med RK:s IT-omställning. Här finns också information om övrigt 2000-arbete inom RK.

På regeringens externa 2000-sida kan du som är intresserad följa regeringens 2000-arbete.
■ Kontaktpersoner i RK
■ Nyhetsbrev från RK-IT
■ Seminarium om informationsberedskap
■ Ändringsstopp i telefoni- och IT-miljön
■ Regeringens externa 2000-sida
*Eva Sandström
Information Rosenbad*

Diarium - RK-dia

Länkar

Nyhetsbevakning

RK rättsdatabaser

Telefonkatalog - RK

Utbildning inom RK

Pictured: A black-and-white version of a color original of a first-generation, individual ministry page (for the Ministry of Culture).

"What we think is rare, if not unique, is the fact that all of Sweden's central ministries—the highest level of the executive branch of the national government—as well as Sweden's embassies and foreign missions are united through a single intranet," says Fahlén. Note that the intranet doesn't include the whole of Sweden's central government. When the Swedish constitution was created in 1632, Sweden's executive branch delegated much of its operating power to national agencies, unlike the U.S. or Britain.

In 2001, a redesign improved the individual ministry pages, added an index, and spiced up visuals.

For the latest redesign, users wanted better search and more exciting visuals.

DESIGN PROCESS AND USABILITY ACTIVITIES

The intranet editor group meets at least once a month to discuss intranet content and design; IT representatives also attend. In a user survey in 2001 and various workplace interviews, users indicated a need for better visuals and a new search engine, as well as an improved information architecture.

Any redesign faces many constraints. “We have one full-time, central-intranet editor, and a part-time, dedicated technical production manager. Our situation is one of keeping things going, but not having the time to manage vital central development on a routine basis,” says Tracy Mitchell-Björkman, the intranet’s graphic designer.

Since each ministry has an intranet editor, however, they’re able to keep content updated regularly, plus handle communications-related tasks such as external website content, printed materials, and communications information.

Another constraint is that the intranet lacks a decent search engine, due to the use of static HTML pages, which is due in turn to limited funds. Budget has been a constraint for every redesign. “But that can also mean that we’ve had to think creatively,” notes Mitchell-Björkman.

One legacy of the static pages and minimal technology investments is that “the publishing process is unnecessarily time-consuming and ineffective,” says Anette Jansson, the central intranet editor and administrator.

A recent study, which included a broad user survey, usability analysis, workplace interviews, and focus groups, confirmed the need for a more dynamic approach, and better integration of search and work tools—among other functions.

TIMELINE

- 1996: First intranet launched: a single page offers Internet links and e-mail access.
- January 1997: Ministries merge under one authority.
- 1997: Vision formed for a central, role-based intranet.
- 1998: Editorial board created to govern content and structure. Ministry intranet editors begin extensive coordination.
- 1998: Launch of first full-fledged intranet.
- 1999: First intranet redesign creates a common structure and design for all ministry pages.
- 1999: Intranet adds access to the government's registry, online training courses, and law databases.
- 2000: Library databases and job postings move to the intranet.
- 2001: Intranet redesign clarifies information structure, improves the indexing and search, and increases visual appeal. Organization-wide employee directory launched.
- 2002: Design team adds intranet voice-mail management tool and online business-travel booking.
- 2003: Organization-wide news feed and for-sale forums launched.

RESULTS

The redesign gave all of Sweden's national ministries a refined information architecture and design, plus better access to needed information, news, and tools.



Pictured: Redesigned homepage for the Office of Administrative Affairs/Förvaltningsavdelningen (FA). As with all redesigned ministry homepages, it includes ministry-related information, news, and links.

To create a new search engine, the redesign team got creative. "A decent search engine was too expensive, so we worked on clarifying the structure, together with developing an extensive index. This has proven to be a usable and fairly maintainable tactic, even if it does take time," says Jansson.

To help differentiate links to different ministries' sites, "we added the colored bar across the top of the page for the direct links to ministry pages to add visual interest. We also work with an illustrator for theme illustrations and try to use photographs from within the ministry as much as possible—as opposed to generic clip art, which we try to avoid," says Jansson.

Despite not giving users exactly what they asked for, "the simple addition of the colored bar created a surprisingly large and positive response from users," says Jansson. In fact, designers often find that users do not actually know what to ask for. Just watching users and deducing what they need often produces the best results.

Intranet use increased after the redesign, as it has for the past six years, according to surveys. In 2001, 61% of the organization used the intranet daily. After the redesign, 85% used the intranet daily, and 98% used it weekly.

Surveys show that employees continue to see the intranet as a credible information source. "This is due in part to the frequent content updates, plus the information's high accuracy rate. Plus, the structure is fairly simple, allowing for easy access to much of the information on the site," says Mitchell-Björkman.

The redesign improved the central and ministry areas, clarifying their content. Users can more easily find information about both their own and other ministries.

New functions and databases increase work productivity. For example, the intranet houses and updates most central forms that employees need, and printed versions of most forms have been eliminated. A consistent and easily recognizable architecture also cuts the time required when employees change jobs within the Government Offices, which is "something that is encouraged, as it gives valued employees a chance to develop and advance within the organization," says Mitchell-Björkman.

Another interesting new feature is the *Newsservice/Nyhetstjänsten*, which is available to all employees. It scans 1,500 Swedish and foreign Web-based news sources and updates its index every five minutes. "There are 40 search profiles built into the service—one for each of the twenty-two ministers, one for each of the ten ministries, the Prime Minister's Office and two profiles for the Administrative Office, plus five general profiles: breaking news, editorials and debate, the EU, Sweden in foreign press, and TT in the media," says Mitchell-Björkman. Most ministries pipe breaking news—sometimes limiting search based on countries, languages, or sources—to the upper-right-hand corner of their ministry's intranet start page.

An upcoming study will analyze how to create a next-generation intranet site that is able to better integrate publishing, news feeds, work tools, and processes. Following the study's completion, the team hopes to begin the next redesign.

LESSONS LEARNED

Insights from Tracy Mitchell-Björkman:

Think big. "Even if the organization isn't ready and all the necessary technology isn't in place, and even though the intranet team may be years ahead of its organization, remember it takes time for ideas to develop and show their worth. The path is not always straight."

Think long-term. "Consider long-term maintenance—both editorial and technical—from the beginning."

Remember users. “Keep the users’ viewpoint foremost. Technology should serve, not lead.”

Get senior-level buy-in. “Support from top management is essential. Otherwise, uniting and synthesizing the many viewpoints that inevitably arise becomes very difficult to manage.”

London Underground

Using the Intranet:

London Underground provides a transport system to meet the expectations of Londoners. With a history dating back to 1863, there are now 275 stations within the system serving over 3 million passenger journeys a day over 253 miles of railway. About 500 trains serve the system during peak hours, and the staff comprises more than 12,000 people.

Intranet Team:

In-house

Members:

Lucy Shaw, intranet webmaster; Luke Oatham, intranet administrator

SUMMARY

Many designers think that making sites accessible will hamper site aesthetics—and even usability—for users without disabilities. On the contrary, considering accessibility when designing often leads to interfaces that are not only accessible for users with disabilities, but are attractive and easy for everyone to use. The London Underground intranet is evidence of this phenomenon. By adding people with visual- or mobility-related disabilities to their target-user group, designers created accessibility-driven designs that ultimately helped every user. Two examples are giving all links concise names, and using scalable, rather than fixed, font sizes. Using hidden links and a special accessibility mode vastly improves the user experience for people with disabilities, yet it doesn't affect the productivity of employees who are not using assistive devices or software.

The overall goal of the London Underground's intranet is to offer staff members up-to-date information and ensure that all staff, including those with visual and mobility impairments, have unfettered access to that information. The intranet designers were therefore highly aware of their users—train drivers, station staff, and administrative office staff—and potential accessibility issues. Designers linked all pages to style sheets, so people can choose between the provided accessibility style sheet or their own style sheet. Also, the fonts are not hard-coded, so users can take advantage of the browser's function that lets them increase (or decrease) text size.

The team took accessibility to a higher level by implementing an accessibility mode for users with visual- or mobility-related disabilities. One feature, for example, lets users change the page background and text colors. This makes for clearer viewing, and in some cases makes otherwise illegible words readable.¹¹ The page design also gracefully resizes to any window size.

¹¹ For more information about visible colors for people with low vision, and information about good contrast for all users, see Lighthouse International's recommendations at http://www.lighthouse.org/color_contrast.htm.



Marketing & Planning
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A-Z Index | Vacancies | Library | Restaurants | Tools | Forms & Letters | Jargon Buster | Policies & Standards | Directorates | About us | Accessibility

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Marketing & Planning

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Project Services
Business Planning
M&P Standards
Customer Insight
M&P Data
Departments
Customer Environment
Journey Time
Marketing Strategy
Ticketing & Revenue
Strategic Planning
M&P Commc

Marketing & Planning home page

Marketing and Planning's role is to :

Focus - etiam quam. Nunc feugiat, enim sit amet pellentesque blandit
Plan - etiam elit felis, lobortis vitae, varius eget, interdum vel, ligula
Do - cras a urna id mi nonummy fringilla
Review - aliquam cursus neque eget ligula
[More about Marketing and Planning](#)

 **Open Plan March edition**



Mauris aliquet nunc a nibh. Fusce nonummy ante eget dui. Nam id pede. Suspendisse mattis, urna ut convallis elementum, turpis massa commodo dui, ac dapibus massa erat non magna..

[See Open Plan >>](#)

 **What's New**

- [M&P Organisation & People and Induction info](#) (11 March 2004)
- [Oyster Pre Pay info updated daily](#)
- [M&P and Customer Services Intranet activities - February 2004 Flash report \(pdf\)](#)

Top Pages

MSS Resources
Good News
Open Plan
Station Presentation Handbook
Counts
The Project Manual
Line Upgrades
Customer Service Delivery Standards
Platform for Art
Events and Closures
About M&P
About M&P and org charts
Who's Who
Lunchtime Seminars
Intranet - new sites, stats

Pictured: The *Marketing & Planning* main page.



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A-Z index | Vacancies | Library | Restaurants | Tools | Forms & Letters | Jargon Buster | Policies & Standards | Directorates | About us | Accessibility

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Marketing & Planning

M&P Home
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Customer Insight
M&P Data
Departments
Customer Environment
Journey Time
Marketing Strategy
Ticketing & Revenue
Strategic Planning

Marketing & Planning home page

Marketing and Planning's role is to :

Focus - etiam quam. Nunc feugiat, enim sit amet pellentesque blandit
Plan - etiam elit felis, lobortis vitae, varius eget, interdum vel, ligula
Do - cras a urna id mi nonummy fringilla
Review - aliquam cursus neque eget ligula
[More about Marketing and Planning](#)

 **Open Plan March edition**



Mauris aliquet nunc a nibh. Fusce nonummy ante eget dui. Nam id pede. Suspendisse mattis, urna ut convallis elementum, turpis massa commodo dui, ac dapibus massa erat non magna..

Top Pages

MSS Resources
Good News
Open Plan
Station Presentation Handbook
Counts
The Project Manual
Line Upgrades
Customer Service Delivery Standards
Platform for Art
Events and Closures
About M&P
About M&P and

Pictured: The *Marketing & Planning* main page as viewed with large fonts. The page resizes gracefully, and users with low vision can take advantage of the browser's features for changing the font size.

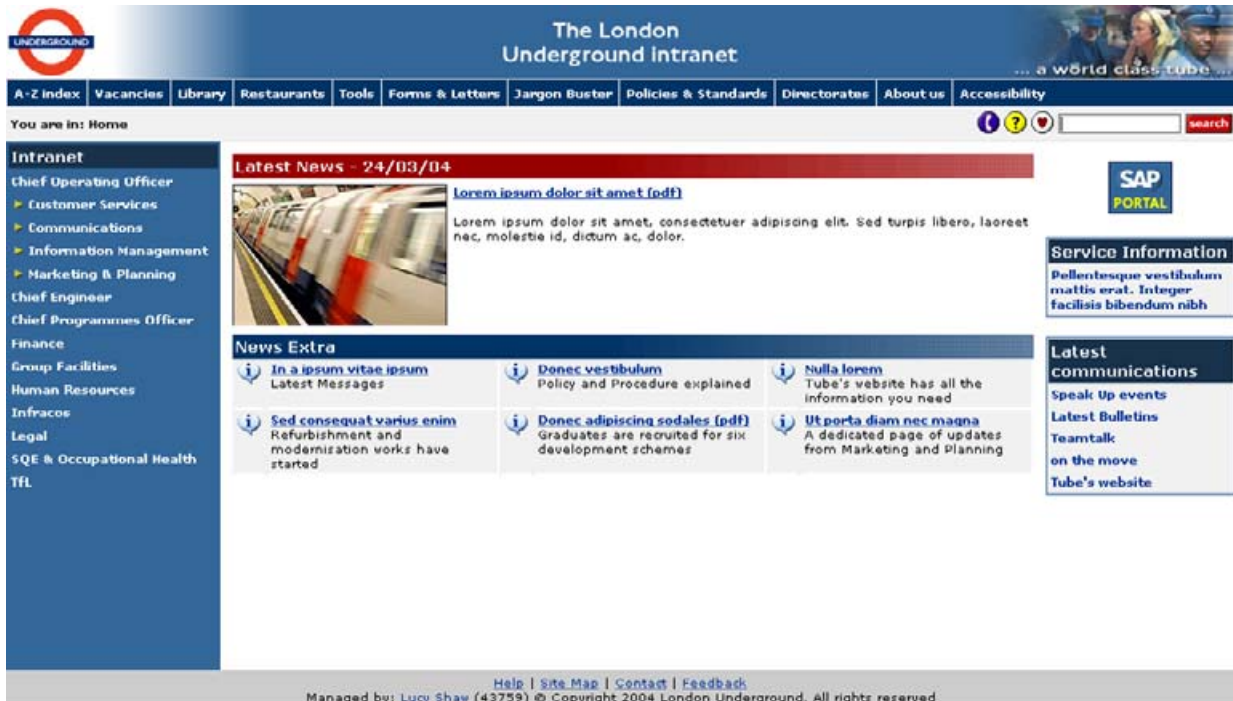


Pictured: The *Marketing & Planning* main page as viewed in accessibility mode.

Allowing users to view the text and background with different colors helps some users read words that would otherwise be illegible.

Using the accessibility mode is far better than creating a completely separate text-only site for users with disabilities. It also complements the current site, and adds no clutter or confusion whatsoever for sighted users. The first link on every intranet pages is a hidden link with an ALT tag. Although invisible to the typical user, people using screen readers will hear the link first, and have the option of switching to the intranet's accessibility mode. Users can also use a shortcut key, "Alt-X," to access accessibility mode.

Any user can access accessibility mode via a visible link in the *quicklinks* bar, though an interstitial page first explains what accessibility mode is, to reduce help-desk calls from people who think something's wrong with their display.



Pictured: The London Underground homepage provides useful information and is aesthetically pleasing. What you don't see: a hidden link offering an accessibility mode for people using screen readers.

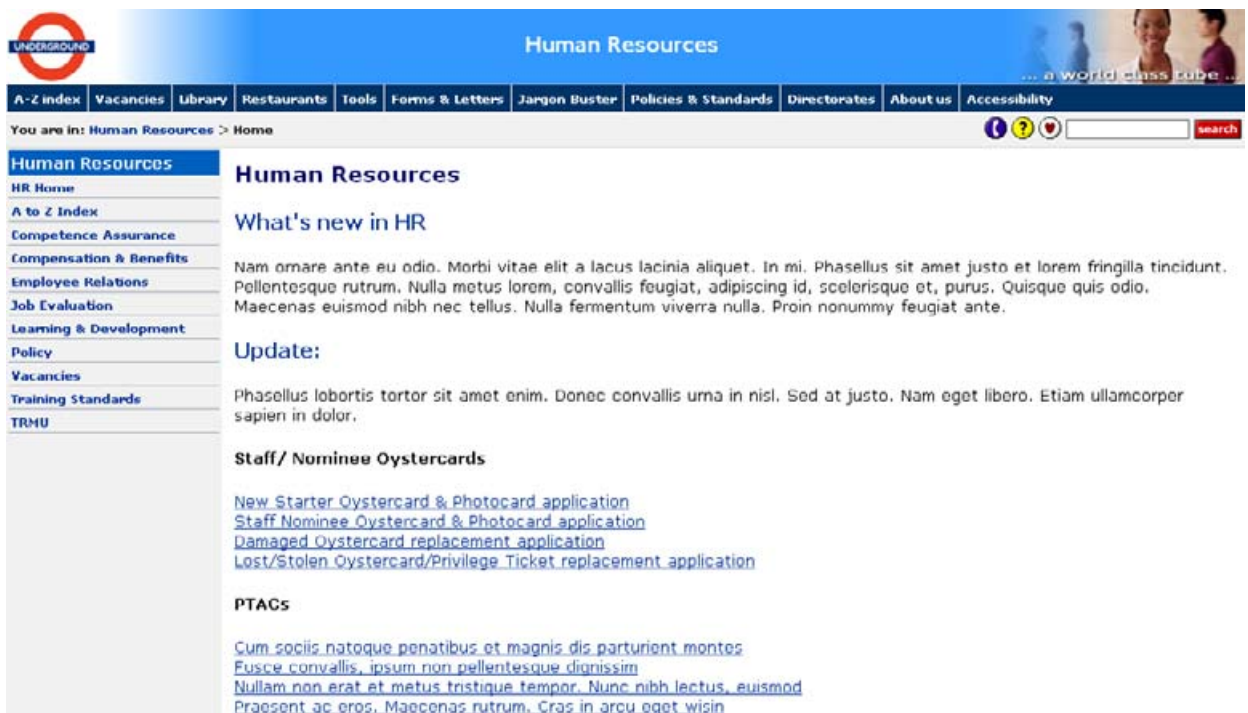
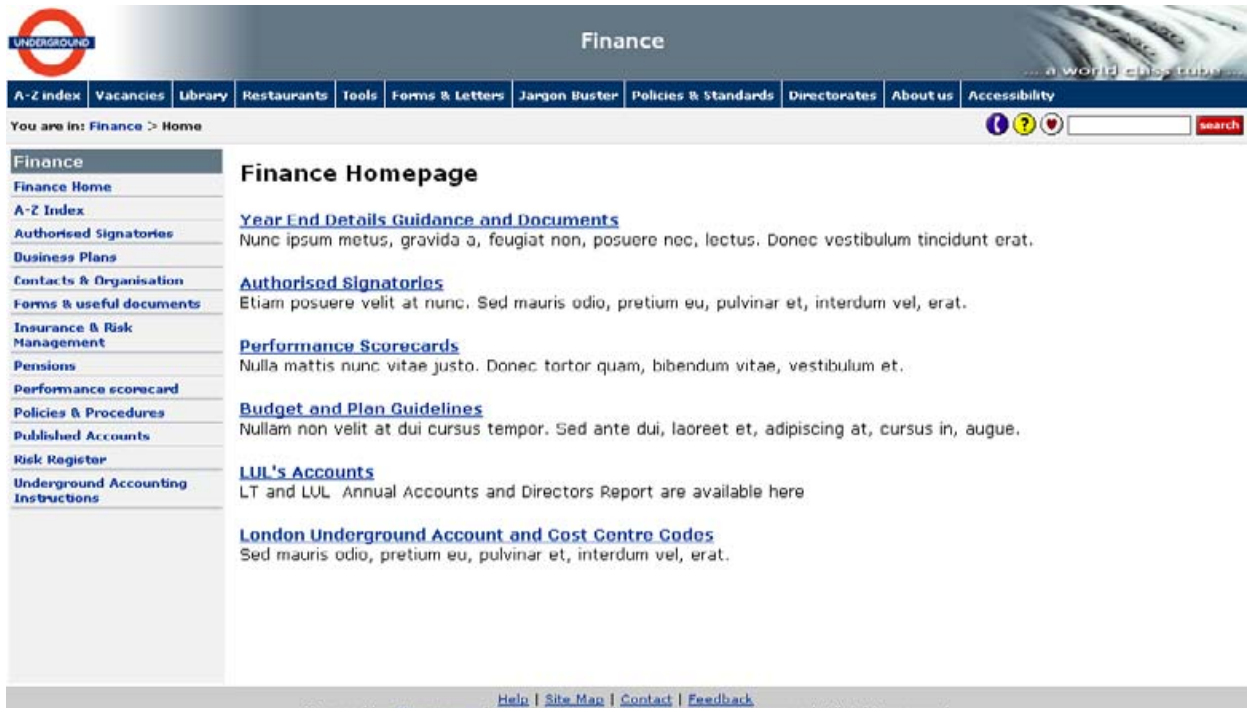
The link labels, which are concise and meaningful, are an especially useful feature for screen-reader users. The designers avoided commonly used but unnecessary words, such as "click here" and "go now," which reduces useless chatter for users listening to links being read. This also helps people using screen magnifiers scan for the phrases they're looking for more quickly.

Accessibility mode also hides banners and the main navigation, streamlining screen-reader users' navigation options. Graphics-intense applications also got an accessibility translation. For example, on the intranet's calendar, green, yellow, and red dots represent confirmed, tentative, or canceled events, and all have ALT tags with those terms so screen-reader users don't miss out.

Font size is fully adjustable. Using Internet Explorer's built-in font-size capabilities, the design team created pages with fonts that change size relative to the page's base size. This feature works whether users are in accessibility mode or not.

Most content, including menu links, is textual; intranet pages only uses graphics to help reinforce a message. This improves accessibility as well as page-download time. Because people using screen readers often encounter difficulties accessing content in frames, the team has a "no frames" policy for all pages.

Accessibility and usability elements don't end there. With more than 23,700 pages on the intranet, having a consistent look and feel for all pages helps users tremendously, though the intranet design team had to work very hard to achieve this. The layout on all pages is consistent, but the top banner and menus are color coded for each department, helping users to quickly tell where they are. Today, the team is working on reorganizing the intranet by tasks rather than by department.



Pictured: The main pages in the intranet's *Finance* and *Human Resources* sections. Using the same design elements and consistent look and feel helps users quickly familiarize themselves and be more productive.

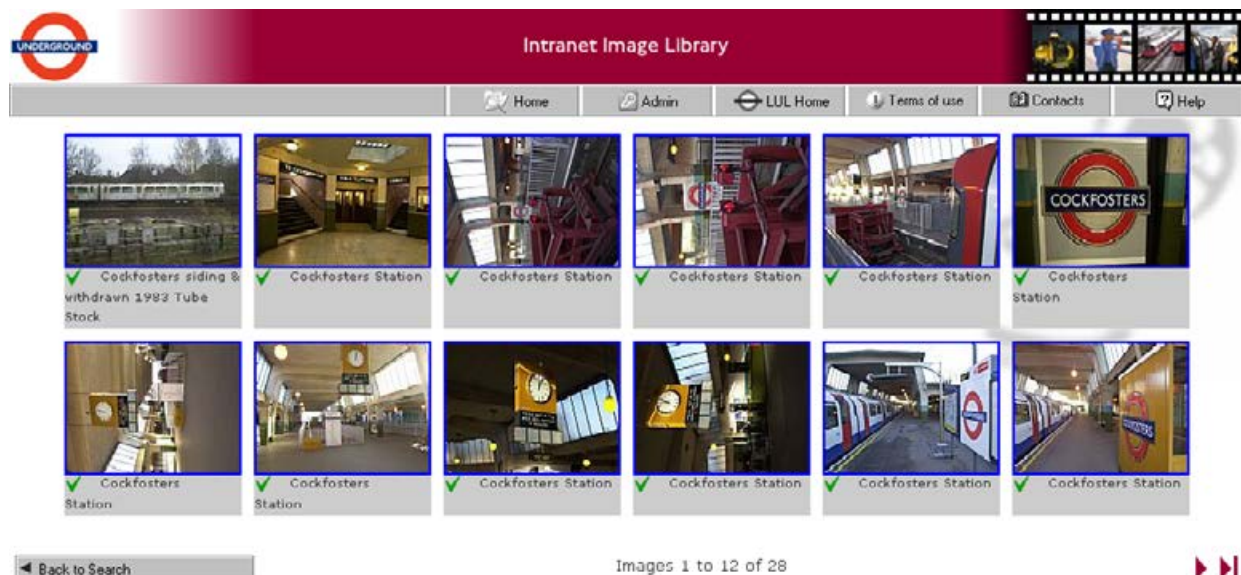
At many organizations, finding images for presentations and publications can be a struggle. To address this, the intranet offers a graphics *Image Library*, and users can submit their

own images for inclusion. The search feature really makes this library accessible. For users in accessibility mode, all images return a description and comment. A typical tag, for example, reads: *Description: High Barnet station entrance off Barnet Hill. Comment: Uploaded by the National Control Centre.*



The screenshot shows the 'Intranet Image Library' header with the London Underground logo and navigation links: Home, Admin, LUL Home, Terms of use, Contacts, and Help. Below the header is the title 'THE LONDON UNDERGROUND INTRANET Image Library' and a subtitle '...our searchable catalogue of LUL graphics..'. A message states: 'To submit your own images please consult your [Lead Publisher](#).' and 'Be sure to read the [Terms of use](#) and let us know if we can improve anything.' The search section includes two input fields: 'Title:' and 'Description:', each preceded by an information icon. Below these fields are three buttons: 'Search', 'Clear Search', and 'Advanced Search'.

Pictured: The *Image Library* features graphics for use in publications and presentations. Users can submit their own images, and the search features make this library accessible.



Pictured: Results page from an *Image Library* search. The images are clear, obviously named, and include descriptive ALT tags for visually impaired users.

For navigation, the persistent left-side menu makes it easy for users to acclimate. All pages have a left-hand menu that gives top-level options for the currently selected department area, which might also have a context-sensitive right-hand menu linking to further options within that area. Breadcrumbs and search offer users additional ways to traverse the intranet.

Pages are reviewed monthly for popularity and the intranet team uses the information to populate the *quicklinks* bar. The company logo also links back to the intranet homepage, and the footer bar includes information about the page's publisher and his or her contact details, plus links to *Help* and *Feedback*.

Overall, this intranet achieves excellent usability and provides users with an array of useful features.

URL AND ACCESS

The intranet's URL is <http://intranet.lul.co.uk>. It's the default homepage for all employees, and users can't change it. Mobile users can log on to the office network with remote-access software. The design team is also experimenting with access from Internet cafés at Acton Town, a station with a large waiting area that's conveniently located for many staff members.

CONTENT MANAGEMENT

The intranet has over 23,700 pages and more than 100 content publishers.

Intranet content is served via ASP, with template elements stored centrally in a global library. Only the intranet team has access to the templates, which are designed using Macromedia Dreamweaver.

Users with permission to publish can only do so to predefined site areas. The intranet team maintains those permissions via FrontPage 2000 settings; all content creators use it. Content creators get development server access for uploading content, which they can make live whenever they choose. (The organization is planning to migrate to content management software.)

The search engine is Microsoft IndexServer, though London Underground plans to replace it with MondoSearch.

TECHNOLOGY

The intranet is hosted in-house on a Microsoft Windows NT 4.0 server using IIS 4.

The intranet team uses JAWS software¹² to test page accessibility for the visually impaired.

GOALS AND CONSTRAINTS

1) Provide staff with quick and easy access to all company literature, including policies and standards, reference material, news, and events. In other words, "provide staff with a 'single source of truth,'" says Lucy Shaw, the London Underground intranet webmaster. 2) Ensure that all staff, including the visually and mobility impaired, have access to that

¹² JAWS is a popular screen-reader software application. It is produced by Freedom Scientific, http://www.freedomscientific.com/fs_products/software_jaws.asp.

information. 3) Work with minimal funding. 4) Rein in content owners' tools—they imbued too much power.

BASIC INTRANET FEATURES

The intranet offers a range of information for London Underground employees. Features include a site-wide search engine; a comprehensive FAQ; organizational charts; information about partner organizations; copies of standards and procedures; a broken-link e-mail generator that notifies content owners whenever a user browses to a broken link; a most-popular-links bar; an expanded history of the London Underground; clear content creation guidelines; a list of content owners; and social and special-interest pages—including the restaurant's lunch menus.

USERS

Of the 12,000 London Underground employees, approximately 6,500 have regular access to the intranet through networked PCs. That will increase with imminent thin-client monitor installations in many of the 255 stations managed by London Underground; only fourteen lack network access. (Note there are twenty additional stations, which London Underground doesn't manage.)

The intranet team is experimenting with new methods to extend the intranet to staff members without frequent PC access. A pilot project enables intranet access for 400 operations staff at an Acton Town Internet café. In the future, the remote intranet access could be extended to PDAs, Internet kiosks, or an extranet.

A small number of London Underground intranet users have visual impairments.

USER TASKS

Users often use the intranet to:

- Locate people or personnel information via the phone book
- Read news, press releases, staff bulletins, and organization notices
- Access commonly used forms and letters
- Peruse the restaurant's lunch menu
- Get PC help
- Access publishing guidelines
- Find reference material, including standards and procedures, manager's daily reviews, and safety information
- Examine train timetables, see which trains are in service, and view station refurbishment schedules

For HR-related activities, users can:

- Request annual leave
- Enter timesheets

For projects, London Underground employees can:

- Reference key milestones
- Find project contacts

BACKGROUND

The London Underground intranet was created in 1995 and overseen by the IT department. A number of homegrown sites subsequently emerged, each with different and sometimes quite ornate navigation mechanisms and graphics-heavy pages. These sites often contained many PDF and Office documents. In short, the intranet grew organically and was difficult to use.

By 2001, there were a handful of intranet contributors—enthusiasts—as well as several hundred poorly maintained pages. The focus was more on technological mojo than usability.

“People would use different fonts in different sizes and colors, tables with ‘interesting’ background colors, and there was no consistency from one page to the next. Some content contributors saw themselves as Web graphic designers,” says Luke Oatham, the London Underground intranet administrator. “At one point we had a page with moving clouds on the background with an image of a rotating head in the middle. It was a case of ‘look what I can do’ rather than people concentrating on the content that they were meant to be providing, and the best way of displaying that content.”

That year, control of the intranet shifted from IT to the communications department, mirroring its shift from a technology endeavor to a communications vehicle.

Over time, a publishing structure was implemented: each of the eleven directorates would have a lead publisher and support publishers. All publishers received training on: how to request a new site or upload changes to the development server, how to improve content for readability and usability, and where to send new publishers for further training.

The organization also made lead publishers accountable for the information they posted and limited their scope: they’re only permitted to post information pertinent to their directorate. Intranet-designated FrontPage permissions enforce that.

“We decided that this approach was best for our organization as it allows content to be supplied directly from people with knowledge of their area of the business. It also ensures that information is not duplicated,” says Oatham. The organization’s simple rule is: If you don’t own the information, you can’t publish it. This approach also leaves page design to the intranet team.

DESIGN PROCESS AND USABILITY ACTIVITIES

With the oversight shift in 2001, the communications department’s intranet team made immediate changes to the basic London Underground template based on knowledge gleaned from troubleshooting the intranet and regularly fielding requests. “We started making changes to the template before doing any research—something that we would not do again,” notes Oatham.

The problem, he acknowledges, was the intranet team’s redesign worldview: it was only based upon feedback and service call information, and neglected the crucial step of watching users at work. As a result, “a lot of the initial changes were based upon what we thought was best rather than asking our users what they wanted,” says Oatham.

On the flip side, the immediate moves simplified the intranet. The old, fixed-width template was replaced with a template that works on many screen sizes. Migrating content from the 23,700 static HTML pages and PDFs, to the new ASP template took time, but now any template changes can be applied site-wide. “Despite navigation not yet being standardized, for the first time the intranet had a consistent look and feel,” says Oatham.

One immediate result was increased intranet use. Frequent content updates, including daily homepage changes, put London Underground employees on notice: things had changed. "Areas of the business not previously represented started to sit up and take notice. Not wanting to miss out on the action, content requests soon turned into new sites, tools, and contributors," says Shaw.

The next task was getting intranet feedback from London Underground employees. Using a digital camera prize as incentive, the team distributed a survey both online and in print to all employees. The survey asked users for information such as their department and role; how often they used the intranet; which pages they accessed most frequently; what navigation methods they used; and which information was hard to find. It also asked users to rate various pages for usefulness and accuracy. The team received 308 responses, and also analyzed responses to a feedback option at the bottom of every intranet page.

The intranet team then selected and interviewed a broad cross-section of users by age, sex, role, grade, and previous intranet experience. Interview topics included employees' daily roles and tasks, and reactions to the current intranet—particularly the homepage. From these interviews, designers got some direction for which tasks to assign during usability evaluations.

Finally, team members began usability testing. They honed a new navigational structure based on a card-sorting exercise, in which participants performed specific tasks, such as locating intranet content. The team recorded and transcribed all interactions.

One major discovery: information was difficult to find. This was in large part because the intranet presented information according to departments and directorates, rather than users' tasks or roles.

Also, existing banners weren't working. "One of our biggest surprises was that the top banner, which was designed to let users know where they were in the structure of the intranet, was being ignored. People were so used to Internet banner advertising that they instinctively blocked them out," says Oatham.

Finally, the intranet team learned that not all of their users knew how to use a browser or understood Internet-oriented language. Because some didn't need a PC to do their job, intranet terminology didn't make sense.

As a result of the testing, the intranet group identified a number of areas for change, and created short, medium, and long-range goals.

In January 2003, the intranet team standardized navigation across the intranet. They gave every page a search box, a link to advanced search, a "you are in" breadcrumbs bar, and a *quicklinks* bar to commonly accessed items. They also added a one-level-deep sliding menu, which replaced the previous JavaScript-based menu (which had been an accessibility bane).

Next up, the team sought to further improve accessibility. "Under the UK's Disability Discrimination Act Part 2, disabled users can take you to court if you're not making reasonable adjustments to enable them to do their job," says Oatham. "We also had a blind user who was requesting accessible features within our intranet." Team members worked with the man, who uses a JAWS screen reader, to learn how he used it to 'browse' the intranet. They also studied how he grouped links together and his mental approach to drilling down to find information, discovering that he expected progressively fewer link choices as he approached the desired page.

Navigation, however, remained a problem. "In a site our size, a lot of global navigation is inevitable. At the time we introduced the accessibility mode, there were about twenty global links on every single page, with probably another ten to twenty links that were global to a

subsite,” says Oatham. For screen-reader users, that could be a frustrating nightmare. “You could be one click away from the content you need—something a sighted user could instantly identify by the fact that there’s just one link in the content area of the screen—but not be able to verify this unless you listen to the whole page,” he says. To contend with this, the accessibility mode pares navigation to bare minimums.

To inspire their accessibility efforts, team members studied the Web Accessibility Initiative (WAI) developed by the World Wide Web Consortium.¹³ “We worked hard to ensure our content is compliant with at least priority level 2 of the WAI guidelines, including removing many of the dynamic components, without comprising the overall design of the intranet,” says Shaw.

The team is still grappling with PDF files, however, and whether to open them in new windows. “W3C guidelines encourage not opening new windows. However, our screen-reader software does not support a ‘back’ feature when viewing a PDF,” says Oatham, which means after opening a PDF file, screen-reader users would lose their place if the PDF wasn’t opened in a new window.

Results from accessibility testing led to a change in content writing, with important information moving to the top. Links had to be meaningful and descriptive: no “click here” or “for more information” links allowed. Color-coded information was also out, links that opened new windows had to be labeled accordingly, and audio and video files required a text alternative.

One key accessibility element was the hidden link at the top of every page for screen-reading software. The link loads an accessibility template that skips the navigation and *quicklinks* block found on every page. Accessibility mode also uses high-contrast pages and larger text, and removes graphical elements and menus.

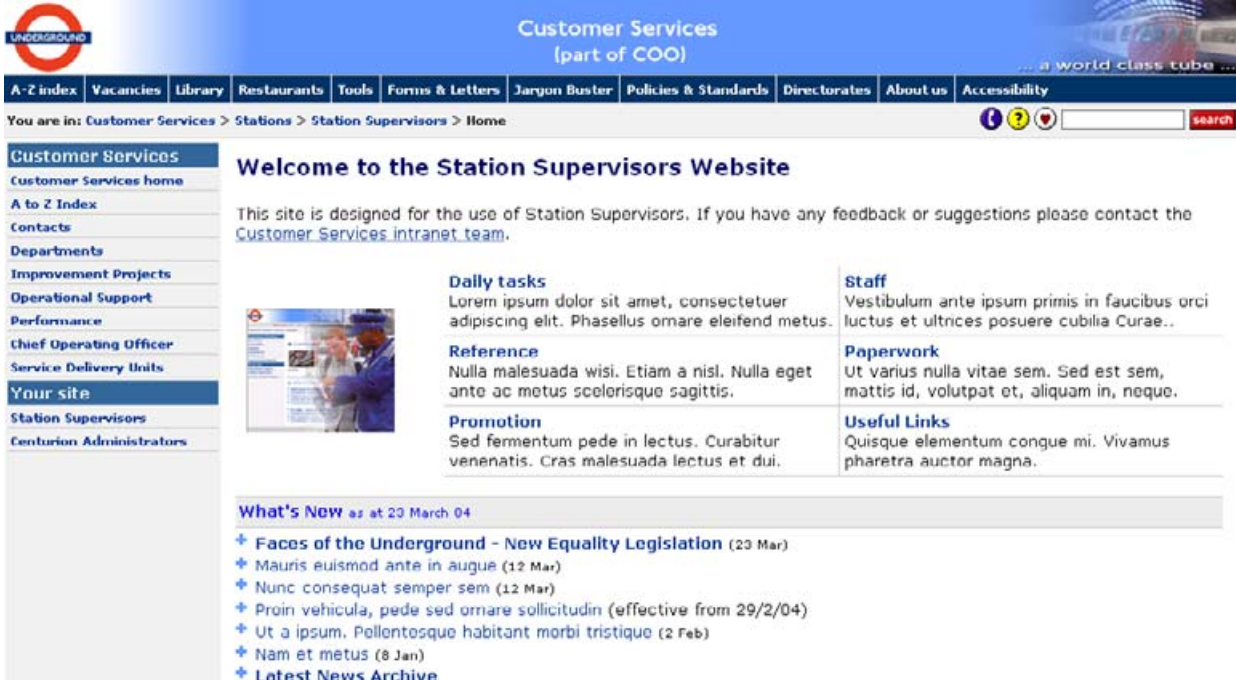
In June 2003, the intranet team laid the foundations for moving from the Microsoft Index Server search engine to MondoSearch. They gave all pages descriptive titles, meta-data descriptions, and keywords, and slotted them into a predefined category—which in fact immediately improved Index Server search results. The team also eliminated the *Advanced search* link after discovering that most users search on only one or two words.

Because PDF and Microsoft Office documents impeded user efforts to find information, the team now excludes them from search results, nudging users away from using them. When such documents are necessary—using PDF for documents designed for print, for example—the style guide advocates using an “index page” that summarizes the target information and offers links to the content.

In July 2003, the team unveiled consistent navigation. Each page has a fixed left-hand menu (with contents that vary by directorate), and a right-hand menu with context-sensitive links.

Next, the team introduced role-based content portals—such as one for station supervisors—with links to common forms, manuals, tasks, and procedures.

¹³ For more information about the W3C WAI see www.w3c.org.



Pictured: The *Station Supervisors* role-based portal with links to common forms, manuals, tasks, and procedures. The intranet team plans to develop more role-based portals.

In September 2003, the intranet team began preparing content for migration to a CMS.

TIMELINE

- 1995: London Underground intranet created under IT directorate; volunteers maintain content.
- 1999: Previous intranet style guide created. Pages, graphics, and navigation dissimilar across the intranet.
- 2001: Intranet oversight moved to communications directorate. The new motto is: "Content is king." Publishing structure reorganized, content creators trained.
- October to December 2002: Moved to new template suitable for many screen sizes. All content cut and pasted into new ASP pages. Template changes now applicable site-wide.
- January 2003: Standardized navigation added to every page, including search box, *quicklinks*, and a one-level-deep sliding menu to replace the existing JavaScript expanding menus.
- May 2003: "Accessibility mode" work begins with new templates and navigation. Content creators get new guidelines to facilitate more accessible text.
- June 2003: Migration from Microsoft Index Server search engine to MondoSearch begins. All pages get titles, meta-data descriptions, and keywords, and are slotted in a predefined category. Search engine results immediately improve.
- July 2003: Current site navigation implemented: fixed left-hand menu (variable by directorate) and context-sensitive menus on right.

- August 2003: First role-based portals introduced; others to follow.
- September 2003: Content preparations begin for migration to new CMS. Target live date: spring 2004.
- Current: Pursuing long-term tasks, including content management software, revamped search, and analysis software to study intranet use. Working to eliminate redundant pages.

RESULTS

The intranet grew from a few hundred pages in 1999 to over 23,700 today. The initial 2001 redesign particularly boosted content-author participation. Today, the intranet receives 70,000 site visits per week, and continued rollouts—especially to users without a PC at work—should increase uptake.

Getting there required some tough love. The intranet team—only two people—centralized template design, nudging would-be amateur graphic designers to focus exclusively on creating and improving content. At the same time, the team encouraged management to include intranet activities as part of employees' job descriptions, and to authorize ongoing training for all content creators that emphasizes writing easy-to-scan documents, putting important information at the top of the page, and creating descriptive hyperlinks.

Clarity carries over into each page's "you are in" breadcrumb bar. The information is generated by the names of Web server folders and files, driving content creators to keep things simple, and enforcing good housekeeping. As an added benefit, it also improves search engine efficiency.

Content creators now have the tools they need to keep site content fresh and usable, plus an *Image Library* full of pre-approved images.

One especially useful new feature is the broken links e-mailer. Whenever a user receives a "page doesn't exist" error after clicking an intranet link, a behind-the-scenes e-mail is sent to the relevant content contributor. "Since the introduction of this feature, the error page has gone from being the most frequently viewed intranet page—at 21% of total page views—down to below 1% of page views," says Oatham.

To maintain the site, the intranet team constantly analyzes the most visited pages, using the information to populate the *quicklinks* toolbar.

The intranet team's approach is working. Average site visits per week have jumped from 1,000 in 2001 to 70,000 today. "We attribute this to changing the homepage daily; well-thought-out, up-to-date content; and enhanced usability," says Shaw.

Accessibility work also paid off, but for more than just visually impaired users. "There is also a visible link to the accessibility mode for people not using screen readers and this mode has been useful for people dialing in from outside the network as it gives faster download time," says Oatham. As so often happens when designing more accessible software, other users—in this case, mobile ones especially—also prize the new functionality.

Moving forward, the intranet team plans to integrate four company intranets into one intranet that will be available across the Transport for London Group. "The London Underground intranet is by far the largest and oldest of all the intranets in the Transport for London Group," says Oatham. "We hope to apply a lot of our knowledge and lessons learned to this new project, to avoid making the same mistakes again."

LESSONS LEARNED

Insights from Lucy Shaw:

Keep it simple. “Minimizing graphics, writing content with information up top, and only creating well-described links not only makes life easy for content creators, but makes the intranet more easy to use for all.”

Rely on knowledge of users, not just impressions. “Don’t just jump in. Talk to real users, lay the groundwork with measurable objectives, and then proceed.”

Don’t assume browser competence. “Especially for organizations where not everyone sits at a desk, not all employees will know how to use a browser. Education can bring them into the intranet loop.”

Enlist management to marshal large-scale change. “When we first introduced the new template we faced a lot of resistance from certain areas of the business—mainly our wannabe Web designers. I was doing battle on a daily basis and in the end often ended up just taking over and dealing with the arguments afterwards. It has certainly helped having a particularly proactive head of communications and ‘final say’ from a director-level steering group.”

National Research Council of Canada Industrial Research Assistance Program

Using the Intranet:

The Industrial Research Assistance Program is a program of the National Research Council of Canada with more than 400 employees working in ninety communities across Canada. The NRC-IRAP intranet is based on the award-winning silverorange intranet platform. The platform was updated and customized to the needs of NRC-IRAP by silverorange, in collaboration with internal staff.

Intranet Team:

Outside agency, silverorange, with NCR-IRAP

Members:

NRC-IRAP: Brian Wilson, project lead and systems analyst; Lorrie Loewen, Internet communications officer

silverorange: Nathan Fredrickson, technical director; Steven Garrity, creative director; Daniel Burka, lead designer; Dan James, CEO; Stephen Des Roches, Web developer; Isaac Grant, programmer; Nick Burka, programmer; Dave Peck, systems administrator and programmer; Mike Gauthier, programmer

SUMMARY

The silverorange intranet platform has proven to be an attractive and very easy-to-use system. In fact, designs from silverorange have made the top ten in not one, but two Nielsen Norman Group intranet design annuals. The silverorange designers created the intranet platform iteratively employing a combination of usability methods, including field studies, basic usability tests, card sorting, and heuristic evaluations. Even this excellent intranet, however, wouldn't just work perfectly right out of the box for the NCR-IRAP. The design team, consisting of NCR-IRAP and silverorange employees, needed to do research with the specific users and target the design accordingly. In fact, by studying the NRC-IRAP server logs, the team discovered that few employees were using the old intranet tool, and some had even begun developing pirate sites to meet their needs. The silverorange team helped deploy an intranet tailored to NRC-IRAP's needs, before it was too late, ultimately producing yet another award-winning design.



National Research
Council Canada

Conseil national
de recherches Canada



Français	Contact Us	Help	Search	Publiservice
BPI E-Guide		IRAP Helpdesk	IRAP Site	ZONE



Industrial Research
Assistance Program

Programme d'aide à
la recherche industrielle



Welcome 

Search

Keywords:

Search

Post a New Item

Forums

- Subscribed Forums
- National Forum
- Nat/Reg Meetings
- All Forums
- National News
- IRAP-TPC (PA)
- E-guide forms

My Tasks & Events

People

Document Library

Calendar

- Month
- Week
- Day

News

National Office Reorganization - Margaret Montgomery
Monday, January 19 - Lorie Loewen
(in French and English) - Some questions were raised about the
National Office following the recent reorganization, including the
organizational chart that reflects the new NRC-IRAP. More specifically,
questions revolved around what roles George Cooper and Simon Palmer
will play in the new National Office.
- [Michelle D'Amico](#) appointed to position as the Executive
Director of the NRC-IRAP National Office.
- [Michelle D'Amico](#) Technology Project Manager in Technology &
Innovation
[More News »](#)

Recent Items

- 180 items (0 new)

[View all new communications »](#)

Task & Event Summary:

- No Events
- No Tasks
- No Checklists

[View all Tasks & Events »](#)

Articles

National Newsletter

National News main page

Sector Groups

Sector Groups Web site

BPI E-guide

The IRAP Business Process (BPI) E-guide is the central
document of all participants needed to carry
out IRAP's day-to-day business.

Success Stories

View IRAP's success stories from around the country

Ontario

Regional Articles / Les articles régionaux

General

General

Pictured: The NCR-IRAP intranet homepage. The page includes news, a summary of recent items, and top-level article and content categories.

NRC-IRAP employs more than 400 people, including a network of field agents—Industrial Technology Advisors (ITAs)—who operate throughout ninety communities across Canada. ITAs work independently or in teams to assess and enhance clients' technology growth potential. Their mobile work environment can make keeping in touch with clients and coworkers a challenge, but the intranet facilitates this important communication. Users can post items on the intranet, including messages, tasks, events, checklists, work reports, files, and news. Other custom item types are available too, including frequently used forms. All items can have file attachments and allow for threaded conversations.

The *Post a New Item* link is always visible in the left-side navigation and leads to a simple form for creating a new posting. Using basic drop-down menus, users can assign an importance level to a message, and can relate messages with projects and folders. The easy-to-use editor, which looks similar to the familiar Microsoft Word interface, allows even users who do not know HTML to add links and basic formatting to the message. Required fields are indicated with yellow stars, and effective tips—such as *What do priorities mean?*—help prevent errors before they occur. By selecting other item types from the right-most

	National Research Council Canada	Conseil national de recherches Canada		
Français	Contact Us	Help	Search	Publishservice
BPI E-Guide		IRAP Helpdesk	IRAP Site	ZONE

IRAP-PARI

Industrial Research Assistance Program

Programme d'aide à la recherche industrielle

Welcome [Test3](#)

[Home](#) » Tools » Message Edit

Post a New Message

Keywords:

Project:

Folder:

Subject:

Message:

Paragraph... **B** *I* U [List Icons] [Link Icon]

I'll get right on the schematics we discussed John. Do you want me to do the 3-dimensional renderings or just the blueprints? Please get back to me ASAP to confirm this as it will affect my scheduling.

☒ WYSIWYG
 ☐ Source

Priority: [What do priorities mean?](#)

[Search](#)

[Post a New Item](#)

Forums

- [Subscribed Forums](#)
- [National Forum](#)
- [Nat/Reg Meetings](#)
- [All Forums](#)
- [National News](#)
- [IRAP-TPC \(PA\)](#)
- [E-guide forms](#)

[My Tasks & Events](#)

[People](#)

[Document Library](#)

[Calendar](#)

- [Month](#)
- [Week](#)
- [Day](#)

[NRC Good Writing Toolbox](#)

More ambitious users can set rules that will inform them of updates through e-mail or other notifications. Front-page alerts, for example, keep users apprised of any intranet activity since their last login. These alerts are like e-mail alerts, but appear on the user's front intranet page. Users can subscribe to different ones or choose only alerts for particular users. The NRC-IRAP intranet's core consists of a set of tools and work areas called *forums*. Users access their forums by clicking the *Subscribed Forums* or *All Forums* links in the left-hand navigation bar, or by using the search tool, which includes results from forums.

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projects, two internal projects, and one management committee would see only the content and users pertinent to those particular forums.


The list of forums is plainly laid out. *Categorize forums* lets users create their own categories and add subscribed forums to them, making organization easier. Users can also sort by their categories and easily rename or delete them. *New items* notes appear near forums on the main forum page, and let users know whether they need to delve in.

Pictured: The NRC-IRAP intranet is divided into forums that can have any number of members and folders. Users can belong to any combination of forums, depending on which teams they're working with, and they see only their own forums.


Each forum has its own main page with a list of members, content folders, and other management functionality. Users can also search by forum-only, a very nice feature—especially for larger forums. Users can also change the order of the folders in the forum list.


Any user can create a forum, and either become the owner/moderator or designate someone else to fill that role. Owners determine content and folder managers; they also control access rights—granted to either groups or individuals—and can grant read-only access, and add, delete, or change members' access levels.


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Français	Contact Us	Help	Search	Publiservice
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IRAP-PARI
Industrial Research Assistance Program
Programme d'aide à la recherche industrielle




Home » Forums » IRAP intranet setup
Welcome Test3


IRAP intranet setup

Organization: [Ottawa](#) » [Program Support](#) » [Informatics](#)
Description: The project to discuss and setup the new irap intranet.


[Explorer View](#)


[Manage Forum](#)

Search
Keywords:

[Post a New Item](#)

Forums

- [Subscribed Forums](#)
- [National Forum](#)
- [Nat/Reg Meetings](#)
- [All Forums](#)
- [National News](#)
- [IRAP-TPC \(PA\)](#)
- [E-guide forms](#)

[My Tasks & Events](#)



[People](#)







[Document Library](#)

Calendar


- [Month](#)
- [Week](#)
- [Day](#)


Folders


[New Folder](#)

[Change Order](#)

-  [General](#) (12 items) +
-  [Article system](#) (3 items) +
-  [Sub folder](#) (2 items) +
-  [Discussions](#) (90 items) +
-  [RIC feedback](#) (50 items) +
-  [V.1. update](#) (1 item) +

Recent Posts


[Make a New Post](#)


[RE: tracerte from home -5PM](#)
Wednesday, January 21, 2004 4:06 am

Search this Forum

Forum Owners

- [Thomas2_Melchior](#)
- [Viktor_Petrov](#)

Forum Members

- [Andrei_Jeff](#)
- [Andrei_Lavie](#)
- [Miles_Terry](#)
- [Michael_Horn](#)

Pictured: An example of a forum page, where users can read or post files.

The left-side navigation and top-horizontal menus are available on every page of the intranet. These and breadcrumbs help users navigate effortlessly. The keyword search appears as a plain, open field on every site page as well.

Users can view the calendar tool, which is always available on the left-side menu, by day, week, or month. The tabs to select the views are obvious and provide both text and icons for quick scanning. Users can easily choose the month and year from drop-down lists. They can also easily add a new event. For jam-packed calendars, the application provides filtering tools that show only a certain type of item, items from a specific forum, or items assigned to a particular person. For example, a user could show only his or her own assigned tasks.



Search

Keywords:

Post a New Item

Forums

- [Subscribed Forums](#)
- [National Forum](#)
- [Nat/Reg Meetings](#)
- [All Forums](#)
- [National News](#)
- [IRAP-TPC \(PA\)](#)
- [E-guide forms](#)

My Tasks & Events

People

Document Library

Calendar

- [Month](#)
- [Week](#)
- [Day](#)

NRC Good Writing Toolbox

Published Content

Management Tools

February 2004

Day View
 Week View
 Month View
 [Add New Event](#)

[Show Filter Tools](#)

February 2004 Go [Go to Today](#)

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3 IRAP Ontario Regional Meeting	4 IRAP Ontario Regional Meeting	5 IRAP Ontario Regional Meeting	6 EXPORT CAPE AND METHUEN LUNCHEON	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24 Advisory Board Meeting	25 Advisory Board Meeting	26	27	28
29	1	2	3	4	5	6

Pictured: The calendar tool as seen in *month* view. Users can also use filtering tools to choose which types of events to display.

The NRC-IRAP intranet had to work in both of Canada's official languages: English and French. This challenge proved minimal: it was accomplished through a French technical translator's expertise and through the silverorange intranet platform, which is internationalized and multi-lingual.

Another challenge: like all Government of Canada websites, the NRC-IRAP intranet must be compliant with the clearly defined set of Common Look-And-Feel Guidelines set by the Government of Canada Treasury Board.¹⁴ Designers customized the silverorange intranet platform to meet those look-and-feel guidelines. Adhering to them wasn't oppressive, say the designers. "We learned that we could still be creative and expressive. And, as opposed to constraining users, the CLF guidelines and corporate branding actually made our tools easier to use and saved us time and money," says Loewen.

¹⁴ The guidelines can be found at http://www.cio-dpi.gc.ca/clf-nsi/index_e.asp.

URL AND ACCESS

The homepage URL is <https://intra.irap-pari.nrc-cnrc.gc.ca>. It isn't bookmarked by default on users' browsers. Employees can access the intranet from any Web browser, PDA, cell phone, or wireless device by entering the URL, then their NRC username and password.

CONTENT MANAGEMENT

The NRC-IRAP intranet is a custom-developed intranet based on the silverorange intranet platform version 3. Additional technology includes PHP and SQL.

The intranet CMS differentiates between two types of content: user-generated and articles and content from outside the organization.

Content tools include both WYSIWYG and code-view HTML editors, multiple languages per article, a check-in and check-out system, and multiple-author capability.

NRC's senior management went a step further than the Common Look-And-Feel Guidelines, mandating a common look and feel for all of NRC's sites. The silverorange intranet platform was customized to meet all of those guidelines, and reflect NRC-IRAP branding.

TECHNOLOGY

Using Adobe Photoshop, silverorange developed NRC design concepts and graphics elements.

The silverorange intranet platform runs on Dell servers with Microsoft IIS, Microsoft SQL, and PHP4. The search engine was custom developed by silverorange. Additional in-use technologies include XHTML, cascading style sheets, and PHP. The silverorange software is internationalized and multilingual.

GOALS AND CONSTRAINTS

1) Integrate NRC people, processes, and information. 2) Promote collaboration and knowledge sharing across departments—regardless of location, work language, or technology skills—to meld distributed expertise with distributed field agents. 3) Create familiar, shared spaces with the NRC look and feel. 4) Overcome cultural resistance to new ways of working. 5) Save travel costs and time.

BASIC INTRANET FEATURES

Selected features include the ability to post messages, tasks, events, checklists, and files. All items can have both file attachments and threaded conversations. Users can set alerts and notifications using Outlook-like rules, which then trigger e-mails to users. Users get breadcrumbs for easier navigation, and can customize some intranet features.

Content authors get both a WYSIWYG and HTML-code-view Web-publishing tool. Content and intranet managers can delegate access and route approval based on workflows.

Users have access only to specific intranet forums, each of which contains its own tools—including a calendar—and work areas.

USERS

Over 400 NRC-IRAP employees work at the national office in Ottawa and in ninety different Canadian communities, with 260 field agents often operating independently or in small groups at client sites across Canada.

USER TASKS

Common user tasks include:

- Share knowledge and ideas in collaborative forums
- Search for people and information
- Upload news and photos
- Read news and online guides
- Locate an office or facility
- Access HR, computer support, and health and safety information
- Share large files that the network's e-mail attachment file-size limits would otherwise block
- Post success stories

BACKGROUND

In 2001, an audit by the NRC-IRAP communications department revealed that fewer than 10% of IRAP employees used the intranet. Yet most employees said their tool of choice would, in theory, actually be an intranet. Follow-up testing revealed employees weren't Luddites; intranet usability was poor, leading some users to even "develop 'pirate sites' to meet their needs," notes Loewen. That's no surprise since IRAP's field agents, scientists, and engineers—known as ITAs—work across Canada, evaluating clients' technology needs, then lending their skills. They also value technology for trading ideas and information. "Each ITA is a knowledgeable guide who works in-person and on-site to lead you to the resources best suited to your situation. Your ITA will help you set priorities and establish the most direct route to achieving your goals," says Loewen.

For example, ITAs helped find technical solutions for Frantic Films, which develops software for animating fluids ranging from water to tar. "NRC-IRAP provided us with technical expertise when we wouldn't otherwise have been able to afford it," says Ken Zorniak, the company's CEO.

"IRAP is around to say 'let's get this idea off the ground.' And even if an idea doesn't lead you exactly where you wanted to go, it still leads you to something else," notes Hadi Husain, director of research and development for Zenon Environmental Inc., another NRC-IRAP client.

DESIGN PROCESS AND USABILITY ACTIVITIES

To create an intranet NRC-IRAP employees would use, the design team devoted the better part of three months to usability testing. They watched users contribute to a threaded discussion, post documents, create a simple page with a photo and news story, and post an event. The team also visited employees in remote locations to study their intranet use, and analyzed file-access server logs to determine which parts of the intranet were popular—and which were not.

"We studied user feedback, held training sessions, and watched people work, then built results into our user requirements, invited new user groups to test tools, gathered feedback, and created a strategy for redesign," says Loewen.

The intranet team then created a strategy to meet both CLF compliance and users' needs, and worked with silverorange to customize its intranet software. "Our users also tested

other platforms and let us know which features would be valuable in accomplishing day-to-day activities and sharing information,” says Loewen, adding that the design team implemented many of those recommendations.

Using card-sorting exercises with a variety of business groups helped hone intranet terminology into real-world language. Users also pushed for quicker information access—fewer clicks to reach their goals—and helped hone the forum’s tree views.

To absorb lessons from other intranet rollouts, the intranet team attended government usability seminars and Nielsen Norman Group conferences, and also studied Paul Tao’s “Roadmap to a Successful Intranet” article (available at <http://www.intranetjournal.com/>).

In March 2003, the design team brought in Web Accessibility Testing Services (WATS), a Canadian government program “to help webmasters view their sites through the perspective of users with disabilities,” says Loewen. WATS team members have visual and motor disabilities, and a Canadian National Institute for the Blind guide dog. Using JAWS, Dragon Dictate, and Dragon Systems “Naturally Speaking,” the team tested the intranet on PDAs, a BlackBerry two-way pager, and text browsers such as Lynx. For its browsing, the WATS team used a low-end computer, an “adequate” display, and low-speed dial-up connection, to “better reflect the level of technology still being used by many Canadians,” says Loewen. The WATS team also inspected intranet code and cascading style sheets to ensure they met accessibility guidelines.

The design team says the WATS analysis was especially helpful. “The insights our team gained from the review by these experts enabled us to view the site in a manner that truly reflects the user experience,” says Loewen.

The final WATS report helped silverorange ensure that all code and cascading style sheets met accessibility guidelines, and introduced a number of enhancements including accessibility features such as form and image labels, scalable text to replace small navigation graphics, and enhanced form-adding controls.

Designers also added JavaScript onFocus and OnBlur event handlers to any JavaScript that was or might be used for accessibility. Without these event handlers the site would be less accessible because JavaScript typically processes events on Web pages, but for accessibility, designers can’t just rely upon people using the mouse. Events must be device-independent or paired with a keyboard event handler. Such event handlers also validate and submit form data when users click any *Submit* button.

Toward the end of the redesign, after the intranet team built an online *Help* guide, they turned the IT team loose—with no upfront training—to test the new intranet, and made improvements based on the resulting feedback.

TIMELINE

- January to March 2002: Intranet development strategies formulated.
- April 2002: Usability testing begins.
- June 2002: Design requirements finalized.
- July 2002: Developers begin coding website.
- October 2002: Intranet beta testing begins.
- December 2002: Deadline for compliance with NRC-wide common-look-and-feel policy.
- January 2003: New intranet goes live.

- March 2003: Canadian Web Accessibility Testing Services team tests NRC-IRAP intranet. Results used to hone site accessibility.
- November 2003: Intranet update released.

RESULTS

The redesigned intranet gives users what they need: a way to easily collaborate with a geographically distributed workforce.

One surprising result from the redesigned intranet was that a common look and feel made the intranet tools easier to use, and clarified some working processes, ultimately saving users' time.

The new NRC common-look-and-feel standards helped clarify and simplify the team's intranet redesign approach, ultimately saving time and money. "With the new standards that conform to the official languages, groups gained the ability to collaborate privately in the language of their choice, publishing in both official languages only when they complete a project and need to share the information across the entire organization," notes Loewen. Previously, IRAP translators ensured that any content postings appeared in both English and French. Eliminating this translation requirement for private collaborative forums not only saved money, but also enabled a more ad hoc, fluid intranet work style.

Whereas NRC's organizational structure was the basis for the previous intranet, the new intranet emphasized collaboration in its terminology. "Card sorting showed us that users work better with an intranet designed around tools to help them collaborate, rather than the organizational structure," says Loewen. For example, they relabeled "Projects" as "Forums," which is closer to in-house lingo and refers more explicitly to community and communication. When users said that they didn't understand the meaning of "Make a new post," the design team renamed it "Post a new item" ("Afficher un nouvel article" in the site's French version).

The new intranet improves several existing features, including search, user and forum creation wizards, and WYSIWYG functions. Users get management tools for forum posting and folders, and for personalizing side menus with their subscribed-to forums. They also get three views of forum postings: the default tree view, chronological listings, or a preview mode that shows the first three lines of each post. Users have access to *My Personal Forum*, a shared space open to whomever they choose. Common uses for this forum include project collaboration and even sharing holiday photos with workmates. The goal is to reduce stress on the e-mail servers.

Users have embraced the new intranet. As one user noted in the communications department's regular user surveys since the redesign, "the ability to utilize forums as an interactive space for program and policy management has been extremely beneficial and ... helped to strengthen communication lines and ensure efficient information dissemination across the regions where we deliver programs."

Management support has also been a crucial redesign success factor. "We needed support from management to encourage employees to try the intranet and new ways of working. Now, more employees are using the intranet, and are beginning to move away from e-mail and collaborate more efficiently to accomplish key business processes," says Loewen.

LESSONS LEARNED

Insights from Lorrie Loewen:

Usability research pays. "Spending a good deal of our time in usability research, and determining business requirements at the beginning, led to a site that met most of our users' needs from the start. We continually work to improve the site according to changing user needs."

Bring in experts to help users. "Don't be afraid to have experts in usability and accessibility test your site. The benefit and cost savings of any suggested design improvement will well outweigh the small investment."

Follow up with users who still don't like the intranet. "After working with these people, we have been able to either win them over to the redesign or have incorporated some of their suggestions into improving the site."

Senate Republican Conference (U.S.)

Using the Intranet:

The Senate Republican Conference (SRC) is the formal organization of Republican senators in the United States. The form and frequency of conference meetings has depended upon leadership personalities and legislative circumstances. Since the late 1950s, the conference has met at the beginning of each Congress to elect leaders (who serve two-year terms), approve committee assignments, and attend to other organizational matters. There are currently fifty-one Republican senators; SRC assists them by providing a full range of communications services, including graphics, radio, television, and Internet.

Intranet Team:

Senate Leadership Technology Team; GSL Solutions

Members:

For the Senate Republican Conference: Tim Petty, director of information technology; Aaron Broughton, information communications manager

For Republican Secretary: Laura Dove, deputy staff director

For Republican Policy Committee: Tom Pulju, legislative policy advisor/systems administrator

For Republican Whip Office: Nan Mosher, office manager; Marlo Meuli, former systems administrator

For GSL Solutions: Tyler Clendenin, senior Web designer; Michael Gaines, CEO and Web designer

SUMMARY

Consistent with its goal of facilitating communication, the Senate Republican Conference (SRC) intranet is available for staff members nationwide on multiple devices. The inventive features, exhaustive content, and consistent navigation all make this a winning government intranet.

SRC's intranet enhances communication and research possibilities for all fifty-one senators in their Capitol Hill and state offices. There are more than 2,300 registered intranet users, including senators, their chiefs of staff, administrative personnel, and interns.

The intranet is whimsically named *TrunkLine*, a nod to the longtime Republican Party mascot, the elephant. The straightforward homepage offers a balanced combination of features and news. The center column, *On the Floor* (an allusion to the U.S. Senate floor) is updated daily with recent news from the White House, Department of Defense, Majority Whip's office, and other offices. The *Announcements* area, including significant speeches, events, and television spots, is updated weekly.

The left-side navigation (*Legislative Shop*), the Google search box, and the top horizontal navigation are available on every intranet page. In the upper right of each page, including the homepage, is a simple open search field that lets users search for a bill by its number or name.

The homepage's right-hand column, *In the Gallery*, lets users click and view press releases and previous items from the *Recent News* area.

UNITED STATES SENATE

TrunkLine

Aaron Broughton (logout)

Monday February 02, 2004

★ Policy Papers

★ Roll Call Votes

★ Key Staff

★ Leg. Notices

Bill Search: (S. #)

Go

Legislative Shop

Legislative

USCORS

Pending Floor Amendments

Roll Call Votes

RPC

RPC FloorCast

Recent Policy Papers

Amendment Summaries

Getaway Cards

Record Vote Analysis

Member Voting Record

Cloakroom

Leader's Calendar

Hotlines

SRC

General

Talking Points

Recess Packets

Global Messenger

Whip

Whip Alerts

Google

Go

On the Floor

Recent News

Jan 30 - White House - Fact Sheet

Strong Economic Growth [[more](#)]

Jan 30 - General - Fact Sheet

Freedom Corps Anniversary [[more](#)]

Jan 28 - White House - Fact Sheet

The President's Health Care Agenda [[more](#)]

Jan 27 - Majority Message - Jobs, Pension & Class

Action Reform, Highways

[[more](#)]

[View All News]

Announcements

RPC Survey

[Please Return to SR 347](#)

Press Secretaries Meeting

Time: 10:00 a.m.

Date: Monday, 02-02-2004

Place: Mansfield Room (S-207)

Special Press Secretaries Briefing on Medicare

Time: 10:30 a.m.

Date: Monday, 02-02-2004

Place: Mansfield Room (S-207)

In the Gallery

Issue Log

[Agriculture](#)

[Appropriations](#)

[Banking](#)

[Budget](#)

[Bush Administration](#)

[Campaign Finance](#)

[Child Care](#)

[Commerce](#)

[Defense](#)

[Economy](#)

[Education](#)

[Elections](#)

[Energy](#)

[Environment](#)

[Executive Branch](#)

[Executive Branch](#)

[Foreign Affairs](#)

[Health Care](#)

[Homeland Security](#)

[Immigration](#)

[Judiciary](#)

[Labor](#)

[Medicare](#)

[Retirement and Pensions](#)

[Seniors](#)

[Social Security](#)

[Taxes](#)

[Technology](#)

[Terrorism](#)

[Veterans](#)

[Welfare](#)

Latest GOP Releases

01-31 INHOFE ANNOUNCES SUCCESS ON

TAR CREEK LEGAL ISSUES (Inhofe)

01-30 Statement Of U.S. Senator Mitch

McConnell On The Death Of Governor

Louis B. Nunn (McConnell)

01-30 SNOWE STAFF TO ATTEND

MEETINGS IN ORDER TO ASSIST

Pictured: The homepage for the U.S. Senate Republican Conference's intranet. The simple design balances news content and navigation.

The user's name in the homepage's upper right corner links to a form that lets users enter their contact information. The field labels are understandable and the form itself is relatively brief. Users can also input their interests and affinities so that other users can search by those criteria.

UNITED STATES SENATE

TrunkLine

[Policy Papers](#)
[Roll Call Votes](#)
[Key Staff](#)
[Leg. Notices](#)

Bill Search: (S. #)

Legislative Shop

Legislative

LIS/CRS

Pending Floor Amendments

Roll Call Votes

RPC

RPC Floor/Cast

Recent Policy Papers

Amendment Summaries

Getaway Cards

Record Vote Analysis

Member Voting Record

Cloakroom

Leader's Calendar

Hilliness

SRC

General

Talking Points

Recess Packets

Global Messenger

Whip

Whip Alerts

Recess Calendar

Key Staff Personal Profile

Position :: Technology Specialist

Official :: Chairman of the Senate Republican Conference

Type ::

Title ::

First ::

Middle ::

Last ::

Phone :: () - x

Fax :: () -

Gender :: ☒ M ☐ F

Email ::

Room ::

Passkey ::

Issues ::

Abortion

Agriculture

Appropriations

Banking

Budget

Select 1 or more Issues by holding down the CTRL key while selecting

Subjects ::

4429

ADMM Treaty

Abortion

Acquisition Policy

Adoption

Select 1 or more Subjects by holding down the CTRL key while selecting

[Republican Leadership](#)
[SRC Rules](#)
[SRC Services](#)
[Contact Info](#)

Pictured: Users can enter information about themselves and their areas of interest.

The *Policy Papers* link leads to Republican Policy Committee papers organized by month and year. Users can choose the month they're interested in from a drop-down list, or view all papers at once. A brief introduction helps users locating the papers they're looking for. Each paper is available in PDF format.

UNITED STATES SENATE
TrunkLine
 Aaron Broughton (log out)
 Tuesday January 20, 2004

★ Policy Papers ★ Roll Call Votes ★ Key Staff ★ Leg. Notices

Bill Search: (S. #) Go

Legislative Shop

November 2003 Papers « October 2003 December 2003 »

Legislative
 LIS/CRS
 Pending Floor Amendments
 Roll Call Votes
 RPC
 RPC FloorCast
 Recent Policy Papers
 Amendment Summaries
 Getaway Cards
 Record Vote Analysis
 Member Voting Record
 Cloakroom
 Leader's Calendar
 Hotlines
 SRC
 General
 Talking Points
 Recess Packets
 Global Messenger
 Whip
 Whip Alerts

11/25/2003 - **The Wisdom Behind -- and Reality of -- Granting Permanent Trade Relations to China**
 It is becoming increasingly clear that unfair trade practices and currency manipulation are harming U.S. businesses and creating global trade imbalances. Congress voted Normal Trade Relations (PNTR) status to China in 2000 [P.L. 106-286], removing China's status as a "most favored nation" (MFN). Anticipated benefits of this decision included increased access to China's market for U.S. business and the expectation that engagement would serve as a catalyst for economic and political reform. The PNTR to the PRC with the understanding that China would liberalize its trade and macroeconomic policies, adopt the "rule of law," and allow political and democratic reforms to take root.

11/24/2003 - **Bush Economic Plan Has Economy on Road to Recovery**
 Many Democrats and members of the media are attempting to convince Americans that the Bush economic plan has failed and that the economy is in free fall. In fact, most economic indicators demonstrate that the economy is growing rapidly, thanks in no small part to the Bush economic plan. Republicans must stay the course and reject Democrat suggestions to repeal portions of the Bush tax relief plan or to dramatically increase domestic spending.

Furthermore, Congress should make permanent the Bush tax relief and economic growth package to ensure that the recovery is a sustained one. The economic evidence shows the economy is recovering, the Bush economic plan is working, and that making the tax relief permanent will further assist the recovery.

11/22/2003 - **Economic Recovery Threatened by Extension of Temporary Unemployment Compensation**
 Eligibility for The Temporary Extended Unemployment Compensation (TEUC) programs enacted in 2002, which provide additional federal benefits for the unemployed, is set to phase out beginning in January. Those filing claims in the closing days of eligibility will continue to receive the full amount of their temporary benefit into March.

11/14/2003 - **Immigrants Welcomed to Pursue Opportunity, Not Dependence**
 Congress should not encourage the media's speculation in the Wall Street Journal that the law

Google

Pictured: The *Policy Papers* area houses all papers written by the Republican Policy Committee.

The *Leader's Calendar* has a legible, predictable layout, and includes information such as when the Senate will next convene and which items it will debate or vote on. The calendar also shows an especially vital piece of data: how many items have been "hotlined." *Hotlines* are brief statements about critical upcoming votes. Hotlined items can be accessed on BlackBerrys and Palm Pilots, as well as on the intranet. In fact, TrunkLine users can log into the intranet on PDAs and two-way pagers from any location and read the recent news and announcements, or browse the archives. Although most TrunkLine users are based on Capitol Hill or in senators' state offices, they're not restricted to office access, which makes the intranet especially convenient.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	<u>1</u> The Senate stands adjourned until Tuesday, September 2, 2003, under the provisions of H.Con. Res. 25...	<u>2</u> The Senate will convene at 9:30am to begin consideration of Calendar #197, H.R. 2680, the Labor/HHS an... 1 Hotlined Item	<u>3</u> The Senate will convene at 9:30am to resume consideration of HR 2680, the Labor-HHS Appropri. bill. ...	<u>4</u> The Senate will convene at 9:30am to resume consideration of HR 2680, the Labor-HHS-Education Approp... 3 Hotlined Items	<u>5</u> The Senate will reconvene at 9:15am to resume consideration of HR 2680, the Labor-HHS Appropri. bill. ... 2 Hotlined Items	<u>6</u>
<u>7</u>	<u>8</u> The Senate will convene at 1:30pm today and resume consideration of HR 2680, the Labor-HHS-Education 1 Hotlined Item	<u>9</u> The Senate will convene at 9:30am to resume consideration of HR 2680, the Labor-HHS-Education Approp...	<u>10</u> The Senate will convene at 9:30am to resume consideration of HR 2680, the Labor-HHS Appropriations...	<u>11</u> The Senate will convene at 8:30am for a period of morning business until 11:45am, provided that the 1 Hotlined Item	<u>12</u> The Senate will reconvene Monday, September 15, at 1:00pm.	<u>13</u>
<u>14</u>	<u>15</u> The Senate will convene at 1:30pm for a period of morning business to last until 2:30pm. At 2:30...	<u>16</u> The Senate will convene at 9:30am to resume consideration of Calendar #260, S.J. Res. 17, the FCC Res... 4 Hotlined Items	<u>17</u> The Senate will reconvene at 9:30am and will immediately resume consideration of the House bill...	<u>18</u> The Senate will convene at 9:30 a.m., and will immediately resume consideration of H.R. 2681, the In...	<u>19</u> The Senate stands in recess until 2pm, Monday, Sep 22, 2003.	<u>20</u>
<u>21</u>	<u>22</u> The Senate will convene at 2:00pm to resume consideration of H.R. 2691, the Interior Appropriations ... 1 Hotlined Item	<u>23</u> The Senate will convene at 9:30am for a period of morning business until 10:30am. Following morning ... 5 Hotlined Items	<u>24</u> The Senate will convene at 9:30am, at which time it will begin a period of morning business to last ... 4 Hotlined Items	<u>25</u> The Senate will convene at 9:30am for a period of morning business until 10:30am. Following morning ... 9 Hotlined Items	<u>26</u> The Senate will convene at 9:30am, at which time the Senate will resume consideration of the Distin...	<u>27</u>
<u>28</u>	<u>29</u>	<u>30</u>				

Pictured: The *Leader's Calendar*, managed by the Republican Secretary's Office, includes information about when the Senate will next convene and what items it will debate or vote on.

URL AND ACCESS

The TrunkLine URL is <http://gop.senate.gov> (the Republican Party is also known as the GOP, for “grand old party”). The intranet is available only to those affiliated with Republican senators. Users access it via the Senate LAN; remote users must use a secure ID card to log on.

TrunkLine remembers user login information and automatically logs users out if they’re inactive for 30 minutes.

Users can set TrunkLine as their browser’s default start-up page. This is not done automatically because the Senate’s Sergeant-at-Arms, an organization without political party affiliation, issues all Senate computers.

Given the approval of the SRC chair, users can access TrunkLine on wireless devices, such as PDAs and BlackBerry pagers.

CONTENT MANAGEMENT

A product from GSL Solutions, SiteDirector, handles content management. Among its features is the ability to restrict content authors’ changes to their own intranet areas.

To change or upload content, authors use a pre-existing, Web-based template, pasting information into text boxes, filling in vote data, or inserting links, pictures, video, or audio. “This form of content management was custom developed so that each section that is managed does not look identical to any other section. Different offices have different preferences for how and what they would like to communicate, and we want to ensure true ‘ownership’ for each content manager,” says Aaron Broughton, information communications manager for the SRC. The intranet team customizes the content management templates to suit each individual department’s unique workflow. Content owners include staff from the SRC, the Republican Policy Committee, the Majority Leader, the cloakroom, the Joint Economic Committee, and all fifty-one Republican senators’ offices. Each is responsible for its own content.

[Corecomponents permissions for Tim Petty]				
user	groups	result	fuseaction	description
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Home	
<input type="button" value="submit"/> <input type="button" value="cancel"/>				

[Files permissions for Tim Petty]				
user	groups	result	fuseaction	description
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Add	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AddAct	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DeleteAct	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Edit	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EditAct	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Home	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	View	
<input type="button" value="submit"/> <input type="button" value="cancel"/>				

[Filetypes permissions for Tim Petty]				
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<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Add	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	AddAct	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	DeleteAct	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Edit	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EditAct	
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Home	

Pictured: The CMS lets intranet staff customize content-publishing workflows for each individual office and content manager.

The content management template was jointly designed by IT representatives from each office.

TECHNOLOGY

The intranet runs on four Compaq Proliant Web servers, running Microsoft IIS on a mix of Windows 2000 and 2003. The application software is Cold Fusion MX.

GOALS AND CONSTRAINTS

1) Improve communication and research sharing for the Capitol Hill and state offices of all fifty-one Republican senators. 2) Have as much useful content available to GOP members as possible, including both archived and up-to-date information. 3) Let authors post content without having to know HTML. 4) Help GOP members find each other more easily. 5) Continue to enhance content by involving new offices. 6) Complete the project with just two full-time staff members and a minimal budget.

BASIC INTRANET FEATURES

TrunkLine was designed to enhance communication and research sharing among Republican senators in both their Capitol Hill and state offices. Users therefore have a range of features that let them access resources such as impending votes, a roll-call schedule, position papers, briefings and briefing packets, and talking points. They also have tools designed to build community and facilitate knowledge sharing, including a search engine that can search by self-identified areas of interest (agriculture, appropriations, and banking, for example) that users can enter in TrunkLine themselves.

USERS

There are more than 2,300 registered TrunkLine users, ranging from senators and their chiefs of staff to administrative personnel and interns.

USER TASKS

All users:

- Read recent news
- Read the *Whip Alert*, which contains summaries of Senate floor proceedings (the whip is the Senate's second-ranked Republican)
- Find talking points on a variety of issues
- Access fact sheets
- Reference archives for any of the above material
- Use the *Key Staff Directory*
- Search for bills (proposed legislation) by number
- Find issue or subject specialists
- Search senators' cast and missed votes

Legislative correspondents and chiefs of staff:

- Search information originating from Senate offices, the White House, the Republican Policy Committee, the cloakroom, the Majority Leader's office, and the Majority Whip's office

Press Secretaries:

- Retrieve talking points for the media
- Keep up to date on television and radio interviews

BACKGROUND

The SRC launched TrunkLine in 1995. "TrunkLine was created to remain functional over multiple platforms, and to store data in a secure, traditional database format," says Broughton. It was designed to attract new users without their having to know HTML, and to make it easy for them to update information on a daily basis. The database-driven approach also makes it easy to repurpose information for a PDA or two-way pager.

Redesign means constant evolution, says Broughton. One ongoing challenge, however: "time and resources," he says. There are only two full-time staff members for TrunkLine support, design, updates, training, and marketing.

The goals of the TrunkLine redesign were to continue to refine its usability so staff could share information more quickly and easily, add requested and otherwise helpful features, and incorporate design ideas from well-executed, commercial websites.

For the new version, “we wanted the user to be able to easily identify a thoughtful order to how information is organized on the Web page. We wanted announcements and new items to stand out, yet not be overwhelming,” says Tim Petty, director of information technology for the SRC.

DESIGN PROCESS AND USABILITY ACTIVITIES

SRC began this redesign (number fifteen), in early 2003. “A website is never finished,” notes Petty. Departments frequently request new tools or features. After usability testing and prototyping, these are further tested then rolled out to all, appearing in the next intranet version.

For this redesign, Petty studied server logs to determine popular links, and also watched people use the intranet in their own offices. The team also asked users for information directly. “We post a questionnaire once a year—however most of the development comes from watching and working with staff,” he says.

Petty also regularly surveys working groups related to legislation, policy, votes, and research to find out the features or applications they desire.

But the intranet team understood the particular importance of watching users—rather than just questioning them. “By monitoring common questions, tasks, needs, workflow, and daily processes,” he says, “we not only wanted to provide people with features that they wanted, but with features they did not even know about.”

Once he builds an application prototype for a department, Petty will build it for other departments that find it useful as well, performing usability testing and modifications along the way to improve its usefulness.

“The first major step in this evolution was reformatting the display,” says Broughton. The old intranet homepage used “mouse-overs,” which he wanted to eliminate to make the page more user friendly.



Pictured: An older intranet version. Among other changes, the redesign team removed the mouse-overs.

One surprise during development, says Petty, was “the high demand for customization for each application.” In fact, when the different leadership offices were ready to add information to the site, they first wanted to improve their office’s content-input processes. “They asked for us to help streamline their process. It was good to learn the process and build a back-end content management workflow to meet that need,” he says.

TIMELINE

- 1995: Joint Senate Republican intranet created.
- 1996: First intranet redesign.
- 1997–98: Additional intranet features and applications added.
- 1999: Major redesign.
- 2002: Major redesign.
- 2003: Latest redesign (three months from start to finish).

RESULTS

Today, more than 2,300 of the approximately 2,500 employees of the Republican Senate are registered TrunkLine users. Each Senate office continues to post and manage its own content.

In contrast to the old homepage, which used mouse-over functionality, the redesigned homepage is “not only more user friendly, but allows space for developing new sections of information,” says Broughton.

The space now offers the information that users access most. Recent news first grabs their attention, followed by such things as the summary of Senate floor proceedings (*Whip Alert*), talking points, fact sheets, briefing announcements, GOP news releases, and an issue log.

“No less common is referencing the archives of these materials,” notes Petty.

LESSONS LEARNED

Insights from Tim Petty:

Real-time pays. “Users always appreciate exchanging information as fast as possible.”

Good word of mouth increases users. “Plan for more users than you might think.”

A website is never finished. “Build a website that can be easily expanded to accommodate new ideas.”

Query users. “For design inspiration, always ask users what they want, what format they want it in, and give them what they want.”

Workplace Safety and Insurance Board of Ontario (Canada)

Using the Intranet:

Ontario's Workplace Safety and Insurance Board promotes workplace safety and administers no-fault workplace insurance for employers and their workers. WSIB administers some 340,000 claims annually. Its staff of approximately 4,300 people performs more than 700 distinct jobs in fourteen offices throughout Ontario.

Intranet Team:

In-house

Members:

Maura Murphy, knowledge services technical coordinator; Carolyn Archer, information resources manager; David G. Williams, manager knowledge multimedia design/publishing team; Deb Oakley, knowledge services technical coordinator; Gordon Vala-Webb, director of knowledge services; Arnold Sooknanan, knowledge services technical coordinator

SUMMARY

Employees at Ontario's Workplace Safety and Insurance Board (WSIB) appreciate their intranet, CONNEX. Before it existed, employees had to hunt through many different sources and types of media to find the answers they needed to do their jobs. With CONNEX, staff members can now access numerous tools that simplify their work, as well as current information from a variety of sources, in one clean package.

The homepage, *My WSIB*, contains information of interest to all staff, such as corporate news and messages, job postings, and recent publications. Designers, upon learning that finding employee phone numbers was a common task, placed the telephone directory on the homepage's upper-left side. Using it, employees can search for a person's phone number as soon as the intranet launches. Search criteria include first name, last name, and location; they can also search for employees by phone number. Users can also opt for advanced search features, or generate a phone list for a particular team or working group. Below the search-by-person area, links let users find a particular office location. Given that WSIB has fourteen different offices, this is an especially helpful feature.

The screenshot shows the WSIB/CONNEX intranet homepage. The header includes the WSIB logo, navigation links like 'My CONNEX Settings', 'Administration', and 'Logoff', and a date of 'Feb 4, 2004'. A search bar is present with 'Search Options: Advanced | Saved'. The main content area is divided into several sections: a sidebar on the left with 'WSIB Phone/Office Directory', 'Quick Links', and 'Corporate Communications'; a central area with 'Current Job Postings' and 'Publications'; and a 'WSIB Events' calendar for February 2004 at the bottom right. The calendar shows a week starting with Sunday (S) and ending with Saturday (S).

Pictured: The homepage, *My WSIB*, contains information of interest to all staff, such as corporate messages and job postings.

The intranet is the main source for HR information, such as policies, vacation request forms, and the employee assistance program. The most frequently accessed content on CONNEX relates to the PeopleSoft Integrated Financial Systems software. CONNEX provides a gateway to the application, along with resources to help staff submit and approve expenses, generate cost and budget reports, and more.

In addition to basic corporate information, news, and general support, the intranet also offers applications that directly enhance core business tasks. For example, claims adjudicators can use a tool to help with one of their everyday tasks: determining average earnings. Before this tool was created, adjudicators had to search many different information sources, making the task time-consuming and labor intensive. Policies, procedures, and guidelines were scattered across hardcopy manuals containing hundreds of documents. Letters, forms, and worksheets lived in various electronic databases. Lists of "helpful tips" and FAQs didn't even exist.

To repair this process, the intranet team worked with different business areas to gather the most current and approved content, policy and procedure documentation, relevant background material, and online worksheets. They then designed a tool—integrated with the

existing workflow—to simplify the decision-making process. The tool has been so successful that it's now the design team's template for developing new decision-support tools.

Average Earnings Overview

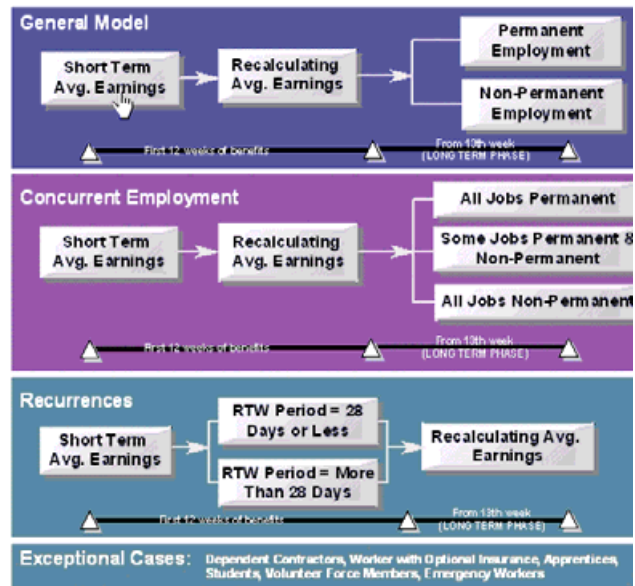
This overview is a graphic representation of the Average Earnings model.

Hover over the boxes to read a brief summary of each category. To launch the support tool **click** on the box that contains the information you require.

Once in a category, navigate through the Average Earnings model by clicking on the tabs found at the top left of the information screens.

The information is divided into two sections:

1. The **General** section organizes the information by policy, procedure, and legislation.
2. The **Specific** section organizes the information by topic. **Worksheets** are found in the specific section.



Pictured: A decision-support tool for determining average earnings. Claims adjudicators use the tool, which includes a dynamic, interactive flowchart.

Home

Overview

General Model

Concurrent

Recurrences

Exceptional

Select a Category:

Short-term Average Earnings

Recalculating Average Earnings

LTAE - Permanent Employment

LTAE - Non-Permanent Employment

Information Links:

General

Specific

Policy

Policy statement

Guidelines

Table of Earnings

Application date

Procedures

What earnings are included?

12 week count

Overtime earnings

Irregular earnings

Vacations/Illness

Unable to determine STAE

Hours as a range

Employment pattern

Legislation

s. 21

s. 23

s. 53

Short-term Average Earnings

Policy - 18-02-02

Determining Short-term Average Earnings

Policy

Short-term average earnings are the worker's earnings from the accident employer and all other employe Loss of earnings (LOE) benefits are paid for the first 12 weeks following the injury based on the short-term

Guidelines

First 12 weeks

In the majority of cases, workers will receive LOE benefits over a **consecutive** period of time. The WSIB use earnings to pay LOE benefits for the first 12 weeks following the work-related injury.

In some cases, the worker may

- receive LOE benefits for less than 12 weeks,
- return to work at no wage loss, and then
- experience a recurrence of the work-related injury.

Pictured: The tool for determining average earnings links to current policies and information.

The service codes and fees tool simplifies yet another process at the organization: making health care payments. Before, users had to scroll through sixteen different Excel spreadsheets to find their answers. Now, using this tool, employees can type a code, dollar amount, or keyword into a clear, open field, then quickly get an answer, presented in a table with obvious headings. A behind-the-scenes database and simple front end create the magic here. Even better, authorized users can update the database at any time, ensuring quick and accurate decision-making for health care payments.

PBAS Service Code & Fee Finder
Add

Enter a keyword, a PBAS Service Code, or a fee dollar amount to find matching entries in the Service Codes and Fees database.

Find
Updates required? [Contact us](#)

Find another Keyword, Service Code or Fee: Find

Search results for 'brace'

Category & Sub-Cat Name	Type of Service	Category of Service	Description of Service	Service Code	Service Fee	Unit of Fee
Specialty Clinics	Prosthetics & Orthopaedic Shoe Services	brace accessories (each)	heel box	N/A	\$102.0 - \$110.00	N/A
Specialty Clinics	Prosthetics & Orthopaedic Shoe Services	brace accessories (each)	stirrup	N/A	\$105.00 - \$115.00	N/A
Specialty Clinics	Prosthetics & Orthopaedic Shoe Services	brace accessories (each)	heel tube	N/A	\$132.00 - \$145.00	N/A
Specialty Clinics	Prosthetics & Orthopaedic Shoe Services	brace accessories (each)	t-strap	N/A	\$70.00 - \$85.00	N/A
Medical		Orthotic - initial	Brace with breast			

Pictured: A tool for finding service codes and fees. This simple tool replaced sixteen Excel spreadsheets and the myriad headaches that arose from having to search them.

Another example of how the intranet consolidates multi-source information is the *Managers' Page*. This page encapsulates all things management-related, such as processes and forms for training, job reviews, and pay ratings. The page also links to any legal information managers might need and offers links to magazines to help keep them well informed on management issues.

WSIB Pages

Managers' Page

[My CONNEX Settings](#) | [Administration](#) | [Logoff](#)

Feb 4, 2004

Document Search

Search Options: [Advanced](#) | [Saved](#)

MY PAGES

WSIB PAGES

DOCUMENT DIRECTORY

EMPLOYEE SERVICES

FORMS

Welcome

Government

[Government of Ontario](#)
[Government of Canada](#)
[Ontario Statutes and Regulations](#)
[Statistics Canada](#)

Business

[Conference Board of Canada](#)

Headlines

Sign up for Performance Development training! [\[Click Here\]](#)

Number of Headlines 3 | [Next Headline](#) | [Headline History](#)

Workbench

Staffing	Students & Temporary	Labour Relations
Organization Design	Job Evaluation	Learning & Development
Performance Development	Career Management	Health & Safety
Where Do I Get Help With...	Compensation & Rewards	Khalix
	Employee Handbook	

Magazine Rack

[Fast Company](#)
[Canadian Business](#)
[Journal of Organizational Excellence](#)
[Journal of Public Sector Management](#)

Pictured: *The Managers' Page* offers management tips and links to job-related forms and procedures.

The intranet designers conducted not one, but several usability tests, understanding the need for iterative testing and design. After a detailed investigation of users' needs, the designers fashioned imaginative tools aimed at simplifying or eliminating previously painful, time-consuming processes.

URL AND ACCESS

The URL for CONNEX is <http://w3.wsib.on.ca/connex/>. The intranet is the default URL for users' browsers; they can't change it. Mobile users can access the intranet using remote-access software to log on to the WSIB corporate LAN.

CONTENT MANAGEMENT

The CMS is a Lotus Notes application that was designed in-house. Ten content owners, drawn from HR, communications, administrative services, and specialized claims, have access to the application and can post, format, and edit content. Once they've implemented the forthcoming *Content Contributor* area, the intranet team expects to recruit more content contributors. "We have been very cautious about opening the floodgates so far," says information resources manager Carolyn Archer.

Current content contributors use an online form to submit content, and also to enter details such as content type, intended audience, suggested intranet location, keywords, and meta-data. "While we don't use or enforce specific templates for content design, our Knowledge Multimedia Design and Publishing team includes several editors and designers who can work with clients to ensure that content is formatted according to organizational style and editorial standards," says Archer. A recently completed style guide will also help, and WSIB plans to implement templates soon to maintain intranet design.

TECHNOLOGY

The intranet portal software is Plumtree 4.5WS, which interfaces with a Microsoft SQL 2000 Enterprise edition database. There are four servers: a Web server, database server, gadget/application server, and search server. Internet Explorer 5.5 is the standard browser.

The intranet team designs pages using Macromedia Dreamweaver 4.0 and PhotoShop 6.0, and develops applications on Lotus Notes 4.6. For metrics, the team analyzes CONNEX Web server logs using an Access database that was built in-house and analyzes intranet use by page, document, and user group. WebTrends software provides other statistics, such as page hits.

GOALS AND CONSTRAINTS

1) Make CONNEX an essential business tool by providing a single source of information that is complete, accurate, and up to date. 2) Consolidate the information spread across almost 300 Lotus Notes databases. 3) Continue rolling out new decision-support tools and organizational information targeted to employees' roles.

BASIC INTRANET FEATURES

CONNEX has an array of features to help users do their jobs more quickly and productively. Among those features is the intranet's starting page, *My WSIB*, which contains such general-interest information as corporate messages, job postings, and *What's new*. The homepage also lets employees search the staff directory, access a variety of tools that replace paper processes and manuals, use various online medical resources, review their HR information, and share documents and messages.

USERS

Approximately 4,300 WSIB users perform more than 700 distinct jobs in fourteen Ontario offices.

USER TASKS

- Read the latest corporate news and updates
- Use the phone directory
- Read the weekly job postings
- Read HR information, request vacation time, and seek assistance for training
- Submit expenses for approval
- Generate cost-and-budget reports

BACKGROUND

The CONNEX rollout in May 2002 actually started as two separate projects: select and implement an enterprise portal, and develop a WSIB knowledge management strategy. For an effective knowledge management strategy, the design team realized they needed business groups to take responsibility for owning, creating, and updating content. In other words, the intranet needed a CMS able to support distributed authoring. Many users, multiple offices, and no publishing standard resulted in thousands of documents in dozens of databases and a “Wild West of publishing and organizing documents,” says David G. Williams, manager of the Knowledge Multimedia Design and Publishing team. “Our challenge was to corral this.”

The first redesign kicked off about six months after CONNEX went live, because WSIB needed to upgrade from Plumtree 4—which the software maker was no longer supporting—to 4.5WS. “This provided an opportunity to piggyback needed improvements, utilizing user feedback and enhancement suggestions,” says Maura Murphy, a knowledge services technical coordinator.

DESIGN PROCESS AND USABILITY ACTIVITIES

To begin the redesign process, knowledge services staff members who had usability training conducted a heuristic site review and identified areas for improvement. For example, they recommended making the search window more prominent, shrinking the banner’s vertical span on every page, replacing tabs with drop-down menus to eliminate horizontal scroll, and make gadgets—now known as *portlets* in Plumtree parlance—conform to the intranet’s design aesthetic. They also suggested a “hot doc” tool to let users flag frequently used documents.

The redesign team gathered additional input from the intranet feedback database and the original employee survey on intranet satisfaction. One quick fix: discarding proprietary Plumtree lingo for real-world names. “For example, *Directory* was changed to *Document directory* to differentiate it from the staff’s phone directory,” says Deb Oakley, a knowledge services technical coordinator.



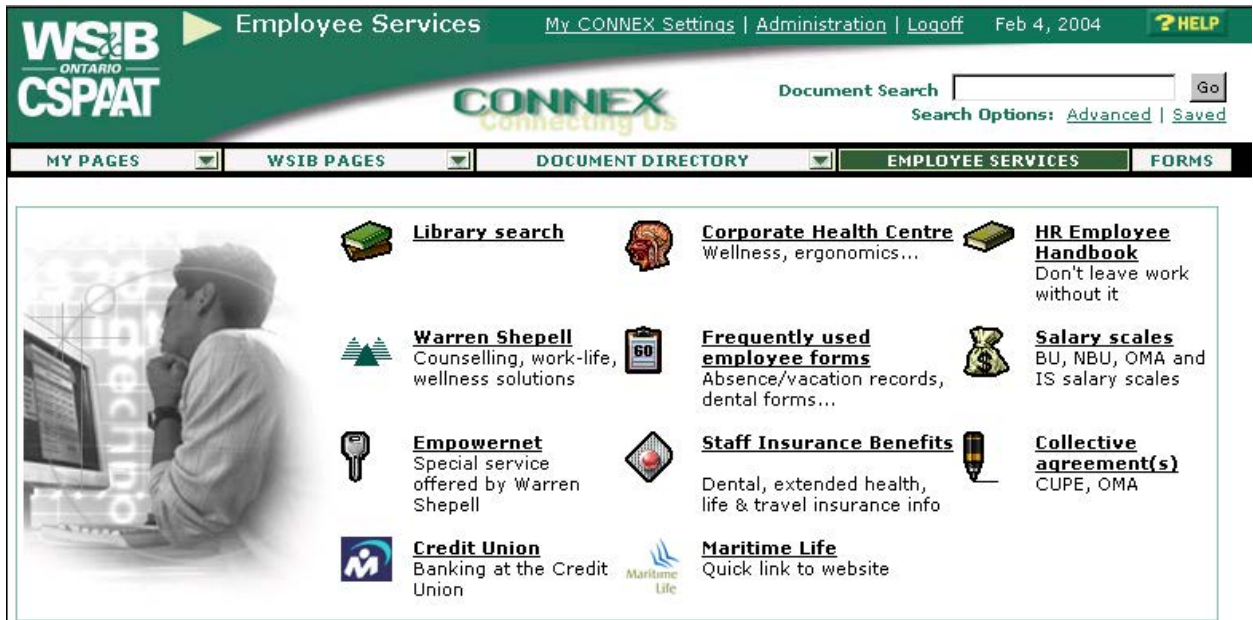
Pictured: Renaming "Document" to "Document Directory" helped users differentiate links to this page from the phone directory.

The redesign team faced a number of challenges; some persist. For example, many employees still don't consider CONNEX an essential business tool, making it difficult to procure needed technical resources or content-owner buy-in.

WSIB's existing technology infrastructure is also complicated, perhaps partially a legacy of government frugal-spending. "Ideally, the intranet should provide a seamless gateway to all tools of the trade, but the costs of trying to integrate mainframe-based legacy systems and off-the-shelf applications in a highly security-conscious environment has limited our success in this area," notes Murphy.

Given those constraints, the redesign largely targeted low-hanging fruit, she says, and because of needed software upgrades, developers spent most of their time on the software conversion, leaving "only limited time available to work on design improvements."

Other complications included the "limitations of the Plumtree product," says Murphy. "The rather rigid gadget-column structure imposed by Plumtree makes for busy-looking pages. To combat this, we expended a lot of resources developing the cleaner-looking *Employee Services* page and have since used this model to develop pages that appear 'gadget-less,' while still conforming to the Plumtree infrastructure," she notes.



Pictured: The *Employee Services* page modified existing Plumtree architecture to balance graphics and white space, resulting in a page that employees described during usability tests as clean, easy to use, and attractive.

As the rollout progressed, WSIB moved from Netscape 4 to Internet Explorer 5.5. "By upgrading and standardizing the browser for all users, the WSIB is able to better control the user experience," notes Murphy.

After an initial round of changes, the intranet team conducted one-on-one usability sessions with WSIB users. "The responses were generally positive in that users liked the design changes and saw the value of the simplified navigation and improved search function," says Oakley.

One surprise finding, however, was users' strong resistance to technology. "Users don't want to find answers on an intranet, they want classroom training," says Murphy. She attributes some of that resistance to users' limited PC skills and comfort only with Lotus Notes and mainframe interfaces. Others had a high threshold for learning—it had to be vital to their job before they wanted to take the time.

Another surprise: after usability testing, participating users had much better intranet familiarity. While usability evaluations should never be conducted to educate users, they can be educational for two reasons: 1) the test sessions encourage users to try things they might otherwise never try, and 2) at the end of the sessions, just before users leave, the test facilitator can explain some of the functionality. "Interestingly, many of the usability participants found the session extremely educational and went away with a better appreciation of how CONNEX could enhance their work experience," says Murphy.

TIMELINE

- November 2001: First CONNEX pilot, combining content management and portal efforts, begins in a regional office with twenty teams and 430 employees.
- May 2002: CONNEX rolled out to entire organization.




- January 2003: First decision-support tool goes live.
- February 2003: Intranet redesign begins, continues through June.
- May 2003: With usability testing complete, upgrade to Plumtree 4.5WS begins.
- June 2003: Redesign launched.
- November 2003: Pilot rollout of CMS.
- January 2004: *Managers' Page* launched; more role-focused pages on the way.

RESULTS

The redesigned portal gives users quick access to policies and procedures. "It has become a virtual desktop file cabinet for staff—no more need to stockpile forms in desk drawers," says Arnold Sooknanan, a knowledge services technical coordinator. The upgrade also fixed several technical issues; improved the search engine, navigation, and information design; and brought portal design in line with corporate branding.

The improved design is already having an effect: hits to CONNEX have doubled in the past year. Based on a November 2003 user survey, intranet use among core users increased by 18%, and "user feedback and anecdotal evidence suggests intranet usage has gone beyond the early adopters," says Oakley. Management and staff now present more ideas for content, demonstrating a growing interest. Employees also have new tools to facilitate their jobs. The team's design lessons will soon be applied to content. "We are also working on a content contributor gadget for CONNEX that will include a link to the CMS, style guides, tips, and templates. It will be an 'everything you need to know to contribute content to CONNEX' tool," says Williams.

To aid the redesign rollout and test Plumtree's collaboration features, the team had created threaded discussions for enthusiastic early intranet adopters, who, as expert users, have also touted the intranet's benefits to others. That approach is now being applied to other WSIB communities as well. Nurse case managers, for example, now have a professional-practices page with threaded discussions. While not targeted at a specific WSIB rollout or project, the informal, online community space allows individuals with similar interests and day-to-day challenges to learn from each other—or just blow off steam.

Research (Threaded Discussion - Journal Club)				  
Post	Research - Journal Club	Msg #	<input type="text"/>	Go
#	Subject	Author	Date	
10	<u>RE: RE: case management post mmr</u>	HATHAWAYC	2/9/2004 11:21:23 AM	
9	<u>RE: secondary condition related to initial injury</u>	ADAMSH	2/3/2004 4:45:21 PM	
8	<u>secondary condition related to initial injury</u>	LOCKHARTA	1/29/2004 2:42:17 PM	
7	<u>RE: RE: Significance of research in practice</u>	MCGRATHM	10/16/2003 1:36:57 PM	
6	<u>RE: RE: Significance of research in practice</u>	ADAMSH	10/16/2003 1:32:40 PM	
5	<u>RE: Journal Club Review//How useful is it to us at WSIB?</u>	TAKATAY	8/1/2003 9:37:35 AM	
4	<u>Journal Club Review//How useful is it to us at WSIB?</u>	HATHAWAYC	7/21/2003 3:38:54 PM	
3	<u>RE: Significance of research in practice</u>	TAGGARTS	7/15/2003 4:17:33 PM	
2	<u>Significance of research to practice</u>	MCGRATHM	6/17/2003 7:57:45 AM	
1	<u>Significance of research in practice</u>	HATHAWAYC	6/13/2003 10:21:49 AM	
				<u>More...</u>

Pictured: Nurse case managers have a professional-practices page with threaded discussions.

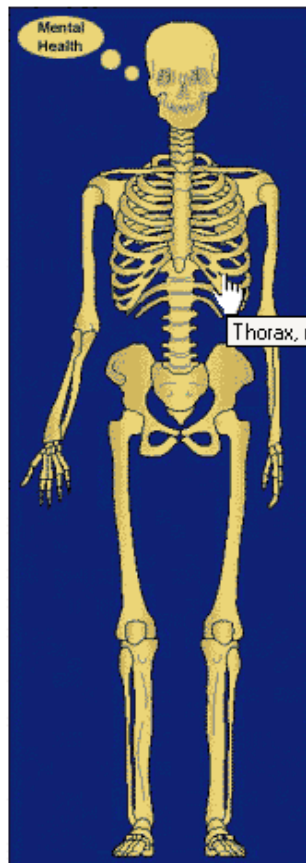
Many November 2003 survey respondents detailed how the intranet now saves them time. One user, handling a client's spinal-cord injury claim, needed more information about atypical symptoms. "I was able to find information [in CONNEX], which reviewed all this and more, [and] reviewed further treatment options as well as success rates for these treatments," the user wrote. "There were even pictures available to demonstrate the client's injury. This work took me less than five minutes."

Drug Information Add — X

Search the MEDLINEplus site for Drug Information

A-Am	An-Az	B	C-Ch	Ci-Cz	D-Dh	Di-Dz
E	F	G	H	I-J	K-L	M-Mh
Mi-Mz	N-Nh	Ni-Nz	O	P-Pl	Pm-Pz	Q-R
S-Sn	So-Sz	T-To	Tp-Tz	U-V	W-Z	0-9

Health Information Add — X



For anatomy, diagnoses, treatment and more, click on the relevant body part or on one of the links below

Mental Health

- [Anxiety, stress & phobia disorders](#)
- [Depression & mood disorders](#)
- [Somatoform & pain disorders](#)
- [Substance-related disorders](#)

Physical Health

- [0. Head, face, mild general ailments](#)
- [1. Cervical spine, shoulder, clavicle](#)
- [2. Upper arm, elbow/olecranon, humerus](#)
- [3. Lower arm, wrist, ulna, radius, carpal tunnel](#)
- [4. Hand, fingers, metacarpals, phalanges](#)
- [5. Thorax, ribs, chest, cardiac, thoracic spine](#)
- [6. Abdomen, pelvis, hernia, lumbar spine, sacrum, coccyx](#)
- [7. Upper leg, hip, femur, knee/patella](#)
- [8. Lower leg, fibula, tibia, ankle](#)
- [9. Foot, heel/calcaneous, toes, metatarsals](#)

Pictured: One *Health Page* feature is the ability to get injury-related information by clicking on a part of the skeleton.

Another user fielded a call from a worker claiming he was entitled to expense his roundtrip ride to a physiotherapist by taxi—the bus stop was too far; walking would aggravate his injury. “I was able to verify this by using the [city] transit map in CONNEX, and I was able to immediately reconsider my original decision with the worker still on the phone,” the employee wrote. Still another user raved, “I wonder how I ever did my job without CONNEX.”

Success stories validate the time and energy the intranet team devoted to the redesign. But the team can’t stand still. “In some ways, the portal is becoming a victim of its own popularity. Many users now feel that there is too much information on CONNEX and that it’s becoming difficult to find what they’re looking for because of the sheer volume of content,” says Oakley. The team plans a 2004 redesign to address those issues.

LESSONS LEARNED

Insights from Maura Murphy:

Value usability testing. “Until you sit in a room with ‘average’ users and watch them perform assigned tasks—observing where they hesitate, hearing their comments and questions—you can’t truly evaluate your design changes.”

Go beyond round one. “Do more than one round of testing. After the first three users, we had a pretty clear idea of what needed to change. We still had two more users scheduled for that round, but we didn’t learn much more. Once we implemented some changes, however, the next three user sessions were extremely valuable, and if time permitted, we would have benefited from another round of testing and tweaking.”

Recruit widely, to a point. “Understanding the importance of buy-in from across the organization, we invited other departments’ representatives to participate in the redesign process. While this fostered a positive sense of collaboration, it often resulted in ‘too many cooks,’ with everyone wanting to put their team’s stamp on the project, causing us to bog down a little on more subjective redesign elements. In the future, we’ll better define the scope and requested input. Instead of saying, ‘tell us what the banner should look like,’ we’ll say, ‘pick one of these three banner designs.’”

Recommendations for the Intranet Design Process

In addition to reading the lessons learned from these good intranets, there are also process-related things you can do to improve intranet usability. Based on the above cases, the Intranet Design Annuals from 2001-2003, and our other intranet testing experiences, we offer here a few recommendations for designing usable intranets.

CONDUCT MANY USABILITY EVALUATIONS AND VISIT USERS

Plan to do not one, but several different tests of your design. Test the current system if there is one. Come up with areas that are already good and those that need improvement. Use this information as the basis of the next design, then watch people use that iteration. Then make more changes and begin again. Viewing a design iteration as “done” results in a design that won’t reach its potential. Instead, address all designs as works in progress, keeping an eye out for areas you can improve.

Intranet users are generally easy to find, and often work in your building. Ask people if you can watch them using the intranet. Don’t have a meeting—just watch. After the session, you can certainly ask and answer questions. However, simply watching people for an hour or so at a time is invaluable.

MAKE ACCESSIBILITY DESIGN A PART OF THE PROCESS, NOT AN AFTERTHOUGHT

One way to yield an accessible intranet is to include users with disabilities in your usability evaluations. Making these users part of your target user group will help your design team remember accessibility issues. Also—and more importantly—use accessibility guidelines in your design processes. Guideline examples include: always use ALT tags for images, and, when you’re writing ALT text, imagine hearing the ALT tag without seeing the image. When you offer developers and content providers accessibility guidelines, you cultivate a smooth, steady process, rather than a frenzied catch-up period when the issue is forced upon you.

PARTNER WITH YOUR CORPORATE COMMUNICATIONS TEAM

The most well-received intranets are those that have new, accurate information that people need and want. One way to keep such content updated is to partner with people in your corporate communications department; they can often provide very useful news and corporate information.

TRACK YOUR SUCCESSES

It is difficult to keep track of everything you do, but measuring the effects of design changes will help you to determine your intranet’s value. The easiest items to correlate with improved usability include decreased training costs and decreased support calls. You can also gather employee testimonials and productivity gains. To do the latter, consider timing users and counting their success rates during usability evaluations. As the design changes, test the same tasks and take the same measurements. Ideally, you’ll find data that supports the claim that people can complete certain tasks far more quickly with the new design.¹⁵

¹⁵ If you are looking for help on ROI, see these publications: *Measuring Return on Investment*, Gilutz, Nielsen, www.nngroup.com/reports/roi; and *Cost-Justifying Usability*, Bias & Mahew, ISBN 0120958104.

Intranets Not Selected: Common Issues

The ten intranets featured in this report were selected from thirty-three submissions. Although we won't name or show examples from intranets not in the top ten, the following are some of the major problems we saw across the submissions not included in this report.

HOMEPAGE LACKED INFORMATION

Some intranets did not offer any news or information on the homepage. Only links. This creates a boring and uninformative first impression. It also misses the opportunity to quickly reach the user with important announcements. In several other cases, the designers attempted to offer "snapshot" content on the homepage, but it was rather useless: a weather report or old policy information, for example.

POOR PAGE LAYOUT

On some intranets, users were faced with a sea of links. Several intranets had so much information that users were forced to scroll for five pages or more. Some of the submissions had so much text and so many links that users stood no chance of finding what they were looking for. Designers often believe that if they don't offer information or links at the top level, then people will never find them. Actually the opposite is usually true. If you offer too many choices at the top level, users suffer from information overload. It's better to prioritize which text will appear on the homepage page, and to write concisely.

In some cases, the designers attempted to organize their numerous links. Their efforts, however, typically resulted in too many distracting headings and graphic block borders surrounding the information. Some of these pages had very little white space. All felt very cluttered.

Several intranets had the inverse issue—designers failed to take advantage of page real estate. In a few examples, they wasted the entire top half of pages on useless graphics (usually a textured background). We also saw other types of useless window decorating, such as a picture of a computer on an HR page.

Pages with embossed backgrounds, such as the organization's seal, made the text over them extremely difficult to read, as did garish colors such as sun-yellow text on a grey-blue background.

NAVIGATION THAT IS NEITHER CONSISTENT NOR PERSISTENT

Some intranets relied on features such as an A-to-Z index or a site map. Such features were sometimes given prominent links on the homepage. This would be okay, except that on several intranets the main menu completely disappeared on several pages, and features such as the A-to-Z index were the only navigation offered. In other cases, a main menu was generally available, but the structure and content changed haphazardly. For example, the main menu appeared as tabs on one page, a colored bar on another, buttons on another, and plain links on another—all on the same intranet.

In a few cases, the designers over-categorized items, forcing users to go through too many landing pages that had links but no descriptions.

Through card sorting and usability studies, you can best determine how to categorize and name menus and links so users will know where to look for subpages.

Selection Criteria and Process

SUMMARY OF SUBMISSIONS

We reviewed a wide variety of intranets, receiving submissions from thirty-three organizations of different sizes, with different goals and designs. The submissions came from five continents: North America (25 entries, with 21 from the U.S. and 4 from Canada); Europe (3 entries); Australia (3 entries); Asia (1 entry); and Africa (1 entry).

Government-related industries represented in the submissions include: aerospace (1); archives (1); country government (1); defense (1); disease (1); energy (2); finance (3); health (5); housing (2); infrastructure (1); interior (2); law (1); legislature (1); media (1); military (3); outreach (1); technology (2); town or county government (2); and transportation (2).

Of these submissions, twenty-three were created solely with in-house employees, which is a larger percentage than we see in our private sector intranet designs. Ten of these government intranets were designed with help from an outside design firm.

There was not an overabundance of submissions. We typically receive at least three times as many for our Intranet Design Annual Contests. Of course, this contest was targeted only toward government-related intranets, so the available pool was smaller to begin with.

REVIEW PROCESS

We posted the call for submissions on www.nngroup.com and on www.useit.com in January of 2004. Submissions included: screenshots of the intranet, explicit descriptions of the intranet's design and how it works, notes about the design process (including usability methods employed), detailed information about users and potential users, and the intranet's goals.

To judge the entries, we used a four-step process: 1) initial design reviews and numeric rankings; 2) design sorting, followed by thorough design reviews to choose the top ten; and 3) follow-up interviews with the top ten.

INITIAL DESIGN REVIEWS AND RANKINGS

Based on the initial submission information, the three judges (see [About the Authors](#)) conducted simple design reviews and whittled down the entries to the tier-one submissions.

In addition to written commentary, we rated each site numerically. We based these ratings on criteria typically viewed as key to intranet usability, including some criteria that emerged from submissions and trends in our previous contests.

We rated the following criteria in each submission on a 0 to 3 scale (with 3 being the best rating): main navigation on every page; consistent/easy navigation; consistent style across the intranet; no horizontal scrolling; reasonable vertical scrolling; good contrast between text and background; easy-to-read text; easy-to-read links; good use of graphics; right amount of text; right amount of links; clean design; consistently available search; good search design (ideally, a simple open field at the top of pages); personalization/catering to different offices or cultures; organization-related news; information about internal groups; employee directory or search; engaging homepage design; well-written text; content posting and editing capabilities; simple forms; support for the main corporate functions; pleasing aesthetics; encapsulation of the organization's spirit; and use of innovative/fun features.

After collecting this extensive information from site designers, along with information about their users, goals, and internal usability evaluations, we thoroughly reviewed the intranet designs. We evaluated them based on usability, look and feel, and elegance. We also considered the target users, their tasks, and how well the site's applications might help them complete these tasks. We did not conduct usability evaluations with test participants. However, we do believe that intranet usability studies are best conducted with users, and plan to involve them in another research study we are conducting.¹⁶

DESIGN SORTING AND THOROUGH DESIGN REVIEW

Next, we reviewed the intranets and sorted the top thirty designs based on numeric ratings. We then conducted more thorough design reviews of the top twenty-five sites, and from this selected the ten best.

FOLLOW-UP INTERVIEWS WITH TOP TEN

After choosing the top ten submissions, we asked the site designers many follow-up questions about the site, design decisions, their usability evaluation methods, and lessons learned. We then asked them more specific questions, some exclusive to their particular intranet and some more generic. For example, the more generic questions included:

- How did the intranet start? How has it evolved since then?
- What does it do and what kind of information does it contain?
- Who are content owners for different parts of the intranet?
- Whose idea was it and what goals did he or she want to achieve?
- What were the constraints, for example, on time, budget, and language?
- Describe the development process and usability findings. Tell us the story of how you initiated any redesign.
- Who was involved in the project and what are their roles in the organization?

¹⁶ The report about intranet usability is based on usability evaluations of 27 different intranets. *Intranet Usability* includes guidelines about designing usable intranets, and is available for download at <http://www.nngroup.com/reports/intranet/guidelines>.

U.S. Department of Transportation: DOTnet

The U.S. Department of Transportation is the government department charged with implementing and maintaining the country's transportation system. It encompasses 11 different agencies dealing with transportation by air and on land and water, and has over 100,000 staff throughout the U.S. Its headquarters are in Washington, D.C.

DESIGN TEAM:
Burke Consortium

Pictured: homepage

The screenshot shows the DOTnet homepage with a blue header. The header includes the DOTnet logo, the date 'FEBRUARY 21', and navigation links: 'home', 'employee info', 'directory', 'communities', and 'calendar'. A search bar is located in the top right corner. Below the header, there's a 'Welcome' message and a navigation bar with links: 'about DOT', 'what's new', 'reading room', 'work tools', and 'feedback'.

MY DOT

- [Edit My Profile](#)
- [My Notes](#)
- [My Calendar](#)
- [My Groups](#)
- [My Modules](#)
- [Admin Tools](#)
- [Log Off](#)
- [Visitors Center](#)
- [Privacy Statement](#)

WHAT'S HOT @ DOT

1. Managerial & Operati ..
2. Secretary Mineta Nam ..
3. Administrator Traini ..
4. Whats Nev ..
5. Content porting ..

FIND THE GOOD & PRAISE IT

CHRISTINA COOKSEY - FAA

Ms. Cooksey has been awarded the coveted Golden Wing award for her creation of the latest Air Traffic Control manual.

FEATURED NEWS

SECRETARY MINETA NAMES FLAHERTY CHIEF OF STAFF
U.S. Transportation Secretary Norman Y. Mineta today named John A. Flaherty as chief of staff at the U.S. Department of Transportation. Flaherty had previously served Mineta when the latter was a member of Congress, serving as chief of staff and district director from 1988 to 1992. Flaherty was Mineta's chief of staff when the landmark transportation bill, the Intermodal Surface Transportation Efficiency Act of 1991, was passed. [MORE >>](#)

HEADLINE NEWS

- Aerospace Firms Find "Lean" Leads to More Producti
- GAO Report on the Army's WRAP Initiative
- Philippine military prepares rescue attempt for th
- Canadian volunteers in Colombia kidnap exchange
- Big Spender could make record book
- Superiors of abducted Italian priest mull internat
- Four militants killed in gunbattle with security f
- Right wingers threaten Swedish cathedral with bomb
- East Timor activists sue Malaysian police for dirc
- Afghan court sets deadline for Bin Laden proof

[MORE >>](#)

FACT OF THE DAY

In the 12 years from 1970 to 1982, the number of passengers carried by airlines around the world doubled to 750 million. Sixteen years later, in 1998, that number doubled again to over 1.5 billion passengers. (The Boeing Company)

ONE DOT SPOTLIGHT

MANAGERIAL & OPERATIONAL FLEXIBILITY FLAGSHIP TEAM
The Managerial & Operational Flexibility Flagship Team invites all DOT employees to visit their new [website](#). The website was developed to promote DOT [MORE >>](#)

MY WEATHER - ALEXANDRIA VA US

TODAY'S WEATHER:		THU	FRI	SAT	SUN
H 146°					
LO 37°		HI 31 LO 21	HI 48 LO 29	HI 40 LO 30	HI 57 LO 33

Temperature: NA° - Visibility: NA mi - Humidity: NA%
Dewpoint: NA° - Wind: NA/NA mph

SURVEY

What Screen Resolution Are You Using?

- ☐ 640x480
- ☐ 800x600
- ☐ 1024x768
- ☐ 1280x1024

[GO](#)

SUMMARY

The DOTnet intranet has a very clean look, with graceful color choices, clear headings and categories, and easy-to-decipher links. Graphics are used appropriately and sparingly. The personalization features help employees find the information specific to them quickly. Some of these features include bulletin boards, communities, chat rooms, and local news, weather, and traffic..

DOTnet also has several productivity-specific offerings. For example, the site's *Work Tools* section offers various applications and information sources people need to do their work. The *Communities* are a nice way to present information, and allow access restrictions for specified content for particular users. The community calendar,

What's Hot, the number of members, and access levels are visible. And, the *Visitor Center* is a nice way of camouflaging the same old *Help* feature.

Overall, data entry on DOTnet is simple. For example, the search feature is presented as an open field in the upper-left, followed by a *Go* button. The login function has two fields labeled *Logon* and *Password*. This simplicity is very good.

The DOTnet site also makes good use of information on several other government sites. It's smart to link to these, leading readers right to the source and not duplicating data. The info-message that pops up every time you are leaving the DOTnet pages, however, does interrupt your train of thought, is a bit annoying, and can be an accessibility issue. A better option might be to note the source at the link, so people know then that they are leaving the site.

There is a little too much text on some of the pages, and the clutter makes it difficult to read. Some of the text is very small, and there is not enough contrast between the text and the page background, which probably create accessibility issues for people with low vision and motor skill issues.

Scoring							
Simple look	Simple navigation	Consistent navigation across pages	Visible search bar (or button)	Simple search	Limited (and well-presented) page text	Clear labels	Clear links (name and marks)
2	2	2	3	3	2	2	2

INTRANET

DOTnet is an intranet for all the DOT staff, providing features such as an employee directory, library facilities, and electronic calendars, as well as role- and organization-specific communities.

BACKGROUND

The U.S. Department of Transportation is not lacking for intranets: 10 out of its 11 operating administrations — such as the U.S. Coastguard and Federal Aviation Authority — have developed their own systems. The DOT, however, is keen to improve efficiency by sharing best practice across departments. They see the introduction of a single, department-wide intranet as a way to achieve this aim. Last year, the department hired a services company, Burke Consortium, to build a new DOT-wide intranet to replace the existing system, which was built a year earlier by the DOTs internal IS team.

As for the existing intranet version, few staff had been persuaded to use it in addition to (let alone instead of) their own agency-specific systems. To be successful, the new version had to look appealing and offer employees features they couldn't get elsewhere.

GOALS AND CONSTRAINTS

Information exchange was the number one goal for the new DOT intranet, called DOTnet. The IS team wanted it to include online communities with community tools

for each group to make information sharing easier. For example, they wanted the staff involved in enterprise architecture or procurement within the various functional areas to be able to exchange examples of best practices and share resources common to them all.

At the same time, the DOT didn't want employees to regard DOTnet as a monolithic system that didn't reflect their individual needs. So, another priority was personalization tools that let users adapt the system to their own requirements.

The third important goal was that the system be easy for the DOT IS department to maintain internally, without ongoing service costs. The system design had to reflect that goal, and the application needed a built-in CMS.

Not only did the designers have to complete the intranet in a short timeframe, but they were also limited by some political decrees. For example, designers were required to use the official DOT color scheme: blue and yellow. Further, the design had to be sufficiently generic to not exclude or appear to favor any one of the DOT's individual agencies. An early prototype design featured a rotating logo that showed a truck, then a plane. The DOT rejected this as too specific.

To be compatible with all the DOT's workstations, the design had to be optimized to work well with screen resolutions of 800 x 600 and older versions of Netscape. This constraint limited the length of screen items such as form fields.

The application also had to comply with Section 508 of the Americans with Disabilities Act, which specifies that all information presented on a public site must be accessible to people with hearing or visual disabilities. "This makes it difficult to include media such as video or audio because, for example, a hearing-impaired person can't benefit much from video on Web. You have to limit the number of graphics to ensure the page is accessible to everyone," says information designer Matt White.

However, this constraint has also had the benefit of making it easier to create a multilanguage version of the application, if required. "Though the application is all in English now, because of Section 508 we give the ability to upload an alternate version of every bit of content — which means we could put in a Spanish version at the same time as the English version," Matt says.

THE REDESIGN PROCESS

In November 2000, the project kicked off with a day-long meeting among the five staffers responsible for maintaining the old intranet in the DOT's Central Information Office (CIO), and the four members of the Burke development team. The DOT had already provided Burke an outline of the existing intranet system, what it thought worked and what didn't, and new features — such as communities — that it wanted in the updated version. Burke's team had analyzed the site, and used log data to find out what information was viewed most regularly. They came to the meeting prepared to present ideas for desirable features, such as an employee directory and a calendar for department-wide and organization-specific events.

Pictured: employee directory

DOTnet FEBRUARY 21 home | employee info | directory | communities | calendar

Home > Directory

Directory about DOT | what's new | reading room | work tools | feedback

MY DOT

- [Edit My Profile](#)
- [My Notes](#)
- [My Calendar](#)
- [My Groups](#)
- [My Modules](#)
- [Admin Tools](#)
- [Log Off](#)
- [Visitors Center](#)
- [Privacy Statement](#)

WHAT'S HOT @ DOT

1. Managerial & Operati ..
2. Secretary Mineta Nam ..
3. Administrator Traini ..
4. Whats Nev ..
5. Content porting ..

FIND THE GOOD & PRAISE IT

CHRISTINA COOKSEY - FAA

Ms. Cooksey has been awarded the coveted Golden Wing award for her creation of the latest Air Traffic Control manual.

EMPLOYEE DIRECTORY SEARCH

Name or Email: All Depts.

Last Name: [A](#) [B](#) [C](#) [D](#) [E](#) [F](#) [G](#) [H](#) [I](#) [J](#) [K](#) [L](#) [M](#) [N](#) [O](#) [P](#) [Q](#) [R](#) [S](#) [T](#) [U](#) [V](#) [W](#) [X](#) [Y](#) [Z](#)

	Last Name	First Name	Email Address	Primary Phone
	Picard	Stewart	spicard@hqs.dot.gov	202-555-4444
	Pierce	Mary	mpierce@fhwa.dot.gov	202-666-1234
	Powell	Timothy	tpowell@oig.dot.gov	202-555-6485
	Prasad	Neelima	neelir	
	Preston	Phyllis	phyllis	
	Prezzi	Pauline	pprezzi	
	Prompovitch	David	david	
	Punch	Robert	rpunch	

DOTnet - profile for: - Microsoft Internet Explorer

profile for: TIMOTHY POWELL

Office of Inspector General
Director of Tire Inspection

9782 14th Street
Washington, DC 20008
Building: Nassif
Room Number: 460
Mail Code: 64565

Business Phone: 202-555-6485
Business Fax: 202-555-6655
Secondary Phone: 202-555-8888

email: tpowell@oig.dot.gov

Following the initial meeting, Burke prepared a basic information design and the two teams met and conferred again. Once the DOT approved and modified the design, Burke started to prepare visual designs and functional templates, outlining what the pages would look like and how they would work. The Burke team submitted three designs to the DOT team, who in turn selected a combination of two designs, which Burke used to create the final version.

DESIGN

To facilitate easy maintenance, the DOTnet design is entirely template-driven, with around 30 templates in all. Most of the templates are three columns, with a few two-column pages. Within these templates users can customize their screen layouts using various arrangements of the two basic design modules: a single narrow column and a double column.

Navigation, too, has been kept simple, with the aim of one-click access to most areas. It includes a *Home* button and four tabs to take users to the main areas: *Employee Information*, *Employee Directory*, *Communities*, and *Calendar*. Some areas, such as *Communities*, provide sub-navigation. The *My Dot* area gives users access to personal modules, such as a private calendar and library, plus personalized weather, notes, and news.

PERSONALIZATION

Because the DOT consists of multiple agencies, one obvious approach would have been to provide users with a personalized agency site view driven by their login, so that coastguard users would see a coastguard view, and so on. There were two reasons, however, why the DOT wanted to avoid this. First, the organization wanted

to promote the idea of department-wide information and resources, and felt that taking users straight into an agency view would dilute this message. Second, employees may belong to multiple communities: they might work in procurement, and also be a highways expert. Having community areas within a standard intranet makes it possible to reflect this diversity.

Pictured: community page

The screenshot shows the DOTnet community page for the NJ Community. The page has a blue header with the DOTnet logo and navigation links. The main content area is divided into several sections:


- MY DOT**: A section with links for 'Edit My Profile', 'My Notes', 'My Calendar', 'My Groups', 'My Modules', 'Admin Tools', 'Log Off', 'Visitors Center', and 'Privacy Statement'.
- WHAT'S HOT @ DOT**: A list of recent news items, including 'Secretary Mineta Names...', 'Managerial & Operati...', 'Administrator Traini...', 'Whats New...', and 'Content porting...'.
- CALENDAR**: A monthly calendar grid showing dates from 1 to 28.
- FEATURED NEWS**: A section titled 'SECRETARY MINETA NAMES FLAHERTY CHIEF OF STAFF' with a brief description of the appointment.
- TRANSPORTATION NEWS**: A list of recent news items, including 'Aerospace Firms Find "Lean" Leads to More Product', 'GAO Report on the Army's WRAP Initiative', 'Philippine military prepares rescue attempt for th...', 'Canadian volunteers in Colombia kidnap exchange', 'Bin Spender could make record book', 'Superiors of abducted Italian priest null internat...', 'Four militants killed in gunbattle with security f...', 'Right wingers threaten Swedish cathedral with bomb', 'Last Times activists sue Malaysian police for dir...', and 'Afghan court sets deadline for Bin Laden proof'.
- COMMUNITY TALK**: A section with links for 'Chat', 'Bulletin Boards', 'Ask An Expert', and 'View Members'.
- SURVEY**: A section titled 'How many days a month do you travel?' with radio button options for '1-6 days', '7-14 days', '15-22 days', and '22-30 days'.
- JOIN A GROUP**: A table listing groups and their member counts and access levels.

Group Name	Members	Access Level
ASP Coding	5	public
Private Coding	4	private

Users can customize their homepage by adding personal modules such as weather, personal notes, and a calendar, and arranging them as they see fit. Screen layout is customized using the *My Modules* option in the *My Dot* section.

In addition to this customization, community leaders and administrators can set the screen layout for the site areas they are responsible for maintaining. For example, the procurement community's leader can arrange the *Procurement Community* homepage. This type of customization is carried out from within the CMS.

Pictured: content management system



CONTENT MANAGEMENT SYSTEM

HELP

CMS HOME

LOGOFF

DOTnet

FEB 26

USER: WHITE, RYAN

CMS MENU

CREATE AND MODIFY CONTENT (ADD, EDIT, DELETE)

Create General Content	Add new content
Create a Calendar Event	Add an event to your community/group
Create a Link	Add a link to your community/group
Modify/Delete My Content	Modify & Delete content you have created.

GROUP AND COMMUNITY TOOLS

Content Management	Approve, Modify, Remove or Extend content in your area.
Create a Group/Community	Create new Communities/Groups, etc.
Create a Survey	Create new Surveys.
Create Employee Recognition Article	Create an Employee Recognition article.
Select Content for your Group/ Community	Select the content to use in your modules.
Modify the Screen Layout	Select and Arrange the modules used in your area.
User/Group Management	Manage your Community/Group members.
Bulletin Board Management	Remove items in your bulletin board area
Review Feedback	Review feedback, questions for an expert, etc.
Content Statistics	Statistical data about your area.

SITE ADMINISTRATION TOOLS

Create a Fact of the Day Article	Create a Fact of the Day
Create an H.R. Corner Article	Create an H.R. Corner article.
Create a Promotional Module	Build a custom info module.
Modify Module Names	Modify global, community, and user module names

USABILITY

The DOT planned to decide on the intranet's content and structure simply using input from its CIO team. "They didn't see the need for much user testing, but we convinced them we needed to go through one round of it," White recalls. "Most of the challenges didn't come up until we gave the application over to users to look at."

Around 20 test users were involved in the usability and functional testing, which started in February 2001 on the first iteration of DOTnet. Most of the test users were employees who'd expressed interest in the intranet project along the way; in cases where agencies weren't represented, the team asked for volunteers to fill the gaps. They varied widely in their IT experience. "Some had used the old intranet quite a bit, others didn't even know what a scrollbar did. So the whole thing had to be very easy to use," Matt says.

Users were given several tasks to carry out using the CMS, which was seen as the most complex part of the application. For example, users had to enter a news article along with its headline and summary. The team designed the tasks to ensure that test users would work with most of the intranet's features.

The team tried to observe as many of the test users as possible as they worked through the tasks, and got comments from all of them. "From that, we got a whole slew of proposed changes to work through," Matt says. "People were having trouble understanding the method behind CMS — it was very foreign to them that they could put content on the site themselves." Burke incorporated the user feedback and change requests from the DOT CIO team into a second version.

Because many of the DOT's users were fairly inexperienced Web users, Burke carried out a training program just before the launch. They held a one-day crash course in using the system for 20 core staff members who could then train others. Staff members were also given a number to call with any questions, and Burke had someone standing by for the next two and a half weeks to deal with inquiries. Burke team members set up a bulletin board, and also dropped by occasionally to check on how users were getting on with the system.

RESULTS

Because of the limitations of the DOT's network infrastructure, DOTnet usage is still restricted to the 50,000 employees in its Washington, D.C. headquarters, but the aim is to make it available to regional offices and home workers via a virtual private network. Burke has provided for this with features such as regional weather reports based on ZIP Code.

DOTnet went live in June, and attracted three to four thousand users in its first week. Although it's too early to judge its ultimate success, community use appears to be burgeoning, and one community already has 20 private groups within it.

TIMELINE

- November 2000: The project began.
- Requirements definition: 5 days.
- High-level information design: 7 days.
- Visual design (three design studies): 25 days.
- Functional template design: 18–25 days.
- Build prototype: 34 days.
- Testing and documentation: 16 days.
- Launch: 5 days.
- June 2001: The intranet went live.

LESSONS LEARNED

Burke Consortium is now applying the lessons learned from building DOTnet to creating a general-purpose community tool. According to information designer Matt White, they learned three specific lessons from the DOTnet project.

AVOID POP-UP WINDOWS

"While it worked for the DOT — because they wanted to maximize screen space and do a lot of multiplexing — we don't feel they are the most usable thing and we have eliminated them in newer versions of our own tool."

KEEP MENUS SHORT

Because long lists are difficult to manage, they often have to modify news items. They learned from their focus groups that they needed to break longer stories into more manageable chunks.

PROVIDE LOCALIZED SEARCH

DOTnet had just one general search engine, and although it could be categorized by news, calendar events, surveys, and so on, users were still faced with a long list to wade through. Burke now offers the option of localized searches in key areas, such as a calendar search.

World Bank Group and Satyam Computer Services

USING THE INTRANET:

The World Bank Group is one of the world's largest sources of financial aid to developing countries. Headquartered in Washington D.C., the Bank has employees working in country offices throughout the world.

DESIGN TEAM:

World Bank's Internet Working Group and Usability Team; and Satyam Computer Services, an Indian IT services company, which is implementing the CMS and designing the input and display templates.

MEMBERS:

WORLD BANK: MARIA DOLORES ARRIBAS BANOS, TEAM LEADER AND INFORMATION MANAGEMENT OFFICER; ISABELLA NUNEZ DE MAGALHAES CUNHA, CONSULTANT IN CHARGE OF INTRANET MAINTENANCE AND SUPPORT; DAVID CLINGMAN, VALERIE STEWARD, AND MICHAEL BETTERRIDGE, COMMUNICATIONS AND CHANGE MANAGEMENT; ANGELA FAN, METADATA MANAGEMENT; VIRGINIA FOLEY, REGIONS/COUNTRIES MIGRATION; CHATCHARES CHITVARANUND, TECHNICAL SUPPORT; BAKKIYA MURUGABASKAR, MANAGES THE TECHNICAL STAFF; ALOK JAIN, MAIN DESIGNER WHO WORKS WITH A DESIGN TEAM IN INDIA

Pictured: The intranet home page is uncluttered, but still provides a comprehensive picture of the World Bank's online resources.

World Bank Group Staff Connections WB External Site | WBG Directory | Help | Site Map | Feedback

Home Countries Topics Units Services People Operations Data & Reference

Staff Connections

Search: People GO Advanced
Site GO Advanced

Emergency Contact
202-458-8888

19 March, 2002

Internal Communications

The Headline Appears here
Story Summary appears here. Story Summary appears here. Story Summary appears here.
[Full Story / Video \(🔗\)](#)

External News

The Headline Appears here
Story Summary appears here. Story Summary appears here. Story Summary appears here.
[Full Story / Video \(🔗\)](#)

Other News

- ▶ [Infrastructure & the poor : Nemat Shafik on what we've learnt](#)
- ▶ [Around the Bank Group : People Events and Issues](#)
- ▶ [Ian Johnson outlines WBG Views on Sustainable Development](#)

[...More](#) | [Suggest News Article](#)

Kiosk Announcements

- ▶ [Better Measuring Results of the Bank's Work](#)
- ▶ [James Adams, Vice President , OPCS](#)
- ▶ [Extension of Additional Benefits to Domestic Partners](#)
- ▶ [James Adams, Vice President , OPCS](#)
- ▶ [Extension of Additional Benefits to Domestic Partners](#)

Services

- ▶ [From HR](#)
- ▶ [From ISG](#)
- ▶ [From HSD](#)
- ▶ [From GSD](#)

Staff Favorites
Select from List
Vote your favorites

- ▶ About Us
- ▶ Security Information
- ▶ Seminars & Events
- ▶ The Bank in the News
- ▶ Extracurricular
- ▶ World News Links

Millennium Development Goals

Taking on HIV/AIDS in Africa

Annual Meetings 2002

SUMMARY

The World Bank has more than 10,000 staff worldwide, and is headquartered in Washington D.C. All employees are not only allowed to post content on the intranet, but are encouraged to do so. Many corporate communications and IT departments, and intranet designers have said they cannot let users contribute to the intranet because of company rules governing content. But in this case, the intranet succeeds because of the commitment to the intranet by many different departments and individuals. The necessary reviews and approvals for submitted content do not just fall on the Web team's shoulders. Instead, submitted content is routed to the right people, and those people and departments review and actually post the approved information. This helps the organization balance controlling the intranet's submissions and overall content, as well as how it is displayed.

The intranet home page provides a comprehensive big picture of the Bank's online resources, and consolidates corporate communications, both internal and external, while maintaining an uncluttered look. The internal communications appear in the middle section of the page, and external communications (*Bank in the News*: press releases and press reviews) appear in the left-hand navigation. Employees can suggest articles for each section; the Internal Communications team and Media Relations team facilitate and prioritize the content. The advertising icons toward the bottom of the left-hand column highlight items, such as annual meetings, that will be posted for more than a day.

The intranet is the perfect place to advertise internal events and seminars. What better way to ensure that all groups are included than to let people post their own events? On the World Bank intranet, all Bank staff can publish their seminars and events using the *Kiosk* tool. A Kiosk administrator monitors the entries to make sure that the audience for the event is big enough that it makes sense to publish it for all employees.

Pictured: The events calendar, Kiosk, where users can read the calendar of events or post their own events.

World Bank Group Staff Connections My Page | WB External Site | WBG Directory | Help | Site Map | Feedback

Home Countries Topics Units **Services** People Operations Data & Reference

Search in: Complete Intranet **GO** [Advanced Search](#)

You are here: [Home](#) > [Kiosk Announcements](#) > [Seminar and Events](#) > [Calendar View](#) > **Calendar-Day-Time**

Calendar-Day-Time

<<Previous **6** Next>>

January 2002	February 2002
28 Monday 11:00AM RADARSAT International 11:00AM Trade Seminar on Trade and the Environment: Unmasking the pollution 11:00AM COMMUNITY-BASED APPROCHES TO HEALTH: DO THEY WORK? 11:00AM Trade Seminar on Trade and the Environment: Unmasking the pollution	28 Monday 11:00AM RADARSAT International 11:00AM Trade Seminar on Trade and the Environment: Unmasking the pollution 11:00AM COMMUNITY-BASED APPROCHES TO HEALTH: DO THEY WORK? 28 Monday 11:00AM RADARSAT International 11:00AM Trade Seminar on Trade and the Environment: Unmasking the pollution 11:00AM COMMUNITY-BASED APPROCHES TO HEALTH: DO THEY WORK?

<<Previous **6** Next>>

[Home](#) | [Regions](#) | [Sectors](#) | [VPUs](#) | [Services](#) | [People](#) | [Operations](#) | [Publications](#) | [Data](#) | [Reference](#) | [News](#)

[Help](#) • [Feedback](#) • [Site Map](#) • [Publishing Guidelines](#) • [IFC](#) • [MIGA](#) • [IDA](#) • [ICSID](#) • [WB External Site](#)

The services portal lets users browse by service category, by service provider, and by headquarter services versus country office services. It integrates decentralized service catalogs with the yellow pages, and lets units that do not have a service catalog submit an entry into the yellow pages directly from the services portal. The yellow pages administrator reviews and approves submissions for the yellow pages catalog.

Pictured: The services portal lets users browse by service category, by service provider, and by headquarter services versus country office services.

The screenshot shows a web portal interface for adding a service. The top navigation bar includes links for Home, Countries, Topics, Units, Services, People, Operations, and Data & Reference. A search bar is located on the right. The left sidebar contains a 'Browse By' section and a 'Services For' section. The main content area is titled 'Add a Service' and contains a form with the following fields:

- Product Name: Text input field.
- Action Name: Dropdown menu.
- Object Desc: Text input field.
- Technical Desc: Text input field.
- User Jargon: Text input field.
- Service Contacts (Each name should be separated by a Slash): Text input field.
- Service Manager: Text input field.
- Manager: Text input field.
- Service Director: Text input field.
- Service Standard Hours: Text input field.
- Units: Text input field.
- Cost Center Code: Text input field.
- E-Mail ID: Text input field.
- Telephone No: Text input field.
- Charge back: Radio buttons for One Time and Monthly.
- Rate: Text input field.
- Notification Required: Radio buttons for Yes and No.
- Service Type: Radio buttons for Basic, Optional, Custom, and Corporate.
- Domestic or International: Radio buttons for Domestic and International.

A 'Submit' button is located at the bottom of the form. A 'Print version' link is also present. The footer contains a navigation bar with links for Home, Countries, Topics, Units, Services, People, Operations, and Data & Reference, as well as a help section with links for Site Map, Feedback, Publishing Guidelines, IFC, MIGA, IDA, ICSID, and WBG External Site.

The designers chose templates with a standard and simple look and feel, light pages that load quickly, and a consistent user experience. There is a prominent place on the header for local branding, such as pictures and logos, while the rest of the header components remain constant across the site. Most of the categories on the left-hand navigation are optional, and there is room for free categories that are specific to a particular group. Much of the content is data-driven, but in most cases owners have the option to reject or accept content coming from an institutional source.

Pictured: A country page, demonstrating the templates' standard and simple look and feel.

World Bank Group Staff Connections My Page | WB External Site | WBG Directory | Help | Site Map | Feedback

Home **Countries** Topics Units Services People Operations Data & Reference

Search in: All **GO** [Advanced Search](#)

Home > Countries > **Africa**

About Africa

- Regional Brief
- Learning Programs
- Poverty Profile
- Country Offices

Units

- From the VPU
- Country Units
- Sector Units

Services

- Partnership Group
- Act Africa (HIV/AIDS) Operational Quality and Knowledge Services
- Human Resources
- Resource Management

People/Communities

- By Skill
- By Unit
- By Projects
- Country Office Staff
- Country Team
- Contacts
- Distribution Lists

Operation & Projects

- Operational Management Reports
- ImageBank
- Monthly Operational Summary
- Evolution [OED Reports]
- Regional Portfolio
- Active Projects
- Projects in Preparation
- Projects in Action
- Partnerships
- Doing Business in Africa

Africa Overview

Sub-saharan economies are growing again after decades of stagnation. But on average, growth countries to fall short of what is needed for the absolute number of poor to decline. See regional brief

Angola

News & Events

- [IFC Finances Innovative \\$45 Million Project for GSM Cellular Telephone Network in Cameroon](#) - Feb 13 2002
- [Re-engaging Cote d'Ivoire - World Bank vice president ends 5-days visit to, Cote d'Ivoire clears arrears](#) - Feb 11, 2002
- [World Bank to Commit \\$500 Million More to Fight HIV/AIDS in Africa - New Support Will Reach More Countries and Sub-regional HIV/AIDS Programs](#) - Feb 7, 2002. Also Available, [Radio News Release](#).
- [Zambia: World Bank Group Expert Present Recommendations To Zambian Government](#) - Feb 1, 2002

New Resources - Recent Titles

- [Title for a new Publication on line](#)
- [Title for a new Data source](#)
- [Title for a new Research Paper](#)
- [Title for a Latest doc in ImageBank](#)
- [Title for a Latest Library Acquisition on Africa](#)

Special Interest

- [Taking on HIV/AIDS in Africa](#)
- [Benin: MIGA Blacks New Mobile Phone Network](#)
- [Eliminating River Blindness by 2002](#)

Key Issues

- [Nile Basin Initiative](#)
- [Learning Programs and Partnerships for Capacity Building \(784kb\)](#)
- [Chad-Cameroon Petroleum Development & Pipeline Project](#)
- [Environment Strategy](#)
- [Deforestation](#)
- [Human Development & HIV/AIDS](#)

[more](#)

For performance reasons, the designers chose to separate the people search from the site search. Because the employee directory search is the intranet's killer app at many large organizations, it's imperative that this feature is visible, simple, and most of all fast. The site search combines a metadata search for frequently used repositories with a crawl search that uses Google's intranet search appliance for uncataloged content.

The search results page repeats the search query, which is always a good idea. The page is easy to scan, the title links to the full document, and the short descriptions further describe the documents. The *Hide Descriptions* link is a nice feature, which, obviously, hides the descriptions and lets the user see more results at once.

Pictured: A search results page.

The screenshot shows the World Bank Group Staff Connections website. The top navigation bar includes links for Home, Countries, Topics, Units, Services, People, Operations, and Data & Reference. A search bar is prominently displayed with a 'GO' button and a link to 'Advanced Search'. Below the search bar, the page title is 'Search Results' with a subtitle 'results for your search on "Environment"'. A secondary navigation bar offers filters: All Results, Good Starting Points, Services (Yellow Pages), Bank Documents, Knowledge, and Other Web Content. The main content area lists search results under the 'Good Starting Points' and 'Services (Yellow Pages)' categories. Each result includes a link to a document titled 'West and Central Africa - Special Programme for African Agricultural Research (SPAAR) information system - Vol.1 (SPAAR Working...)' and a brief description of the document's content. A 'Bank Documents (ImageBank)' section is also visible at the bottom of the results list.

The breadcrumbs, standard navigation, and consistent page layout make this intranet's behavior predictable, but not boring. The bold colors and exciting pictures, plus pertinent and ever-changing content make this intranet a place people will want to return to when they conduct their everyday tasks.

Scoring (3 = best)						
Simple look	Simple navigation	Consistent navigation and design	Visible search	Simple search	Limited (well-presented) text on pages	Home page
2.4	2.8	2.5	3	3	2.7	2.8

DESCRIPTION OF THE INTRANET

Though the World Bank is a multinational organization, the intranet is mainly presented in English. It does, however, include documents in different languages, and the search facilities make it possible to search for content in a specific language. Where content is available in a choice of languages, the link to the other language versions appear at the top of the page, letting users toggle back and forth through the language versions.

BASIC FEATURES

- News subscriptions, staff news, corporate news, and newsletters
- HR services, such as pension benefits, salary increases, resume updating, and job applications
- General staff services, such as visitor passes, conference room booking, coffee services, and cafeterias menus
- Health services, such as health room schedules, info on vaccinations for traveling staff, and gym schedules
- IT services, such as ordering a Lotus Notes account and requesting global/remote access
- Operations services, such as travel requests and travel expense processing
- Various documents and reports, publications, and information on projects and loans.
- Staff directory
- E-discussions
- Events calendar
- Announcements to employees, extracurricular announcements, and a bulletin board for buying and selling items
- Extranet applications with clients

The intranet also includes a knowledge management system. Although content creation is completely decentralized, with the implementation of the CMS, the company has standardized the tool used to update the page and design templates.

URL AND ACCESS

The intranet is the default page when Bank employees open their Internet browser, unless they manually change it. On the standard desktop, the browser always opens at start up, so the intranet home page is the first thing employees see when they start their computer. An exception to this is country offices staff, who sometimes have slower connections.

BACKGROUND

The Bank has had an intranet since about 1994, but started out by letting about 400 internal content providers around the world contribute on an ad hoc basis, using their own tools and design ideas. "Everyone could do what they wanted: create pages in HTML, Lotus Notes, and so on. Same for design — we had a few standard templates, but that was pretty much it," says Maria Dolores Arribas-Banos, team leader and information management officer.

As the intranet grew in size and scope, it became increasingly cumbersome and hard to maintain, and content became increasingly hard to find. In September 2001, the Bank embarked on a three-year intranet redevelopment project, which would also harmonize the internal and external sites. Although the technology department

owns the project, a steering group of representatives from various Bank areas approved the budget.

GOALS AND CONSTRAINTS

There were two main goals for the redevelopment project. First, the Bank wanted to provide a common technical infrastructure for the intranet and public website to reduce development speed, create an easily maintainable structure, and integrate navigation and search so that information is easier to find. Second, it wanted to transform the intranet from a basic information source into a full-blown corporate portal that offered personalization features and provided a platform for Web-based applications.

In pursuit of its first goal, the Bank is now migrating existing intranet and Internet content into a central CMS, with a dynamic publishing capability. As it introduced a common technical platform and common look and feel, the Internet Working Group (IWG) wanted to ensure both that content providers retained control over their content and that departments and regional groups retained some individual identity. "The templates we had before were very rigid. We wanted to provide some flexibility and local branding," Arribas-Banos says.

So, content creation will still be decentralized, but the IWG will centralize and manage template management and overall design. Also, some content owners have the same content on the intranet and external Web; the CMS should save them time by making it easier to repurpose content.

One of the technical problems the team had to resolve was improving the search facilities. "Before, you pretty much had to go to each individual repository to find something," explains Arribas-Banos. Now, the Google search engine lets users search the whole intranet or narrow the search to a particular section.

All 10,000-plus Bank employees have intranet access, some from country offices with less than optimal Internet connectivity. The intranet also has to serve mobile employees as they travel throughout the world, and therefore has to work well even over low-speed and mobile connections. This means, for example, a strict limit on use of graphics. But, set against that constraint, the organization's standard desktop gives the design team the advantage of only having to develop for one browser: Internet Explorer 5.0.

DESIGN PROCESS AND USABILITY ACTIVITIES

The team divided the intranet redevelopment process into four stages: requirements gathering, development, usability testing, and content migration. The intranet is not yet completed, and the team continues to carry out the final three stages on various parts of the site.

Requirements gathering lasted about six months, from July to December 2001, and involved about 400 different content providers and users throughout the organization. Satyam, the Bank's development partner, created a detailed questionnaire covering issues such as the goals, target audience, content type, and workflow requirements for each section. The team sent this out to the main regional coordinators around the world, who were asked to review it with the different country webmasters.

One finding from this exercise was that questionnaires had to be worded quite carefully to get the desired result. “We found that the responses to the questionnaire were a bit too general, and in many cases we had to go back and get more specific information,” Arribas-Banos says. Once the exercise was completed, the results were consolidated into an overall requirements document.

In addition to sending out questionnaires, team members met with representatives of various departments at the Bank’s headquarters to discuss their requirements. To create a more user-driven information architecture, they also asked Satyam consultants to carry out card sorting exercises with user groups for both the overall site and individual subsites to determine where users would expect to find certain content.

The team learned some lessons while using card sorting to elicit requirements. “Card sorting gives you some insight about how content should be organized, but you have to be careful in how you use the results, because it may not be the case that people really want it that way,” says Arribas-Banos. “We found the responses would vary widely depending on the person’s background; depending on who you asked, you would get a completely different organization, and when you played the result of the organization they had chosen back to them, they didn’t always like it.”

The team addressed this issue by creating a flexible structure that lets users navigate to the same content in different ways. Users can find data on Angola, for example, by going to the data page and browsing by country, or by going to the country page and browsing by data.

Finally, team members conducted a content inventory to determine what content was currently on the site, whether any of it should be deleted, and if any key content was missing. They also looked at metadata issues, such as which content required cataloging (for example, press releases), and what information they needed to capture.

Using all this information, the team created an information framework that included the overall site and navigation structure; basic template definitions; what approval processes were needed; and any special requirements, such as specific workflow processes.

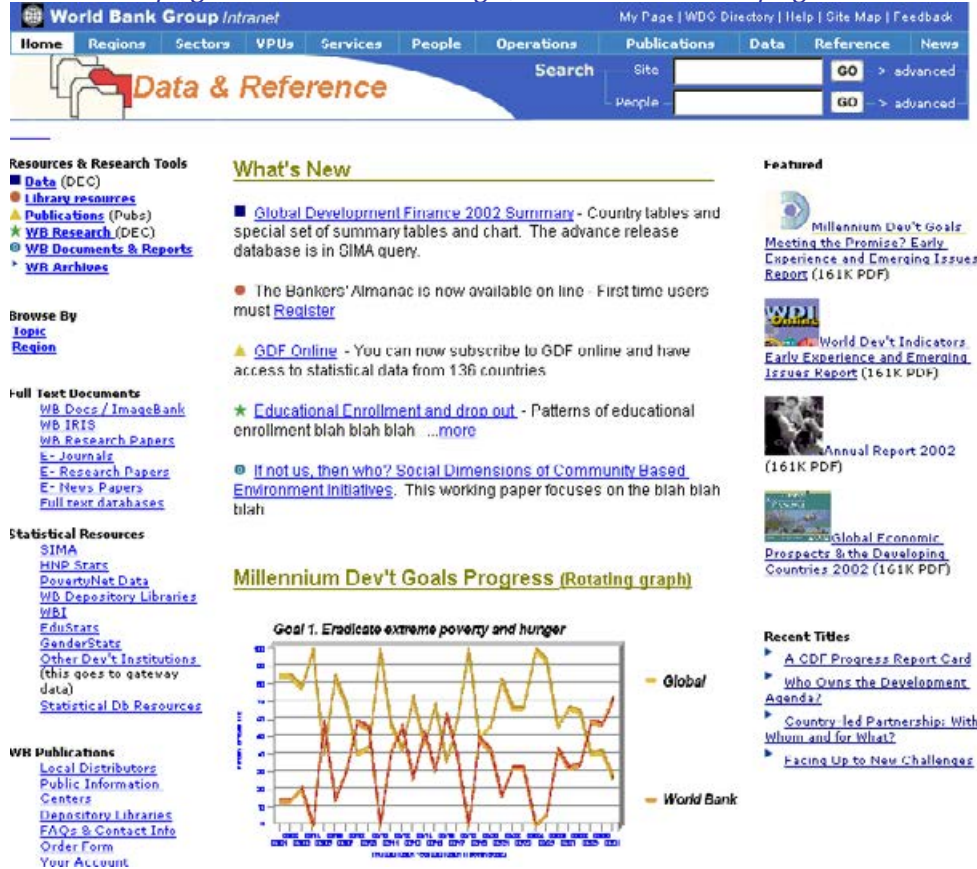
They also specified a basic color palette and a page design framework, which they called the *C-clamp*, consisting of a header across the top, left-hand navigation, and a footer. In addition, local branding goes at the top left in the main menu bar, search is always in the top right corner, and help and feedback buttons are mandatory on all pages.

Once the information structure and workflow was established, the team started work on building each section’s input and display templates, using either existing templates or producing customized templates to meet departmental requirements. “Some departments, like General Services, need very specific templates, so it was very much demand-driven,” Arribas-Banos explains.

Before the designers started working on the site templates, they consulted with content owners to come up with a preliminary content structure. Once the initial design was set and the standard components were developed, they built a basic

storyboard using Lotus Notes to show where the page elements should go, and defined the page behavior.

Pictured: Designers built a basic storyboard using Lotus Notes to show where the page elements should go, and defined the page behavior.



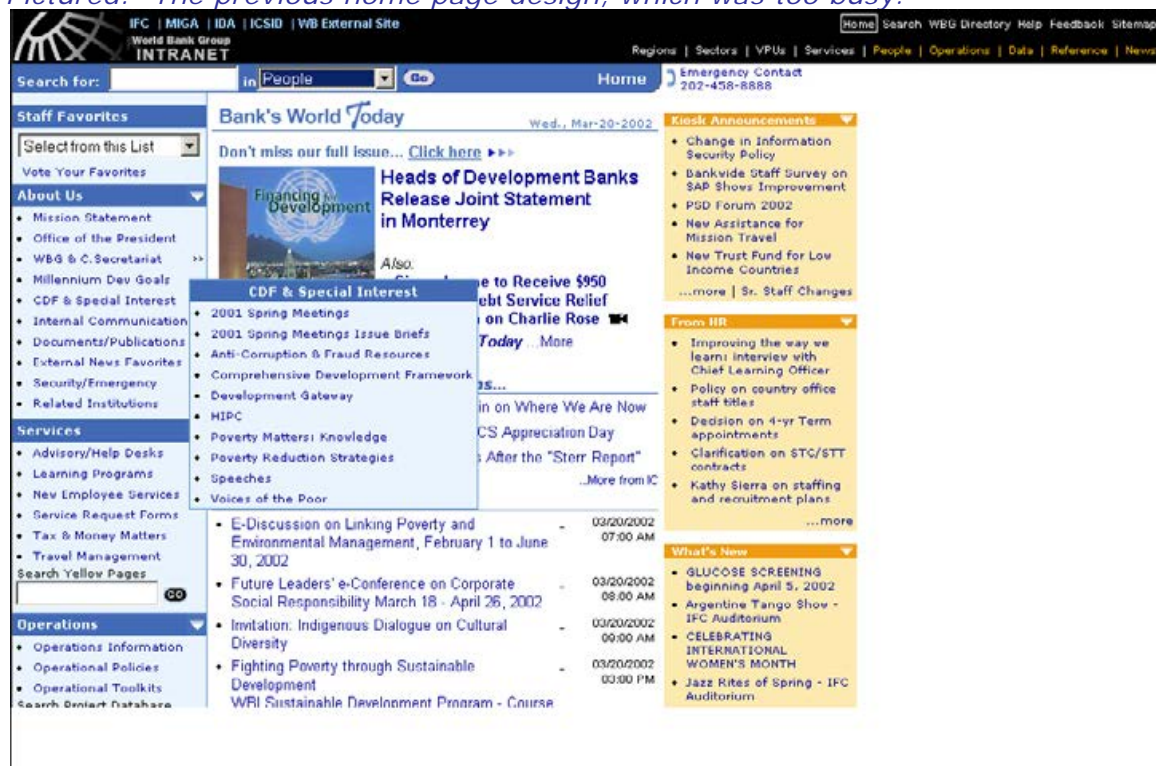
Being able to specify the storyboards and page behavior in electronic documents is particularly important, given that the Bank is working with an offshore design team. Face to face meetings are almost impossible, and they carry out most communications via email, phone, or video conferences.

Early on in the project, team members developed a migration plan setting out where existing content should go — basically, they had to decide whether it should migrate to the CMS or a document management system, or just be deleted. The final migration stage is now underway and the aim is to complete the bulk of it by the end of 2002. The data migration is proceeding in parallel with the portal implementation, which includes the staff portal, projects portal, managers portal, and so on, plus extranet applications such as the donors portal. This stage also includes training for content providers, editing, and testing.

In January 2002, the team launched a pilot site, including news and events on both the intranet and the external Web. By introducing the new system to users in small steps, the team hoped to avoid the culture shock associated with a “big bang” approach. “So we decided to go with a pilot and have the owners of those sections bring the business on board, and this approach worked well,” Arribas-Banos explains.

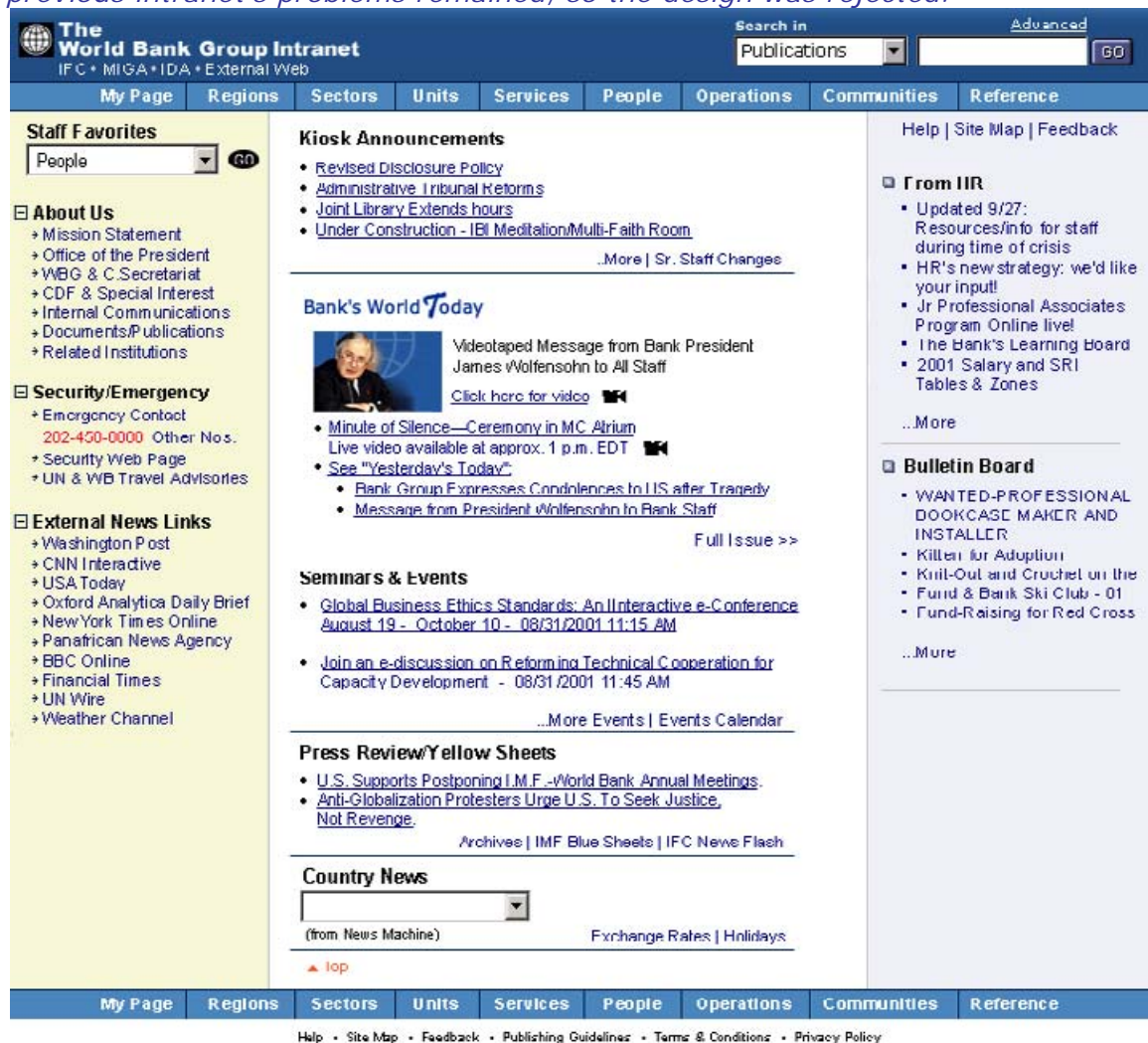
Rather than appearing as a series of staged releases, the intranet design evolved gradually, with some pages going through up to 200 small iterations. The home page is one example of a design that went through many design changes. The Bank's old home page design had about 50 links on the first screen, visible even before scrolling down. The page contained too much information and redundancy within each category. "It was just too busy," Arribas-Banos explains. "People couldn't spot changes in content." Furthermore, because all the sections were automatically populated from the source material, there was no way of highlighting priority items, and, since new material replaced old items, there was no way to highlight items for longer than a day (or in some sections, a few hours). Also, users found the black top menu bar hard to read, and tended to miss menu items, including the search feature. They were also confused by the cascading menus, which were activated by mouse over.

Pictured: The previous home page design, which was too busy.



In October 2001, Satyam presented its first attempt at a redesign. However, several of the problems identified on the previous intranet remained, so the design was rejected, and it didn't get as far as the Web and user communities. "It wasn't fixing any of the problems we had," Arribas-Banos says. The page was still cluttered, with almost the same amount of information as before. And, while the search option was more prominent, it didn't solve another existing problem: that most users didn't think to change the default search option — people search — resulting in frustration and complaints.

Pictured: The first attempt at a home page redesign. Several of the previous intranet's problems remained, so the design was rejected.



Several further iterations resulted in the next version. "We liked this much better and felt it was much clearer," Arribas-Banos says. The search problem had been fixed by having two separate boxes for people and site search, and the site had a more professional-looking design, most of which has been retained in the current version. In addition, the new version included a name for the intranet, *Staff Connections*, and a new section, *Kiosk Announcements*, where staff can more easily submit their own announcements, enhancing the sense of community. Because the Bank wanted more regional input on the home page, the team introduced an *In The Field* section to carry daily regional news. However, this turned out to be impractical, and had to be dropped.

Pictured: A later iteration of the home page that was better, but not final.

World Bank Group Intranet My Page | WB External | WBG Directory | Help | Site Map | Feedback

Home Countries Topics Units Services People Operations Data & Reference

Search: People GO Advanced
Site GO Advanced

You are here: Home

Staff Favorites
select from the list.. GO
Vote your favorites

- About Us
- Security Information
- Seminars & Events
- The Bank in the News
- World News Links
- Extracurricular

Key message for Wed, Feb. 15, 2002

Internal Communications

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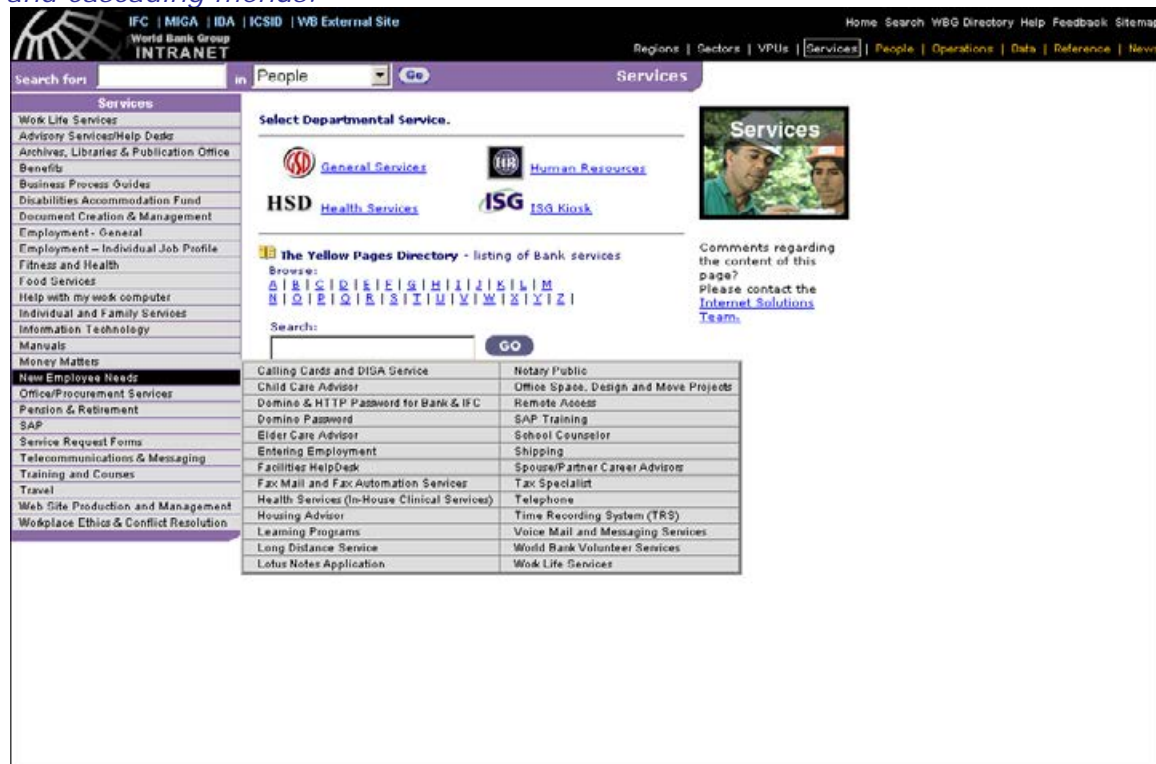
Even with the improvements to the home page, a number of user criticisms remained. These included unclear priorities for the daily news; no way to highlight items for longer than a day; and poor visibility for *HR content*, one of the site's most popular areas. The users also disliked the people image used in the top left corner with the *Staff Connection* logo. Users felt that because the Bank has a multinational, multicultural staff, the image should reflect this diversity.

In the latest home page design, the controversial photographic image has been replaced with a neutral silhouette, and the logo was redesigned. To solve the problem of being able to highlight items for a longer period, the left-hand menu column can now include graphic buttons (such as *Millennium Development Goals*) linking to special items of longer-term interest. But the page continues to evolve in a process of ongoing development.

The latest design also addresses a longstanding issue by having content from the Bank's internal communications and external news departments appearing under the same *Bank's World Today* banner. User feedback showed that users did not see the difference between the two sections, which both essentially cover news about the Bank, and found them confusing. The solution is a compromise.

The drive toward less clutter and greater simplicity is reflected in changes to other site areas. The old services page had a long list of services categories and used cascading menus. Since there was no formal process for content publishing, services were often cataloged by the service providers — again by the central yellow pages administrator, with help from the services site manager.

Pictured: The old services page, with its long list of services categories and cascading menus.



In the new service portal, the number of service categories was reduced to nine, but users have more ways of browsing them: by service category, service provider, and headquarter services. Decentralized service catalogs will be integrated with the central yellow pages. Units without a service catalog can already submit yellow page entries directly from the services portal.

One of the problems the design team faced was providing central control over the intranet's structure and look and feel, while also providing a measure of local autonomy. Setting the rules for the information framework, template definitions, and page behavior upfront was vitally important. Before individual departments start to look at page design proposals, they have already agreed on the basic ground rules. Their own designers can be involved in the process, but must work with design guidelines, such as a standard color palette. In developing the *Bank's World Today* section, for example, this meant much fewer interactions were needed between the intranet team and the department, because the templates already included the intranet's standard components.

In an organization with more than 10,000 employees, getting representative user feedback in manageable volumes is a major challenge. "Of course you want to hear everyone's feedback, but we have a lot of staff and everyone has an opinion and a

preference,” Arribas-Banos says. “So we set a time frame for listening, then we had to go ahead and make a decision.”

Principle feedback comes from the IWG Community, which any Bank employee with any interest in the Web can join. The IWG Community distribution list currently includes more than 600 people.

New proposals for the intranet are circulated to the IWG Community with a request for comments. The intranet team also puts a link to any new pages on the intranet home page, partly to get feedback and partly to alert users that a change is imminent. “We might put up three mockups and ask them questions; we keep them up there for maybe fifteen days or longer,” Arribas-Banos explains.

The intranet group can call on the Bank’s in-house usability team, which carries out both heuristic evaluation and user testing for page designs as they evolve. “We do a heuristic evaluation ourselves and then, once we’re comfortable with the design, we send it to the in-house usability team,” Arribas-Banos explains. “They will find the most obvious usability issues and fix them; most of the problems you can fix right away but others need more changes. Once the final templates are ready, we send those to the team and they do an evaluation with real users.”

Team members initially focused the user testing on the input templates used by content providers; they also extensively tested display templates. They carried out tests with groups of three to five users, who were given a list of tasks to complete and a questionnaire to fill out. One compromise the group had to make was on its samples of test users. “It’s a challenge to get a representative group, because people are busy, so you tend to end up working with the people who happen to be wherever you are,” Arribas-Banos says.

TIMELINE

- November 2000: World Bank starts to look for new CMS; sends out questionnaire to gather requirements from all content providers.
- September 2001: Work starts on the intranet metadata model.
- November 2001: Satyam starts work on page designs. Pages developed on an iterative basis.

RESULTS

Before the project started, the World Bank hired a contractor to run out a baseline assessment of the previous intranet, identifying indicators such as number of broken links, time spent configuring subsites, how many consultants were hired to do site design, and so on. When the current system is completed, the same indicators will be measured to give quantitative results.

The intranet team also conducted a user survey when the old intranet launched and the team plans to do the same survey once all content has been migrated into the new version. The team also analyzes statistics of site usage, conducts surveys of the organizational webmasters, and logs comments sent in by users via the feedback button.

The change has not been painless, and initially many staff found it hard to agree to a standard look and feel. "All the units had technical people who would need to work from centralized templates," says Arribas-Banos. "Change management was the most difficult part of the process."

Change management measures have included inviting outside speakers to offer presentations on the benefits of a consistent user experience across the intranet, the benefits of using standard templates, and how sales increase as a result of introducing corporate standards. "When someone from outside comes and tells you, you pay more attention, particularly when they're talking about very specific bottom-line improvements," Arribas-Banos says.

Though the site is still at the pilot stage, there are already informal indications that it is achieving its goals, with an increased number of users reporting confidence in the intranet. The improved search function has proved highly popular. "Search was a huge win," says Arribas-Banos. "People actually called us up to say how well it was working, which was a pleasant surprise."

The Bank also expects to make savings by using the CMS to more easily repurpose content between the intranet site and the public Web site.

LESSONS LEARNED

Insights from Maria Dolores Arribas-Banos:

Change management is more challenging than any technical issue. "People don't like change. If you encourage them to participate by sending feedback, they're more receptive to the new system."

Anticipate requirement changes. "If you need to deal with changing requirements and you're working with a contractor, make sure you set up the contract to allow for change."

Involve content providers early on. "Content providers need to know the capabilities of the new system and its potential before they can submit realistic requirements. You have to go to them with a straw man and let them break it apart."

Go for process rather than perfection. "If you're aiming for perfection the first time, you'll never get anything done. Aim for continuous improvement instead."

Get buy-in from decision makers. "Sponsorship and top management support are vital."

Plan for staff adjustments. "Don't forget transitional activities like training, ongoing support, and deploying staff whose skills are no longer used in the new system."

United States Coast Guard

Using the Intranet:

The US Coast Guard is one of five branches of the US Armed Forces, and falls under the jurisdiction of the US Department of Homeland Security. The Coast Guard is the country's oldest continuous seagoing service with responsibilities including search and rescue (SAR), maritime law enforcement (MLE), aids to navigation (ATON), icebreaking, environmental protection, port security, and military readiness. The system will be accessible to all 80,000 CG employees, reserves, and CG auxiliary volunteers worldwide (military, civilian, and contractors).

Design Team:

The CG Mission Advanced Collaboration Network, branded as CG Central, uses a COTS BroadVision portal framework. The Coast Guard team (including military, civilians, and contractors) designed custom features and integrated other data systems for personalized information delivery.

Members:

CG Central's design is governed by the Configuration Control Board (CCB), whose permanent membership is made up of the following: LT Scott Masterson, Glenda Campbell, Richard Nesler, LT Dwayne Morris, and Claudia Isaacoff, tab managers; LT Tom Shelton, project officer; LCDR Janet Stevens, program manager; and LT Keith Rauch, Innovation Council representative. The Board's ad hoc membership includes: Steve Flowers, a performance technology representative; ETCM Richard Kramer, an enlisted workforce expert; Gabriel Paulson, Maintenance Logistic Command (Pacific) intranet design expert; Bruce L Miller, a USCG District thirteen support expert; and Deb Miller, a USCG remote support expert from Kodiak, Alaska (Electronic Support Unit). The functional area manager, Robin Nichols, leads the development team: Brian Hersh, Jeremy Hettenhouser, Monika Foster, Mike Lacey, Jason Smith, Curtis Dyer, David Crim, Duane Barb, and Frank Henderson.

SUMMARY

The CG Central portal is designed to help project teams and individuals in the US Coast Guard inform and be informed — critical tasks for military personnel, especially in times like these, when the US homeland requires scrupulous protection.

The aesthetics are attractive, but not fussy. The Coast Guard seal at the top shows the site's official nature. The blue and gray color scheme is reminiscent of water and creates a calm tone. Text is legible and photograph quality is quite good. Links are obvious, indicated by bold, underlined text.

The homepage keeps morale and spirits high with the *Features from the Field* area, which showcases various personnel and tells their individual stories, complete with high-quality photographs. On any intranet, demonstrating what people and teams are working on can be inspiring and educational.

The US military's hierarchical nature helps keep this colossal organization steaming ahead. On the homepage, a section cleverly named *From the Helm* includes the *Commandant's Biography*, a photo, and a link to *Commandant's Message*, and helps reinforce the command chain and remind people of the organization's strong leadership. *The Leadership Voices* also helps individuals work as a team with clear goals and missions.

Links under the *Organization Information* section deal with administrative and project areas.

The *Force Protection/Infocon* section in the upper-right shows the threat level and specifically indicates to Coast Guard personnel how they must act and react.



Pictured: The United States Coast Guard Intranet homepage, before a user logs in. It shows everything from news to leadership and military threat level.

Using a knowledge-centric architecture gleaned from *A Way to KM Solutions* by Matthias Liebman, the team created several basic modules, including: *Communities*, *Teams*, and *Experts*; *Real-Time Collaboration*; *Data Analysis*; *Content Management*; and *Search*. Top-level navigation is sorted into five tabs: 1) *CG Directory* provides quick information for all units. 2) *My Workspace* provides information that directly affects the user, including special interests, career opportunities, and so on. 3) *Resources* gives users a library of information pertaining to their jobs and includes services, occupational groups, and directives. 4) *My Unit* gives all members of a specific unit information that specifically affects them. 5) *Our CG* includes new information about the Coast Guard and ongoing major projects.

The intranet delivers personalized and customizable features. Once logged in, users see a different page, which they can customize to show areas pertinent to them. Of course, for security purposes, the user's name shows in the top right corner, as does the *log out* button. The default tab is *Our CG*, which presents a broad overview of current events and other Coast Guard matters.



Pictured: A page that appears once a user logs in.

The *My Workspace* tab gives users information that pertains to their daily life. Assignments, alerts, and publishing are examples of areas important to individuals. CG Central pulls information from a personnel file to give users alerts and occupation-related information. Links to microsites also give users access to the information they need most. Groups and units use microsites for discussion forums, announcements, documents, checklists, and to conduct asynchronous online meetings.

U.S. Coast Guard MACnet
Mission Advance Collaboration Network

URGENT from the Commandant

JANET STEVENS

Search for: Information People

Our CG My Unit My Workspace Resources CG Directory

My Workspace

Customize Content Customize Layout

Microsite Task List Portlet
No microsite selected

My Assignment
Employee Id: 1064829
Position Number: 00042089
Position Description: INFO SYSTEMS PORTFOLIO MGR
REN: 8029872
OPFAC Number: 98-70098-256
Dept Id: 006456 - COMMANDANT (G-CIE)
Parent Dept Id: 000748
Competency:
EN650 - Electronics Engineering
MG26 - Info Resources Management
OPS70 - Operations - General

My Microsites

- CGAL ASKA
- CG Homeport/DHS Portal Alignment
- eCG Assessment
- E-Learning
- Homeport
- HSC
- Human Performance Technology Community
- LANT AREA Internet/Intranet
- MLCA (V) Web Team
- Public Affairs

My Publishing
Publishing Inbox
Content Assigned Date
MACNET Pilot 03/04/2003 01:16:57 PM CHECK OUT

My Alerts
Program Alerts
No program alerts have been triggered
Content Alerts
The following content has changed:
JANET STEVENS 02/25/2003 12:24:12 PM
02/25/2003 01:00:00 PM

My Application Library
Readiness Login
Officer Information
Advanced Education Programs
Assignment
Basic
C School
Correspondence Courses
Evaluation
Informal Awards
Leadership and Professional Development
Leave and Liberty
Medals and Awards
Medical Benefits
Mutual Assistance
Off Duty
Officer Career Guidebook
Officer Retention
Online Training
Performance and Discipline
Promotions
Officer Promotion System - Play Voice
Retirement
Senior Service Schools
Separations
Special and Incentive
Thrift Savings Plan
Enlisted Information
Advanced Education Programs

Pictured: The *My Workspace* tab gives users information pertaining to their daily lives.

Other group collaboration features include delivering announcements, setting tasks, and uploading documents. With the addition of the collaboration groups, the need for meetings and travel may be significantly reduced.

U.S. Coast Guard MACnet
Mission Advance Collaboration Network

URGENT from the Commandant

JANET STEVENS

Search for: Information People

Our CG My Unit My Workspace Resources CG Directory

Microsite Projects Index : G-W Home

G-W

Home Overview Announcements Checklists Discussions Documents Meetings Tasks Programs Contacts Participants Groups Phases

Tasks
My Tasks Due Date VIEW ALL CREATE NEW

Announcements
CREATE NEW
New Web Policy : A new web policy will be put into place in the near future.
MACnet update : Thank you for taking the time to learn about MACnet.
Awards Board : By creating a virtual awards board, time and money will be saved.
W Policy : A new W policy has been instituted effective 6 March 2002

Documents
NEW FOLDER NEW DOC
Future Force
Joint Ratings Review
Skill Based Assessments
Top Level Projects

Meetings
Thursday, March 6, 2003 8:00 AM - 11:00 AM Direct Meet
Monday, March 10, 2003 8:00 AM - 10:00 AM Room
DHS To be determined

Checklists
CREATE NEW
G-W & Directors
G-WP-1
G-WPC
G-WPM
G-WPX

Discussion Groups
CREATE NEW
G-W & Directors
G-WP-1
G-WPC
G-WPM
G-WPX

Pictured: A microsite on the US Coast Guard intranet. Groups and units use microsites for discussion forms, announcements, documents, checklists, and to conduct online meetings.

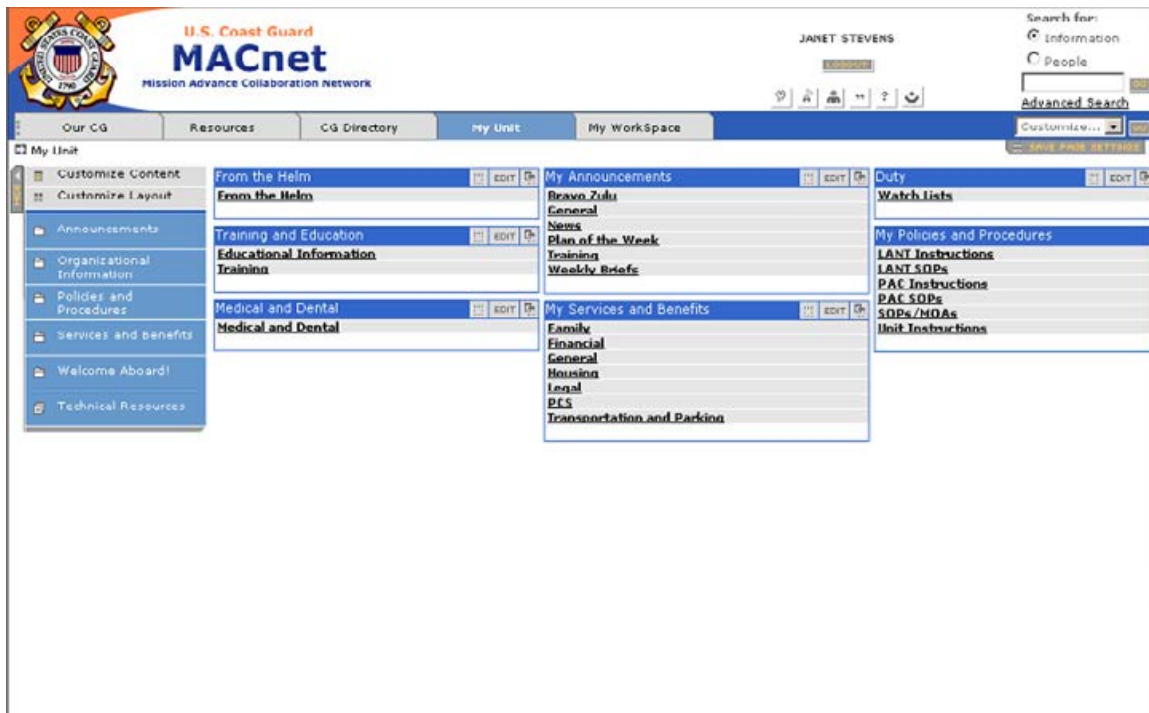
To post information on the intranet, personnel can use a very simple form with a few clearly labeled fields.

The screenshot displays the U.S. Coast Guard MACnet (Mission Advance Collaboration Network) interface. The top navigation bar includes links for 'Our CG', 'My Unit', 'My Workspace', 'Resources', and 'CG Directory'. A search bar on the right allows users to search for 'Information' or 'People'. The main content area is titled 'Edit CG Military Personnel Manual' and includes a sidebar with a tree view of navigation options: Home, Overview, Announcements, Checklists, Discussions, Documents (selected), Meetings, Tasks, Programs, Contacts, Participants, Groups, and Phases. The form fields include: Document Name* (CG Military Personn), Description (Establishes policies that define and shape the military workforce, including: Accessions, Incentive Pay, and), Phase (G-WP), Groups Read Access* (Public), Owner* (JANET STEVENS), and Attachments (CG Military Personnel 208 KB). Below the attachments, there is a section for 'Add Attachments' with fields for Name and File, and a 'Browse...' button. At the bottom, 'Version Control Options' are shown with radio buttons for 'Replace Current Version' (selected) and 'Save as New Version'.

Pictured: The form to publish information in the portal.

The *CG Directory* tab breaks down the departments into an easy to search glossy. Each unit has its local services, plan of the week, local announcements, directions to the unit, and unit procedures to help give the user precise and up-to-date information.

The *My Unit* tab gives users departmental information, services and benefits, and duties pertaining to their position.



Pictured: The *My Unit* tab gives users departmental information, services and benefits, and duties pertaining to their position.

The CG Central pilot project has been very successful thus far. The Coast Guard plans to extend it from the current 1,000 users to 40,000 users within a year, so many more people will benefit from this comprehensive and practical intranet.

URL AND ACCESS

To access CG Central, users enter mycg.uscg.mil. For security reasons, users must connect or dial in remotely through a VPN.

CONTENT MANAGEMENT

The US Coast Guard chose the BroadVision portal product because it offered content management integrated with personalization and open standards.

TECHNOLOGY

CG Central is written in Java and currently runs on Oracle 9i and a Windows 2000 server. The US Coast Guard plans to migrate it to an Apache server running under Solaris. The Coast Guard currently uses BroadVision's FastSearch technology to search the portal site only, but is introducing Google for whole-site search.

GOALS AND CONSTRAINTS

- 1) "Dramatically improve" a Coast Guard employee's access to critical information, as well as improve their ability to process transactions themselves, to collaborate, and to learn.
- 2) Institutionalize content, and collaborative and knowledge-management processes.
- 3) Link and align IT initiatives.
- 4) Enhance interoperability.
- 5) Communicate value.
- 6) Capitalize workforce talents using innovative tools.
- 7)

Provide a consistent, efficient framework and mechanism to manage content, including content posting and use, and measure how effectively the content supports mission performance.

BASIC INTRANET FEATURES

The intranet offers great personalization and workflows. Basic features include: role-based access to the Coast Guard Readiness Management System; forums for communities, with threaded discussion, secure chat, meetings and announcements management, and shared folders and documents; press release publishing; people search; project team document sharing and discussion forums; and Web content management with simple workflow.

USERS

About 40,000 users access key US Coast Guard information using the Coast Guard's portal. This includes all active-duty military enlisted personnel and officers, plus about 6,000 civilians.

USER TASKS

- Access all essential Coast Guard information including: authoritative doctrine, policies, and procedures (such as marine safety inspections, law enforcement boardings, and fisheries patrols); mission essential applications for reporting performance; the Readiness Management System; and current content such as news, leadership messages, and strategic initiative updates.
- Receive alerts for subscription-based content.
- Search for information.
- Search for people, including advanced and sensitive searches such as:
 - a) Users can easily search for Coast Guard personnel by location and title, such as an emergency medical tech in Kodiak, Alaska; a qualified Law Enforcement Boarding Officer in Boston; or a First Class Boatswain's Mate.
 - b) HR managers can use search for staffing assignments, easily searching for a pilot, engineer, or female member to augment a promotion board's composition, for example, or for other specialists and operators to quickly build teams in local areas. Such HR tasks used to require custom scripts, and a few days would pass before programmers could respond; now the tasks take minutes at most, seconds at best.

BACKGROUND

The 4,000 or so units that make up the US Coast Guard are dispersed around the US, including Hawaii and Alaska, and on ships at sea in the nation's coastal waters. In the early 1990s, many of these units began developing their own intranets, which were loosely connected on a wide-area network. "We had a decentralized WAN in which there were a number of Web servers coughing up content in an unstructured way, depending on what individual Web masters came up with," says Lieutenant Tom Shelton, project officer.

In 2000, the Coast Guard installed the AltaVista search engine to give users a way to search information on the WAN. The search engine revealed a wealth of information resources that were not being deployed as effectively as they could be. This sowed the seeds of the CG Central project, which is currently in a pilot phase.

"First of all, it's all about helping CG people to do more of what the nation really needs CG people to be doing," explains Shelton. "For example, we have people whose main job is to save lives, some who protect the nation, others who check navigational aids, and still others who enforce our laws. But we are a little service, and so most of us do it all. And often, we have to make sure that the engines on our rescue boats are working, report the number illegal immigrants picked up or drug runners arrested, and then program our intranet websites with the latest news, results, tools, guidance, or policies. People want to put that information online, but after 9/11, we can't afford to have a person who should be fixing an engine going to Dreamweaver classes. CG Central will help make that happen."

Another CG Central goal is to help people find content reliably and authoritatively. This was a constant problem in the old, decentralized system. For example, the personnel manual is the definitive source of information on all matters relating to HR management for military members — their time off, pay, benefits, and promotions. Many sites linked to the manual, but each time the manual was revised or moved, the links were broken. To get around this problem, some sites resorted to republishing the manuals, but then users couldn't be sure which version was most current and thus correct.

The Coast Guard also wants CG Central to provide tools that let people work virtually. Unlike its bigger Department of Defense brothers, the Coast Guard consists mostly of small, geographically dispersed units. Its people need to work closely together across units, states or countries, and time zones, but its collaboration capabilities are somewhat limited. With online collaboration tools, the Coast Guard could help its people share insights and best practices, and get work done faster with less expense. "Even though we are still in a pilot phase, the field overwhelmingly reports that collaboration is CG Central's home-run capability," says Shelton.

Awareness of the need for a portal system was emerging around 2000, but development of CG Central has been intimately linked to the Coast Guard's funding process and the federal government's budget cycle. Thus, work did not begin in earnest until mid-2002. "We never knew until the last minute whether we would get the money to complete the pilot project," explains Lieutenant Commander Janet Stevens, manager of the portal program. "CG Central has been accomplished with rounds of funding from different offices and sponsors."

Before the development proper got underway, the team built a series of increasingly detailed demos and prototypes to drum up project support within the service. In November 2000, the team released a "quick and dirty" demo of a basic, functioning portal system at a senior leadership conference, followed by a further demo in May 2001. Finally, a strategic partnership between the Coast Guard Innovation Council and the Coast Guard CIO proved to be the project's missing link. The Council stepped in to fund the portal's first release.

In March 2002, the first round of funding arrived and the portal project got underway in earnest. In May 2002, an improved prototype was released at the Innovation Expo, an annual event where Coast Guard and Industry meet to highlight innovative practices and share knowledge affecting Coast Guard missions. By September 2002, Coast Guard's leadership was convinced of the portal's value.

DESIGN PROCESS AND USABILITY ACTIVITIES

Proper project funding made it possible to hire a dedicated staff, and by May 2002 a full Web team was on board. The major issue they faced was how to present the Coast Guard's mass of information resources clearly and simply through the portal. To tackle this issue, they used a new approach: they would first develop a Coast Guard taxonomy, then design the portal site to effectively deliver personalized content.

Team members also evaluated other government agencies' collaboration portal projects, and borrowed what they saw as their best features. "We liked how the State of California delivered its services in a federated portal; the Department of State had a neat collaboration capability and a clean interface; the US Navy integrated applications well," explains Stevens. "But the US Air Force had content that was similar to us, so we benchmarked with their taxonomy and their top-level layout. Instant messaging was added to CG Central based on the Air Force example."

The team viewed personalization as an important portal feature from the start, especially when it was combined with personnel system data. "Most of these people share computers, and they might only have a few minutes to come in and do what they need to do," Shelton points out. "We wanted them to not have to use a search engine to find what is important to them — we wanted the content to find them. But if they need it, we also wanted a search engine that works without a fuss." Using personalization, individuals get the information that's most relevant to them delivered according to their login. Their profiles are automatically updated every day, so when someone transfers from California to Washington DC, their policies, career info, and personalized unit information is updated within 24 hours.

Before the team could start building a taxonomy, they needed a good fix on the existing information. The problem was that very few pages had been properly tagged, making them inaccessible to the search engine. Analysis showed that only about 10% of pages had the required metatags, and 50% of them had serious tagging problems.

The team partnered with a Web expert from the Coast Guard's legal department to develop and deploy a Coast Guard spidering application, known internally as MetaValidator, that let the 850-plus part-time webmasters tag existing Web content with vital information that the design team needed. Its target was to insert metatags for more than 60,000 pages.

In the end, it succeeded in tagging about 40,000 pages and granting waivers for a few thousand others. "If content was not tagged or waived, it was scripted to be flagged and taken offline," Stevens says. "In other words, if the publishers had not reviewed the site's content in the past year, there was a good chance we were not best meeting the needs of the CG community."

The Coast Guard chose BroadVision software to develop the portal partly because it included an off-the-shelf collaboration package. From that package, the intranet team built a prototype collaboration workspace that included the ability to work on a shared document and provide "light" version control. The working group itself used the collaboration features to discuss and manage the project's progress.

At this stage, the team invested some of its precious resources in external consultants to help build the system's taxonomy.

"Depending on external consultants as heavily as we did in the beginning — that's a decision we won't make again," Stevens recalls. "We hired them because we thought they were smarter than us, actually, they were only smarter than us for a couple of weeks. It takes a lot of organizational knowledge to build what we need. They came with application deployment, plus business and commerce knowledge, but they never really adjusted and adapted to the needs of government. Coupled with their high turnover of consultants, it was a very expensive and frustrating experience."

"The taxonomy they came up with really had nothing to do with Coast Guard needs in Coast Guard language," Shelton adds. "Things like, what in the business world people know as HR, we call 'Worklife.'"

The experience did, however, show the intranet team that inside knowledge, not outside advice, was what the project needed. But it was hard to get people to think in terms of a taxonomy based around tasks rather than organizational structure. "We needed to change the paradigm — unfreeze them a bit," Stevens says.

So, in December 2002, the team embarked on a radical new approach: a joint application design (JAD) project involving the intranet team and Coast Guard representatives. This proved to be a big step forward.

The team set up a collaboration microsite, and assigned content managers for each of the prototype portal's tabs: *Our CG*, *My Unit*, *My Workspace*, *Resources*, and *CG Directory*. Each tab manager represented a particular community and would work with that community to define the section's content structure. The wider community helping to develop CG Central was about 200 strong.

From December 2002 to April 2003, the intranet team and tab managers met every two months for three-day sessions, and met virtually every few weeks as needed. The tab managers, sometimes accompanied by employee representatives, would return to either forum with new community feedback as the developers completed pilot improvements.

"Especially after each three-day session, our developers would go away and change things, and at the next meeting we'd show them onscreen what we'd done according to what was in the minutes, and ask them 'Was this what you wanted?'" Stevens explains. "It was a very structured approach. We had an agenda and everyone left with homework and people they had to talk to." The approach was a breakthrough in getting feedback from the user community: "Hundreds of things came out of these sessions."

Version one of the portal was frozen at the end of April, and the development team moved into a month of functional and integration testing.

After a few months of close collaboration with the extended portal team — consisting of about 200 users and key tab managers — the development team released, in phases, a working pilot to profiled and non-profiled users at the Coast Guard's 2003 Innovation Exposition. CG Central was "briefed to every admiral and executive in the Coast Guard — we extended our passion about the project and we got them all fired up. Just months before, we'd completed a marketing campaign to 'sell' it up the Coast Guard chain of command. Our lead supporters were the Chief Information Officer, the Chief of Staff, and the Commandant, the Coast Guard's CEO," says Stevens. "Now, we have very strong and clear backing from the admirals at the top of our organization, and with that behind us, we've been able to make policy changes

that are helping us to reach our goals — like centralized content repositories all managed under the CG Central system.”

The portal got Coast Guard final go-ahead in early June 2003. Old sites are being migrated into the new portal gradually, a process that is likely to take a few years. As users are migrated, the team is collecting direct feedback from them as well as feedback that comes up through the chain of command.

TIMELINE

- 2000: US Coast Guard leadership establishes the Coast Guard vision.
- Nov. 2000: A demo portal, including AltaVista search engine technology, is shown to the US Coast Guard leadership to introduce the need for an intranet portal to unify scattered information resources.
- May 2001: Another demo portal is introduced at the US Coast Guard’s Innovation Exposition, demonstrating personalization and the content management capabilities of BroadVision’s software.
- Mar. 2002: First round of funding arrives for the full-blown portal project.
- May 2002: Another portal demo at the USCG Innovation Exposition; the demo includes a taxonomy benchmarked with the Air Force, and BroadVision’s improved portal framework with collaboration workspaces.
- Dec. 2002-Apr. 2003: Joint application development with user representatives.
- Apr. 2003: Development of CG Central Version 1 is frozen.
- May 2003: Testing phase/government acceptance.
- June 2003: CG Central Pilot goes live; users begin migrating to the new system.

RESULTS

Since CG Central went live in June 2003, the Coast Guard has been gradually phasing users in and moving slowly toward a fully operational system. Of the Coast Guard’s 40,000 staff, about 5,000 profiled and unprofiled users are currently using the system.

It’s still early to assess the Coast Guard’s goals of improving employee productivity through the portal. In the longer term, however, the team plans to measure how well the content provides mission support as part of its content management framework. “At this point, I know we have some extreme time savers, such as faster people search, faster information search, and fewer programming skills needed to publish information,” says Stevens. “We will be working out a more realistic ROI based on user behaviors, customer feedback, shutting down of several servers and systems, and so on, and reporting our performance to the CG Readiness Management System to ensure our system meets the needs of users afloat and ashore.”

LESSONS LEARNED

Insights from Janet Stevens:

Don't overreach yourself. "Start small, promise small, and deliver valuable, usable segments. Make sure you have enough money to complete and deliver what is promised."

Publicize the benefits. "Project return on investment from small successes — the leadership of any organization wants this information upfront and early on."

Make it worth users' while. "Reward users for participation and quality outcomes."

Don't turn to outside experts when you really need is internal knowledge. "We hired consultants because we thought they were smarter than us. Actually, they were only smarter than us for a couple of weeks. They didn't have the organizational knowledge we needed."

Ministry of Transport (New Zealand)

Using the intranet:

The Ministry of Transport (MoT) works to ensure that New Zealanders have the best possible transport system by developing and providing transport policy advice to the government. It's an information-based organization and, as such, MoT staff access and analyze information from many sources, develop and present policy papers and reports, and facilitate the implementation of government policy through various transport-related agencies.

Headquarters: Wellington, New Zealand

Number of employees the intranet supports: 200

Sales: N/A—Government Agency

Design team:

In-house, by an internal team that worked with Provoke Solutions Ltd. (project management, IA, implementation, development) and Capiche Design Ltd. (visual design)

Members:

Ministry of Transport:

Claire Johnstone, General Manager Corporate; Murray Wills, Acting IT Manager (former); Martin D'Souza, Senior IT Adviser; Hamish Denston, Intranet Project Manager (current); Stephanie Beath, Intranet Project Manager (former); Julie Frampton, Intranet Project Manager (former); Jess Takarangi, Communications Advisor

Provoke Solutions:

Ian Oliver, Account Manager; Jasmin Wilkins, Project Manager; Zef Fugaz, Information Architecture; Isha Hartono, User Interface Integration; Chandima Kulathilake, MOSS Solutions Consultant; Ari Bakker, MOSS Consultant; Zac Smith, MOSS Consultant; Callum McNeill, Developer; Jason Foote, Developer; Mark Watson, Developer

Capiche Design:

Nicki Stephens, Account Manager; Megan Birch, Visual Design

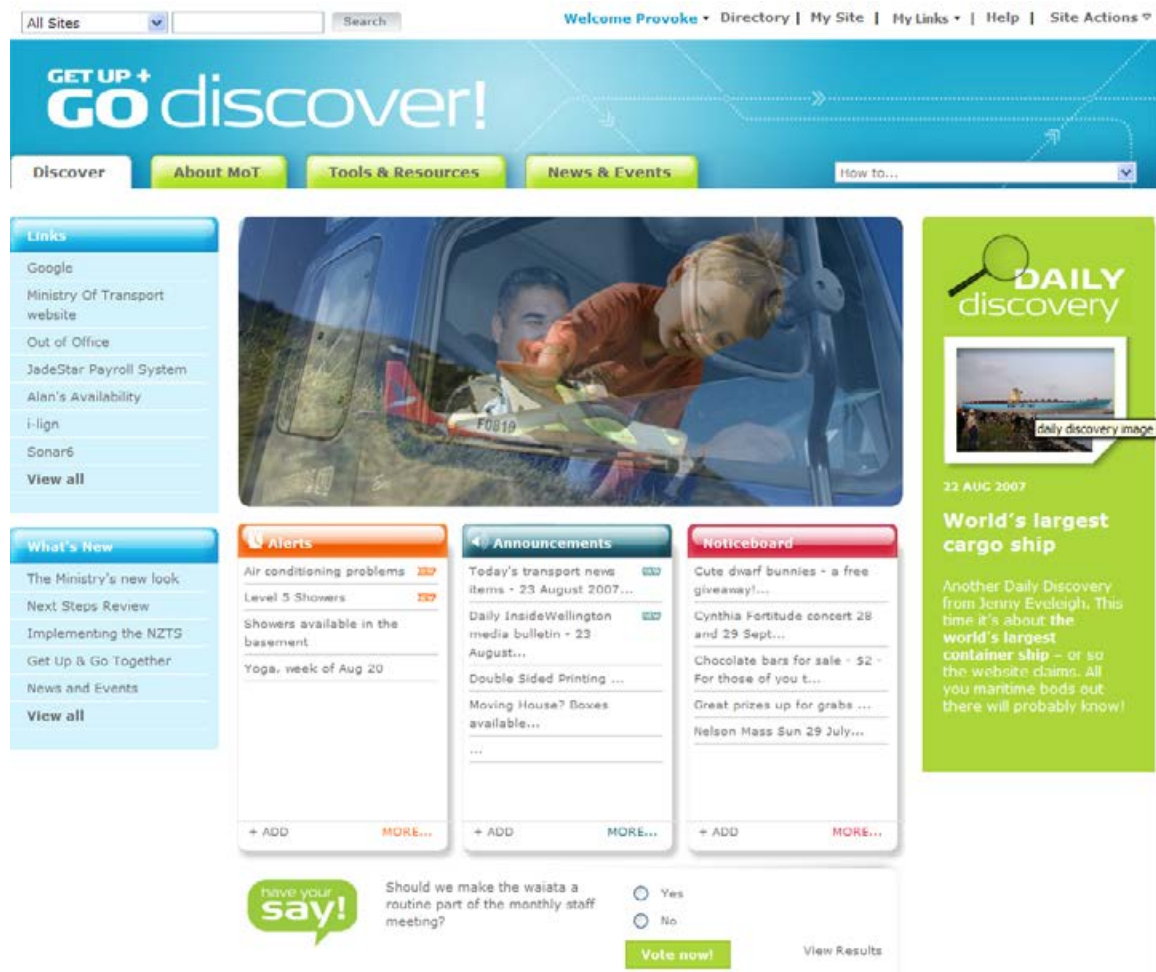
SUMMARY

The New Zealand Ministry of Transport (MoT) intranet supports about 200 central government workers. Letting employees post their own news content, and offering a sound IA and fun style, all help to make the MoT intranet “the” place to be—and no travel required.

At MoT, employees access and analyze information from many sources, then develop and present policy papers and reports, and facilitate government policy implementation through various transport-related agencies. In short, these workers provide transport policy advice to the government; thus, MoT is an information-based organization. And, because these people are working to ensure that New Zealanders have the best possible transport system, the intranet had better be good. Luckily, it is.

The look of the MoT homepage conveys a happy mood, with bright colors and cheerful images. The theme image on the homepage rotates, depicting different upbeat scenes, all about some form of transportation.

Ten Best Intranets: Ministry of Transport (New Zealand)



Pictured: The theme image on the homepage rotates.

The easily visible tabs across the top of the page are green on a contrasting blue background, and are clearly clickable. The selected tab color changes to white (the same color as the background), so the selected tab becomes a seamless part of the page. This makes it very apparent which section of the intranet is currently selected—an important indication that helps users orient themselves.

The search feature appears at the top of the page. Although the site allows for scoped section searching, the default is the best option and returns results from the intranet as well as MoT's public website.

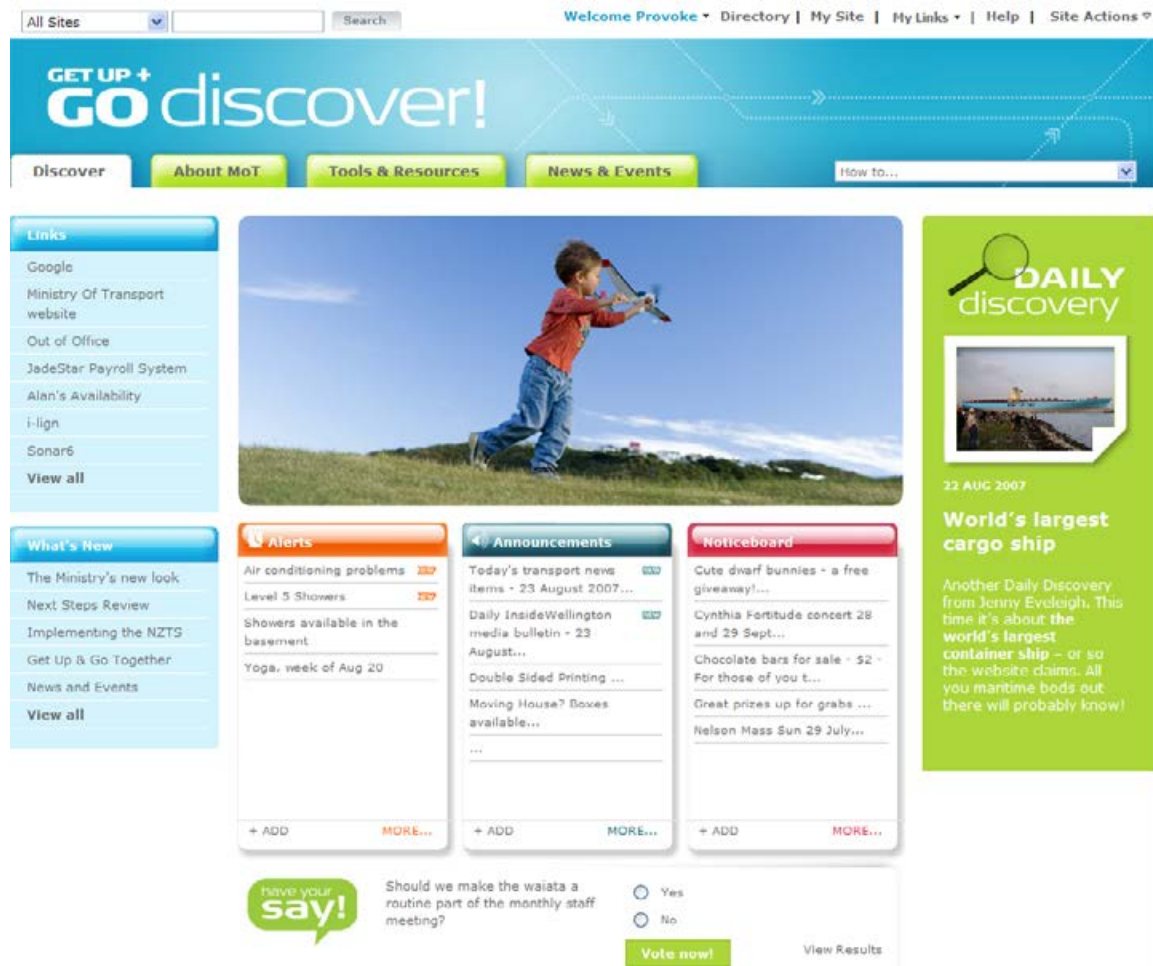
The three main sections below the rotating image offer different types of news, including *Alerts* and *Announcements*. The *Noticeboard* houses items that are less urgent, but still interesting.

Clicking the *Add* link in the lower left of the homepage tools opens a simple form that lets all users make posts to the *Alerts*, *Announcements*, and *Noticeboard* sections. Because everyone can post information, all employees are better informed.

If users simply want to read more, they can click the *More* button. Clicking this button takes the user to a list of the requested content type—such as *All Alerts*—ordered by date.

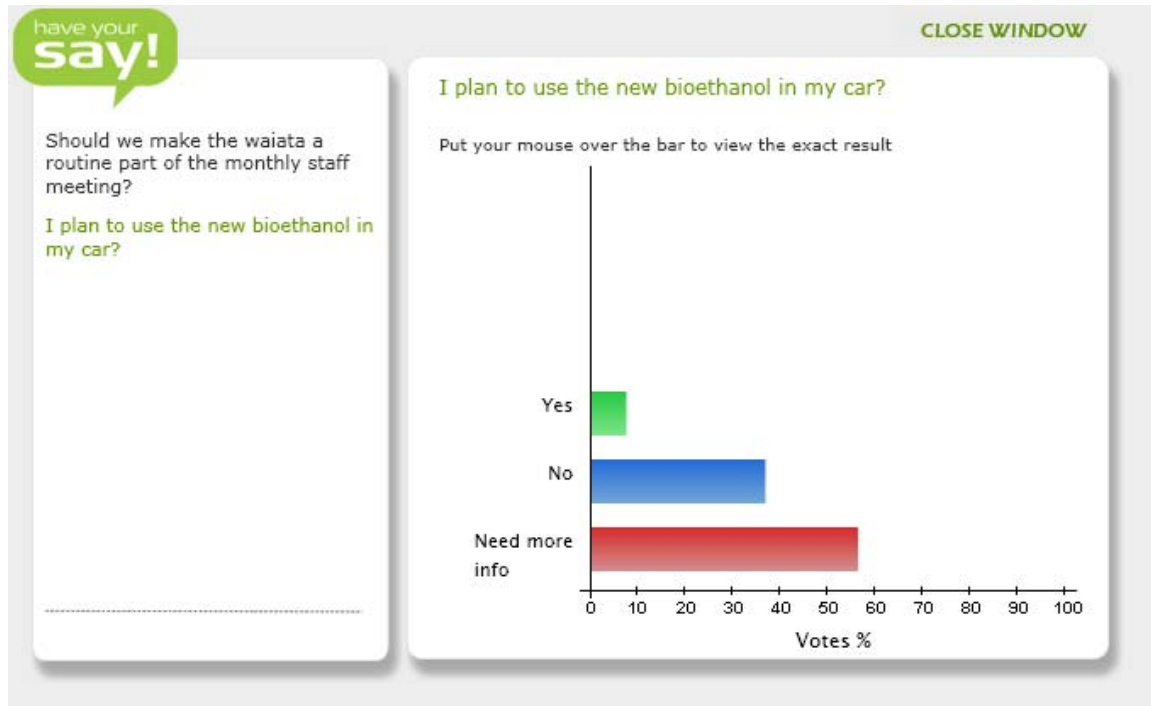
Ten Best Intranets: Ministry of Transport (New Zealand)

The *Daily discovery* area in the page's far right column posts different fun facts about transportation each day. An image usually accompanies the blurb, to bring home the message. These trivia are not only fun, but actually teach employees facts about their industry. And that can't be bad.



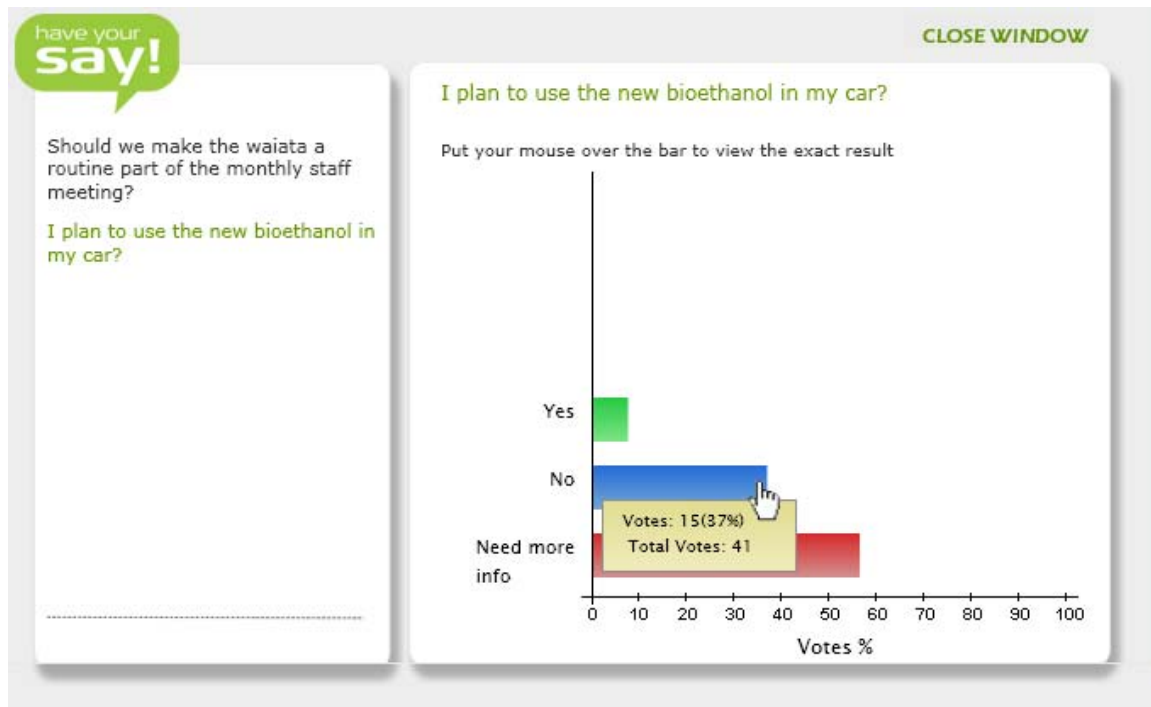
Pictured: The MoT homepage has a rotating theme image, plus *Alerts*, *Announcements*, and other news.

The *Have Your Say* poll at the bottom of the page allows employees to answer timely questions. They can also see what their colleagues answered by clicking the *view results* link. The question is repeated in a pop-up window, as is the user's answer. A bar chart quantifies all the answers.



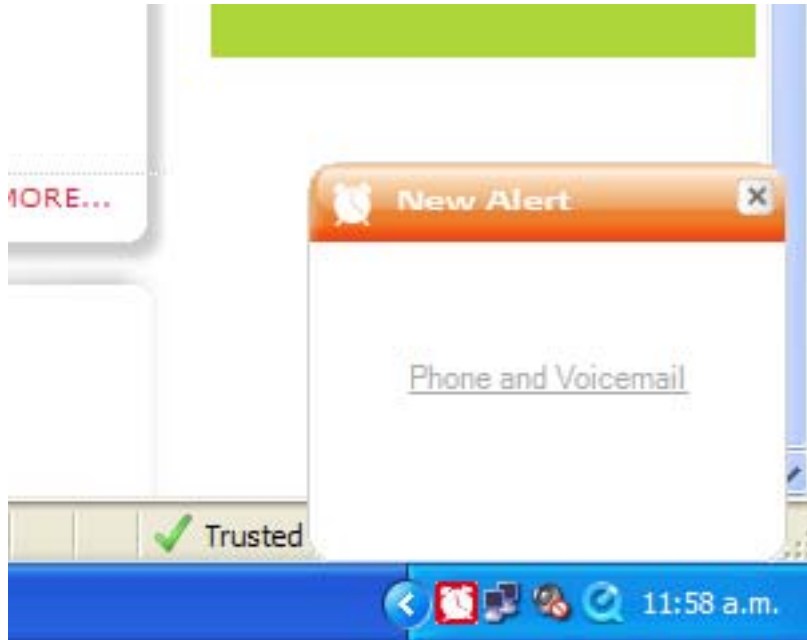
Pictured: Users can view the homepage's poll results. A simple graph makes the answers visible at a glance.

If users wave their mouse over one of the bars, a pop-up appears showing the percentage and actual number of votes for that category.



Pictured: A rollover with specific stats for the bar appears when users mouse over it.

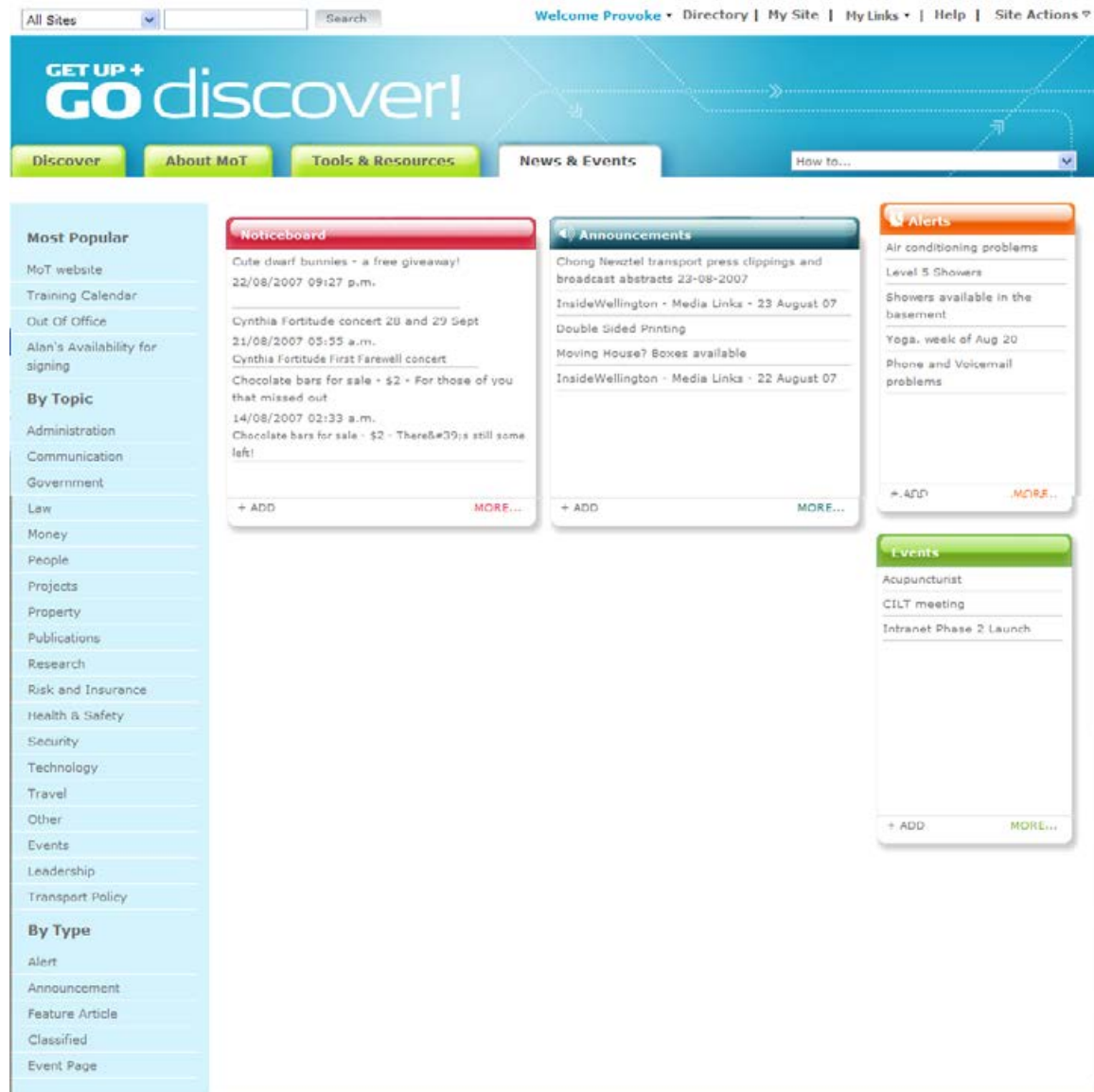
Alerts are important; they shouldn't be displayed only on the homepage. Here, even if users leave the homepage, they can still keep abreast of *Alerts* through pop-up messages. For example, a message might tell users about a change to the internal phone or voicemail system and specify the alert type (phone or otherwise).



Pictured: *Alerts* open to inform users of important happenings.

Homepage news and *Alerts* aren't the only source of news communication on the MoT intranet. The *News and Events* tab offers content that includes *generic* (default), *event*, *announcement*, *alert*, and *classified*.

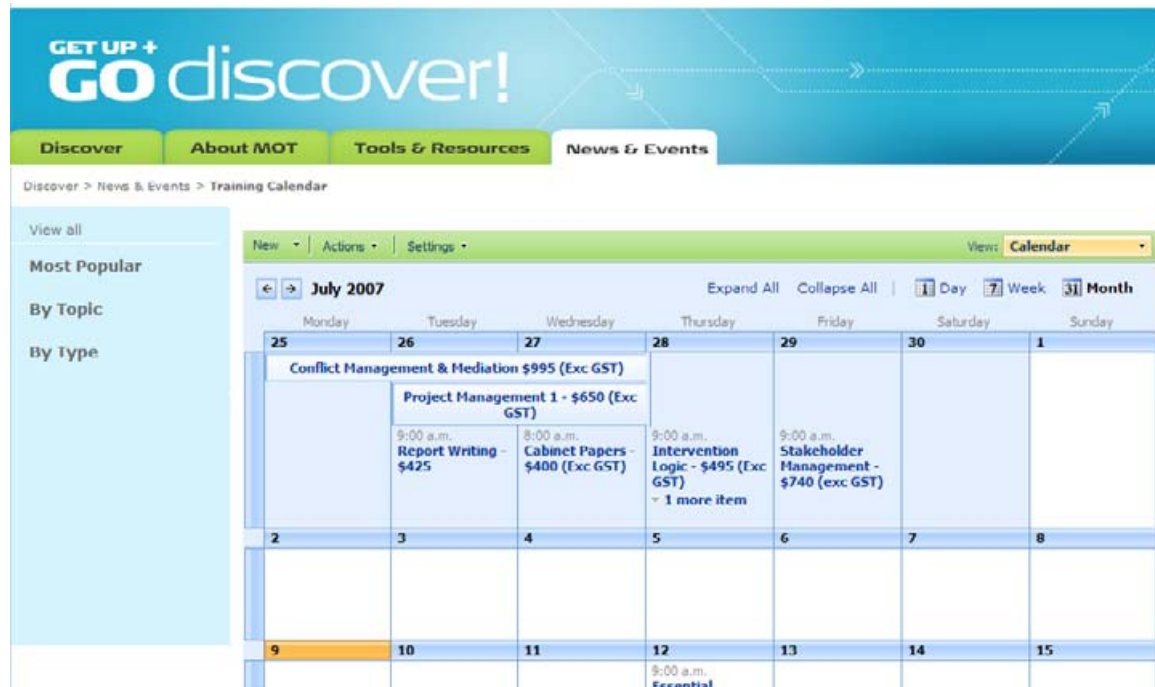
Ten Best Intranets: Ministry of Transport (New Zealand)



Pictured: The *News and Events* tab offers content such as *generic* (default), *event*, *announcement*, *alert*, and *classified*.

Because training is considered an event at MoT, training schedules are housed within the intranet's *News & Events* area. Users can view training by day, week, or month, and can collapse the views to show more items with fewer details. By default, the view shows the course name, the time it begins, and the price, plus additional information when applicable.

Users can click an event to view details, then integrate the chosen events with their Outlook Calendar.



Pictured: The *Training Calendar* displays the day, time, title, and price of training classes at the organization.

Anyone can add items to the *News & Events* area. The input form makes this very easy. Field labels are straightforward. Fields are the right size for the information users are expected to enter. The drop-down lists for the calendars and times make this selection simple. And, to avoid having the many content providers forgetting important information, necessary fields are marked at *required*.

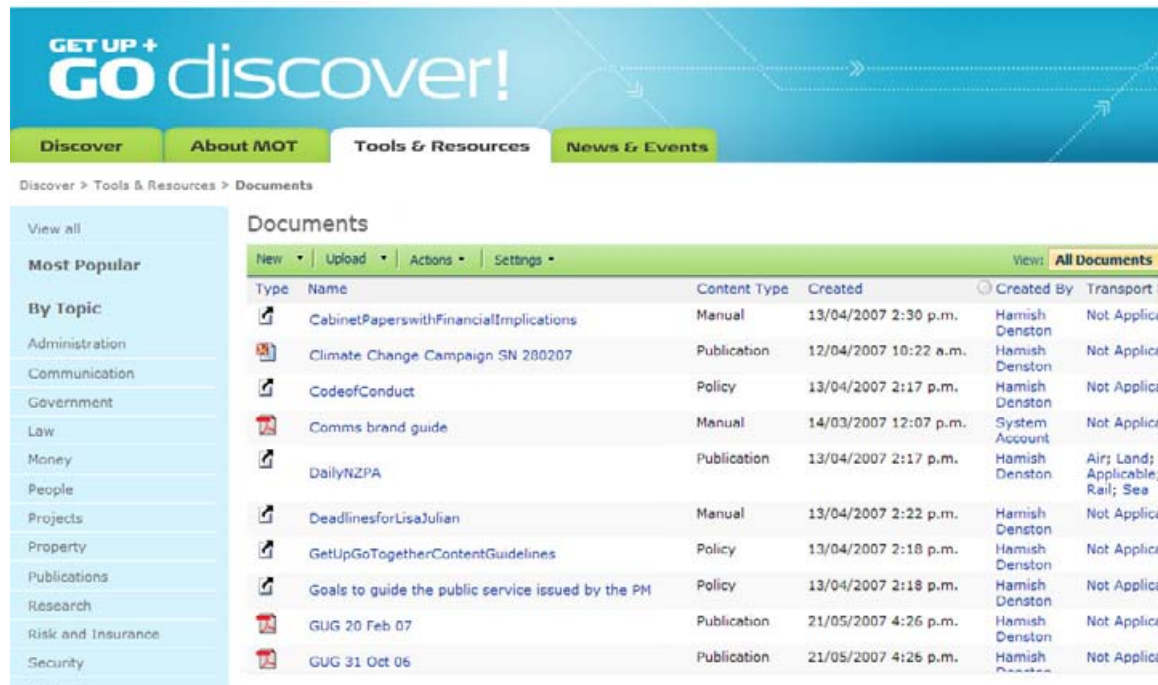
Two niceties are the checkboxes: *Make this an all-day activity that doesn't start or end at a specific hour*, and *Make this a repeating event*.

The screenshot displays the 'GET UP + GO discover!' intranet interface. The top navigation bar includes 'Discover', 'About MOT', 'Tools & Resources', and 'News & Events'. The breadcrumb trail shows 'Discover > News & Events > Training Calendar'. On the left, a sidebar offers navigation options: 'View all', 'Most Popular', 'By Topic', and 'By Type'. The main content area is titled 'Training calendar: New Item' and features a green toolbar with 'Attach File' and 'Spelling...' options. The form includes fields for 'Title *', 'Location', 'Start Time *' (set to 9/07/2007 at 4 p.m. 00), 'End Time *' (set to 9/07/2007 at 4 p.m. 00), and a 'Description' field with a rich text editor. At the bottom, there are checkboxes for 'All Day Event' and 'Recurrence', both currently unchecked. A legend indicates that an asterisk (*) denotes a required field.

Pictured: Anyone can enter events in the *Training Calendar*. Simple and required fields in this form make this process run smoothly for the person entering and the would-be readers of the information.

Being a research organization, documents are of utmost importance. To make the organization's many documents accessible and possible to find, people post them in the *Tools & Resources* tab in the *Document List* area. This allows users to browse all site content using tags that are presented as navigation and column filters. Users can see documents and sort them by many categories, including *Type*, (which also shows an icon denoting PDF, PowerPoint presentation, and so on), *Name*, *Content Type*, *Date Created*, and *Created by*. Having these categories increased the chances that users will be able to find their desired documents. For example, they might recall only the rough date when the document was posted. In that case, they can sort by data and view document titles around that date.

Users can take several actions in this area as well, using a simple green toolbar at the top of the page that contains four commands: *New*, *Upload*, *Actions*, and *Settings*.



Pictured: The *Document List* area helps MoT employees do their research and communicate it with each other. The list is sortable and easy to manage.

The MoT intranet makes it effortless to communicate research work and news. The design team considered tasks and simplicity, while always promoting the transportation theme in subtle and pleasant ways.

URL AND ACCESS

The Ministry of Transport named its intranet "Discover" to fit with MoT's internal branding and as a mandate for users: "Get Up and Go: Discover!" The intranet's URL is: <http://discover> and the site is every user's start-up page. Users have access to the intranet from within the agency and remotely.

Currently there are no requirements for users to access the site via mobile devices, but the design team took that possibility into consideration when choosing the back-end technology. The site is served from Microsoft Office SharePoint Server 2007 (MOSS) and this platform provides out-of-the-box functionality to enable mobile browsing should the agency decide to use it in a future site release.

TECHNOLOGY

The MoT's intranet technology platform has evolved from a Lotus Notes resource library—containing a several databases populated with MoT manuals and policies, email functionality, an instant messaging application, and two contact databases—to its current platform of MOSS 2007 and Exchange/Outlook 2003.

The underlying technology for MoT's intranet is Microsoft-based and consists of the following components:

- Windows Server 2003 Enterprise SQL Server 2005
- Microsoft .NET Framework 3.0 and 2.0

- Internet Information Server 6.0
- Microsoft Exchange Server 2003
- MOSS 2007 Enterprise

The development of the intranet followed the Microsoft Solution Framework development guidelines as well as the MOSS development framework that Provoke Solutions' created for MoT.

In future releases, MoT wants to provide direct integration with CRM 3.0, collaborative workspaces, document management, and workflow to meet its need for comprehensive contact database management.

"There are a significant number of external contacts required for ministry staff," says Jasmin Wilkins, Project Manager for Provoke Solutions. "And ensuring visibility of the CRM details for these people via the familiar interface of the Intranet enhances the user ability to maintain communication and locate contact details."

CONTENT MANAGEMENT

Managing Content with Templates

Discover's content management is controlled via a browser interface that leverages MOSS's Web content management capabilities. Intranet template administrators use the SharePoint Designer tool for layout design and look and feel. The templates and design are centrally controlled via a master template and CSS. Some rich-text editing is permitted for content such as classified ads to let users personalize and highlight relevant portions of their content.

MoT has not established any further template guidelines, as none are necessary. "The initial site definition process was intensive, and identified the range of templates required for the IA of the site," says Wilkins, "with the intent of being comprehensive, and minimizing any need for additional template creation."

Content Authoring

One person—a content publisher—manages the site's content, with individual business units responsible for their own content areas.

"Formal content updates are managed centrally (such as policies and procedures)," says Wilkins, "With the nominated staff member from that area of the organization updating content and providing signed off updates to the content administrator. Content that's more informal (notices, social events) is authored directly by the staff member concerned. The informal content is frequently updated, giving a dynamic site, whilst the formal business content is more stable."

Changes are tracked via version control that is enabled across all document and page libraries. This change management functionality is native to the CMS tool.

INTRANET TEAM



Pictured (from left): Jasmin Wilkins, Project Manager (Provoke Solutions); Martin D'Souza, Senior IT Advisor (Ministry of Transport); Isha Hartono, User Interface Integration (Provoke Solutions); Claire Johnstone, General Manager Corporate (Ministry of Transport); Murray Wills, IT Manager (Ministry of Transport); Zef Fugaz, Information Architecture (Provoke Solutions); Ari Bakker, MOSS Consultant (Provoke Solutions); Hamish Denston, Intranet Project Manager (Ministry of Transport); Ian Oliver, Account Manager (Provoke Solutions).

Site Operations and Ownership

MoT employs just one full-time dedicated staff member, Hamish Denston, the site's Project Manager, to manage the site's day-to-day operation. This is possible because content creation responsibilities are distributed to subject matter specialists across the ministry. MoT looks to outside vendors to provide additional assistance for discrete design and development projects and upgrades and enhancements as needed.

Intranet ownership within MoT is within the Corporate Group, with IT providing oversight, infrastructure, and first-tier support. Corporate is responsible for core MoT services including: communications and regional stakeholder relationships, HR, legal advice (internal), finance, audit and budget management, information management and technology, and administration.

It Takes a Team to Build an Intranet: A Team of Agencies

Because MoT is an information-based organization, its site users need to access and analyze information from across many sources. MoT employees use this information to develop and present policy papers and reports. And, prior to the intranet's development, much of that corporate reference material lived in Lotus Notes databases and organization-wide communication was done via email. The decision to move these functions to an intranet was intended to improve communications and information dissemination throughout the organization and thus improve MoT's ability to deliver on its responsibilities.

With only one dedicated internal resource, MoT has relied heavily on outside agencies and expertise to plan, design, and build the intranet since 2005 when the Communications Team initiated the intranet project.

The intranet project's impetus was a result of two things: Claire Johnstone, MoT's General Manager of Corporate, engaged Murray Wills, a contract IT Manager, to create an IT architecture and roadmap for MoT, and "a successful Treasury bid to improve MoT's IT capability to meet our responsibilities to the New Zealand public," says Denston.

In response, the Communications team hired an external consultant to provide MoT with conceptual design and intranet strategy. The consultant completed the requirements analysis and conducted user research. She also created the original IA concept, which was later modified by Provoke Solutions and adapted to suit MOSS requirements.

When the design and strategy consultant ended her contract, an internal MoT team member took over ownership of the business requirements and project management (with support from Hamish Denston, who at the time was the Communications Team's Webmaster).

When this initial phase was complete, MoT moved the project to its IT Department and IT engaged Provoke Solutions, a company specializing in business-focused software using Microsoft technologies. Provoke used these technologies to define the functional specification, design and build the CMS solution, and extend the site's IA beyond the initial consultant's design.

In addition to the Provoke team, Capiche Design won the contract to deliver the visual design.

When the site's beta release went live in October 2006, Denston assumed sole responsibility for site management. He says he believes that the involvement of the many participants in the site development process has ensured a level of quality in the end product.

"The change in participants throughout the process has ensured every decision is reviewed," says Denston. "This has increased the time taken, but it does act effectively to make sure all decisions are well thought out and appropriate—which we believe makes the site more effective in the long run."

Discover (the current site) was launched in May 2007, followed by a round of site enhancements to improve interactivity. These enhancements included out-of-browser *Alert* notifications via a Windows taskbar alert; online surveys, with results rendered using Microsoft's Silverlight; and extending MOSS OOTB Search functionality by customizing search Web Parts and integrating the search with external data sources. These enhancements were rolled out in August 2007, shortly after the site launch.

DESIGN TEAM RESPONSIBILITIES AT A GLANCE			
MoT Internal Staff	Initial External Consultant	Provoke Solutions	Capiche Design
Project management and oversight	Conceptual design and intranet strategy	IA wireframes Technology set-up and integration Front-end and Back-end development	Visual design

GOALS AND CONSTRAINTS

Goals

The efficiency and effectiveness of information flow is fundamental to MoT. The intranet was designed to address disruptions to that flow and inefficiencies affecting staff productivity.

"Staff were having difficulty locating and updating key documents (policies and procedures) leading to lost productivity from long searches/browsing and to asking colleagues," says Denston. "Also, the email 'chatter' was damaging the usefulness of email as a business tool."

The goal for the intranet was stated as: "Ensuring users with differing needs, skills, and experience are engaged, and the functionality enhances rather than challenges their day-to-day work life," says Denston.

The team's specific intranet goals were to:

- Improve information flow throughout the organization by providing accurate and consistent information for better cross-Ministry communication and collaboration
- Improve information "findability" to reduce staff time spent looking for information
- Provide a central repository for internal policies and processes and improve access to business-critical information
- Reduce the risk of misinformation through human error in updating multiple copies of documents
- Reduce the risk of misinformation through terminology that is meaningless to the reader
- Support and strengthen the MoT culture and improve staff morale and job satisfaction by having the intranet be a channel for staff interaction
- Align with the e-government guidelines (accessibility standards)
- Reduce the amount of email communication between staff by creating a functional and attractive communal space

Constraints

MoT struggled with the usual list of project constraints: budget, timeline, and choice of suppliers. "In terms of budget," says Denston, "the Ministry are constrained by the

fact they are a government organization, and have a limited IT budget, and a responsibility to the taxpayer to use funds wisely. The timeline for implementation was reasonably tight due to the length of time taken for analysis and design, and enthusiasm by the Ministry's leadership to launch the intranet."

USERS

MoT's intranet supports a staff whose primary job function is to draft policy documents and identify problems and opportunities in the New Zealand transport sector. The majority of the site's users are involved in researching policy options and making recommendations to the Minister of Transport, Associate Minister of Transport, and the Minister for Transport Safety.

USER TASKS

MoT's design team conducted a "persona hypothesis" workshop and identified the primary tasks the intranet should support. The workshops also generated user scenarios that helped the team determine a short list of user tasks.

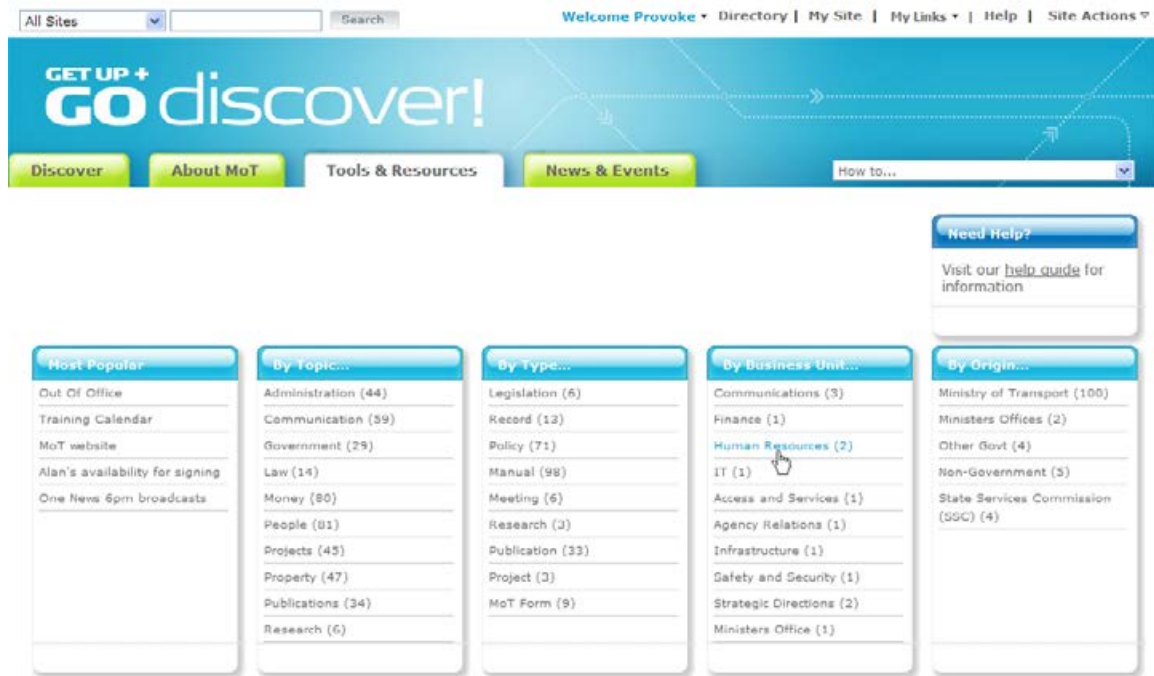
The scenarios included the following use cases:

- Respond to a Ministerial Inquiry about the number of aircraft fatalities in New Zealand between 2001-2005
- Receive *Alerts* on modifications made to a document
- Write a new policy
- Draft letters responding to an insurance enquiry
- Post information about an upcoming social club event
- Email the HR policy manual to a staff member

Common tasks the intranet supports include:

- Access current and historical policies, Parliamentary bulletins, internal news, Cabinet meeting times
- Search for documents and other information sources
- View organizational structure and identify personnel
- Access internal and external contacts (names, phone numbers, and email)
- Access internal policies and procedures (such as "How-to" documentation)
- Contribute to site content
- Subscribe to site update notifications

Ten Best Intranets: Ministry of Transport (New Zealand)



Pictured: The *Tools and Resources* tab, which is used to locate content. The user, looking for "leave," has selected *Human Resources* from the items grouped by *Business Unit*.

Ten Best Intranets: Ministry of Transport (New Zealand)

All Sites Search

Welcome **Provoke** | Directory | My Site | My Links | Help | Site Actions

GET UP + GO discover!

Discover About MoT Tools & Resources News & Events How to...

Discover > Tools & Resources > Documents

View all

Most Popular

By Topic

By Type

By Business Unit

Communications

Finance

Human Resources

IT

Access and Services

Agency Relations

Infrastructure

Safety and Security

Strategic Directions

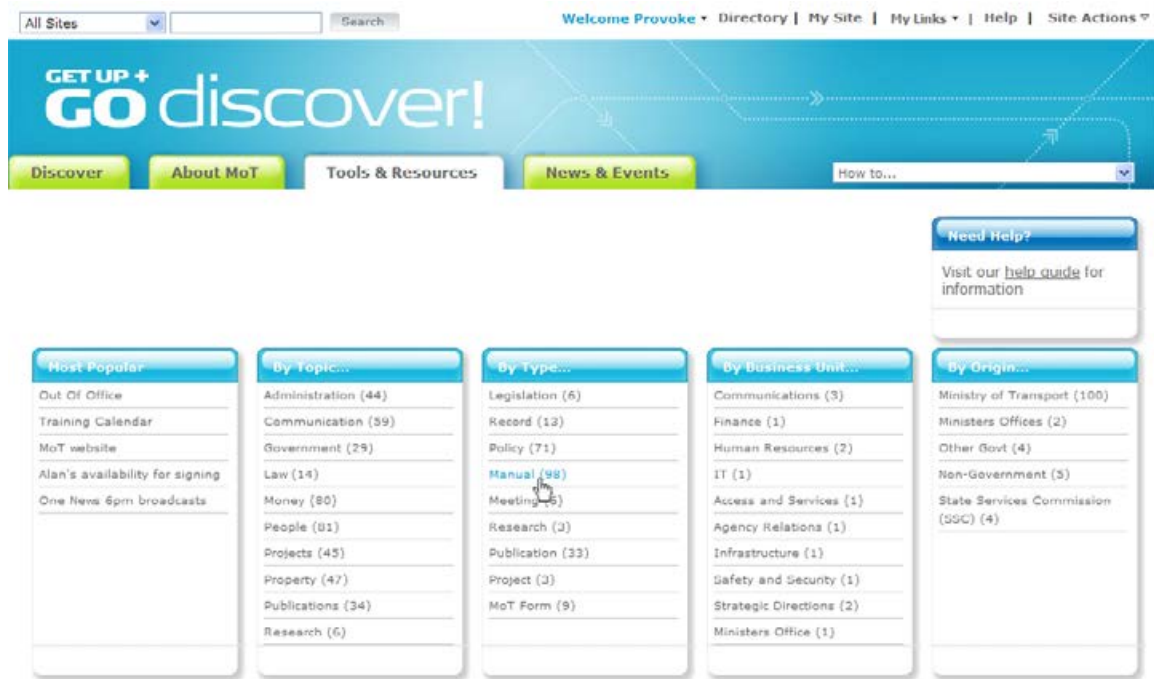
Ministers Office

By Origin

Type	Name	Content Type	Created	Created By	Transport Mode
	Acceptable Use Policy	Policy	13/04/2007 2:30 p.m.	Provoke	Not Applicable
	Administrator Responsibilities for the Time Recording System	Manual	13/04/2007 2:30 p.m.	Provoke	Not Applicable
	adviser performance objectives	Manual	16/08/2007 9:08 a.m.	Provoke	Not Applicable
	Advice Analyst Competencies Index	Manual	31/07/2007 3:56 p.m.	Provoke	Not Applicable
	All Ministry Roles - objectives	MOT Form	16/08/2007 9:08 a.m.	Provoke	Not Applicable
	Applying for leave electronically	Manual	22/05/2007 9:37 a.m.	Provoke	Not Applicable
	CBA 2008/09 FNAU	Record	14/02/2007 12:20 p.m.	Provoke	Not Applicable
	Code of Conduct	Policy	13/04/2007 2:17 p.m.	Provoke	Not Applicable
	Collection of Rides and Functions	Policy	13/04/2007 2:17 p.m.	Provoke	Not Applicable
	Consultant Project Snapping Form	MOT Form	14/05/2007 1:14 p.m.	Provoke	Not Applicable
	Declaring Information about Services Being Sought	Policy	13/04/2007 2:18 p.m.	Provoke	Not Applicable
	Employee Assistance - Staff Profile	Record	21/05/2007 11:11 a.m.	Provoke	Not Applicable
	Employee Relations Disciplinary Procedure	Policy	13/04/2007 2:18 p.m.	Provoke	Not Applicable
	Employee Relations Disputes Procedure	Policy	13/04/2007 2:18 p.m.	Provoke	Not Applicable
	Employee Relations Employee Meetings	Policy	13/04/2007 2:18 p.m.	Provoke	Not Applicable
	Employee Relations Employee Assistance Programme	Policy	13/04/2007 2:18 p.m.	Provoke	Not Applicable
	Employee Relations Equal Employment Opportunities	Policy	13/04/2007 2:18 p.m.	Provoke	Not Applicable
	Employee Relations Family Friendly Policy	Policy	13/04/2007 2:18 p.m.	Provoke	Not Applicable
	Employee Relations Personal Records	Policy	13/04/2007 2:18 p.m.	Provoke	Not Applicable
	Employee Relations Right to Entry	Policy	13/04/2007 2:18 p.m.	Provoke	Not Applicable
	Employee Relations Sexual Harassment	Policy	13/04/2007 2:18 p.m.	Provoke	Not Applicable
	Employee Relations Surplus Staffing Situations	Policy	13/04/2007 2:18 p.m.	Provoke	Not Applicable
	Farewell Functions Policy	Policy	19/06/2007 11:36 a.m.	Provoke	Not Applicable
	Get up GO Learn - Internal Training Form	MOT Form	12/04/2007 10:31 a.m.	Provoke	Not Applicable
	GO Policy	Policy	13/04/2007 2:18 p.m.	Provoke	Not Applicable
	Goals to guide the public service issued by the PM	Policy	13/04/2007 2:18 p.m.	Provoke	Not Applicable
	Guidelines for Contracting for Goods and Services	Policy	13/04/2007 2:18 p.m.	Provoke	Not Applicable; Air; Land; Rail; Sea
	Introduction and links to BBC Guidelines and material	Policy	13/04/2007 2:19 p.m.	Provoke	Not Applicable
	JRA Best places to work	Record	14/02/2007 12:25 p.m.	Provoke	Air; Land; Rail; Sea
	Management Competencies	Manual	31/07/2007 3:50 p.m.	Provoke	Not Applicable
	Managers Performance Objectives	Manual	16/08/2007 9:08 a.m.	Provoke	Not Applicable
	Manager's Smart checklist	Manual	16/08/2007 11:50 a.m.	Provoke	Not Applicable
	New Language Plan	Policy	13/04/2007 2:19 p.m.	Provoke	Not Applicable
	New Language resources	Manual	13/04/2007 2:19 p.m.	Provoke	Not Applicable
	New Language resources - Writing Plan	Manual	13/04/2007 2:19 p.m.	Provoke	Not Applicable
	Newspaper Glossary	Record	13/04/2007 2:19 p.m.	Provoke	Not Applicable
	Ministry of Transport Remuneration Grades	Policy	12/04/2007 10:24 a.m.	Provoke	Not Applicable
	Partnership for Quality - M407	Policy	14/06/2007 11:35 a.m.	Provoke	Not Applicable
	Power 6 - Getting Started - Entering Objectives only	Manual	16/08/2007 11:50 a.m.	Provoke	Not Applicable
	Power Index	Manual	24/07/2007 11:49 a.m.	Provoke	Not Applicable
	Support Performance Objectives	Manual	16/08/2007 9:08 a.m.	Provoke	Not Applicable

Ten Best Intranets: Ministry of Transport (New Zealand)

Pictured: The document library filtered for *Human Resources*, with the “applying for leave electronically” PDF highlighted.



Pictured: The *Tools and Resources* tab, which is used to locate content. The user, looking for “leave,” has selected *Manual* from the items grouped by *Type*.

The screenshot shows the Discover intranet interface. At the top, there's a navigation bar with 'All Sites', a search box, and links for 'Welcome Provoke', 'Directory', 'My Site', 'My Links', 'Help', and 'Site Actions'. Below this is a large blue banner with the text 'GET UP + GO discover!'. Under the banner are tabs for 'Discover', 'About MoT', 'Tools & Resources', and 'News & Events'. A breadcrumb trail reads: 'Discover > News & Events > Training Calendar > People Skills - Media Associates - \$445 (exc gst)'. On the left, there's a sidebar with 'Most Popular' links (MoT website, Training Calendar, Out Of Office, Alan's Availability for signing) and 'By Topic' categories (Administration, Communication, Government, Law, Money, People, Projects, Property, Publications, Research, Risk and Insurance, Health & Safety, Security, Technology, Travel, Other, Events, Leadership, Transport Policy). Below these are 'By Type' categories (Alert, Announcement, Feature Article, Classified, Event Page). The main content area displays the details for the 'People Skills - Media Associates' course. It includes a 'Close' button at the top right, a toolbar with 'New Item', 'Edit Item', 'Delete Item', 'Manage Permissions', 'Alert Me', and 'Export Event', and a table of details. The details include Title, Location, Start Time, End Time, Description, All Day Event, Recurrence, Workspace, Business Unit, Ministerial Portfolio, Origin, Transport Mode, Working Group, Rights Management, Keywords, and Topic. At the bottom, it shows the creation and modification dates and times, along with the user 'William Carroll Williams'.

Title	People Skills - Media Associates - \$445 (exc gst)
Location	Wellington
Start Time	1/08/2007 9:00 a.m.
End Time	1/08/2007 4:00 p.m.
Description	<p>This workshop recognises that, in most organisations, the most valuable team members are those with well developed 'people' skills. Key skills covered in the workshop are:</p> <ul style="list-style-type: none"> • How to identify the most common 'communication blockers' and remove them • How proactive and reactive behaviour impacts on communication • Why people respond differently in meetings and in life generally and what you can do about it • How to build rapport with clients and others in your team • how to ask effective questions to reveal useful information • how to become an active listener so that you get good information and strengthen relationships • techniques for broaching difficult topics and getting results • how to say no and preserve the relationship • how to handle difficult people and strong emotions -theirs and yours • how to resolve conflicts with lateral thinking and negotiation. <p>If this course interests you please contact the Training and Development Adviser who will arrange the booking. Manager approval must be sought before any booking can be confirmed.</p>
All Day Event	
Recurrence	
Workspace	
Business Unit	All
Ministerial Portfolio	None
Origin	Ministry of Transport
Transport Mode	None of the above
Working Group	Default
Rights Management	
Keywords	People skills, communication
Topic	

Created at 26/07/2007 9:00 a.m. by William Carroll Williams
Last modified at 2/08/2007 2:03 p.m. by William Carroll Williams

Pictured: After users select an item from the *Training Calendar*, this screen shows the available course details.

FEATURES

The Discover intranet offers many features, including:

- Browse and filter content by:
 - *Content Type*
 - *Audience Type(s)*
 - *Title*
 - *Name*
 - *Date Created*
 - *Topic*
 - *Transport Mode*
 - *Origin*

- *Rights*
 - *Ministerial Portfolio*
 - *A-Z*
 - *Author*
 - *File Size*
 - *Document Type*
- Search
- Upload documents/content
- Alerts/Announcements/Events
- Classifieds
- Desktop alerts
- Quick Poll
- Tagging (controlled vocabulary)
- Contacts Directory

A Need for Collaboration Tools

During the initial analysis and planning phases, the team quickly realized that MoT would greatly benefit from collaborative team sites and project sites. "The team sites and project sites are necessary to extend the intranet to support online work-related communities," says Wilkins. "Both by business unit, and by project group, providing a space to share content and manage change."

Functionality for these sites is being considered for a future phase, not because of constraints, but because the team felt that users would benefit from gradual releases of functionality and features. "The project has been phased to ensure users are not faced with too much change at once, which can create stress," says Zef Fugaz, Information Architect, Provoke Solutions. "In addition, the deliverables for each phase are clearly defined, and can build on the learnings from the previous phase(s), optimizing the solution fit with the end users."

Plans for the collaboration sites include utilizing the site's existing tagging engine. Relevant templates and content for each project or team will be displayed within these sections. Staff will see a list of tasks assigned to them and will be able to trigger task-flows themselves. The team is also considering wikis for knowledge sharing and versioning tools to track work-in-progress.

Community Tools

Although team collaboration tools are being planned for future phases, the intranet already contains several popular community-building features. "The *Alerts*, *Announcements*, and *Classified* functionality has been enthusiastically adopted by users," says Wilkins. "and has resulted in a significant reduction in internal emails sent to large numbers of staff members."

Different levels of announcements are distributed via the homepage, news section, and taskbar alerts. Announcements can include alerts, general announcements, and classified advertising. The intranet also contains *MySite*: an out-of-the-box personalized space where staff members can upload personal documents and create pages, blogs, and wikis. This content can be shared with peers.

"The *MySite* functionality has been adopted more by some users than others," says Wilkins, "but has not currently been actively promoted to users. When teamsites and project sites are implemented, there will be more focus on *MySite* functionality also."

Search Technology

The site uses MOSS search technology.

"In previous projects, we [the implementation team] have used other search technologies such as MondoSoft and ISYS," says Chandima Kulathilake, MOSS Solutions Consultant at Provoke Solutions. "It was decided that the OOTB functionality of Microsoft Search in MOSS provided the expected business outcomes for search."

"Since the intranet was being deployed on MOSS, the search capability of the platform was evaluated and identified as the best solution for the business requirements," says Kulathilake. "The extensibility and ability to interface and surface results from various other line-of-business systems provided a strong argument for using the platform capabilities." But, he says, the search tool needs further refinement (such as clustering similar results). The team also plans to extend search functionality to other areas, such as shared drives, and to address opportunities to enhance search as user expectations increase with use.

Ten Best Intranets: Ministry of Transport (New Zealand)

Welcome **Provoke** ▾ Directory | My Site | My Links ▾ | Help | Site Actions ▾

GET UP + GO discover!

Discover About MoT Tools & Resources News & Events

All Sites **Intranet** Public Website MOT People External Contacts

christchurch office Advanced Search

Results by Relevance | View by Modified Date | Alert Me | RSS

Results **1-10** of about 45. Your search took 0.09 seconds. **1 2 3 4 5** Next>

Christchurch Office
... about the **Christchurch Office** - map of accommodation, bike, bus, parking & taxi stands around the o ...
<http://discover/About/Pages/ChristchurchOffice.aspx>
- 42KB - - 8/08/2007

The Ministry's New Look
The Auckland/Northern Regional **office** is going through several changes. ... **Christchurch/South Island Regional Office**
... The staff in the **Christchurch/South Island office** have been reassigned from Agency Relations to the ...
<http://discover/About/Pages/TheMinistrysNewLook.aspx>
- 49KB - - 9/08/2007

The Ministry's New Look
The Auckland/Northern Regional **office** is going through several changes. ... **Christchurch/South Island Regional Office** ...
The staff in the **Christchurch/South Island office** have been reassigned from Agency Relations to the ...
<http://discover/News/Pages/TheMinistrysNewLook.aspx>
- 53KB - - 24/05/2007 Related tags: - [Administration](#), [Leadership](#), [People](#), [Transport Policy](#) - [Ministry of Transport](#)

Appointments to Maritime team, AMS
... and based in **Christchurch office** while he completes his studies. ... up & Go profile of **Christchurch office** ...
<http://discover/News/Pages/AppointmentstoMaritimeteamAMS.aspx>
- 45KB - - 2/09/2007 Related tags: - [People](#) - [Ministry of Transport](#)

Health and Safety Committee
Christchurch Office ... **Auckland Office**
<http://discover/About/Pages/HealthandSafetyCommittee.aspx>
- 43KB - - 11/08/2007

New Member in Public Transport, Access and Mobility Team
he based in our **Christchurch office** working on travel behaviour change, demand management and travel ...
<http://discover/News/Pages/NewMemberinPublicTransportAccessandMobilityTeam.aspx>
- 47KB - - 17/07/2007 Related tags: - [People](#) - [Ministry of Transport](#)

Nick Bryan
Christchurch ... **Chch Office** ... **Wellington Office Users**
<http://discover/personal/bryan/default.aspx>
- 22/08/2007

Purchase Order System Users and Approving Officers
Coordinator, **Christchurch** SAR Secretariat Manager ... **Office** Coordinator ... **Office** Assistant
<http://discover/Tools/Pages/PurchaseOrderSystemUsersandApprovingOfficers.aspx>
- 53KB - - 10/09/2007 Related tags: - [Money, Risk and Insurance](#) - [Ministry of Transport](#)

Nick Bryan
Christchurch ... **Chch Office** ... **Wellington Office Users**
<http://discover/personal/bryan>
- - 14/08/2007

Next Steps 12 July 2007
Colin Hey Transit, **Christchurch** ... Anna Sunter Transit, National **Office** ... Ian Appleton Land Transport, National **Office** ...
<http://discover/personal/lewily/Shared Documents/PSA Union Newsletter 6August2007.doc>
- 55KB - - 6/08/2007

1 2 3 4 5 Next>

Pictured: Search results page for the query "Christchurch Office" (Christchurch is a city on New Zealand's South Island).

Ten Best Intranets: Ministry of Transport (New Zealand)

Welcome [Provoker](#) | [Directory](#) | [My Site](#) | [My Links](#) | [Help](#) | [Site Actions](#) ▾

GET UP + GO discover!











[Discover](#) | [About MoT](#) | [Tools & Resources](#) | [News & Events](#)

All Sites | **Intranet** | [Public Website](#) | [MOT People](#) | [External Contacts](#)

[Advanced Search](#)

Results by Relevance | [View by Modified Date](#) | [Alert Me](#) | [RSS](#)

Results **1-10** of about 87. Your search took 0.09 seconds. [1](#) [2](#) [3](#) [4](#) [5](#) [Next>](#)

-  **Chong Newztel transport press clippings and broadcast abstracts 17-08-2007**
Click the link for today's **press** clippings ... **press** clippings ... **Ministry** of Transport
<http://discover/News/Pages/ChongNewzteltransportpressclippingsandbroadcastabstracts17-08-2007.aspx>
- 48KB - [Search Results](#) - 17/08/2007 Related tags: - [Communication](#) - [Ministry of Transport](#)
-  **Chong Newztel transport press clippings and broadcast abstracts 23-08-2007**
Click the link for today's **press** clippings ... **press** clippings ... **Ministry** of Transport
<http://discover/News/Pages/ChongNewzteltransportpressclippingsandbroadcastabstracts23-08-2007.aspx>
- 49KB - [Search Results](#) - 24/08/2007 Related tags: - [Communication](#) - [Ministry of Transport](#)
-  **Chong Newztel transport press clippings and broadcast abstracts 14-08-2007**
Click the following link for today's **press** clippings ... **PRESS CLIPPINGS** ... **Ministry** of Transport
<http://discover/News/Pages/ChongNewzteltransportpressclippingsandbroadcastabstracts14-08-2007.aspx>
- 48KB - [Search Results](#) - 14/08/2007 Related tags: - [Communication](#) - [Ministry of Transport](#)
-  **Chong Newztel transport press clippings and broadcast abstracts 13-08-2007**
PRESS CLIPPINGS ... **Ministry** of Transport ... Chong Newztel transport **press** clippings and broadcast abstracts 13-08-2007
<http://discover/News/Pages/ChongNewzteltransportpressclippingsandbroadcastabstracts13-08-2007.aspx>
- 48KB - [Search Results](#) - 14/08/2007 Related tags: - [Communication](#) - [Ministry of Transport](#)
-  **Chong Newztel transport press clippings and broadcast abstracts 08-08-2007**
Click the following link for today's **press** clippings ... **PRESS CLIPPINGS** ... **Ministry** of Transport
<http://discover/News/Pages/ChongNewzteltransportpressclippingsandbroadcastabstracts08-08-2007.aspx>
- 49KB - [Search Results](#) - 10/08/2007 Related tags: - [Communication](#) - [Ministry of Transport](#)
-  **Chong Newztel transport press clippings and broadcast abstracts 09-08-2007**
Click the following link for today's **press** clippings ... **PRESS CLIPPINGS** ... **Ministry** of Transport
<http://discover/News/Pages/ChongNewzteltransportpressclippingsandbroadcastabstracts09-08-2007.aspx>
- 49KB - [Search Results](#) - 10/08/2007 Related tags: - [Communication](#) - [Ministry of Transport](#)
-  **Chong Newztel transport press clippings and broadcast abstracts 10-08-2007**
Click the following link for today's **press** clippings ... **PRESS CLIPPINGS** ... **Ministry** of Transport
<http://discover/News/Pages/ChongNewzteltransportpressclippingsandbroadcastabstracts10-08-2007.aspx>
- 49KB - [Search Results](#) - 10/08/2007 Related tags: - [Communication](#) - [Ministry of Transport](#)
-  **Chong Newztel transport press clippings and broadcast abstracts 15-08-2007**
Click the link for today's **press** clippings ... **press** clippings ... **Ministry** of Transport
<http://discover/News/Pages/ChongNewzteltransportpressclippingsandbroadcastabstracts15-08-2007.aspx>
- 48KB - [Search Results](#) - 17/08/2007 Related tags: - [Communication](#) - [Ministry of Transport](#)
-  **Chong Newztel transport press clippings and broadcast abstracts 16-08-2007**
Click the link for today's **press** clippings ... **press** clippings ... **Ministry** of Transport
<http://discover/News/Pages/ChongNewzteltransportpressclippingsandbroadcastabstracts16-08-2007.aspx>
- 49KB - [Search Results](#) - 17/08/2007 Related tags: - [Communication](#) - [Ministry of Transport](#)
-  **Chong Newztel transport press clippings and broadcast abstracts 01-08-2007**
Today's **press** clippings ... **Press** clippings ... **Ministry** of Transport
<http://discover/News/Pages/ChongNewzteltransportpressclippingsandbroadcastabstracts01-08-2007.aspx>
- 49KB - [Search Results](#) - 2/08/2007 Related tags: - [Communication](#) - [Ministry of Transport](#)

[1](#) [2](#) [3](#) [4](#) [5](#) [Next>](#)

Pictured: Intranet search results for "press AND ministry."

Ten Best Intranets: Ministry of Transport (New Zealand)

The screenshot shows the Ministry of Transport (New Zealand) intranet search results for the query "public holidays". The page features a blue header with the "GET UP + GO discover!" logo and navigation tabs for "Discover", "About MoT", "Tools & Resources", and "News & Events". Below the header, there's a search bar with the query "public holidays" and a search button. The results are displayed in a list format, showing the first 9 results. Each result includes a title, a brief description, a URL, and related tags. The results are sorted by relevance, and the search took 0.09 seconds.

Results by Relevance | View by Modified Date | Alert Me! | RSS

Results 1-9 of 9. Your search took 0.09 seconds.

- i-lign tip: Task effort and duration**
i-lign excludes weekend days and **public holidays** when calculating dates. ... The end date also takes into account absences e.g. **holidays** recorded in personal calendars.
<http://discover/News/Pages/i-lignTipTaskEffortandduration.aspx>
- 50KB - [Recent Changes](#) - 15/08/2007 Related tags: - [Projects](#), [Technology](#) - [Ministry of Transport](#)
- NZPA Transport Newswire (10/07/2007)**
council's annual **public** transport customer satisfaction survey. ... satisfaction with **public** transport has declined given the delays and disruptions that have plagued ... to restore **public** faith in **public** transport.
[http://discover/News/Pages/NZPATransportNewswire\(10072007\).aspx](http://discover/News/Pages/NZPATransportNewswire(10072007).aspx)
- 102KB - [Recent Changes](#) - 10/07/2007 Related tags: - [Communication](#) - [Ministry of Transport](#)
- NZPA Transport Newswire (05/06/2007)**
... pollution than the **public** realizes, but they need to treat environmental issues with the same prior ... to recognize the **public's** demand for more action by airlines on the environment and called on airer ... to Community and **Public** Health educator Jane Sullivan.
[http://discover/News/Pages/NZPATransportNewswire\(05062007\).aspx](http://discover/News/Pages/NZPATransportNewswire(05062007).aspx)
- 110KB - [Recent Changes](#) - 6/06/2007 Related tags: - [Communication](#) - [Ministry of Transport](#)
- NZPA Transport Newswire (28/06/2007)**
This mornings regional transport news bulletin Jenny Eveleigh
http://discover/_catalogs/masterpage/AnnouncementPageLayout.aspx Kapiti rail tunnel to be widened in \$100m plan Fuel ...
[http://discover/News/Pages/NZPATransportNewswire\(28062007\).aspx](http://discover/News/Pages/NZPATransportNewswire(28062007).aspx)
- 107KB - [Recent Changes](#) - 28/06/2007 Related tags: - [Communication](#) - [Ministry of Transport](#)
- Guide to the Official Information Act**
Protect official information where necessary in the **public** interest or to preserve private property. ... Saturday, Sunday, **public holidays** and the days in the period beginning with 25 December of any year ...
<http://discover/Tools/Pages/GuideToTheOfficialInformationAct.aspx>
- 83KB - [Recent Changes](#) - 10/08/2007 Related tags: - [Communication](#), [Law](#), [Publications](#), [Research](#) - [Ministry of Transport](#)
- Daily NZPA Feeds**
Jamie Lowe http://discover/_catalogs/masterpage/PublicationPageLayout.aspx Monday 30th October 2006 GOVT TOO PASSIVE OVER AIR NZ - UNIONS AIR FREIGHT TAXES COULD HIT NZ EXPORT ...
<http://discover/Tools/Pages/DailyNZPA.aspx>
- 187KB - [Recent Changes](#) - 10/08/2007 Related tags: - [Communication](#), [Travel](#), [Transport Policy](#), [Research](#), [Publications](#), [Projects](#), [Law](#), [Government](#) - [Non-Government](#)
- Collective Employment Agreement**
... TRANSPORT & THE **PUBLIC** SERVICE ASSOCIATION 6/09/2006 1 ... 12.5 LEAVE 5.1 **Public Holidays** 125.2 Working on **Public** Holiday 135.3 Ministry of Transport **Holidays** ... • New Zealand **Public** Service Association Inc. ("the PSA")
http://discover/Tools/Documents/CEA_020806_FINAL.pdf
- 398KB - [Recent Changes](#) - 13/04/2007 Related tags: - [People](#) - [Ministry of Transport](#)
- Get Up & Go Together Sept 06**
Ministry of Transport TE MANATU WAKA INTERNAL NEWS AND VIEWS. SEPTEMBER 2006, ISSUE 15 P1 THOUGHTS ON LEADERSHIP One of the biggest challenges in leadership is adapting to situations where the formal trappings ...
http://discover/Tools/Documents/GUG_Sept_06.pdf
- 206KB - [Recent Changes](#) - 22/05/2007 Related tags: - [Communication](#), [Publications](#) - [Ministry of Transport](#)
- Get Up and Go Together Jan 07**
Ministry of Transport TE MANATU WAKA INTERNAL NEWS AND VIEWS. JANUARY 2007, ISSUE 19 P1 SEEK AND YOU WILL FIND At the start of the New Year we often return to work reflecting on how free and alive we felt ...
http://discover/Tools/Documents/GUG_Jan_07.pdf
- 334KB - [Recent Changes](#) - 22/05/2007 Related tags: - [Communication](#), [Publications](#) - [Ministry of Transport](#)
[\[View duplicates\]](#)

Pictured: *All Sites Search* results for "public holidays."

Data Visualization

MOSS comes with a basic out-of-the-box survey tool. But MoT wanted one that was more visually compelling and had more of a "fun factor."

With the recent launch of Microsoft Silverlight (similar to Flash), Provoke Solutions saw an opportunity to experiment with the new technology and meet MoT's needs at the same time. With cooperation from MoT and Capiche (for consistent visual design), Provoke Solutions created a simple online survey tool.

The survey is displayed on the homepage. It asks users a question and they select from the multiple-choice answers. On submission, the results are animated to display a bar graph.

The poll fills a need for MoT by creating a collective voice for the user community. It's quick, simple, and fun. And, according to Denston, the survey is something the staff can look forward to on a weekly or daily basis.

DESIGN PROCESS AND USABILITY ACTIVITIES

Redesign Goals

The primary redesign goals were to:

- **Streamline the IA:** Refine Discover's IA (which was applied in phase one) to better fit with current business-user requirements.
- **Establish consistency:** Review the content templates and metadata model; identify a set of key content templates for business unit areas and also add workflow for the templates through MOSS.
- **Increase uptake:** Increase the number of people using Discover by creating a clean, simple, and visually interesting workspace.
- **Distinguish work vs. play:** Create a visual divide between serious business content and more relaxed, "fun" aspects of the tool.
- **Encourage collaboration:** Offer employees the opportunity to take a break, express their individuality and creativity, and interact with others via features like *Announcements* and the *Noticeboard*.
- **Create interest:** Stimulate employee interest in information.
- **Inform users:** Push information that is new or important.
- **Enhance the site's aesthetics:** Improve intranet uptake through visual stimulation and greater design consistency.
- **Enable out-of-browser message notification.**
- **Refine and re-envision content management:** Streamline content management tasks as much as possible. Encourage distributed authoring for communication content to build a platform that will ease the move to fully distributed ownership and content management in the future.

Usability Methods

The first consultant MoT hired provided business requirements and a conceptual model for the site. This information, combined with insights from MoT's internal intranet team, provided the basis for Provoke's redesign work.

Given budgetary constraints, behavioral research (usability testing, conducting interviews, or observing staff using the site) wasn't possible, so the Provoke team chose instead to conduct a short workshop with the MoT project team to identify

primary personas. They created personas on-the-spot during the workshop. These personas served as the team's core usability research tool during planning.

"We began by identifying all the roles at the Ministry (based on job title)," says Fugaz. "We then clustered similar roles and prioritized each cluster based on likely intranet usage. For the priority clusters, we identified two primary user-types (based on information-seeking behavior), identified user goals, and common task scenarios."

Time constraints dictated that the persona profiles that resulted from the workshop were very basic, but they proved sufficient to help the IA identify a taxonomy and navigation structure.

To augment the personas, the team relied on their collective knowledge and experience, some field observations by Denston, and some research (including a previous NN/g *Intranet Design Annual*). This data comprised the basis for the project assumptions, and the team acknowledges that these assumptions will likely lead to the need for changes down the road. They have built that likelihood into the system design, which helps compensate for the lack of upfront research.

"A lot of the IA work was based on assumptions," says Fugaz, "so the tag-driven system we've created allows flexibility for future iterations."

"In terms of user navigation—pathways to information—the intranet relies on appropriately tagged content," he says, "While this requires a minute of upfront time when uploading and tagging new content, we believe the benefits come later by greatly enhancing the findability of content. Users can browse to content using a variety of pathways, and via taxonomy which makes sense to each individual."

PRIMARY PERSONAS—FROM THE USER ANALYSIS WORKSHOP

Persona 1: Karen | Advisor

About

Karen is a 34-year-old university graduate in Political Science with average computer office skills. She has been with The Ministry of Transport for less than a year.

Scenarios:

- Responding to a Ministerial Inquiry about the number of aircraft fatalities in New Zealand between 2001-2005
- Receive *Alerts* on modifications made to a document
- Write a new policy

Goal: Find information needed to write a policy or answer the minister

Needs:

- Access to internal and external contacts
- Easy access to current and historical policies, Parliamentary bulletins, internal news, cabinet times
- Easy search functionality generating accurate results

Also represents: Contractors

Persona 2: Sharon | Administration

About

Sharon is 25 years old. She has moderate office computer skills and is generally unfamiliar with using the Internet, but is a quick learner.

Scenarios:

- Draft letters responding to an insurance enquiry
- Post information about an upcoming social club event
- Email the HR policy manual to a staff member

Goal: Keep MoT running smoothly by supporting staff

Needs:

- View organizational structure and identify personnel
- Access internal and external contacts (names, phone numbers, and email)
- Access internal policies and procedures (such as "How-to" documentation)

TIMELINE

Phase One—Project Planning and Design

(August 2005—October 2006)

August 2005: Intranet planning phase begins with one consultant scoping intranet strategy and developing conceptual design

October 2006: Intranet launched, running on beta version of MOSS07, and included the floor plan and org chart

Phase Two—Enhanced IA, Functionality, RTM MOSS

(November 2006—May 2007)

May 2007: Technology upgrade to RTM MOSS07; finalized information structure, templates and so on.

Phase Three—Visual Design implementation, additional functionality

(May 2007-August 2007)

August 2007: Visual design and enhancements applied, including *Alert* notification and survey results rendered using Microsoft's Silverlight. MOSS OOTB Search functionality was extended and enhanced by customizing search Web Parts and integrating the search with external data sources.

RESULTS

The redesign's primary results have been qualitative thus far. Based on feedback the staff has received, the intranet has increased user satisfaction across the organization.

"We've had overwhelmingly positive feedback from staff and higher uptake of the intranet," says Denston. "My observations show that staff are exploring the new design and features—and as a result discovering information they initially missed."

Denston says the redesign results go beyond just general satisfaction—they're having a positive effect on staff productivity as well.

Prior to the intranet, employees communicated to all staff or to a group of staff members using email. The content of these messages ranged from time-sensitive matters to mundane requests, such as someone looking for the location of a laptop. The email volume was significant, as was the demand on staff time in dealing with it. These emails have been replaced with the intranet's *Alerts* and *Announcements* features, and the notifications are now unobtrusive.

"This has been beneficial not only from a network perspective," says Denston, "But has helped to reduce the stress on staff of having a build-up of emails—that may or may not be relevant—cluttering their in-boxes."

Hamish Denston lists a few tasks users can do now that they couldn't do before:

- Receive message notifications outside their browser (Windows taskbar alert)
- Post messages to the whole Ministry without creating email "noise"
- Search for information and obtain weighted and indexed results (previously, search returned a result set that was not sorted in any way, which didn't assist users in locating the information required)
- Contribute to online polls and surveys

LESSONS LEARNED

As can be expected from a complex development project, the lessons learned depend somewhat on the team member's role in the redesign effort. Following are insights from various MoT team members.

Hamish Denston, Project Manager, MoT:

Communicate with your users regularly—before, during, and after the project phase. “Don’t try and surprise them with cool features they might not use or like, and always talk through their concerns. Let them know the release at the end of the project phase is not set in stone, and to speak up if they have issues with the intranet. And don’t be afraid to change something that isn’t working.”

Release and test. “Don’t be afraid to put something out there that isn’t perfect—sometimes something imperfect is better than nothing at all, and users can contribute to the improvement process!”

Jasmin Wilkins, Project Manager; Provoke Solutions:

Consider a simple solution. “Give very serious consideration to additional functionality and whether the user utilization will justify the development. Sometimes simple functionality that hits the spot causes far more excitement and uptake than technically challenging components!”

Don’t skip the planning. “Although everyone is always extra keen to get to the build phase, the importance of the analysis and requirement documentation stage cannot be overstated. Every question not addressed at this stage requires significant time invested and has implications for other functionality if it’s not addressed early. There will always be questions that come up at this point, but do take the time to be as thorough as possible!”

Trust, honesty, and buy-in from all stakeholders are critical. “Without the support of senior management, and faith in each other, overcoming obstacles such as server builds, and other requirements utilizing resources is time consuming and detracts from the delivery. We have had great support from senior management through issues that have occurred, such as our beta license expiring(!), and a willingness to be pragmatic and agile to resolve issues, which has been fantastic.”

Control the scope! “Everyone needs to buy into the fact that last minute changes *can* have a huge impact on the end product. Maintaining a cohesive structure and image is extremely important. If it doesn’t ‘fit’ properly, or you can’t do it well, don’t do it. The users will notice, and it’s like an unfinished hem on an otherwise nice dress: it makes them wonder what else hasn’t been done properly!”

User-centered design works. “If users don’t like the way things work, they won’t use it. You don’t wear shoes that torture your feet everyday to walk to the office—and users don’t want an intranet that tortures their brains every day. Every hour spent taking one minute out of a task, or enhancing the ‘obviousness’ of the site is worth it for that moment when someone using it for the first time doesn’t even think about performing a task, and then asks why on earth it took so long for it to arrive!”

Things will change. “There will be things that need to be altered after delivery. For example, we needed the default people search to be internal rather than external contacts as people voiced their expectations. Don’t let one squeaky wheel drive change, make sure there is a case for the majority of users to benefit from a change, however tempting it is to give in to a persistent user. Try talking it through and offering alternative options to achieve the required outcome for that user.”

Isha Hartono, User Interface Integration, Provoke Solutions:

Build an IA specification. "Have an easily readable but detailed IA specification to work from. This is an artifact that can be understood by the client, designers, and developers alike."

Understand your CMS. "Know the limitations of implementing visual design on the CMS platform that you're working from, and be prepared for challenges that will crop up from using proprietary CMS software."

Zef Fugaz, Information Architecture, Provoke Solutions:

User research provides a solid foundation. "Due to budget constraints for this project, little time was spent analyzing the user tasks and scenarios. In hindsight, this made the design process more difficult as a UCD process relies on a solid foundation of user research. If you have to make assumptions about users, then make sure the project team understands the risks of this approach: a higher probability of rework further down the track."

New South Wales Department of Primary Industries

Using the intranet:

New South Wales Department of Primary Industries (NSW DPI) is an Australian government agency whose primary focus is to manage and regulate the use of the state's natural resources and the industries that work with them; promote healthy and safe primary industries; drive improvements in the productivity and sustainability of primary industries; promote trade by protecting and enhancing access to markets; and encourage industries to use natural resources in the most efficient and sustainable ways possible.

The department is also the largest provider of research within the New South Wales government.

Headquarters: New South Wales, Australia

Number of employees the intranet supports:

3,500 staff members at more than 120 locations throughout New South Wales

Sales: n/a (government agency)

Design team:

In-house, by the agency's Internal Communications Unit, which did all intranet planning, design, IA, and development

Members:

Kate Needham, Manager, Internal Communications, Penny Wheeler, Web Content Officer

SUMMARY

The New South Wales Department of Primary Industries (NSW DPI) is a government agency that works with industry, rural communities, and other public sector organizations to foster profitable and sustainable development. NSW DPI offers a wide range of services, and the intranet helps enormously in supporting the very diverse set of workers who deliver them.

The intranet, InSite, also helps to unify the four departments—Mineral Resources NSW, NSW Agriculture, NSW Fisheries, and State Forests NSW—that were unified to form NSW DPI in July 2004.

Just after the organizations merged, the intranet helped people to see where they actually fit in to this much larger organization. Knowing the intranet was the ideal platform to keep everyone informed of new department's role and vision, the intranet team worked quickly to get the site up and running.

Now under the Communications Branch, intranet team members immediately populated the intranet with relevant content needed by the users. But the team knew the communications could not be just one way, as staff had a lot of questions. To ensure that employees felt heard and got their questions answered, the intranet team added a form that let people submit questions and have them answered in the FAQ area.

The exchange of ideas continues today, almost four years later. In the homepage's top middle section, there are tabs for *Announcements*, *Events Calendar*, and an RSS subscription to *Industry News*. Users can also read archives or subscribe to news types they're interested in.

The homepage feature story, which appears in the upper left, changes at least twice a week. Two scientists are showcased in this example, exalted for their latest contribution to a trade magazine. This section usually comprises stories written by

staff members, enabling people to share with the whole organization what they're working on. Reciprocally, staff members reading the stories will learn more about the different happenings at their organization.

The *Staff Achievement Awards* section appears just below that. This area encourages people to nominate a colleague to be recognized—one more way staff can feel good about themselves and their co-workers.

The homepage also displays, on the left, links to *Media Releases*. This is important as it lets people within the department know what kinds of messages are being sent out to the public.

NSW DPI WWW.DPI.NSW.GOV.AU [STAFF DIRECTORY](#) [OFFICE DIRECTORY](#) [A-Z INDEX](#) [SITEMAP](#)

IN SITE [INTRANET](#) [STAFF](#) [WEB](#)

SEARCH THE INTRANET

[Home](#) [The Department](#) [Divisions & Branches](#) [Administration](#) [Support Services](#) [Forms & Templates](#) [Policies](#) [Online Systems](#) [Contact Lists](#)

ANNOUNCEMENTS **EVENTS CALENDAR** **INDUSTRY NEWS**

Jandaroi breaks new ground
NSW DPI's durum breeding team at Tamworth Agricultural Institute has notched up another success with the recent launch of Jandaroi.

Towards 2020 program invests \$1.2 million in oils research at Wagga
Wagga Wagga Agricultural Institute has received a welcome boost with the official opening of the \$1.2 million Australian Oils Research Laboratory.

MOU on forestry research
A new Memorandum of Understanding between Forests NSW and NSW DPI Science & Research to guide the future provision of research, development and technical services and funding arrangements for these services.

May achievements
Our major outputs and achievements for May have been summarised in a report.

[news archives](#) | [submit a news item](#) [subscribe](#) | [What's this?](#)

STAFF ACHIEVEMENT AWARDS
Nominate a colleague or team. Nominations close Friday, 10 August.

BUSH TELEGRAPH
Winter 2007 issue out now. Features carbon trading, harvesting and replanting and the new CEO.

AGRICULTURE TODAY
July 2007 issue out now. Features new beef breeding program, salinity and citrus.

MEDIA RELEASES

- Record breaker: Farmers sow biggest crop since 1983
- Highly successful silage course held again this year
- Stars shine for Hunter Valley farmers
- What can you do to help control the invasive seaweed Caulerpa?

[more media releases](#)

DIRECTOR-GENERAL MESSAGES

- DD07/018 MOU on forestry research
- DD07/017 May achievements
- DD07/016 Game Council NSW
- DD07/015 Establishment of the Water and Resources Policy Branch

[more messages](#)

CIRCULARS

- 07/018 Correction to Circular 07/017 in relation to the APEC public holiday declared on 7 September 2007
- 07/017 APEC public holiday declared on 7 September 2007
- 07/016 Crown Employees (Public Sector – Salaries, 2007) Award – 4% salary increase effective 13 July 2007
- 07/015 Employer of Choice

[more circulars](#)

THE DEPARTMENT

- Mission, Vision & Values
- Organisational Structure
- Minister & Executive
- Regions & Office Locations
- Executive Boards & Committees
- Corporate Publications
- News & Events
- Circulars
- Director-General Messages

ADMINISTRATION

- Asset Management
- Finance & Purchasing
- Human Resources
- Motor Vehicles
- Occupational Health & Safety
- Records Management
- Stationery & Business Cards
- Travel
- Uniforms

SUPPORT SERVICES

- Education & Extension
- Executive Support
- ICT & Helpdesk ph: (02) 6391 3272
- Legal Services
- Library Services
- Publishing & Communications including Logos & Image Library
- Research Support
- Staff Training & Development

QUICK LINKS - NSW DPI

- NSW State Plan
- Delegations
- Positions vacant
- Employee assistance program
- Staff training calendar
- Helpdesk ph: (02) 6391 3272

[Division & Branch home pages](#)
[Other intranets](#)
[I need to...](#)

QUICK LINKS - EXTERNAL

- Weather: BOM or Weatherzone
- White pages
- Yellow pages
- Google
- Whereis

QUICK LOGIN
WEBMAIL TAPS PURREQ
Username:
Password:
[Open Webmail](#) [Lotus Notes 5.0 login](#)

FEELING LOST?
[Take a guided tour of the new intranet.](#)

NEW TO THE DEPARTMENT?
[Get started with the induction program pages.](#)

Pictured: The *InSite* homepage of the government agency New South Wales Department of Primary Industries offers stories and news that helps employees keep each other informed and maybe even motivated.

On any intranet, it's important to keep the news current and to ensure that a variety of topics are covered. Having many news sources helps to alleviate this problem, as does making it easy for users to submit news.

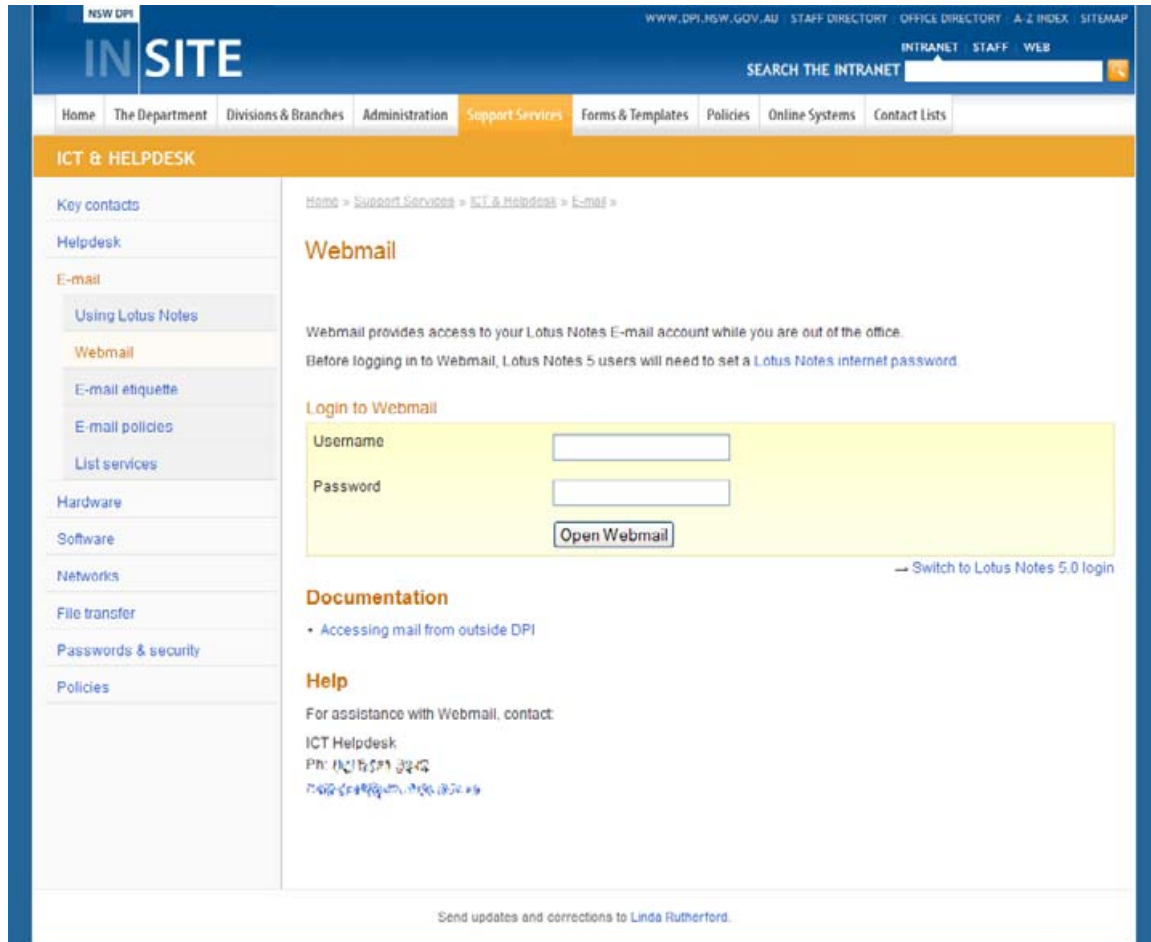
At NSW DPI, all staff members are encouraged to submit news and photos describing what they are or will be working on.

The *submit a news item* appears on the homepage under existing news items. Clicking it opens a clean, short form where people can add a story or an idea for a story, plus upload related photos and images. The user's name and email address are required, so site editors can ask questions as needed when they're editing the story. The form allows users to enter the story right there, and browse to upload any images. Clicking the *Submit* button at the bottom sends the information to the Internal Communication Unit, where it's edited and prepared for publication.

The screenshot shows the 'IN SITE' intranet interface. The top navigation bar includes links for 'Home', 'The Department', 'Divisions & Branches', 'Administration', 'Support Services', 'Forms & Templates', 'Policies', 'Online Systems', and 'Contact Lists'. A search bar is also present. The main content area is titled 'NEWS & EVENTS' and features a sidebar with links to 'Announcements', 'Feature stories', 'Contribute a news story', and 'Events calendar'. The 'Contribute a news story' form is displayed, with a heading 'Contribute a news story' and a brief explanation of the submission process. The form includes sections for 'Your details' (Name*, Email address*, Telephone) and 'Story' (Story (or story ideas)*). There is also an 'Upload images' section with a text area for image descriptions, a 'Browse...' button, and a checkbox for 'Please contact me for more images'. The form concludes with 'Submit' and 'Clear Form' buttons. A footer note states 'Send updates and corrections to Internal Communications.'

Pictured: A short and simple form enables all employees to submit a story idea, or a story and accompanying photos.

All of the news and announcements are informative. Plus, the intranet allows users to access their email over a VPN when they're out of the office. The *Webmail* link is under the *Support Services* tab, a good classification for the function. Once selected, users are asked to log in with a username and password. At the bottom of the page, there's information about *Help* for users who are lost or simply forgot their password.



Pictured: People can check their email over the intranet via a VPN.

The intranet supports 3,500 staff at more than 120 locations throughout New South Wales. These people hold a wide range of job roles, including: clerical and managerial staff; field staff (such as mine safety inspectors, veterinarians, foresters, and fisheries inspectors); operational staff (such as farm hands); scientists and researchers (such as horticulturalists, entomologists, geologists, and chemists).

With all of these roles come many different types of tasks—far different than at more traditional organizations. For example, some staff members need access to vehicles to do their jobs. The Department maintains a fleet of vehicles at a few locations, and staff members can book these vehicles for work-related travel. A simple form on the intranet makes this possible.

The form is easily found in the intranet's *Administration* section. The top of the form asks for *Driver details*, where users type their names and choose a booking location. The form lets administrative staff or other colleagues do bookings on behalf of others, offering fields for both the *Driver name* and *Your name*. The *Travel plans* section collects information about departure, return, and trip distance. The *Vehicle requirements* and *Special requirements* sections allow users to specify the type of vehicle they prefer, plus any other requirements.

Like the form for submitting news, all field labels are short, simple, and understandable. There is only one column of fields; left aligning all of the labels and fields makes the form neat and easy to scan. The section headings help users keep

their context as they answer the questions, as does the subtle yellow background differentiating the sections.

At the end of the form, there is a *Submit* button (and a *Clear* button, which we don't usually recommend for forms, as users often accidentally clear their work). The *Submit* button is visible and comes first (before the *Clear* button); when users click it, the request is routed to the relevant fleet manager.

Historically, employees booked vehicles by calling their location's receptionist, who would take the details over the phone and enter the details into a fleet management system. The new system is a good example of the intranet supporting work tasks and helping to reduce costs.

NSW DPI

WWW.DPI.NSW.GOV.AU STAFF DIRECTORY OFFICE DIRECTORY A-Z INDEX SITEMAP

IN SITE

INTRANET STAFF WEB

SEARCH THE INTRANET

Home The Department Divisions & Branches Administration Support Services Forms & Templates Policies Online Systems Contact Lists

MOTOR VEHICLES

Key contacts

Vehicle bookings

Fleet rates

Forms & templates

Policies & procedures

Home > Administration > Motor Vehicles >

Vehicle booking form

Driver details * response required

Driver ID

Please enter a cost code

Driver name*

Driver email*

Booking location*

Please arrange bookings through your local receptionist if your location is not listed here

Your name*

Travel plans

The Q Fleet Vehicle Booking System only allows bookings between 0700 and 1800. Should you require a car outside these hours (e.g. 8.00am) please book for 1800 on the previous day. If returning later than 1800 (e.g. 2200) please book the vehicle out till the following day.

Departure (date/time)*

Return (date/time)*

Destination(s)*

Estimated distance*

Vehicle requirements

Preferred vehicle style

Type of vehicle supplied will depend on local availability

Alternative preference

☐ E-Tag required

☐ Magnetic parking label required

Special requirements

Please provide details of any requirements for weekend use, overnight garaging and non-departmental passengers and any other special requirements.

☐ Weekend use required

☐ Non-departmental staff travelling as passengers

Details

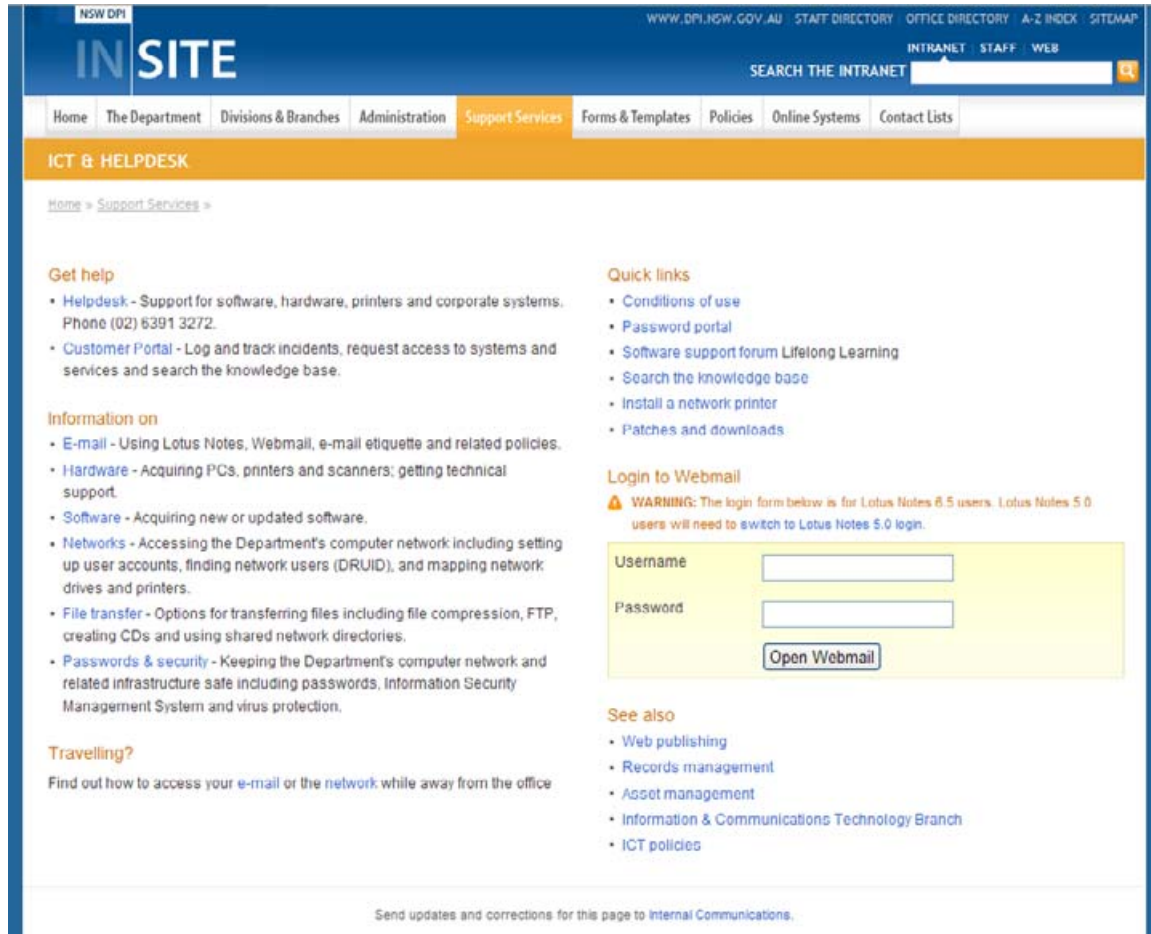
Other requirements/comments

Send updates and corrections to Internal Communications.

Pictured: Users can book vehicles from the motor vehicle fleet. The form has simple field labels that are left aligned, as is the single column of fields.

It's not easy to make an intranet that works well and looks good doing it. That NSW DPI achieved this was no accident. The intranet team designers wanted to use a lot

of white space so users could focus on the content. The team was disciplined, keeping active white space on the intranet's pages rather than cluttering them up. The foundation for this discipline is at the template level; the template itself is designed with a lot of white space. The team also published much documentation for publishers, including guidelines on keeping pages "small" and eliminating non-essential images. This is especially important considering that many of the staff are in remote locations on slower connections.

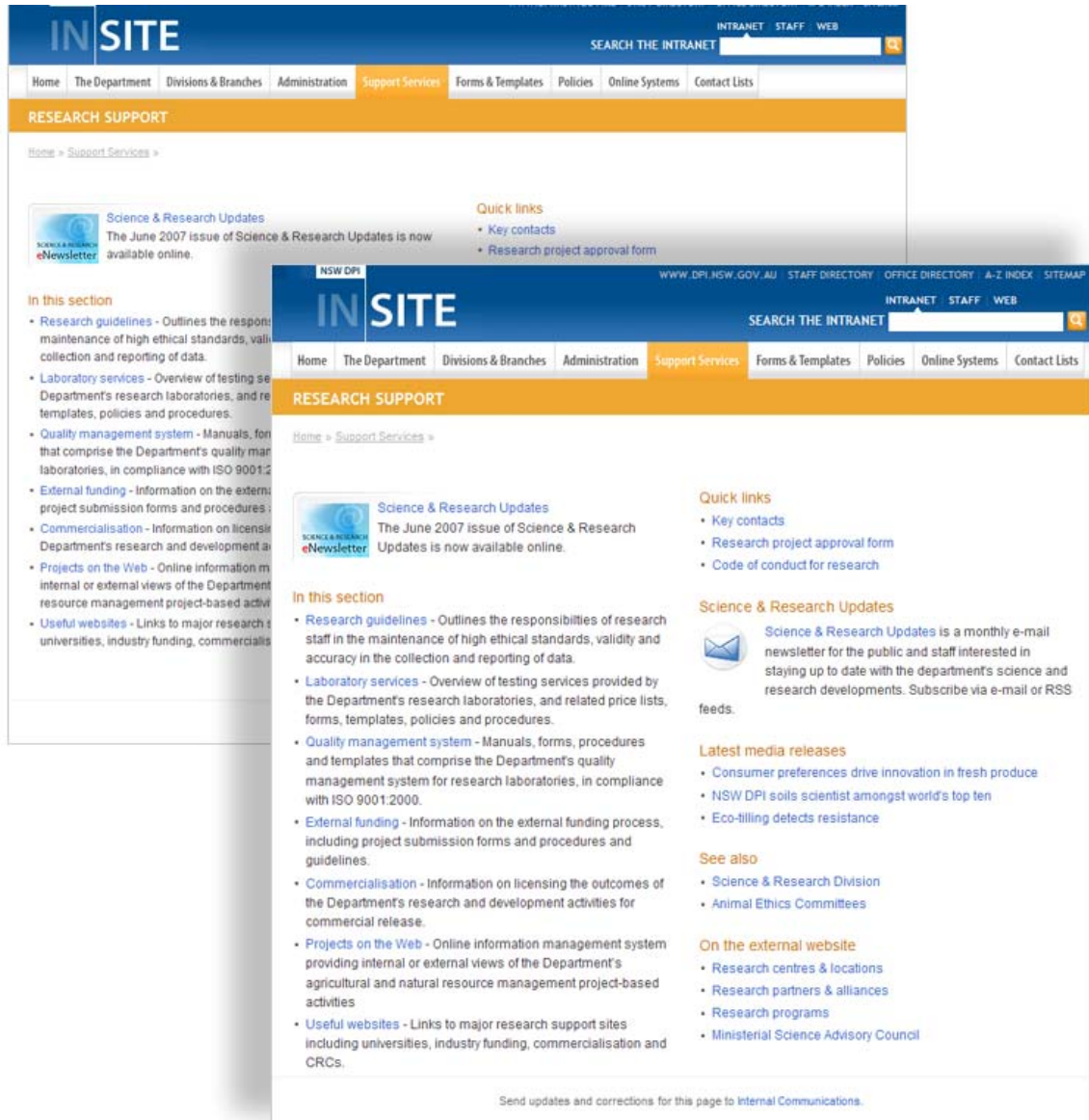


Pictured: Much white space in the content templates ensures that the user's focus is on the content.

Designers also considered their typical users' screen resolutions (800 x 600 and 1024 x 768) and designed accordingly. Through CSS and Javascript, the fixed-width design changes automatically, depending on the width of the user's browser.

The intranet's role is as integral now as it was just post-merger. With an abundance of news, plus very elegantly designed forms, people can effortlessly give and receive information at NSW DPI. This exchange of ideas is all made possible through InSite, the organization's robust yet simple intranet.

Ten Best Intranets: NSW Department of Primary Industries



Pictured: The fixed-width design changes automatically to accommodate either 800 x 600 or 1024 x 768 resolutions.

URL AND ACCESS

The URL for the site is: <http://intranet.dpi.nsw.gov.au>. The intranet is the default homepage on the browsers of all new computers. "Staff can change it, but tend not to," says Kate Needham, Manager, Internal Communications. Access from outside the department is done through VPN.

Mobile browsing is supported through style sheets, but according to Needham, there has not been great demand for mobile access so far.

TECHNOLOGY

Prototypes and design	Photoshop
IA/analysis/card sorting	Excel
Wireframes	PowerPoint
CMS	Squiz MySource Matrix
Search	Search module in the CMS (Squiz MySource Matrix)
Server	Sun Fire X4600 server with 4 x AMD Opteron Dual Core CPUs, 32 Gb RAM, and 2 x 73Gb HDD running Apache
Operating system	Linux Redhat 5
Database	PostgreSQL
Analytics	A W Stats

CONTENT MANAGEMENT

CMS Technology

NSW has been using Squiz MySource Matrix to manage both its public websites and intranet since 2004. NSW decided early on to use the same CMS for its public websites and intranet, primarily to keep costs down. "Using the same system has allowed us to share content and ideas, share knowledge and resources, and has simplified publisher training," says Needham.

Squiz MySource Matrix is an open-source PHP-based CMS developed by an Australian company. It runs on a PostgreSQL database. The product is only about five years old, but according to Needham, there is already a large user base within the public sector. "The open source nature of the product means that it is constantly changing and growing in complexity," says Needham. "We upgrade the system about four times a year, and each upgrade comes with new features that we try to figure out how to take advantage of."

Despite the advantage of using an open source solution, the downside to this particular technology is that it can be somewhat difficult to use.

Content Authoring

With limited staff to manage the intranet, distributed publishing is key to keeping the content up-to-date and relevant. "Like many large systems, the CMS is not an easy application to use," says Needham, "and tends to be overwhelming for people who aren't using it day to day, and who only need to perform relatively simple publishing tasks."

The department received training and implementation support from Squiz when they first installed the system, but the training happened at approximately the same time NSW DPI was created in the four-department merger. "There was a lot going on in terms of communications and the need for integrated platforms," say Needham. "We were keen to start building sites, including an intranet, in the system in order to have a centralized source of information, so we had to learn a lot about it in a relatively short period of time."

To address some of the system's complexities, the department developed an alternative interface, which is much simpler than the administrative interface, and gives content authors access to perform routine content management tasks, such as adding and editing HTML pages and publishing and updating files.

The department currently has approximately two-dozen content publishers in its various branches. Most of the content publishers who are trained on the simple interface are from the Corporate Services Division (finance, HR, library services, asset management, IT, occupational health and safety, and so on). It's their content that is used most often, and impacts the operation of the other areas of the department the most.

Needham and her colleague, Penny Wheeler, Web Content Officer, have also started to train people from other areas of the department. "The people we train come from a variety of job roles, including researchers, librarians, managers, and clerical staff, but tend to be the latter," she says. "We don't have any dedicated intranet publishers outside of the Internal Communications Unit. All of the people who have been trained are doing intranet publishing in addition to their regular jobs. Once people are trained, they are given access to specific areas of the content management system to maintain content."

Training CMS Publishers

The department has a waiting list of about 50 people for the publisher training. Anyone can apply and it's offered as a one-day course about once a month. "We haven't really started to promote the course," says Needham. "We are about to roll out a significant training program which we expect will see the number of publishers swell to well over 100."

The CMS automatically applies templates and builds the navigation as pages are created, allowing publishers to concentrate on their content. "We have a handful of templates that can be applied (with or without left-hand navigation, for example), with guidelines for when and how each template should be used," says Needham.

"All of the templates have standard features, such as the top banner with the search field, global navigation, utility links, and a footer with contact details, and use style sheets, ensuring consistency throughout the site."

The CMS logs changes to pages and documents, and has version control, so site administrators can see when something was last updated, and by whom.

"We also have comprehensive standards and guidelines on the intranet to guide our publishers on accessibility, writing for the Web, using images, and structuring their content," says Needham.

THE INTRANET TEAM



Pictured (from left): NSW Department of Primary Industries intranet team: Penny Wheeler, Web Content Officer, and Kate Needham, Manager, Internal Communications.

The Department of Primary Industries was formed in July 2004, when four departments (Mineral Resources NSW, NSW Agriculture, NSW Fisheries, and State Forests NSW) were joined. According to Needham, these four departments were merged in order to create efficiencies within the public sector, to give rural and regional people in New South Wales a stronger voice in government, and to better support primary industries.

"NSW Agriculture and NSW Fisheries (two of the agencies that merged), had been a single department in the past," she says. "The trend in Australian government, particularly at a state level, has been to consolidate departments. Other states already had large departments looking after primary industry issues, so our state (New South Wales) was really just following suit."

When the department was formed, responsibility for the four agencies' intranets resided in different areas of each organization, including: IT, records management, education, and publications. When the new department's structure was being developed, the intranets became the responsibility of the Communications Branch, which is also responsible for PR, events, branding, community programs, publications, and public websites.

The intranet is managed by the Internal Communications Unit (which is part of the Communications Branch), and is staffed by two full-time employees: Needham and Wheeler. A Website Administrator from the Communications Branch's Web Publishing section provides server administration and CMS support. "Due to the size of the team, we are both required to work across a broad range of disciplines, such as information architecture, usability, content management, design, and developing technological enhancements," says Needham. "The size of the team also means we need to rely on other people in the department to keep the intranet content current."

The intranet team resides in the same department as the team managing the public website, and this proximity means the two teams have a close working relationship. They share a CMS, rely on the expertise of the same developers, and, according to Needham, "we often help each other out when we have big projects on."

The Intranet in a Post-Merger Environment

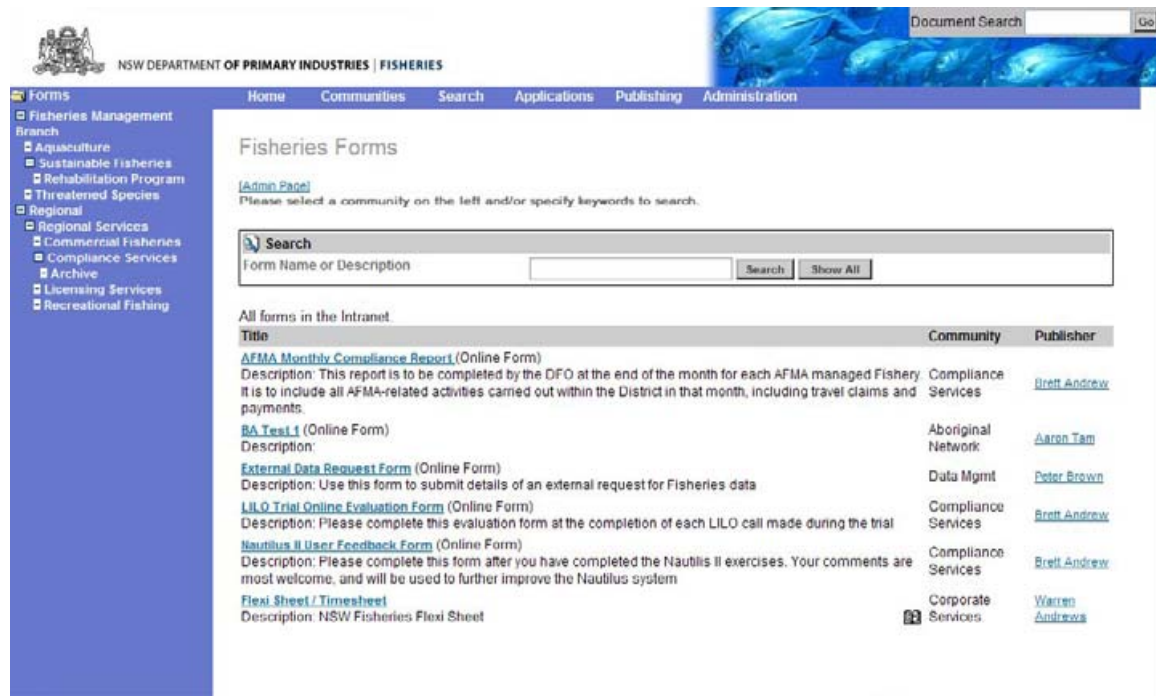
When the department was formed, the intranet was an ideal platform to keep all parties informed and help the different agencies understand where they fit in the newly merged structure. "Everybody had a lot of questions," say Needham. "It was also important to be able to communicate the role and vision of the new department."

"We quickly set up a site and started to populate it with regular bulletins from the executive, organization charts, frequently asked questions, major announcements, an integrated staff directory, forms, and links to relevant content on the legacy intranets," she says. "To ensure that communication flowed both ways, we set up an online form where staff could submit questions, and have them answered in the frequently asked questions. As a result, the intranet became a key tool in forming the culture and identity of the new department."

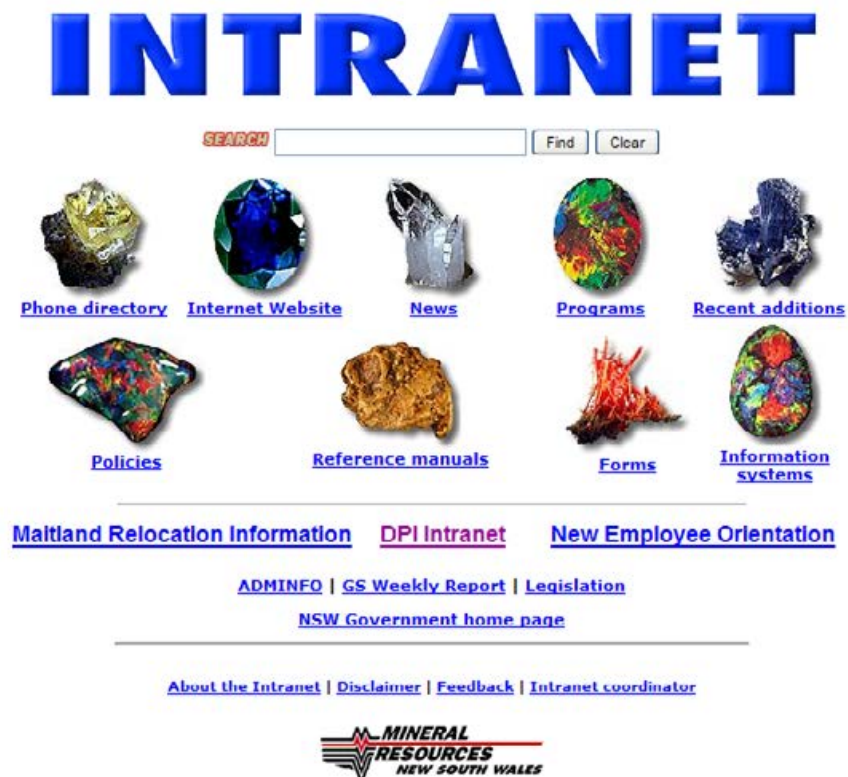
Merging Four Sites into One

Because the NSW intranet incorporated the four departments' assets, each brought a legacy intranet to the merger. Each site had its own structure, technology, and assets, and each was at a varying level of sophistication.

"They had all started as flat HTML sites in the late 1990s," says Needham. "One agency had been using a content management system built in-house, while another was using a system designed by a vendor that was no longer in business. A couple of the intranets hadn't changed in years."



Pictured: The *Forms* index from Fishbowl, the former NSW Fisheries intranet. Content was organized in *Communities*, which required users to know who owned the content or resort to searching.



Pictured: Homepage of the former Mineral Resources NSW intranet. The design was dated and the navigation (based on rocks and minerals) was too simplistic for the requirements of the larger, merged organization.



NSWAGintranet
[Home](#) > [Site information](#)

Forms and templates

- [AIMS - Accountability Information Management System](#)
- [Capital Forms - Assets](#)
- [Financial Accounting Forms](#)
- [Human Resources Administrative Forms](#)
- [Insect Pest Report Form - Information](#)
- [Motor Vehicle Online Bookings](#)
- [Occupational Health Safety & Rehabilitation Forms](#)
- [Privacy Notice and Consent Form](#)
- [Video conference booking form](#)

Other Form pages

- [Asset Forms](#)
- [Accommodation Administration](#)
- [Accounts Payable Financial Forms](#)
- [Accounts Payable SAP Forms](#)
- [Accounts Receivable Financial Forms](#)
- [Accounts Receivable SAP Forms](#)
- [Asset Management Table Maintenance Forms](#)
- [Asset Master Record Forms](#)
- [Asset Program Reconciliation Forms](#)
- [Asset Stocktake Forms](#)
- [Bees](#)
- [Building Maintenance Database](#)
- [Building Management](#)
- [By Product Income](#)
- [Code of Conduct](#)
- [Computer Leasing & Replacement Forms](#)
- [Consultancy Forms](#)
- [Corporate Credit Card Forms](#)
- [DAS charges for laboratory tests](#)
- [External Funding Forms](#)
- [Finance and Administration Forms](#)
- [Financial Stocktake Forms](#)
- [Fleet Information](#)
- [Forms and templates](#)
- [Forms used during Animal Disease Emergency](#)
- [Forms used during bushfires](#)
- [Forms used during floods](#)
- [GST/FBT](#)
- [General Ledger SAP Forms](#)
- [Health Regulation](#)
- [Helpdesk Information](#)
- [Information and Library Service Request Forms](#)
- [Legal issues](#)
- [Livestock](#)
- [Management Accounting Unit Forms](#)
- [Materials Management SAP Forms](#)
- [Mobile Telephones](#)
- [Non-conventional soil based products](#)
- [OH&S Safety Audits](#)
- [Pre-employment Health Declarations](#)
- [RAA Asset Master Record Forms \(only used by AMO Orange\)](#)
- [Redundancy & Redeployment Provisions](#)
- [Rehabilitation](#)
- [SAP - Financial Management Information System](#)
- [Salary Packaging](#)
- [Standard Letters & Forms \(SPC Use Only\)](#)
- [Statutory Declaration](#)
- [Tender Forms](#)
- [Video Conferencing](#)
- [Work Experience](#)
- [Working With Children Check](#)
- [Workplace Emergencies](#)

VISIT THE DPI STAFF INTRANET

**NSW DEPARTMENT OF
PRIMARY INDUSTRIES**

ANIMAL INDUSTRIES

Animal options ▾

PLANT INDUSTRIES

Plant options ▾

CORPORATE SERVICES

Corporate options ▾

SUPPORT UNITS

Support options ▾

- Employee Self Service
- Staff & office directories
- My Web E-mail
- Policies
- Procedures
- Circulars
- Forms
- Links
- Training
- TAPS
- Library
- Induction program
- External website

Home | Publish

NSW Agriculture
 ABN 51 734 124 190-004
**NSW Department of Primary
 Industries**
 ABN 51 734 124 190

Pictured: The *Forms* index from the former NSW Agriculture intranet. The navigation (on the right) was based on the organization structure and too simplistic for the requirements of the larger, merged organization.

Immediately following the new department's formation, a temporary intranet was created to smooth information distribution during the transition.

It was during this time (September 2004) that the department decided on Squiz MySource Matrix for the CMS—to be used by both the public-facing site and the intranet. "The new system presented a huge learning curve for everyone involved in its implementation," says Needham. "By early 2005, a second iteration of the intranet, using the new system, and combining much more of the information from the legacy intranets, was launched."

The new site that was being built out of the legacy intranets was constructed without much consultation with users. This was because there wasn't much time to devote to usability, and what time the team did have was being directed mostly to learning the new CMS and the huge task of content migration. As a result, the site's design and navigation was developed mostly from concepts borrowed from the legacy intranets, and ideas from intranets outside the department and publications such as Nielsen Norman Group's *Intranet Design Annual*.

Developing a New IA

Migrating content from the legacy sites presented the team with the problem of where to put all the content. "The structure of the site had become unworkable," says Needham. "Not only were we getting complaints from the users, but we were having trouble finding a home for the content we were migrating into it. It became clear to us that the navigation was not going to work in the long-term, so we decided to redesign it."

Once the initial content migration challenge was complete, the team could focus on involving users in the redesign process. "We put a call out for volunteers to be part of an 'Intranet Reference Group' that would take an active role in reviewing and redesigning the navigation, as well as providing an ongoing source of focused user feedback."

The group's members participated in a virtual focus group (via a blog), card sorting, and user testing activities, and contributed to helping the design team create the site's new IA and navigation. The ideas that were generated from the Intranet Reference Group sessions were integrated into the new design, which was launched in July 2007.

"The virtual focus groups were a real success story in the redesign," says Needham. "It allowed us to involve a broad range of users, and to keep the costs to a minimum."

According to Needham, this latest iteration of the intranet, called InSite, provides "much more intuitive navigation, greater integration of corporate applications, a strong recognizable design based on the department's new corporate identity standards, and is part of a family of branded internal communication vehicles—which includes *InBrief*, a weekly email newsletter, and *Inside DPI*, a printed staff magazine produced three times per year."



Pictured: Homepage from the second iteration (version 2) of the intranet.

Ten Best Intranets: NSW Department of Primary Industries



Pictured: The navigation and overall IA of the old intranet (version 2) was a constant source of complaints from users.

Ten Best Intranets: NSW Department of Primary Industries

The screenshot shows the NSW Department of Primary Industries intranet. The header includes the department logo, the word 'intranet', and navigation links like 'Home', 'www.dpi.nsw.gov.au', 'Staff directory', 'Office directory', and 'ESS'. A search bar is also present. Below the header is a secondary navigation bar with links: 'Thursday, 31 May 2007', 'about us', 'news', 'communities', 'staff + admin' (selected), 'industry', 'research', 'library', and 'resources'. The main content area has a green header with 'Home > Staff & Administration' and 'Finance'. On the left is a 'flyout' navigation menu with links: 'Working at DPI', 'Audit & risk management', 'Computers & systems', 'Delegations', 'Finance' (selected), 'Legal issues', 'Media, publishing & communications', 'Ministerial & DG correspondence', 'Occupational health & safety', 'Office services & supplies', 'Property & equipment', 'Records & information management', 'Staff training & development', 'Travel & transport', and 'Uniforms & corporate wear'. The main content area lists various finance topics with brief descriptions:

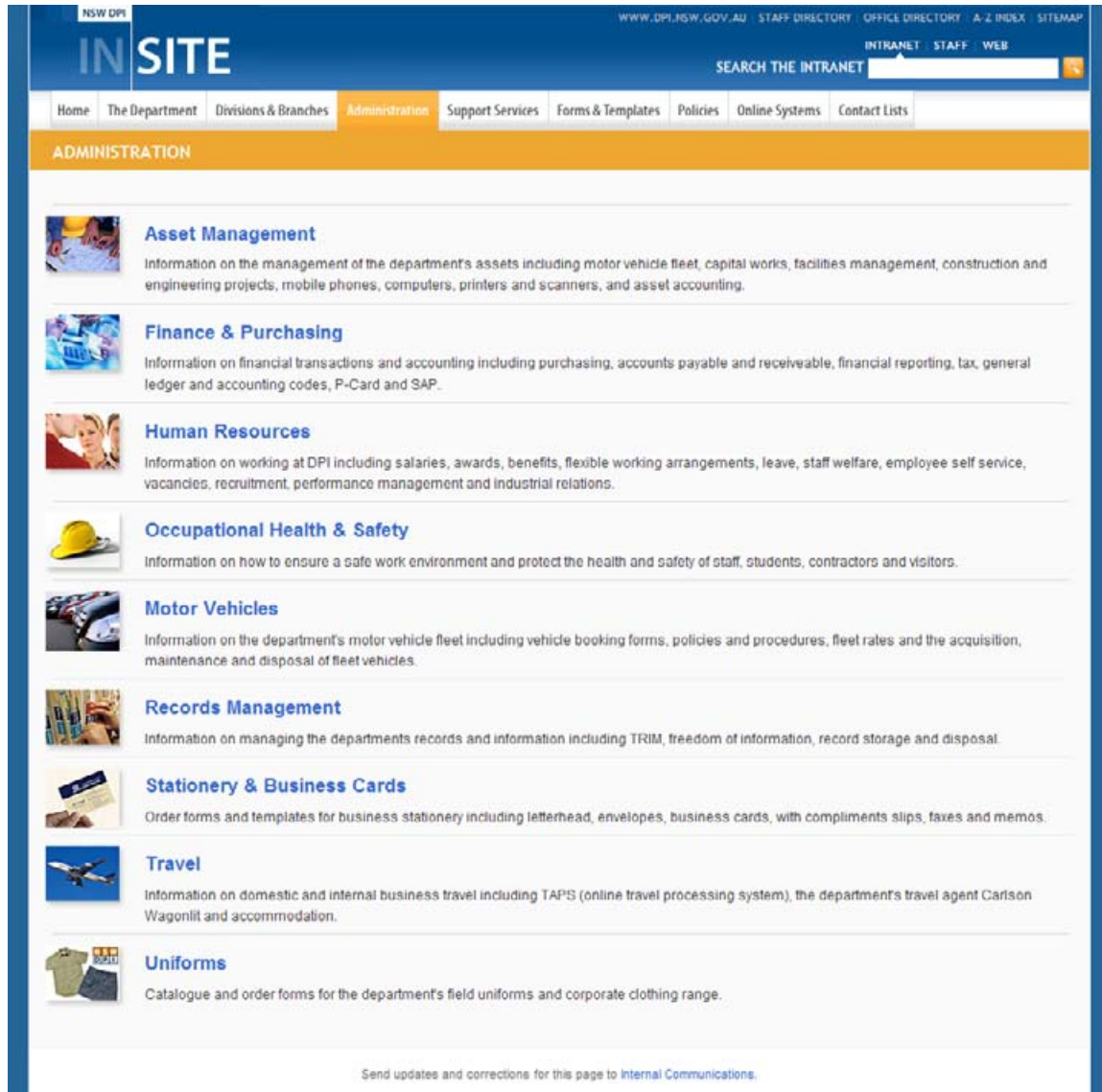
- End of financial year - critical dates**: Critical dates for accounting and asset management for the end of the 2005/2006 financial year.
- Finance contacts**: List of staff members and their roles within Finance Services Branch.
- Accounting codes**: Chart of Accounts, Work Breakdown Structure (WBS) codes, and Cost Centre (CC) codes. Includes a set of translation tables from old to new codes.
- General ledger**: Policies, procedures and forms for general ledger functions. Includes the Chart of Accounts and procedures for entering data into SAP.
- Accountable books**: Policies, procedures and forms for obtaining, using and tracking books and forms such as receipts and requisitions that are used for financial purposes.
- Accounts receivable**: Policies, procedures and forms for processing amounts owing to the department including invoicing, receipting, and banking.
- Accounts payable**: Policies, procedures and forms for paying suppliers of goods and services and reimbursing petty cash expenditure.
- Purchasing**: Policies, procedures and forms for purchasing goods and services for the department.
- P-Card**
- Sale of publications**: Policies, procedures and forms for managing and selling Departmental publications.
- Taxation**: Policies, procedures and forms for GST, FBT and other tax related information.
- Tendering**: Policies, procedures and forms for inviting tenders and processing them.
- External reporting**: Policies and procedures for reporting to Treasury.
- Industry reporting**: Policies, procedures and forms for financial reporting on projects funded by external sources.

On the right side of the main content area, there is a box labeled 'DPI's ABN' with the number '51 734 124 190'.

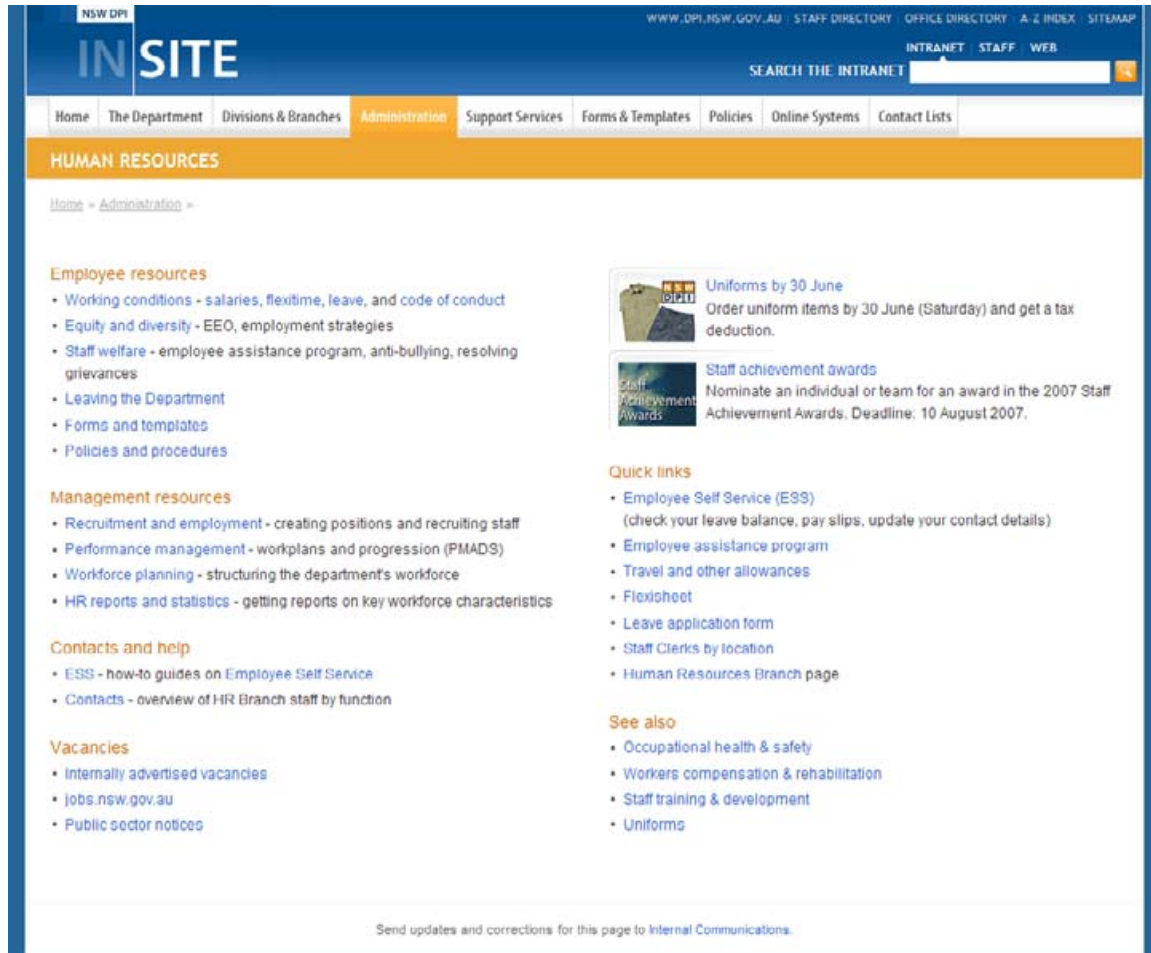
Pictured: Topic page from the second iteration (version 2) of the intranet. The inefficient “flyout” navigation on the left was a major usability problem. The new version has local, contextual navigation that expands to two levels.

The screenshot displays the NSW DPI Intranet homepage. At the top, there's a navigation bar with links like 'WWW.DPI.NSW.GOV.AU', 'STAFF DIRECTORY', 'OFFICE DIRECTORY', 'A-Z INDEX', and 'SITEMAP'. Below this is a search bar labeled 'SEARCH THE INTRANET'. The main content area features a large 'INSIDE DPI' banner with the date 'MONDAY, 9 JULY 2007'. To the left, there's a section titled 'ANNOUNCEMENTS' with a photo of two men and text about 'Jandaroi breaks new ground'. Below this is a 'WEEKLY EMAIL BULLETIN' section for 'ISSUE 64, 18 JULY 2007'. The central part of the page has a 'STIRRING A DEMAND FOR ASIAN VEGIES' article with a photo of a man in a kitchen. To the right, there's an 'Action on Women's Strategy' article. Below the main articles, there's a 'CIRCULARS' section with a link to '07/019 Private and secondary employment policy'. The sidebar on the left contains a menu with links like 'Home', 'The Department', 'Divisions & Branches', 'Administration', 'Support Services', 'Forms & Templates', 'Policies', 'Online Systems', and 'Contact Lists'. The sidebar on the right lists 'Staff profiles' and 'Regular columns'.

Pictured: The new intranet has a strong, recognizable design based on the department's new corporate identity standards, and is part of a family of branded internal communication vehicles.



Pictured: Landing page for the *Administration* topic section.



Pictured: Sample topic page (*Human Resources*). The team made a concerted effort to avoid structuring content based on the organization structure. This was particularly important in a post-merger environment, where the organization structure was not well understood and was likely to change frequently.

The screenshot shows the NSW DPI Intranet. The header includes the 'IN SITE' logo, navigation links like 'Home', 'The Department', and 'Divisions & Branches', and a search bar. The left sidebar lists categories such as 'Key contacts', 'ESS', 'Vacancies', 'Working conditions', 'Salaries, awards & allowances', 'Flexible work arrangements', 'Leave', 'Code of conduct', 'Staff welfare', 'Equity & diversity', 'Workforce planning', 'Recruitment & employment', 'Performance management', 'Leaving the department', 'Staff Clerks', 'HR statistics and reports', 'Forms & templates', and 'Policies'. The main content area is titled 'HUMAN RESOURCES' and features a breadcrumb trail: 'Home > Administration > Human Resources > Working conditions > Flexible work arrangements'. The primary section is 'Flexible work arrangements', which includes a sub-section 'Flexible working hours agreement'. This section lists several documents: 'Flexible working hours application form' (79.9 KB), 'Flexible working hours agreement' (88.1 KB), 'Advantages of flexible working hours agreement' (26.1 KB), 'Implementing the nine day fortnight' (24.3 KB), and 'Banking flex days - examples' (73.6 KB). Below this is the 'Flexisheets' section, which describes the 'Electronic FlexiSheet Version 3' and lists 'Electronic flexisheet' (510.8 KB) and 'Electronic flexisheet user manual' (1.4 MB). The 'Other attendance records' section includes an 'Attendance record worksheet (38 hour staff)' (111.0 KB). Finally, the 'Overtime & leave in lieu' section lists 'Overtime claim form' (84.0 KB), 'Leave in lieu reckoner' (17.4 KB), and 'Compensation for directed overtime' (48.3 KB). A footer note states: 'Send updates and corrections to Internal Communications.'

Pictured: Sample content page providing links to relevant policies and procedures.

Working with Agencies

All intranet planning, design, IA, and development was done in-house.

GOALS AND CONSTRAINTS

Goals of the NSW intranet:

- Support the creation of a single culture and shared understanding within the new department
- Provide a single, centralized, and coordinated communications channel for all staff
- Provide a single, centralized access point for corporate applications
- Enhance employee communication and access to information
- Support work processes, activities, and task completion
- Support knowledge management
- Reduce operating costs
- Support the implementation of the new corporate strategy

Ongoing constraints:

- The size and skill set of the intranet management team
- It was difficult to identify content owners on the former agencies' legacy intranets, which impacted on the speed of the content migration to the new site
- The former agencies' infrastructure (servers, networks, and so on) and information systems are still being integrated, which has made integrating information difficult
- Lack of organizational support for distributed publishing

USERS

The intranet supports 3,500 staff at more than 120 locations throughout New South Wales, in a wide range of roles including:

- Clerical and managerial staff
- Field staff (including mine safety inspectors, veterinarians, foresters, and fisheries inspectors)
- Operational staff (such as farm hands)
- Scientists and researchers (such as horticulturalists, entomologists, and geologists)

USER TASKS

Using the intranet, staff can:

- Read internal news, media releases, and industry news
- Submit news and photos to keep the homepage fresh and relevant

- Subscribe to RSS feeds for content update alerts
- Search for staff in the staff directory, which sources data from the HR management system to ensure that data remains up-to-date (staff can also update their own details)
- Find subject matter experts
- View a calendar of upcoming events
- Submit events for the calendar
- View the *Training Calendar* and enroll in courses
- Participate in surveys
- Book travel; submit travel-expense claims
- Book a vehicle
- Order business cards and other stationery
- Raise and approve purchase orders
- Look up pay information and leave balances
- Apply for leave
- Log and track an IT support request
- Book display material for events
- Order uniform and corporate clothing items
- Access email while away from the office (*Webmail*)
- Search the library catalog
- Search for and download images in the image catalog
- Download forms and templates
- Download logos
- Download organization charts
- Search for policies
- Share documents
- View internal job vacancies
- Undergo the induction program (for new employees)
- Take a guided tour of the intranet

BASIC INTRANET FEATURES

Navigation

- Consistent, intuitive, user-designed navigation across all pages
- User-centered, task, and topic-based navigation (not based on organizational structure)

Design

- Simple, clean design (lots of white space and emphasis on hyperlinks)
- Consistent design across all pages
- Minimal use of graphics (no gratuitous images)
- Resizable text
- Standards compliant design (including CSS-driven layout)

Search

- Search available from every page
- Search the intranet, staff directory, or Internet from one field
- Search results include “best bets” to help users quickly locate relevant information

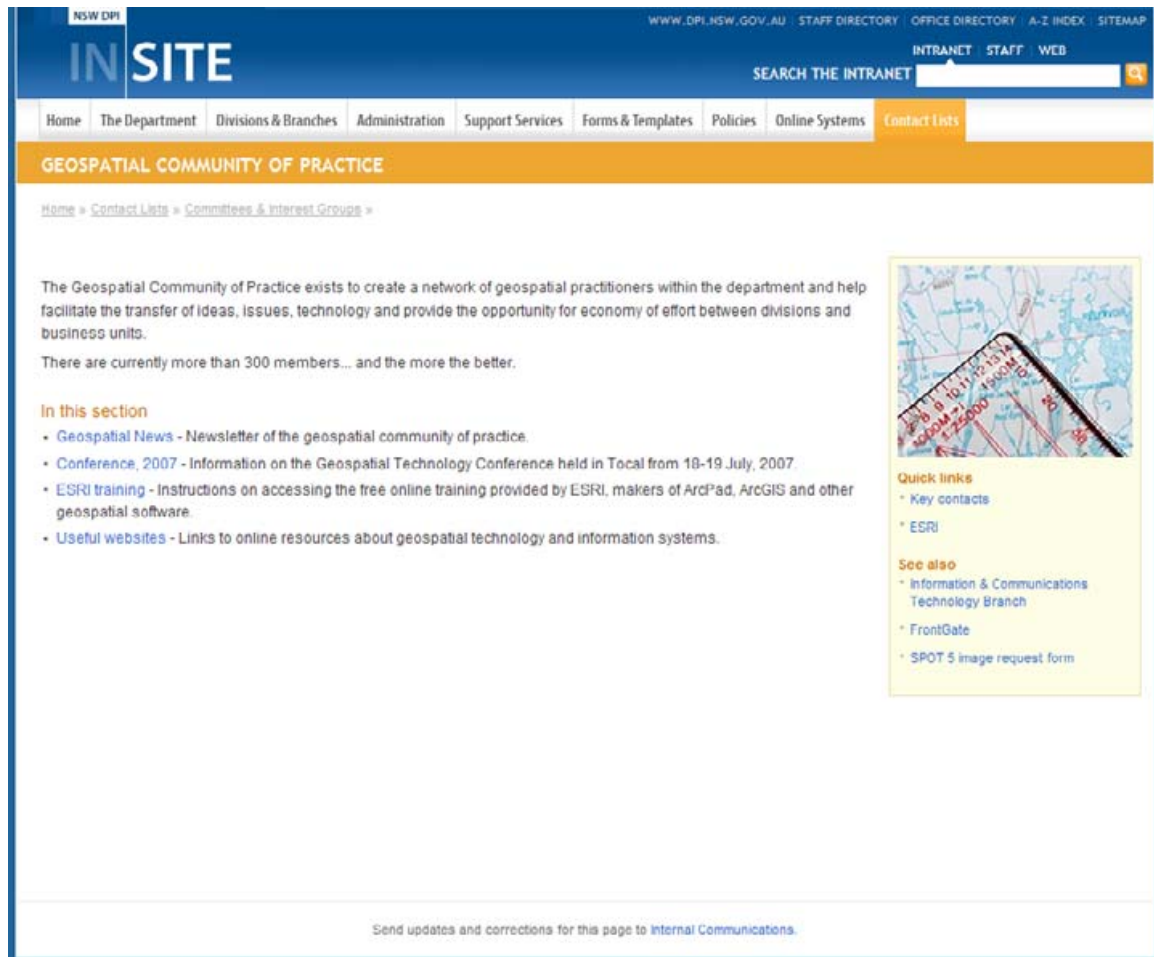
Content

- Distributed publishing
- Comprehensive intranet design standards and guidelines for content contributors
- Department-wide news and announcements (with archive) and RSS subscription service
- Seamless integration with major corporate applications, including purchase requisitions, travel bookings, vehicle bookings, and *Webmail*
- Content owners identified on every page to enable quick, targeted feedback via a link to an email address
- Simple, easy-to-use forms
- A-Z index and site map to assist users in finding content
- Key contact lists for content topics
- Web 2.0 integration (Google maps) for office location maps

Specialized Content Areas

Team Areas

Each division and branch has its own intranet section where it can put content and links to other online resources that are specific to its needs. The site also has areas that support cross-organizational project teams, interest groups (communities of practice), and committees.



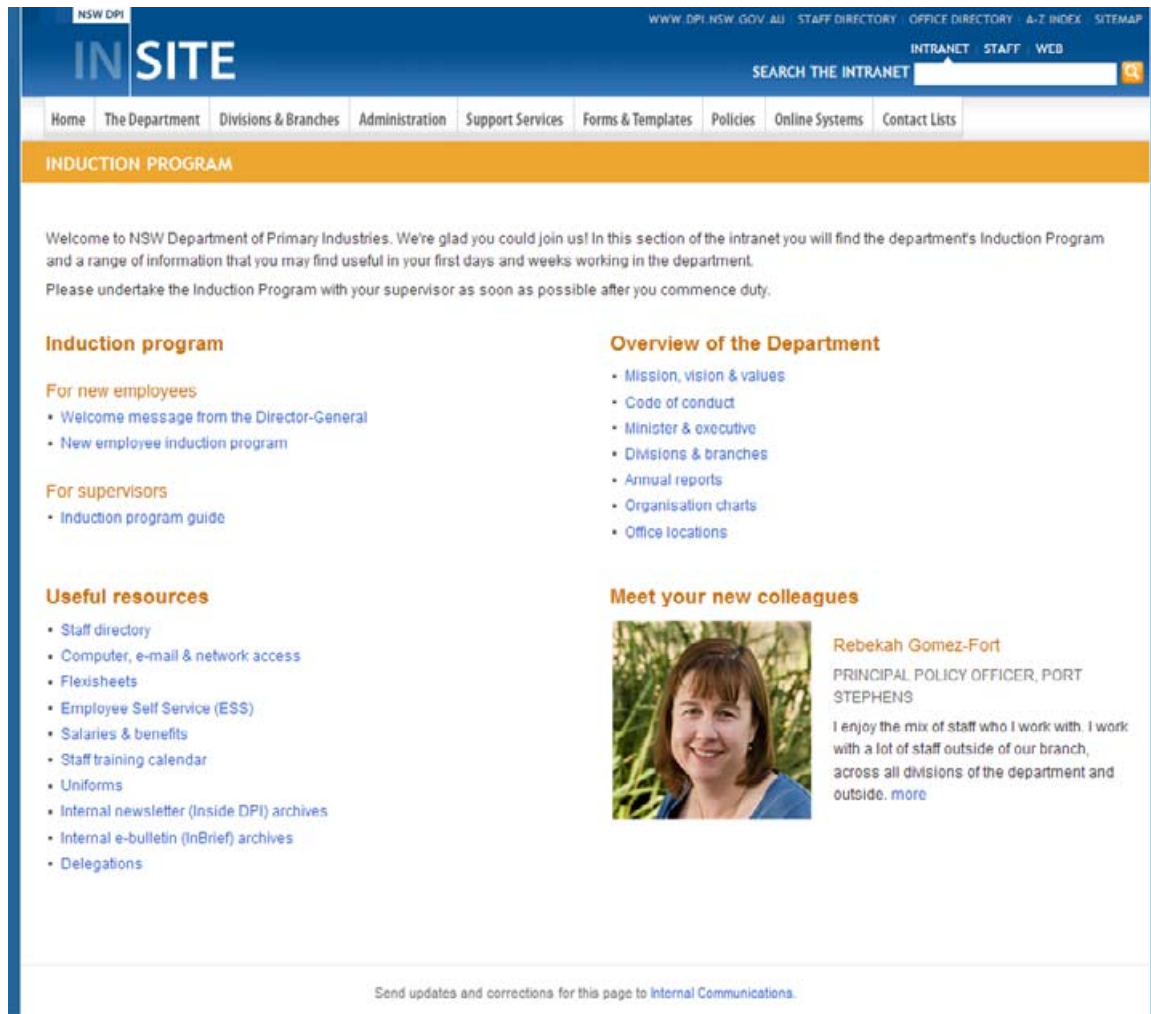
Pictured: There are special site areas dedicated to cross-department interest groups and communities of practice.

Support for Mission-Critical Tasks

There are a wide range of applications available via the intranet that have been designed to support specific job roles, such as mining and fishing license registers, an interactive Web mapping system to support emergency response teams and regulatory operations, a research projects database, and a system to manage the department's publications.

New Employees

There is a special intranet section designed to manage the new-employee orientation process. It includes a welcome message from the Director-General, links to useful intranet resources, new hire processes for both the supervisor and the new employee, and profiles of staff members from throughout the department.



Pictured: A special intranet section designed to manage the orientation process for new employees.

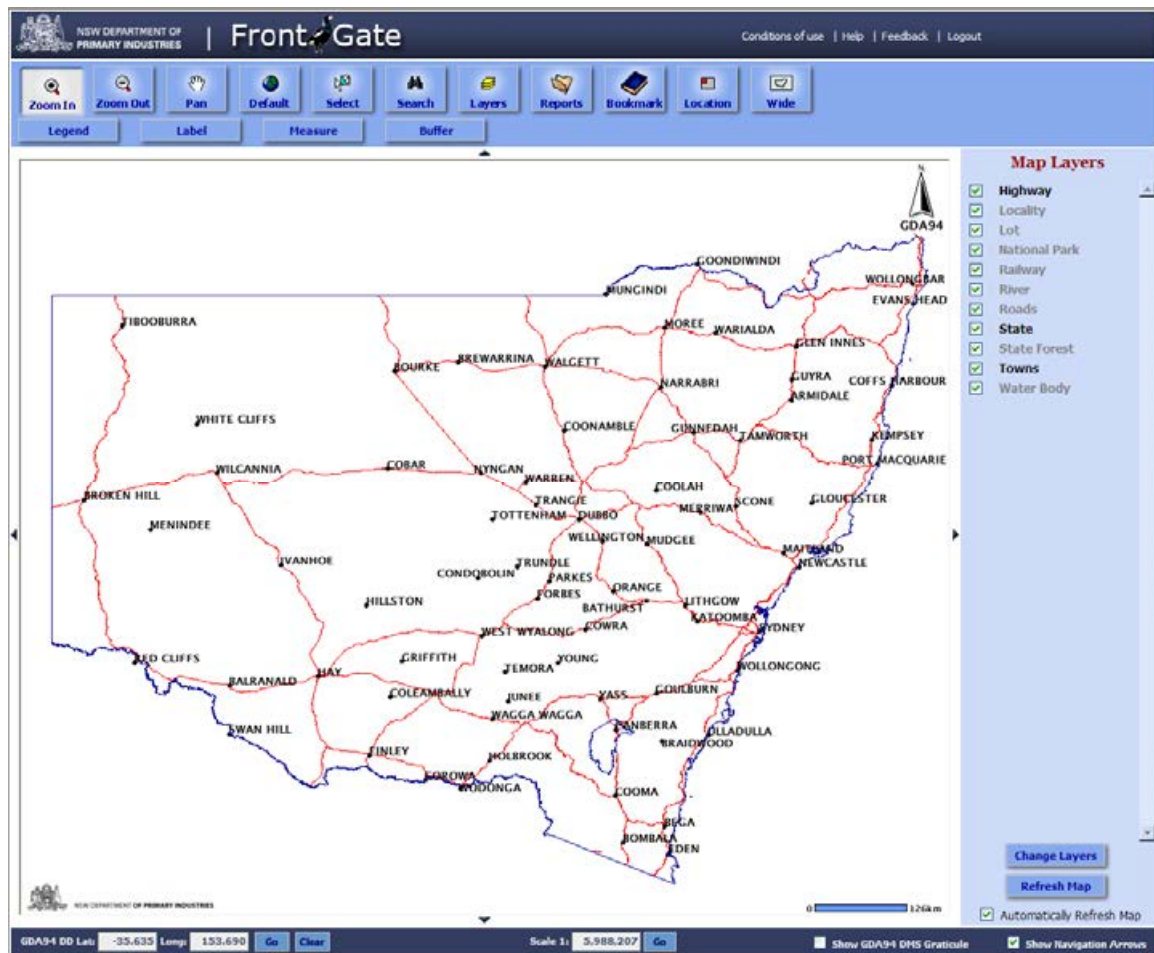
Collaboration Tools

"We don't currently have any collaborative areas," says Needham. "Some teams use Lotus Notes teamrooms, but we have a project looking at using blogs and forums to support geographically separated teams and to foster communities of practice."

Data Visualization

Because one of the department's primary roles is to lead the response to agricultural and animal emergencies, such as exotic disease outbreaks, the intranet provides access to Front Gate, an interactive mapping system. As Needham notes, "this system was specifically designed to support emergency planning, response, and recovery operations, as well as ongoing regulation and compliance activities."

Front Gate lets users generate an array of customized maps and reports—incorporating a wide range of data—for any area of the state.



Pictured: Front Gate, a specialized mapping and reporting application, supports the department's role in responding to emergencies, such as floods, drought, and exotic disease outbreaks. Using the system, employees can view geospatial data and produce a range of reports for any area of the state.

Search

The intranet template has a multi-search field available at the top of every page. The same field can be used to search the intranet, staff directory, and the Web (via Google). The NSW intranet uses the search module that comes packaged with the CMS, Squiz MySource Matrix. It's limited to searching content contained in the CMS, but there are a range of information repositories the intranet draws on. "We are currently looking at implementing a Google Mini search appliance to search the intranet and other information repositories," says Needham.

The department regularly tracks search logs, and in an effort to improve search results, it applies log information to adjust the metadata included in the most relevant content items.

Below are screenshots for a few searches, including:

Sample searches	Search term(s)
A specific product or service unique to your company	"PROfarm" (industry training program)
A list of your company's locations	"Office directory"
A list of your company's holidays for 2008	<i>Not applicable</i>
A retirement benefit offered by your company	"Superannuation"
A mention of your company in the press in the last month	<i>Not applicable</i>



Pictured: Search box available from the top right of every page on the intranet. Users can search the intranet, staff directory, or the Internet (via Google) by simply changing the tab at the top of the search box.

Ten Best Intranets: NSW Department of Primary Industries

The screenshot shows the NSW DPI intranet search results for the query "TRAVEL". The page features a blue header with the "IN SITE" logo and navigation links. A search bar at the top shows the query "TRAVEL" and indicates "101 RESULTS FOUND FOR 'TRAVEL'". The results are displayed in a list format, with the top result, "Information on domestic and internal business travel including TAPS (online travel processing system), the department's travel agent Carlton Wagonit and accommodation," highlighted in yellow. Other results include various forms and guidelines related to travel expenses, insurance, and booking. The page also includes a "BEST BET" label for the top result and a "PAGE 1 OF 5" indicator at the bottom.

101 RESULTS FOUND FOR "TRAVEL" PAGE 1 OF 5

Travel BEST BET

Information on domestic and internal business travel including TAPS (online travel processing system), the department's travel agent Carlton Wagonit and accommodation.
<http://intranet.dpi.nsw.gov.au/admin/travel/>

Traveling expenses related to worker's compensation claim form 80.1 kb
Form used to claim expenses incurred seeking medical treatment or other travel expenses related to a worker's compensation claim.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0081/Traveling_expenses_claim_form.pdf

Travel insurance (overseas - medical and baggage) application form 24.6 kb
Form used to obtain travel insurance including medical cover, baggage and personal effects when travelling overseas on official business.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0033/travel_insurance.pdf

Overseas travel submission form and guidelines 47.2 kb
Form (with instructions) used to seek approval for overseas travel on official business.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0030/travel_submission_guidelines.pdf

Policy A-040 Traveling compensation 104.5 kb
Outlines various conditions associated with an employee's entitlement when travelling away from their normal work location.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0050/a040_traveling_compensation.pdf

Policy A-025 Overseas travel 88.8 kb
Provides a framework for the administration of overseas travel from arranging funding to lodging a travel submission, pre-travel preparations, bookings, variations to itinerary, travel expenses to post-trip requirements.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0244/a025_overseas_travel.pdf

Traveling, meal and various other allowances 52.0 kb
Rates for travel sustenance and other allowances.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0245/travel_allowances.pdf

Travel advance (short-term assignment overseas) reconciliation worksheet 26.0 kb
Worksheet used to calculate and reconcile an advance for overseas travel expenses.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0035/travel_advance_reconciliation.xls

Travel advance voucher 79.9 kb
Voucher used to obtain advance payment for travel expenses.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0229/travel_advance_voucher.pdf

Travel claim form 97.0 kb
Form used by individuals to make travel claims or acquit their related P-Card (credit card) expenses.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0230/travel_claim.pdf

Overseas travel reconciliation form and guidelines 107.9 kb
Forms with instructions on preparing an overseas travel reconciliation breakdown of advances and expenses.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0032/travel_reconciliation_guidelines.pdf

Air travel certificate record form 16.9 kb
Form used to certify that an individual undertook air travel.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0243/a024_travel_certificate.pdf

Applying for overseas travel
Outlines the steps involved in planning and applying for overseas travel for the department.
http://intranet.dpi.nsw.gov.au/admin/travel/overseas/policies_and_procedures/001

Travel contacts
<http://intranet.dpi.nsw.gov.au/admin/travel/contacts>

Travel websites & resources
A collection of useful web resources on transport, accommodation, trip planning and after hours entertainment.
http://intranet.dpi.nsw.gov.au/admin/travel/travel_resources

Travel allowances & expenses
Information on sustenance rates for travelling while on official Departmental business, claiming travel expenses and getting a travel advance.
<http://intranet.dpi.nsw.gov.au/admin/travel/expenses>

Circular 06/016 Travelling compensation entitlements 103.0 kb
Following consultations with the Public Service Association, a comprehensive policy document covering employees' entitlements when travelling away from their normal work location has been developed.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0050/06-016.pdf

Booking travel
Information on making travel arrangements, including travel approvals, dealing with the NSW Government travel agent, using the online booking tool and booking flights, accommodation and transport.
<http://intranet.dpi.nsw.gov.au/admin/travel/booking>

TAPS (Travel Approval & Processing System)
Online system used to process travel requests, approvals and acquittals.
<http://intranet.dpi.nsw.gov.au/admin/travel/taps>

Preparing for overseas travel
Outlines the steps required before undertaking overseas travel including passports and visas, medical checks, insurance and bookings.
http://intranet.dpi.nsw.gov.au/admin/travel/overseas/policies_and_procedures/002

Returning from overseas travel
Steps to be completed when returning from overseas travel, including letters of thanks, expense reconciliations and reports.
http://intranet.dpi.nsw.gov.au/admin/travel/overseas/policies_and_procedures/003

During overseas travel
Advice on keeping records of overseas travel expenses.
http://intranet.dpi.nsw.gov.au/admin/travel/overseas/policies_and_procedures/004

Cancelling overseas travel arrangements
Outlines the steps involved in cancelling or changing overseas travel arrangements.
http://intranet.dpi.nsw.gov.au/admin/travel/overseas/policies_and_procedures/005

Air travel (domestic and international) booking form 89.0 kb
Form used to gain approval to travel.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0047/air_travel_request_form.doc

Travel data entry form 201.6 kb
Form used by Finance & Administration staff to acquit a travel claim or credit card payment.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0232/travel_data_entry.pdf

PAGE 1 OF 5

Send updates and corrections for this page to InternalCommunications@dpi.nsw.gov.au

Pictured: Sample search results page. "Best bets" (pages that best match the search query) are highlighted in yellow.

Ten Best Intranets: NSW Department of Primary Industries

The screenshot displays the intranet interface of the NSW Department of Primary Industries. At the top, there is a navigation bar with links to 'NEW DPI', 'WWW.DPI.NSW.GOV.AU', 'STAFF DIRECTORY', 'OFFICE DIRECTORY', 'A-Z INDEX', and 'SITEMAP'. Below this is a search bar with the text 'SEARCH THE INTRANET' and a magnifying glass icon. A secondary navigation bar contains links to 'Home', 'The Department', 'Divisions & Branches', 'Administration', 'Support Services', 'Forms & Templates', 'Policies', 'Online Systems', and 'Contact Lists'. The main content area is titled 'SEARCH' and shows '71 RESULTS FOUND FOR "PROFARM"'. The results are listed in a table-like format with columns for the result title, a brief description, and a file size. The results include: 'PROfarm' (BEST BET), 'PROfarm program planning', 'PROfarm course development', 'PROfarm activity report form', 'PROfarm flyers', 'PROfarm course template' (34.7 kb), 'PROfarm marketing toolkit', 'PROfarm short course brochure (highlights)' (363.3 kb), 'PROfarm PowerPoint template' (598.5 kb), 'PROfarm flyer - Shaping our futures together (high resolution colour)' (4.5 mb), 'PROfarm flyer - Shaping our futures together (low resolution colour)' (725.3 kb), 'PROfarm flyer - Irrigation pump performance (high resolution colour)' (5.5 mb), 'PROfarm course champion/coordinator contact list' (124.0 kb), 'ProFarmer September supplement - Crop Forecast' (426.2 kb), 'ProFarmer Market update V 15(35) 6th Sept 2007' (92.1 kb), 'ProFarmer Market update V 15(36) 12th Sept 2007' (90.5 kb), 'ProFarmer V 15(36) 13 Sept 2007' (341.6 kb), 'ProFarmer V 15(35) 6 Sept 2007' (589.6 kb), 'ProFarmer Market update V 15(34) 28th Aug. 2007' (94.0 kb), 'ProFarmer V 15(33) Aug 2007' (430.1 kb), 'ProFarmer V 15(34) 30 Aug 2007' (595.4 kb), 'ProFarmer Australia newsletter', and 'ProFarmer Market update'. At the bottom of the search results, there is a link to 'Send updates and corrections for this page to Internal Communications.'

Pictured: Search results for search term "PROfarm."

Ten Best Intranets: NSW Department of Primary Industries

The screenshot displays the NSW DPI InSITE intranet interface. At the top, there is a navigation bar with links for Home, The Department, Divisions & Branches, Administration, Support Services, Forms & Templates, Policies, Online Systems, and Contact Lists. A search bar is prominently featured, showing the search term "office directory" and the results "488 RESULTS FOUND FOR 'OFFICE DIRECTORY'". The results are listed in a table-like format, each with a title, a brief description, and a link to the document. The results include:

- Office directory**: Contact details, maps and driving directions for the department's locations throughout New South Wales. <http://intranet.dpi.nsw.gov.au/office-directory>
- Regions & Office Locations**: A map showing the department's eight administrative regions and the Regional Director of DPI Relations for each region. <http://intranet.dpi.nsw.gov.au/department/regions>
- Officers in charge of district offices** (59.5 kb): Contact details for the officers in charge (OICs) of district offices. http://intranet.dpi.nsw.gov.au/_data/assets/word_doc/0004/134725/loc.doc
- Workplace emergency procedures manual** (1.0 mb): Guide to emergency procedures. To be adapted for site-specific requirements. http://intranet.dpi.nsw.gov.au/_data/assets/word_doc/0003/163776/workplace-emergency-proc-manual.doc
- Financial delegations**: <http://intranet.dpi.nsw.gov.au/policies/delegations/financial>
- Workplace inspection checklist (smaller district offices)** (214.0 kb): Checklist used to record workplace inspections of smaller district offices. http://intranet.dpi.nsw.gov.au/_data/assets/word_doc/0009/154467/workplace-checklist-smaller-district.doc
- SES and salary-packaged vehicles**: Outlines the rules relating to the use of vehicles assigned to senior staff as part of their salary package. http://intranet.dpi.nsw.gov.au/admin/feet/procedures/using/ses_and_salary-packaged
- Policy A-073 Office accommodation** (41.5 kb): Defines the type of office accommodation to be provided to NSW DPI staff. http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0010/185547/a073_office-accommodation.pdf
- Policy development procedures**: Standard workflow for the development of administrative, governance and operational policies. Outlines roles and responsibilities in a six-step process. <http://intranet.dpi.nsw.gov.au/policies/framework/work-development>
- Field safety manual for field officers and managers** (1.0 mb): Manual to be carried in all vehicles used by Mineral Resources officers undertaking fieldwork, to help manage the risks of field work and remote locations. http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0010/157502/field-safety-manual.pdf
- OHS Committee meeting minutes template** (131.0 kb): Template for use in recording minutes of OHS workplace committee meetings. http://intranet.dpi.nsw.gov.au/_data/assets/word_doc/0019/154324/oche-minutes-template.doc
- Workplace inspection checklist (office areas)** (118.0 kb): Checklist used to record workplace inspections of office areas. http://intranet.dpi.nsw.gov.au/_data/assets/word_doc/0011/179960/workplace-checklist-office-areas.doc
- Policy O-014 Fire precautions for apiary inspectors and apiary officers** (123.5 kb): Sets out the actions apiary officers and inspectors must take when using hive smokers and burning hives (replaces Circular A2002/77). http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0007/96775/o014-fire-precautions.pdf
- Use of private motor vehicles**: Procedures and principles for the use of private motor vehicles while on official Departmental business. http://intranet.dpi.nsw.gov.au/admin/feet/procedures/using/private_vehicles
- E-Tag and tollway charging for Department vehicles**: Explains the approved procedures for the use of E-Tags in Department vehicles plus some guidelines for local E-Tag administration. <http://intranet.dpi.nsw.gov.au/admin/feet/procedures/using/etag-and-tollway-charging>
- Technical Officer (Scientific)** (21.6 kb): http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0010/1527/TECHNICAL-OFFICER-SCIENTIFIC-Salary-Scale.pdf
- Staff directory changes**: http://intranet.dpi.nsw.gov.au/data/forstaff/directory_changes
- Appointing Regional Directors of Agriculture and Fisheries as Officer in Charge in District Offices** (30.1 kb): http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0003/17139/05-002.pdf
- OHS hazard report/corrective action form** (98.0 kb): Form used to report OHS hazards identified in the workplace and corrective actions taken. http://intranet.dpi.nsw.gov.au/_data/assets/word_doc/0006/162697/OHS-hazard-corrective-action-form.doc
- OHS incident investigation report form** (102.5 kb): Form used to record details of an OHS incident and the subsequent investigation. http://intranet.dpi.nsw.gov.au/_data/assets/word_doc/0004/154813/incident-investigation-form.DOC
- Correct usage of agency and organisation names**: Standards for the correct usage of agency and organisation names, particularly where names have changed. http://intranet.dpi.nsw.gov.au/support/communications/publishing/standards/agency_names
- Women's Consultative Group contacts**: <http://intranet.dpi.nsw.gov.au/contacts/committees/wcg/key-contacts>
- NSW DPI Regulatory Officers Training program handbook** (128.4 kb): Information on the training and assessment process for regulatory officers. Regulatory Officers who wish to undertake this training or qualify for progression must obtain a copy of this handbook. (To qualify for progression, officers must have completed 12 months' service.) http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0003/104290/Regulatory-Officers-Training-program-handbook.pdf
- Primetact procedures**: These procedures document the Primetact series and are supplemented by a number of additional guidelines and resources. http://intranet.dpi.nsw.gov.au/support/communications/publishing/types/primetacts/primetact_procedures
- Lee Burdett**: Women's Consultative Group member profile. <http://intranet.dpi.nsw.gov.au/contacts/committees/wcg/profiles/lee-burdett>

At the bottom of the page, there is a footer that reads "Send updates and corrections for this page to Internal Communications." and a page indicator "PAGE 1 OF 13".

Pictured: Search results for search term "office directory."

Ten Best Intranets: NSW Department of Primary Industries

The screenshot shows the NSW DPI Intranet interface. At the top, there's a navigation bar with links like 'Home', 'The Department', 'Divisions & Branches', 'Administration', 'Support Services', 'Forms & Templates', 'Policies', 'Online Systems', and 'Contact Lists'. A search bar is prominently displayed with the text 'SEARCH THE INTRANET'. Below the search bar, the results for the search term 'superannuation' are listed. The results include links to various documents and pages, such as 'Superannuation', 'State Superannuation Scheme (SSS) salary sacrifice of personal contributions election form', 'State Authorities Superannuation Scheme (SASS) salary sacrifice of personal contributions election form', 'Circular 07/001 State Authorities Superannuation Scheme - Salary sacrifice of compulsory contributions', 'Circular 06/007 Salary packaging - removal of 50% limit and in-house management of salary sacrifice for superannuation purposes', 'Circular 07/020 State Superannuation Scheme (SSS) - Salary sacrifice of compulsory contributions', 'Human Resources Branch', 'Salary packaging', 'Salaries, awards & allowances', 'Salary sacrifice election form', 'Salary packaging application form', and 'Entry on duty form'. Each result includes a brief description and a link to the document. The page is numbered 'PAGE 1 OF 1'.

NSW DPI
WWW.DPI.NSW.GOV.AU STAFF DIRECTORY OFFICE DIRECTORY A-Z INDEX SITEMAP
INTRANET STAFF WEB
SEARCH THE INTRANET

Home The Department Divisions & Branches Administration Support Services Forms & Templates Policies Online Systems Contact Lists

SEARCH

Search Submit

12 RESULTS FOUND FOR "SUPERANNUATION" PAGE 1 OF 1

Superannuation
Links for some of the superannuation schemes available to departmental staff, and other information on super.
<http://intranet.dpi.nsw.gov.au/admin/hr/conditions/salaries/superannuation>

State Superannuation Scheme (SSS) salary sacrifice of personal contributions election form 69.9 kb
Form used by SSS members only to make changes to their salary sacrifice their superannuation contributions.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0011/158654/sss-salary-sacrifice.pdf

State Authorities Superannuation Scheme (SASS) salary sacrifice of personal contributions election form 74.4 kb
Form used by SASS members only to make changes to their salary sacrifice superannuation contributions.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0004/104944/sass-election.pdf

Circular 07/001 State Authorities Superannuation Scheme - Salary sacrifice of compulsory contributions 38.5 kb
Outlines changes to State Authorities Superannuation Scheme (SASS) legislation which enables members to pay their compulsory personal contributions as salary sacrifice commencing 1 April 2007.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0020/104836/07-001.pdf

Circular 06/007 Salary packaging - removal of 50% limit and in-house management of salary sacrifice for superannuation purposes 42.5 kb
The Premier's Department has announced that the restriction limiting salary packaging to 50% of an employee's superable or award salary has been removed. The amount that can now be packaged or salary sacrificed is unrestricted subject to existing post-tax commitments and payroll deductions being met.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0004/62356/06-007.pdf

Circular 07/020 State Superannuation Scheme (SSS) - Salary sacrifice of compulsory contributions 41.5 kb
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0010/158509/07-020.pdf

Human Resources Branch
Home page of the Human Resources Branch.
<http://intranet.dpi.nsw.gov.au/divisions/cas/branches/hr>

Salary packaging
How to apply for salary packaging for items such as superannuation, vehicles and laptops.
<http://intranet.dpi.nsw.gov.au/admin/hr/conditions/salaries/salary-packaging>

Salaries, awards & allowances
Salary scales, industrial awards, superannuation, salary packaging and special allowances, including travel, remote area and transferred officer.
<http://intranet.dpi.nsw.gov.au/admin/hr/conditions/salaries>

Salary sacrifice election form 32.9 kb
Form used to vary your superannuation contributions (pre-existing contributions only).
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0003/61516/salary-sacrifice.pdf

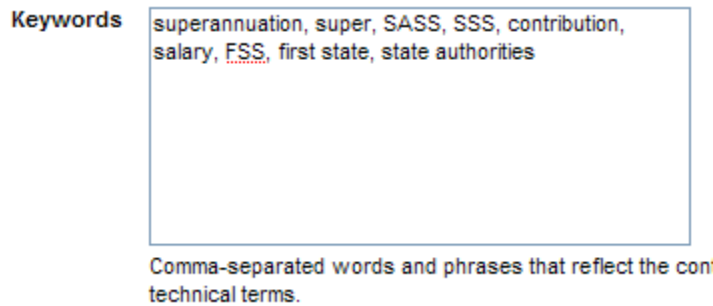
Salary packaging application form 135.4 kb
Use this form to apply for salary packaging through McMillan Shakespeare.
http://intranet.dpi.nsw.gov.au/_data/assets/pdf_file/0020/61515/salary-packaging-application.pdf

Entry on duty form 90.5 kb
Form to be completed when an employee is first employed by NSW DPI or to update previously submitted information in subsequent employment periods.
http://intranet.dpi.nsw.gov.au/_data/assets/word_doc/0004/38668/Entry_on_Duty_Form.doc

12 RESULTS FOUND FOR "SUPERANNUATION" PAGE 1 OF 1

Send updates and corrections for this page to [Internal Communications](#).

Pictured: Search results for search term "superannuation."



Pictured: Keywords are entered into the CMS to improve search results. Search terms are also monitored in the search logs; popular terms are added to relevant content items in an effort to further improve search results.

DESIGN PROCESS AND USABILITY ACTIVITIES

Redesign goals

The primary redesign goals were to:

- Address fundamental issues with the navigation
- Provide more consistent page layouts
- Provide a flexible IA that will grow with the site
- Improve search
- Improve access to content

Constraints

A Small Team

"The biggest challenge was probably a lack of resources," says Needham. "With only two members in the intranet team we were often stretched for time. Somehow we managed to develop the new intranet, which involved reviewing the existing intranet with the Intranet Reference Group, developing the new IA, developing wireframes and prototypes, building new templates, conducting user testing, migrating content, all while maintaining the existing intranet. It meant we had to focus on the most visible and used content first."

CMS Hurdles

The complexity of the CMS also presented a considerable challenge for the team. "We had trained a handful of people from outside the Communications Branch to use it, but it proved too difficult for people who weren't using it often," she says, adding that this "had a huge impact on the speed of the content migration."

Making a Case for Task-Based Navigation

Moving from an inward facing organizational-based navigation to a user-focused task-based navigation also proved to be a hurdle for the team in working with content owners.

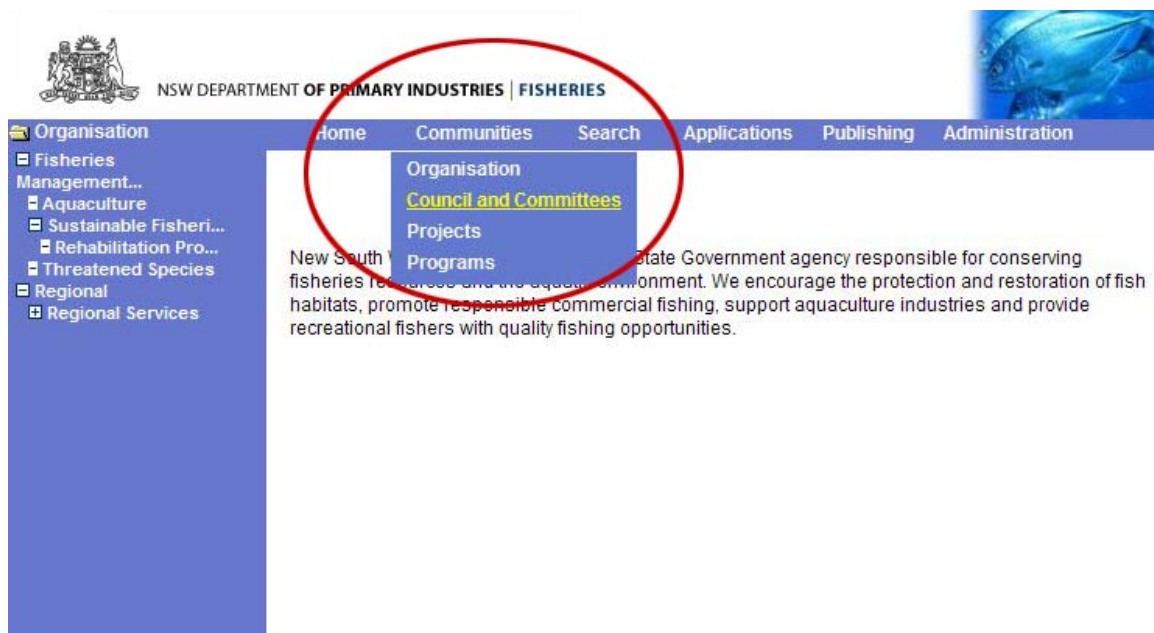
"We consulted heavily with content owners following the navigation review," says Needham. "Convincing them that organizing in a user-oriented way, rather than by who owns it, has been a significant challenge."

Usability Activities

The design team looked at as many intranets as they could find for ideas and inspiration before embarking on the redesign. "In developing the design of the site, and deciding on how to implement some of the major functions, we looked to other intranets for ideas," says Needham. "Whenever we can, we like to see the intranets of other organizations, and talk to other people who manage intranets about what they are doing, and how they have solved particular business problems. The Nielsen Norman *Intranet Design Annuals* are also a major source of inspiration."

But they also looked inward to review what was and wasn't working on the current site.

The second intranet (v2) was built very quickly and without user input. The team was focused on integrating assets from the four department sites into one difficult CMS.



Pictured: Ideas were borrowed from the intranets of the former agencies for the second intranet (v2).

After about a year, Needham says it became increasingly obvious that people were having trouble finding content. "In particular," she says, "the global navigation labels—*Communities*, *Industry*, and *Resources*—seemed to cause confusion for users. Whilst *Communities*, for example, was well understood by the staff of one of the former agencies, it didn't resonate with staff that had come from the other agencies."



Pictured: *Communities* was well understood by staff from one former agency, but it didn't resonate with staff from the other agencies.

The team was also struggling to find a home for all the content that had been inherited from the four legacy intranets. Although there was much content that was of value to users, as Needham says, "It was just too hard to find." The navigation was the main cause of the confusion.

Engaging Users from across the Organization

The design team reached out to the general user population to research what was wrong with the current site and to find solutions that it could incorporate into the redesign. "We started by conducting a content audit, to get a better idea of the range of content we would be dealing with," she says, "Then, in February 2006, we enlisted the help of 30 volunteers from around the department to help us review the navigation and identify other major issues."

"We made a conscious effort to ensure that the members of the group had a wide range of job roles, were from different branches of the department, were from as many different locations and office sizes as possible," she says, adding that they "included representatives from all four of the former agencies."

Collaboration Tools Bridge the Geographic Divide

By being so inclusive in terms of group diversity, the team introduced one of the main constraints of the project. "Time, distance, and money were huge barriers to physically bringing all 30 members of the group together. You might also be interested to know that the intranet is managed from the department's head office in Orange, a regional centre of about 35,000 people, more than 250km from Sydney."

Intranet Reference Group members were from all over the state, so the design team needed to bridge the geographic separation and keep the group involved.

"We needed a way to not only communicate with them, but for them to be able to communicate with each other, says Needham, "We considered a listserve or an online forum, but thought a blog might be better, especially when we wanted to include screen grabs and downloads."

"The first thing we did was set up a virtual focus group using a blog," she says. "We asked the members of the group to take a look at the intranet and tell us what worked well, what they would change, what causes them the most confusion, and what they felt was in the wrong place, and to post their responses on the blog. The discussion really took off, and provided us with a good sense of the major problems with the intranet."

Virtual Card Sorting

An Excel spreadsheet served as an ad hoc card sorting exercise. They put 100 representative content items from the intranet (as well as the legacy intranets) into individual cells on the spreadsheet and sent it out to the group. The users were

asked to take the columns into a new worksheet and regroup them in a way that made sense to them. They were also asked to name the groups.

Participants were allowed to put the items in more than one group or to make sub-groups as needed. There were but two simple rules: there are no right or wrong answers, and ignore the current groupings on the site.

When the users were through, the team analyzed the sheets to determine patterns and trends and then returned the results to the blog and opened it up to feedback from the group. "Again, the discussion on the blog provided a lot of insights, and gave us a great starting place to start to explore options for the navigation," says Needham.

	A	B	C	D	E
1	001. Primefact template	021. Laboratory test price list	041. Preliminary submission for external funding	061. Vision and mission statement	081. Leave application form
2	002. Australian Bureau of Statistics census reports	022. Aquavetplan manual	042. Safe work method statement	062. WebMail	082. Performance management and development system
3	003. Building maintenance system	023. Meeting claim form	043. Form used to claim expenses involved in attending industry committee or council meetings.	063. MinView	083. Salary scales/rates
4	004. Business card order form	024. Library photocopy request form	044. the Mining Act 2002	064. Motor vehicle policy	084. Profarm course application form
5	005. Microsoft Word training manual	025. Logos	045. Seafood Industry Advisory Council	065. Employee assistance program	085. Fisheries Inspectors activity report template
6	006. Mine safety investigation notice template	026. Library catalogue	046. Section 12 (financial) delegations	066. Emergency evacuation procedure	086. Travel approval and processing system (TAPS)
7	007. Freedom of information guidelines	027. Travel, meal and related expenses allowances	047. Sponsorship policy	067. Mobile phone policy	087. Circular 06/002 Purchase orders
8	008. Code of conduct	028. Pest animal control manual	048. Invoice request and adjustment form	068. Fax template	088. Record management thesaurus
9	009. Contracts policy	029. Circular template	049. Staff course calendar	069. Corporate plan	089. Recreational Fishing Saltwater Trust Expenditure committee
10	010. Record keeping delegation	030. Travel expenditure claim form	050. Staff training application form	070. Executive organisation chart	090. Staff directory
11	011. DIGS user manual	031. Weeds research trial results	051. Calendar of events	071. Purchasing policy	091. Joint consultative committee
12	012. Domestic air travel procedure	032. Comet user manual	052. Ministerial briefing template	072. Fisheries Management internal newsletter	092. Memo template
13	013. Occupational health & safety purchasing guidelines	033. Message from the Director-General 06/005 December achievements	053. TRIM user manual	073. Advisory Council on Recreational Fishing	093. Mine Safety Operations investigation manual
14	014. Uniform order form	034. Vacancy notices	054. Bush Telegraph	074. Flexi-sheet	094. List of JPs
15	015. Office directory	035. Motor vehicle booking form	055. Statutory declaration	075. ICT Helpdesk	095. Occupational health & safety policy

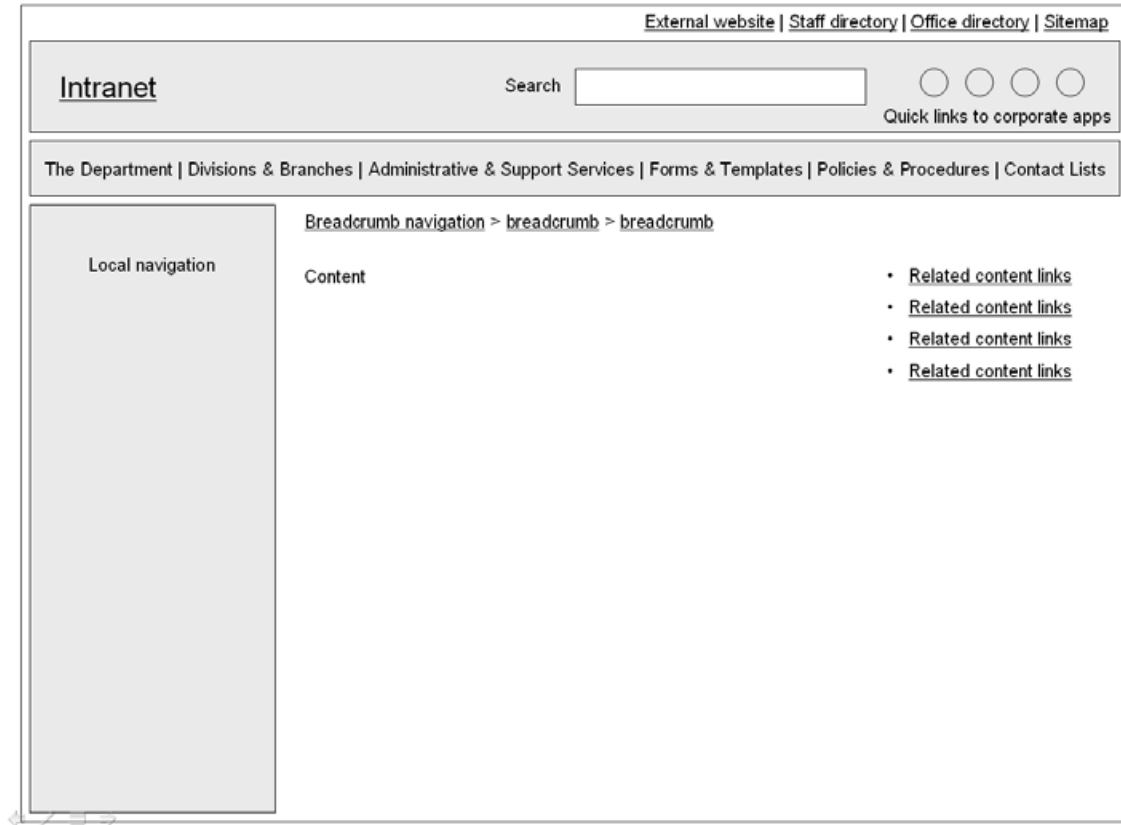
Pictured: The team used Excel spreadsheets to conduct card sorts with a virtual focus group of 30 staff members.

Iterative Design Using Wireframes

The next task for the user group was to review a wireframe of the proposed navigational model. They were encouraged to give feedback (via the blog) and to

suggest alternative models (but to also provide a clear rationale if they did so). Their only direction this time? Avoid the organizational chart as a basis for their model.

“Over the course of two weeks, we did about six design iterations until it felt like the group had reached a consensus,” says Needham.



Pictured: A wireframe of a proposed navigational model.

Ten Best Intranets: NSW Department of Primary Industries

Model A

The Department	Divisions & branches	Administrative & support services	Forms & templates	Policies & procedures	Contact lists
Organisation charts	Agriculture & Fisheries	Online databases & services	(List by topic - default view)	(List by topic - default view)	Staff directory
History	Biosecurity, Compliance & Mine Safety	ICT/helpdesk	(List by owner/branch)	(List by owner/branch)	Office directory
Mission	Corporate Services	Human resources & employment		Delegations	Justices of the peace
Corporate plan	Forests NSW	Finance & purchasing			First aid officers
News	Mineral Resources	Travel			(List by topic)
Events calendar	Science & Research	Staff training & development			(List by owner/branch)
Trusts & committees	Strategy, Policy & Communications	Occupational health & safety			
Social clubs		Library services			
		Publishing & design			
		Records management			
		Or fleet			
		Assets			
		Legal services			
		Uniforms			
		Executive support			
		Media & public affairs			

Pictured: An early “site map” illustrating the placement of content within the proposed navigational model.

Task 2: Model A

Entry added on 27/02/2006 by Kate Needham

For the second task we will be looking at a navigational model and discussing whether it will work for the intranet.

Model A is based on the [outcomes of Task 1](#) and has 6 top-level navigation items:

- The Department
- Divisions & branches
- Administrative & support services
- Forms & templates
- Policies & procedures
- Contact lists

Take a look at [Model A](#) and:

- discuss any reasons why you think this model wouldn't work (you might like to refer to the [representative content items from Task 1](#));
- identify anything that is obviously missing or simply doesn't make sense to you;
- suggest a better approach, if you think there is one.

You might also like to discuss what's wrong (or right) with the [current intranet navigation](#).

Be ruthless in your discussion and evaluation of both Model A and the current navigation. If you don't like something about either of them, now is the time to say so. By the end of the week we are aiming to have at least one model (hopefully more) that we can start to test.

You must give clear reasons for your comments. For example, if you don't think something will work, say why not. If you suggest alternative heading, provide a reason why it might be better. If you think something belongs somewhere else, remember to back it up with some kind of reasoning.

If you are suggesting an alternative model, there are a few important things to keep in mind:

- you'll need to include a rationale for your model;
- research shows that 5-8 choices in top-level navigation is optimal; try to keep any suggested navigation models below 8 top-level items if you can;
- refer to the [representative content items from Task 1](#) when you're constructing your navigation model as you'll need to ensure it encompasses most (hopefully all) the items on the list;
- research shows that an organisation's structure does not make an intuitive intranet navigation model. It requires people to have a detailed knowledge of who does what in order to find content, and needs to be changed whenever there is organisational restructuring. That being said, most branches and units still need to have their "patch" of the intranet;
- the navigation model **must be user-focussed**. People don't browse an intranet. They generally come to the site looking to complete tasks or get information on how to complete a task. Our goal is to make task

[Pictured: The Intranet Reference Group participated in a blog-based discussion over several weeks. The design team gave the group members tasks \(as shown here\) and then asked them to post feedback on the blog.](#)

Test with a Friend (or Two)

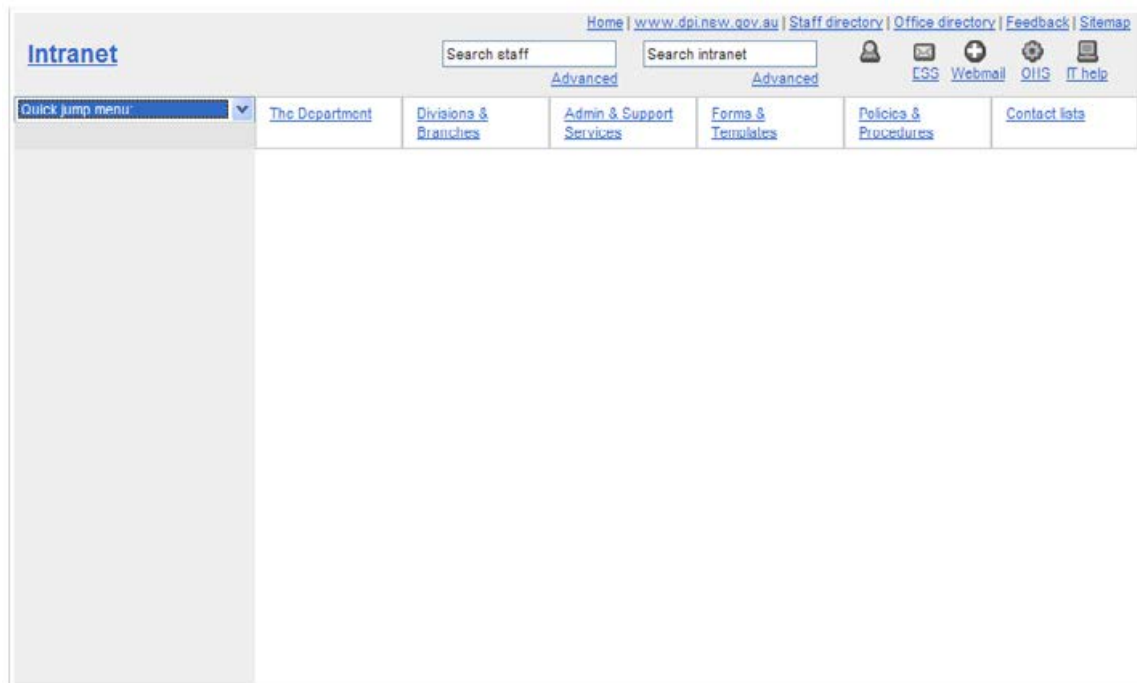
When the intranet team wanted to conduct user testing on an HTML prototype, they solved the distance problem by having each member of the user panel test the prototype with a co-worker. The team gave participants the following guidelines for conducting the tests:

- Don't allow other people to watch the test
- Try not to prompt the tester
- Encourage the user to talk out loud

- Avoid sharing your own opinions with the user

The testers were also given a script, which included these tasks:

- Find a staff member's phone number
- Find an office fax number
- Book a vehicle
- Find dates for a project management course
- Find a salary scale for a Clerk/Clerical Officer
- Request a library book
- Apply for a corporate credit card
- Find information belonging to their branch or unit
- Find information about a particular office, such as parking or meeting rooms
- Get help with their computer



Pictured: An HTML prototype was developed for testing.

Task 3: Prototype testing

Entry added on 09/03/2006 by Kate Needham

The third task involves you testing a prototype of the new navigation with a colleague.

The [prototype](#) is based on the [outcomes](#) of Tasks 1 and 2. It's pretty rough; please, no comments design (colour, font size, etc). Please note that none of the links are functional (it's a prototype only).

To complete Task 3:

1. Familiarise yourself with the navigation in the [prototype](#), including the items under each top-level heading.
2. Approach a colleague to participate in a usability test. Explain that you are part of a group that is working on a project to improve the intranet navigation, and that we are at a point in the project where we need to do some tests with real users. The test should take no longer than 20 minutes (this will depend on your test candidate). **Note:** If you have the time or inclination to conduct more than one test (the more tests the better, really), please do the tests with one person at a time.
3. Download and print a copy of the [test document](#).
4. At the computer you will be conducting the test at, open a web browser to [the prototype](#).
5. Make sure you point out to the tester that you are testing the navigation, not them! Explain that you won't always be able to answer their questions, but they should feel free to ask for clarifications, and that none of the links work; the prototype is simulating the new navigation.
6. Conduct the test, recording the results in the [test document](#). Encourage the tester to talk out loud about what they're doing but explain that you don't care about the literal "I'm moving my mouse left" but rather "I clicked here expected to see X but instead I got Y".
7. After the test, ask for suggestions on how the navigation can be improved.
8. Report back **by Thursday, 16 March** (see details below).

Guidelines for conducting the test

- ♦ **Don't** allow other people to watch the test, as the tester will second guess their responses.
- ♦ **Do** try to give the instructions to the testers exactly as they are printed on the [test document](#). It will be important that we aim for a consistent experience for all testers. **Note** Instructions for you are provided in red italics. These are not supposed to be read out to the tester.
- ♦ **Don't** try to prompt or help your tester (you may offer help to clarify instructions, but not with the test tasks). Providing clues, suggesting directions or reacting to things they say or do will alter the test results. Do not nod or shake your head, however tempting it might be!
- ♦ **Don't** share your own opinions about the prototype with the tester, but feel free to share them on this discussion list.

Reporting the results

To report back on the test results you can either:

[Pictured: One of the Intranet Reference Group tasks was to test an HTML prototype of the proposed new navigation with another staff member. Group members were given instructions on how to conduct the test, and provided with a script that included a range of user tasks.](#)

The user group members reported their findings on the blog. The designers gained insights, "but nothing that sent us back to the drawing board," says Needham.

The design team made changes based on the test results and sent the user group back into the field. This iterative approach resulted in far fewer issues reported in the second test. The user group and the design team agreed that they should proceed to implement the ideas in the final prototype.

Putting the Research into Action

Based on the findings from the various tests, the design team had a clear direction for revamping the site. The redesigned site was launched in July 2007 and took about 12 months from user testing to launch.

Needham says the team made some “deliberate choices” when designing the new site:

Fixed width. “In version 3, we replaced a fluid design with a fixed-width design to give greater control over the pages, and to limit line length, which was a bit of a usability issue in version 2. We have two widths that are designed to support 800 x 600 and 1024 x 768 screen resolutions; the page changes automatically, depending on the browser width, through CSS and Javascript.”

White space. “We made a conscious effort to include plenty of white space when designing the page templates, to ensure that the focus is on the content.”

Limit “flyout” navigation. “In version 2, we used flyout navigation on both the global navigation and the local, left-hand navigation. User feedback and observation suggested that the flyouts worked well on the global navigation, but presented a usability problem for the local, left-hand navigation. In version 3, we designed the left-hand navigation to expand, rather than flyout, which has given us the added advantage of having the navigation options visible and more contextual.”

Standards. “We have a number of standards that our publishers need to adhere to, to ensure a consistent user experience and to maximize the overall usability of the site. These include standards for images, forms and interactivity, accessibility, and coding.”

HUMAN RESOURCES
Key contacts
ESS
Vacancies
Working conditions
Salaries, awards & allowances
Flexible work arrangements
Leave
Secondary employment
Staff code of conduct
Staff welfare
Equity & diversity
Recognition programs
Workforce planning
Recruitment & employment
Performance management
Leaving the department
Staff clerks
HR statistics and reports
Forms & templates
Policies

Pictured: The local (left hand) navigation now expands to one level, rather than using “fly out” menus.

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IN SITE

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 [Online Systems](#) |
 [Contact Lists](#)

WEB PUBLISHING

- Key contacts**
- Becoming a web publisher
- Managing web content
- Creating web pages
- Creating web PDFs/files
- Creating web images
 - Size & placement
- Standards
- Checklists
- Web tips & tricks
- Policies & procedures
- Forms & templates
- Support & resources
- Website migration project

[Home](#) » [Support Services](#) » [Publishing & Communications](#) » [Web publishing](#) » [Creating web images](#) »

General image guidelines

- Avoid gratuitous use of images. Use graphics only when they provide a clear benefit for your users.
- Avoid presenting text as graphics.
- Use an appropriate graphic format. JPG and GIF use different forms of compression. Use JPG format for photographs, and GIF for images that have large areas of solid colour. This produces the best quality image at the smallest size.
- Use web resolution - 72 dpi. Most monitors cannot display images at more than 72 dpi (dots per inch). Using a higher resolution (i.e. more dots per inch) only adds to the file size and not the quality of the image when viewed on a monitor.
- Use an appropriate size (outlined below).
- Optimise - height and width. Crop and scale images to an appropriate size. Do not manipulate the height and width attributes of the image tag used in HTML markup to make images look smaller than they really are. Users still have to download the large image, and this approach can reduce the crispness and apparent quality of the image.
- Optimise - file weight. Reducing colour depth will reduce the weight (size in kilobytes) of graphics. Balance colour depth and associated quality of the image against the need for a fast download time.

Standard image sizes

Choose one of the following standard widths to ensure that an image will fit within the department's site designs. Using these widths will allow maximum reuse for an image and acceptable printing. The standard widths are:

- 100px
- 250px
- 310px
- 510px
- 650px






Exceptions to the standards

There are some situations where conforming to these widths is not feasible. It is allowable for images to be different widths as long as they comply to the maximum image widths section below.

There are also a few special image sizes which need to be followed to ensure consistency for particular page layouts. These exceptions are outlined on the following pages:

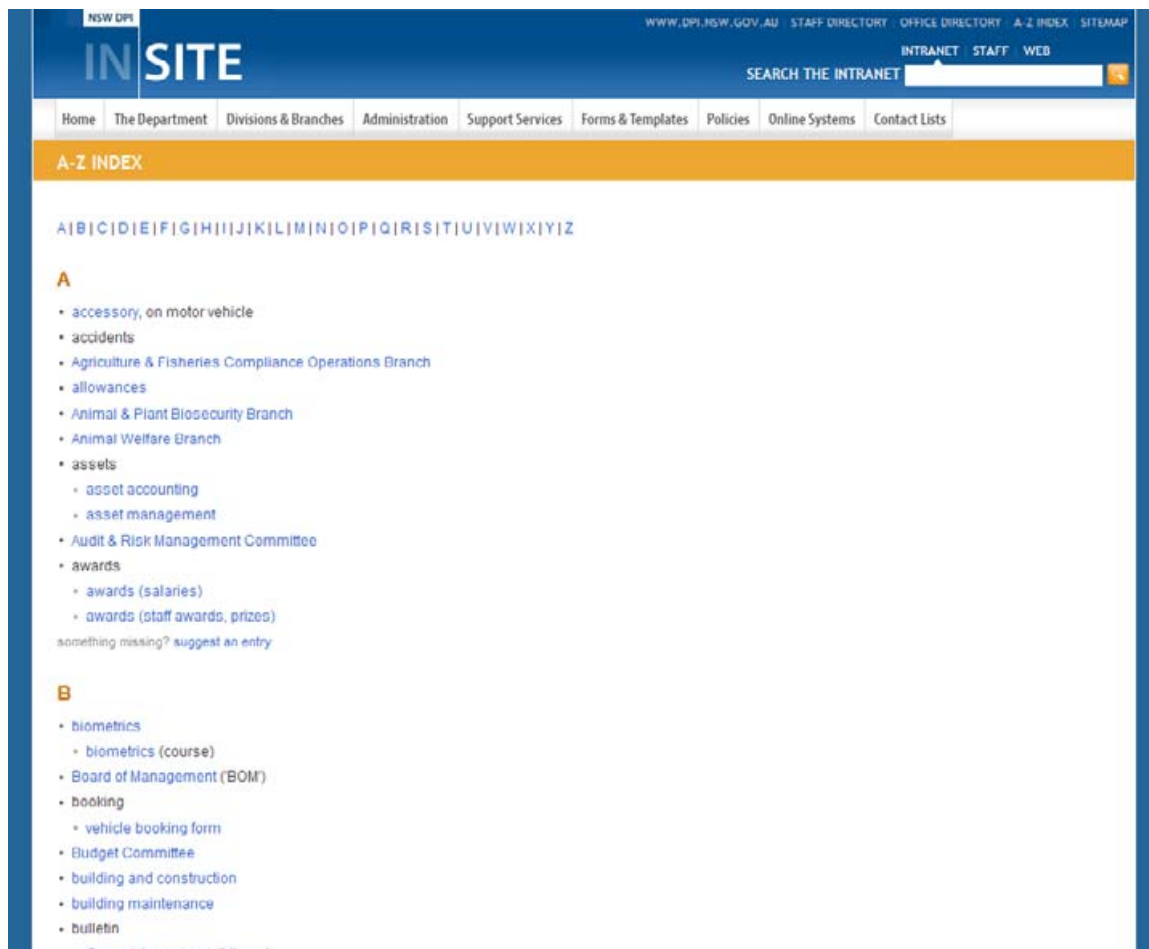
- Book and publication covers
- Spotlight images
- News feature images

Maximum and preferred image widths

Right column image		Maximum width: 190px Preferred width: 190px
Floating images (no rightcol)		Maximum width: 310px Preferred width: 310px or 190px
Centred images (no rightcol)		Maximum width: 510px Preferred width: 510px
Centred with half cols (no rightcol)		Maximum width: 250px Preferred width: 250px
Floating images (nav and right col)		Maximum width: 190px Preferred width: 190px

Pictured: Sample content standards and guidelines for intranet content publishers. The intranet includes comprehensive documentation for publishers including standards, checklists, and a CMS manual, as well as information on becoming an intranet publisher.

Multiple access points for content. “We wanted to ensure that information could be found quickly, and that we supported the variety of ways that users look for content,” says Needham. “To this end, we have navigation that supports people looking for types of content (e.g. forms or policies), information on topic (e.g. travel or leave), regardless of who in the organization owns the content. A leave application form, for example, is available under *Forms*, *Leave*, as well as being able to be found by the branch that owns the form. The *A-Z index*, search ‘best bets,’ and *Quick Links* also provide quick and easy access to popular content.”



Pictured: The A-Z *index* of key content

In version 2, the homepage had news and announcements, a list of vacancies, and some quick links. The designers were constantly being placed under pressure to put links on the homepage by areas of the organization that wanted to promote their services or simply advertise their existence.

“The number of requests to have links on the homepage has really decreased since the redesign,” says Needham. “We included a summary of the navigation of the major sections of the site, which not only serves the purpose of providing an information scent, but also has appeased a lot of the content owners who wanted

their content to feature on the homepage. It now has a good mix of news and announcements, navigation, and quick links. In addition to a feature story and headlines, we have 'spotlights,' which are used to feature new tools or content, or promote other projects and initiatives going on in the department."

She has also taken steps to ensure that the site's navigation and homepage are protected by policy, so that it's difficult for people to exert their influence to make changes to the site that are not user-centered.

TIMELINE

July 2004:

- New department formed
- Interim intranet (v1) concept approved
- Interim intranet (v1) launched

September 2004

- New CMS implemented

January 2005

- New intranet (v2) launched

February 2006

- Intranet Reference Group formed

February 2006—April 2006

Intranet (v2) reviewed, including:

- Analysis of usage statistics and search logs
- Content audit
- Card sorting
- Usability testing (using scenarios and task analysis) of proposed navigation and IA
- Development of wireframes
- User testing of prototypes

RESULTS

For Needham, the redesign's most noticeable result is the reduction in user complaints to the helpdesk. "Anecdotally, we have taken this to mean that staff are finding information easier to find, and the changes to the homepage have satisfied the needs of more areas of the department for a 'presence' on the site," she says. "Feedback after the redesign has been overwhelmingly positive. A number of staff have commented that they find the site much easier to navigate, and content much easier to find."

It's probably too soon to tell whether the redesign has had a dramatic affect on usage statistics. Needham says she regrets that the team didn't collect more benchmarking metrics, so they could measure the impact of the changes going forward.

The new navigation is "much more user-centered" as a result of the user research, she says. "Improved supplementary navigation, including the site map and A-Z index, provide users with multiple ways to access content quickly."

Examples of the user feedback received:

"Congratulations on the new intranet. I love the new forms and policies links, and it's so much easier to find what I'm after."

"The new intranet looks fantastic. It's bright and welcoming and easy to get around."

LESSONS LEARNED

Lessons learned from Kate Needham and Penny Wheeler:

Focus on key content. "Identify, and concentrate your efforts on, the most valuable (most used and visible) content first. Doing so will build trust in the intranet, and the redesign team, and provide the momentum and enthusiasm you need to continue to improve the site."

Improve continuously. "A redesign never finishes. There is always something that can be done to improve an intranet."

Look to other intranets. "Look for opportunities to interact with other intranet managers and to see other intranets, as they are an endless source of ideas and inspiration."

Involve users and test with them often. "Involve users as early and often as possible in the design of the site, and ensure that you consult users from as many different areas of the organization as possible. Test your design decisions as often as you can, with as many users as you can."

Communicate with content owners. "Be ready to defend your decisions. We had quite a few content owners who found it difficult to cope with the move to task- and topic-based navigation, rather than the organizational structure style of navigation they were used to. Keep content owners informed of major decisions that might affect their content."

Communicate with sponsors and users. "Manage the expectations of the project sponsors and users. Prepare the users for major changes the site before they happen."

Collect metrics. "Remember to collect some metrics before a redesign, so you can measure the impact of the changes."

For user research, think beyond the box. "The Intranet Reference Group and virtual focus groups conducted via the blog were far more successful than we could have imagined. Think outside the square when it comes to user research, especially if time or money is limited."

Manage your time wisely. "Make sure you allow enough time for the redesign process. Break the redesign into phases—don't try to do everything at once."

Interrogate technology options. "Make sure that the technology used to create the site supports your vision."

Jet Propulsion Laboratory

Using the intranet:

Jet Propulsion Laboratory (JPL) was established by the California Institute of Technology in the 1930s. America's first satellite, Explorer 1, which launched in 1958, was created at JPL. In the decades that followed, they sent the first robotic craft to the moon and out across the solar system, reconnoitering all of the planets. In total, JPL has 20 spacecraft and nine instruments conducting active missions. All of these are part of NASA's program of exploration of Earth and space, with plans to send robots and humans to explore the moon, Mars, and beyond.

Headquarters: Pasadena, California

Number of employees the intranet supports: 5,000

Company locations: The US, with spacecraft tracking stations around the world

Locations where people use the intranet: The US

Annual sales: Not applicable

Design team:

The in-house core team did most of the work on the site. Moore Boeck, Inc., a Los-Angeles-based Web design company specializing in Flash interactive and websites, developed the overall look and feel.

In-house: Brent McWatters, Task Manager; Frank O'Donnell, Communications Office Manager; Boris Oks, Lead Developer; Larry Bost, Brian Pendergrass, Diana Herrera, Luis Tong, Sauwan Leung, Jeremy Arca, Ryan Sohn, Megan Mickelson, Rebecca Nash, Susan Braunheim-Kalogerakos, and Mark Whalen, Developers & Content; Gerardo Orozco, Graphic Designer

Moore Boeck: Justin Moore, Creative Director; Andrea Boeck, Designer

SUMMARY

The goal for JPL's intranet team was to build a site that was more functional, more easily edited, and better-looking. The primary goal was to enhance the user experience on the site by helping users find the information they need. On the way to that goal, the technical side of the intranet team joined forces with the Office of Communications and Education (OCE). By partnering with a team well versed in communicating, the team could better tackle the problem of keeping content current. The team also made a technical move to using SharePoint, which simplified content update methods and let content editors make changes more easily.

A side effect of working with the OCE was an added focus on the site's visual presentation. The site, which had been previously designed by engineers, looked like it had been designed by engineers. The team brought in an outside design team to build a better-looking intranet, based on the knowledge that a clean design can greatly enhance a site's usability.

By joining forces, the Office of the Chief Information Officer, the OCE, and the outside design firm of Moore Boeck were able to tackle the challenges the previous site presented and make great steps forward in creating a better intranet.

At JPL, content creation is distributed; the site's only editorial workflow is focused on the homepage. Additions to the homepage require approval from one of a few reviewers, each of whom can approve or reject content and route approved content to the appropriate site areas.

All news stories require approval. Stories can originate from anyone at JPL or directly from the OCE. The OCE team then edits the stories and routes them to *JPL Downlink*, *JPL in the News*, *Upcoming Events*, or *Announcements Web* areas of the homepage.

The homepage's featured news area has three spots for key stories, which the page automatically cycles through. Users can also move among stories using numbered links or an arrow at the top of the section. News items are accompanied by a large image, a brief and descriptive headline, a publication date, and a descriptive summary. Users can click on the headline to view the full story.

The rest of the homepage combines personalized content, customizable content, and company information. Mentions of JPL in the media are shown on the homepage, giving employees access to information about the organization's work and how the press is reporting on that work. Headlines are listed together with the date of publication and the source, and users can click on the headline to see the full story.

Announcements on the other side of the page provide basic information and updates about upcoming events, ranging from retirement account counseling to expos to hiking club outings. This section includes a link to *How to publish a lab-wide announcement*, which lets users know that they can contribute content to this site area. The *Upcoming Events* section includes more detail about specific events and also allows users to click through for more information.

The *More Resources* section includes a practical link to the site's classified advertisement section, and also highlights additional news stories that focus on individuals and projects. *This Week* provides a summary of occurrences or events for the week. This includes a variety of content, ranging from utility shutdowns and document releases to absences and appointments. *Universe* is published monthly and highlights individuals and projects within the organization. These areas allow the site to include information about more personal aspects of the organization, rather than covering the organization as a whole.

Several areas of the page are focused on navigation. A *Quick Links* section highlights direct access to popular or important site areas. A *Safety* section gives users quick access to emergency and occupational safety information.

Several areas offering personalized and customizable content round out the page. The *My Info* section includes a personalized view of the employees' training status, which is updated every 48 hours. Users can also create a customized list of *Bookmarks* in this page area. Users can easily add links to the list or edit the list via links at the bottom of the *My Info* section. Currently, users can edit only the list of bookmarks. The list of mandatory trainings displayed isn't user customizable but does vary based on the employee role; supervisors, for example, are required to attend additional trainings and on-site contractors attend fewer trainings.

Additional content includes local weather information and live traffic updates for highways in the local area. Users tend not to click on this content, as the information they need—current weather and current traffic—is visible without further action.

Global navigation appears across to the top of the page, with the user's current location in the site highlighted. The global navigation area also includes a search box.

JPL RULES NBS JPL PUBLIC HOME CALTECH NASA CONTACT US HELP WELCOME BACK MCWATTERS, BRENT

JPLSPACE

SEARCH HOME EMPLOYEE CENTER TOOLS & SERVICES NEWSFEEDS LINE ORGS PROJECTS INTEREST & WORK GROUPS BOOKMARKS

JPL DOWNLINK

JPL spared in foothill fires

9/11/2009

Good fortune, solid preparedness and a lot of help from both inside and outside the Laboratory spared both JPL and JPLers from major damage from the Station Fire that ravaged the Angeles National Forest from Aug. 26 into early September.

MY INFO

Training Status

Ethics ●
IT Security ●
Export Compliance ●
Diversity & Inclusion ●
Updated within 48 hours

Bookmarks

- + Green Page
- + JPL Space
- + JPL Space Banner Alert
- + JPL Space Real Time
- + JPL SpaceDev
- + JPL SpaceDev Banner
- + JPL SpaceDev Real Time
- + JPL SpaceTest
- + JPLIT
- + User Experience Working Group - Usability
- + WebApp on PartnerSpace

★ Add ★ Edit

QUICK LINKS

- + BOSS
- + Cafeteria Menu
- + Conference Rooms - Public
- + eForms
- + Export Compliance - ITAR
- + Inside NASA
- + JPL Jobs
- + Limited Release System LRS
- + Maps - JPL with Bus & Shuttle
- + NASA Engineering Network NEN
- + NASA Enterprise Directory NED
- + Org Chart - WOCD
- + Outlook Web Access OWA
- + Timecard Log In
- + JPL Travel
- + UMS - Calendar and Mail Service
- + Universe
- + Unlimited Release System URS
- + Visitor Request Form

JPL IN THE NEWS

New pictures of Triton

Space.com 9/10/09

Mice levitated in lab

Live Science 9/9/09

A forever question

Vision 9/9/09

Lunar probe's failure eyed

The Hindu 9/8/09

Post-wildfire worries: floods, damaged ecosystem

Fresno Bee 9/7/09

Rover operators preparing to get trapped robot out of soft sand

Pasadena Star-News 9/5/09

UPCOMING EVENTS

CALENDAR

Car camp at Morro Bay

Peregrine falcons at Morro Rock, enjoying the memorable seafood, hiking the deserted sand spit that almost closes the bay, kayaking on the bay, walking through Spanish moss at Los Osos Oak State Reserve, or mountain biking at Montaña de Oro State Park are some of the attractions at this event Friday-Sunday, Sept. 11-13, sponsored by the JPL Hiking Club.

Station Fire videos wanted

For historical purposes, the Office of Communications and Education is archiving movies of the Station Fire made by JPLers. If you have a video to contribute, please contact Henry Kline, henry.kline@jpl.nasa.gov or ext. 3-2336.

WEATHER

La Canada Flintridge, CA (91011)

67° F

Feels like: 67° F

Fair

Humidity: 73%
Wind: S

City or Zip:

10 day forecast Pollen Reports
Airport Delays

Weather data by weather.com
JPL Weatherstation

weather updated: 9/13/09 7:30 PM

ANNOUNCEMENTS

TIAA-CREF 1-on-1 Counseling

Lab Chemicals and Supplies Supplier Expo

JPL's Mike Sander to speak Sept. 17 at AIAA San Gabriel Valley Dinner Meeting

Web N.O: The Next Revolution in Information Systems... presented by Joel Sercel, Sept 16

IEEE Xplore

Document Review for Export Compliance Class

JPL Hiking Club Car Camp at Morro Bay Sept 11-13

Save the Date: Sept 24, 2009 JPL Networking Social

How to publish a Lab-wide Announcement

SAFETY

- + Occupational Safety
- + Systems Safety
- + Environmental Affairs
- + Emergency Preparedness

Immediate Mishaps & Close Call (IMACC) Ext. 4-2141

HAZARD REPORTING HOTLINE: 3-6483

TRAFFIC

live traffic: 9/13/09 7:30 PM

FOLLOW US HERE

facebook twitter flickr iTunes YouTube USTREAM

ABOUT JPL SPACE

- + News provided by OCE
- + Contact Us
- + Help

POWERED BY OCE

MORE RESOURCES

Classified

For Sale, Rent, Vacation Rentals, Wanted and Vehicles/Accessories.

This Week

Weekly summary of Organizational Changes, Notices, Trainings, Events, Appointments, Absences, Document Releases & Temporary Utility Shutdowns.

Universe

Monthly summary of News about JPL's People, Projects and their Impact.

Pictured: The JPL homepage combines company news with personalized and customizable content. (image courtesy NASA/JPL-Caltech)

One of the most unique aspects of the site is the *Quick Find* tool built into the site search. The site search suffers from problems common to many intranet site searches: it doesn't always pull the best documents or information to match users' queries. The team is continually adjusting the backend to make the tool work more successfully. As an enhancement to the search, the team uses *Quick Find*, which

allows quick access to selected content. This functionality requires custom coding, but the coding is what makes the tool effective.

For instance, the search engine doesn't handle certain types of requests well, such as queries about people, buildings, or acronyms. As a result, the team has created hardwired results for such searches, and those results appear in the *Quick Find* window.

Users simply use the site search, and if any *Quick Find* results are available, they appear in a box beneath the search field. Alternately, users can press *Enter* on the keyboard to submit the search to the full search engine.

This gives users quick access to commonly requested information. Because the results are hardwired, they are limited: not all queries will return *Quick Find* results. However, the *Quick Find* function responds much more quickly than the standard search, returning any hits in a matter of milliseconds. Users don't even have to type in a full query to see results. For instance, someone looking for Brent McWatters' phone number can simply type "br mcw" and see the relevant profile information.

When *People* (employee directory) results are displayed, users don't have to click into the full profile to get pertinent contact details. Contact information is shown in the results, including a profile picture, name, title, mobile number, and phone number.

JPL RULES NBS JPL PUBLIC HOME CALTECH NASA CONTACT US HELP WELCOME BACK MCWATTERS, BRENT

JPLSPACE

HOME EMPLOYEE CENTER TOOLS & SERVICES NEWSFEEDS LINE ORGS PROJECTS INTEREST & WORK GROUPS BOOKMARKS

To search for press enter.

2 RESULTS FOUND

PEOPLE

PICT	LAST	FIRST	BADGE	TITLE	DEP	MAIL	PHONE	OFFICE	MOBILE/TEXT	US PER	YMW
	McWatters	Brent									
	Kline	Henry									

LINKS (0) BLDGS & LOCS (0) RULES (0) PROJS, ORGS & SIGS (0) YELLOW & RED PAGES (0) ACRONYMS (0)

Didn't get the results you expected? [Help us improve.](#)

JPL spared in foothill fires

9/11/2009

Good fortune, solid preparedness and a lot of help from both inside and outside the Laboratory spared both JPL and JPLers from major damage from the Station Fire that ravaged the Angeles National Forest from Aug. 26 into early September.

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Car camp at Morro Bay

Peregrine falcons at Morro Rock, enjoying the memorable seafood, hiking the deserted sand spit that almost closes the bay, kayaking on the bay, walking through Spanish moss at Los Osos Oak State Reserve, or mountain biking at Montana de Oro State Park are some of the attractions at this event Friday-Sunday, Sept. 11-13, sponsored by the JPL Hiking Club.

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WEATHER

La Canada Flintridge, CA (91011)

67° F
Feels like: 67° F
Humidity: 73%
Wind: S

Fair

City or Zip:

10 day forecast Pollen Reports
Airport Delays

Weather data by [weather.com](#) © JPL Weatherstation

weather updated: 9/13/09 7:30 PM

TRAFFIC

live traffic: 9/13/09 7:30 PM

QUICK LINKS

- + BOSS
- + Cafeteria Menu
- + Conference Rooms - Public
- + eForms
- + Export Compliance - ITAR
- + Inside NASA
- + JPL Jobs
- + Limited Release System LRS
- + Maps - JPL with Bus & Shuttle
- + NASA Engineering Network NEN
- + NASA Enterprise Directory NED
- + Org Chart - WOCD
- + Outlook Web Access OWA
- + Timecard Log In
- + JPL Travel
- + UMS - Calendar and Mail Service
- + Universe
- + Unlimited Release System URS
- + Visitor Request Form

ANNOUNCEMENTS

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[IEEE Xplore](#)

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[Save the Date: Sept 24, 2009 JPL Networking Social](#)

[How to publish a Lab-wide Announcement](#)

MORE RESOURCES

Classified
For Sale, Rent, Vacation Rentals, Wanted and Vehicles/Accessories.

This Week
Weekly summary of Organizational Changes, Notices, Trainings, Events, Appointments, Absences, Document Releases & Temp; Temporary Utility Shutdowns.

Universe
Monthly summary of News about JPL's People, Projects and their Impact.

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[YouTube](#) [LIVESTREAM](#)

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- + Contact Us
- + Help

POWERED BY

Pictured: The *Quick Find* tool returns hardwired results for certain pieces of information, such as employees listed in the *People* directory. Results appear as users type their queries. (image courtesy NASA/JPL-Caltech)

The *Quick Find* functionality works for information about people as well as other types of content. The tool searches information in both its Yellow and Red Pages. JPL's many service organizations are listed in the Yellow Pages; its Protective

Services—including its own fire department and emergency services—are listed in the Red Pages.

Quick Find also returns matching acronyms, location information, project information, and *JPL Rules*, which is a document repository of all the official rules at JPL. It covers the full gamut from tuition reimbursement policies to flight project practices.

Additionally, *Quick Find* returns matches to popular site content.

Lists of popular links appear throughout the site, with the full list of such links numbering in the thousands. The team has coded *Quick Find* results for each of those popular links, making it quick and easy to use the search to find the most popular content on the site. This is an elegant solution to inadequate site search and confusing navigation. The best aspect is that users don't have to have any awareness of how it works or why it works, nor do they have to go to a separate area of the site to use it. They simply conduct a standard search, and any *Quick Find* options are automatically presented to them. Users always have the option to submit the search query to the full site search as well.

An automated algorithm reviews *Quick Find* searches to see which items are most often selected for particular searches, and makes those items appear in larger text. For instance, a search for "parking" (see below) returns four results in *Popular Links*, but the larger font size indicates that *JPL Parking Policy* is the preferred link of most users who search that term. The second most popular link is *Laboratory Parking & Traffic*; *Caltech Parking* and *JPL Parking* are also available, but less popular. This approach presents users with all possible matches, but tries to help them select the right one based each link's popularity.

The team collects feedback about the searches conducted, seeing which return results and which fail. There's also a link to *Help Us Improve* at the bottom of the *Quick Find* window where users can submit feedback.

The screenshot displays the JPL SPACE website with a top navigation bar including links like JPL RULES, NBS, JPL PUBLIC HOME, CALTECH, NASA, CONTACT US, HELP, and WELCOME BACK MCWATERS, BRENT. A search bar at the top left shows a search for 'parking' with 4 results found. The main content area is divided into several sections:

- POPULAR LINKS:** Lists links like Caltech Parking, JPL Parking, JPL Parking Policy, and Laboratory Parking & Traffic.
- JPL RULES:** Lists rules such as 2422 - Occupational Health Services, Doctor's Form for Medical Parking, Facilities Design Standards, and Parking and Traffic Regulations.
- YELLOW & RED PAGES:** A table listing services, orgs, contacts, phone numbers, and email addresses.
- PEOPLE (0) BLDGS & LOCS (0) PROJES, ORGS & SIGS (0) ACRONYMS (0):** A section for finding specific information.
- UPCOMING EVENTS:** A calendar section listing events like Car camp at Morro Bay and Station Fire videos wanted.
- WEATHER:** A section showing weather for La Canada Flintridge, CA (91011) with a temperature of 67°F and other details.
- TRAFFIC:** A map showing traffic conditions in the Pasadena area.
- QUICK LINKS:** A list of quick links including BOSS, Cafeteria Menu, Conference Rooms - Public, eForms, Export Compliance - ITAR, Inside NASA, JPL Jobs, Limited Release System LRS, Maps - JPL with Bus & Shuttle, NASA Engineering Network NEN, NASA Enterprise Directory NED, Org Chart - WOOD, Outlook Web Access OWA, Timecard Log In, JPL Travel, UMS - Calendar and Mail Service, Universe, Unlimited Release System URS, and Visitor Request Form.
- ANNOUNCEMENTS:** A section for announcements like TIAA-CREF 1-on-1 Counseling, Lab Chemicals and Supplies Supplier Expo, JPL's Mike Sander to speak Sept. 17 at AIAA San Gabriel Valley Dinner Meeting, Web N.O: The Next Revolution in Information Systems... presented by Joel Sercel, Sept 16, IEEE Xplore, Document Review for Export Compliance Class, JPL Hiking Club Car Camp at Morro Bay Sept 11-13, Save the Date: Sept 24, 2009 JPL Networking Social, and How to publish a Lab-wide Announcement.
- MORE RESOURCES:** A section for resources like Classified, This Week, and Universe.
- ABOUT JPL SPACE:** A section providing information about the site, including links to News provided by OCE, Contact Us, and Help.

Pictured: The *Quick Find* tool uses text size to indicate which of a set of matches is the most commonly selected result. (image courtesy NASA/JPL-Caltech)

Another creative feature on the site is the use of maps, created through Google Maps, to convey information about the corporate campus as a whole as well as about specific campus buildings and resources.

When users mouse over a building on the map, for example, information displays about the building, including its number, name, and a picture of it. The map provides details about the location's facilities, such as bus stops, coffee stands, ATMs, and whether the site is an emergency services facility. Beyond that, the map provides links to building floor plans and information about public conference rooms and points of interest.

The team is working on additional maps that will show such information as real-time locations of buses on the campus bus route and information about power consumption at buildings across the campus.

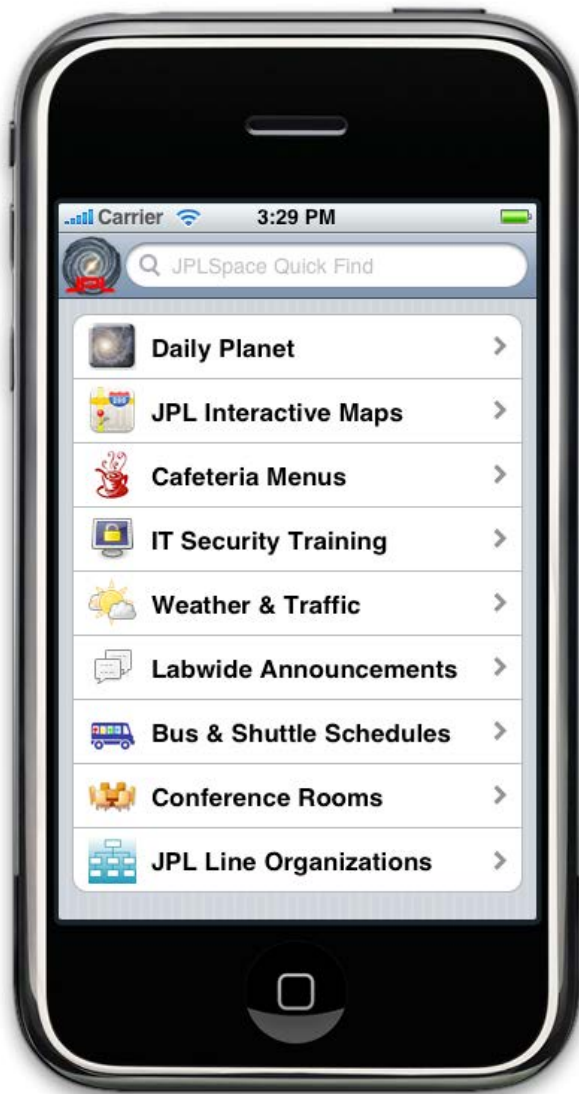


Pictured: Campus maps don't just show building locations, but include information about bus stops, facilities at each location, and even available conference rooms in each building. (image courtesy NASA/JPL-Caltech)

The team decided it was important to provide mobile access to the site, so it started by designing a mobile site accessible on the iPhone, with plans to expand support to BlackBerry devices as well. As team members started building a mobile site, however, they realized that rather than making miniature webpages for a small mobile screen, they could design a better experience by building specifically for the platform. So, information about JPL available to employees on the iPhone is built as an app for the phone, rather than as a mobile website.

The team tried to focus on providing the most useful information for mobile users, such as person lookup, daily news, maps, menus, bus schedules, and conference room information. It's important to consider what information is of most importance to mobile users versus users who are sitting at a computer to access information.

Many mobile users are probably on the move, looking for a quick answer or piece of information. Providing access to booking a meeting room or seeing when the next campus shuttle will arrive at the building can help people accomplish tasks while away from their desks. Other mobile users might be using their phones to kill time while waiting for something—whether a meeting, a shuttle, or for congested traffic to get moving—so they might be most interested in browsing up-to-date information, such as daily news and announcements.



Pictured: An iPhone application lets users access intranet content on the go, providing access to a subset of site content. (image courtesy NASA/JPL-Caltech)

The team continues to come up with new ways to display information in a meaningful way and to help users get to the information they need quickly and efficiently. Creative solutions to known problems, novel methods of displaying information, a new focus on presenting up-to-date and changing information, and a much-improved visual design all work together to help the JPL site provide an improved user experience to employees.

JPL RULES NBS JPL PUBLIC HOME CALTECH NASA
CONTACT HELP WELCOME BACK MCWATTERS, BRENT

EMPLOYEE CENTER

SEARCH HOME EMPLOYEE CENTER TOOLS & SERVICES NEWS FEEDS LINE DRG'S PROJECTS INTERNET & WORK GROUPS BOOKMARKS

CAFETERIA MENUS

JPL Dining Services
+ 167 - Red Planet Cafe
+ 190 - Crater Cafe
+ 303 - Orbit Cafe
+ 602 - Stardust Cafe
+ Caltech - The Athenaeum
+ Order Catering and Refreshments

WELLNESS CENTER

Occupational Safety Program Office
+ Laboratory Emergency Services
Dial 9-1-1 for security, fire, and medical
+ Occupational Health (Medical Services)
First aid, medical, and psychological treatment
+ NASA Occupational Health
Stress Management Training Module

Employee Services

JPL
The JPL Store
+ The JPL Store
Merchandise and services, Lost & Found
+ The Wellness Place
Fitness classes and wellness seminars
+ JPL Recreation Clubs
Employer-sponsored clubs

PROPERTY AND LOGISTICS

Logistics and Material Services
+ JPL Bus & Shuttle Services
+ Your Property Administrator
+ Vehicle Requests
+ Shipping & Receiving Information
+ Request Used Property
+ La Saint Warehouse (Storage)
+ JPL Air Operations
+ Your Property Responsibilities
+ Property Utilization

STUDENT CENTER

+ Complete list of student programs
+ Student education programs
+ Student employment programs

NBS

Restructured Discoverer 10g Plus Foundations Class
In response to feedback from students, Professional Development will combine the Discoverer 10g Plus Intro and Basic Class to better meet the user's needs. [More Info...](#)

Enroll in Upcoming NBS Classes
Discoverer 10g Plus - Intermediate Class, Travel Request/Expense Reports, Procurement, and Preparing Regulations [More Info...](#)

NBS Sunday Maintenance
NBS is unavailable every Sunday from 10:00AM - 2:00PM for weekly maintenance.

NBS Installs
Data Extractor 32

JPL LEARNING ORGANIZATIONS

Mandatory Training
+ Ethics
+ IT Security
+ Export Compliance Web Training (ITAR/EAR)
+ Learning Management System (LMS)
Update Your Training History

Required Training
70 Specialty Courses

Education and Training Providers

Acquisition
Purchasing, Subcontract Processes, Supporting Processes...

New Business Systems (NBS)
NBS skills development and solutions. After you're logged in, select the Training Tab.

Professional Development (PD)
Delegation Skills for Managers and Supervisors, Managing Subcontracts Workshop - (Invitation Only), System Requirements Definition and Management...

Computer Aided Engineering (DNP)
Digital ASCE/PGA Design Using Verilog, Spreadsheet-Aided Engineering...

Occupational Safety Program Office (OSPO)
Prerequisite and elective courses in personal and equipment safety.

Quality Assurance (QA)
Fabrication, Assembly, Inspection of Flight and Ground Support Hardware.

Environmental Affairs Program Office (EAPRO)
Air Quality, Environment, Hazardous Waste...

Program Business Management Division (PBMDO)
Proposals, Work Agreements, Reporting Tools & Analysis...

Software Quality Improvement (SQI)
Software Management and Planning, Software Peer Reviews, Risk Management for Software Projects...

COMMUTING

Public Resources:
+ Glendale Beeline Shuttle
+ Beeline LIVE GPS location with predicted arrival time for JPL (Route 3)
+ La Canada/Flintridge Shuttle
+ Pasadena Area Rapid Transit System

JPL Resources:
+ Rideshare Website
+ Service Schedules - Bus / Shuttle
+ Carpools
+ Vanpools
+ Bradley Van Schedule
+ Weather at the Jet Propulsion Laboratory

JPLTRAVEL

Travel Web Sites
JPL Travel Web Site
Foreign Travel
Meetings, Conferences, and Retreats
International Affairs Foreign Travel
DSN Complex Travel Coordination
JPL Travel Forecast
Non-JPL Personnel Travel

Who to Contact
Reservations, Authorization, Reimbursement
Office of Export Compliance
Cindy Jeffries
Travel Alerts

Travel Emergencies (After Hours): 800-285-6342

MAPS

+ Maps - JPL with Bus & Shuttle Schedules
+ JPL Floor Plan Directory
+ JPL Bus & Shuttles
+ Caltech Interactive Map
+ La Cañada Flintridge
+ Pasadena, CA

FIDELITY INVESTMENTS

Fidelity

Fidelity Variable Unit Net YTD 5-Year
Values Change Return

Fidelity Contrafund (FCNTX) 53.47 0.00 12.04% 4.40%
Fidelity International Discovery (FIIGRX) 29.54 0.00 16.00% 6.34%
Fidelity Growth & Income (FGRGX) 15.30 0.03 9.73% -7.48%
Fidelity Spartan US Equity Index Inv (FUSDX) 37.02 0.04 11.04% -0.18%
Fidelity Select Environmental (FSELX) 14.89 0.01 5.53% 2.35%
Fidelity Intermediate Bond (FTHRX) 10.10 0.02 11.82% 3.52%
Fidelity Inflation-Protected Bond (FINPX) 11.20 0.06 4.69% 3.79%

Sep 11, 2009 More Info Disclaimer

TIAA-CREF

FINANCIAL SERVICES FOR THE GREATER GOOD®

TIAA CREF Variable Unit Net YTD 5-Year
Values Change Return

Global Equities \$80.95 +0.03 26.06% 2.70%
Stock \$195.89 -0.01 24.20% 2.25%
Equity Index \$74.16 -0.07 19.03% 0.64%
Growth \$56.87 0.00 24.83% 0.96%
Social Choice \$117.53 +0.06 16.70% 2.63%
Bond Market \$90.47 +0.07 6.03% 4.04%
Inflation-Linked Bond \$54.20 +0.02 7.01% 3.90%
Money Market \$25.53 0.00 0.11% 3.10%

09/11/2009 More Info Disclaimer

MY MONEY

+ JPL Payroll
+ JPL Benefits
+ TIAA-CREF
+ TIAA-CREF Retirement Q & A's
+ Caltech Employees Federal Credit Union
+ Prudential Financial
+ Fidelity Investments

NEW EMPLOYEE

+ Prepare for New Personnel
+ Getting Started at JPL
+ JPL 101
+ JPL KnowWho System (Experts Directory)
+ BEACON - Library, Archives and Records
+ Mentoring and Coaching
+ New Professionals Network (Yahoo! Group)
+ Subscribe to New JPLers E-mail Distribution List

Pictured: This page from the site's *Employee Center* is focused on the needs of the employee and on quickly getting them to content that meets those needs. (image courtesy NASA/JPL-Caltech)

BACKGROUND

The JPL intranet began many years ago as a single webpage containing links to useful pages on the intranet. In time, it grew to multiple pages of useful links and then was developed into a formal portal application running on Sun's portal software. It languished for several years on this platform before being ported to the SharePoint platform.

Over the years, company leaders realized that users came to the portal because they wanted information or access to tools and services, and not to "enjoy the portal." In an effort to provide them access to everything they might be looking for, the portal became more and more cluttered as time went on. "We found ourselves simultaneously being told we needed to add more links or content and that the site was too cluttered," says Brent McWatters, Task Manager. "When it became clear we couldn't keep adding links on our front page, for example, using search seemed the ideal solution."

While search did assist users in cutting through the clutter, its value was limited—mostly because the search functionality itself was not finely tuned enough to provide a better way for users to locate information. "The out-of-the-box search solutions worked okay, but were frequently not narrowing in on what the user was really looking for," says McWatters. "There were ways to tweak the search results, and that helped a bit, but it was labor intensive and difficult to maintain. There also was a whole class of information queries where normal search was too cumbersome."

The portal lived in a functional, yet kludgy state until the most recent redesign bumped it up a notch aesthetically. "Until recently, our intranet portal was wonderfully functional but alas looked a bit like it was designed by engineers, which it was," says McWatters. "As part of partnering with the OCE, we were encouraged to bring in an outside design firm to consult on the look and feel. Our intranet portal looks better and the users have let us know they appreciate the difference."

Future Plans

Now that the team has developed all the key navigation, *Quick Find*, search, and look and feel elements, it plans to expand the feature set. It's also looking to other areas within JPL where the site can add value. "We are looking at supporting projects, line organizations, work groups, interest groups, and other OCIO [Office of the Chief Information Officer] service areas," says McWatters.

INTRANET TEAM AND SITE OWNERSHIP

The JPL intranet team membership varies from two or three to almost a dozen during a major revision. No one person is ever 100 percent dedicated to the intranet portal, and most are on the task less than one eighth of the time.

Although the Office of the Chief Information Officer owns the intranet, some of the portal's content is maintained by other organizations and the site links to and pulls data from websites and repositories hosted by many other organizations throughout JPL.

Users expect portal content to be current, so the challenge for the intranet team is how to get the many JPL organizations to keep it fresh. "Over the years, we have repeatedly experienced other organizations wanting a 'place' on the portal, but after a short time losing enthusiasm for keeping their content current," says McWatters. He and his team have done two things to improve this. "By moving to SharePoint, it

is now far easier for them to keep their content current and we have partnered with the Office of Communications & Education, a group that is truly committed to keeping their content current,” he says.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Office of the Chief Information Officer (OCIO) Intranet Portal Team	<ul style="list-style-type: none">• Develop and maintain the intranet portal• Integrate with other OCIO services, including the directory, business systems, training, calendaring, email, and multiple repositories
Collaboration Hosting Platform	<ul style="list-style-type: none">• Maintain the infrastructure below the intranet portal (SharePoint and Databases)
Content Owners	<ul style="list-style-type: none">• Ensure that their section is up-to-date and consistent• Delegate some updates or changes to other members of their team/department

TIMELINE

The JPL intranet has been in a state of continuous evolution, with incremental rollouts since it began. One major exception was switching between hosting platforms from the Sun portal platform to SharePoint. This transition took more than a year to complete.

GOALS AND CONSTRAINTS

Although the redesign focused on creating a better experience for the site’s end users, one of the other key goals was to enable content providers to more easily add and edit their own content. “Another goal was to standardize the look and feel throughout our intranet so a user transitioning from our intranet portal to more specific service sites, for example, would find a consistent feel and functionality,” says McWatters.

“We have met the goal of making it easier for content providers to add and edit their content, but the movement of other service sites to the same platform has been slower than expected,” he says.

Another goal was to better integrate the portal functionality with JPL’s internal communications team. This partnership has resulted in a far better-looking intranet, with fresh and engaging news content being maintained by a group that is truly dedicated to that task.

Constraints

If time is the universal constraint, budget is a close second at nearly every organization. Although tight budgets make site enhancements difficult, often the real challenge is just getting enough money to keep abreast of the inevitable ongoing changes needed to just keep the site current.

“Budget is always an issue,” says McWatters. “There is always a hope by management that an intranet once set up will be able to just keep running with almost no resources.”

But when something is as heavily used as an intranet portal, there are always demands for improvement. "The intranet portal is not an island, so as things change around it, updates are always required," he says.

USERS

JPL has an extremely diverse workforce that includes all the usual roles found at any large organization. In addition, the site serves a workforce that includes world-renowned scientists and engineers. The key activities at JPL are highly technical, but the ordinary activities of any company with 5,000 employees must also be fully supported by the organization's intranet.

USER TASKS

One of the most common uses for the intranet portal is to find: people, buildings, conference rooms, phone numbers, documents, maps, information, services, and tools to support people both as employees in general and in their work-related roles, including scientist, engineer, and so on. The other common site use is to discover what's happening at JPL.

JPL RULES NBS JPL PUBLIC HOME CALTECH NASA CONTACT US HELP WELCOME BACK MCWATTERS, BRENT

























































JPLSPACE

SEARCH HOME EMPLOYEE CENTER TOOLS & SERVICES NEWSFEEDS LINE ORGS PROJECTS INTEREST & WORK GROUPS BOOKMARKS

JPLSPACE > JPL CONFERENCE ROOMS

Building Number:

[Show All Conference Rooms & Additional Details](#)

Building	Room	Today's Availability	Capacity	Features
301	301-127	Available Rest of Day	15	   
	301-145N	Available Rest of Day	8	 
	301-169	Available Rest of Day	25	   
	301-227	Not Available until 8:00 PM	15	   
	301-271	Not Available until 8:00 PM	25	  
	301-370R	Available Rest of Day	30	  
	301-370S	Not Available until 8:00 PM	30	    
	301-376	Not Available until 8:00 PM	15	   
	301-474	Available Rest of Day	15	  
Nearby Buildings	Room	Today's Availability	Capacity	Features
179	179-223	Available Rest of Day	30	    
198	198-102	Available Rest of Day	25	   
	198-109	Available Rest of Day	15	    
157	157-210	Available Rest of Day	25	    
158				
170	170-204	Available Rest of Day	15	    

Pictured: The conference room feature lets users check room availability, view each facility's features, and locate other conference rooms in nearby buildings. (image courtesy NASA/JPL-Caltech)

DESIGN PROCESS

The JPL intranet's design has been evolutionary, and that evolution has been fed along the way by user feedback and testing. The JPL team used the following methods to ensure that user-centered design would drive the design process:

- Solicit feedback from users
- Conduct usability testing

- Evaluate the intranet using an in-house usability working group
- Analyze usage metrics, such as page, link, *Quick Find*, and search statistics
- Have a third-party designer provide feedback
- Have team members attend usability conferences
- Benchmark intranet projects at other companies

"User feedback has been critical," says McWatters. "When we are rolling out a new version, we first roll it out to a reduced number of users (such as a pool of several hundred) to get feedback.

Every page on the portal has a *Contact Us* link and the feedback is extremely helpful in improving the portal. "No matter how much design and internal testing we do, putting the system in front of users—even for a few weeks—provides a bounty of great information," he says.

Once a version of the portal has been out for a while, McWatters says that longtime users typically adapt to it and no longer notice suboptimal features. "By seeking out feedback—especially from new hires, for example—we get great feedback, not only because they provide fresh eyes but because they have come from different environments (other companies or schools) and intuitively compare the portal with what they liked and didn't like elsewhere."

Developing the navigation structure was a long and complicated process. The team discovered that established hierarchies for projects often mirrored the business perspective, which was a completely unintuitive hierarchy for most users.

"Our project hierarchy is constantly in flux, and often the official structure is more related to business realities, such as Mars Office, Earth Office, and Solar System Office versus a lay person's perspective: planets, asteroids and comets, space technology, sun, universe, etc.," says McWatters. "We haven't found a way to automate the maintenance of these project structures, but we have been able to automate the maintenance of the Line Org structures (we use a Matrix Organization structure at JPL)."

ACCESS

The JPL intranet homepage is the default homepage for every computer provided to JPL employees. Users can access the intranet from outside the firewall via a VPN application or a browser-based VPN.

TECHNOLOGY

The JPL intranet portal runs on SharePoint and an additional server supports extra features such as *Quick Find* and the interactive maps. In keeping with SharePoint's farm terminology, the tech team develops on a development farm, tests on a test farm, and deploys to the production farm. They also use source control repositories.

All user-generated trouble tickets are tracked in a Remedy system.

The site's *Quick Find* capability utilizes AJAX technology.

MOBILE

Mobile access is a popular feature of the JPL intranet. It's currently supported on the iPhone with the team hoping to make some progress on supporting BlackBerry in the near future. "We have found the iPhone easier to develop for and we have found it provides a richer user experience," says McWatters. "Currently, the mobile applications are only available to a subset of the Lab, but the user feedback has been extremely positive."

Supporting mobile devices entailed some trail and error for the tech team. "We initially tried a webpage-based approach with pages optimized for the smaller screens," says McWatters. "This would allow writing once and using on different devices. We found the usability was poor and switched to using common middleware to feed the information to applications that are native to the mobile devices."

"Computers within our intranet interact with our intranet portal servers with negligible delays," he says. "However, with mobile devices the connection delays, lower data rates, and VPN issues forced us to develop a hybrid architecture where the most commonly used functions and information are stored on the devices and the less often used and more sensitive information is stored on the servers."

Altering their approach greatly improved the user experience design for mobile access.



Pictured: Mobile *Person Lookup* on the iPhone makes it easy for users to find and contact fellow employees. They can also locate nearby conference rooms. (image courtesy NASA/JPL-Caltech)



Pictured: The intranet's *Interactive Map* feature is also available on the iPhone.
(image courtesy NASA/JPL-Caltech)

CONTENT MANAGEMENT

Content management on the JPL intranet is handled through SharePoint. Permissions govern who can update the content and a versioning system is in use.

The only part of the site with a real editorial workflow is the homepage *Announcements* section. Anyone at JPL can submit homepage *Announcements*; the following workflow governs that content:

- The user submits content
- Multiple reviewers are notified via email

- Any of the reviewers can look at the submission, and approve, edit, or reject it
- The editor can route the content to be displayed on different parts of the intranet portal

The Challenge of Metadata

It's always difficult to achieve the balance between wanting to have content with lots of great metadata and not wanting to overburden users. If a company is going to require the use of metadata for content creators, then the intranet team must establish effective rules for gathering that metadata. Having the wrong metadata can be worse than not having metadata at all. Establishing the rules and maintaining this information can be a burden if not handled correctly. And, if it's not handled at all, it can be a different—but just as burdensome—problem for both the team and the users.

The JPL team is just beginning to recognize and deal with the challenges of metadata. "We are in the process of defining rules regarding which metadata must be submitted with document uploads," says McWatters. "Another factor we are looking at is if we have a lot of metadata then just maintaining the metadata becomes a task in itself. For example, as we have reorganizations, projects change names, people move, etc. This can all render metadata obsolete."

SEARCH AND QUICK FIND

Search

As mentioned earlier, the JPL intranet relies heavily on both search and the *Quick Find* feature to aid users in getting directly to the content they seek. Finding the technology to support search is a process, and as many teams find out, it's an ongoing process.

"For evaluating different search solutions we have a "bake-off" (taste test)," says McWatters. "First, we analyze our search logs to come up with a list of 20 common queries. We enlist about 20 users and have them submit these common queries to the different search products and have them rate the results for each query."

They ask the users to rate the results based on how close to the top they feel the ideal result was for them. "At the end, we have them play with additional queries of their choosing and again rate the results," he says. "There are differences in extra features between the offerings—such as the ability to refine a search—and we ask them to rate how valuable they found those features."

This type of continual improvement is one of the best methods to refine search. What JPL and other teams have learned (sometimes the hard way) is that users want effective search and making search effective is a process that must be supported over time, not a one-off project.

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UNIFIED SEARCH

Q SEARCH HOME EMPLOYEE CENTER TOOLS & SERVICES NEWSFEEDS LINE ORGS PROJECTS INTEREST & WORK GROUPS BOOKMARKS

JPLSPACE > UNIFIED SEARCH

Select the system(s) to search

☐ DocuShare ☐ JPL Rules! ☒ Google ☐ SharePoint ☐ PDMS

☒ Internal JPL ☒ External JPL ☒ External NASA

aquarius

Results / System 10

Google Internal JPL

[AQUARIUS Project Schedules Home](#)
253 Home Page. Aquarius Logo. Aquarius - Global Measurement of Sea Surface Salinity. ... AQUARIUS Lead Project Schedule Analyst

[AQUARIUS Status Meetings](#)
253 Home Page. Aquarius - Global Measurement of Sea Surface Salinity. ... AQUARIUS Lead Project Schedule Analyst

[JPL Daily Planet](#)
Date: Saturday, September 12, 2009
... Smooth deployment tests for Aquarius. ... Aquarius will resolve missing physical processes that link the water cycle, the climate, and the ocean. ...

[Aquarius PMSR Template \(NASA\)](#)
... Aquarius JPL GPMC Confirmation Readiness Review (CRR) 9 am ??? 11 am ...
Aquarius Principal Investigator (PI) Confirmation Readiness Review ...

[Aquarius Mission](#)

Google External JPL

[Solar System Exploration: Missions: By Letter: A Aquarius](#)
... Aquarius: Goals: Aquarius is designed to make the first-ever global maps of salt concentrations in the ocean. ... Read More About Aquarius: ...

[Solar System Exploration: Multimedia: Gallery: Spacecraft Images](#)
... Aquarius. The Aquarius mission will provide the first-ever global maps of salt concentrations in the ocean surface needed to understand heat transport and ...

[Solar System Exploration: Multimedia: Gallery: Spacecraft Images](#)
Date: Saturday, September 12, 2009
The Solar System Exploration Home Page is part of NASA's Office of Space Science and describes NASA's program to explore the solar system.

[Instruments and Science Data Systems - Science Operations ...](#)
Aquarius Aquarius will fly on an Argentinean spacecraft and will measure sea surface salinity. Sea surface salinity is an important ...

[Solar System Exploration: News & Events: News Archive](#)
... Heldemarie Stefanyshyn-Piper is leading the undersea mission aboard the National Oceanic and Atmospheric Administration (NOAA) Aquarius Underwater Laboratory. ...

[Solar System Exploration: News & Events: News Archive](#)
... and aquanaut Nicholas Patrick will lead the 10-day undersea mission aboard the National Oceanic and Atmospheric Administration Aquarius Underwater Laboratory. ...

[Instruments and Science Data Systems - Instruments and Science ...](#)
... 2500 nanometers. Aquarius Icon Aquarius Aquarius will fly on an Argentinean spacecraft and will measure sea surface salinity. Sea ...

[Salt-Seeking Ocean Sensor to Ship South - NASA Jet Propulsion ...](#)
Date: Sunday, September 13, 2009
JPL's Aquarius instrument is prepped for shipment to Argentina June 1. The mission will study how salt affects ocean circulation, the water cycle and climate. ...

[PO DAAC Partners](#)
... products. AQUARIUS (Launch 2010) Aquarius is a focused satellite mission to measure global Sea Surface Salinity (SSS). Scientific ...

[NASA's New Studies of Earth's Seas, Skies and Soils - NASA Jet ...](#)
Date: Sunday, September 13, 2009
Exotic champagnes? No, they're NASA's three Earth System Science Pathfinder small-satellite program missions: Orbiting Carbon Observatory, Aquarius and Hydros. ...

Google External NASA

[NASA: Aquarius Mission Web Site - Home](#)
Jun 1, 2009 ... Aquarius Mission Web Site - Home - Understanding the interaction between ocean circulation, the water cycle and climate by measuring ocean ...

[NASA - About Aquarius](#)
Map of Aquarius location The laboratory has hosted more than 200 scientists representing more than 90 organizations, including NASA and universities from ...

[Aquarius ??? NASA Science](#)
Aug 28, 2008 ... Aquarius is a focused satellite mission to measure global sea surface salinity (SSS). Its instruments will measure changes in SSS equivalent ...

[NASA - NASA Goddard Delivers Aquarius Radiometer to JPL](#)
Mar 17, 2008 ... The Aquarius Radiometer, pictured here, spent four years in development before it made its way from Goddard to JPL on Jan. 10, 2008. ...

[NASA Quest > Space](#)
Join us live from underwater, off the coast of the Florida Keys, in a submersible deep-sea habitat called the Aquarius. NASA is interested in exploring the ...

[Behind the Scenes: NEEMO](#)
Jul 25, 2006 ... For NASA, Aquarius provides a convincing analog to the ... Read some of the journal entries here, or go to the Aquarius Web site for a ...

[NASA - NEEMO](#)
Sep 5, 2007 ... Aquarius operates 3.5 miles (5.6 kilometers) off Key Largo in the Florida Keys ... Aquarius provides a convincing analog to space exploration, and NEEMO ...

[NASA: Aquarius Mission Web Site - Technology & Operations](#)
Jul 8, 2009 ... Aquarius Mission Web Site - Technology & Operations - Understanding the interaction between ocean circulation, the water cycle and climate ...

[APOD: 2003 July 27 -The Aquarius Dwarf](#)
Pictured above is the Aquarius Dwarf, a faint dwarf irregular galaxy over 3 million light years away. An earlier APOD erroneously identified the above image ...

[NASA: Aquarius Mission Web Site - Education: Classroom Activities ...](#)
Jul 8, 2009 ... Aquarius Mission Web Site - Education: Classroom Activities - Liquid Rainbow - Understanding the interaction between ocean circulation, ...

[NASA: Aquarius Mission Web Site - Education: Classroom Activities ...](#)
Jul 8, 2009 ... Aquarius Mission Web Site - Education: Classroom Activities - Liquid Rainbow - Understanding the interaction between ocean circulation, ...

Pictured: A single user query can be sent to multiple search engines and repositories with the results aggregated in one place, as shown here. (image courtesy NASA/JPL-Caltech)

Quick Find

The JPL team considers *Quick Find* one of the site's most useful features. While employing site search helped users cut through the clutter initially, there was still a whole class of information queries where normal search was just too cumbersome.

For example, when looking up people, buildings, or conference rooms, or searching the organization's Yellow Pages directory or acronym repository, a search engine was not a good solution. So, for these very common queries, the intranet team developed the *Quick Find* capability. "Results are returned often within 100 milliseconds," says McWatters. "The instant results are returned when looking up people, popular links, buildings and locations, our official regulations repository, projects, line organizations, interest groups, internal Yellow Pages, and acronyms."

Using full words are not necessary for *Quick Find* to work. For example, to look up "Brent McWatters" a user could type "br mcw" or "br 172" (his organization) or "br 600" (his building) or "4-2513" (his extension). "For lousy spellers, being able to input partial names combined with instant feedback is very useful," says McWatters.

The important thing about the site having both search and *Quick Find* is that it's not a case of one method being better than another, but rather that offering multiple tools can sometimes be the best solution to meet diverse user needs on a single site. And, at JPL, *Quick Find* not only augments the shortcomings of search, it lends a serendipitous component to finding company information that might interest the seeker.

"For a new employee, they appreciate the multitude of links and can discover things that would have otherwise been forever hidden (there's a yoga class at lunch!)," says McWatters. "Search is very powerful and because it's mostly automated, it can be very cost effective, but *Quick Find* is the most heavily used feature by far. But it requires custom coding and keeping our core set of links current."

Over time, the JPL team has developed a list of several thousand "popular" links that direct users to the information or services they're looking for. These are nicely organized across the intranet's many webpages and let the team remove the clutter from the front page.

These popular links are among the site's most complex content to maintain. Not only can users browse them, but the links are also indexed, so every popular intranet link can be found instantly via *Quick Find*. For example, to find JPL's fiscal calendar, users need only type "fisc." Since implementing the *Quick Find* feature, the number of intranet pages browsed has dropped significantly as users increasingly choose *Quick Find* because of its speed.

"We have automated the analysis of which *Quick Find* results are selected most often, and we display these more prominently (bigger)," says McWatters. "This enables later users to hone in on a desired result more quickly. We can also detect which *Quick Find* queries didn't result in matches and improve our offering."

"We have developed unique monitoring of direct link clicks and *Quick Find* accesses that provides detailed metrics on which of these links are being used, which aren't, and, in *Quick Find*, what is being looked for but not found," says McWatters. "This is extremely powerful in keeping the intranet content relevant. We also have behind-the-scenes link validating that is ensuring the content and services we are pointing to are still there."

FEATURES

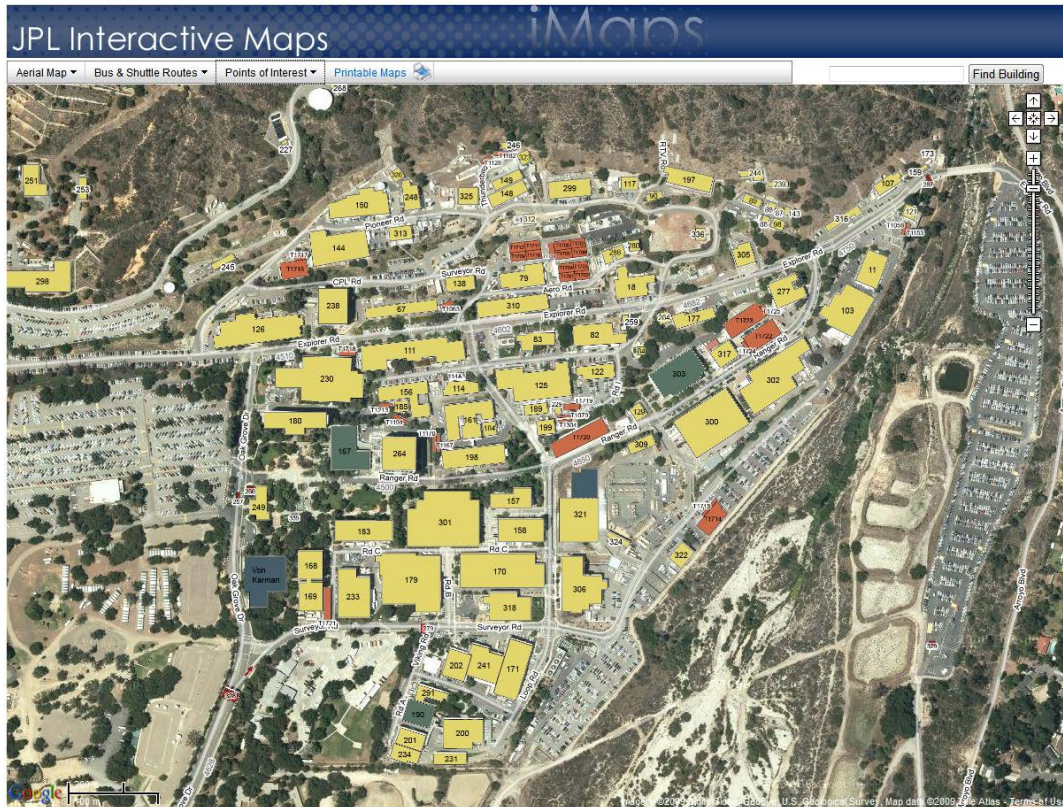
Users typically don't say much about intranet features unless they particularly like or dislike them. "We believe our *Quick Find*, interactive maps, and providing access to the intranet portal functionality on mobile devices are leading edge," says McWatters, adding that, "we continue to receive extremely positive feedback for all three of these features."

The JPL intranet's most popular features include:

- **Interactive maps.** The site's interactive maps are very popular with users and the team has received lots of extremely positive feedback on this feature. The engine behind the maps is Google Maps, with the JPL buildings overlaid. The maps highlight campus locations including cafeterias, the credit union, the fire department, and ATMs.

For each JPL building shown, users can see the floor plans and find an available conference room in that building. The team is currently working on a prototype version that has the ability to display power consumption on a per-building basis. "We have a deal with our local utility where we get better rates if we are able to reduce consumption when the utility is having trouble meeting demand," says McWatters.

The team is just starting to experiment with overlaying real-time information regarding the position of buses that run throughout the Lab campus area.



Pictured: An example of the interactive map features. The map is easy to pan and zoom and bus routes and points of interest can be overlaid. (image courtesy NASA/JPL-Caltech)

JPL RULES
NBS
JPL PUBLIC HOME
CALTECH
NASA
CONTACT US
HELP
WELCOME BACK MCWATTERS, BRENT

NEWSFEEDS

SEARCH
HOME
EMPLOYEE CENTER
TOOLS & SERVICES
NEWSFEEDS
LINE ORGS
PROJECTS
INTEREST & WORK GROUPS
BOOKMARKS

JPLSPACE - NEWS FEEDS

NASA BREAKING NEWS

NASA Breaking News

- Space Shuttle Discovery Returns To Earth After Successful Mission**
Fri, 11 Sep 2009 00:00:00 EDT
- NASA Selects Company For Central Process Systems Service**
Fri, 11 Sep 2009 00:00:00 EDT
- NASA Exercises Payload Processing Contract Option**
Fri, 11 Sep 2009 00:00:00 EDT
- NASA's LCROSS Reveals Target Crater For Lunar South Pole Impacts**
Fri, 11 Sep 2009 00:00:00 EDT
- U.S. and Europe Agree on Civil Space Transportation Cooperation**
Fri, 11 Sep 2009 00:00:00 EDT
- Students To Participate In NASA's Lunar Field Test Activities**
Fri, 11 Sep 2009 00:00:00 EDT
- NASA Publishes Report about International Space Station Science**
Thu, 10 Sep 2009 00:00:00 EDT
- NASA Ames to Host Administration's Cloud Computing Announcement**
Thu, 10 Sep 2009 00:00:00 EDT
- NASA and ATK Schedule Motor Test for Ares Rocket on Sept. 10**
Thu, 10 Sep 2009 00:00:00 EDT
- NASA and ATK Successfully Test Ares First Stage Motor**
Thu, 10 Sep 2009 00:00:00 EDT

NASA FEED #2

Science @ NASA

- NASA Selects Target Crater for Lunar Impact**
- NASA Unveils First Images from Rejuvenated Hubble**
- Are Sunspots Disappearing?**
- Honey, I Blew Up the Tokamak**
- NASA Heads Out to Sea**

NASA FEED #3

CHN.com - Science & Space

- Mars Science Lab launch delayed two years**
Fri, 05 Dec 2008 10:34:54 EST
- Shuttle lands at California air base**
Mon, 01 Dec 2008 00:17:51 EST
- iReporters watch planets, moon align**
Tue, 02 Dec 2008 12:52:24 EST
- Inspiration for 'Contact' still listening**
Wed, 26 Nov 2008 12:02:33 EST
- Indian lunar orbiter hit by heat rise**
Wed, 26 Nov 2008 07:25:44 EST

NASA FEED #4

PHYSorg.com: Space & Earth News

- New CO2 data helps unlock the secrets of Antarctic formation**
Sun, 13 Sep 2009 15:50:06 EST
- Apollo moon rocks lost in space? No, lost on Earth**
Sun, 13 Sep 2009 15:17:20 EST
- Shuttle astronauts prepare for Texas homecoming**
Fri, 11 Sep 2009 17:53:30 EST
- NASA's LCROSS Reveals Target Crater For Lunar South Pole Impacts**
Fri, 11 Sep 2009 15:30:23 EST
- Bad weather further stalls shuttle landing**
Fri, 11 Sep 2009 15:05:58 EST
- First complete image created of Himalayan fault, subduction zone**
Fri, 11 Sep 2009 14:50:22 EST

BUSINESS FEED #1

BusinessWeek.com --

- Lehman's Fall: The What-If's Linger**
Sun, 13 Sep 2009 22:24:05 EDT
- The Faces of the Lehman Crisis**
Sun, 13 Sep 2009 22:24:05 EDT
- Timeline: Lehman's Trail of Tears**
Sun, 13 Sep 2009 22:24:05 EDT
- Poll: Should Lehman Have Been Rescued?**
Sun, 13 Sep 2009 22:24:05 EDT
- Investors Warm to Web Calling**
Sun, 13 Sep 2009 21:41:30 EDT
- Finding America's Most Affordable Real Estate**
Thu, 10 Sep 2009 12:43:16 EDT
- Most and Least Affordable U.S. Housing**
Sun, 13 Sep 2009 22:24:05 EDT
- Lower Your Taxes: Move to Switzerland**
Thu, 10 Sep 2009 17:00:00 EDT
- What U.S. Companies Really Pay in Taxes**
Sun, 13 Sep 2009 22:24:05 EDT
- The World's Most Competitive Countries**
Sun, 13 Sep 2009 22:24:05 EDT
- At Last: IEEE Approves 802.11n Wi-Fi Standard After 7 Years**
Sun, 13 Sep 2009 20:10:34 EDT
- Earnings of Young College Grads vs College Costs**
Sat, 12 Sep 2009 11:26:05 EDT
- Obama, Treasury Study Say Losing Healthcare Is Common**
Sat, 12 Sep 2009 08:08:51 EDT
- In China Tires Case, Obama Strikes Middle Ground**
Sat, 12 Sep 2009 02:19:04 EDT
- New Guard at Morgan Stanley Marks End of an Era**
Fri, 11 Sep 2009 19:01:27 EDT

BUSINESS FEED #2

Business and financial news - CNNMoney.com

- Big week ahead for stocks**
Sun, 13 Sep 2009 19:53:32 EDT
- Obama's other fight: Fixing bank rules**
Sun, 13 Sep 2009 21:27:08 EDT
- China pushes back after U.S. sanction**
Sun, 13 Sep 2009 21:55:11 EDT
- When Wall Street nearly collapsed**
Sat, 12 Sep 2009 12:20:52 EDT
- Bailouts: The big windup**
Sat, 12 Sep 2009 19:25:12 EDT
- 25 Best Places to Retire**
Sat, 12 Sep 2009 14:19:11 EDT
- 8 couples, 8 great retirement spots**
Sun, 13 Sep 2009 16:09:49 EDT
- Insiders sell like there's no tomorrow**
Sun, 13 Sep 2009 16:12:29 EDT
- 58 and no retirement savings**
Thu, 10 Sep 2009 05:49:48 EDT
- San Francisco gets green tech**
Fri, 11 Sep 2009 16:17:41 EDT
- What to do with \$1 million**
Sun, 13 Sep 2009 17:00:39 EDT
- Tough times for job seekers**
Sun, 13 Sep 2009 16:16:49 EDT
- How we're saving big bucks**
Fri, 04 Sep 2009 21:55:40 EDT
- Marijuana: Is the end of prohibition near?**
Sun, 13 Sep 2009 07:06:54 EDT
- 50 Most Powerful Women**
Sun, 13 Sep 2009 15:55:30 EDT

BUSINESS FEED #3

Fast Company

- Fast Company's Most Innovative Marketing Expert Blogs, Part II**
Sun, 13 Sep 2009 14:15:05 EST

SCIENCE FEED #1

BBC News | Science & Environment | World Edition

- Cave dig unearths important finds**
Sun, 13 Sep 2009 10:12:04 GMT
- Oil threat to Australia wildlife**
Sun, 13 Sep 2009 03:28:47 GMT
- US space shuttle returns to Earth**
Sat, 12 Sep 2009 04:04:47 GMT
- Key gene 'controls disease fight'**
Sun, 13 Sep 2009 17:01:04 GMT
- 'Lost seabird' returns to ocean**
Fri, 11 Sep 2009 10:06:33 GMT
- Agriculture pioneer Borlaug dies**
Sun, 13 Sep 2009 05:37:23 GMT
- Japan's space freighter in orbit**
Thu, 10 Sep 2009 17:04:54 GMT
- German ships blaze Arctic trail**
Fri, 11 Sep 2009 21:45:40 GMT
- Singing the same tune: birds that evolved almost identical songs**
Fri, 11 Sep 2009 09:08:28 GMT
- The latest vibes from the British Science Festival**
Fri, 11 Sep 2009 13:19:24 GMT
- Seeing time**
Fri, 11 Sep 2009 12:18:57 GMT
- Screen burn**
Fri, 11 Sep 2009 16:25:19 GMT
- In pictures**
Fri, 11 Sep 2009 16:02:51 GMT
- Electric avenue**
Thu, 10 Sep 2009 11:11:50 GMT
- Counting down**
Fri, 11 Sep 2009 09:28:11 GMT

SCIENCE FEED #2

Discovery News Top Stories : Discovery Channel

- SLIDE SHOW: The Week's Top Stories**
Fri, 11 Sep 2009 22:35:00 GMT
- Space Shuttle Discovery Glides Home**
Fri, 11 Sep 2009 23:35:00 GMT
- NASA Picks Site to Search for Water on Moon**
Fri, 11 Sep 2009 21:15:00 GMT
- Extinct Eagle May Have Hunted Humans**
Fri, 11 Sep 2009 22:35:00 GMT
- Earliest Menora Depiction Found**
Fri, 11 Sep 2009 18:55:00 GMT
- BIG PIC: 9-11 in Remembrance**
Fri, 11 Sep 2009 17:55:00 GMT
- Oldest Fibers Date Back to Stone Age**
Fri, 11 Sep 2009 16:55:00 GMT
- Migrating Birds Chill to Conserve Energy**
Fri, 11 Sep 2009 13:15:00 GMT
- WATCH: Coughing Robot Spews 'Flu Germs'**
Fri, 11 Sep 2009 18:15:00 GMT
- Japan Launches Cargo Craft to Space Station**
Fri, 11 Sep 2009 16:30:00 GMT
- BLOG: Tracking the Beatles Across the Universe**
Fri, 11 Sep 2009 14:00:00 GMT
- SLIDE SHOW: Arctic Under Siege**
Thu, 10 Sep 2009 18:00:00 GMT
- Bad Weather Prevents Space Shuttle Landing**
Thu, 10 Sep 2009 00:30:00 GMT
- Could Wind Power China's Energy Future?**
Thu, 10 Sep 2009 18:01:00 GMT
- Butterfly Hindered by Extreme Sex Ratio**
Thu, 10 Sep 2009 16:00:00 GMT

SCIENCE FEED #3

PhysOrg.com - latest science and technology news stories

- New CO2 data helps unlock the secrets of Antarctic formation**
Sun, 13 Sep 2009 15:50:06 EST
- Master gene that switches on**

TECH FEED #1

BBC News | Technology | World Edition

- Facebook strips down to Lite site**
Fri, 11 Sep 2009 07:12:20 GMT
- UK firm Spinnox 'put up for sale'**
Fri, 11 Sep 2009 13:23:15 GMT
- PM apology after Turing petition**
Fri, 11 Sep 2009 10:20:55 GMT
- Competition for community wi-fi**
Fri, 11 Sep 2009 07:20:11 GMT
- Orange restores broadband service**
Fri, 11 Sep 2009 08:25:03 GMT
- MoD withdraws £114m comms system**
Thu, 10 Sep 2009 15:03:22 GMT
- Japan's space freighter in orbit**
Thu, 10 Sep 2009 17:04:54 GMT
- Steve Jobs lights up Apple show**
Wed, 09 Sep 2009 23:14:42 GMT
- Musicians hit out at piracy plans**
Thu, 10 Sep 2009 12:00:05 GMT
- Unhappy with your broadband speed? Try Winston the pigeon**
Thu, 10 Sep 2009 10:03:35 GMT
- Get your up-to-date fix of blog posts about all things digital**
Wed, 24 May 2008 11:53:11 GMT
- Screen burn**
Fri, 11 Sep 2009 16:25:19 GMT
- Political gains?**
Fri, 11 Sep 2009 10:31:21 GMT
- Tortured genius**
Fri, 11 Sep 2009 16:28:49 GMT
- Smart car**
Sat, 12 Sep 2009 20:03:58 GMT

TECH FEED #2

BusinessWeek.com -- Technology

- Oracle Has Customers Over a Barrel**
Thu, 10 Sep 2009 17:00:00 EDT
- Will Social-Network Smartphones Boost Motorola?**
Thu, 10 Sep 2009 17:00:00 EDT
- Symantec Warns on Cyberterrorism**
Thu, 10 Sep 2009 20:54:00 EDT
- iSuppli: iPhone Will Stay at AT&T**
Thu, 10 Sep 2009 20:51:00 EDT
- Texas Instruments Raises Estimates on Smartphone Demand**
Thu, 10 Sep 2009 22:28:00 EDT
- Jobs Returns with Devices to Boost Apple's Shares**
Thu, 10 Sep 2009 00:10:00 EDT
- AMD Presses Consumers to Rethink the Chip**
Thu, 10 Sep 2009 00:01:00 EDT
- Tech: When Options Costs More Than Research**
Wed, 2 Sep 2009 22:10:00 EDT
- Techland's Tentative Job Recovery**
Mon, 31 Aug 2009 20:13:00 EDT
- Insider's Guide to Tech-Job Hunting**
Mon, 31 Aug 2009 22:30:00 EDT
- AOL: We've Got Garlinghouse**
Tue, 8 Sep 2009 18:07:00 EDT
- EBay's Skype Sale Looks Like a Win-Win**
Tue, 1 Sep 2009 20:45:00 EDT
- Is Twitter Pimping Porn to Family Users?**
Tue, 1 Sep 2009 20:47:00 EDT
- Why Europe Won't Stop Oracle from Taking Over Sun**
Thu, 3 Sep 2009 12:30:00 EDT
- Tapping a Legion of Smart Programmers**
Tue, 18 Aug 2009 20:00:00 EDT

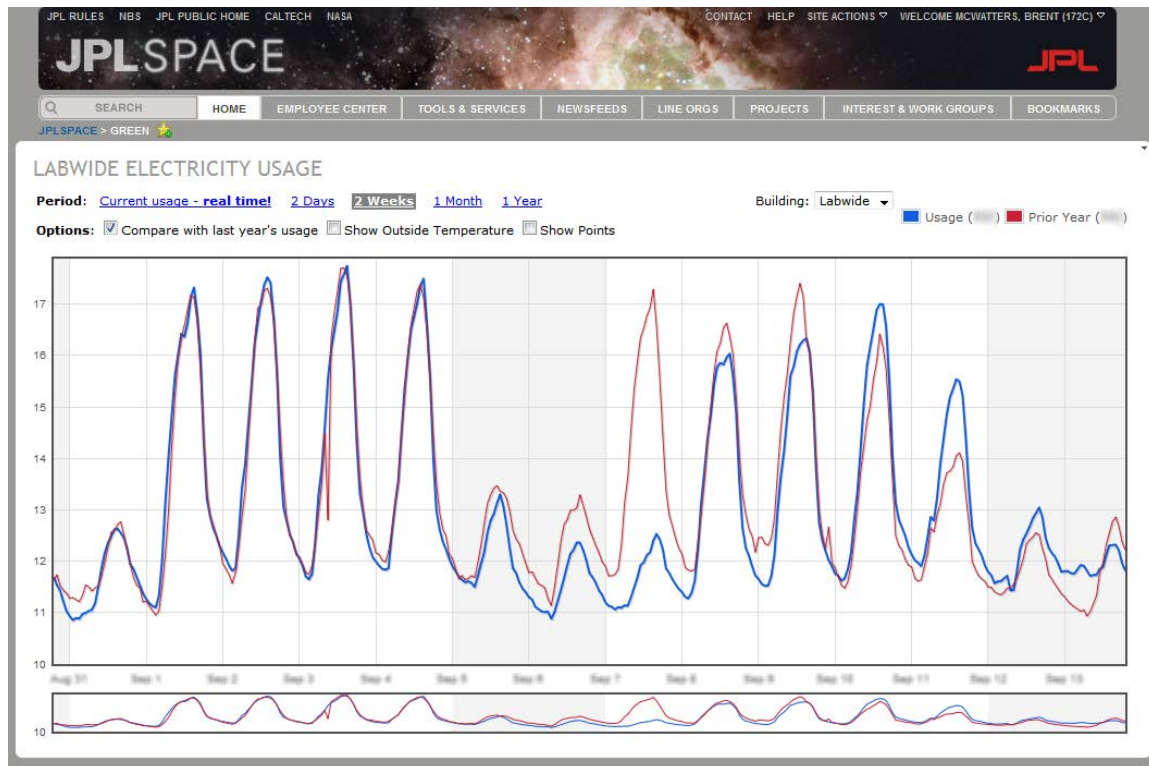
TECH FEED #3

CNET News.com

- Rogue ad hits New York Times site**
Sun, 13 Sep 2009 12:10:00 PDT

Pictured: News from a variety of external news sources is aggregated on the site using RSS. (image courtesy NASA/JPL-Caltech)

- **Retirement tracking.** Two different companies handle the employee retirement programs and users can see the performance of both, updated daily with current year-to-date and five-year results on the intranet.
- **Data visualization.** The site features a graph visualization capability for the JPL's Green Initiative. The graph shows power usage over different time intervals and overlays outside temperature or the previous year's values for comparison purposes. Plans are underway to make it possible to visualize power consumption on a per-building basis.



Pictured: The intranet's graphing capabilities. This example shows power usage compared with the previous year. (image courtesy NASA/JPL-Caltech)

ROI

The familiar refrain of “we don’t measure ROI in hard numbers,” applies to the JPL team, too. Sometimes a useful site is just a useful site—and that’s enough.

“We have not been able to justify the ROI in hard numbers,” says McWatters. “We tried the usual if X people do these things Y times per day and it used to take Z amount of time and now it is ZZ% faster, we are therefore saving \$XX, but we haven’t found this argument to be particularly convincing to upper management.”

LESSONS LEARNED

McWatters shares some of the many lessons the JPL team has learned in developing the redesigned portal:

- **Different search techniques each have their place.** "Browsing, searching, and using *Quick Find* are all ways for users to get what they want. They each have advantages and disadvantages, but each has its place."
- **Users have a job to do. Give them tools to do that job.** "The users came to the intranet portal not to visit it but to find, learn, get information, or access a tool or service. Ensuring the user is efficiently getting value from your site is more important than somehow trying to convince them they should want to go to your site."
- **Write for the Web.** "Users will read exceptionally little of what is on your pages, and if things aren't intuitively obvious they won't be understood or used. Make the first few words of each line contain all the key information."
- **Cross-browser testing is critical.** "Constant testing of your intranet on a variety of browsers is essential."
- **The intranet is an ongoing program, not a one-off project.** "Automate what you can, but manual maintenance will never cease. Change—both within your intranet and with technologies outside your company—will necessitate your intranet portal constantly innovate to stay relevant and valuable."
- **A personal touch can go a long way toward getting users on board.** "Sometimes, personal demos are simply the best way to show users what is available from their intranet. Demonstrating at our annual IT expo or doing very brief demos in the cafeteria or at team meetings has worked well."

Saudi Commission for Tourism & Antiquities (SCTA)

Using the intranet: Saudi Commission for Tourism & Antiquities (SCTA) is a governmental agency in Saudi Arabia that specializes in and is responsible for supporting and controlling the country's tourism places and activities. In addition, SCTA is responsible for antiquities that represent Saudi Arabia's history.

Headquarters: Riyadh, Saudi Arabia

Number of employees the intranet supports: 4,000

Locations where people use the intranet: SCTA operates 13 branches across official Saudi Arabia provinces.

Design team:

Design team members are drawn from the following departments: Design and Identity, IT, Human Resources, and Media.

Members:

Project Team: Eng. Anas Alsolai, Project Manager; Dr. Habbas Alharbi, Director of Media Production Department; Hamad Alkhaled, HR Operations Manager; Hossam Almujaal, Design Unit Head; Ali Alabdulwahed, Intranet Content Manager; Nuha Al-Saeed, Application Specialist; Waqas Chaudhry, Solution Architect; Aamir Shahzad, Business Architect; Mead Albraheem, Application Specialist; and Mohammed Almazrooa, Application Specialist

Project Board: Abdullah S. Aljehani, Vice President of Tourism; Dr. Abdulaziz M. Al-Sheikh, Vice President of Support; Majed Alshedi, Media and Public Relations Director; and Massar Almassar, IT Department Manager

SUMMARY

With diverse, thorough content and unusual and fanciful features, the intranet for the Saudi Commission for Tourism and Antiquities (SCTA) far exceeds its goal to involve, include, and attract all employees.

The homepage gives an overview of the intranet's content and varied information, including news, tools, weather around the country, and event photographs to help draw users in. Specifically, the center column offers various types of news, including the *President's Word* section at the top, which includes a summary of and link to the SCTA president's letter to the organization. Below this are the top news items, followed by *Articles* posted by employees. This combination of news from the president, internal news, and news and announcements written by employees themselves makes the homepage inclusive of and appealing to all.

Users can access *eServices*—the various tools they need—via the set of icons that appear toward the bottom of the center column.

More amusingly, in the upper left, the photo library section shows one of the latest photos that an employee posted. These pictures are related to antiquities and tourist attractions. Employees can click through and see more photos. The *Media Library*, in the lower right, links to videos. Also in the lower right, the *Comics* section links to comics written by employees. All of these sections add up to some entertaining intranet moments. Another rewarding topic relates to spirituality: The *Prayer Time* area in the middle of the left rail shows the times for praying each day.

Given that the intranet is written in Arabic and most text is read from right to left, it makes sense that the main navigation menu appears on the right side of the page. The logo appears in the upper right, rather than left. Also, section headings, tab labels, and text blocks are flush right (when not centered).



Main Menu : Contain lists and map all intranet section in one place such as Employees Directory , Record Center , Management Decisions , Forums and discussion boards , eServices , and Other related section.

President's word: Contain words that been said by SCTA President and being updated monthly.

Photo Library : allow users to post and see all photos related to tourism sites and antiquities.

General News Related to Tourism and Antiquities: where users / employees can read latest news regarding activities and event for related subject.

Weather Forecast : weather information.

Articles: employee can post articles and share it within the intranet.

SCTA Employees News and Activities: news and activities related to employees them self.

Event Calendar : show today date with events in selected date.

Publications : where employees can find SCTA publication like books and magazines.

Comics : Fun section where employees can pots their own comics and share it with others.

eServices : links to services that available within the intranet.

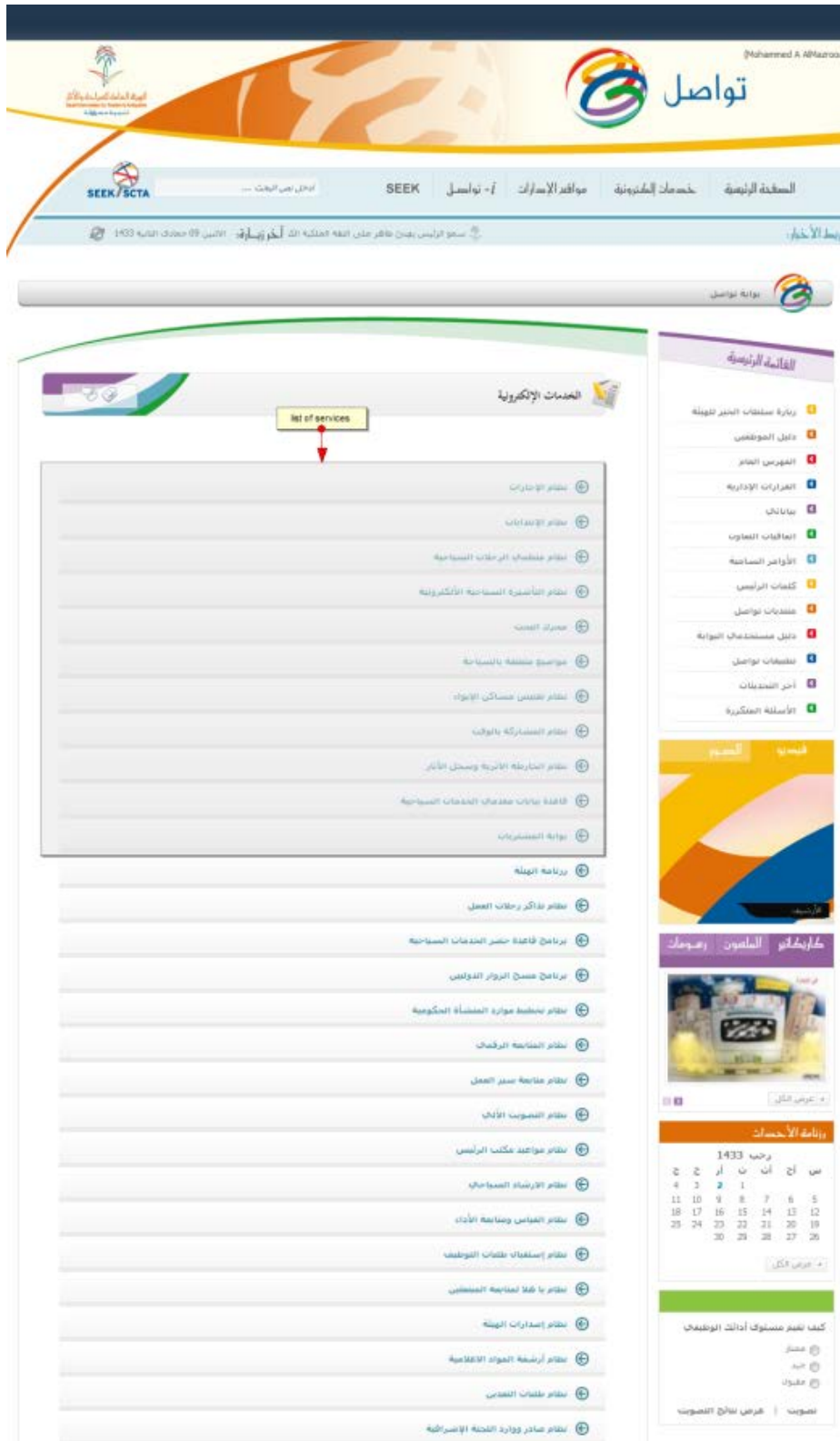
Voting : employees can share their opinion and feedback related to certain questions.

SCTA Announcements : latest announcements regarding new procedures or events that related to employees operation

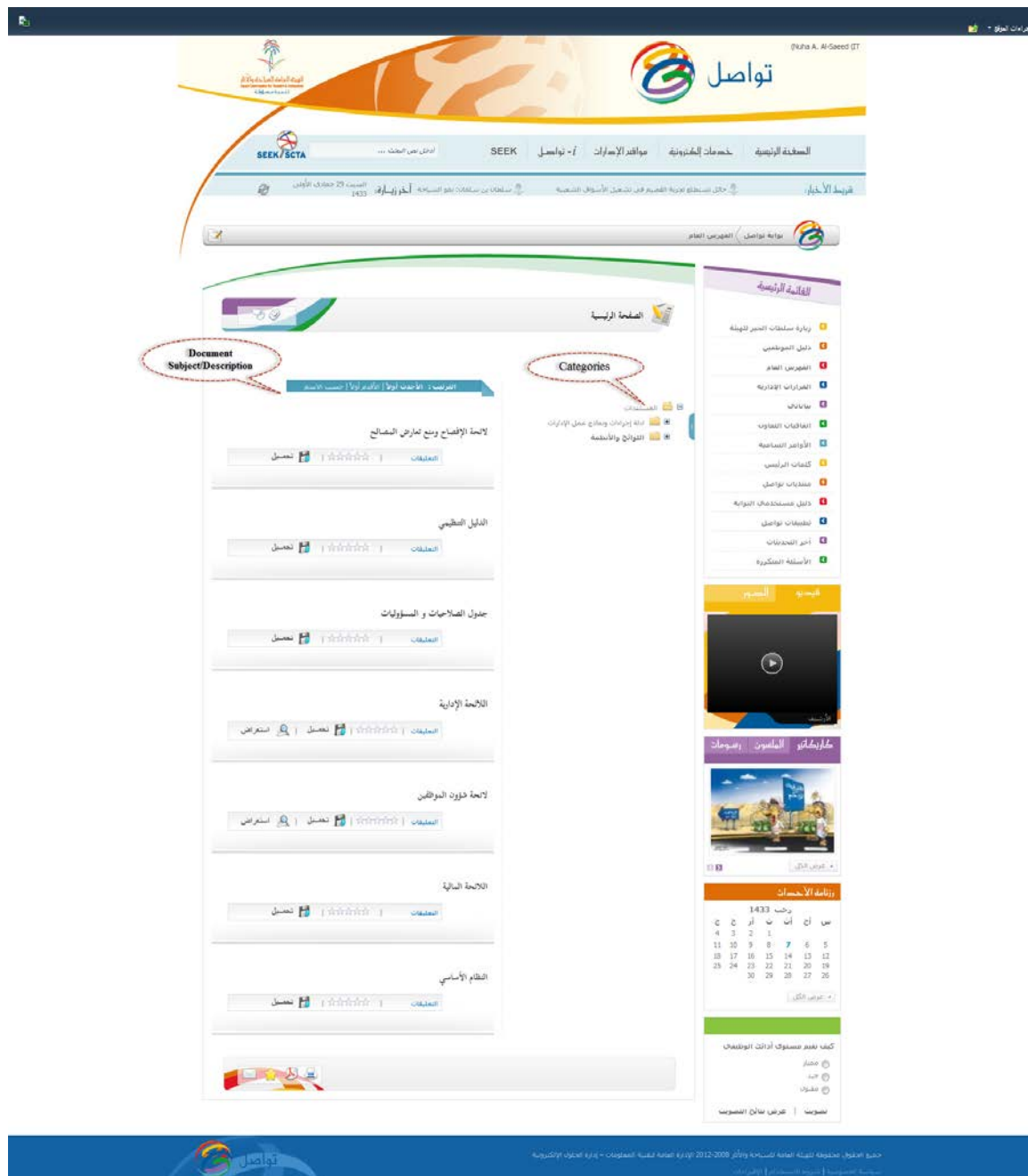
Pictured: The homepage offers a variety of news and application links, as well as more personal items such as prayer schedules, comics, photos, and other media. (Note: the English explanations on the right and bubble notes within the image do not actually appear on the intranet.)

The intranet's eServices area offers a very extensive set of tools and applications that help employees do their work. People with various jobs and in different departments alike can find the tools they need here. And, as new tools are created, they are also added to this list. This consolidation of items facilitates sharing applications and tools between teams, and makes it easy for employees to find the

items in the IA. No need to search or find which menu a tool might be classified under; they're all here. Similarly, all documents and procedures are categorized and archived in the Records Center.



Pictured: The eServices section houses the tools and applications people need to do their jobs.



Pictured: The *Records Center* categorizes all document and procedures.

To learn about what is happening with colleagues from around the organization, employees can click through from the homepage to the *social news* section, where they can post their own news items and related images, and view, comment on, and rate other items. Content might relate to work, such as success stories and

employee promotions; or it might be personal, such as marriages or education achievements. Mixing the business and personal helps the employees relate to each other and support each other on different levels, generally bringing them closer.

Pictured: The social news area lets employees post business and personal news, and comment on and rate all posts.

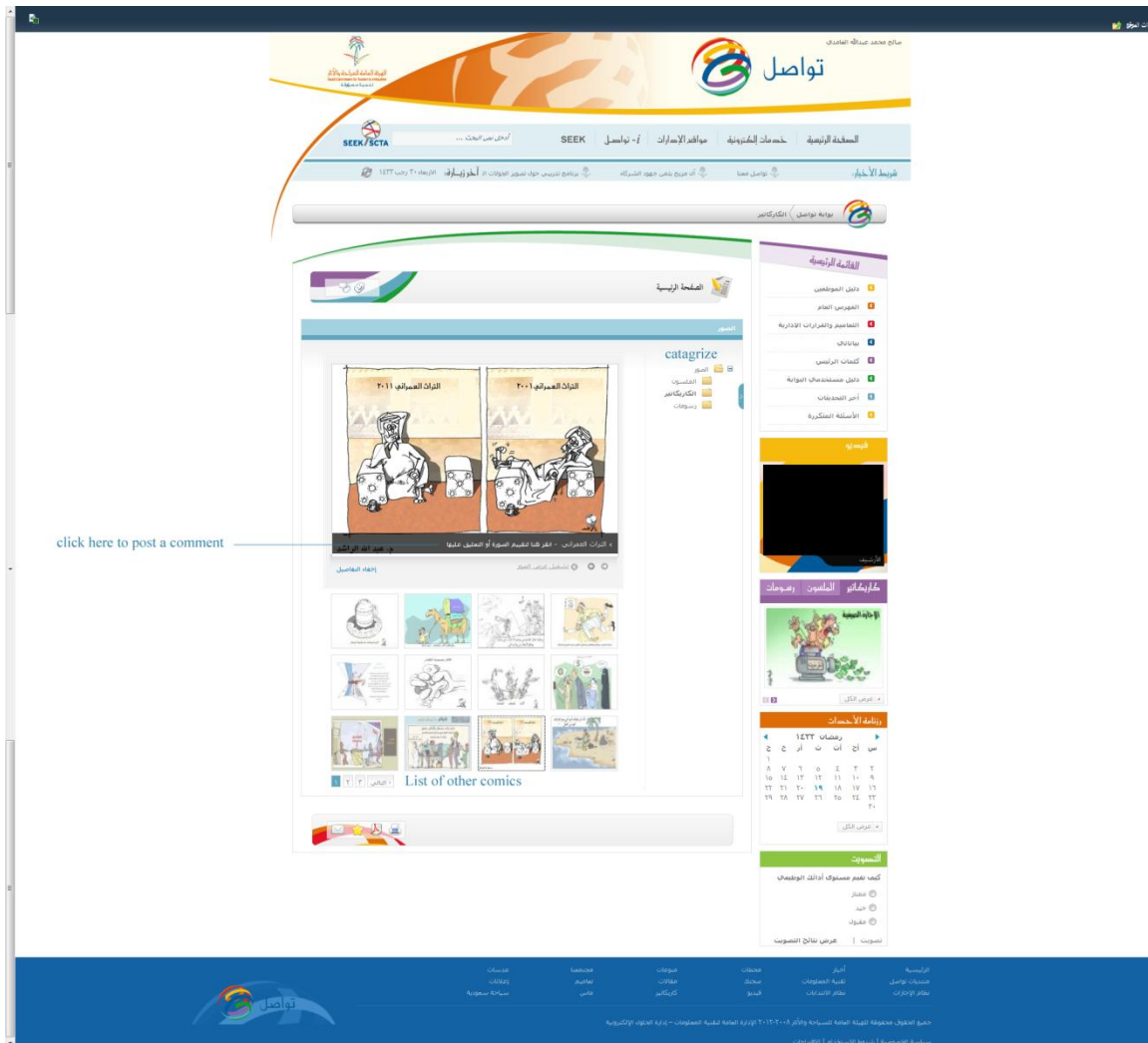
To post new material, users click a link on the homepage. This opens a form that lets users title their item, write a description, and attach a file. Once the intranet content administrators approve it, the content will be posted.

The screenshot displays the SCTA intranet homepage. At the top, there is a header with the SCTA logo and navigation links. Below the header, a sidebar on the right contains a list of links for various services and news. The main content area features a large form titled 'Add New Post/Article Form' with fields for 'subject', 'attach file', and 'details'. Below the form, there is a calendar and a section for 'Razmat al-Ahwal' (Razmat al-Ahwal) with a table of dates. At the bottom, there is a footer with contact information and a copyright notice.

Pictured: Users can fill in a simple form to post content on the intranet.

Comics have become very popular in recent years, and SCTA employees are trying their hand at not just reading them, but creating them. The organization considers this sharing part of team building and fun, and encourages sharing and commenting

on comics. Users can submit a comic to the intranet content administrators, who ensure that the content is appropriate for the organization. Users enjoy this comics feature and visit this intranet area when they crave an amusing break.



Pictured: Employees can post comics and funny stories, and comment on these on the intranet.

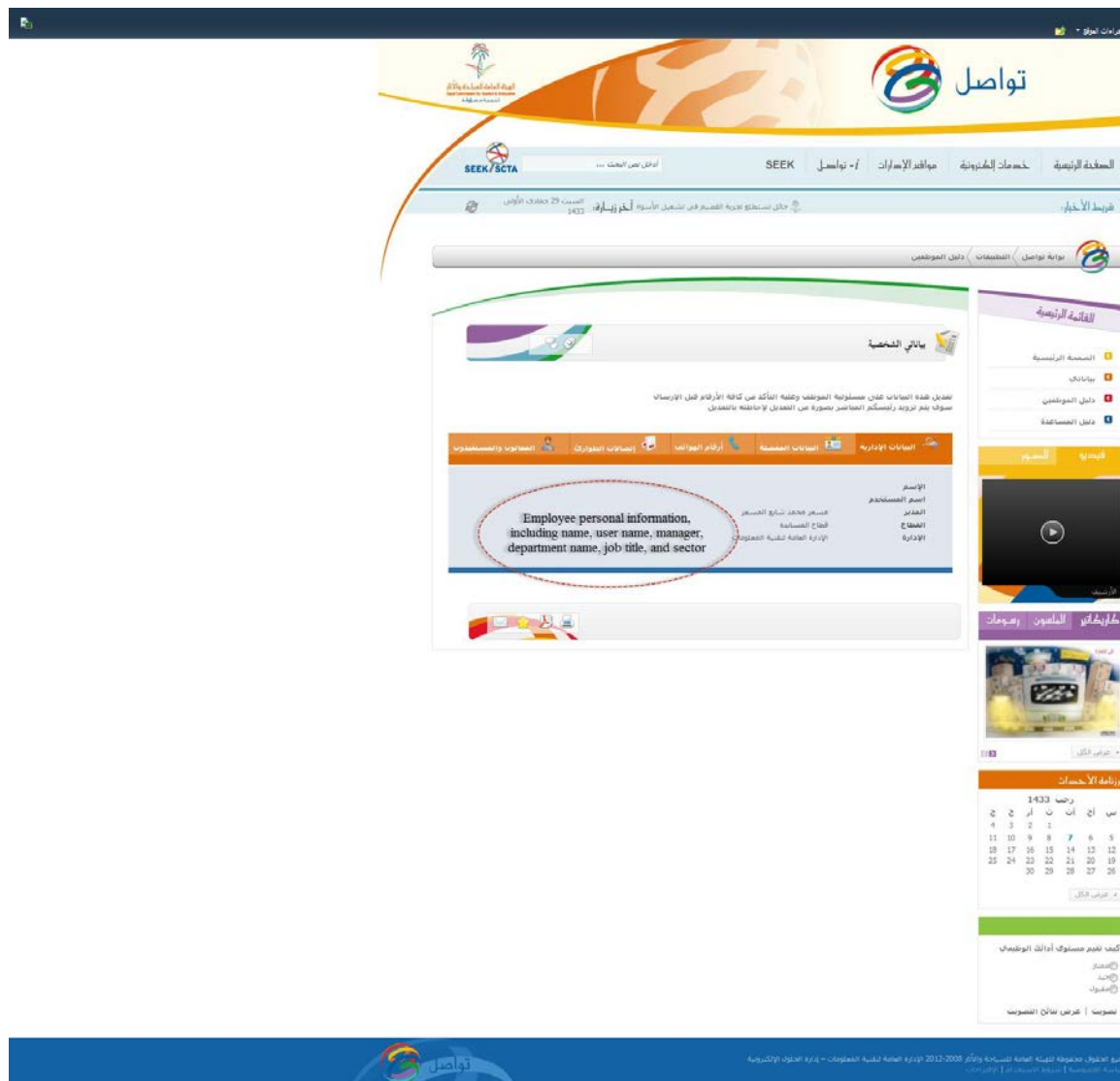
The *Media Library* houses sets of media that employees post (after the media is approved by the content administrators). Employees can use the folder on the right to view different categories; they can also post comments about each item, adding and sharing knowledge and thoughts.



Pictured: Users can post items to and comment on items in the *Media Library*.

Employees use the employee directory to find and learn about their colleagues. They can also update their own profiles easily; once the HR department approves the change and updates the main HR database, the information is posted on the intranet. This helps the organization keep its systems up-to-date and ensure that the HR and intranet databases match up.

In the profiles, the standard information about the employee appears on the first tab, while other information is stored in subsequent tabs to keep clutter at bay.



Pictured: Users can edit their profiles in the *Employee Directory*.

An editable form with the user's information pre-populated makes it easy to edit personal and job information. Users can also add a photo or avatar to their personal profiles.

[illegible]

Pictured: A sector's main page targets information to employees within that sector.



Pictured: The main page for a department targets information for people within that department.

The SCTA intranet designers succeeded in striking that very delicate balance between making the intranet a pure productivity tool and making it whimsical and interesting. It's beyond difficult to do this while maintaining a consistent personality throughout the design, but they certainly achieved it here.

BACKGROUND

The SCTA intranet came about when the organization decided to replace its weekly employee newsletter, which focused on news and social events. In the early days of the organization, the newsletter was sent out to all employees. It was designed and created using adobe Photoshop and was sent to employees as a pdf file, with all information on a single page. Although it contained all the weekly news and social events, some news took longer to publish; in those cases, the newsletter was published every two weeks. This publication method wasn't timely, and yet it was time-consuming to prepare. With this as the main channel for communication, the idea of intranet started to percolate. Replacing the newsletter with an online portal meant the organization could encourage employee engagement by giving them the tools to contribute content updates themselves. And, with an intranet in place, what took weeks to gather, design, and publish could now be published in seconds.

The development and design requirements gathering were a group effort, agreed upon by team members from different departments across the organization including IT, Media, and Design and Identity. The project went smoothly and deadlines were met, except for the final delivery date. Because SCTA decided to launch the portal to coincide with a big conference event that the organization would be attending, the biggest challenge for all of the team members was to hit that mark. This challenge was met by focusing their efforts so that they could launch the portal in front of thousands of people attending the event.

INTRANET TEAM



Pictured: The SCTA intranet team (from left to right): Hossam Almujaal, Anas Alsolai, Majed Alshedi, Abdullah Aljehani, Massar Almassar, Ali Abdulwahed, Mohammed Almazrooa, and Waqas Chaudhry.

GOVERNANCE

Ownership

The intranet is managed by different departments within the organization, but mainly by the Media department. The Information Technology department is responsible for monitoring and maintenance and for supporting all technical and design issues. The Human Resource department manages all employee operations on the site. All departments manage their own related content and sections based on their job roles and responsibilities.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
All Departments and Sectors	<ul style="list-style-type: none"> • Update their sites • Manage their site's content and sections
All Employees	<ul style="list-style-type: none"> • Send articles and materials they want published to site admin
Media Department	<ul style="list-style-type: none"> • Maintain all published content on the site • Control and filter employee submissions for articles, news, comics, video, photos, and other intranet sections that let employees post comments and feedback • Provide content for SCTA general news section • Manage the <i>Voting</i> section
Information Technology Department	<ul style="list-style-type: none"> • Offer daily monitoring and maintenance • Provide technical and functional support • Administer all intranet site collections
Human Resource Department	<ul style="list-style-type: none"> • Review employee's information update requests • Manage employee directory • Manage all other employee operations, such as time off and business travel
Management Processes	<ul style="list-style-type: none"> • Manage electronics forms and procedures • Update and manage the processes and procedures library
Design and Identity	<ul style="list-style-type: none"> • Maintain intranet design and content sections

USERS

The SCTA intranet is used by all of the organization's employees, meaning everyone can access content and post articles and replies. One of the team's main goals for the intranet was to allow all employees to engage at all levels as much as possible. So, the team made most of the content open for all, with very few levels of permissions.

Some parts of intranet are used only by specific employees because those areas are tied to their job responsibilities. For example, all employees can change their job profiles and their information on the intranet, but only one or two employees can access all employee changes and approve those changes to actually update the employee profiles.



Pictured: The *Departments* main page shows an overview and sample statistics for all department sites.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"> On the SCTA internal network, users access the intranet via http://intranet
Default Status	<ul style="list-style-type: none"> The intranet is the default homepage when users open a web browser on their office computers
Remote Access	<ul style="list-style-type: none"> Users can access the intranet remotely (outside the network) using www.tawasol.gov.sa and must enter their network username and password to log in

DESIGN PROCESS AND USABILITY WORK

Design Approach

SCTA partnered with several companies and organizations so it could study their intranet designs and functional implementation. The SCTA team conducted site visits

to learn from their experiences first hand and view their work and ideas in context. The goal was to ensure that the team could achieve a high level of quality with the SCTA intranet.

Although the team wanted to achieve a beautiful design, they were more focused on how to use beauty to create an effective design.

The main design goal was to provide a proper and colorful design that would help users identify and differentiate the intranet sections, while still following established branding standards. However, that was easier said than done. The difficulty came in implementing the design without breaking the organizational brand identity. The brand identity is defined only in terms of simple guidelines regarding font size, font type, proper headers and footers, and so on.

The team searched far and wide to learn from and apply global design best practices, while still keeping the site aligned with the established brand identity and making it useful for information finding. The efforts were successful—due mostly to the team’s expertise and the valuable information team members gained through site visits to other companies and organizations.

The other factor that played heavily in the team’s success was a reliance on user testing. The team felt that testing the design with users was required to ensure the maximum usability level for the intranet. Team members describe the results they achieved as “perfect” for informing the design.

TIMELINE

INTRANET TIMELINE	
Milestone Date	Milestone Description
September 25, 2010	<ul style="list-style-type: none">Begin intranet business requirements analysis
October 17, 2010	<ul style="list-style-type: none">Develop interface design requirements
November 20, 2010	<ul style="list-style-type: none">Begin portal development
March 26, 2011	<ul style="list-style-type: none">Complete interface design and portal developmentBegin usability testing
June 20, 2011	<ul style="list-style-type: none">Launch

CONTENT AND CONTENT CONTRIBUTORS

Site content is developed and created by all employees within their respective specialties and interests. This open publishing approach was in fact one of SCTA’s main goals for the intranet. Every employee in the organization has the right to be engaged with the intranet and post materials and content as they wish.

Training was key to making this goal a reality. It’s one thing to open up the tools, but this type of decentralized publishing is often more effective when employees are given training and guidelines on how to use the system and how to best make use of the access they have. When the intranet launched, SCTA conducted training sessions to make sure all employees knew how to both use the intranet and post feedback

and articles. In addition to functional training, SCTA also trained employees in ethics, behavior, and copyright-related subjects to help them avoid illegal action. The training covered things such as how to properly attribute articles posted from outside sources. This might sound like common sense, but when the site first launched, the team saw many articles posted without source information.

The team also conducted specialized training for employees with administrative access. For example, it trained some specialized HR employees in how to manage the employee directory and approve changes made by other employees. At SCTA, content publication basically occurs in three steps: employees submit content through the CMS forms; an admin reviews all content that needs approval; and, once content is approved, it is made public on the site. When content is rejected (for any reason), it is sent back to the author along with the reasons for the rejection and suggestions on how to improve it for future publication.

In addition to the various trainings, the organization provides a user manual, which details how to use all necessary functions. This manual is available through the intranet.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none"> • IIS 7.0 and Windows Server 2008 R2 • HP Blades • SQL Server 2008 R2
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> • SharePoint Trace Logs and the Unified Logging Service (ULS)
Design Tools	<ul style="list-style-type: none"> • Adobe Photoshop • SharePoint Designer • Microsoft Expression
Site Building Tools	<ul style="list-style-type: none"> • SharePoint Platform • Microsoft Visual Studio 2010, C#
Content Management Tools	<ul style="list-style-type: none"> • SharePoint's default content management system
Search	<ul style="list-style-type: none"> • Microsoft FAST Search 2010

SEARCH

To ensure the best possible search results on the intranet, SCTA used a high-performance search engine called SEEK. Using this engine, the team hopes users will

easily find any information they want, across the whole intranet, including all sections and content.

Suggested results are available based on search text and will return results across a variety of formats, including .pdf files, photos, page URLs, and text results. In addition, the search engine will temporarily store files so that search can help users find what they want based on previous search results.

The team reports that intranet users are very proud and happy to see features that will make finding information easy and fast across all content, even if they're searching for old articles.



Pictured: The SEEK search engine in action. Users can search and find information or articles across the intranet.

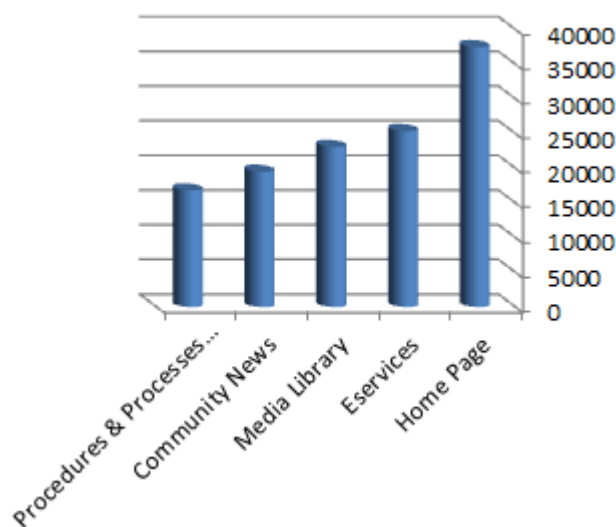
RESULTS AND ROI

SCTA was able to achieve all of its major intranet goals, including automating all processes and procedures that were previously done manually. Another major success was creating an intranet that helped employees feel like members of one big family, with the ability to share their news and information and read other people's comments.

The organization hit the mark on all of these initiatives. Numbers and statistics show that the intranet has achieved a high number of comments, articles, and content that employees are sharing. Through the intranet, executives and upper management are fully engaged in supporting their employees. They now have the opportunity to engage further by reviewing their employees' news and achievements. The team hopes that this will help them develop specific ideas based on this information and knowledge sharing.

As of August 1, 2012, the organization has logged the following statistics on intranet usage thus far:

SITE USAGE	
Overall Stats	
Total number of visits	287,349 visits
Total number of daily unique visitors	500 users
Total number of search queries	4,400 queries
Daily Averages	
Average number of daily unique visitors	60 users
Average number of page views per day	9,700 visits



Pictured: A list of top pages/sections, based number of visits.

LESSONS LEARNED

A few lessons shared from the project:

- **Communication is key.** "Good communication stops mistakes from becoming failures. Mistakes happen, but recovery is always possible."
- **Put the customer first.** "Know your customer and know the objectives of the project at hand. If any significant changes need to be made, do so, but with customer involvement."
- **There is no "I" in team.** "The success of a project is largely dependent on the skills and strengths of the people involved. Therefore, a project needs to have a dedicated, talented set of individuals, working towards a common goal."
- **Lead, don't follow.** "Be proactive in your approach. Reactivity is just not good enough."

WorkSafeBC

Using the intranet: WorkSafeBC (the Workers' Compensation Board of British Columbia, Canada) is an independent statutory agency serving 2.1 million workers and more than 210,000 employers throughout the province of British Columbia. WorkSafeBC's vision is to keep workers and workplaces safe and secure from injury, disease, and death.

Headquarters: Richmond, British Columbia, Canada

Number of employees the intranet supports: 3,000

Locations where people use the intranet: Operates across the entire province of British Columbia, Canada

Design team:

In-house (current): Lauralee Kuzik, Manager, Corporate Internet Services (CIS); Sharleen Gairdner, Web Publisher; Trevor Seguin, Web Publisher; Anne Cuthbert, Web Editor/Writer; Laine Dalby, Web Editor/Writer; Glenda Troup, Typesetter; and Chris Datcu, SharePoint Developer (contractor)

In-house (former): Terence Little, Director, Corporate Communications (and former CIS manager); Joanna Gould, Web Editor/Writer; and David Lesjak, Editorial Assistant

SUMMARY

With just three months to improve the site and move to SharePoint 2010, the WorkSafeBC intranet team had its hands full. The WorkSafe Network (WSN) supports 3,000 staff throughout British Columbia. The organization works to support workers throughout the province and keep worksites safe.

Armed with surveys telling them what employees wanted in an intranet—as well as plans and ideas of their own—team members set out to give employees access to information and a way to communicate with one another.

One of the site's big wins was organizing content by topic or task, rather than by organizational structure. This has made it much easier for employees to find the information they need.

The site consists primarily of two main parts: corporate content and team sites. Corporate content is the information of value to all employees, aimed at a broad audience. Team sites can be used for groups, teams, or projects to help members communicate and collaborate. They can be used for a finite amount of time, such as during work on a project, or can be ongoing, such as for a team.

The homepage features news stories in a carousel at the top center of the page. The carousel design does a nice job of letting employees see the headlines of all items, rather than just giving them a *next* and *previous* control to move through content. Employees are also invited to submit a story idea with a prominent link at the bottom of the news headlines list. The team manages content centrally, which lets team members gather and aggregate news and information from around the organization.

Further news stories are highlighted below the carousel, and each headline is accompanied by the date it was published as well as the number of comments associated with the story. The site already has more than 5,000 comments on its 2,000 news stories, showing an active employee community.

Tabs give users quick access to other current information, including events, offers, kudos (employee recognition), and blogs. A calendar of events, weather information (important for employees traveling to work sites), and links to popular site areas

round out the left side of the page, while the right column features key operating statistics and performance information.

The screenshot shows the WorkSafeBC website homepage. The header includes the 'wsn' logo, 'The WorkSafe Network', a search bar, and navigation links: Site Actions, Feedback, My Site, My Links, User Name. The main navigation bar lists: Employee Services, References, Our Organization, Safety, Health & Wellness, Team Sites, People & Events, Manager Services. The left sidebar contains sections for Popular Links, Emergency Contacts, Popular Applications, Divisions, Initiatives & Changes, Cafeteria Menu, Calendar of Events, and Weather. The main content area features a 'More News' section with articles like 'Student Safety Video Contest winners announced', 'Help shape our Richmond fitness program', 'Watch your step', 'Training self-service has been replaced', 'Update: June Bloodmobile results', 'WorkSafeBC dragon boat team battles for bronze', and 'Thanks for the hand'. The right sidebar includes 'Our Operating Stats' with a line graph for Indicator 1, 'Communication Channels', 'Feedback or questions', 'Report Centre', 'Corporate Performance' with a gauge chart, and 'Financial', 'Operations', 'Customer', and 'Business Trends' sections. The footer contains links for 'News or story ideas', 'Publishing request', 'General feedback', and the 'WorkSafeBC' logo with the tagline 'WORKING TO MAKE A DIFFERENCE'.


Pictured: The homepage collects all the latest information from across the site, featuring news, blogs, events, and performance metrics.

The site is no longer organized by department, but now departments and teams have their own pages—in the *Our Organization* area of the site navigation—to

communicate with employees. Each department offers information for its own members as well as for employees of other departments. So, for example, Finance offers drop-downs with questions about specific financial issues and articles from the Chief Financial Officer about performance. As another example, one IT department highlights a team photo, which lets employees put a face to a name and voice that they might know well from calling the helpline, but have never seen. That IT department also offers features about technology issues.

At a higher level, the IT Division's departmental landing page gives employees a quick overview of each IT department's work. Employees can also see a bulleted list of the department's primary functions, view an org chart, see a list of department leaders (directors and managers), and get contact information from that page. Further, employees can view the profile (*My Site*) for each department leader and see a list of team sites associated with that department.

This page helps employees find the right department when searching for information, but also acts as a nice overview for new or existing employees to better understand the division's structure. This new structure has been rolled out for the IT and Finance Division sections and will be the standard for other Division sections in the coming months.


The WorkSafe Network

Search
WSN
for


Employee Services
References
Our Organization
Safety, Health & Wellness
Team Sites
People & Events
Manager Services

The WorkSafe Network > Our Organization > Divisions and departments > IT Division > Departments

Contact Us
Departments
News and articles

Departments

The Information Technology Division works to provide information to all our customers where and when it is needed. Our customers include WorkSafeBC's internal operating divisions, the Workers' Compensation Appeals Tribunal, and through our e-business applications, the employers and injured workers of B.C.



First Last
Title


Overview
Primary functions
Org chart
Directors and managers
Contact and location
Profile
Team sites

Primary functions

To accomplish our goals, the Information Technology (IT) Division is organized into six main departments, each working together closely to provide products and services to our customers.

To find out more about each area, visit our department pages listed below:

- Enterprise Architecture
- Solutions
- IT Operations
- Business and Technology Support Services
- Technology Services Management
- IT Strategic Planning & Vendor Management



First Last
Title


Overview
Primary functions
Org chart
Director and managers
Contact and location
Profile
Team sites

Enterprise Architecture

The goals of Enterprise Architecture (EA) are to:

- Understand the business vision and strategy, as well as the business trends, both internal and external to WorkSafeBC, that are transforming the organization over time;
- Analyze and evaluate the trends and emerging technologies in the IT industry at large, and to grasp the implications they can have for transforming and improving the business; and
- Define IT strategies, architectures and related standards and practices needed to move the organization to its future vision.

EA encompasses five related architecture domains: Business, Information, Application, Technology, and Security Architecture.




First Last
Title

Overview
Primary functions
Org chart
Director and managers
Contact and location
Profile
Team sites

Solutions

Solutions is the primary point of contact for WorkSafeBC customers looking to (a) solve business problems and/or (b) transform their operations by leveraging technology to increase business value. As your internal partner, we can advise and recommend on all levels of technology-enhanced solutions, from single-user, to work group, departmental, divisional, even cross-divisional level. Our design and consulting services include future-state visioning and alignment, business and technology options analysis, business models and application prototyping, cost/benefit and financial analysis, executive presentation development, business case facilitation, and systems integration. The Solutions department can also help you develop a strategically aligned business & technology future state (roadmap) for a business area and provide subsequent assistance in developing, implementing, and managing the solutions and/or projects as part of the IT investment portfolio.


Lost?

Pictured: The IT Division department landing page includes helpful overviews and quick access to contact information.

The site's strength lies in the many ways it provides opportunities to connect employees to one another. Employees can give recognition to colleagues for work

well done via the site's *Kudos* tool, This not only shares information about colleagues who went above and beyond their jobs, but also fosters relationships and communication as employees learn more about what others at the organization do.

Employees can also share photos of themselves pictured with the organization's flag in the *Flags Around the World* section. To encourage employees to participate in these sharing opportunities, the company offers participants the chance to win prizes, such as free movie passes. This popular site area allows employees to see each other's travels and learn more about one another as well. The screen below, for example, shows an employee competing in a handcycling championship.

is about, so employees can gather information before watching (or even instead of watching). The videos themselves are brief, which helps busy workers fit them into their workdays. The link to each video includes its length.

The screenshot shows the homepage of The WorkSafe Network (WSN). The header includes the WSN logo, the text "The WorkSafe Network", a search bar, and a navigation menu with links: Employee Services, References, Our Organization (highlighted), Safety, Health & Wellness, Team Sites, People & Events, and Manager Services. Below the header, a breadcrumb trail reads "The WorkSafe Network > Our Organization > News". On the left, a sidebar menu lists various topics, with "News" selected. The main content area features a news article dated "Mar 14, 2012" titled "Building safety culture in residential construction (webcast)". The article text describes how a small construction company in Prince George has made safety a core value, leading to recognition from the Canadian Society of Safety Engineering (CSSE). It includes quotes from a company representative and mentions a recent award. To the right of the text is a video player showing a construction worker. Below the article, there is a "Feedback" section with two user comments and a "Leave a comment" form with a "Submit" button. A "Lost?" link is visible in the top right corner.

Pictured: Webcasts help communicate messages, particularly to remote staff.

The site offers content beyond the normal forms and policies. For instance, the *Health and Wellness* area is a popular addition featuring information on staying healthy—exercise, diet, ergonomics, and stress management. Users can also view recorded *Lunch and Learn* sessions and information about Return to Work and Employee and Family Assistance. Information includes both internal and external events, such as the Vancouver Sun Run, a local road race.

Health and Wellness also lets users track their in-house Wellness Challenge progress, including physical activity and commitment to a healthy lifestyle. The organization sees this as a benefit on multiple levels—encouraging employees to be healthy and to communicate about it encourages a healthier workforce but also helps foster relationships among colleagues. The *Wellness Rewards Program* provides employees access to support, encouragement, resources, and tools to help them improve, enhance, and/or maintain a healthy living plan. Healthy living challenges include healthy eating, physical fitness, and resiliency skills building. Tracking progress is simple. Users can enter their points and see progress toward their goals. The start and end date is listed for each challenge, as well as the last day employees can enter their points.

The screenshot shows the 'Wellness Tracker' page for 'The WorkSafe Network'. The page has a dark blue header with the WSN logo and navigation tabs: Employee Services, References, Our Organization, Safety, Health & Wellness (selected), Team Sites, and People & Events. A search bar is also present. The main content area is titled 'Wellness Tracker' and displays three challenges. A left sidebar lists various programs, with 'Wellness Tracker' highlighted. A right sidebar shows the user's profile.

Wellness Tracker

The WorkSafe Network > Safety, Health & Wellness > Health and wellness > Wellness rewards program 2012 > Wellness Tracker

Challenge 1

February	3	points - max 3
March	31	points - max 31
April	26	points - max 26
Total	60	points

Start date: Feb 27, 2012; End date: Apr 26, 2012; Required points: 50
Last day to enter your points: May 05, 2012

Challenge 2

May	14	points - max 18
June	0	points - max 30
July	0	points - max 12
Total	14	points

Start date: May 14, 2012; End date: Jul 12, 2012; Required points: 50
Last day to enter your points: Jul 20, 2012

Challenge 3

July	0	points - max 2
August	0	points - max 31
September	0	points - max 27
Total	0	points

Start date: Jul 30, 2012; End date: Sep 27, 2012; Required points: 50
Last day to enter your points: Oct 05, 2012

Your Profile

Name: Joe Doe
Email: joe.doe@worksafebc.com

Level 1: 100% 4/20/2012
Level 2: 100% 5/10/2012
Level 3: 32%

Lost?

Pictured: The *Wellness Tracker* helps employees manage their progress in the in-house wellness challenge, encouraging employees to stay fit and healthy.

Little details like a *Lost?* icon help the site constantly improve. If users can't find what they are looking for, think content is in the wrong place or has the wrong name, or need information updated or deleted, they can click the icon to open a comment window. In this way, feedback is integrated into the design. The team also takes such opportunities to do some recruiting: commenters are asked if they want to take part in future user studies. This not only recruits users, but also informs

employees that the team takes feedback seriously and would like to hear even more from them.

A few simple questions appear before an open comment field, prompting users to share what they were looking for, where they expected to find it, what search term caused trouble, or what changes they suggest.



Pictured: The *Lost?* feature encourages feedback when employees have trouble finding information on the site, and also acts as a method for recruiting users for future usability research.

WorkSafeBC's team made the most of its three-month improvement project, resulting in a site that gives users quick access to content and helps them communicate.

BACKGROUND

The last major redesign of WorkSafeBC's intranet, WorkSafe Network (WSN), was done in 2011 to upgrade its software from SharePoint 2007 to SharePoint 2010. This allowed the organization to create a more fluid interface for its users and to add more social media features to the site.

The goals of WSN are twofold: to provide a central location for staff to quickly and efficiently access information and resources, and to facilitate communication. "Redesigning the site to incorporate more social media features and a more fluid interface has helped WSN do a better job of fulfilling its goals," says Lauralee Kuzik, Manager, Corporate Internet Services (CIS).

CIS consulted with other business areas to understand user needs and business goals; it then let this input guide the site's communication goals and help the team set the priorities for the WSN redesign.

Challenges


Achieving the project goals and making the necessary changes weren't always easy. The team overcame several challenges during the WSN redesign, including:

- **Timeline:** The first challenge was an extremely tight, non-negotiable deadline to create the new design, bring it online, and make sure it worked. That deadline was three months. "By comparison," says SharePoint Developer Chris Datcu, "a project of this size at most other organizations would take six months."
- **Limited resources:** The limited timeline was further complicated by resource constraints. "CIS didn't have a separate team to assign the project to," says Kuzik. "We had to implement the upgrade ourselves, on top of our existing workload."

Every new content request the team received had to be formatted for both the old system, which was still operating, and the new system, so the content would be available when the new version came online. "We also had to go back and mine two years' worth of old content," says Trevor Seguin, Web Publisher, Corporate Internet Services, "all of which had to be uploaded into the new WSN environment. This wasn't just cutting and pasting, either. We had to copy a thousand pages, along with thousands of documents and document libraries, then reformat the content and recreate all of the links. Some content could be moved in batches, but there were a lot of pages that had to be handled individually."

- **Technology challenges:** In addition to the daunting challenges of a limited timeline and resource constraints, the team ran into some technology issues as well. "There were also some issues with the upgrade that didn't become apparent to us until late in the project because our intranet environment is unique," says Kuzik. "CIS had to work closely with Microsoft to resolve these problems."

Ultimately, with the help of WorkSafeBC's IT department and several other supporting departments—and after putting in many long days—the team succeeded in launching the new version of WSN on time.


The WorkSafe Network

Search for

Employee Services ▾
References ▾
Our Organization ▾
Safety, Health & Wellness ▾
Team Sites
People & Events ▾
Manager Services ▾

The WorkSafe Network > People & Events > Blogs


Blogs


First Last Name
First Last Name
First Last Name
First Last Name
First Last Name
First Last Name
First Last Name
Buy & Sell
Employee groups
Employee Survey
Flags around the world contest
Giving Back
Giving blood (Partners for Life Program)
In memoriam
Kudos
Milestone recognition
New hires
Offers
Retirees
Special events
Workplace hero program

Blogs


Welcome to WorkSafeBC's corporate blogs, where staff have volunteered to share their expertise and opinions with those who are interested.

Blogging is most effective when readers engage in a discussion about the topics or opinions presented. So feel free to leave a comment as part of the online discussion. That way everyone can benefit.

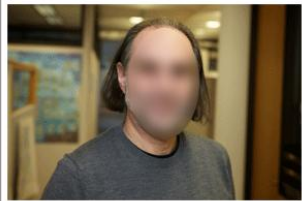





When did you last witness safety trumping other considerations?
In popular culture, the opening sentence of a bad novel begins with the cliché phrase, "It was a dark and stormy night...". Returning late last week from Washington, DC and a NIOSH workshop on the use of workers' compensation data for occupational safety and health, I was stuck in... [read more](#)
Posted Jun 25, 2012 | [First Last](#) | [Comments \(0\)](#)



Rio +20
What kind of future do you want? The Rio+20 sustainable development conference, to be held in Rio de Janeiro this month, is expected to be the largest event in the history of the United Nations (visit this site for more information - <http://www.uncsd2012.org/rio20/index.html>).... [read more](#)
Posted Jun 18, 2012 | [First Last](#) | [Comments \(5\)](#)



Online Consumer Beware
"There's a sucker born every minute" is a quote often attributed to P.T. Barnum, the 19th century founder of Ringling Bros. and Barnum & Bailey Circus who was equally famous for his scams and hoaxes. Not much has changed since Barnum's day — the world is still populated with... [read more](#)
Posted Jun 14, 2012 | [First Last](#) | [Comments \(0\)](#)




Mortgage rates and the iPad journey
Two things strike me as interesting this month: Mortgage (bond) rates and the iPad journey. The iPad journey strikes me as fascinating because it's changing the way we view technology — noticeably and yet naturally. What do I mean by that? If you look at an iPad or iPhone, the big draw is... [read more](#)
Posted Apr 4, 2012 | [First Last](#) | [Comments \(2\)](#)

Pictured: The WSN *Blogs* page lets employees follow regular columns written by their coworkers on a variety of topics, ranging from how to be environmentally friendly, to understanding changes in copyright legislation, to the latest tech trends and money-saving gadgets for the home.

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The WorkSafe Network


Search for

Employee Services ▾
References ▾
Our Organization ▾
Safety, Health & Wellness ▾
Team Sites
People & Events ▾

The WorkSafe Network > Our Organization > Divisions and departments > Finance

Board of Directors
Corporate Services
Finance
Contact Us
Departments
News and Features
Resources
Human Resources and Facilities
Internal Audit
Legal Services
Office of the President
Worker and Employer Services

Finance



Financial Markets and 2012

What I'm going to do over the next while is publish articles here that discuss various issues that seem important to the organization as a whole, our division... [read more](#)

Posted Feb 7, 2012 by Employee1
Comments (4)


Employee 1 - CFO

Do you have a question for the CFO? [CFO questions & answers](#)

News

Updates


Feedback



March Get Money Smart

The Bank of Canada: Count on Us – A video on how the BoC promotes the economic and financial well-being of Canadians.

Mar 11, 2012 | [Comments \(1\)](#)



More than numbers

Our Statistics Book tells the story of workers and employers, and how we served them in 2010; it's online now — be sure to check it out

Mar 11, 2012 | [Comments \(1\)](#)

Did you know?

- ▶ The Accident Fund has sufficient liquidity to pay over \$1.8 billion of annual claims and expenses. [Read more](#)
- ▶ Back out 12% HST with this easy calculation (also included on the Expense Form template) $5.00 \times 12 \div 112 =$ HST amount.
- ▶ A mere 3 percent annual rise in prices will double the cost of everything within 24 years. [More resources](#)

Contact Finance


Find your Financial Services Manager

Select division ▾

I need help with...

Select a topic ▾

Search Finance Resources



☐ documents only

[Advanced search](#)


Related links

- [Financial Guidelines](#)
- [Managing finances](#)
- [Reporting](#)
- [Purchasing self-service](#)
- [Accounting self-service](#)

Tools

- [Currency converter](#)
- [Exchange rates](#)
- [Financial dictionary](#)
- [B of C statistics](#)
- [Bloomberg news](#)

Pictured: The *Finance* page provides drop-down menus that let employees ask the Finance department staff for help with specific issues. The search menu can also help staff find documents. The page also features articles from the Chief Financial Officer discussing how WorkSafeBC's financial performance affects how employees do their jobs and what plans will need to be made to ensure the organization's continued stability.


The WorkSafe Network

Search
WSN
for

Employee Services
References
Our Organization
Safety, Health & Wellness
Team Sites
People & Events
Manager Services

The WorkSafe Network > People & Events > Employee groups

Blogs
Buy & Sell
Employee groups
Group descriptions
Employee Survey
Flags around the world contest
Giving Back
Giving blood (Partners for Life Program)
In memoriam
Kudos
Milestone recognition
New hires
Offers
Retirees
Special events
Workplace hero program

Employee groups

WorkSafeBC's employee groups connect individuals from across the organization for a broad range of professional and personal purposes share and build skills, to socialize and expand networks at work, to su and share information with one another, and to do charity work togeth Employee groups are entirely employee-driven and reflect the interest initiative, and spirit of the people at WorkSafeBC. All employees are welcome to join the following employee groups:

- [Book Club](#)
- [Comp-Talk Toastmasters](#)
- [Curling League](#)
- [Guitar Group](#)
- [Helping Hands](#)
- [Knitting Sisters](#)
- [La Table Francaise](#)
- [Q Network](#)
- [Social Club](#)
- [Weight Watchers](#)

Sports teams that use WorkSafeBC facilities and consist of WorkSafeBC employees are listed under [Team sports and contacts](#).

Resources for employee groups

WorkSafeBC provides a range of support and resources to employee groups, including team sites, e-mail boxes, meeting rooms, targeted training, and periodic promotion.

While WorkSafeBC supports employee groups, generally the activities they undertake do not directly relate to WorkSafeBC's mission and work. As a result, unless expressly authorized, employee group activities must be performed outside of work time — for example, on breaks, at lunch or before or after work.

Start your own employee group

New employee groups can be formed at any time. If you are part of a group that would like to organize into a formal employee group, contact us for guidance and help.


Due to the nature of our organization and our commitment to neutrality and ethical conduct, employee groups may not be:

- political in nature
- commercial or for-profit ventures

For more information

E-mail [Employee Groups \(SM\)](#) for more information on how to start your own group and to learn about what kinds of help and tools are available to make your group a success.

Blogs
Buy & Sell
Employee groups
Employee Survey
Flags around the world contest
Giving Back
Giving blood (Partners for Life Program)
In memoriam
Kudos
Milestone recognition
New hires
Offers
Retirees
Special events
Workplace hero program


Lost?

Pictured: The *Employee Groups* page, shown here, is an example of top-level navigation. The tabs at the top of the screen appear on every page of WSN, and each offers drop-down menus with further options. Each intranet page also has a column of links on the left side offering quick, easy access to more information.

INTRANET TEAM



Pictured: The WorkSafeBC intranet team (back row, left to right): Trevor Seguin and Laine Dalby; (middle row, left to right): Chris Datcu, Lauralee Kuzik, Sharleen Gairdner, David Lesjak, and Glenda Troup; (front row, left to right): Joanna Gould and Terence Little.

GOVERNANCE

Ownership

The CIS team is part of the Marketing and Communications department, which lets the team centralize all publishing and thus make changes quickly and easily, with a focus on quality control. It also helps prevent content duplication.

“Our team’s ownership of WSN helps to prevent duplication of content and ensure content adheres to our editorial style guide, brand, and is validated by our subject matter experts,” says Kuzik.

Site and content responsibilities are shared across several groups: The CIS team manages additions and updates to corporate content; the Business Technology Support Services team (BTSS team) manages the creation of team sites; and team site administrators manage team site content.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Corporate Internet Services (CIS) team	<ul style="list-style-type: none"> • Publish content supplied by content owners • Maintain WSN functionality • Implement intranet design changes
Manager, CIS	<ul style="list-style-type: none"> • Ensure the information presented on WorkSafeBC's internal and external websites is current, valid, accessible, and has integrity • Develop and implement strategic and operational plans for the creation and delivery of web-based material that help to extend and enhance the organization's reach to its stakeholders
Director of Communications	<ul style="list-style-type: none"> • Develop corporate communication policies, programs, and initiatives that are aligned to ensure overall continuity of the organization's brand consistency and image
Vice-President of Marketing and Communications	<ul style="list-style-type: none"> • Serve as executive sponsor
Content Owners	<ul style="list-style-type: none"> • Create content and ensure its accuracy • Submit content to CIS for publishing • Provide new information to CIS through publishing requests as content changes

USERS

WSN supports approximately 3,000 full-time and temporary staff and contractors, spread across the province of British Columbia, Canada. WorkSafeBC staff carry out a variety of activities, such as helping workers file injury claims, conducting safety inspections at worksites (ranging from urban restaurants to isolated logging camps), and developing new tools and programs to support employers in their efforts to keep their employees safe.

Site Actions
Feedback
My Site
My Links
User Name

The WorkSafe Network

Search WSN for

Employee Services
References
Our Organization
Safety, Health & Wellness
Team Sites
People & Events
Manager Services

Cafeteria Menu

Monday
Tuesday
Wednesday
Thursday
Friday

Week: August 20

Menu selections are subject to change, depending on item availability.

Breakfast Special
Corned Beef Hash, Fried Egg and Onion \$3.95

Bakery Special
Mini Cheese Bun with an 8oz Coffee \$2.95

Bean Counter Special
Grande Cappuccino \$3.15

Summer Coolers Grande Shaken Awake, Green and Passion Iced Teas @ \$2.30

Breakfast
Served from 7am to 10:30am

Entree
Beef Skewers in Sesame Hoisin Sauce \$5.95
Breast of Chicken with Spinach and Bell Pepper \$5.95

Vegetarian
Mini Vegetable Samosas, Chick Peas and Mango Chutney \$5.25

Sides for the above entrees, **choice of two** for \$1.20 extra: Basmati Rice , Yams , Peas , Mixed beans , Cauliflower , Carrots

Soup
New England Chowder \$2.20
Carrots, Pumpkin, Sweet Potato \$2.00

Grab n Go
Ham on a Bun comes with Soup OR Chili \$4.80

Grilled Special
Mint Lamb Burger with Mayo and Mozza Cheese with Side Fries or Salad \$6.15

Lunch
Served from 11:30am to 2pm

Lost?

Pictured: One of WSN's most popular sections is the *Cafeteria Menu*. Following a homepage link takes users to pages listing the daily breakfast and lunch specials for the entire week, as well as the hours of food service.

Site Actions

Feedback

My Site

My Links

User Name

WSN

The WorkSafe Network

Search

WSN

for

Employee Services

References

Our Organization

Safety, Health & Wellness

Team Sites

People & Events

Manager Services

The WorkSafe Network > People & Events > Buy & Sell

Blogs

Buy & Sell

FAQs

Policy

Employee groups

Employee Survey

Flags around the world contest

Giving Back

Giving blood (Partners for Life Program)

In memoriam

Kudos

Milestone recognition

New hires

Offers

Retirees

Special events

Workplace hero program

Buy & Sell



Please note

Ads submitted to the Buy & Sell pages after 3pm on August 17th, 2012 will NOT be posted until after 12pm on August 22nd, 2012. Thank you for your patience.

Do you have something that you want to sell? Or something special you want to buy? You've come to the right place.

The online Buy & Sell gives employees the opportunity to post items they'd like to buy or sell, and make them available to staff all around the province. From this page, there are three activities you can perform:

- [View all items](#)
- [Post item](#)
- [View my items](#)

Who can post items?

The Buy & Sell is available only to WorkSafeBC employees (permanent and temporary) and consultants. You may not post items for friends, neighbours, or relatives.

Event tickets

When submitting a post to sell event tickets, the exact price printed on the ticket (face value) must be noted in the posting. Event tickets may not be sold through the Buy & Sell at a cost higher than the price printed on the ticket.

Guidelines and conditions

Note: ads go through an approval process, and may take up to two business days before they are posted and become active on the Buy & Sell page. For a full list of guidelines and conditions, read the [Buy and Sell Policy](#).

Need help using the application? Check out our [FAQs](#).



Related links

[Supply swap](#)

?


Lost?

Pictured: The *Buy & Sell* page is another WSN area with strong staff participation. As the name implies, in this site area, staff members can list and sell personal items. Employees sell all kinds of stuff, from furniture to video games to NHL tickets.

330

INFO@NNGROUP.COM

WorkSafeBC


The WorkSafe Network


Search for

Employee Services ▾
References ▾
Our Organization ▾
Safety, Health & Wellness ▾
Team Sites
People & Events ▾

The WorkSafe Network > Our Organization > Divisions and departments > IT Division


Board of Directors
Corporate Services
Finance
Human Resources and Facilities
Internal Audit
IT Division
Contact Us
Departments
News and articles
Legal Services
Office of the President
Worker and Employer Services

IT Division




Welcome to WorkSafeBC's IT portal


News
Blogs
Ask the CIO
Suggestions?




Superstars of the internet
Meet 33 pioneers, innovators, and global connectors who helped make the internet what it is today
May 22, 2012 | Comments (0)



Welcome to WorkSafeBC's IT portal
Your gateway to information technology support and news
May 11, 2012 | Comments (1)




Motivating change
How do you inspire change in an organization? It ain't easy, says Title First Last
May 11, 2012 | Comments (2)



How "near" is Near Field Communications?
Imagine no keys, no wallet, no company access card; it's closer than you think
May 11, 2012 | Comments (3)

Did you know?

- There are three ways to get technical support: search [Tips, How To's, Manuals](#); contact the [IT Support Desk](#); talk to the experts at the [Technology Hot Spot](#).
- Users of mobile devices can use a number of [recommended apps](#)
- There are more products available on [Order-IT](#) than those listed. Set up a [consultation](#) to learn more.
- There are several ergonomists on staff who can help you set up the software and hardware at your workstation properly. For information or assistance, submit an [Ergonomic Request](#) form.


IT DIVISION

Quick links
Select ▾

I need to...

- ☐ Get technical support
- ☐ Get access
- ☐ Get software, equipment, phone, voice mail
- ☐ Move equipment
- ☐ Get a report / data analysis
- ☐ Find a contact


Contact us
IT Support Desk
Local 3000
Support Desk
Technology HotSpot
Product demos, consultation
Solutions Managers

Related links
Ergonomics at work
Order-IT
Technology support
Technology training
Organization charts

Polls
What kind of smartphone do you use?

- ☐ Apple iPhone
- ☐ BlackBerry
- ☐ HTC
- ☐ LG
- ☐ Motorola
- ☐ Nokia
- ☐ Samsung
- ☐ Sony Ericsson
- ☐ Intensity

Vote


Lost?

Pictured: The *IT Division* page is a good example of how the intranet's department information can serve employees outside that department. Here, the staff photo is front and center, putting a real face on coworkers that many employees typically deal with only briefly over the phone. The page has links to contact information, as well as features about technology issues.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"> http://wsn/Pages/Default.aspx
Default Status	<ul style="list-style-type: none"> WSN is set as each user's homepage, but it is not bookmarked
Remote Access	<ul style="list-style-type: none"> Some staff can access WSN remotely (including a select group of managers, some IT staff, and others) using the organization's VPN protocol
Shared Workstations	<ul style="list-style-type: none"> During some in-house training sessions, workers will occasionally access WSN from shared workstations in training rooms at the head office and in regional offices. The head office's "Technology Hotspot" area is a walk-in support center with shared terminals where staff can access WSN and view some of the latest technology products used at WorkSafeBC.

DESIGN PROCESS AND USABILITY WORK

Design Approach

The first step in realizing the new design was to ask site users where they thought improvements were needed.

"When we came to the conclusion that we would need to enhance the intranet, our first step was to conduct a survey of WorkSafeBC staff to find out what they thought WSN needed," says Kuzik. "Nearly a third of our workforce—800 people—responded to the survey, providing us with a number of suggestions. They requested everything from blogs to a wiki, to the ability to comment on news stories. Over the years, staff had also sent us feedback on their own. This gave us another list of suggestions, challenges, and relevant issues to take into consideration."

The CIS team created its own list of ideas for WSN enhancements as well. "These came up during our regular team meetings, where we would discuss issues such as how to fix web browser compatibility problems, or what kind of system we would need to put in place to vet comments submitted to our news stories," she says.

Some decisions about the site's needs were made during the redesign's early stages. The team asked for input from staff and the management team about the proposed architecture for WSN, and enlisted people from other departments to help with usability testing.

The user testing involved creating a WSN prototype and asking test participants to explore and try to accomplish assigned tasks. "Their activity within the prototype was monitored to give us a feel for how people would navigate through, and work with, the system," says Seguin. "And we asked the testers a number of follow-up questions about their experience with it, to get their impressions. The results of their feedback and performance had some influence on WSN's design."

The technology platform itself dictated certain changes. "We also encountered the inevitable domino effect," says Datcu, "where the changes to our SharePoint content management system required that we make changes to other systems that integrate with it, such as the workflow software."

TIMELINE

PROJECT TIMELINE	
Milestone Date	Milestone Description
February 1999	<ul style="list-style-type: none"> Launched BoardNET, WorkSafeBC's first corporate intranet. BoardNET was an HTML-based site designed for collaboration and communication with support for WinNT 4.0 and IE 3.0.
November 2004	<ul style="list-style-type: none"> BoardNet transitioned to The WorkSafe Network (WSN), a redesigned site that was implemented on SharePoint Portal Server 2003. The main reasons for the upgrade were: <ul style="list-style-type: none"> Improved content management Consistent organization Better look and feel Improved search function Improved integration to better reflect WorkSafeBC's new organizational structure Ability to organize business processes by tasks A simpler publishing process The site's new functionality included: <ul style="list-style-type: none"> Employee self-service Job postings Forms Office maps Calendar of events Cafeteria menu A "get answers" tool User alerts
January 2005–September 2009	<ul style="list-style-type: none"> By this point, approximately 300 team sites had been created to share: <ul style="list-style-type: none"> Documents Procedures Tutorials Departmental material

	<ul style="list-style-type: none">○ Projects○ Notes○ Calendars○ Etc.
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December 2009	<ul style="list-style-type: none"> WSN was redesigned again—from scratch—to use SharePoint 2007. The new version of the site had updated functionality, and a completely different look and feel. At this point, WSN consisted of more than 1,000 content pages and thousands of documents. Key features included: <ul style="list-style-type: none"> Brand new skin Improved navigation A format that was easier to use Better and faster search capabilities Best bets New features that better engaged users and informed them about a variety of topics Improved metadata tagging A comprehensive set of page layouts for all publishing needs Corporate performance graphs New web parts to add dynamic content Rollup news stories Featured news A calendar of events
June 2011	<ul style="list-style-type: none"> The organization redesigned WSN and migrated it to SharePoint 2010, modifying and optimizing all Web parts and the general code base accordingly. The new site includes: <ul style="list-style-type: none"> A new enterprise homepage Improved IA Support for social media Blogs Wikis Different methods of engaging users, including feedback forms and comments Personal sites (<i>My Site</i> pages) Employee recognition (<i>Kudos</i> section) Business intelligence reports Extended content rollups

	<ul style="list-style-type: none"> ○ Content archiving ○ New skin ○ Search improvements ○ Photo galleries ○ Integration with tracking software ○ Other new features
August 2011	<ul style="list-style-type: none"> ● CIS made some further upgrades to WSN, including: <ul style="list-style-type: none"> ○ Launching the Office ribbon ○ Adapting the overall layout ○ Making miscellaneous improvements for content authors ○ Adding embedded webcasts
September 2011–present	<ul style="list-style-type: none"> ● The CIS team continues to engage in ongoing development and enhancements. Recent addition include: <ul style="list-style-type: none"> ○ Corporate operating statistics dashboard ○ Wellness tracking program ○ <i>Report Center</i> ○ New portals for major WorkSafeBC departments <p>Meanwhile, personal and corporate blogging has matured and grows new content constantly. WSN currently has more than 4,000 pages (not including documents), more than 2,000 news stories, and in excess of 5,000 comments on news stories.</p>

CONTENT AND CONTENT CONTRIBUTORS

Corporate content is administered and published by CIS, which works with SMEs to create and maintain the overall WSN. CIS regularly reviews WSN content with the SMEs in order to keep WSN up-to-date and relevant to staff. CIS writers, editors, and publishers assist with developing and implementing optimal web communication strategies for WSN while CIS ensures content conforms to WorkSafeBC standards and editorial style guides.

“Our process for adding new content follows a path that gives us quality control at each stage,” says Seguin. He explains how this works:

1. The SMEs use a web form on WSN (the *news or story ideas* link at the bottom of each intranet page) to request the addition of new content or changes to existing material. The form allows SMEs to attach documents that need to be added to the site, and to specify when they would like the content published.
2. The web form is received by the CIS system and sent to one of our team members for triage.
3. Based on the nature of the request, the form is sent to one of our editors, or another appropriate specialist, such as a graphic artist or video producer.
4. Our editors work with the new content to ensure it conforms to WorkSafeBC standards and editorial guidelines. We provide the SMEs with guidance on:
 - Content
 - Style (language usage, spelling, grammar, punctuation, etc.)
 - Size
 - Format
 - Graphics
 - Meta tags
 - Best bets (a way to optimize searches by marking items that are most relevant to a certain keyword)
5. The content is sent back to the SME for approval.
6. We then integrate any extra graphics, and audio, visual, or text elements.
7. The new WSN page is created.
8. CIS tests the new page's functionality (ensuring links work correctly and so on).
9. The SME gives final approval, and we make the page available to the rest of the staff to view/use.

TECHNOLOGY

The technology has changed in many areas over the years, which has had an impact on the site.

"We upgraded Visual Studio from the 2005 version to 2008, and then to 2010," says Datcu. "Newer versions of the software follow a modern approach to SharePoint development and take advantage of new SharePoint project templates, add-ons, and code-generation tools. As a result, the solution packages have changed, and the build and deployment process has evolved."

SharePoint 2003 was replaced by the 2007 version, and later by 2010. Although SharePoint upgrades might be more or less straightforward and involve standard steps, the team's improvements were ambitious:

- Each major upgrade included an interface redesign, IA changes, and many functional enhancements.
- The release of each new version of WSN had to be very well coordinated to maintain zero downtime.
- Each release also had to manage two parallel production environments during a one-month transition, when the new code and the existing content had to be deployed to a brand new infrastructure. For each upgrade, the team had to migrate the major site (WSN), as well as hundreds of team sites.

"So, each upgrade was a little more work than might be expected during a normal upgrade, but this extra effort has been well worth it," says Datcu. "We know each of these upgrades benefitted WSN because CIS received a huge amount of positive feedback from users after every change. Staff have told us they enjoy the simple, self-explanatory interface, and we can watch as new features quickly become very popular. With the SharePoint upgrades, WSN has had a very good adoption rate, has constantly engaged users, and has generated valuable feedback for CIS."

In addition to the major upgrades, the team is also constantly engaged in browser upgrades, optimizing the code to offer good cross-browser support (to run equally well on Internet Explorer and Firefox, for example). "In fact," he says, "CIS tends to prepare code in advance to anticipate the next browser release, to minimize the impact of the changeover. Some of our browser customizations had to be updated when we migrated WSN to SharePoint 2010."

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	Hardware: <ul style="list-style-type: none"> • A cluster of load-balanced WFEs (front-end servers) • Application servers • SQL servers O/S: <ul style="list-style-type: none"> • Windows 2008 Server R2
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> • TestTrack and Team Foundation Server
Design Tools	<ul style="list-style-type: none"> • Photoshop CS3–CS6
Site Building Tools	<ul style="list-style-type: none"> • Visual Studio 2008/2010 • SharePoint Designer 2010 • Dreamweaver CS3–CS6
Content Management Tools	<ul style="list-style-type: none"> • SharePoint 2010
Search	<ul style="list-style-type: none"> • SharePoint Search

SEARCH

The team chose to use SharePoint 2010's out-of-the-box search functionality as a simple and easy solution to its search needs. SharePoint's search lets users search by scope (WSN, team sites, people, or all internal and external websites) or to define advanced search criteria and search by word, exact phrase, language, type of document, and properties.

Site Actions The WorkSafe Network Feedback My Site My Links User Name

Search for

Employee Services ▾ References ▾ Our Organization ▾ Safety, Health & Wellness ▾ Team Sites People & Events ▾ Manager Services ▾

All Sites People

Advanced

1-10 of about 630 results Your search took 0.30 seconds. Results by Default |

On the road again (webcast)
fact has prompted WorkSafeBC and the BCAA Road Safety Foundation to launch a new online resource, RoadSafetyAtWork.ca, to help employers improve **road safety** for their workers. ...
<http://wsn/OurOrganization/News/Pages/On-the-road-again-webcast.aspx> - 80KB - Last, First - 3/19/2012

Safety, Health & Wellness
space is defined only by orange **safety** cones. The cones are used to alert drivers that workers — landscapers, flaggers, **road** construction... read more ...
<http://wsn/SafetyHealthWellness> - 102KB - 8/19/2012

News
How much would you get if ... Our own Mark Ordeman gives the Journal of Commerce the lowdown on roadside **safety** ... Preventable uses English Bay statues to get people thinking about water **safety** ...
<http://wsn/OurOrganization/News> - 363KB - 8/19/2012

Road and Parking Lot Rage
people. Most importantly to Ensure Your **Safety**.... - Avoid eye contact with an angry aggressive driver - Give the angry "Road Warrior" a wide berth - If the situation ...
<http://wsn/Docs/Documents/SafetyHealthWellness/SafetyatWork/SafetyMeetingTopics/Roadandparkingrage.ppt> - 222KB - Last, First; Last, First - 4/18/2005

Improving **safety on resource roads**
"We are working with owner committees — or **road safety** management groups — in two areas of the province to establish a **safety** system specific to resource roads," says Don ...
<http://wsn/OurOrganization/News/News2008/Pages/ImprovingSafetyResourceRoads.aspx> - 70KB - Last, First - 1/13/2012

Webcasts
WorkSafeBC and the BCAA Road Safety Foundation develop tool kit/website to improve **safety** for working drivers ... Improving **safety** one inspection at a time (webcast) ...
<http://wsn/ourorganization/news/webcasts> - 84KB - 8/19/2012

The Cone Zone (webcast)
Our own Employee 1 gives the Journal of Commerce the lowdown on roadside **safety** ... launched the Cone Zone campaign, a **road safety** initiative that encourages drivers to take care when ...
<http://wsn/OurOrganization/News/Pages/Cone-Zone-2012.aspx> - 78KB - Last, First - 7/27/2012

Teens dig construction **safety program (webcast)**
machinery common to the construction and **road** building industries, such as bulldozers and ... They also received a complete site **safety** orientation and their own personal **safety** equipment. ...
<http://wsn/OurOrganization/News/News2009/Pages/TeensDigConstructionSafety.aspx> - 70KB - Last, First - 1/3/2012

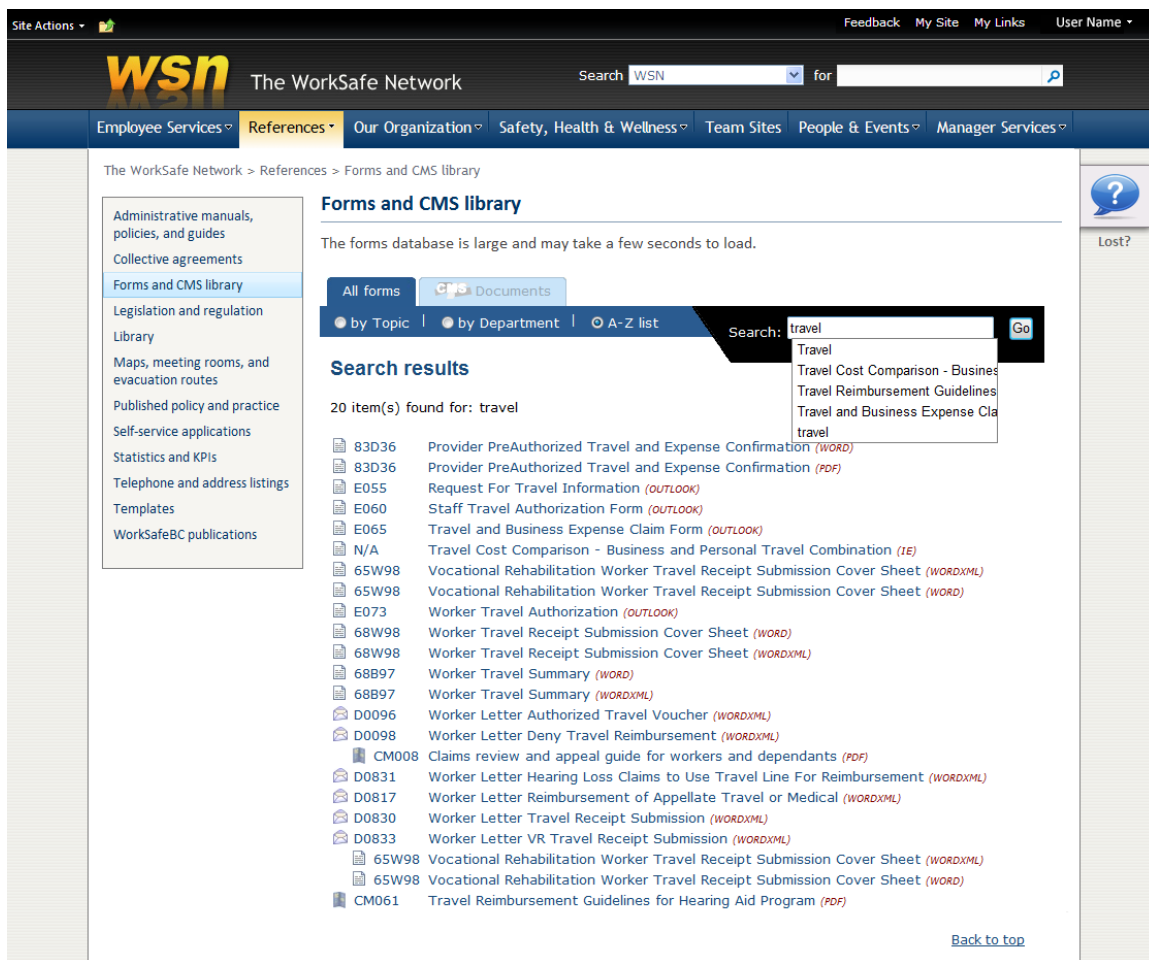
A day to save lives
first annual National Day of Remembrance for Road Crash Victims to raise awareness of **road safety**, and to promote ways to prevent **road** traffic injury and death. ...
<http://wsn/OurOrganization/News/News2008/Pages/DaySaveLives.aspx> - 70KB - Last, First - 1/13/2012

WorkSafeBC fleet
SAF 1-19 Driving or Traveling on Resource Road Procedures ... Relative **safety** of different classes of vehicles ... Occupational Road Safety: Preferred Practices ... Road Safety At Work ...
<http://wsn/employeeservices/parkingcommutingfleet/worksafebcfleet> - 102KB - 8/19/2012

1 2 3 4 5 Next>

Lost?

Pictured: A typical search results page on WSN. In this example, a staff member has typed "road safety" in the search field, and WSN has generated several pages worth of listings containing that term. From here, the staff member would click on the most relevant item and proceed to its WSN page or document.



Pictured: A search results screen showing WSN's *Forms and CMS Library* page, where staff members can access a variety of forms they might need to fill out while doing their jobs. They have the option of scrolling down through the entire list, entering a search term, or selecting a letter of the alphabet to find forms with names beginning with that letter.

RESULTS AND ROI

WSN's biggest success is the degree to which staff uses it. This amounts to an average of 821,778 visits per month.

Looking back to the site's earliest days, when the company was still running the BoardNET, it's clear that intranet usage at that time was limited. Staff used the site only for a few, very specialized purposes. "It was a single use, niche tool," says Seguin. "Now, however, it's a whole different story. Lots of people across the entire organization access WSN frequently, with individuals using it for a lot of different purposes. Now, our intranet is more like a community."

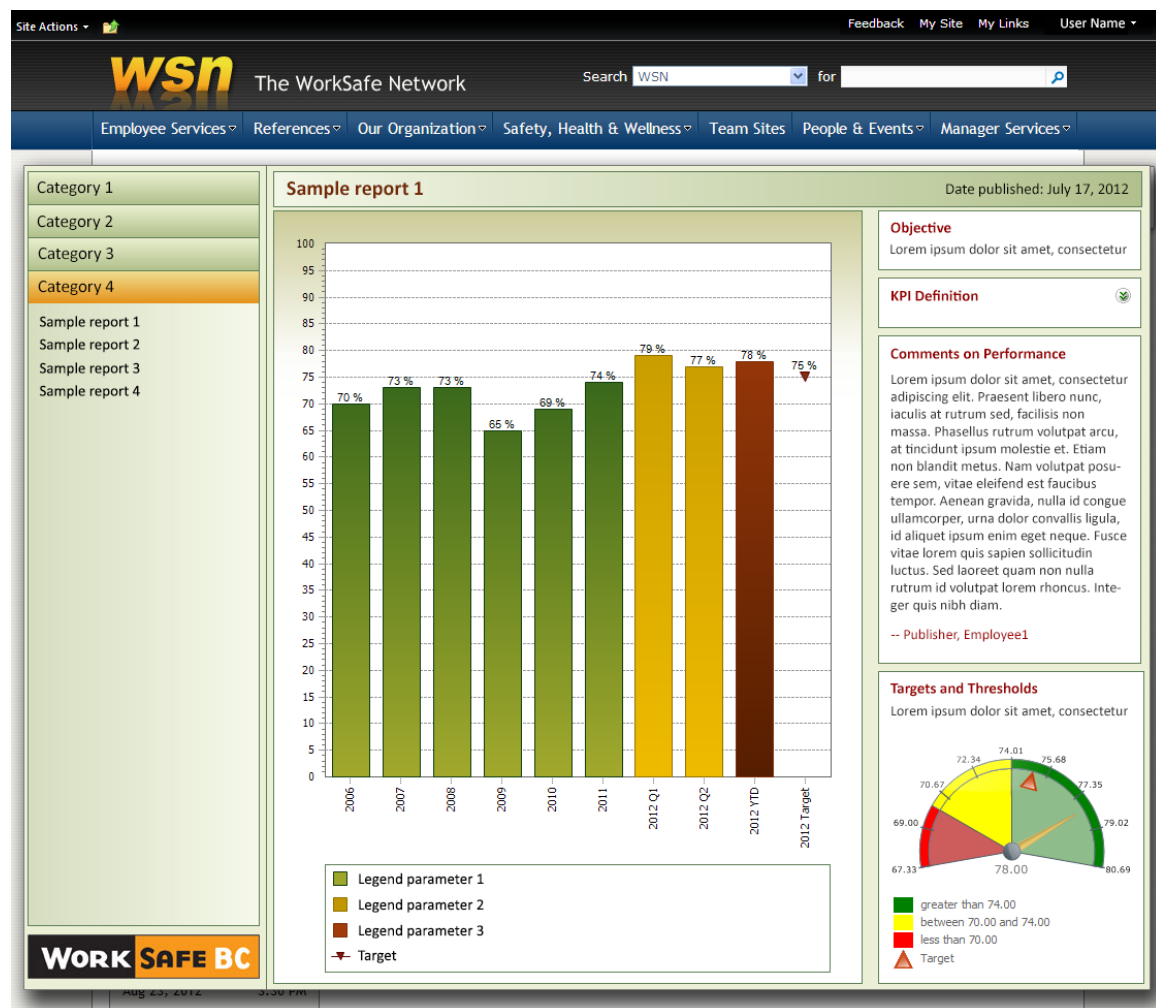
Despite the clear increase in usage trends, it's hard to measure money savings or definitive ROI; that's okay, says the team, because even without a strict ROI, WSN is definitely making a big difference.

"When we talk about ROI and an intranet, in some respects it's hard to quantify how much money has been saved by using it," says Datcu. "However, because WSN's

tools are used by many staff members to make their work faster and easier, it's pretty clear that WorkSafeBC is saving money. The fact that it's also used by everyone across the organization for communication means we're all on the same page, which helps create focus and build morale, both of which have value."



Pictured: One of the organization's performance indicator graphs from the WSN homepage, where users can find several graphs that track different performance areas.



Pictured: Another example of how WSN lets all staff members track WorkSafeBC's performance.

LESSONS LEARNED

Chris Datcu, the organization's SharePoint consultant, shares some of the lessons the team learned during the project. "Over the years, our experiences redesigning WSN have reinforced a number of lessons that are helpful to keep in mind:" These lessons include:

- **Gather feedback early.** "Follow a design workflow where you get early feedback and approval from the clients/SMEs, so you know what features are needed and what the priorities are."
- **Put usability first.** "Always evaluate the usability of the intranet during the design phase. Get typical users from the organization to test different functions to make sure all parts are self-explanatory, easy to use, and easy to find."
- **Plan your migration in detail.** "Do a proper analysis of your old and new intranet platforms so you don't run into integration problems when migrating from one platform to another."

- **Choose technology carefully.** “When choosing one technology over another, consider how that technology might create compatibility and upgrade issues for your intranet and its individual components now and in the future.”
- **Be prepared for what’s next.** “Always do more than what’s expected of you. You may be tasked to create something that works for a particular piece of software—Internet Explorer 7, for example—but if you know an upgraded version will be released, like Internet Explorer 8, you need to build and test your system with that update in mind so that your intranet will still work when the technology changes.”
- **Be ready to always adapt and learn.** “Nothing’s perfect, so you have to find the best compromise.”
- **Technology should be simple and effective.** “Start your project by identifying the technology that meets your business requirements and budget, and then take a serious approach to design. Always look for the simplest and most effective solutions.”

And, while many lessons are learned during intranet projects, perhaps some of the most important ones are learned by what doesn’t go quite as planned or what wasn’t planned for in the first place. Hindsight is, as they say, 20/20. Here’s what Datcu sees in this project’s rearview mirror and what the team might have done differently:

- **Design around the content.** “We would have determined beforehand how to marry the design process with the need to redesign the user interface with the actual content. You have to go back and change all the old content when you’re redesigning your intranet. You can’t just build new content.”
- **Automate the content migration.** “We also would have created an automated migration process so content could have been built in a staging environment before it got moved to production. No one should work directly in production because a staging environment is a safer area to work, allows for better control of the publishing process, and gives you better control over upgrades.”
- **Design for multiple browsers.** “If we had to go back and do it again, we would have also designed WSN with multiple browsers in mind. Currently, the intranet does not support all browsers, and, consequently, we can’t support mobile devices. Better browser support would offer better support for all mobile devices. When you’re building your intranet, test it in your desktop’s browser, but be sure to test it on smartphones, tablets, or other mobile devices you might use as well.”

International Monetary Fund (IMF)

Using the intranet: The International Monetary Fund (IMF) is an organization of 188 member countries working to foster global monetary cooperation, secure financial stability, facilitate international trade, promote high employment and sustainable economic growth, and reduce poverty around the world.

Headquarters: Washington, D.C.

Number of employees the intranet supports: Approximately 5,000

Company locations: IMF has offices in more than 100 countries.

Locations where people use the intranet: US headquarters, as well as offices and travelling staff in 188 member countries.

Design team: The IMF intranet was designed by consulting firm Threespot in close collaboration with the IMF project team, comprising members from the Technology and General Services (TGS) Department and the Communications Department's Internal Communications team.

In-house members: Archana Kumar, former Internal Communications Chief; Camilla Andersen, current Internal Communications Chief; Deb Reilly, Chief of Information and Knowledge Management Division; Hari Maddineni, Chief of SharePoint Intranet Section; Begoña Nuñez Allue, Communications Officer; Hélène Faurès, IT Project Manager; Sonia Dwyer, Enterprise Information Architect; Rajitha Devineni, Business Analyst; Graham Dwyer, Senior Communications Officer; Aissata Sidibe, Communications Assistant; Padraic Hughes, Chief of Media Services Section; Scott Merker, Designer; Vera Rhoads, User Experience Specialist; Shishir Bhandari, Technical Lead; Joshua Sampson, Solutions Architect; Vijay Challa, SharePoint Architect

Threespot: Jamie Colucci, Account Director; Anna Rappoport, Project Manager; Hallie Wilfert, User Experience Lead; James Early, Creative Director; Paul Zolandz, Art Director; Phil Gosier, Partner/Director of Design

SUMMARY

Even well-designed intranets stay that way only when there is a plan in place for use and growth. That's what the International Monetary Fund (IMF) discovered as its intranet grew and expanded over time. The organization found itself in need of a makeover to incorporate new technologies, update a now-dated design, and generally clean up the clutter that can creep onto any intranet site.

A lesson learned from the previous project was that the need for intranet governance is critical to an intranet's success. Sites cannot maintain themselves. Growth can quickly get out of hand. That's why a key part of the IMF's redesign was to create an intranet governance structure to plan for and maintain future growth.

Previously, there was no central ownership of the site or overall strategy for maintenance. Responsibility was shared, with the Communications Department (COM) taking care of the homepage and news, IT controlling the technology, and departments and other groups managing their own sites.

The team created the Intranet Council, consisting of nine members from different departments representing all the departments at the IMF. The Council's work started when the redesign was finished: its job is to sustain the gains made in the redesign by developing and enforcing guidelines and standards, and managing the growth of the site.

The team worked with Threespot (a digital agency) to do initial user research, create wireframes and designs, write functional specifications, and create the governance framework. The project used a variety of user research methods to make sure the

team was headed in the right direction. Team members started with a large-scale survey and moved to contextual inquiries, focus groups, and analysis of search logs and web statistics.

The intranet homepage focuses on news in the center carousel. The clean interface highlights six items, with each item's headline listed at the bottom of the carousel. This gives users a quick way to access content of interest and an easy way to scan content without having to navigate through the carousel or wait for an animation to occur. The first four items highlight internal news stories. The fifth spot is reserved for a promotional item, while the sixth features the *Morning Press* application, which provides links to the top external news stories about IMF.

The highlighted panel features a relevant image, headline, and summary with a link to read more. The number of comments and the average rating is displayed, along with the number of people who commented on the article, and the rating they gave it out of 5 stars.

Below the carousel, the newly designed *Notices* area—which was previously a box with a bunch of links—prominently highlights important announcements to staff. The topic and date are listed, with icons that indicate the type of notice: *Security*, *IT*, *Human Resources*, *Management*, *HQ and Facilities*, or *General*. The site also includes the ability to post emergency notices in a prominent space at the top of the homepage; this is a feature the team hopes not to need, but which is reassuring to have.

Events and cafeteria menus are listed under *Today at the IMF*. Early research showed employees valued quick access to cafeteria menus, so they're still featured on the homepage.

The right side of the page includes a way to quickly access Departments and Offices, a list of personalized links, and links to Human Resources information. *My Links* are selected for users to target major staff groups—such as economist, assistant, or non-US employee—based on extensive user research. Users can customize these links. The *Communications Toolkit*, a set of items to aid in communicating externally, is also available, as is a box dedicated to news and messages from Management.

The *Where can I find?* information directory comes from an old information locator widget that was on the prior site. This was developed to act as a navigation map to direct employees to the best starting points for 30 subcategories of information, which are grouped into six broader categories. This newer version of the tool has been well received by employees, and particularly by new staff, as it helps direct users to the best resources for key information, such as economic and financial data, topic primers, finalized country reports, and guidelines for working with member countries. The tool provides a description of each resource and a quick link directly to that resource (that is, to the intranet page or application).

For all Fund Emergencies (202) 623-9911
Integrity Hotline 1(800) 548-5384
Welcome, Hallie Wilfert
I Like It
Tags and Notes

IMFintranet
All Sources
Intranet
IMF.org
People
KE Documents
Enter search terms
Advanced Search

Home
About Us
News & Videos
Events
HR Web
Services & Resources
Knowledge Exchange
Collaboration
My Site

Fundwide Awards Recognize Outstanding Teamwork

At a ceremony on March 26, the MD presented 16 teams and one individual with awards for cross-departmental collaboration.

Read More

Comments(13) Ratings: ★★★★★ Voters(21)

TOP NEWS

RSS

View All News

Fundwide Awards Recognize Outstanding Teamwork

Video: Take Our Daughters and Sons to Work Day

Making the Case for Energy Subsidy Reform

Top 10 Most Visited Stories

Launch of new imf.org home page

Morning Press

Departments & Offices

-- Select --

My Links

+ Add Links

Leave Self Service

TRACES

Credit Union

Transportation

JOLIS

View All

My HR

My Dashboard

My Benefits Summary

My Personal Information

More at HR Web

HQ1 RENEWAL PROGRAM

Read the latest news

IMF Communications Toolkit

Find resources for all your external outreach.

See latest Briefing Book

May 13th, 2013

Access the Toolkit

Management Corner

Read the latest from the OMD's office.

DMD Shinohara: Reflections from Lao PDR and Thailand

May 18, 2013

View More

Email MD or DMDs at ManagementCorner@imf.org

Notices

RSS

Fund's Offsite Mail Screening Facility

May 12, 2013

All Staff Invited: Experiencing the Art of Possibility with Benjamin Zander

May 12, 2013

HQ1 Power Outage

May 10, 2013

DC Department of Motor Vehicles Change of Location

May 9, 2013

Move of IT Services to HQ2

May 9, 2013

View All Notices

Today at the Fund

May 18th, 2013

EVENTS

10:00 AM – 11:00 AM

IMF Toastmasters Club Weekly Meeting

9:00 AM – 4:00 PM

ICD Lunchtime Seminar: Microprudential Regulation in a Dynamic Model of Banking

3:30 PM – 5 PM

Using the IMF eLibrary in Your Research

View All Events

MENUS

HQ1 Cafe

HQ2 Cafe

Other Dining Options

Where can I find...?

Select from the menus below to display the recommended information source

Documents and Publications specifically, Final Country Papers

Look for these documents in [Knowledge Exchange](#) where you can find versions of core country papers from EDMS and IR.

To Provide feedback on this page contact [COMIN](#)

IMF.org
Mobile Site

Home

About Us

IMF Structure and Governance

How the Fund Works

Departments and Offices

Enterprise Directory

Staff Association

News and Video

Video

News Archive

Staff News Archives

Morning Press

Notices

Photo Galleries

Events

Training

Human Resources

My HR

HR A-Z

Programs

Committees

Projects & Working Groups

Manager Self-Service

Services and Resources

Working With...

Services Portal

Knowledge Exchange

KE Topics

KE Countries

KE Documents

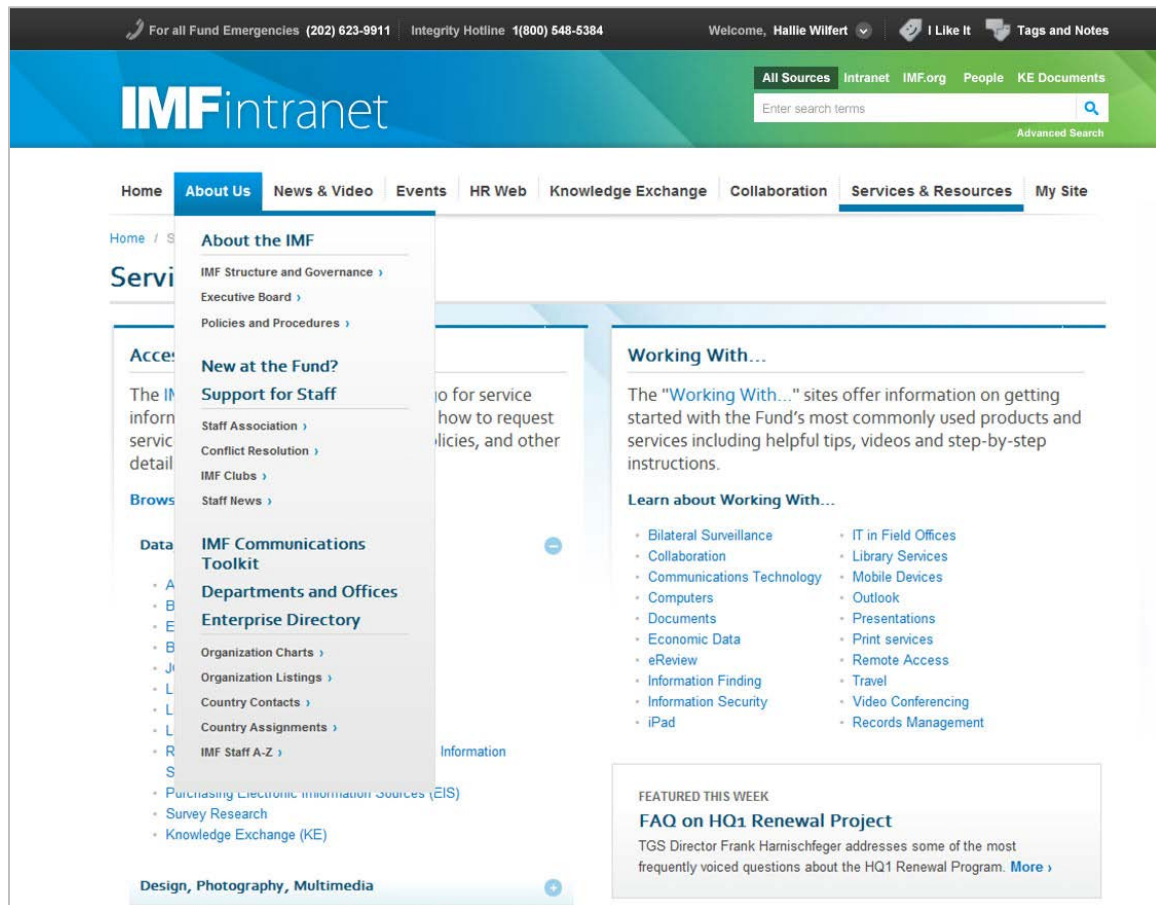
KE Data

Collaboration

My Site

The intranet homepage focuses on current information: latest news stories, announcements and updates, and events happening at the IMF that day. The page also features tools to move users to information quickly: *My Links*, *My HR*, and the *Information Directory*.

Clear navigation helps employees access content quickly. Megamenus reveal the site structure and categories of content within major areas. The user's current location in the site is clearly indicated with a blue underline.

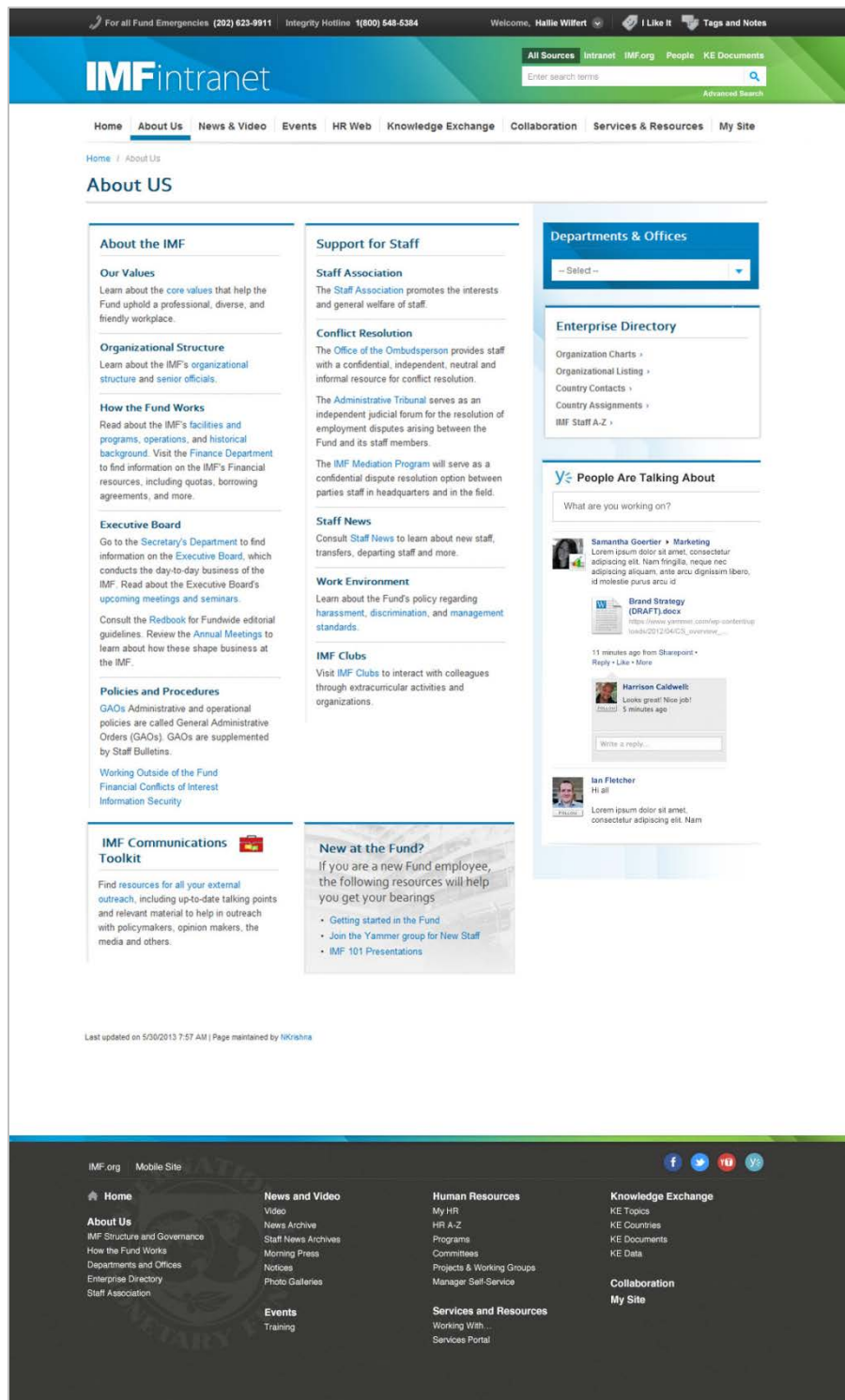


Categories are clear and distinct. The user's current location, *Services & Resources*, is indicated by a thick blue underline.

The *About Us* and *Collaboration* landing pages include a Yammer feed. Yammer is integrated throughout the site as a way to actively engage employees in conversation. Integrating social content in the main site, rather than requiring users to go to a separate tool to communicate with one another, is a great way to encourage participation. The Yammer feeds show current conversations as a way to keep people connected to one another.

There are 208 Yammer groups at IMF, with Yammer web parts that allow both reading and posting integrated into team sites. When new team sites are created, the intranet team encourages the team to create a Yammer group and include a feed on the site. Feeds can be created based on groups, company, an individual, or even a keyword.

Although some employees started using Yammer, its use is not yet widespread within the organization. The intranet team is currently planning to do a campaign around the use of Yammer and other social tools and features to further increase engagement, communication, and collaboration.



The site integrates Yammer feeds in key areas. Employees can read or post content via the feed.

The site contains a lot of video content, but the previous design lacked a central location for it, which caused many user complaints. The site's videos now have a

central location, with featured videos that are regularly updated. Videos are embedded in pages throughout the site (such as within news articles or on departmental pages), and are all centrally catalogued in this section.

Individual departments can request video content from IMF's Multimedia team, which coordinates with COM to approve, modify, or request video proposals. The upload process is centralized and maintained by COM and the IMF's IT department, Technology and General Services (TGS).

Users can view the featured video or browse videos. Videos are listed chronologically, with the most recent content first. Users can also sort the videos by popularity or browse through video categories, such as *Institutional Learning*, *Human Resources*, and *Interviews*. Each video includes the title, date, a still from the video showing some content, and the video's length. The video will play where the featured video is located, at the top of the page. The page also lists the number of views for each video, helping users know what their colleagues are watching.

For all Emergencies 202-423-9911 | Ethics & Integrity Hotline 1-800-545-5304

Welcome, Berter, Scott | My Links

IMFintranet

People: Intranet | K2 Docs | IM.org | All Sources | This Site


Type here to search All Sources or select a source above.

Advanced Search

Home | About Us | **News & Video** | Events | HR Web | Services & Resources | Knowledge Exchange | Collaboration | My Site

Home / News & Video / Intranet Videos

Intranet Videos



7/16/2013 | 01:44 | 272 Views
HQ1 5th floor bistro

Staff talk about the pop-up bistro that opened this month on the HQ1 5th floor terrace.

All Videos


- Annual and Spring Meetings
- Country Work
- Departments
- HQ and Facilities
- Human Resources
- Institutional Learning
- Interviews
- Staff Events and Activities
- Technology
- Webcasts

Search All Videos


Search Videos

Sort by: | Latest Videos | Most Popular


Currently displaying 1-12 of 50 results




2013 Global Stability Cup Draw
 8/6/2013 | 07:28 | New




I Have an iPad, Now What?
 8/15/2013 | 1:20:46 | 72 Views




World Cafe Promo
 8/15/2013 | 01:13 | 422 Views




Concordia Redevelopment
 8/14/2013 | 02:18 | 725 Views




shhhh...it's a secret
 It's a Secret ... By Special Delivery
 8/5/2013 | 02:02 | 1836 Views




Beyond the Paper Frontier
 7/25/2013 | 02:21 | 191 Views




HQ1 5th floor bistro
 7/16/2013 | 01:44 | 272 Views




A Walk Through of 1915 Penn
 Tour of 1915 Pennsylvania Ave
 8/28/2013 | 01:40 | 220 Views




MD Town Hall Staff Survey 2013
 6/21/2013 | 1:00:57 | 519 Views



COMING SOON: The new Intranet!
 6/20/2013 | 02:24 | 407 Views



HRD Training Calendar
 6/19/2013 | 02:30 | 648 Views



Press briefing
 6/19/2013 | 06:53 | New

Currently displaying 1-12 of 50 results

IMF.org | Mobile Site

Home

About Us
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 Departments and Offices
 Staff Association

Knowledge Exchange
 K2 Topics
 K2 Courses
 K2 Documents

News and Video
 Videos
 News Archive
 Morning Press
 Notices

Events
 Training

Human Resources
 My HR
 HR A-Z
 Programs
 Committees
 Projects & Working Groups
 Manager Staff Service

Services and Resources
 Services Portal
 Working with...

Quick Links
 Travel Portal
 Credit Union
 Enterprise Directory
 Job Link
 Talent Plus
 Institutional Repository (IR)
 New Intranet FAQs

Collaboration

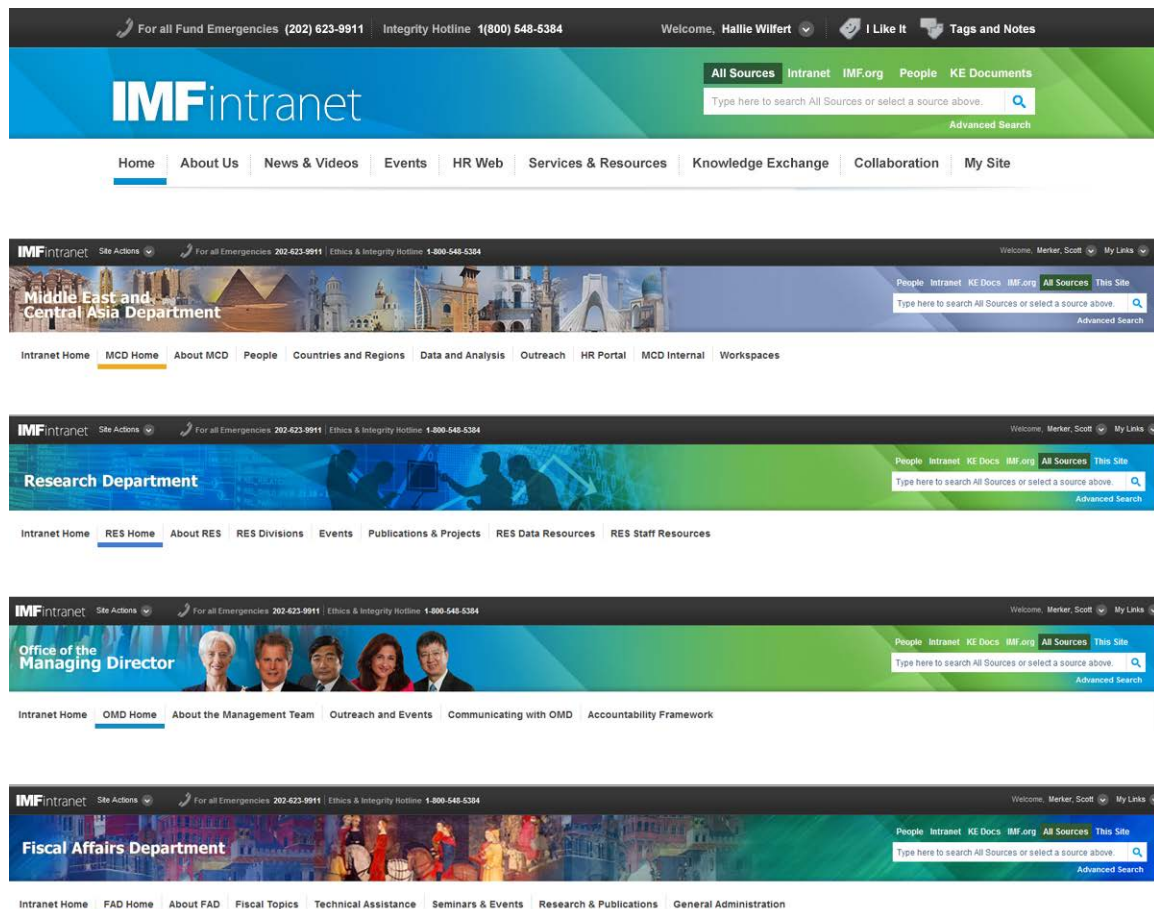
My Site

The *News & Video* section of the site includes a video library, where users can search or browse to find content of interest.

Departments have their own sites and content, but the sites are integrated into the main intranet's structure. Each department has its own header, but follows a similar

structure. The first link across the top navigation is to the main intranet *Home*, followed by a link to that department’s homepage, such as *MCD Home*. Each site includes an *About* section and then has its own navigational categories, which were created with the help of the enterprise IA team, using card-sorting exercises as a starting point for the navigation structure.

Within department pages and across the entire intranet, the intranet search defaults to *All Sources*, the broadest possible scope; this helps users who might be looking for content that could appear in any intranet area. Users can also narrow their scope to the current site via a *This Site* link above the open search box. Filler text in the search field directs users to change the scope of their search if necessary. Users can also narrow their results on the search results page as needed using content area filters—such as *HR*, *services*, and *news*—as well as department, country, date range, and file type.



Department pages have their own header, but follow the intranet’s general structure. Each departmental site has a persistent link to the main intranet homepage, *Intranet Home*, on the left side of the top site navigation.

The team realized that, in creating the new site, change leadership was essential and it worked closely with stakeholders and departments to keep them informed and involved. One big change was for content owners, who were used to having a dedicated space on the previously crowded homepage. Communicating a new plan

for them was essential. At the same time, the team realized that the revamp would mean a significant change in staff members' daily routine, accessing the intranet, so they paid special attention to developing a comprehensive communications plan. For the overall organization, the team posted news stories about objectives and timing, gave several presentations about the new design prior to launch, offered a sneak-peek of the new designs both online and during an information symposium, and had a broad pre-launch campaign in the two weeks leading up to the launch. The campaign included a news article with screenshots of the new pages, a short video highlighting the main changes, an online preview tour of the new site, and posters and desk-to-desk flyers announcing the launch.



An example of the desk flyers used to announce the launch.

The site has been a success. Engagement, measured by participation in commenting and rating, has more than doubled. The team will do a follow-up survey to further evaluate the site's success six months after launch; this will give employees time to adapt to using the new site. Creating an organized and streamlined site, with an Intranet Council to keep it in check, is helping ensure that the intranet remains a powerful tool for employee communication.

BACKGROUND

It had been a while since the IMF intranet had been truly updated. The previous intranet redesign happened seven years ago. At that time, a lot of effort and resources were spent sorting out the IA, applying consistent navigation, and updating the design.

Following that redesign, the intranet continued to evolve to meet the organization's demands. Various IT innovations were added to keep up with content growth and to integrate new technologies and trends, including new web collaboration and knowledge-sharing applications (Knowledge Exchange and eReview); a new search engine that provided more flexibility for search filters and targeted content (FAST); a new *Calendar of Events*; the social network Yammer; and a homepage *News Rotator*.

Despite those incremental improvements, the site really needed a refresh to bring it up to current standards and to address the cluttered homepage that had resulted from years of minor modifications and additions. In other words, it was time for a change.

In December 2011, the IMF gathered the necessary resources and a very capable team to kick off the project.

Goals

The project's overarching goals were threefold:

- Deliver a user-focused design to meet the business needs of IMF staff
- Make the intranet not only a useful tool for staff, but also an engaging place where people would come to get information and share views
- Bring the intranet in line with current intranet best practices and technologies

Specifically, the organization wanted to achieve several tactical improvements with the new intranet:

- A less cluttered and more organized homepage
- Easy access to resources that employees need for their daily work (based on their own preferences)
- A sound IA and clear visual hierarchy
- Uniform branding across the intranet so users would have a consistent browsing experience
- Modern intranet features to provide personalization, increase staff participation, and improve information findability
- A governance structure to ensure that the intranet will continue to grow and be maintained in a controlled and sustainable way with future growth in mind

Challenges

Every project has its challenges, and the IMF's intranet redesign is no different. The organization struggled with basic project challenges related to timeline and technology, but also experienced some organizational challenges as they had to convince content owners and stakeholders that some content house cleaning would

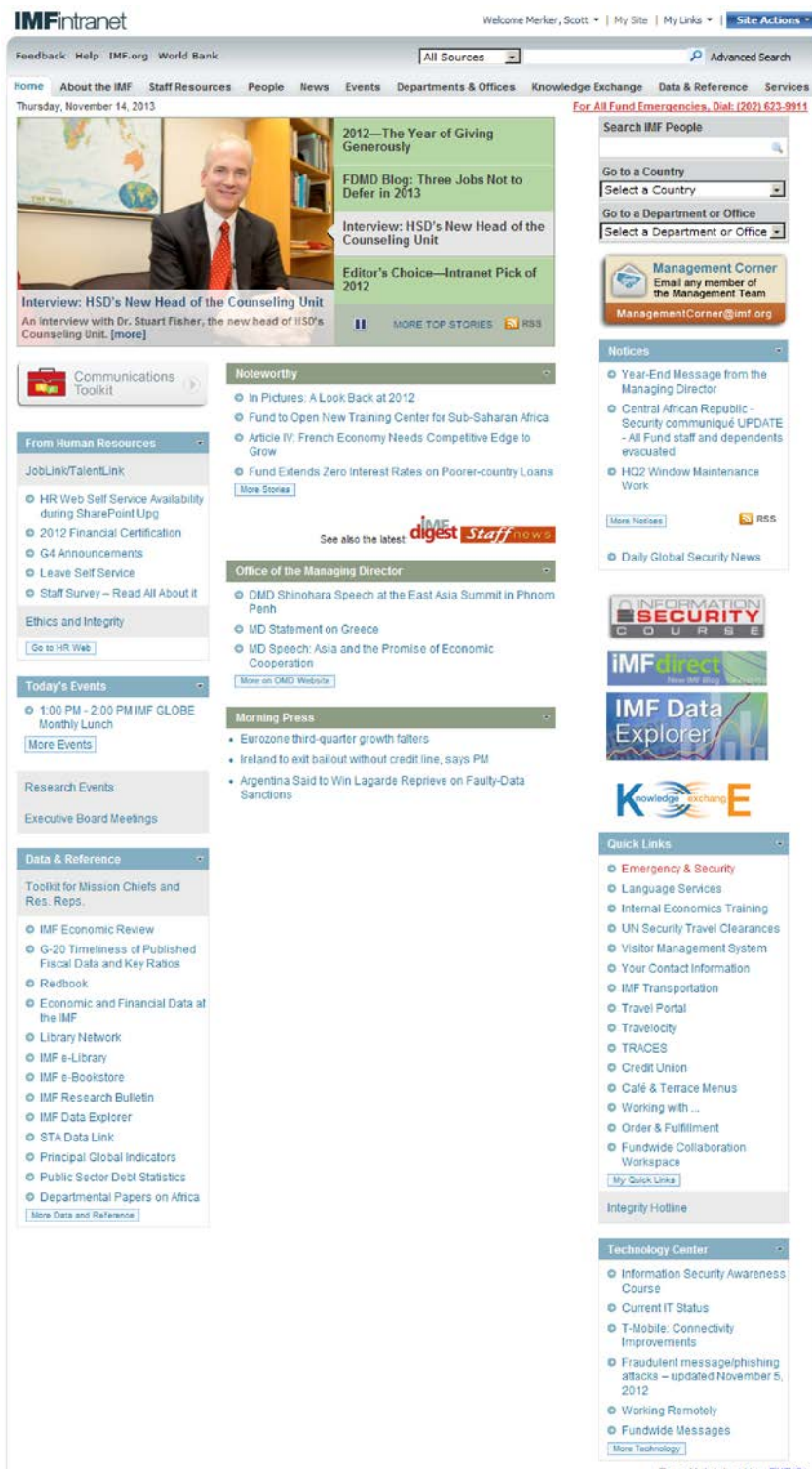
be beneficial for the new site. In the following, IMF team members explain these two types of challenges.

Change management challenges:

- “Change leadership was a very important aspect of this project. Content owners were really attached to having their dedicated space on the homepage. We had to convince them to share the prime real estate, and offered effective solutions.” (Helene Faurès, IT Project Manager)
- “During the design phase, some decisions to make content changes that would benefit the organization as a whole were met with resistance from business stakeholders who were attached to the content they authored, even if it was not being used or needed to be re-positioned. We worked through this with face-to-face meetings, showing hard numbers and end user feedback, until we got the necessary buy-in.” (Sonia Dwyer, Enterprise Information Architect)

Technology challenges:

- “The implementation phase of the project took longer than anticipated. This was in part due to the fact that some features of the designs, which we were told could be implemented in our SharePoint environment, ended up being difficult or impossible to develop.” (Faurès)



This is the IMF intranet homepage before the redesign. The initially sleek homepage had become cluttered due to competing demands from various content owners, and the IA had become less relevant due to the introduction of new and unanticipated content.

For all Fund Emergencies (202) 622-2011 Integrity Hotline 1(800) 548-5334 Welcome, Mallie Wilfert | Like it | Tags and Notes

IMF Intranet | All Sources | Intranet | IMF.org | People | KE Documents

Home | About Us | News & Video | Events | HR Web | Knowledge Exchange | **Collaboration** | Services & Resources | My Site

Collaboration

In an effort to encourage knowledge sharing and discovery, this page provides easy access to all the collaboration sites and blogs on the IMF Intranet. Links to all Department workspaces will be provided here automatically.

[Request a collaboration workspace](#)

Fundwide Workspaces

MOST RECENTLY ADDED WORKSPACES

Resident Representative Forum (RRF) > | System Executives Forum >

Cross - Country Work

- Capital Flows Group
- Cross-Country Work, Spillovers & Li...
- Crisis Group
- Food, Oil and Commodity Prices

[Show More \[+\]](#)

Surveillance

- Financial Sector Surveillance
- Joint IMF-FSB Early Warning Group

Technical Assistance

- Fundraising Collaboration
- Results-Based Management
- Regional Technical Assistance Cente...

Economic Data

- Catalog of Time Series
- Economic Data Governance Group (EDG...
- Data Visualization
- Fund Risk Management Framework

[Show More \[+\]](#)

Financial & Administrative Data

- Financial and Administrative Steel...
- IBIS/FADW

Information Management & Technology

- Document Management Working Group
- Field Office Head User Group
- Enterprise Information Steering Com...
- Information Health Center

[Show More \[+\]](#)

Process Streamlining

- Article IV Innovation
- Travel Processes

Fundwide Initiatives

- Testing link

Networking & Recreation

- Fund Clubs
- Sub Sahara African Group
- Global Stability Cup

Department Workspaces

-- Select --

People Are Talking About

What are you working on?

Sarahella Gortler • Marketing
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nam finibus, neque nec adipiscing aliquam, ante eros dignism (B&B, id moleste purus ante id

Brand Strategy (DRAFT) docx
This is a private content. Copying this document is prohibited.

11 minutes ago from SharePoint
Reply • Like • More

Harriet Caldwell
Looks great! How did you like it?

11 minutes ago

Jan Fletcher
Hi all

11 minutes ago

IMF Blogs

Fundwide

- Exploring your options FAQ
- Globalization and Linkages Chatroom
- RSR/RAP harmonization

HRD

ICD

MCM

SPR

TGS

Tag Cloud

I like it

IMF.org Mobile Site

- Home**
- About Us**
 - IMF Structure and Governance
 - How the Fund Works
 - Departments and Offices
 - Emergencies Directory
 - Staff Association
- News and Video**
 - Video
 - News Archive
 - Staff News Archives
 - Morning Press
 - Notes
 - Photo Galleries
- Events**
 - Training
- Human Resources**
 - My HR
 - HR A-Z
 - Programs
 - Committees
 - Projects & Working Groups
 - Manager Self-Service
- Services and Resources**
 - Working With...
 - Services Portal
- Knowledge Exchange**
 - KE Topics
 - KE Countries
 - KE Documents
 - KE Data
- Collaboration**
 - My Site

In an effort to encourage knowledge sharing and discovery, the *Collaboration* page provides easy access to all cross-departmental collaboration sites and links to each department's collection of workspaces and blogs on the IMF intranet. Several different social media technologies have been or are being integrated in the intranet, including content ratings and social bookmarks (using tagging). Blogs and SharePoint team collaboration sites are heavily used. The *Collaboration* page also showcases the integration with Yammer (the IMF social network).

For all Emergencies 202-623-9911 | Ethics & Integrity Hotline 1-800-548-5304
Welcome, Merker, Scott
My Links

IMF
Intranet
KE Docs
IMF.org
All Sources
This Site

Type here to search All Sources or select a source above.
Advanced Search

Home
About Us
News & Video
Events
HR Web
Services & Resources
Knowledge Exchange
Collaboration
My Site

Home / Events

Enterprise Calendar Of Events

Today's Date:

Wednesday, September 11, 2013

Search Calendar

Show Control Panel

Department Admins List

Leave Feedback

Need Assistance?

Related Links

Events Image Gallery

Bank-Fund Clubs

Executive Board

Daily Documents Lists

Meeting Agenda

Speakers List

MANAGE MY ALERTS

Upcoming Events

ADD TO OUTLOOK

Title	Location	Start Time	Organizer	Event RSVP	My RSVP Status
Back to Life: Wellness Program for Cancer Patients and Survivors	World Bank Fitness Center, MC-C3-300	9/11/2013 7:45 AM	HRD	RSVP	UNCONFIRMED
CPRI/AED and Basic First Aid	Registration Required (IFC)	9/12/2013 9:00 AM	HRD	RSVP	UNCONFIRMED
Win Free Coffee at the eDocs DM Kiosk	Outside HQ2 Cafeteria	9/12/2013 11:00 AM	TGS	RSVP	UNCONFIRMED
IMF Toastmasters Club Weekly Meeting	HQ2-08B-606	9/12/2013 12:00 PM	TGS	RSVP	UNCONFIRMED
Mindfulness Meditation	Registration Required: World Bank-MC2-520	9/12/2013 12:10 PM	HRD	RSVP	UNCONFIRMED

Previous

Next

September 08 - September 14 2013

DAY WEEK MONTH

	8 S	9 M	10 T	11 W	12 T	13 F	14 S
6 AM							
7							

The newly redesigned *Calendar of Events* displays what is happening at the IMF.

INTRANET REDESIGN PROJECT TEAM



The intranet team (left to right): Camilla Andersen, Graham Dwyer, Begoña Nuñez Allue, Hari Maddineni, Aissata Sidibe, Hélène Faurès, Jamie Colucci (Threespot), Rajitha Devineni, Joshua Sampson, Deb Reilly, Shishir Bhandari, Phil Gosier (Threespot), Vijay Challa, Scott Merker, Hallie Wilfert (Threespot), and Archana Kumar. Missing from photo: Sonia Dwyer, Padraic Hughes, Vera Rhoads, Anna Rappoport (Threespot), James Early (Threespot), and Paul Zolandz (Threespot).

GOVERNANCE

Ownership

Prior to the redesign, the IMF intranet had no clear owner. Various stakeholders owned (or controlled) different parts of the site, with COM at the forefront controlling the main areas of the homepage as well as the news and notices pages, and the IT department controlling all the technology, software, and applications software, as well as the IA and search engine and interface.

"Other departments or groups requested to have their content posted in various spaces on an as-needed (often as-demanded!) basis," says Begoña Nuñez Allue, Communications Officer, "which is why the homepage had grown in a rather chaotic way."

In addition, each individual department managed its own websites within the intranet. "This decentralized approach lacked cohesiveness and communication among the parties," she says. "In particular, it lacked a group or a body that would

be in charge of the vision and overall strategy of the intranet, which is why defining a governance structure was a key objective of this project. We felt there was no point in going through a redesign if it would all be going down the drain once it was handed back to its multiple owners!”

One of the main organizational objectives of the intranet redesign was to implement a governance structure to maintain the gains of the redesign and to drive sensible, cohesive growth. This has entailed the establishment of an Intranet Council, responsible for issuing intranet standards and for providing strategic direction for the site overall. The council is made up of nine members, each representing different groups or departments.

The Intranet Council was formed to coincide with the launch of the new intranet, so it did not influence the project. “But we hope it [The Council] will help us keep our new intranet tidy and up-to-date and ensure that it continues to meet the evolving needs of our users,” says Faurès.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Two Intranet Executive Sponsors	<ul style="list-style-type: none"> • Provide insight into organizational priorities, offer continued senior-level support, and represent the intranet to other senior executives
Intranet Council	<ul style="list-style-type: none"> • Define and communicate standards and strategic directions for the intranet
Intranet Manager	<ul style="list-style-type: none"> • Chair the Intranet Council, ensure compliance with Intranet governance, and act as liaison between the Council and Executive Sponsors
SharePoint Technical Team	<ul style="list-style-type: none"> • Manage SharePoint integration, development, and support
Applications Owners	<ul style="list-style-type: none"> • Direct the design, development, and maintenance of web-based intranet applications
Departmental Webmasters	<ul style="list-style-type: none"> • Design, maintain, and update departmental sites
Content Owners	<ul style="list-style-type: none"> • Post, update, and retire intranet content

USERS

All IMF staff members use the intranet, and it is set as the default homepage on all IMF computer browsers (although staff members can change this). The intranet is the key communication vehicle for conveying important information to all staff.

Some common uses of the intranet include:

- Read IMF-related news and notices, and learn about events

- Use tools and applications needed to do their work
- Submit requests for various services (facilities, multimedia, events)
- Search and apply for job openings
- View personal information
- Perform almost all HR-related tasks
- Search for information

Certain intranet areas are reserved for specific groups, including closed collaboration sites and some sections of the departmental websites, which are controlled by individual departments and often contain both a public area accessible to all staff and a restricted area accessible to the department only.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none"> • http://www-intranet.imf.org/Pages/IntranetHome.aspx
Default Status	<ul style="list-style-type: none"> • The intranet is set as the default homepage on all staff members' computers, but they can change the default.
Remote Access	<ul style="list-style-type: none"> • Many IMF staff members work and access the intranet remotely on a regular basis. Remote access is provided through Windows Terminal Server (Citrix) from any computer or through SSL-VPN from IMF computers. • The organization is currently working to give iPad users access to mobile-friendly intranet pages and applications.

DESIGN PROCESS AND USABILITY WORK

Design Approach

There were certain aspects of the intranet design that the team knew had to be addressed—urgently—such as updating the look and feel, and decluttering the homepage. However, in order to gain in-depth knowledge of what other areas had to be targeted and what the project goals should be, the team did a lot of research in the project's early stages.

An early survey, conducted by IMF's partner, Threespot, was aimed at finding out the staff's preferences for the intranet: what they liked about it and what they didn't, what they would like to have on the new site, and so on.

The survey received what Nuñez calls "an incredible response," with more than 36% staff participation. "It allowed us to collect a vast amount of data from employees

related to their use and preferences. It gave us lots of raw data that could be dissected into pieces and analyzed in charts and spreadsheets, but it also gave us a lot of personal opinions and anecdotal evidence, which was helpful to understand how the staff truly felt about the intranet,” she says.

The Threespot team also conducted contextual inquiries during which they went to people’s offices to see how people actually used the intranet in their daily work. They conducted focus groups with staff from across the IMF, and interviewed key stakeholders and staff in positions at all levels. Lastly, they reviewed the search logs, web statistics, and other available data.

Overall, the new intranet design was developed following a user-centered approach and employing a variety of research methods, including:

- An IMF -wide survey in early 2012 that gathered responses from 1,230 participants
- Search log analysis of the top 100 search terms
- Site usage analysis of the top 100 most-visited pages on the intranet
- Sentiment analysis from comments derived from previous years’ surveys conducted by TGS and COM
- Interviews with 20 business stakeholders and intranet users, during which each stakeholder answered eight questions
- An intranet news article issued August 12, 2012
- Usability testing with 10 intranet users
- Presentation of a new design to webmasters
- More than 100 meetings held with cross-functional teams, including the core project team and representatives from different functions, such as the COM team, SharePoint Intranet team, Enterprise Information Architecture team, Graphic Services, and the Web Infrastructure Team

During the planning phases, the project team spent a significant amount of time analyzing the user needs; once the design phase was underway, the project team went back to the users to present the new designs to stakeholders and all IMF staff at a well-attended meeting open to the entire organization.

“Ultimately,” says Nuñez, “the research was extremely valuable in guiding both the overall direction of the project and the many individual parts of it.”

“On the old homepage, content owners decided what content should be displayed and competed for the real estate,” she says. “The intranet redesign delivered a streamlined, uncluttered homepage by drastically shifting the focus toward content that users need to do their daily work (relying on search and usage statistics), and encourages sharing of prime real estate among content owners.”

TIMELINE

The overall project timeline was 18 months, from kick-off to launch.

INTRANET TIMELINE	
Milestone Date	Milestone Description
1996	<ul style="list-style-type: none">First IMF intranet
December 2011	<ul style="list-style-type: none">Redesign project kick-off
January 2012	<ul style="list-style-type: none">User needs analysis complete
April 2012	<ul style="list-style-type: none">Wireframes complete
July 2012	<ul style="list-style-type: none">Usability testing
July 2012	<ul style="list-style-type: none">Outreach: presentation of designs to all IMF staff, intranet news article, presentation of designs to stakeholders
August 2012	<ul style="list-style-type: none">Designs final
November 2012	<ul style="list-style-type: none">Functional specifications complete
December 2012	<ul style="list-style-type: none">Technical specifications complete
January 2013	<ul style="list-style-type: none">Start of development activities, including:<ul style="list-style-type: none">Develop/implement new designs for 11 pages provided by Threespot.Apply new branding and styles to the rest of the 200+ pages in the homepage site collection.SharePoint 2010 upgrade of the homepage site collection (remediation activities of components that were broken after the visual upgrade).
April 2013	<ul style="list-style-type: none">Start of quality assurance (QA) testing
May 2013	<ul style="list-style-type: none">New intranet ready for user acceptance testing
June 2013	<ul style="list-style-type: none">Launch of new design

CONTENT AND CONTENT CONTRIBUTORS

The IMF intranet uses SharePoint's native CMS features. SharePoint was chosen not specifically for its CMS capabilities but for its full range of functionalities, including content management, search, collaboration, and social media functionalities.

The IMF intranet has a distributed content model governed by a newly formed IMF Intranet Council. The enterprise IA team guides the IA, search, and content standards. Individual departments develop and post their own content. The COM team is in charge of producing and coordinating the flow of the daily news on the homepage, and reviews and approves other top-level content on the intranet. The COM team has 10 members and receives content contributions from staff across more than 20 IMF departments and offices. The newly instituted Intranet Council will be working on a more comprehensive content strategy in the near future, with the goal of standardizing publishing workflows for centralized sites across the organization.

All intranet contributors receive extensive training and support, which includes ongoing internal in-person training courses. Extensive training and support materials and videos are available on the intranet, and the design team has published guidelines, tips, and best practices for authoring and sharing on the intranet. These are published on the *Working with SharePoint* site, the *Finding Fund-wide Information* site, and the *Enterprise Search* help site. These guidelines will be consolidated soon into a set of holistic governance documents, again through the organization's new Intranet Council. The guidelines will be made available to staff on the intranet.

Finally, a very active group of departmental webmasters—the SharePoint Users group—has been an excellent channel to exchange ideas, tips, and best practices.

TECHNOLOGY

On the technology front, the organization recently upgraded from SharePoint 2007 to 2010. SharePoint 2010 came with new social features such as tagging, which the organization will rollout and promote in the near future.

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and O/S	<ul style="list-style-type: none"> Windows Server 2008 R2; infrastructure is virtual (4 WFE, 2 App on Content Farm, 2 App and 2 WFE is Services Farm, 4 FAST Servers)
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> Excel (Quality Center is the official requirements and bug tracking tool)
Design Tools	<ul style="list-style-type: none"> Visual Studio 2010; Adobe design suite
Site Building Tools	<ul style="list-style-type: none"> SharePoint 2010
Content Management Tools	<ul style="list-style-type: none"> SharePoint 2010, eDocs DM for document management
Search	<ul style="list-style-type: none"> FAST for SharePoint 2010
Other Functions	<ul style="list-style-type: none"> Mobile application development, Yammer for social collaboration, TagXchange (SOA tool for rating, tagging, and commenting)

MOBILE

IMF staff members can access an anonymous (no authentication necessary) mobile-friendly intranet site from their Blackberry devices. The mobile site includes intranet news, notices, events, a *Communication Toolkit*, people search, and resources for working remotely. In addition, three departments currently have a mobile-friendly version of their departmental page.

The Blackberry-only approach was not intended to be the mobile endgame. "When we started working on the intranet redesign, our intent was to implement a responsive design using HTML5 and CSS3," says Faurès. "However, we had to give up due to incompatibilities between Internet Explorer 9 and SharePoint 2010. Therefore, the team is currently at work on a custom intranet site for iPad users, with a target launch date of spring 2014."

At that time, the team will most likely retire the Blackberry site.

This iPad-friendly version of the intranet will provide more available content as new iPad-friendly intranet sites and applications are launched. The first iPad-friendly application to go live will be eReview, a workflow application used to review and clear documents.

The jump from Blackberry to tablet devices makes sense as interest and usage of tablet devices has increased among the organization's business clients. The IMF made the decision to support iPad devices a few years ago, and it now supports approximately 1,700 (IMF-provided) iPads and 500 personal iPads, and expects to add 1,000 more in coming months. With so many staff on-the-go and increasing demand, a decision was made recently to give every professional staff member an iPad, doubling the number of iPads in use across the organization. There is also

momentum toward iPhone adoption, and discussions are underway to allow IMF staff a choice between an iPhone and a Blackberry.

SEARCH

The IMF chose FAST Search for SharePoint 2010 for its intranet because it is rated as a top-tier search engine and is designed for the SharePoint platform. The decision to use FAST was made after reviewing other highly rated enterprise search engines.

"We know that no enterprise search engine is a 'set-it-and-forget-it' tool," says Sonia Dwyer, Enterprise Information Architect. "They all need to be configured to match the content being searched in the organization."

To address these required configurations, Dwyer explains the customizations the IMF team has made to FAST:

- **Search scopes:** Enterprise search guides users to different content sources through the following defined scopes, which are presented as filters above the search box on all intranet pages:
 - *All Sources* searches across all content sources below
 - *Intranet* searches on intranet content
 - *IMF.org* searches on IMF public site
 - *People* searches on SharePoint My Sites
 - *KE Documents* searches on Knowledge Exchange Documents (a collection of selected country reports, research papers and IMF publications)
- **Content sources and prioritization:** "Content sources are treated and weighed equally by the search engine," says Dwyer, adding that the search engine does not prioritize content sources differently. Role-based, or "user-context," search is planned for the next year.
- **Crawl rules:** "We have in total about 42 different rules for content inclusion and exclusion to make searches more accurate and exclude 'noise' from SharePoint items," Dwyer says. "Crawl rules are updated as needed."
- **Custom metadata/managed properties:** "We have in total about 62 configured SharePoint managed properties for all content sources to improve search results and content retrieval," Dwyer says. "Managed properties are also used for *Advanced Search* to ensure that users are searching IMF metadata fields for very specific searches. Every time a new content source is added, we need to map the crawled properties to managed properties."
- **Relevance tuning:** "FAST Search Server 2010 for SharePoint provides flexibility for tuning relevance in several ways," she says. "Relevance is not absolute and perceived relevance differs greatly among users. As part of the longer term intranet renewal, we are in the process of centralizing and elevating key information on the intranet in parallel with efforts to 'upskill' staff on content management best practices."

IMF Search

One less click to narrow your search scope

Home About Us News & Video Events HR Web Services & Resources Knowledge Exchange Collaboration My Site

IMF Search Results - All Sources

1 - 20 of 143,544 results

Refine By

Content Area

- Any Content Area
- Publications (142,022)
- News (2,042)
- Wegs (763)
- IMB (1,042)
- Services (1,170)
- Books and For Data (1,445)
- Events (20)
- Other (14,445)

Department

- Any Department
- IMB (14,445)
- IMB (14,445)
- IMB (14,445)
- IMB (14,445)
- IMB (14,445)
- IMB (14,445)
- IMB (14,445)
- IMB (14,445)
- IMB (14,445)

File Type

- Any File Type
- PDF (1,445)
- Text File (1,445)
- Word (1,445)
- Other (1,445)
- Other (1,445)

Best Bets

- Economic and Financial Data at the IMF
- Economic Data Management Initiative
- Working with Economic Data
- Data & Reference
- Data Analytics
- Economic Data Support (EDS)
- Financial and Administrative Data Warehouse (FADW)
- Core Data Management Systems Team (CDMT)

What's Trending...

- Epstein and Partners Resumes
- PTA Accountability Scorecard
- Relational Accounting System
- NYU Research Program
- New Internet Page

IMF Search Results - People

1 - 20 of about 5,000 results

Refine By

View

- All Matches
- Name Matches
- Profile Matches

Job Title

- Any Job Title
- Vendor Employee
- Local Employee
- Visiting Scholar

Results from My Sites and Enterprise Directory in two clicks

Popular content at your fingertips

More visible access to help and tips

Best Bets blend seamlessly into search results

New filters: Events and Econ/Fin Data

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The screenshot displays the IMF Intranet interface. At the top, there's a navigation bar with links like 'My Site', 'My Newsfeed', 'My Content', and 'My Profile'. Below this, the user's profile for 'Tourpe, Herve' is shown, including a photo, name, title 'DAI Team Leader', and contact details. A sidebar on the left offers navigation options like 'Overview', 'Organization', 'Content', etc. The main content area includes sections for 'Ask Me About' (listing topics like Effective Presentations, Social Networks, etc.), 'Recent Activities' (showing a new membership), 'My Organization Chart' (a hierarchical tree), and 'In Common with You' (shared managers and colleagues).

IMF *My Sites* provide information on expertise/skills and interests as well as great opportunities for social networking connecting people to people. *My Sites* are a personal website that gives each staff member his or her own central location to store, manage, and share work-related information. *My Sites* are fully searchable to exploit the tool's powerful networking potential.

RESULTS AND ROI

Sometimes the easiest way to gauge a redesign's success is to listen to the feedback. The IMF team received some glowing reviews from its users after the initial launch. Here are a few examples:

"Thank you for the much simplified layout. Easy on the eyes and the mind."

"I really like the fact that I can now personalize the quick links on the homepage. I didn't use them before as they were buried at the bottom of the page and cluttered with links that were irrelevant to me. This is a great improvement!"

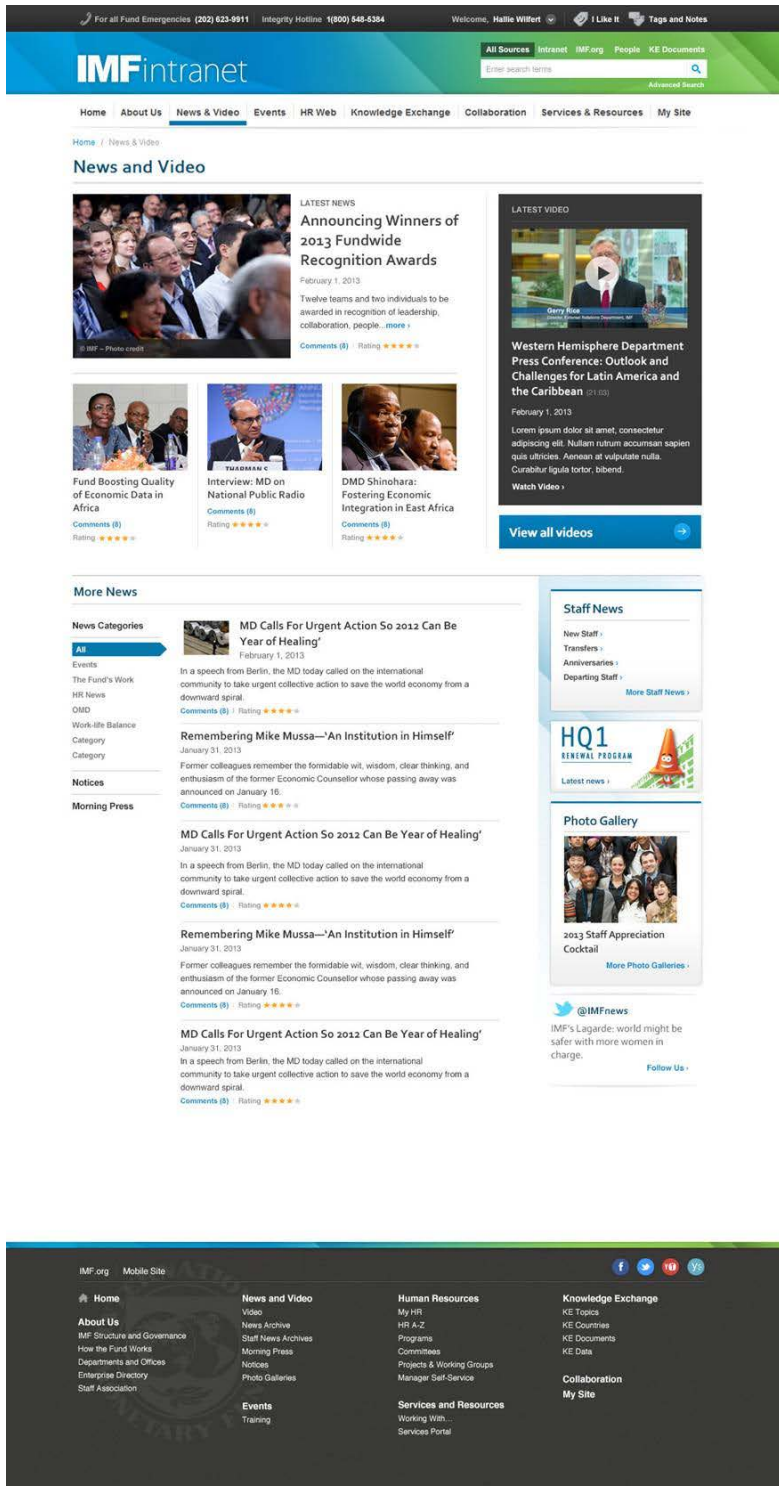
"I like the new format. It is sleek and modern looking and has a lot more information available through the menus. Well done!"

"To be fair," says Nuñez, "We also received complaints from people who couldn't find certain links and features in the beginning, but we actually expected that. We knew it would take people some time to get their bearings in the new intranet. We even went ahead and made some minor tweaks to some links to address some recurring complaints received in the first few days."

Users are not only happy with the new design; they're using the site more often and engaging with its features. New story readership has increased (as measured by unique visitors and page visits) since the launch, but—more importantly—actual engagement has increased significantly. "By engagement, we mean the amount of

staff participation in the comments and ratings features on our stories,” says Nuñez. “Our stories used to receive barely a handful of comments (on average, although it varied by topic). Since the launch, participation in our stories has more than doubled. We think this is partially a result of the improved presentation of news stories in the new, dynamic *News Rotator*, as well as the prominent display of the comments feature in the *News Rotator* and the *News and Video* page.”

Engagement with and use of search has also increased with the new design.



The newly created *News and Video* page highlights all the improvements made to the news delivered at the IMF. It features a much-improved interface to showcase videos, with better organization in more detailed and intuitive categories to facilitate users finding the right information at the right time.

IMFintranet

Home About Us News & Video Events HR Web Services & Resources Knowledge Exchange Collaboration My Site

Notices

Displaying 1-26 of 1201 Older

- General**
 - Hot Weather Alert (September 10, 2013)
 - Announcing Reduced HSD Services on September 10 (September 09, 2013)
 - HQ's Electrical Maintenance Work on September 11 and 16, 2013 (September 09, 2013)
 - Watch Live Streaming of the US Open Men's Tennis Final at Your Desk (September 09, 2013)
 - Changes to Orange Level Access for HQ's Parkers & Bikens (September 06, 2013)
 - HQ's Asbestos Removal - Schedule for September 13-16, 2013 (September 05, 2013)
 - HQ's Renewal Update: Changes beginning the week of September 9 (September 03, 2013)
 - New Coffee Vending Machine in HQ's Lobby (September 03, 2013)
 - Security and Business Continuity Accountability Framework - Revised Edition (September 03, 2013)
 - HQ's Asbestos Removal - Schedule for September 5, 9, 2013 (August 30, 2013)
 - Possible international military response to events in Syria (August 29, 2013)
 - HQ's Electrical Maintenance Work on August 29 and September 3, 2013 (August 28, 2013)
 - Watch Live CNN Streaming of March on Washington Events at Your Desk (August 28, 2013)
 - Notice of Second HQ's Opt-out Period, September 4-11 (August 27, 2013)
 - Final Operating Status August 28 2013 (August 27, 2013)
 - Updated Food Services Survey Results—July 2013 (August 26, 2013)
 - HQ's Electrical Maintenance Work on August 27, 2013 (August 26, 2013)

Displaying 1-26 of 1201 Older

Last updated on 8/20/13 11:25 AM / Page maintained by CDSR

IMF.org - Mobile Site

- Home
- About Us
 - IMF Mission and Objectives
 - Department and Offices
 - Staff Handbook
- Knowledge Exchange
 - HR Tools
 - HR Database
 - HR Documents
- News and Video
 - News Room
 - Meeting Room
 - Services
- Events
 - Training
- Human Resources
 - My HR
 - HR Self-Service
 - Compensation
 - Physical & Working Domain
 - Manager Self-Service
- Services and Resources
 - Service Portal
 - Working with...
- Quick Links
 - Travel Portal
 - Guest Email
 - Emergency Directory
 - Job List
 - Travel Blog
 - Institutional Repository (IR)
 - New Internet Page
- My Site

The updated *Notices* page is accessible from the *Notices* webpart on the homepage. The old pages were simply a list of notices sorted chronologically. On the page's new version, the team added a filter to sort notices by category and displayed a visual category icon next to each notice, similar to the *Notices* webpart on the homepage. The new page is clean and clearly readable, and it offers a visual cue (icons) to indicate the notice type (*Security*, *IT*, *HR*, *Management*, *HQ & Facilities*, or *General*).

LESSONS LEARNED

The IMF team shares some lessons learned:

- **The designers must understand the constraints of the technology.** “Make sure that whoever designs your new intranet has deep knowledge and expertise of the platform on which the new intranet will be implemented (SharePoint, in our case). There were a few details and features in our designs that could not be technically implemented, and we had to do some adjustments. Ideally, this should not happen.” (Faurès)
- **Transition users with care.** “Plan for change management, not just communication, to inform users about the new design. Old habits die hard, and when people are used to finding things a certain way (even if the methods are old-fashioned or clunky), abrupt changes are never accepted easily. Beyond informing users of the new design and providing a cursory view of what would be new, I think we could have taken a more in-depth approach at mapping out how to use the new features and anticipating questions or concerns. We wouldn’t redesign the building without providing a map before people arrived on the first day; we should treat our virtual space the same way.” (Dwyer)
- **Give the team time to do what they need to do.** “One lesson I learned from this exercise was to always allow more time than you anticipate at each step in the process. Don’t try to cut corners by ‘tightening’ the time dedicated to any activity. We were so eager to complete this project that we often gave ourselves pretty harsh deadlines. A number of people involved in this project had other projects or jobs to deal with, and there were times when meeting those deadlines was a big challenge. The work always got done in the end and it was all worth it, but there were moments of tension and a lot of extra hours!” (Nuñez)
- **Communicate early and often—with stakeholders.** “Make sure that stakeholders are consulted often and thoroughly. This project touched so many different groups and aspects of the intranet that it was hard to keep everyone on board and aware of all the changes that were proposed, designed, tested, and finally implemented. After the launch—despite all our best efforts to communicate with everyone prior to this date—there were still a few people who were surprised at some of the changes to their areas. As a result, some small tweaks had to be made later in the game, even after the new intranet had been launched.” (Nuñez)

- **Communicate early and often—with users.** “My advice would be to invest in a strong communications campaign to keep users of the intranet informed. Nothing goes down worse with staff than changes to their daily routine (the intranet being a big part of it) catching them by surprise. In that respect, we feel our project was quite successful. Along the way, we kept staff in the loop by posting news stories about the objectives and timing of the revamp, doing presentations of the new design months before it was launched, sharing the look of the future intranet online and at an information symposium, and launching a big pre-launch campaign two weeks prior to going live (including a news story, posters and desk-to-desk flyers, a video highlighting the main changes and features, and an preview tool that allowed people to explore the new intranet prior to using it). There was virtually no way you could work at the Fund and not know that the intranet was going to be upgraded!” (Nuñez)
- **Court stakeholders with care.** “Management’s support is crucial. IMF senior staff, including the CIO and deputy director of COM, were strong advocates for the program and actively participated in the communication campaign.” (Faurès)
- **Test with users.** “Make sure to do usability testing to validate your assumptions. In our case, users were confused with the search control and the new *Where can I find?* tool. We changed the labeling accordingly. We also got feedback that some content that we removed from the homepage was actually very important, and we had to put it back.” (Faurès)

“Despite all the analysis, testing, and pre-launch communication you will do, be ready to answer questions such as: ‘Where did my content go?’ We got a lot of them, and had to quickly prepare a Q&A to address all those questions after the launch.” (Faurès)
- **Stand behind your work.** “Be prepared to stand by the new design, realizing that any change is difficult for people to accept. Avoid the temptation to drift back to the old design or way of doing things just because some people make a fuss about having to re-adapt. Be armed with valid reasons for each change when put under pressure by ‘squeaky wheels.’” (Dwyer)
- **Establish ongoing governance.** “No matter how good your new intranet is on day one, you will immediately be under a lot of pressure from various content owners to modify the design and user experience in order to accommodate their needs. In that context, the gains from an intranet redesign can vanish very quickly, which is why the IMF felt that it was very important to establish a governance structure. The Intranet Council must vet any change to the main pages of the intranet. In addition, departmental webmasters are required to follow the intranet standards to ensure a unified look-and-feel, a consistent user experience across the intranet, and optimal information findability.” (Faurès)

Saudi Food & Drug Authority

Using the intranet:

The Saudi Food & Drug Authority (SFDA) was established under the Council of Ministers as an independent corporate body that reports to the president of the Council of Ministers. The objective of the Authority is to ensure the safety of food and drugs available for both man and animal, and to ensure the safety of biological and chemical substance, and electronic products.

Headquarters: Riyadh, Saudi Arabia

Number of employees the intranet supports:
2,000

Company locations: Riyadh, Jeddah, Dammam and other 30 office branches across Kingdom of Saudi Arabia.

Management and team members: Falah AL-Mutairi, Executive Assistant President of IT (project sponsor); Faisal Alturaif, Executive Director of E-Service; Bander Al-Johani, Portals Manager; Abdulaziz AlFakhrei, Head of Smart Systems; Mohammed AlMutairi, Intranet Project Manager; Fahad Alquait, Web Developer & Web Designer; Fahad Alanezi, Web Developer; Abdulaziz Alsughyer, Systems Specialist

Implementation partner: Sure International Technology

SUMMARY

Understanding the true work that employees do and giving them the freedom and tools to do it is the backbone of the Saudi Food & Drug Authority's intranet. The designers of "Bawabaty" (بوابتي) which means "my portal" in Arabic, made the intranet highly customizable. The team considered the needs of the 2,000 people in 32 different branches that the intranet supports. These users — including administrators, content authors who have permissions to write only, content authors who can write as well as approve content, and end users — have varied requests and desires. Thus, designers made 70% of the homepage customizable via widgets. In this area, employees may move, add, or remove widgets as they desire.

Moving widgets is simple by clicking the move (cross) icon in the upper left corner of the widget, then just dragging and dropping it to the position in which they want it to appear. The icon looks like the oft-used move symbol, which makes it easy to decipher. As a widget is dragged, a transparent version of it is displayed to make the action obvious. Once dropped, the widget falls into its new position, and the widget that held the position automatically moves out of the way and down to the next slot on the page.

Common barriers to customizing pages on intranets include:

- Discovering it's not possible to customize
- Not finding the method to customize
- A complex UI that's hard to use and gives little feedback when trying

But none of these issues are present on Bawabaty. On the contrary, this interface makes it easy for employees to test and investigate layout options for the homepage that best suit their needs.



Image 1. SFDA Intranet: Homepage. The Saudi Food & Drug Authority’s intranet makes it simple to move sections (called “widgets”) around on the homepage. A widget is moved by doing a click-hold-drag action on the move icon (the blue plus sign), found in the left of a widget title bar. *53_SFDA_01_movingWidgets_live.png*



Image 2. SFDA Intranet: Widget Move Feedback Display. When dragging a widget on the SFDA intranet, the user sees a transparent version of the widget. This is great feedback and makes the user feel in control.

54_SFDA_02_movingWidgets_live.png

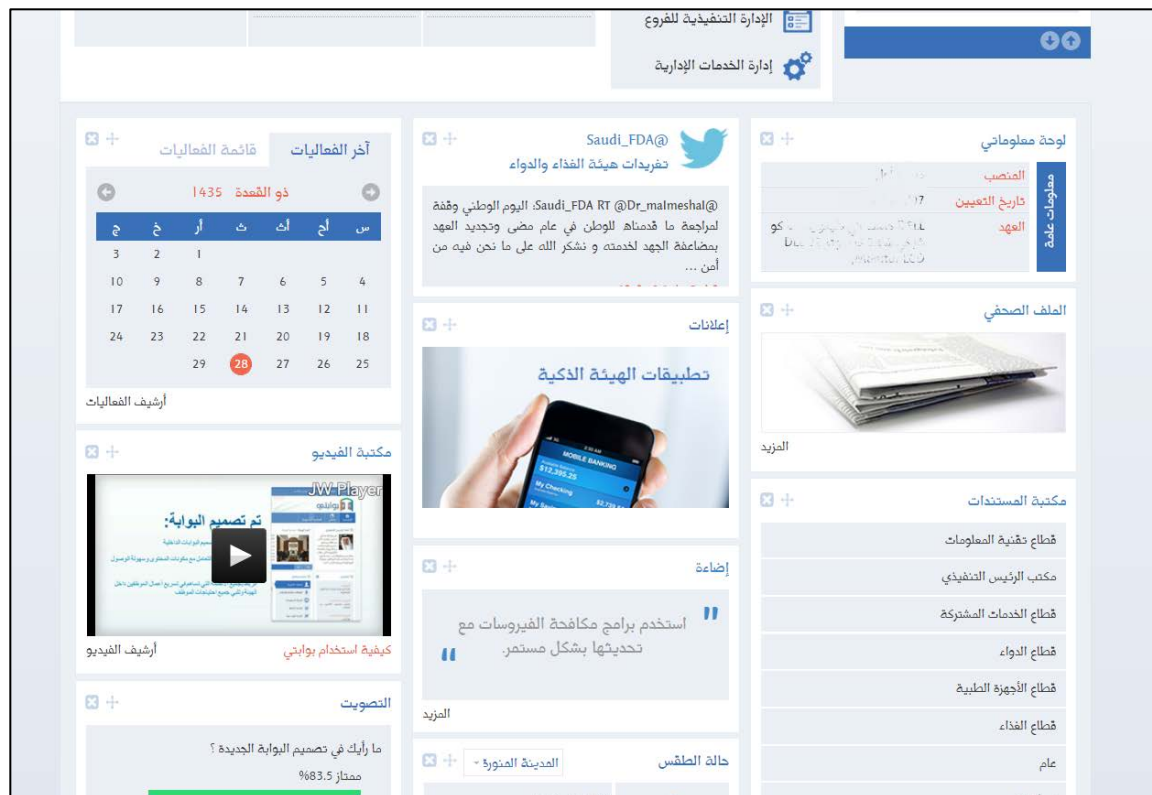


Image 3. SFDA Intranet: New Widget Positioning. After the widget is dropped, it snaps into position, and the widget that was in the space before automatically moves down a spot. *55_SFDA_03_movingWidgets_live.png*

To remove a widget, users click the X icon in the upper left of the widget. Employees are asked to confirm widget removal, which is a nice safety feature to help prevent errors.



Image 4. SFDA Intranet: Confirm Widget Removal. As a safety net, users are asked to confirm their action when removing a widget.
[56_SFDA_04_removingWidgets_live.png](#)

People may add widgets easily via the yellow icon in the far upper left corner of the homepage. Clicking it opens categories of widgets the users may select from.



Image 5. SFDA Intranet: Adding Widgets to Homepage. Employees may add widgets on the homepage of the SFDA intranet by using the icon in the far upper left. *57_SFDA_05_AddingWidgets_live.png*

Besides the “non-fixed widgets” that employees may choose to use, designers created “fixed widgets” as well. These comprise the most important content that everyone needs, like news, announcements, and all internal services. The page is arranged in sections with borders and backgrounds so users may easily scan for the information they are looking for.



Image 6. SFDA Intranet: Fixed Widgets. The sections (widgets) in the top part of the homepage are not moveable, evident by their lack of the move icon. *58_SFDA_06_home_live.png*

Widgets provide a range of functionality that is helpful in doing day-to-day work, such as the *e-library*, the English-Arabic (bidirectional) language translator, and date conversion.

The *e-library* widgets provide quick access to shared folders and a document library for all departments and groups. Access to the *e-library* is controlled by the permissions given for each group, and each shared folder has an administrative user from the appropriate department or group.



Image 7. SFDA Intranet: *e-library* Widgets. The *e-library* on the SFDA intranet houses shared folders and a document library. *59_SFDA_07_eLibrary_live.png*

Widgets that are less work related are also available, such as *Special Offers*. Employees may sort the offers using filters on the right.



Image 8. SFDA Intranet: Special Offers Widget. Employees may sort offers in the Special Offers widget by using filters on the right. 60_SFDA_08_filters_live.png

Other non-work related tools on Bawabaty are weather and prayer time. These appear as shortcuts in the upper left of pages, in the topmost blue bar. In this same area, users may also change their location to display information related to that location.

Designers made it easy to get started when browsing using the menus by offering only three top-level navigation choices: *Home*, *My Services*, and *e-Library*. These appear in the right-most part of the blue horizontal bar second from top of page. The site's search is in the far left of the same blue bar.



Image 9. SFDA Intranet: Global Navigation. Top-level navigation on the SFDA intranet is limited to three choices. Search is also readily available and users may change locations. *61_SFDA_09_home_live_CROPPED.png*

Bawabaty keeps employees updated in a number of ways. For example, users may see news items in the news list, and filter those items.



The *Notifications Center*, located under the employee's name above the search box, consists of three icons — emails, calendar, and notebook — that correspond with various tasks and messages for that user. It is integrated with other internal systems, like Microsoft Exchange Server, so employees can be informed about any pending emails, meetings, and tasks that are due. The icons appear with red badges showing the numbers of items pending, and when a given icon is clicked, it displays a drop-down list of the latest five items, respectively.



Image 11. SFDA Intranet: Notifications Center Emails. Hovering over the first icon, the envelope, in the *Notification Center* displays a list of the most recent unread emails, including the sender and subject. *63_SFDA_11_NotificationCenter_live.png*



Image 12. SFDA Intranet: Notifications Center Calendar. Hovering over the second icon, the calendar, in the *Notification Center* displays a list of upcoming meetings including the subject and time. *64_SFDA_12_NotificationCenter_live.png*

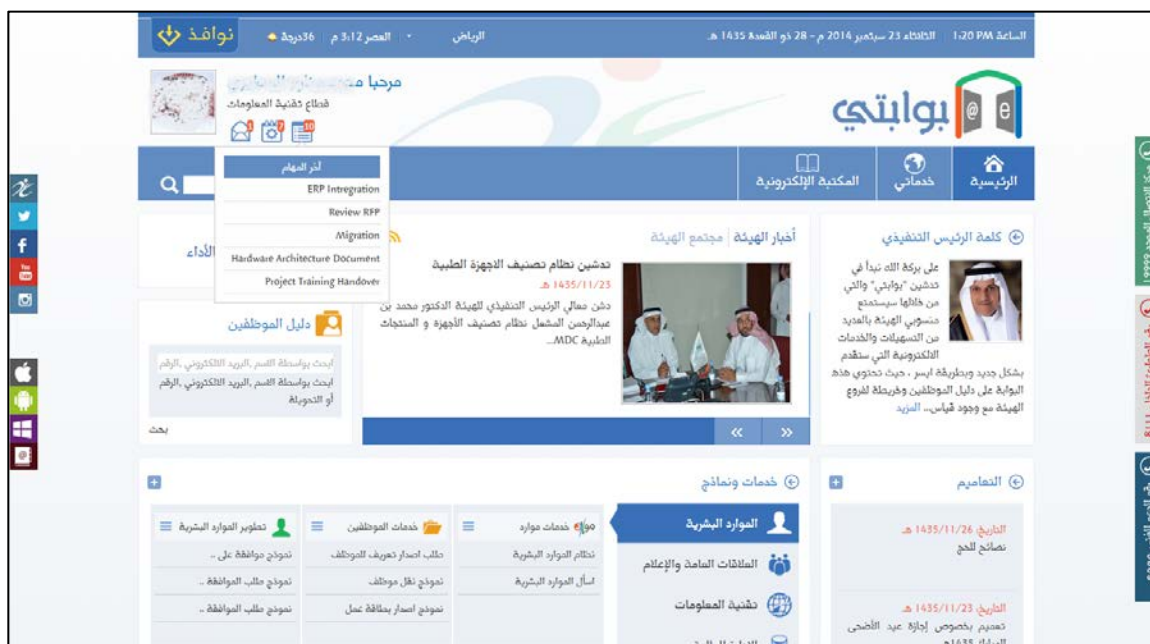


Image 13. SFDA Intranet: Notifications Center Notebook. Hovering over the third icon, the notebook, in the *Notification Center* displays a list of tasks to do. *65_SFDA_13_NotificationCenter_live.png*

The *Photo Gallery* is a visual way to stay abreast of happenings at the organization.

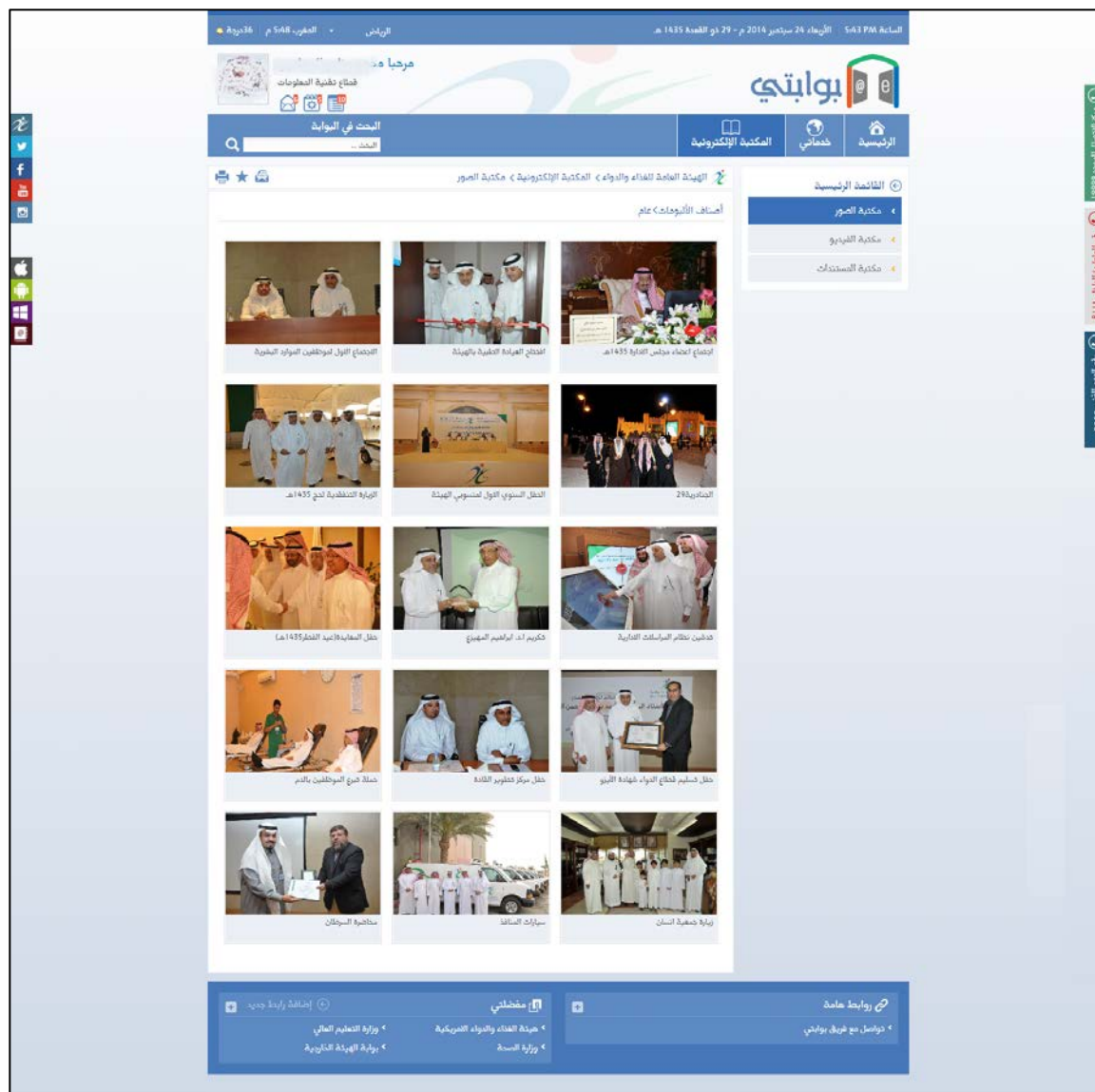


Image 14. SFDA Intranet: Photo Gallery. Photos of events posted on the SFDA intranet help people stay abreast of happenings at the organization.
[66_SFDA_14_PhotoGallery_live.png](#)

Employees may also learn about one another through their profile pages, which collate and display the latest information from various systems (e.g., Human Resources). Employees may search for each other via the *Employee Directory* widget by various criteria, such as first name, last name, phone number, or email address — and they can do so in either Arabic or English.



Image 15. SFDA Intranet: Employee Directory Widget. The *Employee Directory* widget on the SFDA intranet helps people find one another.
67_SFDA_15_employeeDirectory_live.png



Image 16. SFDA Intranet: Employee Profile. The *Employee Profile* page on the SFDA intranet combines the most current information from various sources.
68_SFDA_16_employeeDirectory_live.png

To locate other information, users may search Bawabaty via the search field in the far left of the global navigation bar. The results page displays a clear title for each result, a short

description, a URL, and icons to designate document types. Users can preview a document in the list of results by hovering over it — no click interaction is needed. This helps users feel in control and avoid errors by not clicking open unwanted documents.

On the left of the search results page are filters that employees can use to display results by document type. They may also use the date slider to choose a date range to exclude results.

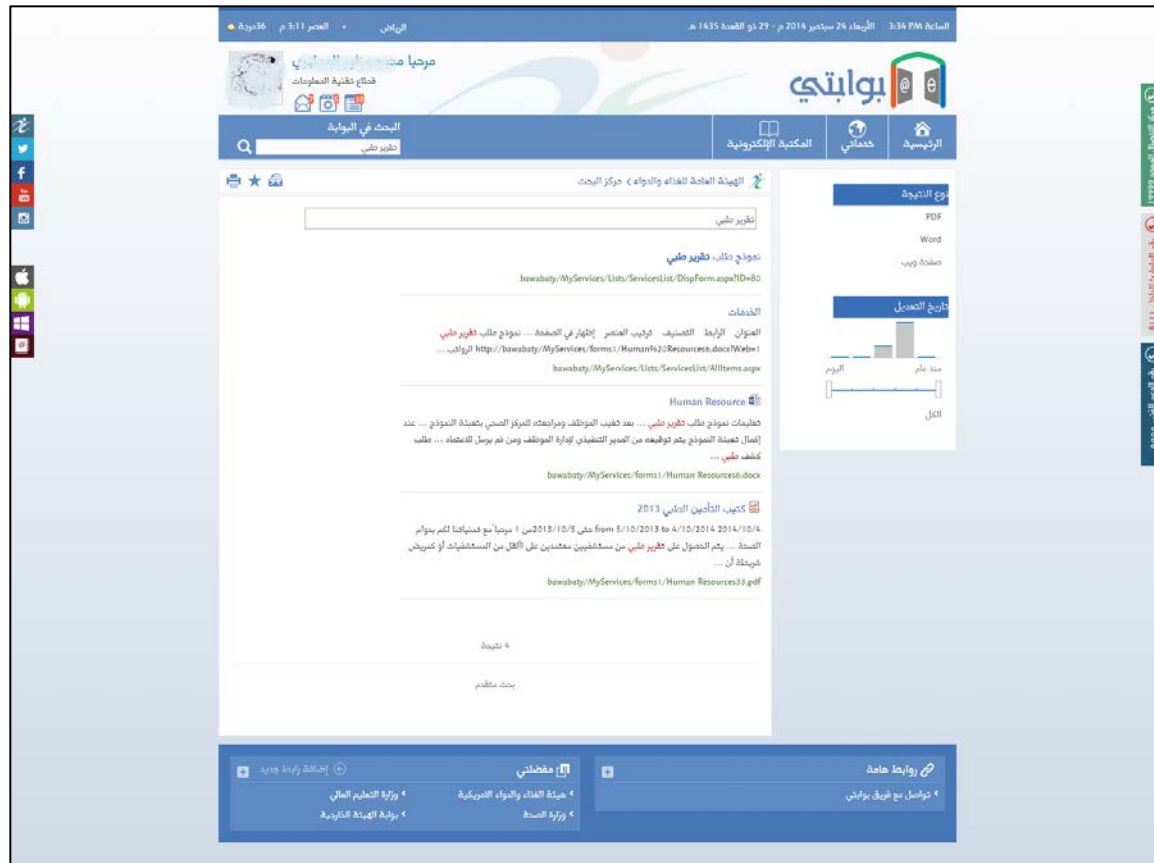


Image 17. SFDA Intranet: Search Results. Search results on the SFDA intranet display a title, description, link and icons. Filters on the left allow users to refine the results. *69_SFDA_17_Search_live.png*

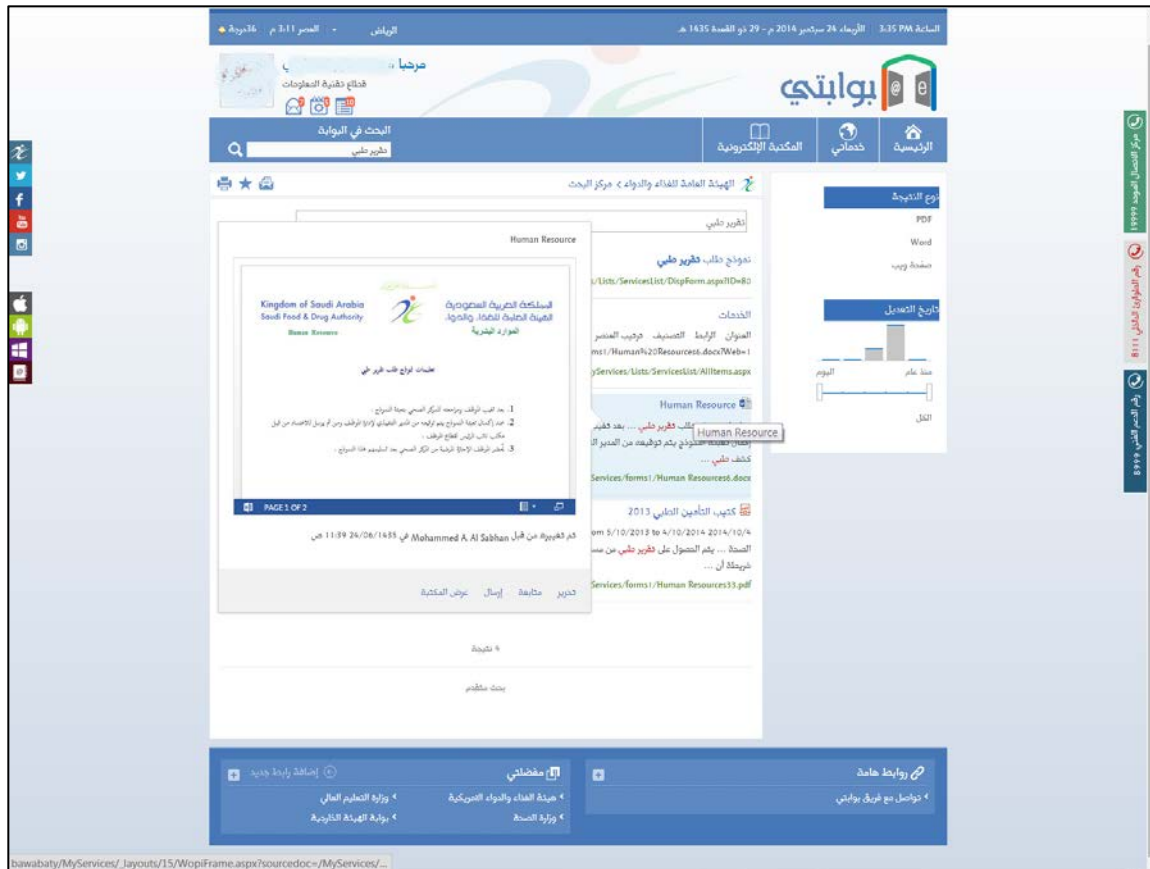


Image 18. SFDA Intranet: Search Results Preview. Hovering over a result on the SFDA intranet’s search results displays a preview of the document.
70_SFDA_18_Search_live.png

Flexibility and function are uniquely combined in this intranet. Employees may work the way they choose to, while being highly supported by this solid design.

BACKGROUND

When SFDA was established ten years ago, it created an intranet that helped employees complete their daily tasks. This early intranet included a document center, news, and a few services. At that time the intranet was serving approximately 200 employees and its offerings were sufficient.

Recently, however, the SFDA expanded its number of branches and services, and the employee count has grown significantly. The organization now has more than 2,000 employees distributed across 30 branch locations across many cities in the Kingdom of Saudi Arabia. As a result of this expansion, the intranet had become crowded with many links, documents, and services, none of which were organized. It had become difficult for employees to access the information they needed and the search function was not returning useful results.

Top management decided it was time to improve the intranet, to keep it in pace with the organization’s expansion.

In the beginning, the design team held many brainstorming sessions to identify the primary goals for the new intranet. The team also sent a survey to all employees to solicit their feedback about the current intranet and what improvements they needed to help them complete daily tasks more easily.

The team also conducted a gap analysis on the current intranet to find the weak points and analyze the existing content. Once all this information was synthesized, three main goals for the project and the new intranet were identified:

- Assist employees in performing their daily tasks easily.
- Provide community tools to enhance communication between employees
- Simplify access to corporate information

With the help of top management, the design team achieved these goals, despite a difficult development process and a lot of challenges with content development and integration with legacy systems.



Image 19. SFDA Intranet: Old Homepage. The old SFDA intranet homepage as it looked before the redesign. [71_SFDA_19_oldIntranetHomePage_old.png](#)





Image 22. SFDA Intranet: My Services Homepage. The *My Services* homepage provides access to all services links, forms, guidelines, and documents that are published for employee reference, all in one area of the site and categorized according functional area. 74_SFDA_22_myservices_live.png

INTRANET TEAM



Management



Falah Almutairi
Executive Assistant President of IT
(Project Sponsor)



Faisal AlTuraif
Executive Director
of E-Services



Bander Al-Johani
Portals manager

Project Team



Mohammed AlMutairi
Project Manager



Abdulaziz M. Al Fakhri
Head of Smart Systems



Fahad Alquait
Web developer
Web designer



Fahad Alanezi
Web developer



Abdulaziz Alsughyer
Systems specialist

SFDA project team members and management (top row, left to right): Falah AL-Mutairi, Faisal Alturaif, Bander Al-Johani, (bottom row, left to right) Mohammed AlMutairi, Abdulaziz Al-Fakhri, Fahad Alquait, Fahad Alanezi, and Abdulaziz Alsughyer.

GOVERNANCE

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Intranet Section Team	<ul style="list-style-type: none">• Manage the redesign project• Manage the design and development activities, and infrastructure• Coordinate communication between other intranet teams within SFDA, including:<ul style="list-style-type: none">◦ Public Relations department◦ Content owners from various departments• Train and support content owners
Public Relations Department	<ul style="list-style-type: none">• Serve as intranet portal owner• Manage intranet content• Coordinate with other departments regarding their content
Content Owners	<ul style="list-style-type: none">• Each is responsible for updating and maintaining the consistency of their assigned section• Delegate some part of the updates or changes to other team members or departments, as necessary

Figure 1. SFDA Intranet Team Responsibilities

USERS

The intranet is integrated with Active Directory. Since every employee exists in Active Directory, every user can access Bawabaty according to his group and department permissions. Each group and department has private content, which is kept from those outside the group. The publishing team can target content for specific groups.

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">• http://bawabaty• The same URL is used for both desktop and mobile devices since the intranet uses a responsive design.
Default Status	<ul style="list-style-type: none">• Users choose whether or not to bookmark the site. It is not required as a user's homepage.
Remote Access	<ul style="list-style-type: none">• Users can access Bawabaty remotely via VPN.

Figure 2. SFDA URL and Access Information

DESIGN PROCESS AND USABILITY WORK

Design Approach

When the SFDA management team decided to create a real intranet portal to replace the old intranet, they assigned a project team and gave them their full support. They also defined the project goals as follows:

- Help employees do their work and improve productivity
- Help employees find content quickly and easily and improve usability
- Ensure information is accurate and up-to-date
- Provide efficient access to content and tools
- Create a consistent user experience
- Create a consistent look and feel
- Align intranet content with business workflows
- Facilitate collaboration across groups and departments
- Empower content providers to manage their own information
- Follow intranet standards
- Create better categorization
- Promote best practices across the site(s)
- Eliminate wasted clicks
- Create tools that are easier to learn and use
- Enhance knowledge sharing

The key to achieving this comprehensive list of goals was to do a lot of research and find ways to gather feedback from users. To that end, the following activities were conducted:

- **Surveys:** The team designed a questionnaire to query employees about their needs, experiences, and expectations for the new intranet, as well as their opinion of old site. The survey was sent to all employees and helped the team discover three main things:
 - There was great demand for an updated employee directory.
 - Employees had a strong desire for social features as well as social news.
 - Having an e-library and a documents library is considered essential on an intranet nowadays.
- **User experience best practice study:** Through books, reports, and other resources, the team studied up on contemporary user experience trends and best practice.
- **Brainstorming:** In the early stage of the project, the team held weekly brainstorming sessions with internal teams to generate new ideas and discuss intranet features. Those features were prioritized and then discussed in more detail. Sessions were also conducted during the design phase to assess the implementation of prioritized features.
- **Gap analysis:** The team performed a gap analysis to:
 - Analyze the current state of the intranet, including features, content, and tools used
 - Determine (from brainstorming sessions) a set of desired outcomes
 - Identify gaps that need filled or resolved to get the maximum value into the new intranet
- **Standards and guidelines development:** Through a redesign of the architecture, the team created and documented (as a content manual) a new information hierarchy and content map to help content authors in writing, styling, and classifying the new content.

Management was closely involved in every activity, providing feedback and support to the design team.

TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
January 2007	<ul style="list-style-type: none">Launch of first SFDA intranet
August 2013	<ul style="list-style-type: none">Create vision document and requirements analysis, conduct usability studies to inform design of new intranet
October 2013	<ul style="list-style-type: none">Project begins
December 2013	<ul style="list-style-type: none">Design phase
February 2014	<ul style="list-style-type: none">Implementation
March 2014	<ul style="list-style-type: none">Deployment
May 2014	<ul style="list-style-type: none">Develop content
June 2014	<ul style="list-style-type: none">Launch and go live for new intranet

Figure 3. SFDA Project Milestones

CONTENT AND CONTENT CONTRIBUTORS

The site uses the CMS functionality in SharePoint 2013 for content management. They chose this solution because the organization uses many Microsoft technologies and they have many experienced SharePoint developers working in-house.

Content owners (approximately ten) from different departments across the organization provide content, which is then reviewed by the department that owns the intranet: Public Relations.

Initial training for content authors consisted of a three-day training program and content contributors were given a handout containing content best practice guidelines. The design team conducted an additional three-hour training session after launch to field questions from authors and discuss additional best practices. As well, content authors are regularly provided with video tutorials and other tips.

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Image 23. SFDA Intranet: Publishing and Approval Tool. The publishing workflow starts when authors add or edit content using the editing tool provided by SharePoint. Authors then send the content to the Public Relations department for approval, which can approve and publish the content, edit the content first then publish it, or reject it and provide feedback and comments for the author to follow up with.

75_SFDA_23_Editing_live.png

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and OS	<ul style="list-style-type: none"> • Five servers (see hardware architecture diagram below) • Windows Server 2012 Standard
Bug Tracking and Quality Assurance	<ul style="list-style-type: none"> • Team Foundation Server (TFS) quality assurance
Design Tools	<ul style="list-style-type: none"> • Photoshop • Dreamweaver
Site Building Tools	<ul style="list-style-type: none"> • Visual Studio 2012 • SQL Server 2012 • SharePoint Designer 2012
Content Management Tools	<ul style="list-style-type: none"> • SharePoint 2013
Search	<ul style="list-style-type: none"> • SharePoint 2013 Search (embedded FAST Search)

Figure 4. SFDA Intranet Technology

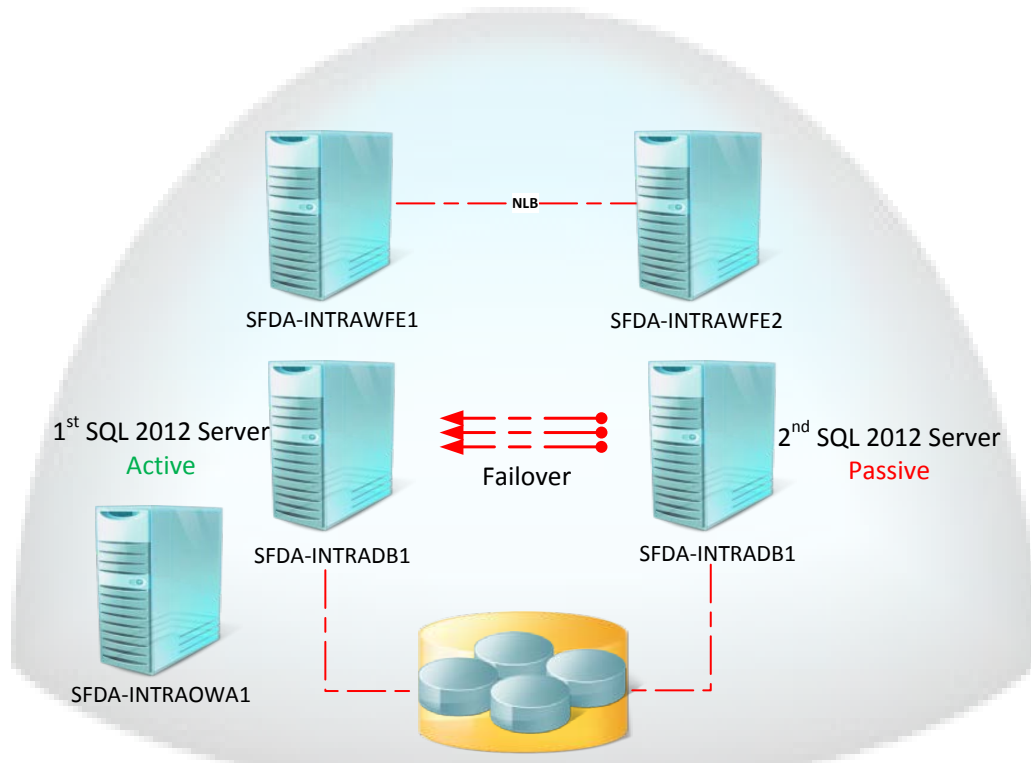


Image 24. SFDA Intranet: Server Architecture. This diagram shows the hardware architecture design of the SFDA intranet. The site relies on two servers for the web front and indexing services. A SharePoint farm (with NLB) configuration was implemented to provide highly available services. Microsoft SQL 2012 servers are connected to SAN storage and used to host the database. Windows Server 2012 Standard edition (clustering) technology is configured for SQL that provides the services with redundancy and continuity in case of failure.
[76_SFDA_24_hardware_architecture_diagram.png](#)

MOBILE

The SFDA team chose to employ a responsive design to lower their development efforts and administration overhead, and to provide a unified user experience regardless of how users access the site.

The fixed widgets are the only widgets available on mobile devices, since they comprise the most important part of the intranet, and employees don't need non-fixed widgets when out of the office. All other site features (besides non-fixed widgets) are available.

Users can access Bawabaty from their mobile devices, only through VPN.



Image 25. SFDA Intranet: Homepage Phone View. Homepage of the SFDA intranet as seen on a mobile phone. *77_SFDA_25_mobile_live.png*

SEARCH

One of the reasons the team chose SharePoint 2013 as the intranet platform is because of the powerful search engine it provided. "We adapted this out-of-the-box search engine and it has provided the intranet with rich search features such as content categorization and filtering, indexing, a friendly relationship with Microsoft Office web apps, support for Arabic language content, as well as great search results, that can be displayed based on content permissions," says project manager Mohammed AlMutairi.



Image 26. SFDA Intranet: Employee Directory Search Results. This image shows an example of results after searching the *Employee Directory*. The directory is a standalone feature, with its own database, and integrated with other systems to provide up-to-date information. *78_SFDA_26_employeeDirectory_live.png*

RESULTS AND ROI

SFDA does not measure the intranet's success in hard numbers. Instead, it gauges user sentiment to help determine whether or not the site has been successful. Survey results reveal that users are happy with the new intranet, but perhaps a more important measure than satisfaction is a rise in usage. Employees are visiting the site and using it, while the old intranet was left mostly ignored.

A couple of features have been particularly well received:

- The new ***Employee Directory*** has received a lot of appreciation. The old directory was not updated and was not providing relevant results so users appreciate the availability of accurate and up-to-date information about their colleagues.
- **Widgets** have given users the ability to customize their homepage with information tailored to their needs.

LESSONS LEARNED

The SFDA team shares a few lessons learned:

- **Share the vision and goals** with team and stakeholders.
- **Communicate** with stakeholders early.
- **Get support** from senior management for content development and integration purposes.
- **Invest in user experience design.** A successful design leads to intranet success.
- **Make sure the site serves user needs.** Employees will be interested in visiting the intranet frequently if information is helpful and tools aid productivity.

The Swedish Parliament

OVERVIEW

COMPANY

The Swedish Parliament

Headquarters: Stockholm, Sweden

Company locations: Stockholm, Sweden

Locations where the intranet is used: Mainly in Stockholm, Sweden, but also when members travel or are in their hometowns.

Annual sales: N/A

THE INTRANET

Users: Approximately 1,500 users at the Swedish Parliament, with three main target groups: members of parliament, party secretariats of the parties represented in parliament, and the parliament administration.

Mobile approach: Responsive web design

Technology platform: EPiServer 7 CMS, Apache Solr, SharePoint 2013

TEAM

Design team: The core in-house team consisted of three people, with a further 10–12 project members who changed over time depending on the project phase and the work being done. The internal team worked mainly with the digital agency Creuna and together they formed a big project team. The communications agency Futurniture had a smaller role in the project.

Project sponsor: Karin Hedman, Head Of Information Department and Intranet System Owner

In-house core team: Jessica Stringer Bodin, Main Project Manager; Birgitta Elgemyr, Web Editor; Paul Lernmark, Technical Project Manager (Consultant)

In-house team: Mikael Stridh, Graphic Designer; Ingeborg Granlund, Project Communication; Anna Elding, Content Team Leader; Åse Karlsen, Web Editor; Katarina Willstedt, Web Editor; Lars Gustavson, Communication Strategist

Creuna digital agency: Janna Palmgren, Project Manager; Katja Engelhart, UX Lead; Angelina Fredriksson, Senior Interaction Designer; Sofia Chiang, Interaction Designer; Peter Jansson, Art Director; Pär Fröberg, Systems Architect and Lead Developer; Alexandra Krabb, Back-End Developer; Gustav Syrén, Back-End Developer; Karl Alnebratt, Front-End Developer; Charlotte Holmen, Front-End Developer; Caroline Hellquist Byrenius, Test Manager

Futurniture communications agency: Katarina Hjertonsson, Communication Strategist; Anna Elfström Brandt, Copywriter

INTRANET TEAM



Intranet team members shown here (back row): Janna Palmgren and Anna Elding; (middle row): Angelina Fredriksson, Karin Hedman, Paul Lernmark, Katja Engelhart, Ingeborg Granlund, and Lars Gustavson; (front row): Birgitta Elgemyr, Jessica Stringer Bodin, Katarina Willstedt, and Åse Karlsen.

HIGHLIGHTS ABOUT THIS WINNER

The Swedish Parliament intranet team set out to entirely refresh and reimagine an intranet that was previously news and information-based, and had no overarching direction in terms of content. A combination of technical developments, changes in the IT environment, and changes in users' needs and demands drove the team to redesign the intranet as a practical tool, promoting effective access to information.

Working closely with its main agency, Creuna, in designing and developing the site, the team made a promise to its users: "The intranet will make your work easier." The site, called Intranätet, supports 1,500 users in the Swedish Parliament, including members of parliament (MPs), party secretariats, and parliament administration. The team set out to create not just a great intranet, but also a great website.

- **User Research:** The team made an effort to involve all user types in the development effort. This is particularly impressive considering that the audience includes MPs. User experience design and user research weren't an afterthought, but a major component of and driving force behind the redesign effort.

Conducting in-depth interviews was essential to understanding the site's content and functionality. The team took the time to understand the organization and its vocabulary, routines, concepts, and traditions as well as possible before even crafting interview guides. This prep work led to a set of efficient interview guides that let the team skip over background information during the interviews and thus focus exclusively on how work gets done at the organization.

- **Continual Stakeholder/User Involvement:** User involvement didn't end with interviews. Team members presented concepts to groups for feedback and buy-in, which helped them gain support for the intranet across the organization. They also did user testing, launched a beta version four months prior to the main launch, and wrote about the site's development in weekly blog updates. The one public demonstration they held drew 60–70 people. Launch activities included giving away a polishing cloth and asking users to complete a quiz using the new site.
- **Content Reorganization:** Team members eliminated and consolidated information from the previous site and worked quickly to identify key content. They reviewed metrics from the previous year to identify which information was most used, least used, and not used at all. The careful content review helped the team identify the most important content areas, as well as fully understand the breadth and depth of the available content.

A staged rollout also helped reduce content; as the rollout progressed, the team realized that users did not miss some of the information that was slated for later release, which allowed them to make further content reductions.

Content wasn't simply migrated from the old site; it was rewritten, edited, and formatted to adhere to the new concept, site structure, and templates.

- **Responsive Design Details:** Mobile access to information was important for the organization's users — especially for the MPs, who are often on the go. The site is designed for a usable experience regardless of device. Team members did more than just make content elements fit into different screen sizes, however. They thought about the details of the experience and how to make it work regardless of whether users access the site from a large or small screen.

One of the challenges of responsive design is to make back-end systems and complex functions work well within a responsive framework. The team struggled to translate some older systems, such as Lotus Notes applications, to mobile. Ultimately, project time constraints forced them to prioritize what could and could not be translated as part of the main project.

The team also addressed content as part of the move to responsive design. They decided to create fewer pages with more information to help mobile users with potentially slow download speeds. In-page navigational options also help mobile users access content on longer pages.

BACKGROUND

The Swedish Parliament's existing intranet had grown wild, "like a garden without a gardener," says project manager Jessica Stringer Bodin. It was primarily information- and news-based. The web editors focused mainly on news items on the homepage while local editors within the organization maintained the remaining content. Usability and accessibility had become neglected, and the information structure was "thorny and impenetrable," she says.

It had also become an intranet in which local editors' interests determined the scope of the content. As a result, it was difficult for users to find information and use intranet services.

Finally, because the old intranet launched in 2007, web technology and web use had experienced enormous developments. For example, back in 2007, there was no explicit need for the intranet to scale for use on mobile devices or tablets. So, some of the core reasons for launching an intranet redesign included technical developments, changes in the parliament administration's IT environment, and the needs and demands of users.

Goals

The goal of the redesign was to create a usable and accessible intranet that would transform the existing information-heavy site into an intranet that could serve as a practical tool for its users, as well as:

- Be an effective tool for both users and content contributors
- Promote cooperation and a sense of belonging

Challenges

The design team was fortunate to have an adequate budget and timeline for the project (one year), but it faced many challenges working with the content for the new site. "We started working on the content too late," says Stringer Bodin, "or rather, this work didn't get going fast enough even though we started early."

The redesign required wholesale changes to the content. Everything had to be rewritten and edited to fit the new design and accommodate the requirements of the new templates in the CMS. Stringer Bodin explains some of the other challenges the team faced, such as how to:

- **Emphasize relevance.** "Create an intranet in which all the target groups perceived it as relevant to just them."
- **Change the content to match the new concept.** "It takes time to learn to think in new ways!"
- **Get all the target groups involved.** "It was particularly important to involve the MPs, so that the project could monitor whether we were headed in the right direction and test proposed solutions."
- **Gain support and acceptance internally.** "We were doing something that was very modern and different compared with the previous version of the intranet, but also compared with other systems and digital services."
- **Support mobile devices.** "It turned out that the project came about just at the right time and there was a secure solution for mobile devices at the time of the launch."

- **Find technology solutions that work within the parameters of the existing IT infrastructure.** "Source systems and old technical solutions that were beyond our control turned out to be one of the greatest challenges. Our organization has some old IT solutions, which means that the intranet still has some solutions in iframes and as HTML snippets. There are currently no alternatives here. However, the Riksdag does have an open data website (data.riksdagen.se) which gives us opportunities to provide new and useful services."



Image 1. Swedish Parliament Intranet: Homepage on the Old Intranet. Below the name *Helgonät* is the main navigation in two rows and the search box. The homepage consists of: *Aktuellt* (internal news and news from Sweden's national wire service, TT-news), *En vecka på* (one week at), calendars, and banners on the right. The banners didn't change often, and were more like a second navigation.
146_Swedish-parliament_01_start-page-old_version1.png

DESIGN REVIEW

Homepage

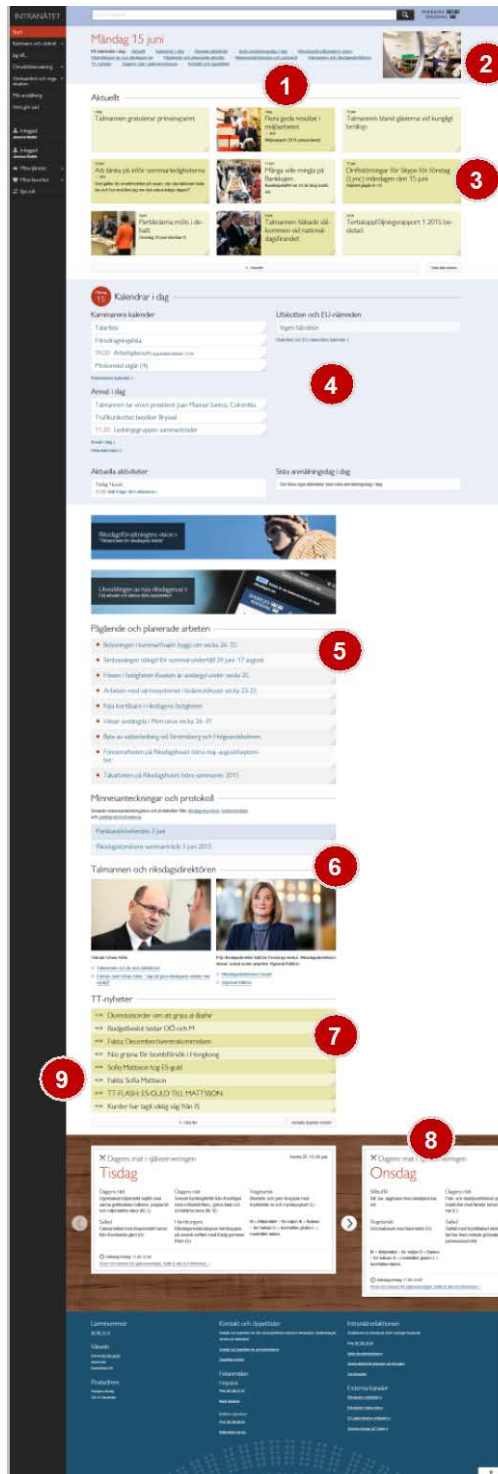


Image 2.
Swedish Parliament Intranet: The New Homepage. 147_Swedish-parliament_02_home_live.png

Homepage Highlights

The homepage was designed for efficiency, with MPs in mind. The page features calendars and committees, along with internal news at the top of the page and easy access to news from the TT news agency (Sweden's national wire service).

- 1. In-page navigation:** The top of the page includes in-page navigation, helping users move quickly to the content of interest on the page. This facilitates direct access to content, rather than requiring users to scroll to locate content. This also acts as a table of contents, showing users the information available on the page.
- 2. Picture of the Week:** The top right corner of the page includes a picture of the week; users can click an icon to flip the picture over and reveal a caption and further information. The picture always shows something happening in or around the parliament — ranging from an official visit from another country to a picture from the carpentry shop.
- 3. Organizational news:** The news (*Aktuellt*) is role-based, aimed at the user's target group. Items are dated and images accompany the stories only when they add to the content. Only about half of news items include an accompanying image. This helps users scan through content quickly. Images support stories, rather than appearing simply because a template calls for their use.
- 4. Calendar:** The site's daily calendar (*Kalendrar i dag*) is particularly important to MPs, who need to know what is happening each day. The calendar is divided into three main parts: chamber, committees, and other activities. A fourth section shows items that are new to the calendar or items that have registration deadlines on that day.
- 5. Updates and Alerts:** Ongoing and planned work (*Pågående och planerade arbeten*) contains items that might affect daily work, such as a closed elevator or an IT system that is down. Any urgent items can be displayed at the top of the page as well, if needed.
- 6. Memoranda and Messages:** Memoranda and protocols (*Minnesanteckningar och protokoll*) show the latest information from the Riksdag Board, Council for Members' Affairs, and meetings of the heads of the party secretariats, while the following section (*Talmannen och riksdagsdirektören*) includes messages from the speaker and secretary general of the Riksdag.
- 7. Local and World News:** News headlines from the TT news agency (*TT-nyheterna*) are listed at the bottom of the page, to keep users aware of the latest news headlines. Although most intranets do not include such information on the site, in a governmental setting, it is important that users know the current news.
- 8. Lunch Menu:** A lunch menu rounds out the page, showing users the day's selections and allowing them to navigate ahead to other days of the week. Items on the menu are marked as *M* (sustainable environment meal), *B* (healthy), *G* (contains gluten), or *L* (contains lactose).
- 9. Look and Feel:** The site's visual design was inspired by the Parliament itself — an attractive environment with shelves of books hardbound in muted colors; beautiful paintings; and natural materials such as stone and wood. The black and blue areas show information and functionality. The red is used to focus on alerts, and earthy tones are used for news, menus, and quotes.

Role-Based Personalization

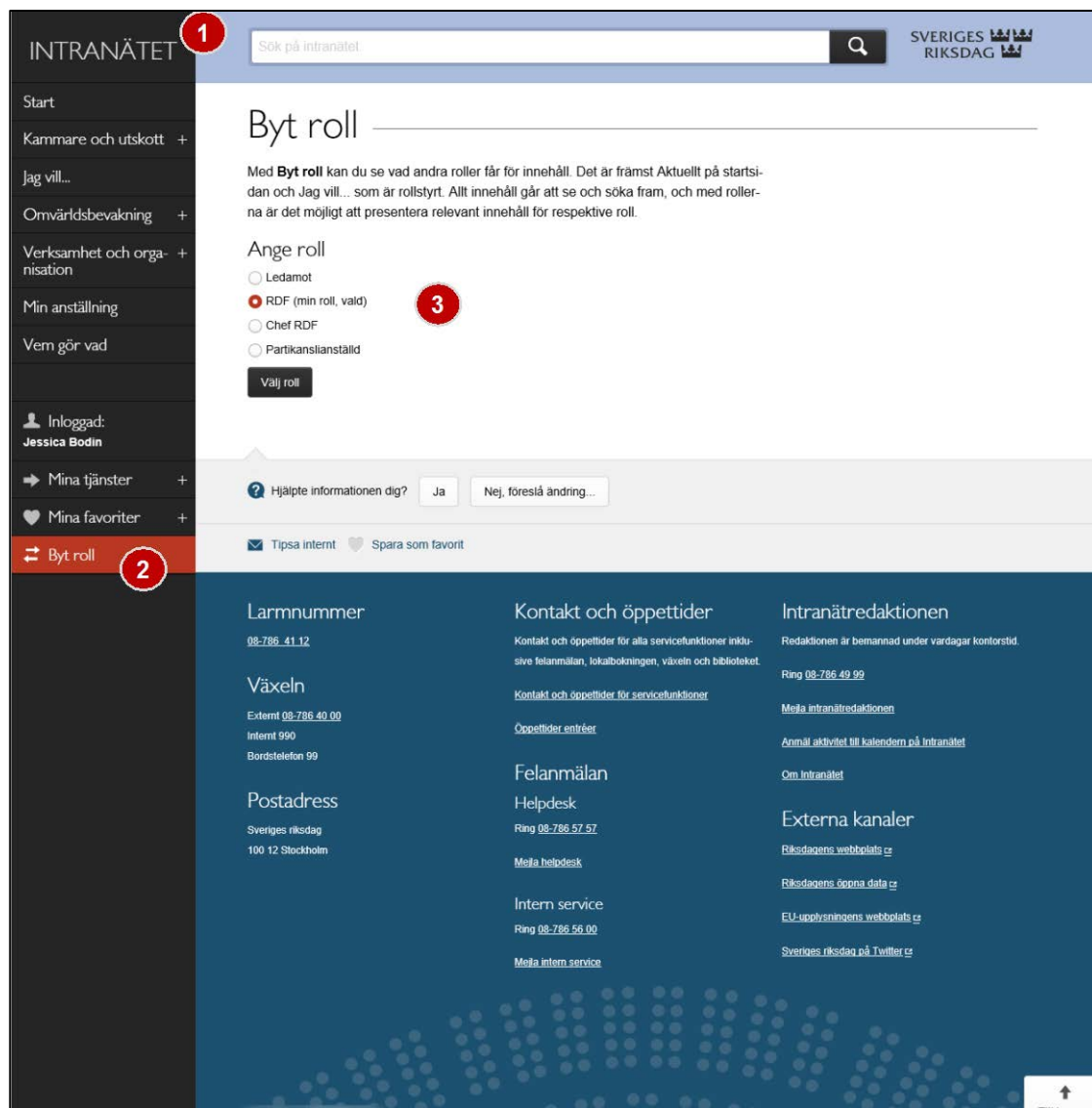


Image 3. Swedish Parliament Intranet: Role-Based Personalization.

148_Swedish-parliament_03_change-role_live.png

Role-Based Personalization Highlights

- 1. Role-Based Information:** The entire intranet uses role-based personalization to give the right information to the right users. This is particularly critical given that some users are MPs, who need quick and reliable access to the information required to make important decisions.

The change to role-based personalization helped the team cut content as it moved to the new design. If an audience could not be identified for a piece of content, it was removed. The change also influenced how content is written for the site. Previously, a single article had to address a topic from all users' points of view; now, a single message can be aimed at a single audience.

- 2. Change Role:** Users can navigate to the *Byt Roll* link in the main site navigation to change their view of content. This is essential for employees doing administrative and support tasks, particularly those in support of MPs, who must see what MPs see in order to be of help.
- 3. Simple selection:** Changing the view of the intranet is simple. Rather than going through a complex site structure to get to the feature, the *Byt Roll* link in the main navigation takes users directly to a page showing them the available viewing options. From there, a simple click changes their view.

"I Want To..." (Jag vill...) Section

The screenshot displays the 'Jag vill...' (I want to...) section of the Swedish Parliament's intranet. The interface is clean and organized, with a dark sidebar on the left for navigation. The main content area is a grid of service tiles, each with a visual header and a list of specific services. The tiles are categorized into various functional areas, from administrative tasks like archiving and communication to practical needs like dining and training. The page is designed to be user-friendly, allowing employees to quickly find the services they need. Two red circles with numbers 1 and 2 are used to highlight specific elements: circle 1 points to the 'Jag vill...' header, and circle 2 points to the 'Säkerhet' (Security) tile.

Image 4. Swedish Parliament Intranet: "I Want To..." Section. 149_Swedish-parliament_04_i-want-to-start-page_live.png

“I Want To...” (*Jag vill...*) Section Highlights

- 1. Task-Focused:** The site structure is task-focused, but so is much of the site content. “I want to...” (*Jag vill...*) is one of the site’s main sections and is focused on helping users do their jobs and access tools around the organization. The section gives users quick access to practical services and help for administrative tasks. The entire section is based on needs, rather than organizational structure.

Topic-Based: The activities are organized by topic. The page design is intended to show users the range of activities they can easily access and accomplish through this site area. Images represent the type of activity shown; for example, an image of an actual Riksdag security guard represents security information, while an image of the Parliament building represents tasks related to the office/work environment. The people icon shows that the link goes to a role-based page where the content is intended for a specific role. The links located underneath certain topics are quick links to services or IT systems. The purpose of these links is to provide users with access to popular links as quickly as possible. The link underneath *Datorer och IT*, for example, is a link to one of the intranet’s killer services where users can obtain a password for guests to use to access the WIFI.

“I Want To...” (Jag vill...) Page

The screenshot shows the 'Översättning' (Translation) page on the Swedish Parliament Intranet. The page is titled 'Översättning' and features a search bar at the top. The left sidebar contains navigation links such as 'Start', 'Kamrater och utskott', 'Jag vill...', 'Översättning', 'Verksamhet och organisation', 'Min anställning', and 'Vem gör vad'. The main content area is divided into several sections:

- Översättning**: A section with a red box containing the text 'Beställ översättning från svenska till engelska' (1). Below this, there is a paragraph about the Riksdagens översättare and a link to 'Översättning till andra språk än engelska'.
- Översättning till andra språk än engelska**: A section with a red box containing the text 'För översättning till andra språk än engelska gäller det statliga renoveringsprogrammet för översättare' (2). Below this, there is a paragraph about the Riksdagens översättare and a link to 'Översättning till andra språk än engelska'.
- Ordböcker och lexikon**: A section with a red box containing the text 'Har du ordböcker och lexikon för engelska till svenska och svenska till engelska?' (3). Below this, there is a paragraph about the Riksdagens översättare and a link to 'Ordböcker och lexikon'.
- Kontakt**: A section with a red box containing the text 'Kontakt' (4). Below this, there is a paragraph about the Riksdagens översättare and a link to 'Kontakt'.

The bottom of the page features a footer with contact information, including phone numbers, email addresses, and a list of external links.

Image 5. Swedish Parliament Intranet: “I Want To...” Feature. 150_Swedish-parliament_05_task-page-i-want-to-live.png

“I Want To...” (*Jag vill...*) Page Highlights

- 1. Central Resource:** Each page includes only one subject, with a clear call to action at the top of the page and a consistent structure. The team decided early in the development process to link to external systems rather than integrate them. The intranet is the tool that helps users access tools and provides support information for systems.
- 2. Call to Action:** Each task-focused page includes a call to action at the top of the page. The goal here is to help users who are completing recurring tasks and do not want or need to read everything on the page. This also helps prioritize the call to action in the responsive design’s mobile view.
- 3. Contact Information:** All task pages include contact information at the bottom of the page.
- 4. Feedback:** Every page of the site, whether content- or task-focused, includes a “Did this help you?” (*Hjälpte informationen dig?*) link, along with the date the content was last updated and the name and email address of the content owner.

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Content Page: Plain Swedish Highlights

- 1. Plain Language:** Part of the content approach was to ensure that information was written in “plain Swedish.” This was an initiative prior to the redesign — and a governmental focus as well — with the goal being to make information easier to read and understand.
- 2. Table of Contents:** Longer content pages include a table of contents to the right on larger screens and at the top of mobile pages. This shows users the available page content and gives quick access to content of interest, which is particularly important on long mobile pages.
- 3. Accordions of Content:** To accommodate users on smaller screens in particular, in-page navigation — such as expanding and collapsing accordions — helps limit the space content consumes on the page. On this page, the accordions contain eight tips for using plain language: think about the reader, explain what needs to be explained, write actively, don’t forget the little words, keep related content together, write what’s most important first, vary sentence lengths, and draw the readers into the text.
- 4. Limiting Content to One Page:** Each topic on the site is contained within a single page to help users find all the information they need in one place. In this case, the page contains tips, a way to test text, information about a plain language course, and contact information to learn more.

Chamber Calendar

The screenshot displays the 'Kammarens kalender' (Chamber Calendar) on the Swedish Parliament's intranet. The interface is in Swedish and shows the calendar for September 2015. The main content area lists events by date, with details for each event. Red circles 1, 2, and 3 highlight specific features: 1 points to the '1 september - framåt' header, 2 points to the calendar grid, and 3 points to the 'Upprop' event on September 15th.

1 september - framåt

September

31 augusti - 6 september, vecka 36

Torsdag 3 12.00 Interpellationssvar

7 september - 13 september, vecka 37

Torsdag 10 12.00 Interpellationssvar

Justitie- och migrationsminister Morgan Johansson (S)
 Interpellation 2014/15:750 (pdf, 69 KB) av Robert Hansson (FP)
 Förtäring av Krishna på asykborden
 Statsrådet Pier Bokund (MP)
 Interpellation 2014/15:710 (pdf, 77 KB) av Niklas Wykman (M)
 Ökande skuldbörda för hushållen
 Statsrådet Ardalan Shekarabi (S)
 Interpellation 2014/15:715 (pdf, 76 KB) av Erik Olsson (M)
 Öppna data

14 september - 20 september, vecka 38

Tisdag 15 11.00 Upprop

Riksdagen samlas för upprop av riksdagsledamöterna. Uppropet är öppet för allmänheten.
 14.00 Riksmötets öppnande
 På talmanens begäran förklarar kungen riksmötet 2015/16 öppnat. Ceremonin går att följa via web-TV. Endast inbjudna gäster.

Onsdag 16 09.00 Arbetsplenum
 16.00 Votering

Torsdag 17 12.00 Interpellationssvar
 14.00 Frågestund

Torsdag 18 09.00 Interpellationssvar

21 september - 27 september, vecka 39

Torsdag 21 13.00 Debatt med anledning av budgetpropositionens avlämnande

Tisdag 22 13.00 Interpellationssvar

Onsdag 23 09.00 Arbetsplenum
 16.00 Votering
 Motionstid utgår (9)

Torsdag 24 12.00 Interpellationssvar
 14.00 Statsministerns frågestund

Torsdag 25 09.00 Interpellationssvar

28 september - 4 oktober, vecka 40

Image 1.
Swedish Parliament
Intranet: Chamber
Calendar. 152_Swedish-
parliament_07_chamber-
calendar_live.png

Chamber Calendar Highlights

- 1. Filtered View:** The calendar's default view starts with the current day at the top. Following that, the calendar shows every day that has a calendar item (the screen above, for example, shows a full year ahead).

Users can click on filters at the top of the page to see specific types of calendar items, such as:

- **Frågestund:** Question-and-answer session
- **Interpellationssvar:** Answers to interpellations
- **Motionstid utgår:** Private members' motions period expires
- **Plenifritt:** No plenary meetings
- **Sammanträdesplan:** Planned plenary meetings
- **Voteringar:** Votes
- **Ärendepplan:** Schedule of parliamentary business

The calendar pulls data from several sources and consolidates it in one central location.

- 2. Date Picker:** Users can select a particular date via the calendar at the side of the page.
- 3. Expand for Details:** Users can select any item to view more detail. The three items shown in red are expanded to show the full calendar entry information. Where appropriate, calendar items link to associated committee reports and documents.

People Directory

The screenshot shows the 'Vem gör vad' (Who does what) section of the Swedish Parliament Intranet. The interface includes a search bar, a sidebar with navigation links, and a main content area with search results and a directory list.

1 Search bar: A search bar with the text 'Vem gör vad' and a search icon.

2 Search results: A search result for 'Jessica Bodin' showing her name, title, and a photo.

3 Search filters: A sidebar with filters for 'Sökresultat (1 träff)', 'Dina val', 'Sortera efter', 'Relevans', and 'Bokstavsordning'.

4 Snabbsök: A section titled 'Snabbsök' (Quick search) with a description and a list of search results.

5 Personnytt Riksdagsförvaltningen: A section titled 'Personnytt Riksdagsförvaltningen' (Personnel news Riksdagsförvaltningen) with a list of names and titles.

6 Telefonkatalogen 2015: A section titled 'Telefonkatalogen 2015' (Telephone directory 2015) with a link to the directory.

Image 1.
Swedish Parliament Intranet:
People Directory.
153_Swedish_parliament_08_people-directory_live.png

People Directory Highlights

- 1. Search:** As on many intranets, the people directory is one of the most popular areas of the site. This section, called "Who does what" (*Vem Gör Vad*) makes it possible to quickly find others at the organization. Employees can use the main site search to find colleagues or can navigate directly to the people directory from the main site navigation. Users can enter a name, party, area of the organization, title, or phone number to search.
- 2. Filters:** Filters appear on the right side of the page; selected filters appear above the search results. This helps users narrow results to find the desired person.
- 3. Results:** Employee results include a photograph, the person's name and job title, and basic contact information, including email address, phone number, and room number.
- 4. Organizational Chart:** The quick search (*Snabbsök*) allows users to quickly search the organization, which gives them an overview of how the Riksdag is organized.
- 5. New Colleagues:** An area for "new people in the administration" (*Personnytt Riksdagsförvaltningen*) gives information on people who have recently started work there.
- 6. Telephone Directory:** The *Telefonkatalogen*, or telephone directory, is a PDF file of all phone numbers that users can print out; the intranet team describes it as an "old-fashioned remnant."

Image 2.
Swedish Parliament Intranet:
Global Search. *154_Swedish-parliament_09_global-search_live.png*

Search Highlights

- 1. Search Box:** The search box appears at the top of every page of the site, and in every view, including the mobile view. The search is built using Solr. The index is automatically updated when editors change or add content, and it consolidates information from several systems. A web editor is in charge of search relevance, adjusting keywords and making tweaks based on analytics, statistics, and user feedback.
- 2. Results:** Most results are shown with a linked headline and a brief summary.
- 3. Documents:** Documents are shown as a link directly to the file.
- 4. News and Calendar:** If items will lead to a news story or to the calendar, the results indicate this with the label *Aktuellt* or *Kalender*, respectively.
- 5. People:** To connect people more quickly, the third result is always a list of three contacts within the organization related to the search query. The result shows the three people, along with a link to view more if needed. Users can also conduct a people search through the "Who does what" (*Vem Gör Vad*) tool.

Mobile View

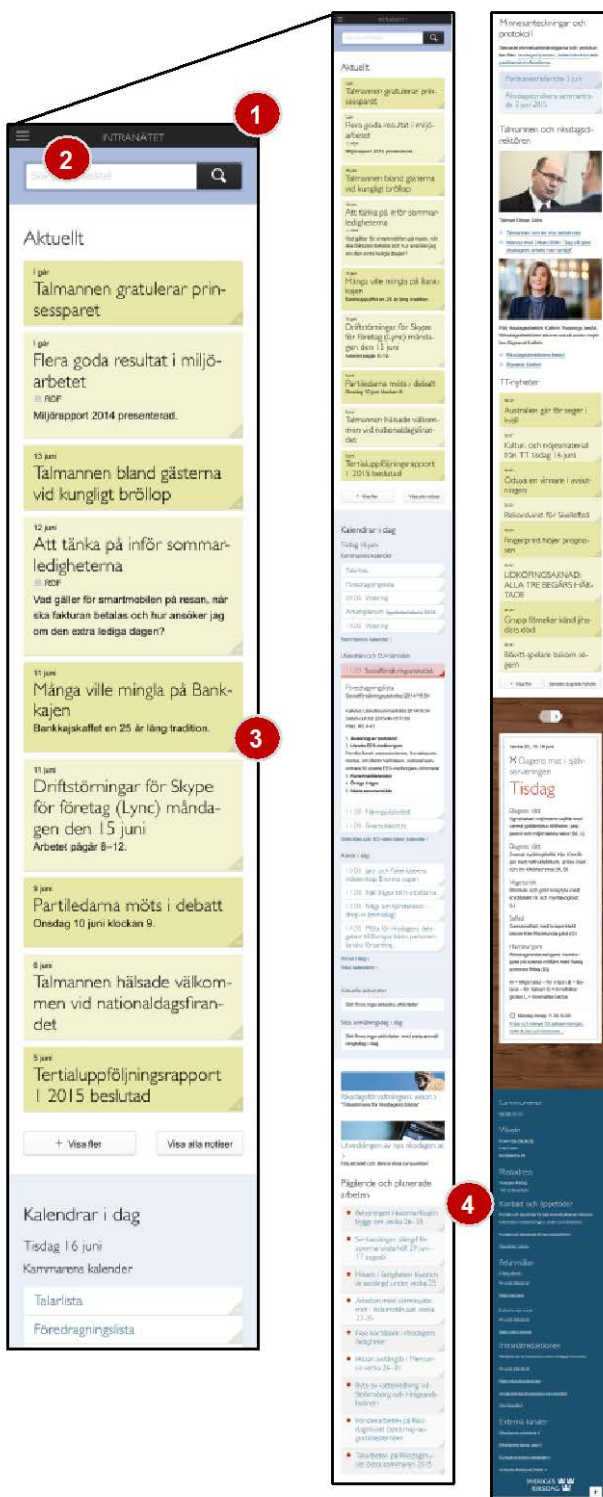


Image 3.
Swedish Parliament Intranet:
Mobile View of the Homepage.
155_Swedish-
parliament_10_mobile-
home_live.png

Mobile View Highlights

- 1. Responsive Design:** The site uses responsive design to serve content regardless of screen size. Almost all of the site content is available on mobile, except for a few older systems (mostly Lotus Notes applications). Although these items are still slated to be translated into a responsive experience, time constraints required that the team make choices based on priority.
- 2. Navigation and Search:** On larger screens, such as tablets and desktops, the global navigation appears on the left side of the page. This maximizes the space available for content; all designs use the full page width to display content. In the mobile version, the navigation is tucked behind a three-line hamburger menu to save space, while still providing easy access to site navigation.

Search is prioritized in the mobile design, as it is a quick way for mobile users to access information. The team included autocomplete in the search box in part to help mobile users, who are more likely to make typographical errors.
- 3. Touch Targets:** The entire site was designed with touchscreen users in mind, so all items have large touch targets to aid navigation.
- 4. Brief Content and Attention to Detail:** Team members cooperated closely to design a site that would work across all screen sizes. They focused on content volume and brevity, download times, and improved search. They also paid attention to small details, like text appearing on the images in larger designs and below the images in smaller designs. They also advised content creators to avoid graphics and illustrations that would not be legible at smaller sizes. Even the details of how instructional text was written was addressed, such as avoiding phrases like “the image on the right” or “the menu on the left” since layouts shift as screens shrink.

INTRANÄTET

Sök på intranätet

Q

SVERIGES RIKSDAG

Start

Kammare och utskott +

Jag vill...

Omvärldsbevakning +

Verksamhet och organisation +

Min anställning

Vem gör vad


Inloggad: Jessica Bodin

Mina tjänster +

Mina favoriter +

Byt roll

Start / Vem gör vad / Kontaktsida



T

Jessica Bodin

Projektleddare

Informationsenheten

Kommunikationsavdelningen / Informationsenheten

Rum: J5-28:1D

Gör vad

Användaruppgifter

Användarid:

Du ska göra en [ändringsanmälan till växeln](#) via mejl om du bytt rum eller plats, vill ändra eller lägga till mobiltelefonnummer samt ändra vad du gör (Gör vad på din kontaktsida).

Larmnummer

08-786 41 12

Växeln

Externt 08-786 40 00

Internt 990

Bordstelefon 99

Postadress

Sveriges riksdag

100 12 Stockholm

Kontakt och öppettider

Kontakt och öppettider för alla servicefunktioner inklusive felanmälan, lokalbokningen, växeln och biblioteket.

Kontakt och öppettider för servicefunktioner

Öppettider entréer

Felanmälan

Helpdesk

Ring 08-786 57 57

Mejla helpdesk

Intern service

Ring 08-786 56 00

Mejla intern service

Intranätredaktionen

Redaktionen är bemannad under vardagar kontorstid.

Ring 08-786 49 99

Mejla intranätredaktionen

Anmäl aktivitet till kalendern på intranätet

Om intranätet

Externa kanaler

Riksdagens webbplats

Riksdagens öppna data

EU-upplysnings webbplats

Sveriges riksdag på Twitter

Image 1. Swedish Parliament Intranet: Employee Page. Members of Parliament have the same presentation on the employee page, but with more content about committee assignments and so on. *156_Swedish-parliament_11_employee-page_live.png*

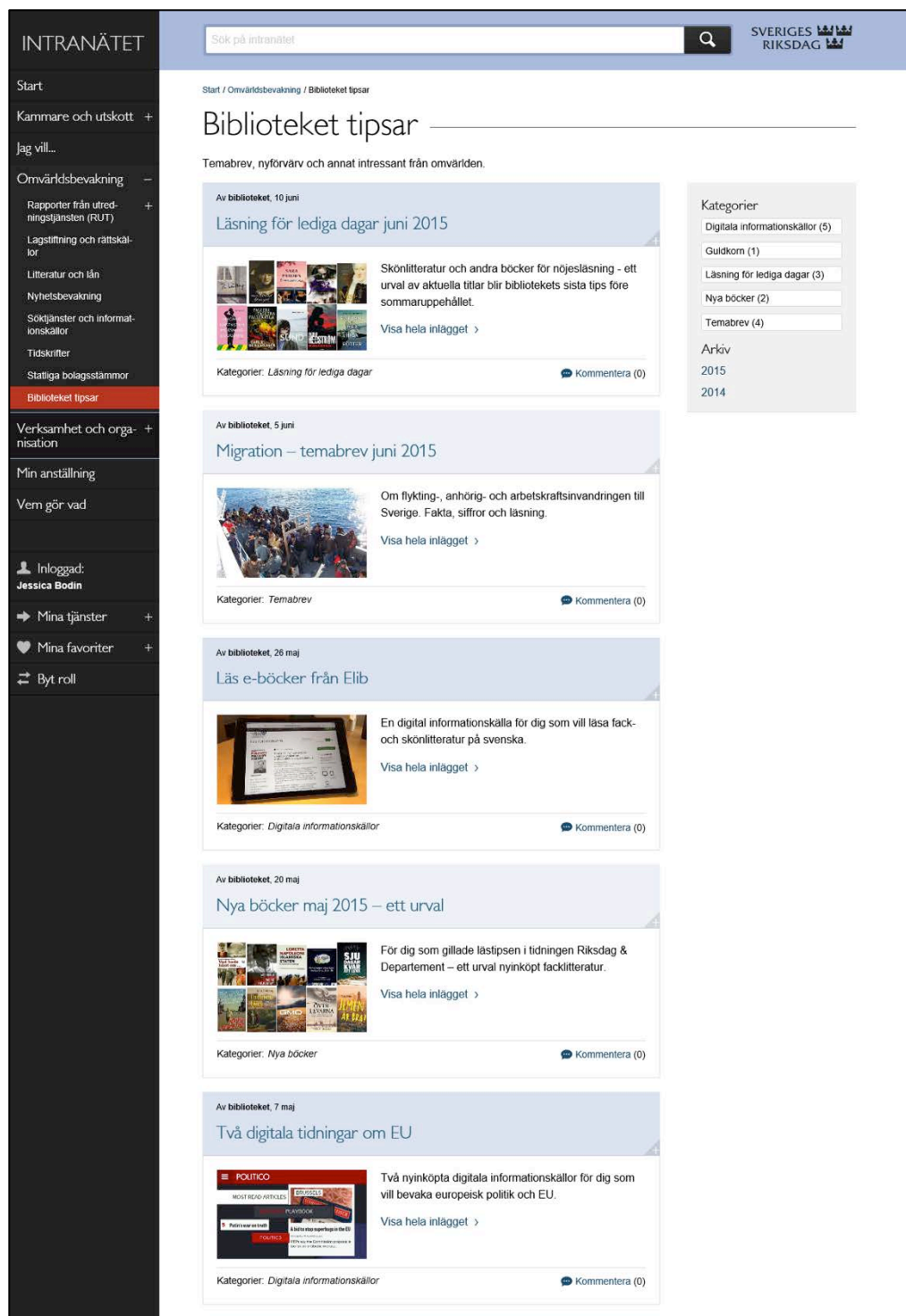


Image 2. Swedish Parliament Intranet: Blog Page. The Parliament intranet has blogs that let users comment on posts. *157_Swedish-parliament_12_blog_live.png*

DESIGN PROCESS AND USABILITY WORK

Evaluating Organizational Needs

When the design team began its work on the new intranet, it already had a trove of prior research from which to draw insights. A preliminary study (conducted in 2011) delivered a comprehensive analysis of intranet needs; it also analyzed the site's target groups and delivered a first draft of a new intranet concept and simple wireframes of new design ideas. Further, an earlier 2010 study had evaluated the old intranet, highlighting usability and accessibility shortcomings. This evaluation also identified the needs of staff in the Riksdag Administration; the 2011 needs analysis thus focused on the other primary target groups, including MPs, party secretariats, management, and other key people.



A visualization of the target groups and their needs for the Swedish Parliament intranet.

When the redesign project kicked off, the first thing the in-house project team did was to inventory all the pages and functionality available on the existing (old) intranet. For each function and page, team members analyzed the metrics from the previous year (2012). This analysis showed which functions were most used, which were trending and which were not used at all. This information let the team prioritize the most important functionality and gain a holistic view of the content.

These initial research efforts resulted in three important policy documents that helped inform the project's creative work: a content and functionality specification with an associated metrics analysis, a needs analysis, and a concept description.

The team also conducted a zero benchmark measurement of the intranet during the project's planning and start-up phase, using the think-aloud method to test how easy it was for users to accomplish common tasks. This helped the team identify problem areas in the old intranet, so they could improve them in the new one.

Prioritizing Needs

Prioritizing the initial tasks wasn't difficult. With all the research material they had in hand, team members knew a lot about the top tasks they wanted to focus on, and which were less important and could be given lower (if any) priority in the new design. They also wanted to liaise with content owners to ensure that the new intranet would have the right content and functionality to meet user needs.

One critical need emerged early on: users wanted intranet access on their mobile devices and from locations outside the Riksdag, rather than only on their computers at work. This need was especially important for MPs, who are often on the move.

Comprehensive Surveys

The Swedish Parliament partnered with Creuna, a full-service digital agency, for the redesign effort. When the Swedish Parliament Administration kicked-off the project, it asked Creuna to conduct a survey to evaluate the organizational needs that the new intranet would have to meet. Team members explain how the survey was carried out:

- **In-depth interviews:** "We conducted in-depth interviews with representatives of the different target groups. We realized quite quickly that it would be a relatively extensive study as the operations are complex and the conditions of the target groups completely different. The Swedish Parliament (like many other organizations in the Swedish public sector) has a good understanding of the need to meet the needs of users in various digital channels, and it was important to carry out thorough groundwork. The in-house team also understood the importance of achieving broad support within the organization, and this was something an extensive interview study could also contribute to." (Katja Engelhart, UX Lead)
- **Extensive preparations:** "Before Creuna could even start writing the interview guides, they were given training about the work of the Swedish Parliament, including plenty of background reading and a number of preparatory discussions with key persons in different parts of the organization. It was important that we understood the operations and processes in order to be able to ask the right questions." (Birgitta Elgemyr, Web Editor)

"The Swedish Parliament uses a number of technical terms and concepts; there are many traditions and routines. The training we were offered made us better prepared to lead the interviews and gave us a good basic understanding of part of the task ahead of explaining and clarifying on the intranet. If this was complicated for us, it would naturally also be difficult for new employees and MPs." (Engelhart)

- **Adapted interviews:** “A factor that distinguished this survey of needs was that we prepared seven to eight completely different interview guides, all adapted to the target groups and sometimes even to specific roles. We designed the interviews on the basis of each group’s work procedures and tasks in order to ensure that we didn’t miss anything important. It took a long time to prepare the various guides with the in-house team, but once this was done, the interviews flowed very well. We felt that the interviewees appreciated the fact that we put ourselves in their shoes, and they didn’t need to waste valuable time explaining things to us during the interviews.” (Engelhart)
- **Interviews with a focus on flows and needs:** “During the interviews we talked very little about the actual intranet (the old one and the future one) and the specific needs connected with this. Instead, our questions focused on working methods and information and communication flows within the parliament and the administration, and what needs there were regarding information, support, and communication. This was in order not to get stuck in old patterns (which is easily done when using something that already exists as a basis) and to really understand and identify where the challenges lay.” (Engelhart)
- **Adapted results:** “The results of all the interviews were collected and analyzed. We hadn’t decided in advance exactly how we’d document the results. Instead, we wanted to be able to decide this on the basis of what emerged. We saw that personas would either be too generic or too specific to be of help in this case. Instead, we identified general needs, plus a number of common tasks and flows which we would then be able to focus on in our coming work, and which we could later follow up in order to see how much more efficiently they could be implemented on the new intranet.” (Engelhart)
- **Ambition of measuring exactly in time and money:** “With these ‘common tasks’ as a basis, we looked for ways of being able to measure the exact time savings (and thus the value) of simplifying and making available these important tasks. On account of limited opportunities in our analysis tools, we decided to carry out this measurement manually in the user tests. A zero benchmark measurement was carried out on the old intranet, where we measured how long each “common task” took (even if several tasks couldn’t be carried out at all).” (Engelhart)

This kind of in-depth survey process can yield a lot of information — maybe even too much — for a team to really interpret and act upon; however, in the case, the whole project team found the survey data to be a critical piece of the redesign process.

“When we had the preliminary study ahead of us and were in the middle of the interview period, it sometimes felt as though we had very many interviews and a little too much information to process,” says Engelhart. “But when we look back after the implementation of the project, we all agree that it was incredibly well-invested time.”

The knowledge gained from the needs survey has followed the team all the way through the project. The volume of interviews gave team members a deeper picture than they would have obtained by sticking to a more traditional volume of, say, five to seven interviews per target group.

"We felt that the individual interviews worked best," says Engelhart. "In the group interviews with two to three participants, there was a risk that some participants didn't get the same chance to speak. And, even when we thought that people had similar situations, it sometimes turned out in the interview that this wasn't the case."



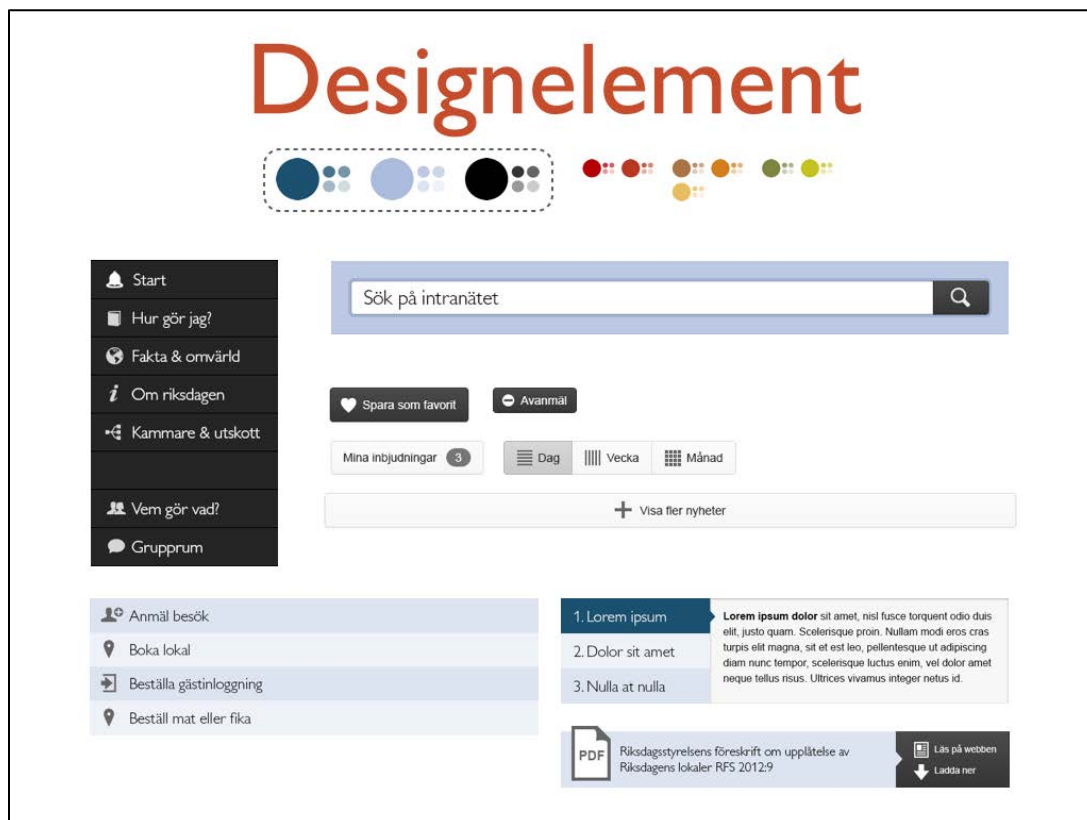
An illustration of the top-level information structure of the intranet (translated into English) developed early at the start of the project and based on the intranet strategy. It shows the overall information structure and other important intranet parts and functions.

Generating Design Ideas Through Workshops

The team held a series of workshops to generate design ideas and visualize how the new intranet and its various sections would look and feel, as well as how the intranet would work. The design workshops were held with key people in the Swedish Parliament and consisted of inspiration exercises. These sessions provided an environment in which the design team and the participants could jointly determine the new intranet's user experience.

The workshops included discussions about how editors would interact with the new intranet and the idea of having unique design patterns for different sections. The participants discussed (and designed) ideas for how role-based personalization would work and how to make it more efficient. The workshop sessions also helped the team produce checklists to support design, development, and content during the implementation phase. These checklists consisted of a set of guiding principles for team members to keep in mind as the project progressed from concept to fully realized intranet.

The intranet's design is based on the Swedish Parliament's graphic design style. Designers took inspiration from the parliament's physical environs, with bookshelves full of hardbound books in muted colors; beautiful paintings; and solid natural materials, such as wood and stone.



Examples of the design elements used for information and basic functionality on the intranet.

Designelement



Examples of red-toned design elements used to draw focus or alert users of important information.

Designelement



22 maj Sven Svensson har bytt utskott	21 maj Ny chef på biblioteket	21 maj Inbjudan till seminarium
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“*Lorem ipsum dolor
sit amet, nisl fusce
torquent odio*”



Dagens mat Torsdag	Tradition ⓘ Ugnsbakad sejfilé och rostade tomater med örtmajonnäs och färskpotatis	Vegetariskt Grönsaksjärke med bbq-sås, rostad kyltpotatis och coleslaw
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Examples of design elements related to fast-moving, pleasant content such as news and menus. These elements use an earthy range of colors.

Direct User Involvement

The design team employed several research methods that involved users directly in the design process, including:

- **Reference groups:** Two groups of user representatives, called *reference groups*, provide feedback and buy-in on an ongoing basis, and were first deployed during the design and development phase. During these initial reference group sessions, the groups were also asked to react to sketches and design proposals. The team found this approach most effective. “It worked better for the reference groups to react to something concrete — like sketches — rather than discuss needs in a general way,” says Angelina Fredriksson, Senior Interaction Designer. “but we learned a lot about needs and priorities and were able to take with us their thoughts to our coming work.”

- **Participatory design:** Although the reference groups provided good ideas, the ideas lacked detail about specific functionality. To refine the general thoughts into concrete solutions, the design team invited specific individuals to join team members in creating certain functions side-by-side.
- **User tests:** User tests were carried out in two rounds: ahead of the launch, and a few months after launch, when the content was in place and users had begun to acclimate to the new set-up.

The first test focused on usability and navigation. The content wasn't in place, and the search engine hadn't yet been tuned. The second test gave the team an understanding of how the content and structure worked. The results gleaned from these sessions were documented in a table format, which let team members easily compare answers from different test subjects. Important functions were also tested at some of the reference group meetings.

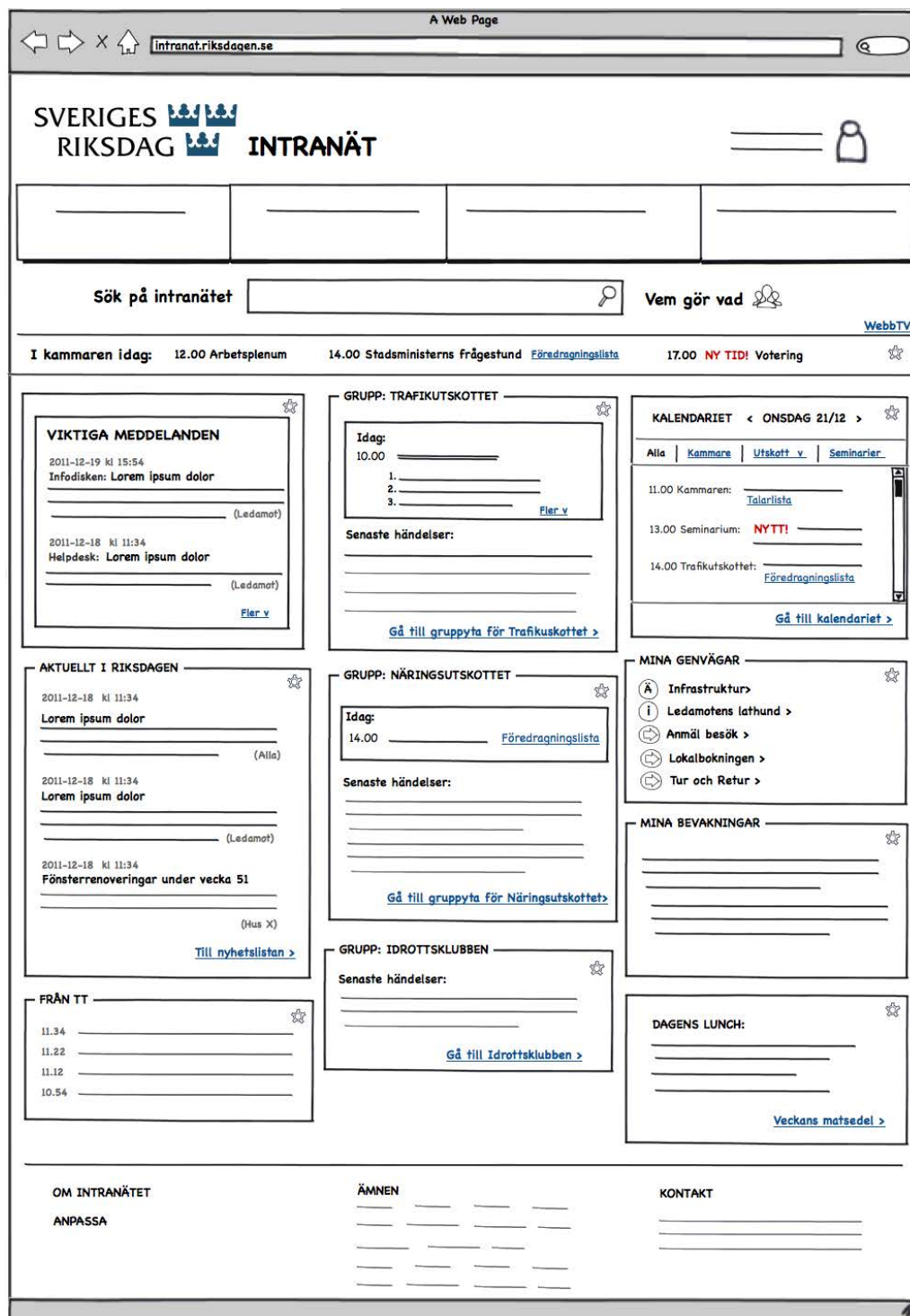


Image 3. Swedish Parliament Intranet: Early Sketch of the Homepage Design. This shows a first draft of a possible homepage. It was created to help visualize user needs. *158_Swedish-parliament_13_early-sketch-prestudy.png*

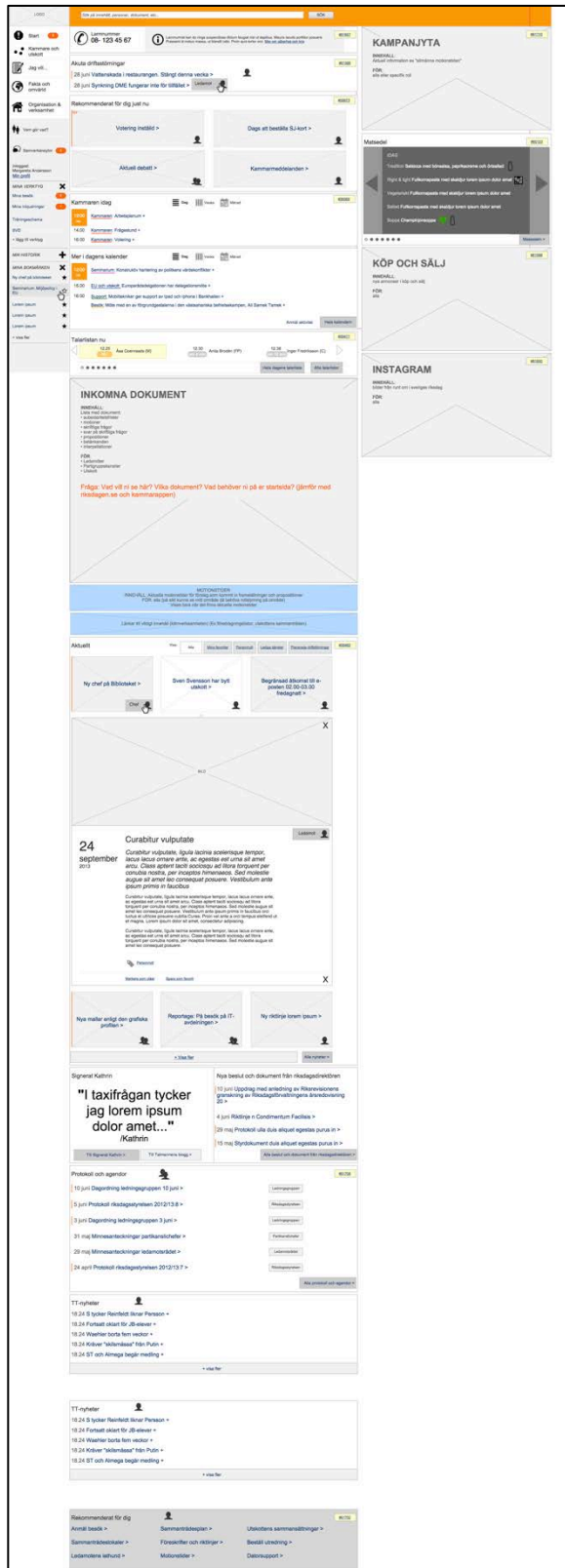


Image 4.
Swedish Parliament Intranet:
Homepage Wireframe. This shows an early wireframe of the homepage created shortly after the project started. Some of the functionality has been detailed and the project tool is referred to with a file number, while other parts are just in the early idea stage. *159_Swedish-parliament_14_early-wireframe.png*

Developing an IA Structure

The project's primary goal was to create a task-focused intranet, so the structure and navigation had to support that goal. With that in mind, the team conducted card-sorting exercises within the project group and with members of the editorial team, resulting in a new basic structure in which (almost) all the important elements had a specific place. This wasn't an easy task, but it proved to be worthwhile.

"We took the 100 most common tasks and the most visited pages on the old intranet and sorted them," says Katja Engelhart, UX lead, Creuna. "This was a challenge in an organization like the Swedish Parliament, where there were enormous amounts of content. In connection with this, a large culling process was also carried out; the content volume needed to be drastically reduced."

"We wanted a shallow and broad information structure and tried to keep it no deeper than three levels. After card sorting, we made a detailed information structure with all content and functionality," says Stringer Bodin. "Without the detailed structure, it would have been almost impossible for the web editors to change and rewrite the content."

A good example of the shallow information structure is the "I want to..." (*Jag vill...*) section, which surfaces important content on a sub-homepage.

Other design decisions were made that affected wayfinding, including:

- **Menus:** The main menu is to the left on bigger screens and has a powerful visual expression so that users perceive it as a toolbar. (On small screens, such as smartphones, the main navigation is a hamburger menu).
- **Personalization:** Personalized functions have been given their own expression and can be reached via the main menu and the homepage. The underlying idea is that the entire intranet is personalized; there isn't a separate "My Page" or anything like that.
- **Role-based solution:** The role-based solution is important both for making intranet content more relevant to each individual and for reducing the amount of information that washes over users. The content shown by default is based on the user's role, but users can find any content (for their role or anyone else's) through the search function. Users can also choose to temporarily change roles and see the intranet through someone else's eyes. This is important in the Swedish Parliament, where many people in support roles need to see the information directed at MPs.

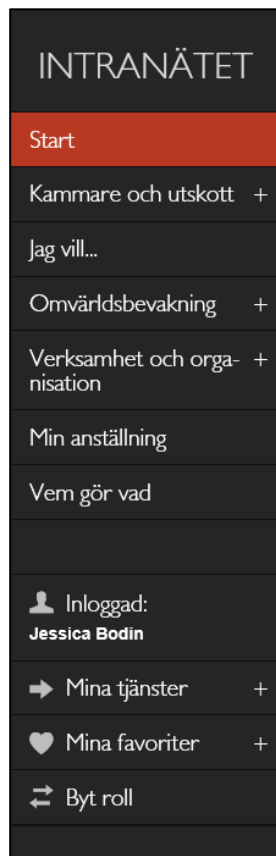


Image 5. Swedish Parliament Intranet: Top-Level Navigation Menu. *160_Swedish-parliament_15_top-level-navigation_live.png*

Adoption and Buy-in

The design team tried to create and maintain an atmosphere of transparency throughout the project, demonstrating the new intranet to users — even at early stages — and showing how it was developing all the way through to the beta release. Users were able to see and test everything as it was developed.

“We wanted the transition from the old to the new to be as smooth as possible,” says Stringer Bodin, “especially as we knew that there were many people who liked the old intranet and they had learned where to find what they needed.”

The team also had a communications officer dedicated to the project who prepared a communications plan that the team followed throughout.

Stringer Bodin describes the team’s various outreach efforts:

- **The project’s Steering Group:** “The Steering Group was instrumental in obtaining broad support during the entire project. They helped by ensuring that we obtained broad support for our work with the new intranet at the right level in the organization at all the different stages of the project. They always encouraged us to do a little more in our efforts to gain support for the project and pointed out how important it was for us to present and fully explain each stage prior to implementation.”

- **The Management Group:** “When seeking support in the organization, we always started with the Management Group. They always got to see and ask questions about the new intranet before other groups. This worked very well as they, in turn, could propose what other contexts and forums we should make presentations in.”
- **Beta version:** “We released a public beta version of the intranet approximately four months before the launch. The first version was very limited but gave an indication as to what it would look like. We then developed the beta version until it had full functionality and, in the end, it was launched as the new intranet. Everyone in the Swedish Parliament was able to test the beta version and give feedback.”
- **Development blog:** “The beta version contained a development blog where we could write about what we were doing in the project and where we described the various services and content that was published along the way. We wanted the development process to be as transparent as possible, and we tried to publish one blog entry a week from the time the beta version went public. Certain entries received many comments, and others none. It depended on what we wrote about. Many people, for example, found the font size extremely large, and this is true if you compare it with the old intranet. We no longer hear that comment any more as everyone has gotten used to it. It was important that we could argue in favor of the choices we had made when we introduced new services and design in the beta version and the development blog.”
- **Public demos:** “We invited all interested parties to the project’s sprint demos, and there were often around 25 people who came to listen and put questions.”
- **Launch activities:** “On the day of the launch, we stood at the main entrances to the parliament and welcomed everyone to the new intranet with a polishing cloth and a quiz which could be solved by using the new site. When they switched on their computers, the new intranet appeared, and mobile devices had a new icon with which to start the intranet.”

Strategies for Responsive Design

Adapting the site for a responsive framework created a unique set of challenges for the Swedish Parliament team, specifically around the way they organized and thought about the content.

“Responsive design has affected how we think about the content on a page,” says Stringer Bodin. “We have pages that we call ‘task pages,’ and they are organized so that calls-to-action are always at the top of the page. These may include recurring tasks, where the user doesn’t want to read everything on the page, but just wants to get to what needs to be done.” An example of this is the popular “report a visit” service; it appears at the top of the page — which is especially important on mobile devices — so users don’t have to do a lot of scrolling.

The Swedish Parliament team has some good advice for other design teams trying to create a responsive site: allocate time to address content needs early on in the project — before you make drafts of the structure and interaction design. “Decide what’s important to include,” says Stringer Bodin. “Also, cull and minimize so that you only include what is really needed on the new site/intranet.”

Another thing that she says is important to think about is how to keep content on a particular subject together so users don't have to search in several different places to get an overall picture. To that end, it's preferable to have slightly longer — but fewer — pages, and an interaction design that supports this approach.

"As I see it," she says, "the information structure and navigation also play an important role in responsive design. The idea is that navigation should work just as well on smaller screens. The user wants to see what options are available quickly. This is especially true within the main categories."

A role-based solution also limits the number of options users see upfront.

A responsive approach requires design team members to think differently about how they approach the design process. Fredriksson shares some of the things they found most helpful in their process:

- **Design for all screens at the same time:** "We worked in such a way that we designed for all screens, at the same time, as we had a clear objective of simplifying, highlighting what is important and culling content."
- **Work as a team:** "When we design for screens of different sizes, it is particularly important to work in close cooperation with the AD, ID, and front-end developer. Our basis is the content and what is most important when we design functions and templates. We focus more on designing the elements around which pages and functions are developed than designing a specific page for a specific screen size pixel perfectly. Much of the detail work is done together, in front of a screen, where we test sizes, animations, layout, and functionality so that they suit all screen sizes (and touch, of course)."
- **Include everything:** "We have worked according to the principle that nothing should be scaled down on smaller screens; any content that is sufficiently important to be included on a large screen is sufficiently important to be included on a small screen, too."

Design Considerations

Responsive design places new demands on several aspects of a website's design. Following are a few of the factors the Swedish Parliament team specifically considered in its responsive approach:

- **Navigation:** Downloading a new page on a telephone often takes a while. The team addressed that constraint in various ways, including:
 - Scaling down the volume of content considerably, with a focus on keeping what many people often need
 - Providing shorter text, with the answer to the most sought after information first and a call to action at the top of the page
 - Designing fewer pages, but with more content on each page (and the ability to add a table of contents, in the form of anchor links, to the page's subheadings to give users an overview)
 - Creating a shallow structure
- **Search:** Many users prefer to search rather than navigate on small screens. Faced with a menu, which is hidden behind a click, and the time it takes to download pages, users often feel that it is quicker and easier to search than to navigate. The search function is, in other words, an especially important support for the navigation when working with responsive design; this is particularly true on an intranet, where the information cannot be reached via internet search engines.
- **Layout and visual design:** Designing for different screen sizes also involves designing for touch. This means that clickable areas must be ample, with sufficient distance between different clickable areas. Both factors impact visual design.
- **Images:** To ensure that the user experience isn't choppy when images are slow to download, the designers chose to work with fixed image sizes so they could predict how much room each image required and place all elements on the page accurately.

Also, working with text in images is never good — especially from an accessibility perspective — but it is extra troublesome when working with different screen sizes, as making text legible on small screens is difficult. Designers thus used various solutions to accommodate this constraint. For example, on larger screens, text is placed on the images, and on smaller screens, it is placed under the images. These choices improve readability.

- **Editorial challenges:** Responsive design involves many new challenges for editors, too. Following is a list of some of these challenges and how the designers addressed them:

- **Detailed graphics on small screens:** Detailed illustrations or graphics such as diagrams can be easy to see on a large screen, but difficult to decipher when the image shrinks on a small screen. One way the team addresses this is to make editors aware of the issue. Team members encourage editors to always think about how a page will be shown on smaller screens and to check the result when editing. Right now, this is an editorial task. However, the team is discussing the option of making it possible to enlarge images, so users on smaller screens can pinch/zoom to change image sizes.
- **Fewer, longer pages per subject:** This is a new way of thinking for the editors — that is, to make one long page for a single subject rather than many short pages found by navigating in a much deeper information structure. They also had to think more carefully about H2 headings, which automatically turn into a table of contents on a standard page.
- **Page layout changes depending on screen size:** For example, avoid referring to “the image on the right” or “the menu to the left” when writing text.

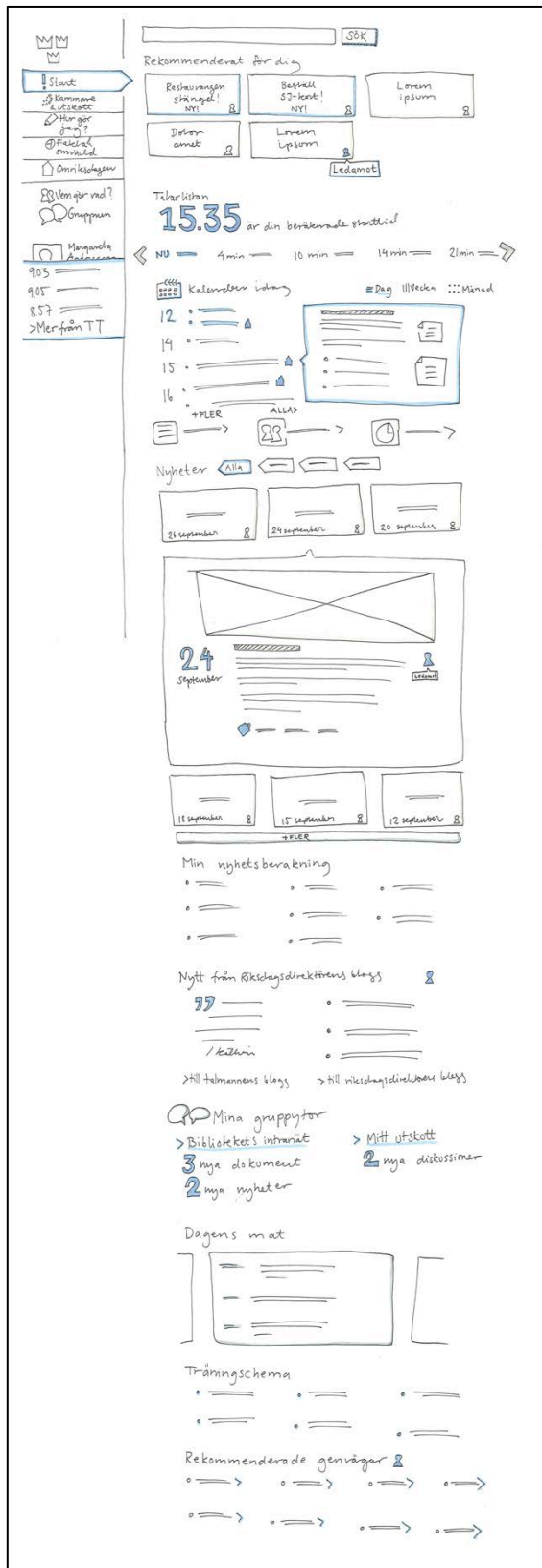


Image 6. Swedish Parliament Intranet: Sketch of Responsive Design for New Homepage.

This sketch shows an early draft of a possible homepage, created to help visualize the concept and overall navigation/interaction principles for a responsive intranet. An interaction designer created this sketch during the project's initial design phase. [161_Swedish-parliament_16_early-draft-by-pencil.png](#)

WORKING WITH OUTSIDE AGENCIES

Agency	Project Role
Creuna A Nordic full-service digital agency	<p>Creuna is the agency that the Swedish Parliament uses for intranet design and development. It is also responsible for ongoing intranet maintenance. During the project, the agency performed many tasks, including:</p> <ul style="list-style-type: none"> • Prepared the needs analysis in the preliminary study • Created impact objectives, KPI framework, and zero benchmark evaluation • Provided strategy, planning, and project management for the intranet development project • Provided usability and accessibility expertise for intranet design • Designed the concept, IA, interaction design, and graphic design • Conducted user tests and card sorting • Developed the systems architecture • Managed front-end and back-end development • Integrated intranet with other systems • Managed tests and testing • Served as scrum master during implementation • Developed training, guidance, and guidelines for content and the CMS
Futurniture Communications agency	<ul style="list-style-type: none"> • Reviewed and summarized the essence of the concept: Creuna formulated the concept, but explaining it resulted in quite an extensive document. Futurniture helped formulate the concept on one page, which included: target groups, vision, mission, offer, position, tonality, words of value, and a summary of them all as a promise to the user. <p>The concept summary is a key document in all activities when working with the intranet, as it helps the team stay on the right track.</p>

GOVERNANCE

The intranet is owned by the Information Department, which is part of the Swedish Parliament Administration's Communications Division. The Head of the Information Department is the systems owner of the intranet. She is also the sponsor of intranet development projects and is head of the project steering groups. The Head of the Information Department's Internal Communication Section is responsible for systems maintenance.

This ownership arrangement makes it possible to focus on what is most important — the content and the needs of users. The web editors' contacts with operations and the organization are a precondition for maintaining a high level of quality, but also for capturing future needs and wishes.

The Information Department's competence regarding web and digital development, usability, accessibility, content, and design has been positive for the intranet's development and is one of the key success factors in developing the new intranet. All development occurs at the Information Department's request.

The Administration's IT Division is responsible for the intranet's technical environments and everyday operations.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Project Manager	<ul style="list-style-type: none"> • Strategy, planning, and concept • Intranet development projects • Usability and accessibility • KPI and impact objective follow-ups • Intranet web editors' coach/mentor
Web Editors	<ul style="list-style-type: none"> • Centralized publishing, updates, and content development (including news) • Quality assurance • Intranet network; contact with content owners and intranet contacts • Content owner training and support • Technical support and maintenance activities • Manuals and quick reference guides • Analysis of metrics and search maintenance • Responsible for pages and subjects
Content Owners	<ul style="list-style-type: none"> • Accuracy of their content
Intranet Contacts	<ul style="list-style-type: none"> • Appointed by the content owner to represent the owner in regular intranet work • Content development/improvement (with web editors)

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	<ul style="list-style-type: none">• http://intranatet.riksdagen.se/
Default Status	<ul style="list-style-type: none">• Users with older operating systems have the intranet as the homepage in their browsers, and the intranet automatically starts when the computer is switched on. The organization would prefer the intranet to be the default homepage for all users, but most people have Windows 8, in which the intranet is not the homepage and auto start is not possible. Windows 8 users have an intranet shortcut in the taskbar.
Remote Access	<ul style="list-style-type: none">• Users can access the intranet remotely via VPN on all devices that Riksdag provides (but not BYOD). Most users' work equipment includes a laptop and an iPhone; some also have an iPad. Users that are often on the go (such as MPs) use the site remotely, as do officials working from home or in other places. <p>Note: There has been a noticeable increase in traffic to the intranet from mobile devices since the redesign launched. In the first month, mobile traffic increased 4%; as of this writing, the increase is now almost 15%.</p>

TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
1998	<ul style="list-style-type: none"> First intranet implementation in Lotus Notes
2000–2007	<p>Previous redesigns:</p> <ul style="list-style-type: none"> 2000: Lotus Notes update: New homepage 2005: Lotus Notes update: New homepage; users could choose between different presentation options 2007 redesign: First web-based intranet, with a greater user focus
2011–May 2012	<ul style="list-style-type: none"> Preliminary study for new and redesigned intranet
November 2012	<ul style="list-style-type: none"> Start of new intranet project
March 2014	<ul style="list-style-type: none"> Launch of the new redesigned intranet
Post-Launch	<p>Following its launch, the team continued its efforts to improve the new intranet. Some improvements had been given lower priority during the project, yet still needed to be addressed. Other parts were shown to need improvement during usability tests (conducted after the launch). Among the post-launch activities aimed at addressing these various needs included:</p> <ul style="list-style-type: none"> May 2014: Post-launch usability tests June 2014: Homepage is redesigned with improved calendar and intro blocks at top of page November 2014: "I want to..." feature redesigned
<p>Overall redesign time frame: 17 months (not including preliminary study and post-launch work)</p>	

CONTENT AND CONTENT CONTRIBUTORS

Contributors

Content can be generated from contributors across all parts of the Swedish Parliament. For example, the MPs are mainly users, but the party secretariats sometimes provide input to the calendar.

The intranet has two specific content contributor groups:

- **Content owners:** All managers at the Swedish Parliament Administration who have content on the intranet are responsible for its accuracy and are considered content owners.
- **Appointed contacts:** Contacts in the administration are appointed by content owners to manage content. The contacts can initialize changes, as they know what's going on in their field of expertise and can answer questions coming in from the organization. Approximately 35 appointed contacts exist in the organization and report to the content owners.

Contribution

Content ideas are generated through many channels across the organization:

- **Brainstorming:** The intranet team encourages the contacts in the intranet network to come up with ideas for improvements and news of interest to large user groups or a specific organizational group.
- **Intranet inbox:** Anyone with access to the intranet can also email the intranet inbox, which is monitored during office hours.
- **Calendar:** The calendar for internal groups and networks in the Swedish Parliament is widely used and has many contributors. Anyone can send in suggestions for new calendar items via an intranet form.
- **Feedback links:** Content ideas are also generated through the "Was this information of help to you?" function. This often includes content that users would like to see or suggestions for improvements to content.
- **Intranet network:** Seventeen of the appointed contacts and content owners are representatives in the intranet network group. This group was formed to help the team improve the intranet over time.

Training

Four web editors work on the intranet; one of them is responsible for training new contacts and content owners. A contact person and content owner should understand the intranet's purpose and goals, its overarching concept, and what is required.

The team provides a 1–2 hour training session for content owners and contacts. Very few content contacts are allowed to publish on the intranet; those who are get an additional 2–3 hours of CMS training as well. If there are new contacts that need to learn how to publish, the team provides one-to-one training and teaches them exactly what they have to learn to process their content. The number of appointed publishers is deliberately kept low to help maintain high-quality content, consistency, and usability.

The contacts contribute by emailing and talking to their web editor in the intranet editorial group. To maintain content quality, the editorial group publishes almost everything on the intranet. They have the knowledge about usability and accessibility, and also a much deeper understanding of the intranet's goals, concept, and structure.

Management & Quality Control

Quality and consistency is maintained through various means:

- **Web editors:** The web editors have total control of every page on the intranet. Each page has one web editor in the intranet editorial group who is responsible for its content. The web editors have at least one contact in the organization for each page or subject. The contact and web editor work together on changes and improvements.
- **Regular content reviews:** To keep content up-to-date, the editorial team reviews all pages once or twice a year. Some pages and content are updated continually, and the responsible (or on duty) web editor is in charge of keeping that content up-to-date. One web editor is always on duty to take calls, answer emails, and distribute questions to the responsible web editor.
- **Regular planning sessions:** The team uses the scrum methodology to develop/adjust content and plan all of its work — including news items — in the content backlog and sprint planning. Because the team has a backlog for content development and news, the editorial team works in four-week sprints. Each sprint includes a planning session in which the team goes through the backlog and decides what to work on in terms of content development. Because the news flow is a bit faster, team members adapted scrum to handle the news flow alongside content development.
- **Annual planning process.** The team conducts an annual planning process in which it develops various content areas according to clearly defined objectives. The objectives are broken down to provide a preliminary sprint planning for the entire year.
- **Informal brainstorming:** The four web editors have plenty of discussions and give each other feedback on each other's work continuously. Because each web editor has different strengths, they get better results by regularly bouncing ideas off each other.
- **Maintaining close ties with content contributors:** The editors meet regularly with the contacts and owners, and sometimes intensively when they're working on a new page or improvements to a specific area's content. The contacts are considered the organization's ears; they help the editors listen in on what's going on and identify any problems on the intranet. Working close with the content contacts and owners has been a big success factor, as they are often good at giving feedback.

The team holds regular joint meetings with the press and news functions to discuss the state of play. It also meets regularly with communications strategists to compare notes and obtain an overview, which helps team members set the right priorities for content.

Content Guidelines

The team monitors developments related to usability and accessibility on an ongoing basis, and follows the findings of the NN/g surveys, as well as those of GDS in England.

Sweden has a Swedish version of WCAG 2.0 called *Guidelines for Web Development* (www.webbriktlinjer.se) for public sector websites. The team followed these official guidelines in designing its new intranet. The first of 111 guidelines states that websites should conform to WCAG 2.0 level AA. According to the guidelines' principles, public sector websites should be accessible, usable, confidence-inspiring, efficient, technically independent, and accessible over time. "We have followed the guidelines as far as possible, and our intranet conforms with level AA in the points relevant to the developed solution," says Stringer Bodin.

The Swedish Parliament team has also developed several quick guides of content guidelines, including the *Quick Guide for Editors*, which provides tips on how to write for the intranet. It also offers a corresponding manual for images, *Images on the Intranet*.

Excerpts from the *Quick Guide for Editors*:

Headings

Headings should be short and pithy; use introductions/extracts to clarify or go into greater depth.

Guideline no. 105, Priority 1: Create headings with heading elements

- **Headings should be real headings, not just captions.** For example, it doesn't work to write "Seminar in the Riksdag" as a heading. Instead try to write what the seminar is about: "Seminar on men's violence against women."
- **A heading should be active.** This means that there should be a subject that is doing/thinking/planning something. Write "The Riksdag debates the budget bill," rather than "The budget bill is debated in the Riksdag." Think about writing headings in the present tense as a rule.
- **Aim to write headings that are as short as possible when you write for the intranet.** The goal should be to write headings of no more than one line, even on the latest news page.
- **Think about the message** in the heading, so that the heading and extract text don't have two different messages.
- **Try, if possible, to highlight something interesting.** Think about how to get the user to want to read more. Include interesting details.

Alt text

Guideline no. 11 Priority 1: Writing alternative alt text

Images with significant content must have an alt-text. The editor must assess whether the content of the image is significant or not. On the intranet, we should primarily have images with significant content.

- The alt text should be no longer than 90 characters or 12 words.
- The alt text should describe the image.
- The alt text should never include the name of the photographer.
- When an image contains text, the text in the image should be written in the form of an alt text.

Examples of alt texts:

- Woman hoisting the Swedish flag outside the East Wing of the Swedish Parliament building.
- Member of the Swedish Parliament, Name Nameson, welcomes the delegation from XYZ in the Bank Hall.
- Full Chamber at the opening of the 2014 Riksdag session.
- Portrait of Secretary-General of the Riksdag Kathrin Flossing on Riksgatan.

Culling Content

From the very start of the project, the new site's content and content quality was a priority. The team had to decide what to keep, what to leave behind, and how to handle content they decided was important enough to include on the new site. "We worked on the basis of the concept and list of priorities that we drew up at an early stage of the project," says Web Editor Birgitta Elgemyr. This laser focus on content planning paid off: the new site provides users with a better, more cohesive experience.

"We went from having a disjointed intranet to a coherent one," she says. "Earlier it was important to have shorter pages, but with the redesign we wanted to keep the content within each subject together in a completely new way."

Making quality content a focus of the new site design meant the team had to find effective ways to uncover gems in the rough.

"When we met the content owners during the project, many of them hadn't looked at the content on the old intranet for a long time," says Web Editor Katarina Willstedt. "When we worked together on the content, we discovered that many things were no longer relevant and didn't fit the new concept or objectives for the new intranet."

"We also didn't want it [the new site] to be a storage space for old material 'that may be useful some time' or offer the same services as other channels," she says.

So, if content didn't really have a target group, the team simply got rid of it. There was no longer room for text that merely filled empty space.

"We were forced to rethink and remove material that was no longer used," says Willstedt.

Not everything was published before launch, as the team decided to port the low-priority content later. That content proved to be that last box you find in the basement six months

after you move: no one missed it. Ultimately, the team decided not to publish it at all. The shallow information structure also made it easier to highlight what was important.

The old content was not deleted, but it's been kept only as a sort of archive. This turned out to be an important decision. A couple of times since the new site launched, team members had to publish older content that was not deemed relevant to migrate, but that was requested by users.

One of the critical content challenges the team encountered regarded the CMS templates. "It would have been easier to work with and revise the contents if the templates in CMS had been ready earlier," says Elgemyr. "It felt as though we were groping in the dark for a while when the team didn't know what it was going to look like, and we weren't able to show anything to the content owners either. It would have been good if we'd had a bit more time to work with the contents properly in the templates during the project."

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	<ul style="list-style-type: none">Windows servers
Bug Tracking/Quality Assurance	<ul style="list-style-type: none">RedminenUnit för automatiserade tester
Design Tools	<ul style="list-style-type: none">Adobe PhotoshopAxurePaper, Post-Its, white boards
Site Building Tools	<ul style="list-style-type: none">Visual StudioReSharperGrunt
Content Management Tools	<ul style="list-style-type: none">EPiServer CMS 7SharePoint 2013 (calendar and user profiles)
Search	<ul style="list-style-type: none">Apache Solr
Version Control	<ul style="list-style-type: none">Subversion
Build Server	<ul style="list-style-type: none">TeamCity
Front-End Framework	<ul style="list-style-type: none">Twitter bootstrap

At the beginning of the project, the team evaluated three different platforms: EPiServer CMS, SharePoint 2013, and WordPress. During the evaluation, team members examined

each product's strengths and weaknesses and reviewed the products based on several criteria:

- How well does the product fulfill the functions identified as important for the intranet during the preliminary study and project-planning phase?
- How easy is it to adapt and further develop the solution?
- Does the product have intranet-specific functionality out-of-the-box?
- How well suited is the product to the Swedish Parliament's infrastructure and competence?
- How well does the product fulfill the intranet's security requirements?

The team also reviewed specific functions that it had identified as important — such as text and image management — and evaluated operational and licensing costs. Ultimately, the team chose EPiServer CMS for content management and SharePoint for specific functions, such as handling editorial calendars.

RESULTS AND ROI

Defining Success

The Swedish Parliament had many goals for the new intranet, but above all, the intranet had to be effective in helping users carry out common tasks. Specifically, the new site had to make it easy for users to:

- Find people
- Find the information they need
- Understand all information on the intranet
- Follow what's happening at their workplace

With these goals in mind, the team conducted user tests before and after the launch and also asked users about their overall experience with the intranet to gauge its success.

In the test conducted before the launch, the team uncovered a list of things to improve on the intranet, including changes to the UI and editorial content (especially micro content). The results for these items in the post-launch test were much better. It was easy for users to find people by the work they performed, and all test participants successfully finished the test tasks. The team also tested the information structure with satisfying results. For example, the name of the "I want to..." (*Jag vill...*) section was perceived as an odd choice at first, but users also liked that it was different from other section names and easily remembered.

The tests also showed that mobile use of the intranet is rising steadily. "We can also see which functions are used the most, and that what we need to work further with and refine," says Stringer Bodin. Another interesting finding was that the top tasks on the new intranet do not differ significantly from those on the old one. The big difference, of course, is that these top tasks have been simplified so that they are easier for users to perform.

The team defined the KPI framework during the project and included two impact objectives:

- To be an effective tool for both users and content contributors
- To promote cooperation and a sense of belonging

KPI	INDIKATION	METOD
1) Effektivt verktyg för användarna - ett arbetsverktyg		
1. Fråga: "Det är lätt att hitta personer"	Svar på en skala 1-5	Enkätundersökning
2. Fråga: "Det är lätt att hitta den information jag behöver"	Svar på en skala 1-5	Enkätundersökning
3. Fråga: "Det är lätt att förstå informationen på intranätet"	Svar på en skala 1-5	Enkätundersökning
4. Hjälpte informationen dig	Svarar på hur relevant informationen var för användaren	Piwik
5. Relevanta webbplatsök	Andel sökningar som genererar ett sökresultat	Piwik
6. Andel klick på externa länkar till andra system	Identifiera länkar!	Piwik
2) Effektivt verktyg för avsändarna - för att kunna nå ut till organisationen		
8. Prenumerationer	Visar vilka kategorier som är populära att prenumerera på	Piwik
9. Låsta nyheter	Andel användare som läser nyheter över tid	Piwik
3) Främja samhörighet & bidra till att hålla samman organisationen		
10. Fråga: "Det är lätt att följa med i vad som händer på min arbetsplats"	Svar på en skala 1-5	Enkätundersökning
12. Aktivitet	Söker, delar, favoriserar, externa länkar, laddat ned dokument	Piwik
13. Aktiva användare	Andel användare som går vidare från startsidan	Piwik
14. Byta roll	Andel användare som byter roll på intranätet	Piwik

This shows the KPI framework used by the organization. KPIs are described on the left; indicators that can be measured are in the middle; and the right column shows the measurement method. Everything that is measured relates to the impact objectives.

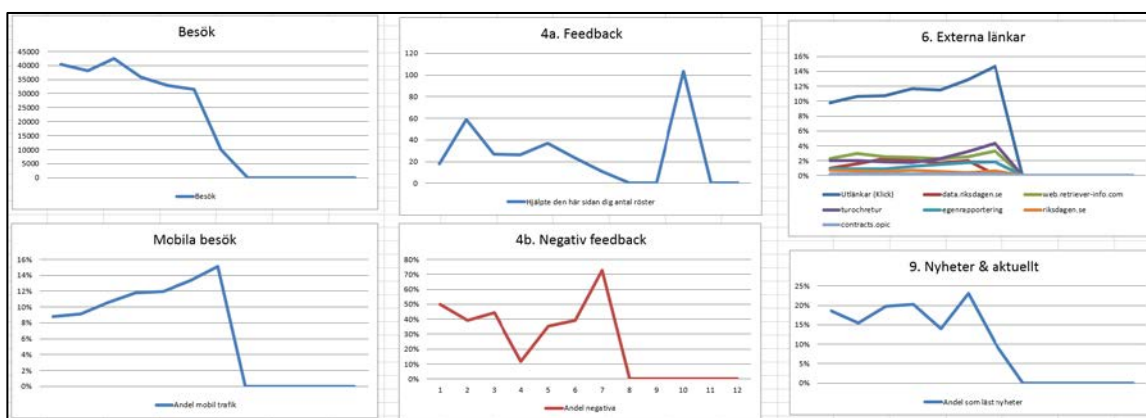
Swedish-parliament_36_KPI.png

Tracking Use and Usage

Metrics help the team identify trends over time, which in turn helps them prioritize ongoing changes and development activities. Examples of metrics tracked monthly:

- **Visits**
- **Mobile visits** (including tablets)
- **Number of active users:** users who go on from the intranet's homepage
- **Feedback:** number of feedback cases logged via the "Was this information of help to you?" function
- **Negative feedback:** number of negative feedback cases via the "Was this information of help to you?" function
- **Searches:** number of searches (the team follows up on the most common search terms and phrases)
- **External links:** which websites or systems do users go to when they leave the intranet?
- **News:** how many users read the news on the homepage

- **User activity:** how many people use various intranet functions, such as search, sharing a page internally, downloading documents, and changing roles.
- **Page views** for the top key functions and pages.



A few key metrics and their visualizations on an Excel sheet. Note: It appears that everything is going sharply downward, but most people are on holiday in July, which accounts for a natural dip in intranet usage and feedback.

LESSONS LEARNED

Members of the Swedish Parliament team and its design partners share lessons learned from the project:

Process

- **Educate external partners as thoroughly as possible.** "We decided to concentrate on carrying out an extensive pre-study in several steps and consisting of several components, and to teach our partners about the organization and the internal processes. We benefited greatly from having done this during the rest of the project." (Karin Hedman, Head of Information Department/Intranet System Owner)
- **If you hire consultants, keep them close to the process.** "The Swedish Parliament is an organization with complex operations, and participating in the survey of needs would have helped me to gain a deeper understanding of work procedures, conditions, etc. I was lucky enough to work with one of the long-time web editors and that was critical for my understanding the operations of the organization and the intranet. It is important to have someone who knows how the organization works and can explain things when you're a consultant. It's been positive that we have worked in such close cooperation with the clients; we became a project team consisting of us from Creuna, the core team from the Swedish Parliament Administration, and other consultants." (Fredriksson)

- **Show work in progress.** “The public sprint demos worked surprisingly well! The main purpose was to be transparent and invite those who showed interest — besides those who were a part of the project organization. We thought openness would make the buy-in easier, but we also wanted the organizations expertise, and this was one way to invite them and listen to feedback.” (Stringer Bodin)

“If anyone had told me before the project started that we were going to talk about what we were doing during each sprint to 25–30 interested parties at the Swedish Parliament, I wouldn’t have believed it would work, but it did! We had to think things through properly before each sprint demo, and I think all the interested parties benefited from them. However, we had pre-demos for the core team before showing everyone what we’d done, as the closest team needed a greater insight into developments.” (Engelhart)

- **Err on the side of over-communicating.** “Don’t underestimate the team’s need for information about the work of other members of the team. Sometimes it’s easy to believe that you can save time by not calling everyone to certain meetings or activities, but this can instead lead to things having to be corrected later as the right person wasn’t there when they should have been.” (Stringer Bodin)
- **Take a pulse check halfway through:** “When half the project period had passed, we carried out a halftime evaluation to see where we stood and what we could improve in our work procedures. What we did was to sketch out the backlog in order to be able to focus on the right things during the second half of the project. It was very valuable for the team to see where we stood — a common picture for the whole team!” (Palmgren)
- **Aim for continuous user involvement:** “Our continuous user involvement through interviews, tests, and reference groups was a success factor.” (Engelhart)
- **Communicate.** “The project has been carried out in the form of a communication project with one of the main project managers employed at the Swedish Parliament. This has been very important, both during the project and after the launch. It has given us the opportunity to reinforce our skills at the Information Department, while retaining experience and competence in the organization. This explains why the work of our web editors has developed so well, and the continued development of the Intranet has run so smoothly.” (Hedman)

Content

- **Cull content; it is a critical task.** “It was good that the in-house team had such a clear focus on culling the content and focusing on what was important. This made the task easier for us as consultants.” (Fredriksson)

- **Give the web editors a lot of support.** "Editors found it difficult to start working according to a new intranet concept. We needed to give them more support. If we'd known that it would take such a long time to get them up to speed, we would have planned our work with the content differently. Now, the gap between the old intranet's content and the new one is too great to grasp and understand. I think we should have prepared much more sample text, with descriptions of how to work with the content and visualize it in the new design at the same time." (Stringer Bodin)
- **Test designs rather than ask opinions.** "The reference groups (collecting requirements at group meetings) didn't work. We tested this but didn't receive any detailed wishes that could help us before we started our development work. Testing proposals or elements that we'd already developed worked a lot better, and we received more valuable feedback this way." (Fredriksson)
- **Visualize and prioritize development of the most common templates.** "My advice to others is to get started with the content as early as possible and to prioritize the development of templates that the editors use a lot. Try to visualize what it's going to look like, especially for the editors!" (Elgemyr)
- **Consider the editors.** "Think about how the editors' interface and the editor in CMS are to function. Help the editors to create a good structure in CMS for the content. Help the editors to do things right. Think about the editors' perspective from an early stage when developing the solutions." (Fredriksson)

Teams

- **Whenever possible, locate team members in one location.** "If possible, make sure that the team can work from a common location. Through most of the project, we sat in two different locations in Stockholm. If we'd been sitting together, it would have been easier and quicker for us to bounce questions off each other." (Lernmark)
- **Don't underestimate the power of a supportive team environment.** "The ability to create commitment and loyalty in the team is critical. We succeeded with this! This meant that certain shortcomings could be overcome as we worked as a team, and we wanted to make things work! We really managed to create a high level of team spirit: 'We're going to bring this off!' We made time for coffee breaks together, to talk and do things together, to discuss. Our team had a linear organization, where everyone was included, which is typically Swedish. We worked without prestige, with our objectives in focus." (Stringer Bodin and Palmgren)

- **Do the design work before the developers start coding.** “There wasn’t enough design ready (wireframes, design sketches, and prototypes) when the developers were due to start developing. It got very stressful when the developers wanted more to do, and we didn’t have enough to give them. It’s a balancing act between detailing and designing enough for the developers without doing too much. This balance wasn’t really achieved during the initial sprints. We (the interaction designer and art director) would have needed a head start of a few weeks, and in some areas, you need clear objectives before you can start developing. The graphic expression also needs to be agreed [on] before the front-end developers start developing. It gets difficult when this has to be done in parallel.” (Fredriksson)
- **Keep trying to make search better.** “It’s always possible to do more work with the search function! Numerous revisions and sprints are needed to create a good search function. The users’ expectations are that search should be as good as Google, so you can always do more when it comes to the search function. But of course, it’s a question of priorities between everything that needs to be done.” (Fredriksson and Palmgren)

An Iterative Approach

- **Keep reassessing.** “We tried to improve our work methods all the time. We changed things on the basis of our experiences; some improvements emerged during the retrospectives, but also in other ways. We worked according to scrum and this was a success factor for the project. With scrum, we were able to prioritize and reprioritize throughout the project. The more we learned and developed, the easier it was for us to see what needed to be done and developed. Some things that we thought were important during the planning stage turned out not to be so important when we started to see and test the whole concept. This gave us a flexibility throughout the project, and some user stories remained in the backlog and were later rejected.” (Stringer Bodin)
- **Work as efficiently as possible.** “Once the design concept was agreed upon, we tried to work as efficient as possible in the design process. No unnecessary time was spent on sketches and prototypes. We drew things on a whiteboard and took photos of what we’d drawn. We rarely had formal design or prototype deliveries, as is customary. Sometimes it was enough with a specification of what needed to be developed in the user story, and then for the art director and interaction designer to work closely with the developers during the implementation instead. When we needed to test different alternatives or to seek buy-in in the organization, we still made prototypes and design sketches though.” (Engelhart)
- **Practice nimble design/small iterations, which are more effective than big design sweeps.** “Start by developing a scaled-down version of a new function. Test it on users, analyze data from statistics tools, and then decide what the next step should be. This way, you avoid going too far and devoting time to functions that aren’t used or don’t support the users.” (Fröberg)

Technology

- **Leverage existing technology.** "In most cases, you probably don't want to create an intranet from scratch. Some sort of content platform is a good idea to start with. Modifying a content system extensively is often possible and might even be easy to do, but make sure to consider the long-term costs of ownership and maintenance of a standard platform that has been heavily modified. My advice would be: select a platform that fulfills most of your requirements and then find a supplier/team that is really comfortable with this platform or find a great supplier/team and let them choose the platform. This might mean that you have to adjust your requirements, or at least postpone some of them." (Lernmark)
- **Don't expect the intranet to solve everything.** "It's important to think about the ecosystem of services that the users will be working in, and what role the intranet plays in this ecosystem. The intranet can't solve everything; it's important to be clear about what you want the intranet to do." (Fredriksson)

Tourism New Zealand

OVERVIEW

COMPANY

Tourism New Zealand is the organization responsible for marketing New Zealand to the world as a tourist destination. In a fiercely contested global tourism marketplace, Tourism New Zealand is responsible for ensuring New Zealand remains attractive as a visitor destination internationally. Through the 100% Pure New Zealand campaign, the organization's team of approximately 160 staff in 15 offices takes New Zealand's story to consumers, the travel trade, and the global media, while working with the industry in New Zealand to ensure they deliver on the campaign's promises. Tourism New Zealand is funded by the New Zealand Government.

Headquarters: Auckland, New Zealand

Company locations: Tourism New Zealand has 15 offices across the globe, including in the US, Europe, South America, Asia, Australia, and New Zealand.

Locations where people use the intranet:

Employees at all Tourism New Zealand locations use the intranet.

Annual revenue: N/A

THE INTRANET

Users: Approximately 180 people use the intranet. The user population is very diverse in terms of age, time at Tourism New Zealand, English proficiency, locations, role types, and usage types.

Mobile approach: Responsive web design

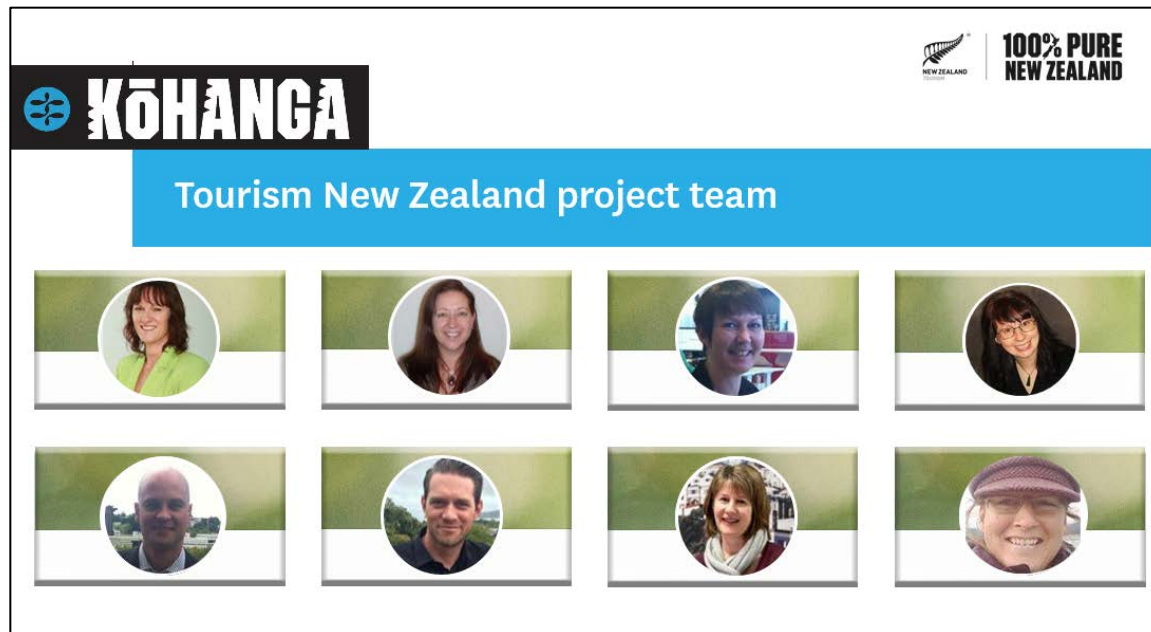
Technology platform: Office 365 (SharePoint online)

TEAM

Project team (internal): Deborah Gray, Project Owner; Sue Parcell, Project Sponsor; Irina Winsley, Project Lead; Brigid Kelly; Matt Moore; Alison Dorrington; David Brem; Christine Adair

Design team (external) Datacom: Katrina MacDonald, Project Manager; Matt Swain, SharePoint Practice Lead; Chris Zhang, SharePoint Architect; Bryan Nimo, Brand and Digital Designer; Trudy Evans, Content Strategist; Keshwal Prakash, Test Analyst

INTRANET TEAM



Team members shown here (left to right, top row): Sue Parcell, Deb Gray, Brighid Kelly, and Irina Winsley; (left to right, bottom row): Matt Moore, Dave Brem, Alison Dorrington, and Christine Adair.

HIGHLIGHTS ABOUT THIS WINNER

Faced with an aging intranet designed to support only desktop usage, the Tourism New Zealand (TNZ) intranet team set out to refresh the site and encourage collaboration and communication, regardless of employee location or device.

TNZ is headquartered in Auckland and made up of 180 people of diverse backgrounds working out of 15 offices across the globe. In just seven months, the team worked with Datacom to create Kōhanga, a new responsive site — built on Office 365 and SharePoint Online — to support users around the world.

- **Responsive design.** The new site uses responsive design to deliver content to all employees, regardless of device. The same information is available across all device types. The switch to responsive design also helped streamline ongoing site maintenance; this was essential, as only one full-time employee is allocated to manage and maintain the site.
- **Rewritten content.** Every piece of intranet content was catalogued and prioritized, and new content needs were identified. Content was evaluated based on age, relevance, quality, length, and usage, and decisions were made to keep, delete, or merge the information. All content was rewritten in plain language, which was particularly important for non-native English speakers. The content lead worked closely with content managers to encourage the use of shorter words and sentences and avoid acronyms and uncommon words.

- **Building excitement.** The team built excitement around the new site by including employees from around the organization throughout the development process; more than 25% of staff was ultimately involved. Team members created launch activities to encourage use, distributed a one-page introduction to the new site highlighting key features, and used regular staff newsletters to build anticipation via a launch countdown. On launch day, intranet champions and project team members throughout the organization presented the new site to staff.
- **Encouraging social participation.** A key goal for the site was to encourage storytelling in order to connect people. The team integrated Yammer throughout the site to encourage employees to share and interact. The prevalence of Yammer content showed employees the tool's importance. Executive team members were encouraged to share ideas and communicate via Yammer as well to lead by example.

Early on, some employees were hesitant about Yammer, as they did not understand its role on the site. People were overwhelmed, asking if they had to read every little thing that came across their feeds. The intranet team reassured them: of course not. Yammer is for "nice to know" information: conversations, polls, questions, competitions, and sharing photos and videos. Knowing that Yammer's fast-paced nature does not lend itself to having every item read, the team puts all "need to know" information in the homepage news carousel.

The team found that making this distinction between "nice to know" and "need to know" not only made people more confident in using the site, but it also made them more comfortable using Yammer to communicate. People no longer had to wonder if a piece of content was important enough to post — on Yammer, anything was OK.

Yammer had a soft launch with the organization's intranet champions a few weeks before the full site went live. The new tool went viral, with all staff members joining within a week. By the time the new intranet was live, rich conversational content was available in all Yammer feeds.

BACKGROUND

The old TNZ intranet was rapidly becoming irrelevant for the organization's users. It was inaccessible on mobile devices and outside the TNZ network. Intranet pages were too visually busy and hard to read, with too much text and scrolling. The result was that people were struggling to find information, and content managers were struggling to keep the content up-to-date. Some people did not even know there was an intranet.

The company needed a new intranet, but it also needed a new approach that would meet its staff member's mobile-first needs. The following business goals were outlined for the project:

- **Enable collaboration.** Create a collaborative environment that supports the organization's mission, vision, and values and supports knowledge-sharing across TNZ by connecting people across the organization, regardless of their location or device.
- **Create a hub.** Make the new intranet a single, intuitive point of access to TNZ tools, systems, and information.

These goals are not exactly the low-hanging fruit of the intranet space, and the team knew they would be difficult to achieve. "It takes many levels to win the game," says Irina Winsley, Information Manager. "We were starting this game from level one, developing a new intranet on the Office 365/SharePoint online platform. We've been using SharePoint for a number of years and therefore were familiar with the capabilities of this platform. However, this project was our first experience with developing a system in the cloud on the Office 365 platform."

The old intranet was designed in 2001, with only one revamp in 2005–2006. Much had changed since that redesign — TNZ's culture and work practices included. The organization now emphasizes staff storytelling, knowledge sharing, and collaboration, and none of this was reflected in the old intranet. Not surprisingly, many of the organization's offshore staff claimed they were not using the old intranet at all.

Although TNZ has only 160 or so full-time staff members, they are spread across many regions and time zones. The organization has 15 international offices, some of which are very small, with only one or two staff members. With an intranet that was not focused on mobile-enabled users, it was a challenge to connect and create business value for all the staff in all regions and offices on a single platform. Lacking the right tool, people were defaulting to the old standby of email and drowning under the weight of the *Reply All* ogre.

"With the redesign, we wanted our new intranet to provide a platform for Tourism New Zealand people to bridge physical location barriers, participate, find information, and hone their storytelling culture," says Deborah Gray, General Manager Corporate Affairs.



Image 1. Tourism New Zealand Intranet Old Homepage.
TourismNZ_01_OldIntranetHomepage.png

DESIGN REVIEW

Homepage

KōHANGA

What's happening | How do I | Who we are | Find people, places and things...

1 **TE AKA**

News and media releases

- Te Aka**
29 Sep 2016
1
- "My TNZ" - it's all about you**
28 Sep 2016
2
- Record numbers of visitors**
27 Sep 2016
3

Tell us your story, your thoughts, your inspiration!

Post your comments

2

All Company

These two in their number ones for the TIA awards in Auckland.
cc: **Soluxperience** and **dave and tony**

#Soluxperience

Show 1 previous reply

EF - 15 hours ago
We may need new talent for our premium shoot...?
1 LIKE 1 REPLY VIEW CONVERSATION

#soluxperience in reply to **EF** - 31 minutes ago
1 LIKE 1 REPLY VIEW CONVERSATION

Show 1 newer reply

Write a reply

3 **#TNZwhānau picture book**

Click here to add an image

4 **Reminders** Opportunities Media

- Australia Daylight Savings Begins 2nd October
- Sydney Office Closure
- Foreign vendor bank account requirements guide
- China offices closed from Oct 1st - 7th
- Finding where my PO's and Revisions are assigned to for approval.

OUR PEOPLE

Check it out

5 **Research insights**

Holiday stay days YE Aug 2016

Country	Stay days	% change
Australia	6,176,432	↑ 10.4%
China	2,612,320	↑ 31.2%
USA	2,475,152	↑ 13.1%
United Kingdom	2,559,584	↑ 10.8%
Germany	3,270,752	↑ 15%
Japan	673,272	↑ 22.3%
India	337,280	↑ 16.4%
Indonesia	126,880	↑ 16.1%
Brazil	104,656	↓ 16.5%
Canada	720,624	↑ 12.5%
France	1,079,392	↑ 13.8%
SEA Peninsula	1,031,888	↑ 24.9%
Korea	555,728	↑ 9.6%
Argentina	174,560	↑ 120.4%
Total	26,927,200	↑ 15.1%

7

Consumer site | Corporate site | Media Site | Visual Library
Travel Trade site | Business Events site | YouTube | Facebook | Instagram | Twitter | Google+

100% PURE NEW ZEALAND

Image 2. Tourism New Zealand Intranet Homepage with Yammer Feed.
TourismNZ_02_IntranetHomepageWithYammerFeed_live.png

Homepage Highlights

Visual design. The site has a clean, modern look, with plenty of white space balancing out the site's imagery and text. The site also uses colors consistently: pacific blue for banners and headers, fresh green for calls to action, and gray for navigation menus.

1. **Carousel.** The news carousel highlights important information. Although a variety of information is available via Yammer, the site's most important "need to know" information is conveyed in the carousel. Each item is summarized on the left side, letting visitors scan headlines and immediately access items of interest. Each item includes the date it was posted and the number of likes it has received. Corporate Affairs posts all corporate news and media releases, but anyone can post a comment.
2. **Yammer.** Yammer is integrated throughout the site, including on the homepage. Such a prominent placement reflects the tool's importance in the new site. This encourages people to communicate and share information. It also keeps content on the homepage and throughout the site new and dynamic.

The tool's heading prompts participation. The heading, *Tell us your story, your thoughts, your inspiration!*, is followed by the user's picture and a prompt to *post your comments*. The homepage view is the *All Company* Yammer feed, which includes all messages posted to groups the user belongs to, as well as posts to the *All Company* group. People can easily post, comment, or browse.

3. **Picture book.** The *#TNZwhanau picture book* offers a continuous stream of pictures of employees in action and acts as a quick visual snapshot of what's happening across TNZ. Any employee can post via desktop or mobile using a Yammer app. A clear call to *click here to add an image* encourages people to post and share pictures.

The feature, which was conceived as a way to offer the "week in pictures," has been very popular. The site is also reusing some of the images in other ways, such as accompanying news items. The team now has a huge repository of images of employees at work, and is thus well positioned to avoid using generic stock photography on the site.

4. **Reminders, Opportunities, and Media.** The homepage's right side includes a tabbed section to keep people informed about time-related information, such as *Reminders* about office closings or planned outages, as well as *Opportunities* and *Media* sections.
5. **Research insights.** The site's *Research insights* section presents information related to company-wide KPIs. One of these indicators is displayed on the homepage: Holiday visitors from key countries. Posting performance information on the homepage emphasizes the information's importance while also keeping all employees informed of status or changes.
6. **World clock and tools.** The navigation bar includes access to a world clock, featuring the current time in offices around the globe and quick access to tools people need for daily work. The tools include access to workspaces for internal and external collaboration. Teams, projects, and communities of practice have collaboration sites, and people can request one via a simple request process intended to avoid duplication and ensure all sites have well-defined goals. Quarterly audits ensure timely removal of redundant workspaces.

7. **Footer.** The page footer includes links to related external sites such as the *Consumer site* and *Corporate site*, as well as links to the organization's presence on social media.

Navigation

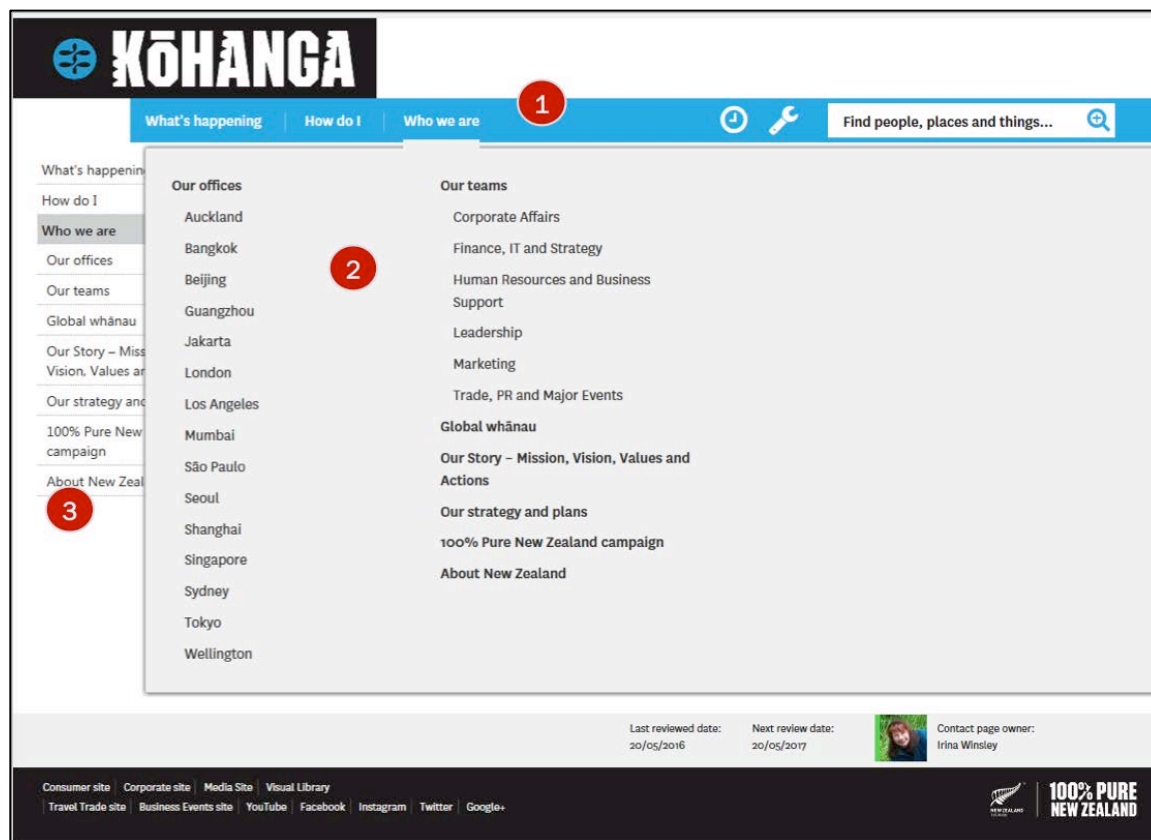


Image 3. Tourism New Zealand Intranet Megamenu.

TourismNZ_03_WhoWeAreSectionMegamenu_live.png

Navigation Highlights

1. **Main categories.** Site content is arranged under three main categories: *What's happening*, *How do I*, and *Who we are*. *What's happening* includes news, events calendar, media updates, presentations, and research; *How do I* includes procedural instructions for completing work-related tasks; and *Who we are* includes information about the organization.
2. **Megamenu.** The megamenu design gives people quick access to information. The menus are arranged with bold categories followed by indented subcategories to help people understand the hierarchical structure and find what they need. The team made sure to use plain language for all labels, avoiding unexplained abbreviations or meaningless jargon to make sections as clear as possible.
3. **Local navigation.** The side of the page displays the user's current location. The main section is highlighted with a gray background and bold text. Subsections are listed beneath, matching the order of the subsections in the megamenu.

Content Page

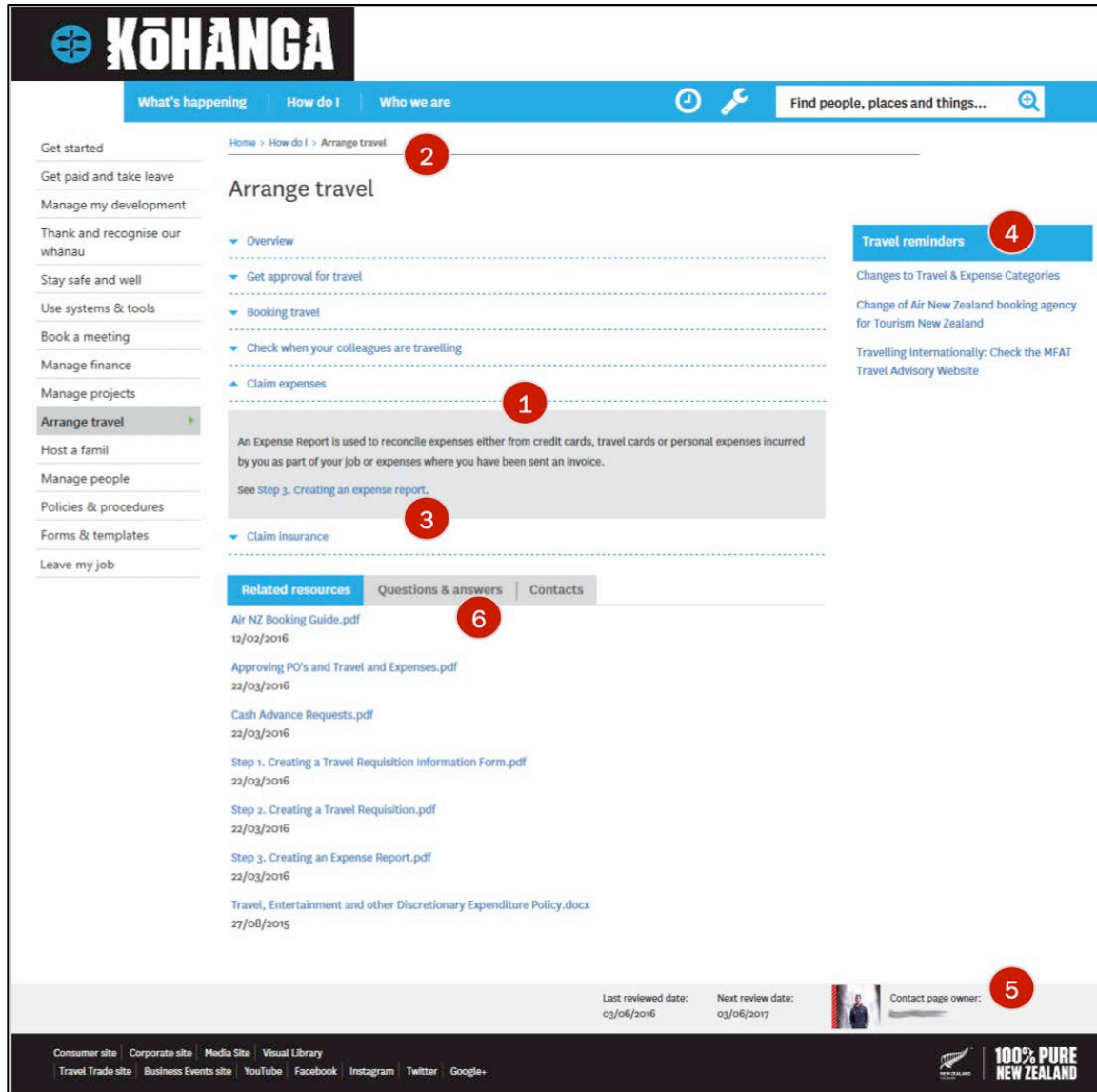


Image 4. Tourism New Zealand Intranet How Do I. This is an expanded view of the *How Do I* feature. *TourismNZ_04_HowDoIPageWithExpandedAccordion.png*

How do I Highlights

1. **Accordions.** Content pages use accordions where appropriate to categorize information. These act as a page-level table of contents, allowing people to quickly understand what's available on a page and easily choose content of interest. Accordions also translate well to a mobile experience, where a small amount of content can quickly turn into a very long mobile page. In all cases — but especially on mobile — using accordions reduces page length and speeds up information access.
2. **Breadcrumbs.** The top of the page provides navigational breadcrumbs so people can easily navigate to higher levels in the site structure. The links start from the homepage and indicate the section and subsection the user is visiting.
3. **In-text links.** Links within the body of the page lead visitors to relevant information. For instance, information about claiming expenses related to arranging travel link the user to the appropriate instructions.
4. **Reminders.** Timely reminders appear on the side of the page to keep people up-to-date about relevant changes. Reminders are tagged such that they are posted once, but display across any relevant pages. For instance, a reminder tagged with "finance" appears on both the homepage and the *Manage Finance* page.
5. **Page owner.** Page owner information appears at the bottom of each page. This includes the page content owner's picture and name so that employees can contact him or her with questions or comments. The name is color-coded to show the owner's real-time availability: gray = offline, green = available, yellow = away from desk, and red = busy/at a meeting. This functionality is provided by Microsoft Lync (now Skype for Business). This area also shows the date the information was last reviewed and the date the information is up for review; this helps people see how current the information is.
6. **Related information.** Pages in the *How do I* section include links to related resources, a section for questions and answers, and additional contact information.

Research Insights

[What's happening](#)
[How do I](#)
[Who we are](#)

What's happening

[News & media releases](#)
[Reminders](#)
[Opportunities](#)
[Media updates](#)
[Events calendar](#)
[Presentations](#)
[Research insights](#)

[How do I](#)
[Who we are](#)

Home > What's happening > Research Insights

Research insights

Please find below the latest key tourism statistics. Please talk to Bryce or Lucy for more information or visit:

- the [International Visitor Experience 2015 infographic](#) on the Corporate site
- the [research section of our corporate site](#) for our in-depth market research
- the [Key Tourism Statistics on the MBIE site](#)
- [Visulite](#) - an online portal to key tourism information covering New Zealand's main tourism markets
- [newzealand.com statistics](#) page for the latest newzealand.com analytics reports
- [Social media reports page](#) for the key information on the Tourism NZ social media channels

FY17 Segmentation Framework

Holiday arrivals YE Feb 2016

Total number and year-on-year comparison. Our goal in FY16: Growth by 3 per cent points outside peak travel periods (Sep-Nov, Mar-May).

Australia	526,688	↑ 8.6%
China	281,600	↑ 31%
USA	153,776	↑ 10.5%
United Kingdom	90,448	↑ 12.8%
Germany	66,128	↑ 15.3%
Japan	60,624	↑ 15.5%
India	22,704	↑ 23%
Indonesia	11,008	↑ 7.2%
Brazil	6,976	↓ 3.3%
Canada	29,776	↑ 13.3%
France	23,808	↑ 18.1%
SEA Peninsula	67,680	↑ 13.5%
Korea	49,328	↑ 27%
Latin America	17,296	↑ 17.5%
Total	1,614,304	↑ 14.3%

Holiday stay days YE Feb 2016

Total number and year-on-year comparison. Our goal in FY16: holiday stay days growth by 10%.

Australia	5,993,776	↑ 8%
China	2,382,992	↑ 37.9%
USA	2,149,360	↑ 11.2%
United Kingdom	2,457,024	↑ 7.1%
Germany	3,265,760	↑ 21.1%
Japan	585,936	↑ 1.9%
India	309,856	↑ 20.5%
Indonesia	105,840	↑ 2.9%
Brazil	117,152	↑ 4.5%
Canada	719,216	↑ 22%
France	1,075,920	↑ 17%
SEA Peninsula	925,344	↑ 17.1%
Korea, Republic of	523,152	↑ 10.2%
Latin America	341,600	↑ 16.4%
Total	25,747,664	↑ 13.7%

Active considerer preference 6MRA Dec 2015

Preference Score (people intending to travel to NZ) and % Point Change vs. Last Year

Australia (goal: 59-60)	61	↑ 4%
China (goal: 85-86)	87	↑ 3%
USA (goal: 63-68)	62	↓ 3%
UK (goal: 65)	74	↑ 4%
Germany (goal: 71)	69	↓ 4%
Japan (goal: 62)	67	↓ 3%

Holiday visitor mean expenditure YE Dec 2015

Total number and year-on-year comparison

Australia	\$2,526	↓ 2.6%
China	\$4,885	↑ 18.7%
USA	\$4,964	↑ 16.4%
UK	\$6,133	↑ 17.4%
Germany	\$6,114	↑ 6.6%
Japan	\$2,658	↓ 0.5%
Korea	\$2,308	↓ 14.7%
Canada	\$4,949	↑ 15.1%

Net promoter score YE Dec 2015

NPS Score and % Point Change on LY

Australia	83	↑ 1%
China	78	↑ 5%
USA	85	↑ 2%
UK	85	↑ 5%
Germany	79	↑ 3%
Japan	54	↓ 11%
Korea	72	↑ 1%
Canada	81	↑ 3%
SEA Peninsula	70	↑ 2%

[Consumer site](#)
[Corporate site](#)
[Media Site](#)
[Visual Library](#)

[Travel Trade site](#)
[Business Events site](#)
[YouTube](#)
[Facebook](#)
[Instagram](#)
[Twitter](#)
[Google+](#)

100% PURE NEW ZEALAND

Image 5. Tourism New Zealand Intranet Research Insights Page.

TourismNZ_05_ResearchInsightsPage_live.png

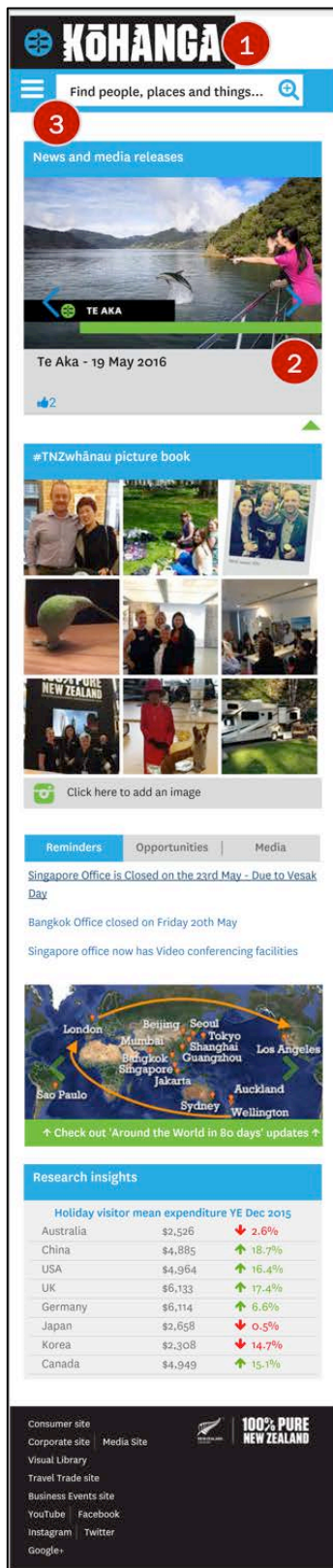
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Research Insights Highlights

1. **Research insights.** The *Research insights* page summarizes important performance information for the organization. For example, all employees have shared KPIs around big picture outcomes, and this information is shared on the *Research insights* page in the *What's happening* section.
2. **Links to additional content.** The page begins with a list of links to sources of key tourism-related statistics. Each source includes brief descriptive text to let users know what to expect behind each link.
3. **Performance summaries.** Each KPI is shown in tabular form, with a clear heading. Some include a summary of the KPI goal, such as "Our goal in FY16: Growth by 3 percent points outside peak travel periods (Sep–Nov, Mar–May)." Each table includes the relevant data and a performance indicator; improved performance is shown in green, with an arrow pointing up, while performance dips are in red, with an arrow pointing down.



Mobile

Image 6. Tourism New Zealand Intranet Mobile Homepage. *TourismNZ_06_HomepageMobile.png*

Mobile Highlights

1. **Mobile access.** The previous intranet was designed only for desktop use. Having mobile access is a new and essential feature for the travel-related organization. In fact, some frequently traveling employees did not even realize TNZ had an intranet. Now the site is available to all employees as they travel, attend conferences and events, or simply work outside the office. All intranet information is available across all devices.
2. **Prioritization.** Information is shuffled in mobile views so that the highest priority information appears first on the page. The news carousel appears at the top, followed by the picture book and *Reminders*. *Research insights* appears at the bottom of the homepage. The Yammer feed is hidden when the Kōhanga homepage is viewed on mobile devices, but people use Yammer via Yammer apps installed on their mobile devices.
3. **Navigation and search.** The top of the page includes a hamburger menu for navigation. The search box is open, with the prompt text to: *find people, places and things....*

Employee Profiles

The screenshot displays the user profile for Irina Winsley on the Tourism New Zealand Intranet. The interface is divided into several sections:

- Header:** Includes "Office 365" and "Delve" branding, along with a "100% PURE NEW ZEALAND" logo.
- Left Navigation:** Features a search bar and a menu with options like Home, Me, Favorites, and People.
- Profile Card (1):** Displays the user's name, title (Information Manager), contact information (+64 4 462 8023, Irina.Winsley@tnz.govt.nz), location (Wellington), and a link to their OneDrive.
- About Section:** Provides a brief biography: "I joined Tourism New Zealand's Wellington office in August 2005. My role involves managing Kohanga (our intranet), Kete (our Electronic Document Management System) and library. I g...". It also lists skills: Russian Language, photoshop, image editing, video editing, SharePoint.
- Organization Chart (2):** Shows the user's position within the Corporate Affairs Team, reporting to the General Manager.
- Blog (3):** Displays a post titled "Looking for your old blog? Go here".
- Recent Documents (4):** A grid showing documents accessed recently, including "Participant Information F...", "IT Industry Diary", "Weekly issues wrap and...", and "Contracts Register Guide".
- People Working On:** A section titled "Click a person to see what they're working on" showing avatars of colleagues.
- Discover Documents:** A section titled "Discover documents from people around you" showing documents from other users, such as "ADP Group Project FINAL...", "Risk Assessment and Safe...", "Weekly issues wrap and...", and "Inside Tourism 1069 - 14...".

Image 7. Tourism New Zealand Intranet User Profile.
TourismNZ_07_UserProfilePage_live.png

Employee Profile Highlights

1. **Contact information.** Employee profiles provide an employee picture, title, and essential contact information on the left side of the page. Employees can also add an *About* section and information about their skills.
2. **Organizational chart.** An organizational chart appears below the employee details, showing the organization's reporting structure and the employee's place within it.
3. **Blog.** If an employee has a blog, it is available through the employee profile.
4. **Documents and discovery.** The rest of the page displays documents and contacts. The top displays the user's recent documents. Other viewers can see only the documents they have access to. Connections are then listed to provide one-click access to another employee's information. The final section includes links to documents that others are working on, again based on user permissions. This information, part of Office 365's Delve feature, makes the standard employee profile more robust and enables additional knowledge sharing and discovery.

DESIGN PROCESS AND USABILITY WORK

Taking a Multi-Pronged Approach

The project team took a multi-pronged approach to starting the planning and design activities for the new intranet. First, it conducted a series of interactive and collaborative workshops to clarify the requirements. It then developed technical and functional specifications, established the governance framework, developed the content strategy, and created design mock-ups.

Refining the content, navigation, and IA required many online card-sorting and tree-testing exercises, which included participants from different teams, offices, and regions. The team used wireframes as functional prototypes for design, communication, and usability testing, which helped everyone understand what the intranet needed to look like before the team expended considerable time and effort on actual development. Wireframes also helped the team consider various design options before committing resources to a specific design direction.

The design team also used technology to help it deliver the new intranet in a shortened timeframe. This technology included a responsive design approach and Datacom's Social Intranet Accelerator, which delivered mobile-friendly page layouts. Custom SharePoint web parts included in the accelerator package provided the most-requested pieces of functionality on a corporate intranet site, including a news carousel, megamenu, instant search, accordion, and tabbed web parts.

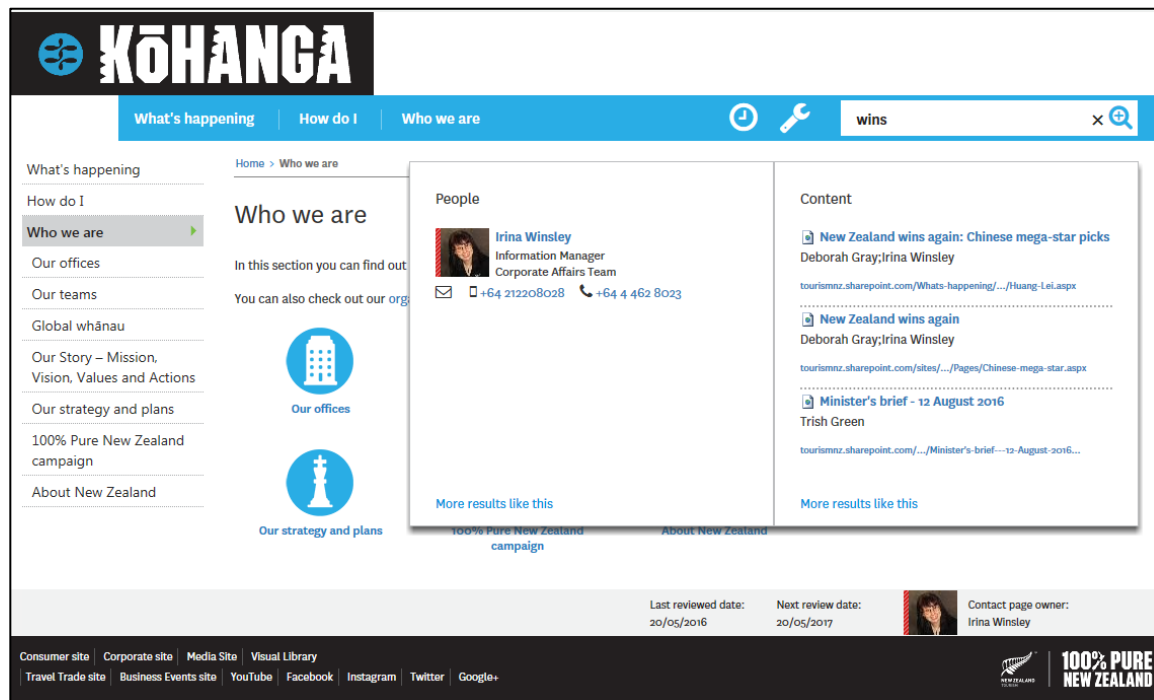


Image 8. Tourism New Zealand Intranet Search. Instant search with type-ahead functionality helps people quickly find the results they need on the TNZ intranet. When users search for a name, the top three people matches are displayed with a name, image, job title, and contact details, along with a link to the full people search. When users search for content, the top three content matches are displayed in instant search, along with a link to the full content search.

TourismNZ_08_InstantSearch_live.png

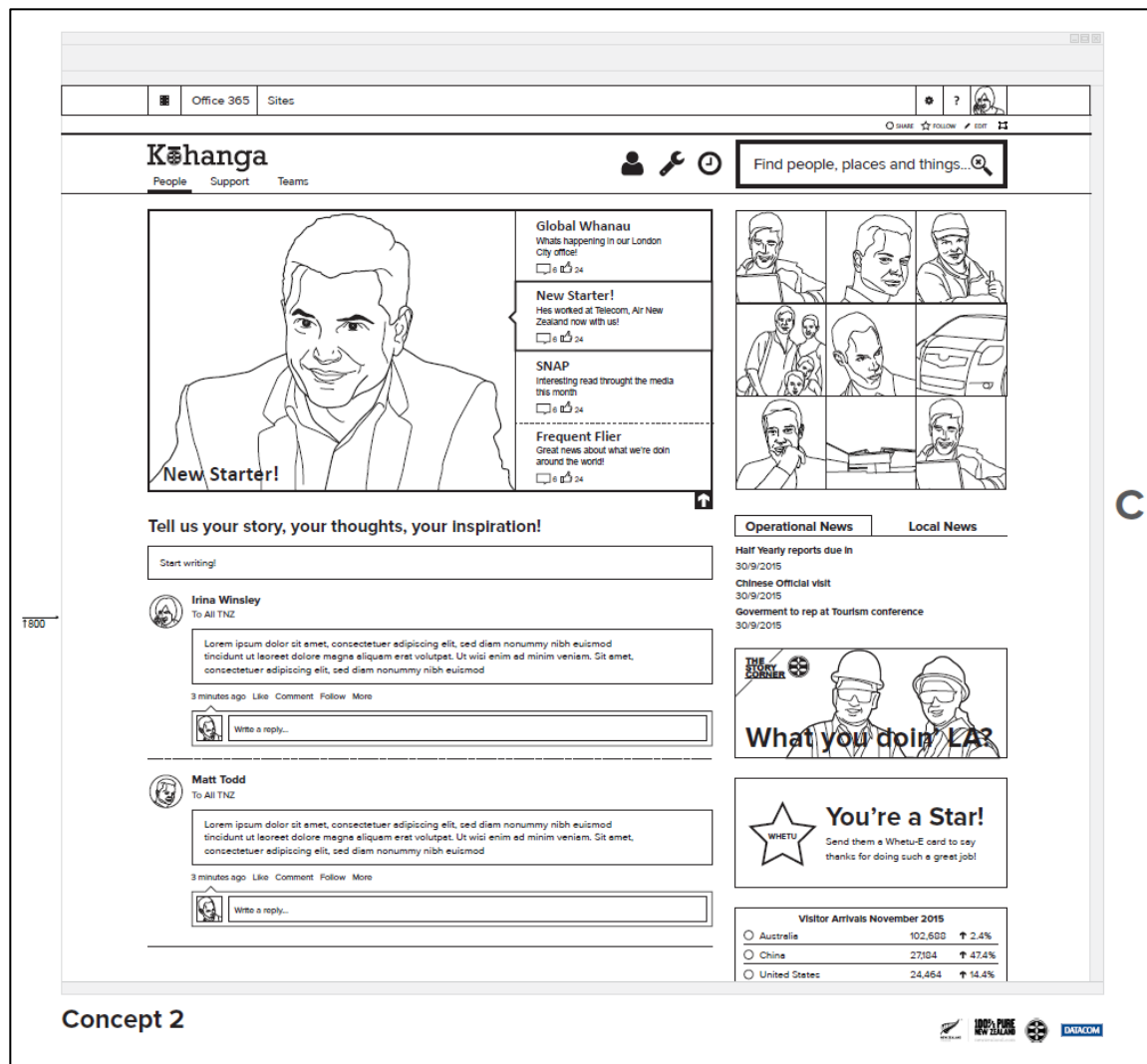


Image 9. Tourism New Zealand Intranet Wireframe. This wireframe shows one of the many iterations the team designed to achieve the final design and functionality. The team used wireframes such as this as functional prototypes for design, communication, and usability testing. The wireframes also helped everyone involved in the project understand what the intranet needed to look like before the team expended considerable time and effort on actual development. Using wireframes, the team could consider various design options before committing resources to a specific design direction. *TourismNZ_09_Wireframes.png*

Ensuring Effective IA

The team simplified the navigation structure and tested it thoroughly with employees, using card-sort and tree-jack exercises to ensure they would not get lost or be confused on the new intranet. Team members also gave people other tools to help them easily find their way around at all times. These tools include using plain language for all labels, section, and page names, and allowing access to all site pages from the megamenu. Breadcrumb navigation is also provided on all pages.

Before the team built all these design tools to help people, it first spent considerable time behind the scenes, cataloging and organizing site content. It then tested the results with card-sorting tools. A group of intranet champions from different regions also helped the team get input from the wide cross section of people involved in the navigation structure testing.

Adoption and Buy-in

This TNZ team made many great decisions to ensure that the new intranet would be a successful tool that people cared about — but getting buy-in right means getting the right people involved in the project from the start. The TNZ team recruited nine people from different teams and offices around the organization to participate in the redevelopment project team. These key people included the General Manager for Corporate Affairs, the General Manager of Finance and IT, and the General Manager of HR.

Thus, the team not only drew from a wide swath of company stakeholders to ensure success, it also put the right people in front of the project, making sure HR, Communications, Finance, and IT were driving the project agenda. Involving these key stakeholders and including them in the decision-making process from day one helped ensure a successful outcome. Further, participation was not just a top-down affair; more than 25% of all TNZ staff were involved in the intranet redevelopment project as project team members, intranet champions, or content managers. The champions in particular proved pivotal from beginning to end.

“We had a fantastic team of intranet champions,” says Winsley. “This team was brought together early on, well before any actual work was done, long before we had a supplier in place. Initially, our champions gathered feedback from the entire organization on what the new intranet needed to look like. Then they helped us with running the naming competition.”

They also helped test the look and feel and page load speed in different offices, and were heavily involved in intranet launch activities.

The core principle of the organization’s user adoption strategy was to involve all staff in discovering how Kōhanga can support their everyday business needs, improve communication, facilitate collaboration, and encourage continuous organizational improvement. The team employed a number of tactics to achieve those goals, including the following:

- Developed and circulated a one-page outline of the new intranet’s key features
- Made presentations to the Executive Leadership Team

- Created Yammer groups for content managers, intranet champions, and project team members
- Provided regular updates and a launch countdown in staff newsletters
- Enlisted intranet champions and project team members to present the new intranet to all staff in all offices on launch day
- Provided training and support for all users
- Posted regular tips on how to use Yammer and the new intranet
- Created a series of brief video tutorials for users
- Conducted quick polls posted on Yammer
- Created fun challenges aimed at getting people excited about the site

WORKING WITH OUTSIDE AGENCIES	
Agency	Project Role
Datacom IT company that designs, builds, and runs IT systems and process for businesses	<ul style="list-style-type: none"> • Developed technical and functional specifications • Conducted navigation structure testing: card-sorting and tree-testing exercises • Provided visual design • Developed governance framework • Assisted with the content strategy development • Developed the new intranet on the Office 365/SharePoint online platform

GOVERNANCE

The Corporate Affairs team is the overall owner of the TNZ intranet. Because this team is responsible for TNZ's internal and external communications, it is very well equipped to be the driving force behind the intranet. The team is comprised of a good mix of communications skills and technical, business, usability, and IA knowledge — all of which are essential for driving the intranet forward. However, the intranet is more than just a communications platform. So, to ensure the intranet's ongoing value as a key internal business tool, the organization's intranet governance group also includes representatives from the HR, IT, and Digital teams.

Three Corporate Affairs team members also played key roles on the intranet development project team: the business owner, the project lead, and the communications/user adoption lead.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Intranet Sponsor	<ul style="list-style-type: none"> • Ensure the intranet's success • Ensure that the intranet's required resources are secured, including resources for go-live and ongoing value maintenance
Intranet Owner	<ul style="list-style-type: none"> • Ensure the integrity of the intranet's information • Lead the intranet strategy for the organization • Manage overall intranet operations
Intranet Redevelopment Project Lead/Governance Group Chair	<ul style="list-style-type: none"> • Lead the intranet development project • Lead the Governance group
Intranet Development Project Team	<ul style="list-style-type: none"> • Ensure the smooth and successful execution of the intranet development project
Governance Group	<ul style="list-style-type: none"> • Champion the benefits of the governance principles • Encourage adoption of agreed-on practices • Assess, arbitrate, or escalate all on-going technology and content management issues • Recommend education and training to support the intranet's continued success • Continuously review and improve the governance framework • Review the content owner list to ensure all areas of the intranet are managed in line with the Governance Framework • Evaluate the intranet's ongoing success • Report performance, findings, and recommendations to the Intranet Owner
The Intranet Manager (Irina Winsley, Information Manager)	<ul style="list-style-type: none"> • Lead/chair the Governance Group • Manage the intranet's technical aspects (including new site creation, term stores, site navigation, and so on) • Work with other areas of the Technology team to resolve incidents and problems • Provide technical information and guidance to the Internal Communications & User

	<p>Adoption Lead and Site Owners</p> <ul style="list-style-type: none"> • Provide training to all content managers and project site owners • Create project sites • Maintain project site templates • Close project sites that are no longer required • Prepare monthly analytical reports
Internal Communications & User Adoption Lead	<ul style="list-style-type: none"> • Manage homepage content • Ensure that CE content is regularly posted and that CE posts responses to comments • Work with the Intranet Manager, Content Managers, and HR team to plan for and support the user adoption process • Produce and update the intranet style guidelines (tone of voice, etc.) as required • Produce training for content managers on writing for the web and provide ongoing coaching and support
Content managers	<ul style="list-style-type: none"> • Create, review, and maintain content to ensure it is relevant and timely, following best practices for writing for an online audience
Corporate Affairs team	<ul style="list-style-type: none"> • Generate corporate (official) news and targeted content displayed in the news and media releases carousel on the intranet homepage • Generate the media wraps and issues register displayed under the <i>Media</i> tab on the homepage
Project Collaboration Sites owners	<ul style="list-style-type: none"> • Ensure their sites support users within their project team • Ensure the sites meet both the minimum content standards laid out in the Governance Framework and any additional site-specific requirements (such as specific business requirements)

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	https://tourismnz.sharepoint.com/
Default Status	The intranet is set as each user's homepage. People can't change this setting.
Remote Access	The intranet can be accessed remotely on any device; the Corporate LAN is not required.

TIMELINE

PROJECT MILESTONES	
Item	Status
2001	<ul style="list-style-type: none">Developed the first company intranet on the Shado platform
2005–2006	<ul style="list-style-type: none">Redesigned the intranet on the Shado platform
July 2014	<ul style="list-style-type: none">Set up a project team for the intranet redevelopment project
December 2014	<ul style="list-style-type: none">Supplier (Datacom) selected for the intranet redevelopment project
January 2015	<ul style="list-style-type: none">Began working on developing the new intranet on the SharePoint Online (Office 365) platform
July 2015	<ul style="list-style-type: none">Launched the new intranet on the SharePoint Online (Office 365) platform
Overall redesign timeframe: 7 months (January–July 2015)	

CONTENT AND CONTENT CONTRIBUTORS

Conducting a Content Redesign

For intranet content to be easily consumed by the largest number of people, you must ensure that the content is great — that is, useful, well written, and easy to find. None of that is achieved without effort and planning.

As part of the intranet redesign project, all of the new TNZ intranet's content was rewritten in plain language to make it easily accessible to all of the company's users, particularly those who speak English as their second language. This meant using shorter words and sentences, and avoiding acronyms and uncommon words. The content team lead worked closely with all of the content managers to make sure these guidelines were followed. Plain language is particularly important for an organization such as TNZ, due to the global nature

of its business. “It helps our people to move efficiently through a flow of information to complete their intranet tasks,” says Gray.

The key to successful content management long term is to never leave well enough alone; each year, TNZ conducts a comprehensive content audit to review and update all intranet content. The intranet manager and content lead are in charge of these annual audits.

Culling Content

One of the critical pieces of creating great new content is to take a deep dive into the old content before porting it over to the new site. The TNZ team conducted a full audit of the existing intranet content (all pages and documents) and captured its findings in the “Master Content Migration” document. All content was then reviewed and prioritized by the content owners. Content evaluation criteria included content age, relevance, quality, length, and usage; all of these factors were used to make decisions regarding which content to keep, leave, or merge in each topic area.

The intranet team provided a template for content managers so that they could codify the new content that would be required on the new intranet. That template contains fields for key information (including meta data) and also includes brief editorial guidelines.

Good Content Requires a Big Effort

Many content managers were involved in producing the new intranet’s high-quality content. The intranet team provided all content managers with training on writing best practices and how to upload content. The team held content loading parties to facilitate the uploading process. At these events, technical team leads were available to assist content managers as they uploaded files.

CONTRIBUTION AND OVERSIGHT An Inclusive Content Model	
Contributors	<ul style="list-style-type: none"> • All TNZ staff can post reminders on the intranet homepage, participate in Yammer groups, post messages on Yammer, and post photos on the #TNZwhanau picture book. No approvals or reviewers are needed for this user-generated content. Self-help video tutorials on using Yammer are available to all employees. • The Corporate Affairs team is responsible for delivering corporate content (corporate news and media releases), but all users can post comments on the news items.
Maintaining Quality	<ul style="list-style-type: none"> • Content managers are given a standard set of templates and styles that ensure consistency across the intranet. The intranet manager and content lead are available to provide training and ongoing support to all content managers to ensure their content is regularly updated, on brand, user friendly, and written in plain language.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	<ul style="list-style-type: none">Office 365/SharePoint Online
Bug Tracking/Quality Assurance	<ul style="list-style-type: none">JIRA
Design Tools	<ul style="list-style-type: none">Adobe Creative SuiteSharePoint designer, Visual Studio
Site Building Tools	<ul style="list-style-type: none">SharePoint designer, PowerShell for SharePoint
Content Management Tools	<ul style="list-style-type: none">Office 365/SharePoint Online
Search	<ul style="list-style-type: none">SharePoint Enterprise Search for Office 365
Other Functions	<ul style="list-style-type: none">YammerThe API of Time and Date service is used to provide real-time world clocks for all TNZ offices

ROI

Determining Ways to Measure Success

The TNZ team outlined several clear, specific, and measurable metrics to help define the tangible improvements the organization has realized from its efforts with the new intranet. These measures are being regularly reviewed and refined, but currently include the following:

- **Staff feedback** via an annual engagement survey, annual internal communications survey, and anecdotal feedback
- **Kōhanga statistics**, including the number of unique visitors per day, corporate news item views, and volume of user generated content and likes
- **Yammer statistics**, including the number of active users and the number of posts, likes, and reads

Improvement Measured via Survey Results

The annual internal communication survey measures the intranet's effectiveness as an internal communication channel. The team gathered baseline data in February 2015, six months before the new intranet launched. It then conducted a follow-up survey in February 2016 to track progress toward the intranet's established improvement targets. The results showed a good uptick in intranet usage, with 80% of respondents using the new intranet at least every couple of days. The overall internal communications rating also improved, with 85% of respondents rating internal communications as excellent or very good overall.

Following are some of the survey comments:

5. "The internal communications has improved a lot, and Kōhanga stores a lot of useful information and is easy to navigate."
6. "Kōhanga is fantastic!"
7. "One of the best intranets I've used."
8. "I've never worked for an organization that keeps stuff so well informed."

BEST PRACTICES

TNZ team members share some of the best practices they've learned through the redesign process:

- **Be strategic about change management.** "Change management is a crucial part of the intranet development project. A strategic approach to change management is important for making sure all users are informed about the project and are involved from the earliest stages whenever possible." (Deborah Gray)
- **Governance is what keeps the new intranet running smoothly.** "A good governance framework is the key for ongoing intranet maintenance and future growth. It enables the decision-making and planning processes for the intranet, provides support for the intranet team, and assists with the smooth running of the intranet." (Sue Parcell)
- **Get people involved and keep them involved.** "Incorporate all staff throughout the process to get a better understanding of your users and their needs, as well as help all staff to be a part of the process, part of the change." (Brighid Kelly)
- **Keep it simple.** "Keep it simple. Simplicity and fun are key to user adoption." (Matt Moore)
- **Use photos to your advantage.** "Pictures are worth more than thousands of words. Use them effectively." (Irina Winsley)
- **Plan for mobile first, but don't stop there.** "For internal users, think mobile-first, but not mobile only. Today people use many different devices to handle daily business processes. Start with mobile first by placing mobile devices at the heart of the design and development strategy, and then grow outward to a desktop-friendly version." (David Brem)

Anthem, Inc. (2019)

OVERVIEW

COMPANY

Anthem is working to transform health care with trusted and caring solutions. The company's health plan companies deliver quality products and services that give their members access to the care they need. With over 73 million people served by its affiliated companies, including nearly 40 million within its family of health plans, Anthem is one of the nation's leading health benefits companies.

Headquarters: Indianapolis, IN, US

Company locations: All across the US

Locations where people use the intranet:
Employees at all Anthem locations use the intranet.

Annual revenue: Approximately \$90 billion USD in 2017

THE INTRANET

Users: All Anthem associates and the majority of the company's contractors use the company's intranet, Pulse, on a daily basis. Anthem's intranet is designed to provide users with an experience that aids both in daily tasks and personal needs through its advanced SSO HR portal. The intranet is used for both internal and external customer service needs and was designed as a one-stop-shop.

Mobile approach: Responsive web design

Technology platform: Oracle WebCenter Suite 12c

TEAM

Leadership: Peter Lobred, Staff VP Enterprise Communications; Ramesh Aki, Director II Technology; Mike Berry, VP HR Service and Solutions; Sanjeeva Kodimala, Director I Technology; Christian Jansen, Director Corporate Communications; Brendan McGarret, Manager II Technology.

Design and development: Amanda Aszman, Corp. Comm. Specialist Sr.; Andre McMillan, Software Architect; Anthony Francisco, Developer Advisor; Arlen Vargas, UX/UI Designer Lead; Barbara Howrey, Systems Analyst Sr.; Brian King, Developer Advisor; Calvin Grier, Security Analyst Sr.; Cole Smith, Systems Analyst; Daniel Smith, Scrum Master; Devi Shailender, UX Designer; Dinesh Bandari, Developer Sr.; Doug Glaze, Developer Advisor; Emily Gosselin, Initiative Project Leader; Harsha Kakumanu, Developer I; Jenn Minder, Staff VP, Communications; Joe Moro, Developer Advisor; Kamalakar Peta, Developer; Leslie Williams, QA Lead; Mary Katherine Lane, Systems Analyst Sr. Advisor; Prashant Baliyan, Content Developer; Raja Raja Chozhan Velayutham, Developer; Rajani Saini, Systems Analyst; Rajvi Jariwala, Developer Advisor; Raviknth Kolagatla, Front-End Developer; Shiva Ram Krishna Pandla, QA Analyst; Sourav Mohapatra, QA Analyst; Srikanth Narala, Front-End Developer; Subhashree Mishra, QA Analyst; Suresh Loganathan, Developer Lead; Tim Schluttenhofer, Scrum Master; Veera Vantipalli, Developer; Vengadessane Sittanandam, Performance Analyst; Vikas Reddy Yelguru, Developer; Whitney Kelso, Administrative Assistant II.

INTRANET TEAM



Team members shown here (top row, left to right): Peter Lobred, Ramesh Aki, Mike Berry, Sanjeeva Kodimala, Christian Jansen, Brendan McGarret; (second row, left to right): Amanda Aszman, Andre McMillan, Anthony Francisco, Arlen Vargas, Barbara Howrey, Brian King, Calvin Grier; (third row, left to right): Cole Smith, Daniel Smith, Devi Shailender, Dinesh Bandari, Doug Glaze, Emily Gosselin, Harsha Kakumanu; (fourth row, left to right): Jennifer Minder, Joe Moro, Kamalakar Peta, Leslie Williams, Mary Katherine Lane, Prashant Baliyan, Raja Raja Chozhan Velayutham; (fifth row, left to right): Rajani Saini, Rajvi Jariwala, Raviknth Kolagatla, Shiva Ram Krishna Pandla, Sourav Mohapatra, Srikanth Narala, Subhashree Mishra; (bottom row, left to right): Suresh Loganathan, Tim Schluttenhofer, Veera Vantipalli, Vengadessane Sittanandam, Vikas Reddy Yelguru, Whitney Kelso.

HIGHLIGHTS ABOUT THIS WINNER

The team behind Anthem's Pulse intranet described its three goals for the intranet's design as: 1) connect, 2) inform, and 3) continually improve the UX. Without question, the team achieved all three goals with flying colors. The intranet gives an inordinate yet manageable amount of information about HR, the company, and individuals. In addition, its collaboration features make it commonplace for individuals to work together. Finally, the UI iteration history and the team's future plans promise that the design will continue to evolve and make the UX even better.

- **HR:** It's not surprising that a health insurance company would have a good HR section on its own intranet, but Anthem's is still unexpectedly impressive. Pulse's comprehensive *Human Resource* section makes it possible for users to discover and find valuable tools, benefits, and content that can improve their work and personal lives. Personalized benefits information and self-service options put employees in control and give them clear options to improve their well being. Performance-improvement and other educational content demonstrate that the organization is highly invested in its employees.
- **Personalized and customizable:** Applications, news, and a helpful dashboard are among the areas tailored to each employee. This declutters the intranet and pushes only the right content to the individual.
- **Brand and logo:** Not every intranet has a name, and many lack their own logo. Pulse, however, has both. Together, they help make the intranet both an easily recognized and referenced tool and a force in its own right.
- **Comforting color palette:** Light blue, royal blue, and grey make a pleasant palette for pages, while punches of orange make buttons and other elements visible. By subtly working in Anthem's traditional healthy brand color palette and adding a dash of flare, Pulse stands out without calling undue attention to the design.
- **Dashboard to apps, favorites, and more:** The dashboard feature includes icons that link to key apps—some of which are personalized to the user, such as the corporate calendar—and to the user's customized apps list and favorites. This always-available dashboard appears near the site's global navigation.
- **Communities:** Communities let any employee create a space to communicate information about a topic or project. Communities include an overview, key resources, events, and blogs. Pulse communities are separated into three categories: *State Communities* include associates located in a specific state; *Communities of Interest* let any associate create a customized community; and *Business Communities* directly relate to the Anthem business.
- **Robust people search:** On any page, the *People Finder* lets users easily search for colleagues using either simple or elaborate queries, and then see thorough results within moments.
- **Rich employee profile:** The employee profile houses a large amount of information about each employee. This helps employees get to know one another and work together. The profile area also lets users create and manage their lists of important applications and bookmarks.

- **Reporting issues:** Pulse includes a section that lets employees know that it's okay—and even encouraged—to report issues they notice on anything related to ethics, finance, fraud, or security. A tool consolidates possible issues and links to descriptions to help identify issues and methods to report them. This shows that Anthem wants employees to speak up, and that their voices matter.

BACKGROUND

In 2016, Anthem embarked on a project to create a new, customized intranet that would not only inform and educate users through communication technologies, but also aid in their day-to-day tasks. As a company in the health care industry, it has numerous customers who rely on accurate information on a minute-to-minute basis. Anthem therefore required a best-in-class system that would empower its internal associates to serve customers with great care, accuracy, and commitment. Prior to Pulse, Anthem used an intranet called WorkNet, which had become outdated and cumbersome. Anthem needed a new solution that would serve its current needs as well as provide a foundation for its needs for many years to come.

As with any project, the new Anthem intranet came with its own set of obstacles, but none that proved too difficult for the team to overcome. A dedicated and diversified team of Anthem associates from several enterprise areas set out on a multifaceted mission to create a best-in-class intranet experience for each and every user.

Starting small was the name of the game when the idea for the new intranet—Pulse—first came to be. The Anthem team knew it had to aim high, but it also knew that taking on too much would surely mean delays and unavoidable mishaps so it kept even the team size intentionally small. This small but mighty group soon adopted the adage: *No idea is a bad idea*.

Anthem has many different business areas with needs that deserve attention and consideration, so the Pulse team was comprised of diverse individuals representing each of the functional areas. One of the team's first tasks was to brainstorm project objectives, which it did through a series of sessions. Because the intranet had not been updated for more than 10 years, identifying needed changes was rather easy. The question was: *Which changes were of the highest priority?* And, as a follow-on: *Which approach would be best to implement those changes?* The team clearly had enormous opportunity and potential for success, but to achieve it, a strategic and methodical approach was needed. The team could not rely solely on the input of its members—especially within such a large organization—so a Pulse Ambassador Committee was formed made up of volunteer associates from across the company to aid in specific tasks, including surveys, focus groups, and early adoption testing. As the project progressed, the Ambassador Committee, along with the Pulse Steering Committee, proved invaluable in validating appropriate solutions and processes.

The Anthem team used an Agile approach throughout the entire Pulse creation process, and continues to use it today as the site evolves. Agile lets the team pivot quickly without being too disruptive. During primary development, regular backlog grooming sessions and daily Scrum calls helped keep the team on task, connected, and engaged. And, in an effort to continue to listen to Pulse users post launch an internal suggestion box was set up. Feedback received through this mailbox has helped the team identify what users like, don't like, and find most relevant. The team has also been able to keep a running list of suggested features that may be added to the site as it evolves. The team has found that being open to suggestions from the user base is extremely important and valuable.



Pictured: Anthem Previous Intranet Homepage. The homepage of WorkNet, Anthem's previous intranet.

DESIGN REVIEW

Homepage



Pictured: Anthem's New Pulse Intranet Homepage. News, access to tools, and a lovely color palette make the new Anthem intranet homepage supportive and pleasant.

Homepage, Highlights

The Anthem intranet homepage offers personalized news and a customizable apps list so users can easily see what's important and access what they need each day.

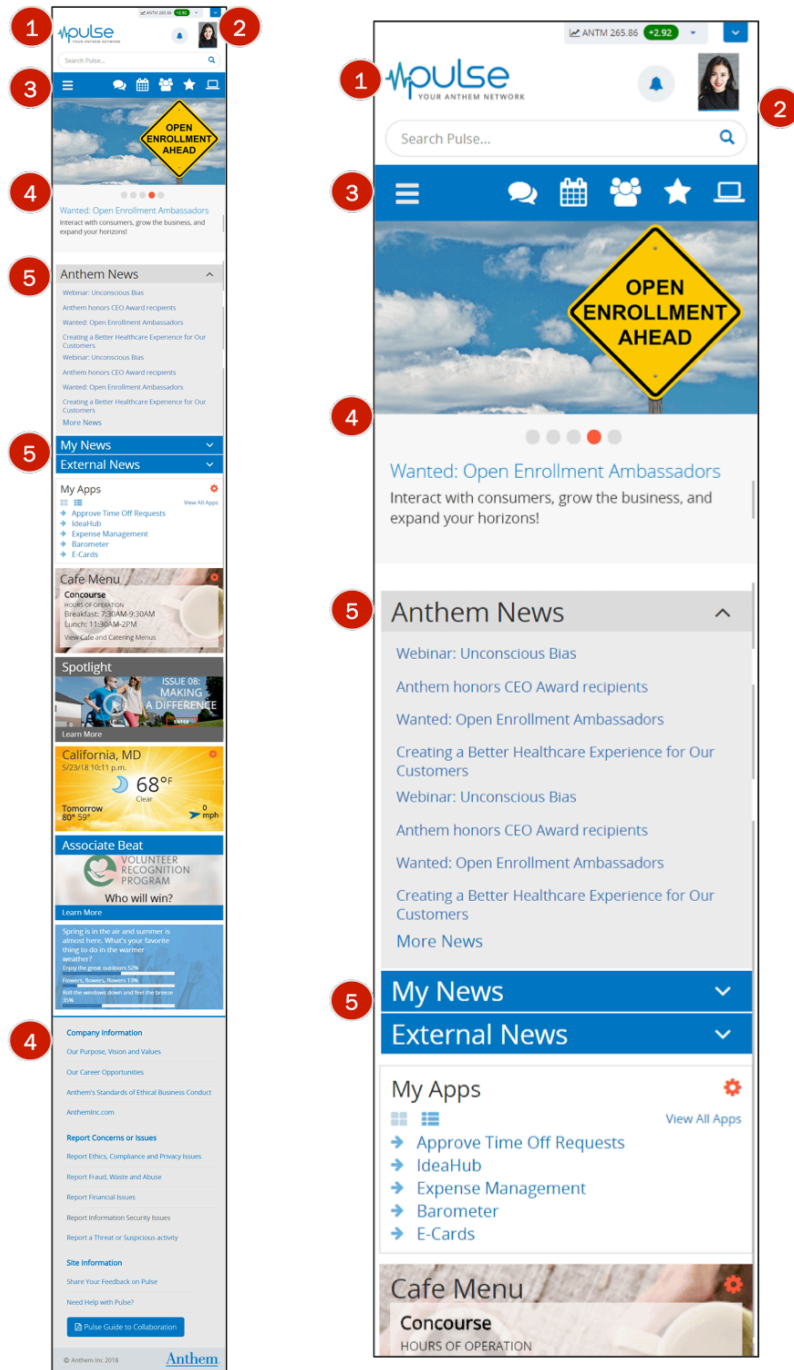
You can't help but notice the intranet's color palette—light blue, royal blue, grey, and black—along with judiciously used punches of color (such as green for an elevated stock price). The palette creates a calm vibe and supports the content without taking attention away from it.

To ensure that everyone can find the intranet easily, all Anthem associates have Pulse set as the homepage in their web browser, and a shortcut icon to Pulse is on their computer's desktop.

1. **Logo:** The name of the intranet, *Pulse*, is embedded in the intranet's logo, along with the tagline: *Your Anthem Network*. This immediately tells users where they are and what the tool is for.
2. **Utility navigation:** The far upper right houses a few tools, including stock price, *Site Tips*, site search, an alerts icon, and the logged-in user's photo. These are items employees might need at any time and appear on each Pulse page. Also, search and login appear in the upper right of pages, where users expect to see them.
3. **Global navigation:** A narrow global navigation structure puts forth just four top-level navigation links: *Collaborate*, *Human Resources*, *Our Company*, and *Tools & Resources*. Because the labels are distinct, it is easy for users to scan the links and make a selection. Further, the blue text pops on the white background, making it easy to see. Breadcrumbs in the upper left of pages help users see where in the IA they are.
4. **Dashboard icons:** Each user has a personalized, customizable dashboard with apps, favorites, and more. Icons appear to the right of the global navigation menu; because these icons lead to commonly used and highly important Pulse sections, they are always available.
5. **Carousel:** The five most important articles rotate in the carousel at the top of the homepage. The title, a short summary, and an image help engage employees.
6. **News:** A tabbed news section below the carousel separates the news into three different categories: 1) *Anthem News* focuses on the enterprise, including HR, tools and resources, and general company news. 2) *My News* is personalized news related to user's community, groups, and so on. 3) *External News* focuses on public media mentions of Anthem. The labels for each news type are clear and their tabs are visible, with the selected one changing from grey to blue. This is a highly successful interface element. Including both the news carousel and a tabbed news section on the homepage make the news highly visible. In fact, these UI elements increased Anthem's internal news engagement by 256%.
7. **Applications:** The homepage's *My Apps* section appears below the carousel. Here, without clicking or hovering, users can immediately see their list of apps. The small icons in the upper left of the apps section let users show the apps as a list or as large icons. The orange gear icon lets them edit their apps list. Finally, the *View All Apps* link leads to a list of all applications available to them. This area makes it a breeze for employees to find and access their common tools.
8. **Cafeteria menu:** It is not surprising that the cafeteria menu is an important feature for intranet users. After all, don't most of us want to know where our next meal is coming from, and what that meal will be? The *Café Menu* section lists the hours of operation and a link to the menu for the café and catering. A happy belly helps make a happy employee.
9. **Promoted content and polls:** Sections for current initiatives and polls appear in the same row below the news. Users look here to see interesting and sometimes fun elements, and to see their colleagues' answers to the current poll.
10. **Weather:** Health-conscious health-insurance employees can get a glimpse of the weather outside just by looking at the Pulse homepage. Anyone who wants to go out for a dose of vitamin D or an adrenalin-pumping bicycle ride can see the weather outside in the weather section. The background image illustrates current conditions, such as showing clouds or a sun.

11.Fat footer: The footer at the bottom of the page is delineated by a blue line and a background grey that is slighter darker than that of the homepage. The text for the three columns headings is darker than the rest of the links, making it easy for employees to scan the main topics. The footer includes company information, methods for reporting concerns, help contacts for the intranet and its collaboration tool, and a link to share feedback. The footer appears on every page since these are important links, but not ones that people need to see in the global navigation or above the fold.

Home, Mobile



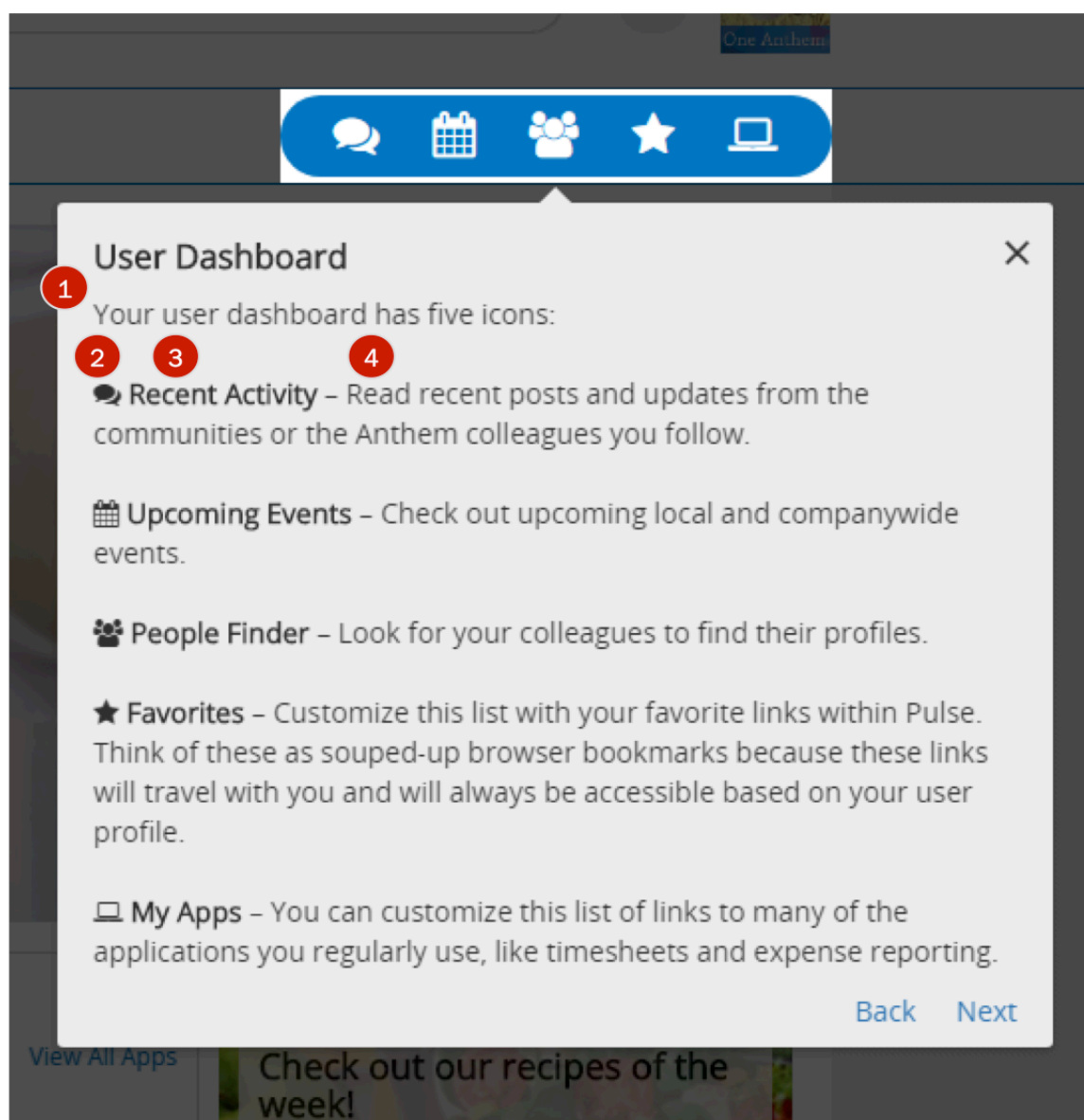
Pictured: Anthem Intranet Mobile Homepage. When viewed on mobile devices, homepage sections and the entire page layout changes orientation from horizontal to vertical.

Home, Mobile Highlights

Research revealed that few people would access the intranet from shared workstations and mobile devices, so the team took a desktop-first approach to designing Pulse, while also making it responsive. In doing this, the team focused on designing for Anthem-issued mobile devices and conducted research to identify the tasks employees would use most on mobile. Two of the top features that users mentioned were the people finder and organization charts.

- 1. Logo:** The logo and tagline appears in the same place on mobile as it does on desktop.
- 2. Utility navigation:** The stock price, alerts icon, and user's login image appear in the same area on mobile as they do on desktop (the upper right). The help feature is collapsed into a small blue button. The search field drops down a row and spans the screen's width, making it easier for users to tap, type, and see the query.
- 3. Global navigation and dashboard icons:** The global navigation collapses into a hamburger menu on mobile, and the dashboard icon appears on the same row.
- 4. Column drop and vertical layout:** The rest of the items on the homepage are prioritized vertically, utilizing the "column drop" responsive layout method on mobile. The carousel and some other sections change their orientation to a vertical layout on mobile to accommodate the smaller screen size. The footer links also change to a vertical layout.
- 5. Accordion:** The news tabs that appear on desktop change to an accordion menu that users can expand and collapse to reveal the different news categories.

Dashboard Icons Wizard



Pictured: Anthem Intranet Dashboard Icons Wizard. Clicking on the site tips wizard icon on most Pulse pages gives users helpful tutorial content, which is particularly useful for an expanding company that regularly adds new associates.

Dashboard Icons Wizard, Highlights

To ensure that employees understand the dashboard icons, the site tips wizard icon on most Pulse pages offers a helpful tutorial of content.

- 1. Title:** The title and the short description below it indicates that the icons are related to the user's dashboard.
- 2. Icon:** Each icon in the dashboard (icon toolbar) is repeated in the lightbox list, making it easy for users to match the icon to its description.
- 3. Section name:** The name of each dashboard section appears next.
- 4. Description:** A short description of each dashboard section follows its respective name, letting users know more specifically what they can do in their dashboard.

Dashboard, Events

The screenshot displays the Anthem Intranet Events Dashboard. At the top, there's a header bar with a status indicator 'ANTM 265.86 +2.92', a 'Site Tips' link, and a user profile picture. Below the header is a search bar labeled 'Search Pulse...'. A navigation bar contains icons for chat, calendar, people, favorites, and a laptop. The main content area is titled 'Upcoming Events' (callout 1) and includes a 'View All' button. The events listed are:

- MAY 24** (callout 2): **Anthem BCBS Kentucky – Behavioral Health Services** (callout 3). Date: 5/24/18 – 5 p.m. (callout 2). Description: Series: Offered during the month of May for network providers. Presentation dates: May 10th and May 17th from 12-1pm (ET) and May 24th from 5-6 pm ... (callout 4). Actions: Read More, Event Resources, Send to Outlook.
- JUN 06** (callout 5): **Medicare Risk Adjustment and Documentation Guidance** (callout 6). Date: 6/6/18 – 1 p.m. (callout 7). Description: Learning Objective: Risk Adjustment is the payment methodology used by the Centers for Medicare and Medicaid Services (CMS) to determine ... Actions: Read More, Event Resources, Send to Outlook.
- JUN 27**: **06.27.18 Anthem's Medicare Risk Adjustment: Coding Manual Trng**. Date: 6/27/18 – 1 p.m. Description: Wednesday, June 27, 2018 10:00:00 AM PDT - 11:00:00 AM PDT In this training for Anthem associates we will go over the Medicare Advantage Risk ... Actions: Read More, Event Resources, Send to Outlook.
- JUL 05**: **Medicare Risk Adjustment and Documentation Guidance**. Date: 7/5/18 – 1 p.m. Description: Learning Objective: Risk Adjustment is the payment methodology used by the Centers for Medicare and Medicaid Services (CMS) to determine ... Actions: Read More, Event Resources, Send to Outlook.

On the left side, there's a partial view of a 'My' section with a calendar icon and a link to 'Expense Management'.

Pictured: Anthem Intranet Events Dashboard. Each users' events are listed in their dashboard calendar.

Dashboard Events, Highlights

Clicking the dashboard calendar icon opens a list of four *Upcoming Events*. All calendar entries are personalized to the user and most entries are created by a department, such as HR.

- 1. View all events:** To see all of their events, users can click the *View All* button.
- 2. Date and time:** Each event has a large calendar icon on the left, denoting the date. The date is again listed, along with the event time, below the title.
- 3. Title:** The event's name appears in large blue letters.
- 4. Description:** A short description lets employees know what the event is about.
- 5. More information:** Users can click the *Read More* link to find additional details about the event.
- 6. Event-related materials:** If the event has materials for attendees, users can access them via the *Event Resources* link.
- 7. Add to calendar:** If users are interested in an event, they can add it to their Outlook calendar (the preferred personal calendar tool at Anthem). Clicking *Send to Outlook* creates an event entry in Outlook.

Dashboard, *People Finder*

The screenshot shows the Anthem Intranet People Finder Dashboard. At the top, there's a header with a stock ticker for ANTM at 265.86 with a +2.92 change, a Site Tips link, and a user profile picture. Below the header is a search bar with a magnifying glass icon and a notification bell. A blue navigation bar contains icons for chat, calendar, people, star, and laptop. The main content area is titled 'People Finder' with a 'Search Tips' link (callout 1). Below this are two input fields: 'First Name' (callout 2) and 'Smith' (callout 2). A green 'Search' button (callout 3) and a link for 'Advanced Search' are present. Below the search section is a section titled 'Information and Tools' (callout 4) with links for 'Printable Org Charts (IE Only)', 'Associate Report', and 'Locations Report'.

Pictured: Anthem Intranet *People Finder* Dashboard. The *People Finder* is a killer app that allows users to search for colleagues.

Dashboard *People Finder*, Highlights

Anthem employs more than 70,000 people, and they all have opportunities to be a resource for their colleagues—assuming their colleagues can find them. The *People Finder* makes this possible.

- 1. Tips:** Users looking for help don't have to look far. The *Search Tips* button appears in the upper right of the *People Finder*.
- 2. Search fields:** Users can search for colleagues by first name, last name, or both. This is a flexible option for people who don't know a coworker's full name. Users can also do a special character search by typing * at the beginning or end of a name if they are not sure of exact spelling.
- 3. Advanced:** Users can search by criteria beyond the person's name when they access the *Advanced Search* features. Putting these less-common ways to search under a link makes the default search simple and approachable. Further, the label, *Advanced Search*, is easily understood, so people seeking more flexibility and power can easily find it.
- 4. More resources:** Anthem has various resources—including org charts and locations—related to people. Links to a few of these appear at the bottom of the *People Finder*.

Dashboard, People Results

The screenshot displays the Anthem Intranet People Search interface. At the top, there's a dashboard with a stock ticker for ANTM at 265.86 (+2.92), a 'Site Tips' button, and a user profile picture. Below this is a search bar labeled 'Search Pulse...' with a magnifying glass icon and a notification bell. A blue navigation bar contains icons for chat, calendar, people, star, and laptop. The main content area is titled 'People Finder' with a 'Search Tips' button. Under 'Search Results', there's a 'Back to Search' button. The results list two people:

- 1** (points to profile picture) **Johnson-Smith, Danielle** (2) (points to name) **Mgr II Medical Mgmt** (3) (points to phone number) (999) 999-9999 (4) (points to location/work info) California Off Premises/W@H Work At Home Work@Home, CA
- Smith-Williams, Kate** (Mgr Community Relations) (999) 999-9999 (999) 999-9999 Concourse 123 Main Street Springfield, GA 99999

On the left sidebar, there are links for 'View All Ap...', 'ement', 'ff Requests', and 'eat'. At the bottom, there's a blue banner with the text 'Spring is in the air and summer is almost here. What's your favorite thing to do in the warmer weather?' and a 'UNTEER COGNITION' logo.

Pictured: Anthem Intranet People Search. This shows a search for people results in a scrollable list of rich results.

Dashboard People Results, Highlights

With just a few keystrokes and without having to leave the page, users can find the coworkers they are looking for. The immediacy of the search results' detailed information helps employees to proceed speedily.

- 1. Photo:** The employee's photo appears first, giving the search results a human angle.
- 2. Name and title:** The employee's name appears in blue text, which both makes it visible and indicates that it's a clickable link (which leads to the employee's profile page). Just below the name is the employee's job title, which clues colleagues in on the person's role at Anthem.
- 3. Phone:** The employee's phone number appears next, making it easy for people to call each other right from the search results.
- 4. Location:** The employee's office location appears below the photo, including for those who work from home.

Dashboard, Advanced People Search

2

Home > Search

Narrow Your Search [Clear All](#)

Department

- Medicare Intake & Precertifica (1)
- Medicaid NCC Customer Svce (1)
- MMP Enroll (1)
- LTSS (7)
- GBD Provider Services (4)
- ▼ More

Associate/Non-Associate [Filter](#)

- Associate (16) [Filter](#)

Location [Filter](#)

- Virginia Beach - 1300 Amerigro (16) [Filter](#)

Company

- The Anthem Companies (16)
- Inc. (16)

1

Search People Finder [powered by Google](#)

[Search Tips](#)

Advanced People Finder

First Name

Last Name

Dept/Cost Center Name

Reports To (Last, First)

Associate/Non-Associate

City

State Code

Manager/Non-Manager

Dept/Cost Center #

User ID

Work Experience - Employer

Work Experience - Job Title

Education - Institution

[Find](#)

Displaying Results 1 - 5 of 16 [Sort A to Z](#)

John B. Smith
Cust Care Rep III
sample@anthem.com
User ID: 9999999
Dept/Cost Center: GBD Provider Services
Reports to: Wilkins-Norman, Brenda
[Organizational View](#)

Kimberly Smith
Licensed Utilization Review II
sample@anthem.com
User ID: 9999999
Dept/Cost Center: Medicare Intake & Precertifica
Reports to: Theriot, Wendy
[Organizational View](#)

Taylor Smith
WFM Analyst
(999) 999-9999
sample@anthem.com
User ID: 9999999
Dept/Cost Center: Workforce Management
Reports to: Jester, Miesha
[Organizational View](#)

Denice Smith
Mgr Program/Project Mgmt
(999) 999-9999
(999) 999-9999
sample@anthem.com
User ID: 9999999
Dept/Cost Center: Business and Process Analysis
Reports to: Lucas, Jeffrey
[Organizational View](#)

Dennis Smith
Project Manager Sr
(999) 999-9999
sample@anthem.com
User ID: 9999999
Dept/Cost Center: GBD Implementation
Reports to: Cox, Kristina
[Organizational View](#)

1 2 3 4

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- AnthemInc.com

Report Concerns or Issues

- Report Ethics, Compliance and Privacy Issues
- Report Fraud, Waste and Abuse
- Report Financial Issues
- Report Information Security Issues
- Report a Threat or Suspicious activity

Site Information

- Share Your Feedback on Pulse
- Need Help with Pulse?
- [Pulse Guide to Collaboration](#)

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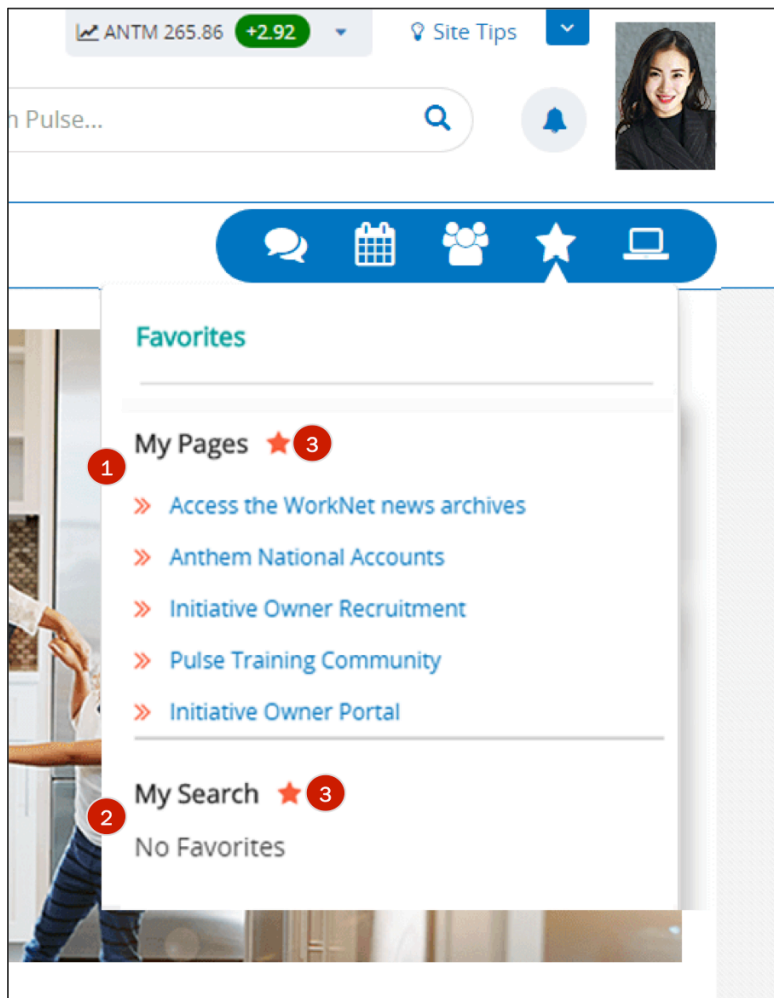
Pictured: Anthem Intranet Advanced People Search. Employees can search by detailed criteria using the *Advanced People Finder* function.

Dashboard Advanced People Search, Highlights

Employees can search for one another using a variety of fields and filters.

- 1. Fields:** Users can search using any of the numerous fields related to pertinent employee information, including manager, city, and education.
- 2. Filters:** Users can select from the suggested filters on the left to refine the results. To start fresh with filters, users simply click the orange *Clear All* button above the list of filters.

Dashboard, Favorites



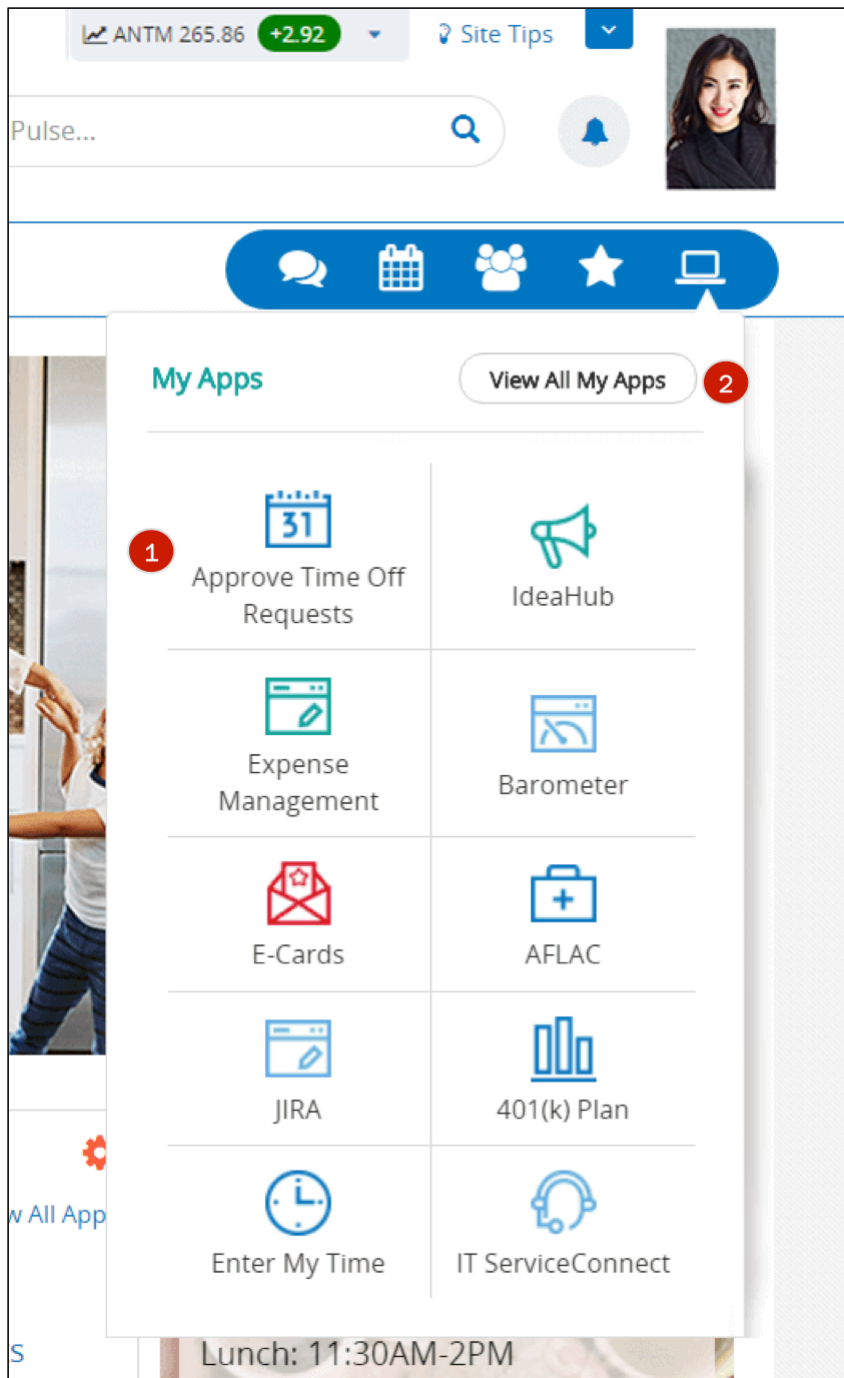
Pictured: Anthem Intranet Favorites Dashboard. Users can add bookmarks to any pages or search results pages on the site.

Dashboard Favorites, Highlights

Users can manage their favorites by clicking the orange star that appears on almost every page. They can quickly access the list of bookmarks via the favorites icon (a white star) in the dashboard. There is power to having the user's favorites accessible from any computer rather than tied to browser bookmarks.

- 1. Links to pages:** The *My Pages* title at the top is informative and reminds the user of the type of favorites that appear. The links are in blue text, indicating that they are clickable.
- 2. Links to saved searches:** The *My Search* section offers links to pages of search results that the user has saved. If users have not created any search query bookmarks, the status message *No Favorites* appears instead.
- 3. Manage:** Users can add, remove, or reorder their favorites by clicking either of the orange star icons in the menu.

Dashboard, Applications



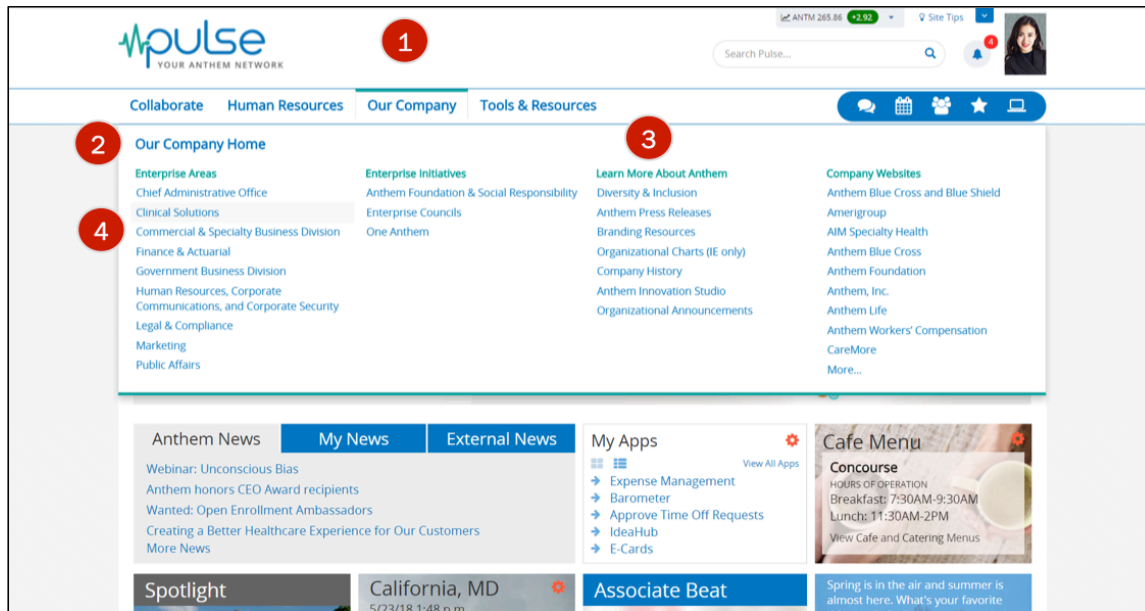
Pictured: Anthem Intranet Applications Dashboard. The dashboard's application icon opens a list of the logged-in user's applications.

Dashboard Applications, Highlights

Users can create a list of preferred applications that appears both in a section on the homepage and in a menu of links and icons that opens when users click the apps dashboard icon (a computer).

- 1. Applications:** The name and a related icon for each application appear in the apps menu, giving users quick access to apps.
- 2. Viewing options:** The *View All My Apps* button opens a page of all apps that the user is interested in; users can also add and remove apps on this page. The intranet supports approximately 130 applications. The most-used applications—including the HR dashboard, user profiles, and *People Finder*—are integrated into Pulse. Other applications are linked third-party apps that are still supported with the intranet's single-sign on.

Global Navigation



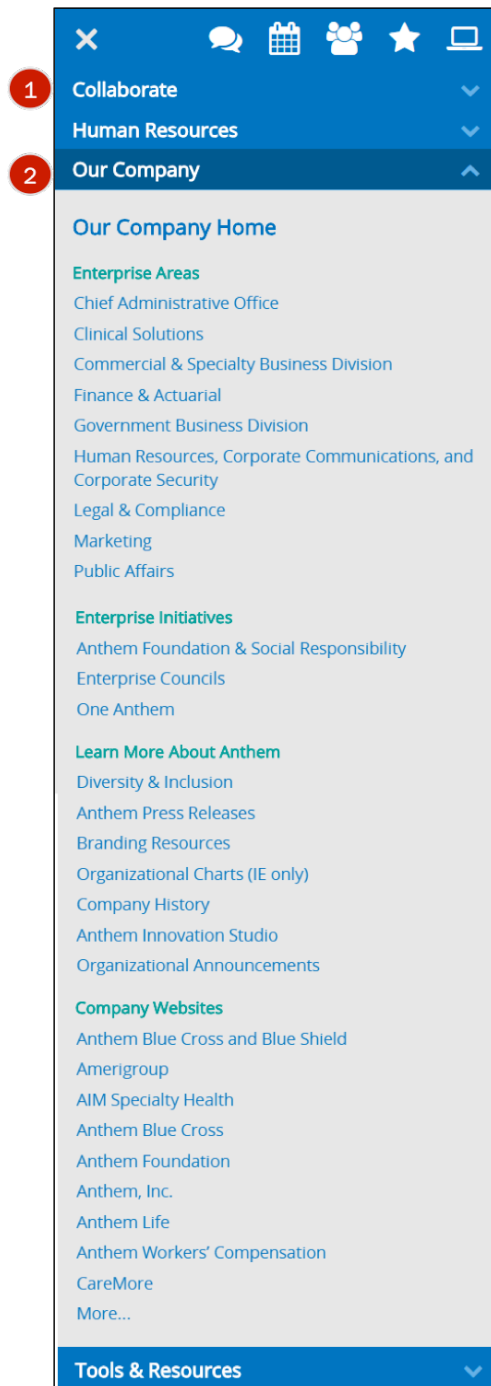
Pictured: Anthem Intranet Global Navigation. The megamenu makes it easy for users to scan all the options in each top-level category.

Global Navigation, Highlights

The megamenu uses subtle visual indicators to convey the hierarchy of choices.

- 1. Current selection:** The currently selected top-level global navigation link looks selected because of the thick teal line above it and the subtle grey bars flanking the text label. The nonselected items have none of these traits, which clearly distinguishes the selected one.
- 2. Link to section page:** When team members evaluated Pulse's content and IA (to inform the global navigation design), they determined that a section page for each intranet area would be helpful. The *Our Company Home* link repeats the intranet section's name, *Our Company*, signaling that the page describes that section. Another signal of that link's importance is its size and color: it is the same color as the text in the top-level global navigation menu, with just a slightly smaller font.
- 3. Subheadings:** Subheadings make megamenues easy to deal with, as users can scan them to find the right section before they read the links. The label over each column of links describes the links in that column. The subheading's position and different text color (teal) and bolding indicates the subhead's place in the hierarchy, just below the section page link and above the page links.
- 4. Links:** The blue links are legible and obviously clickable.
- 5. Hover on links:** When users hover the cursor over a link, a subtle grey background appears.

Global Navigation, Mobile



Pictured: Anthem Intranet Mobile Global Navigation. The global navigation appears in a mobile-friendly way on phones.

Global Navigation, Mobile Highlights

Megamenus typically don't display in a usable way on mobile phones, so the Pulse designers opted for an accordion menu.

- 1. Collapsed menu:** The menus that are not selected appear collapsed; they have a consistent look, including bold white text, a dark blue background, and a carat icon pointing down (signaling that, if clicked, it will expand the menu).
- 2. Expanded menu:** The selected menu is expanded. The top-level label has a darker blue background than the deselected menus. The carat points up (signaling that, if clicked, it will collapse the menu). The menu items are stacked vertically and have subheadings for easy scanning.

Search

The screenshot shows the Anthem Pulse intranet search interface. At the top, the Pulse logo and navigation links (Collaborate, Human Resources, Our Company, Tools & Resources) are visible. A search bar at the top right contains the text "Search Pulse...". Below the navigation bar, the search results for "march of dimes" are displayed. The results are sorted by relevance and show 17 results. The first result is "WIN Overview" with a link to a Pulse article. The second result is "March of Dimes Babies Locations" with a link to a Pulse article. The third result is "Dine at Margaritas May 9 & Support March of Dimes" with a link to a Pulse article. The fourth result is "Anthem Foundation supports March of Dimes programs" with a link to a Pulse article. The fifth result is "November is Prematurity Awareness Month" with a link to a Pulse article. The sixth result is "March of Dimes prematurity PDF" with a link to a PDF document. The seventh result is "Lytle Center Chili Cook-Off a Success" with a link to a Pulse article. On the left side of the search results, there is a "Narrow Your Search" section with a "Content Area" filter. The filter shows results for Pulse (8), Indiana (2), NewHampshire (2), Missouri (1), WINARG (1), and gahealthcaremgmt (1). The bottom of the page features a footer with links to "Company Information", "Report Concerns or Issues", and "Site Information".

Search results for "march of dimes"

Results 1-10 of about 17 (0.376 seconds)

Any Time Sort by relevance

WIN Overview
https://pulse.antheminc.com/webcenter/portal/Pulse/pages_article?contentID=PULSE_013428
... In 2017, WIN also began supporting the **March of Dimes** and along with the ACE ARG, sponsored an impactful seminar on Human Trafficking, led by Tom Miller, CIO. ...

March of Dimes Babies Locations
https://pulse.antheminc.com/cs/dclplg?ldcService=GET_FILE&RevisionSelectionMethod=LatestReleased&dDocName=PULSE_074818&Rendition=Web&noSaveAs=1
... 2 Anthem OPW Virtual OH VIRTUAL WALK(2018) **March of Dimes** National Headquarters 3 Anthem BC/BS - Columbus Columbus OH Greater Columbus(2018) ...

Dine at Margaritas May 9 & Support March of Dimes
https://pulse.antheminc.com/webcenter/portal/NewHampshire/pages_newsarticle?contentID=PULSE_078513&NewsSection=
... food on Wednesday, May 9. Visit Margaritas Restaurant on Elm Street for drinks and dinner on May 9 and 20% of food and beverage sales will be donated to the **March of Dimes**. ...

Anthem Foundation supports March of Dimes programs
https://pulse.antheminc.com/webcenter/portal/Pulse/pages_newsarticle?contentID=PULSE_077201&NewsSection=1
Since 2010, Anthem Foundation has provided more than \$5 million in grant funding to support **March of Dimes** programs aimed at decreasing pre-term births rate. ...

November is Prematurity Awareness Month
https://pulse.antheminc.com/webcenter/portal/Pulse/pages_newsarticle?contentID=PULSE_054024&NewsSection=1
... of the serious problem of premature birth, which affects 1 in 10 infants each year in the United States, and 15 million babies annually around the world, the **March of Dimes** and its ...

March of Dimes prematurity PDF
https://pulse.antheminc.com/cs/dclplg?ldcService=GET_FILE&RevisionSelectionMethod=LatestReleased&dDocName=PULSE_053404&Rendition=Web&noSaveAs=1
Page 1. © 2017 **March of Dimes** Foundation World Prematurity Day Nov.17 Together we need to raise awareness, fund lifesaving research and support ...

Lytle Center Chili Cook-Off a Success
https://pulse.antheminc.com/webcenter/portal/Indiana/pages_newsarticle?contentID=PULSE_070220&NewsSection=
The chili didn't last long on **March** 14 at the Lytle Center. After an hour, the chili was gone and associates had donated nearly \$500 for the **March of Dimes**. ...

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Report a Threat or Suspicious activity

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Pulse Guide to Collaboration

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Pictured: Anthem Intranet Search. A slightly tweaked out-of-box solution powers the Pulse site search.

Search, Highlights

The SERP includes the user's query, the search results, and options for filtering the results.

1. **Query:** Repeating the query helps users search again if needed.
2. **Fields:** Users can search again from either of two search fields on the SERP.
3. **Filters:** Clicking links in the set of filters on the left refines the results.
4. **Results:** The results include a large amount of pertinent information to help users decide if they have the results they need and which results might be most helpful. Each result includes: an icon showing its medium, the title, the URL, and a short selection of content from the page or file.

Employee Profile

1

2 **About** Organization Communities My Sharepoint Sites My Tasks My Apps My Feed Connections

3 [Edit Career Profile](#)

Mary Smith
Tech Project Manager Sr
Collaboration & Integration Sy

(999) 999-9999
mary.smith@anthem.com

US domain: 999999
Cost Center: 999999999
Reports to: [John Williams](#)

About Mary's Current Role
Works with business and IT stakeholders to identify and implement multiple technical projects of varying sizes, as defined by Company methodology, such as broad-based information systems, full life-cycle application development and building enterprise applications. Responsible for managing large projects of at least \$10M in size and equal complexity. Works with business and IT stakeholders to determine best methods to achieve project objectives. Works with moderate guidance and is responsible for applying project management knowledge, skills, tools and techniques to project deliverables, processes, and systems. Operates within defined parameters using project management methodology.

Work Experience

- Anthem, Inc., Tech Project Manager Sr, Apr 18, 2016 - Present
- Liberty Tax Service, Director, Software Development, May 1, 2012 - Apr 15, 2016
- Liberty Tax Service, Manager, Information Technology, Aug 15, 2011 - Apr 30, 2012
- Advanced Health Media, Director, Software Development, Jun 2, 2008 - Jul 15, 2011
- Advanced Health Media, Manager, Software Development, Sep 1, 2005 - May 31, 2008
- Advanced Health Media, Software Engineer, Feb 1, 2002 - Aug 31, 2005
- DigiNet, Application Developer, May 1, 2000 - Jan 31, 2002

Education

- Old Dominion University, Business Information Systems, Bachelor's Degree

Affiliations

Groups and Associations/Role Board Affiliations Associate Resource Groups (ARGs)

No groups or associations found

Location

Physical Address: 123 Main Street
Springfield, VA 99999

Mail Drop: VA99

Pictured: Anthem Intranet Employee Profile. Employee profile documents on Pulse include basic contact information and much more.

Employee Profile Highlights

A huge amount of information—some from HR systems and some that the users provide—is housed in the employee profile documents.

- 1. Key information:** A grey section on the left includes the employee's photo, name, job, contact information, cost center, and manager. In many cases, the information in the grey box is all a user needs to move forward.
- 2. Tabbed sections:** The eight tabs across the top lead to employee-related content, including the person's communities, tasks, and apps.
- 3. Edit:** Users are encouraged to write various profile sections, and they can edit these sections at any time by clicking the red *edit* links.

Employee Profile, Mobile

1 About Organization Communities My Tasks My Apps

2 **Devi S. Smith**
Executive Admin Asst II
President of User Asst
(999) 999-9999
sample@anthem.com

US domain: 9999999
Cost Center: 9999999999
Reports to: Melissa Jones
Supports: Melissa Jones

3 **About Devi S.'s Current Role**
As executive vice president and president of Anthem's Government Business Division (GBD), and a member of Anthem's executive leadership team, I am responsible for all operations related to Medicaid, Medicare, and Federal Government Solutions, including National Government Services and the Federal Employee Program. Together, GBD has Profit & Loss responsibility for more than 9 million medical members.

Work Experience

- Anthem Insurance Companies, Inc., Executive Assistant II, Mar 26, 2018 - Present
- Anthem Insurance Companies, Inc., Executive Assistant I, Dec 1, 2014 - Mar 23, 2018
- Anthem Insurance Companies, Inc., Executive Assistant I, Jul 15, 2013 - May 16, 2014

Education

- Clarkson University, Marketing/Communications, Bachelor's Degree
- St. John's University School of Law, Law Degree, PhD/Doctorate Degree

Affiliations

Groups and Associations/Role

- Anthem Diversity Counsel, Executive Sponsor
- Anthem Learning Network, Executive Sponsor

Location

Physical Address: 123 Main Street, Springfield, VA 99999
Mail Drop: 99999999

Company Information

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Our Career Opportunities

Anthem's Standards of Ethical Business Conduct

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Report Ethics, Compliance and Privacy Issues

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Pulse Guide to Collaboration

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1 About Organization Communities My Tasks My Apps

2 **Devi S. Smith**
Executive Admin Asst II
President of User Asst
(999) 999-9999
(999) 999-9999
sample@anthem.com

US domain: 9999999
Cost Center: 9999999999
Reports to: [Melissa Jones](#)
Supports: [Melissa Jones](#)

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Affiliations

Groups and Associations/Role

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- Anthem Learning Network, Executive Sponsor

Location

Physical Address: 123 Main Street, Springfield, VA 99999
Mail Drop: 99999999

Pictured: Anthem Intranet Mobile Employee Profile. When using a mobile device, employees can access all the information in employee profile documents.

Employee Profile, Mobile Highlights

The same thorough information that appears in the employee profile document on desktop also appears on mobile, but is formatted for mobile consumption.

- 1. Navigation links:** The tabs are present, but their look is simplified to . On mobile they appear more like horizontal navigation links.
- 2. Key information:** The designers omitted the gray background here to increase both page load times and the contrast between the text and background (making the text easier to read).
- 3. Narrow column:** The text column width is greatly reduced, making text easier to read.

Employee Profile, *My Apps*

Home » Profile ☆

About Organization Communities My Sharepoint Sites My Tasks My Apps My Feed Connections

Exit Manage My Apps

1 [Menu Icon]

2 [Application Grid]

3 [Add an Application Section]

4 [Add Button]

User Profile:
 Edit Profile
Mary Smith
 Tech Project Manager Sr
 Collaboration & Integration Sy
 (999) 999-9999
 mary.smith@anthem.com
 US domain: 999999
 Cost Center: 999999999
 Reports to: John Williams

Application Grid:
 Approve Time Off Requests, IdeaHub, Expense Management, Barometer, E-Cards, AFLAC, TravelPoint Reservations, Learning Mgt System, APM, JIRA, 401(k) Plan, Enter My Time, IT ServiceConnect, View My Paycheck, Performance Management

Add an Application:
 Human Resources Apps
 My Career & Development
 Search by name or description

Application List:
 Anthem Learning Network (Add)
 Career Profile (Add)
 Job Search (Add)

1 [Menu Icon]

2 [Application Grid]

3 [Add an Application Section]

Application Grid:
 Approve Time Off Requests, IdeaHub, Expense Management, Barometer, E-Cards, AFLAC, TravelPoint, Learning Mgt

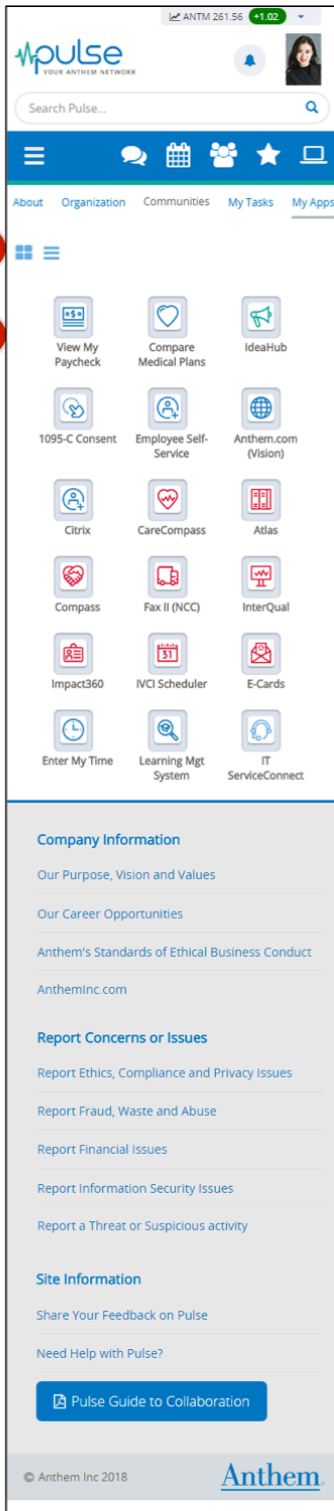
Add an Application:
 Human Resources Apps
 My Career & Development
 Search by name or description

Pictured: Anthem Intranet Employee Profile *My Apps*. Users manage their applications list in the *My Apps* section of their profile document.

Employee Profile *My Apps, Highlights*

The Pulse team's single sign-on lets the intranet offer users seamless access to many apps; they can organize the ones they use most in the *My Apps* section of their profile page.

1. **Views:** Icons offer a way to view the set of applications as either a list or as icons.
2. **Delete:** Users can delete any application by clicking the x icon on the app icon. To prevent accidental deleting, a confirmation asks if they meant to delete the application.
3. **Find applications:** To find applications, users can select from drop-down lists to see applications related to topics, or search in the open search field.
4. **Add:** When users locate an application they want in their set, they simply click the blue *Add* link. This adds the application to the set on the left.



Employee Profile *My Apps*, Mobile

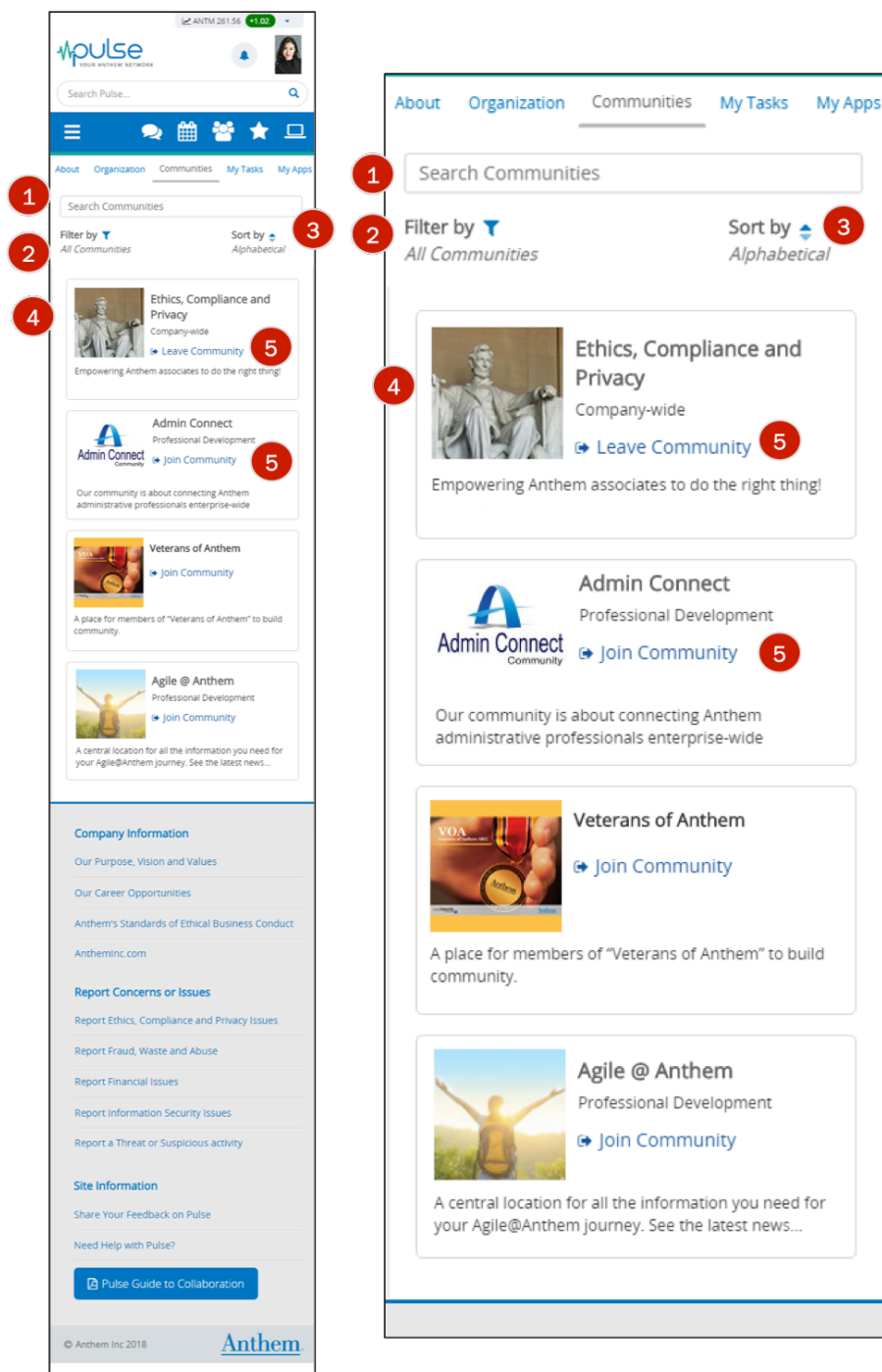
Pictured: Anthem Intranet *My Apps* Mobile. Users can view their apps list on mobile.

Employee Profile *My Apps*, Mobile Highlights

Although users cannot yet edit apps on mobile, they can access their list of apps.

1. **Views:** Users can view their applications set in a list or as icons.
2. **Application icons:** Each icon has a text label, making it easy to identify, and the icons are a large enough to make them easy to tab.

Employee Profile *Communities, Mobile*



Pictured: Anthem Intranet Employee Profile *Communities, Mobile View.*
Communities can help employees collaborate and engage with one another.

Employee Profile *Communities*, Mobile Highlights

Communities offer employees a way to collaborate online, about any project, topic, or initiative they want. Community owners work to keep the content current and relevant, which can be a challenge.

- 1. Search:** If users know the topic or the name of a community, they can search for it using the special communities search feature.
- 2. Filter:** A drop-down of filters lets users refine the list of communities using certain keywords.
- 3. Sort:** Users can sort the list.
- 4. Information:** Each community card displays the name of the community, its category (such as *Company-wide* or *Professional Development*), and a one-sentence description. An image adds a touch of flair and sometimes more information as well.
- 5. Join or leave:** A blue link in each community's card urges users to either join or leave the community. If they are not yet a member, the link label is: *Join Community*; if they are already a member, the link label is: *Leave Community*. These links make it easy for users to keep their list of communities current.

Employee Profile Organization Chart

The screenshot displays the Anthem Pulse intranet interface. At the top, the 'pulse' logo is visible with the tagline 'YOUR ANTHEM NETWORK'. A navigation bar includes links for 'Collaborate', 'Human Resources', 'Our Company', and 'Tools & Resources'. The main content area shows the profile of Mary Smith, a Tech Project Manager Sr. in Collaboration & Integration. To the right of her profile is an organization chart. The chart starts with Mary Smith at the top (labeled 1). Below her is Sanjeeva R. Kodimala, Dir. of Technology (labeled 2). Under Sanjeeva are four direct reports: Dinesh Bandari, Doug Glaze, Barbara Howrey, and Rajvi Jariwala (labeled 3). Below these are four more employees: Harsha Kakumanu, Tim Schiuttenhofer, Arlen J. Vargas, and Leslie Williams (labeled 4). The bottom of the page contains sections for 'Company Information', 'Report Concerns or Issues', and 'Site Information'.

Employee Profile Organization Chart Data:

Employee Name	Role
Mary Smith	Tech Project Manager Sr, Collaboration & Integration Sy
Sanjeeva R. Kodimala	Dir. of Technology
Dinesh Bandari	Developer Sr
Doug Glaze	Developer Advisor (999) 999-9999
Barbara Howrey	Systems Analyst Sr (999) 999-9999
Rajvi Jariwala	Developer Advisor
Harsha Kakumanu	Developer I
Tim Schiuttenhofer	IT Business Systems Analyst Sr (999) 999-9999
Arlen J. Vargas	Developer Advisor (999) 999-9999
Leslie Williams	Systems Analyst Sr (999) 999-9999

Pictured: Anthem Intranet Employee Profile Organization Chart. Organization charts are a key feature on Pulse.

Employee Profile Organization Chart, Highlights

Larger organizations such as Anthem, which has more than 70,000 employees and contractors, often benefit from having a usable org chart feature on the intranet. Pulse's org chart functionality gives employees the lay of the land of the organization and its structure.

- 1. Views:** The icons in the upper right of the org chart let users see *All* people who work at Anthem, only *Associates* (people who work for Anthem), and *Contractors*. A *View* icon lets users see the org chart as a list or in the more traditional hierarchical format complete with photos, names, and job titles. People who are more visual and want to see a small set of employees benefit from this level, while users who want to see more at once can benefit from the list view.
- 2. Export:** Users can export the org chart so they can store or print it. This can help in many situations, including when planning projects, working with a new team, or looking at a reorg. Some people like to print their own section of the org chart in a team-building exercise.
- 3. Up and down levels:** Clicking the blue up arrow icon at the top of the visible section of the org chart displays the chart's next highest level, while the down arrow at the bottom of the chart displays the next level down.
- 4. Employee cards:** Users can click on any employee to see his or her profile document.

Employee Profile Organization Chart, List View

Employee Profile Organization Chart, List View

Profile: Mary Smith, Tech Project Manager Sr, Collaboration & Integration Sy. Contact: (999) 999-9999, mary.smith@anthem.com. US domain: 999999, Cost Center: 999999999, Reports to: John Williams.

Organization Chart: Sanjeeva R. Kodimala, Dir I Technology, Collaboration & Integration Sy. Total Reports: 25.

Name / Title	Phone / Department	Email / US Domain	Cost Center / Mail Drop	Company
Dinesh Bandari Developer Sr	Collaboration & Integration Sy	first.lastname@anthem.com 9999999	9999999999 9999	The Anthem Companies, Inc.
Doug Glaze Developer Advisor	(999) 999-9999 Collaboration & Integration Sy	first.lastname@anthem.com 9999999	9999999999 9999	The Anthem Companies, Inc.
Barbara Howrey Systems Analyst Sr	(999) 999-9999 Collaboration & Integration Sy	first.lastname@anthem.com 9999999	9999999999 9999	The Anthem Companies, Inc.
Rajvi Jariwala Developer Advisor	Collaboration & Integration Sy	first.lastname@anthem.com 9999999	9999999999 9999	The Anthem Companies, Inc.
Harsha Kakumanu Developer I	Collaboration & Integration Sy	first.lastname@anthem.com 9999999	9999999999 9999	The Anthem Companies, Inc.
Tim Schluttenhofer IT Business Systems Analyst Sr	(999) 999-9999 Collaboration & Integration Sy	first.lastname@anthem.com 9999999	9999999999 9999	The Anthem Companies, Inc.
Arlen J. Vargas Developer Advisor	(999) 999-9999 Collaboration & Integration Sy	first.lastname@amerigroup... 9999999	9999999999 9999	The Anthem Companies, Inc.
Leslie Williams Systems Analyst Sr	(999) 999-9999 Collaboration & Integration Sy	first.lastname@anthem.com 9999999	9999999999 9999	The Anthem Companies, Inc.

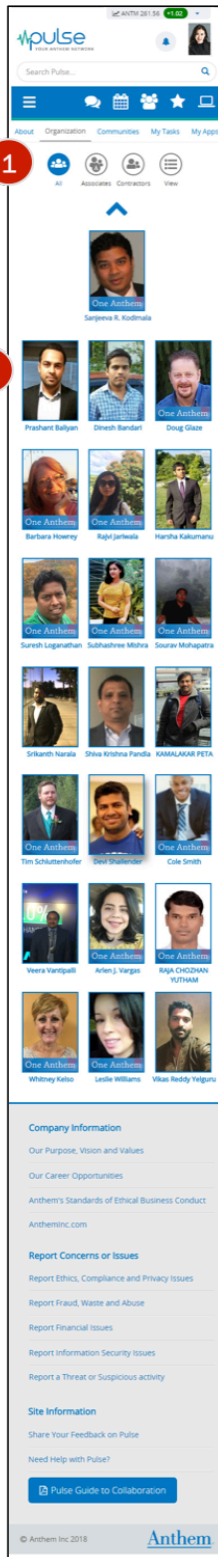
Footer: Company Information, Report Concerns or Issues, Site Information. © Anthem Inc 2018.

Pictured: Anthem Intranet Employee Profile Organization Chart, List View. The org chart can be displayed as a list on Pulse.

Employee Profile Organization Chart, List View, Highlights

The list view organizes the org chart into a table; while it shows more information about each employee, photos are omitted.

- 1. Views:** The *Chart List* icon enables users to see the org chart in the more traditional hierarchical format.
- 2. Employee rows:** Users can click on an employee name to see his or her profile document. Much of the pertinent information, however, is already displayed in the org chart table.



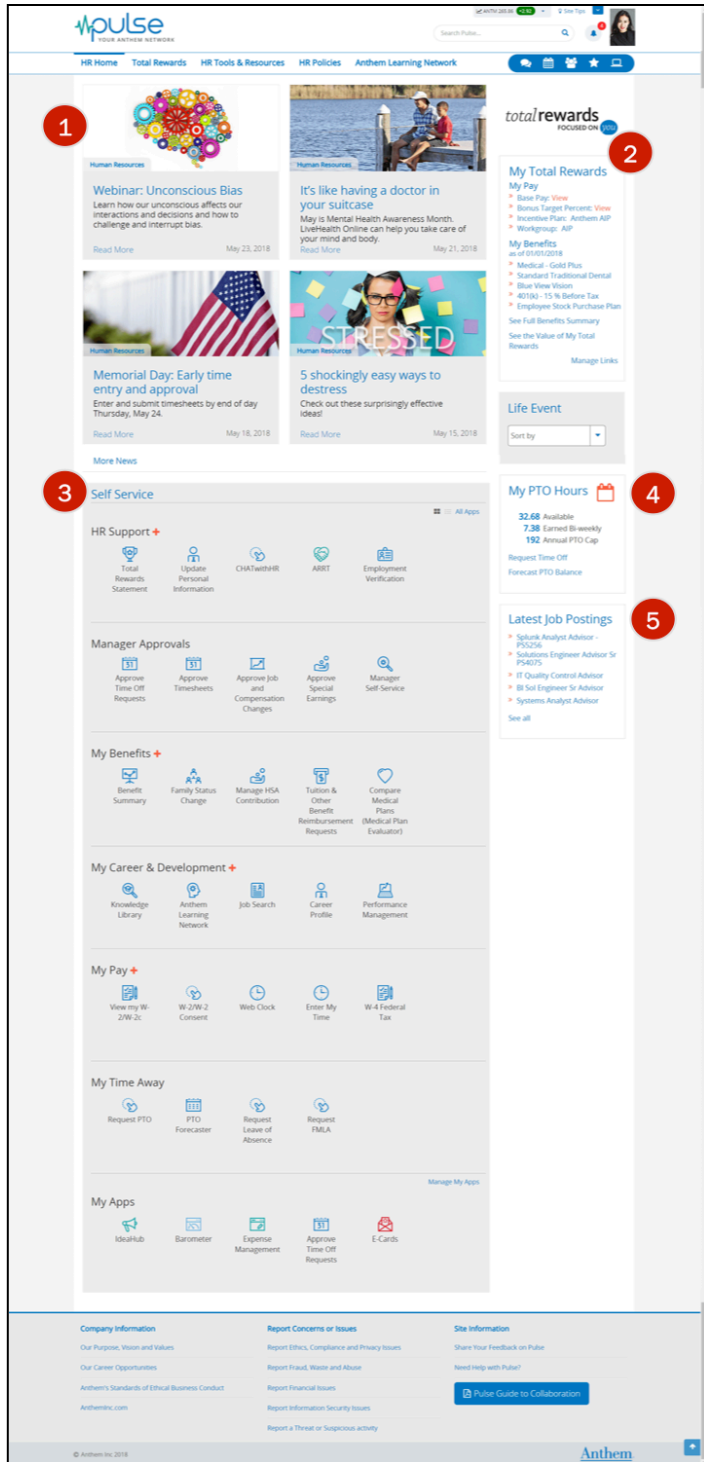
Employee Profile Organization Chart, Mobile

Pictured: Anthem Intranet Mobile Org Chart. It's easy to use the org chart features on mobile, too.

Employee Profile Organization Chart, Mobile Highlights

The representation of the org chart features on mobile is similar to that on desktop, but everything is shrunk to fit the small screen and the export feature is omitted.

- 1. View icons:** The icons on mobile are like those on desktop, but their position shifts left so that they appear in the top center. The icons are large enough to see and tap on mobile.
- 2. Employee cards:** Due to space constraints, the org chart cards display a little less information about each employee on mobile, but users can click on an employee card to see the profile.



Human Resources

Pictured: Anthem Intranet Human Resources. Employees can have all of their HR needs fulfilled on Pulse's vigorous HR section.

Human Resources, Highlights

Pulse's HR section provides a highly comprehensive set of information, tools, and self-serve tasks. Most importantly, it consolidates HR resources in one place—a place that is one of the most visited on the intranet.

Announcements (such as a special deadline for timesheets) and webinars on topics related to employee welfare (such as unconscious bias) increase employee awareness of the many services and options available to them. HR features also help employees take control of their benefits and use them to their best advantage, which contributes to keeping employees happy. The HR section's design makes accessing HR information easy, which takes stress off the HR department employees.

- 1. Promoted content and news:** At the top of the HR homepage, four large sections showcase promoted HR initiatives and news. Information featured here includes topics such as how to tend to one's mental health using online tools and how to eliminate stress. This section demonstrates that the organization cares and wants to cultivate employees and help keep them healthy. Employees who want to read more HR-related news can click the *More News* link at the bottom of this section.
- 2. Benefits and pay:** The *My Total Rewards* section in the right rail is no area to be ignored. It includes links to the user's personal pay and benefits information. To remind users about all of their benefits and the benefits' value, this information is consolidated and accessible via the *See Full Benefits Summary* and the *See the Value of My Total Rewards* links at the bottom of this section. *Manage Links*, at the very end, allows users to customize the set of links that appear in *My Total Rewards*.
- 3. HR dashboard:** Much of the HR page real estate is reserved for the grey *Self Service* section below the HR news. Each section houses links and icons related to important HR activities and tools—offering pretty much anything an employee might need from HR. Among the topics are personal information, timesheets, family status change, training, performance management, job search, time-off request, and management-related tools. Each section has a subtitle indicating what it's about, which makes the page easy to scan. The consistent visual layout—spacing and a grey line between each row, and five or four icons per row—make the page easy for users to scan and use.
- 4. Time off:** In addition to its inclusion in the dashboard, paid time-off information appears in the right rail. The *PTO* section helps users manage their time off, helping them plan so that they can recharge both their brain and body. It displays how much paid time off employees have accumulated, how much they earn every two weeks, and the caps placed on the amount they can earn per year. The *Request Time Off* and *PTO Balance* links help users take action related to time off.
- 5. Job listings:** The *Latest Job Postings* section shows Anthem's five most recent jobs openings and a link to *See all*. Employees are often the best recruiters for jobs, so this is a smart section to show in the HR area. Also, good employees who want a new challenge can throw their hats in the ring.

Tools

1 Home > Tools & Resources ☆

2 **Tools and Resources**

3 **Top Tools**

- View My Paycheck
- Enter My Time
- Business Forms Catalog
- Expense Management
- IT ServiceConnect
- Learning Mgt System

4 **Our Policies**

- Human Resources
- IT (Asset Management)
- Legal
- Ethics and Compliance
- Information Security
- Corporate Real Estate
- Corporate Security
- Finance (Enterprise-Wide)
- Corporate Communications

5 **Report an Issue or Concern**

- Report an Ethics and Compliance Issue
- Report Fraud, Waste and Abuse
- Report Financial Issues
- Report Information Security Issues
- Report a threat or suspicious activity

6 **Information Technology**

- IT Enterprise Service Desk
- Self Service Tools
- IT ServiceConnect
- My IT Profile
- BarometerIT
- Offboarding IT Support
- Onboarding IT Support
- Conferencing Audio, Web and Video

7 **Human Resources**

- Office 365: Hosted Solutions Support
- Wireless Connectivity
- Citrix Support
- My Citrix Portal
- NAIM
- PC Refresh
- Apple@Anthem
- Information Security
- Anthem Technology Bars

8 **Purchasing & Expenses**

- Enterprise Standards and Governance
- HeartBeat Resources

9 **Facilities & Security**

10 **Brand / Comms / PR**

11 **Legal / Ethics & Compliance**

12 **Current Priority 1 & 2 Incidents** IT Enterprise Service Desk: 999-999-9999

To receive email alerts for Priority 1 & 2 incidents subscribe to Everbridge here. Visit the Everbridge Resource page to learn more.

Priority Key: **Urgent** **High** **Medium** **Low**

[View All High Priority Impacting Incidents](#)

13 **Company Information**

- Our Purpose, Vision and Values
- Our Career Opportunities
- Anthem's Standards of Ethical Business Conduct
- AnthemInc.com

14 **Report Concerns or Issues**

- Report Ethics, Compliance and Privacy Issues
- Report Fraud, Waste and Abuse
- Report Financial Issues
- Report Information Security Issues
- Report a Threat or Suspicious activity

15 **Site Information**

- Share Your Feedback on Pulse
- Need Help with Pulse?
- [Pulse Guide to Collaboration](#)

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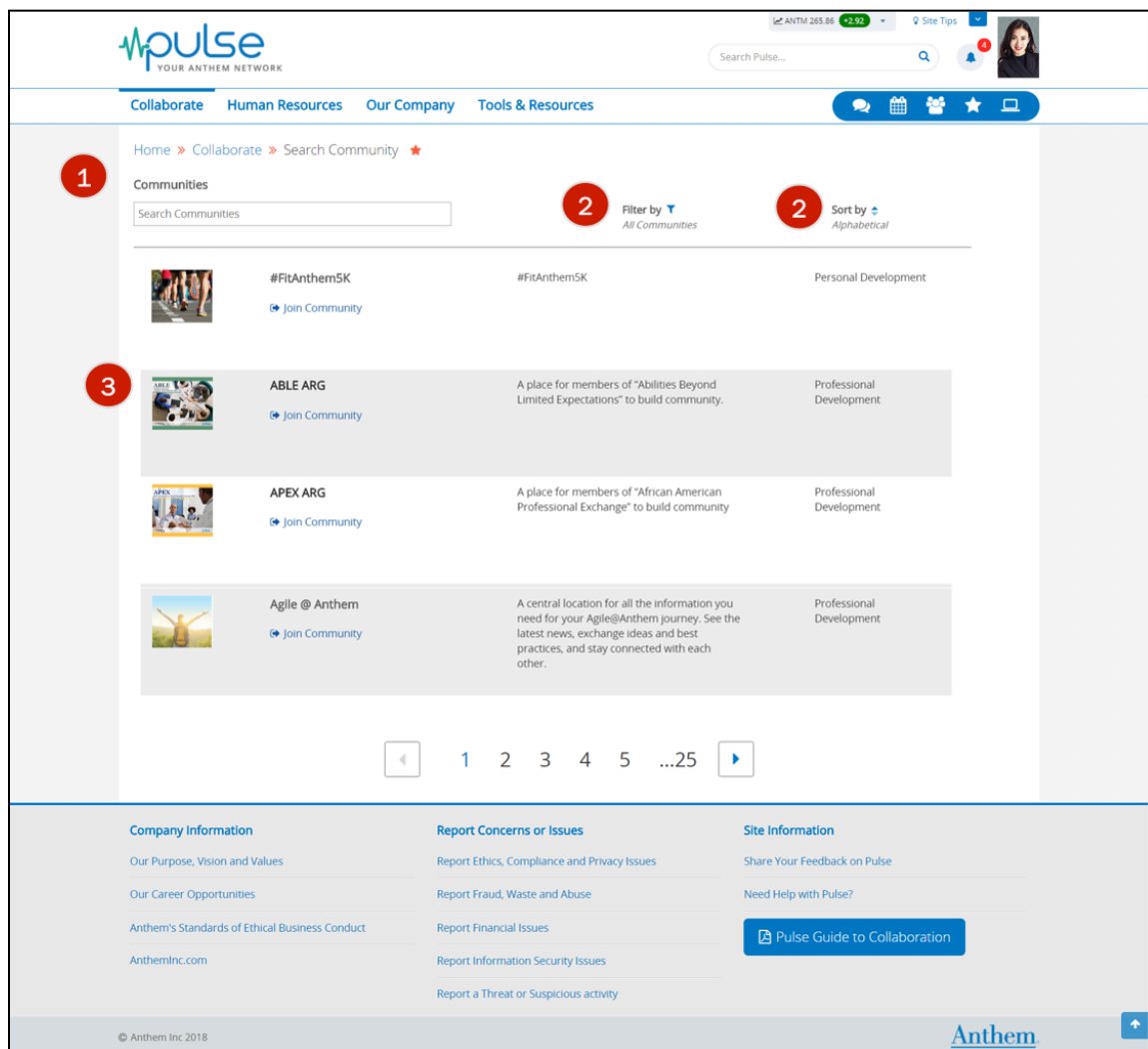
Pictured: Anthem Intranet Tools. Tools & Resources for Anthem's wide variety of job roles are consolidated in one section of the Pulse intranet.

Tools, Highlights

HR isn't the only department that provides resources for Anthem employees. IT, purchasing, security, facilities, PR, and legal are a few of the groups that often work with or counsel Anthem's many employees. Pulse's *Tools & Resources* section helps increase employee awareness about what they need to do. It also consolidates many of the tools that employees with diverse jobs need—from brand standard guides for communications professionals to medical policies for nurse case managers—so there is no need for users to hunt around to complete common tasks.

- 1. Breadcrumb:** The breadcrumb at the top displays where users are in the IA and also acts as the page title. This, combined with the selected global navigation menu (which has a thin blue bar above it to distinguish it from unselected menus), acts as an anchor to tell users where they are in the UI.
- 2. Promoted content:** Two news items or internet initiative promotions appear at the top of the *Tools & Resources* page. The *More Tools & Resources News* link below leads to additional news items.
- 3. Popular tools:** Links to the most popular tools are consolidated in the *Top Tools* section in the right rail.
- 4. Policies:** The most important Anthem policies, which all employees should be aware of, are listed in the *Our Policies* section.
- 5. Issues:** Employees are encouraged to report issues that need attention—from ethics to fraud to finance. Links to some areas to report potential issues appear in the *Report an Issue or Contact* section in the right rail. This section lets employees know that it's okay for them to report something they feel is not right. Having links on Pulse takes away the stigma of reporting an issue, legitimizes the process, and provides further information about how to identify issues and what to do.
- 6. Tabbed section:** The familiar blue in-page tab UI, seen on several Pulse pages, presents various tool and resource categories. The links—*Information Technology*, *Human Resources*, *Purchasing & Expenses*, *Facilities & Security*, *Brand/Comms/PR*, and *Legal/Ethics & Compliance*—cover the gamut of topics for which employees need tools and resources.
- 7. Links:** Each tabbed section offers a comprehensive set of links related to the main topic. While lists may be long, hunting in a list is far faster and easier than hunting across a large organization.

Community Search



Pictured: Anthem Intranet Community Search. Users can search for any topic to see if a related community exists.

Community Search, Highlights

The community search feature makes it possible for people to find communities they need or are interested in. It's also a helpful safeguard against duplicate communities, as potential new community owners can search to ensure there is not already a community like the one they plan to create.

- 1. Page name:** Users can find the community search feature in the intranet's *Collaborate* section. The *Communities* page name helps remind users that they are searching specifically for communities and nothing else.
- 2. Filter and sort:** The filter and sort features in the upper right come in handy when the search returns many community results related to the user's query.
- 3. Result:** Each result displays the community name, the option to *join the community* right from the SERP, information about the community, and the category it falls under. This information can help users determine whether a community is right for them.

Community, Resources

The screenshot shows the Anthem Pulse intranet interface. At the top, there's a navigation bar with 'Diversity & Inclusion', 'Blog', 'Key Resources', and 'Events'. A search bar is located in the top right corner. The main content area is titled 'Diversity and Inclusion Home' and includes a 'Manage Key Resources' section. This section contains a table with columns 'Name', 'Date Created', and 'Uploaded by'. The table lists various articles and resource groups. A footer section contains links for 'Company Information', 'Report Concerns or Issues', and 'Site Information'.

Name	Date Created	Uploaded by
Articles of Interest		
How to act quickly without sacrificing critical thinking (HBR)	09/29/2017	
How to Check Bias out of Interviews	08/18/2017	
HBR: how to speak about bias	04/20/2017	
Seven steps to reduce bias in hiring	03/13/2017	
Outsmart Your Biases	03/10/2017	
Why Diverse Teams are Smarter	03/10/2017	
Associate Resource Groups		
Awards & Recognition		
DECIDE: The Neuroscience of Breaking Bias		
Diversity & Inclusion Toolbox		
Diversity Observances		
Equal Employment Opportunity		
Executive Diversity Council		
Links & Resources		
Talent Sponsorship		
Decide: Upcoming closing webinars	05/18/2018	

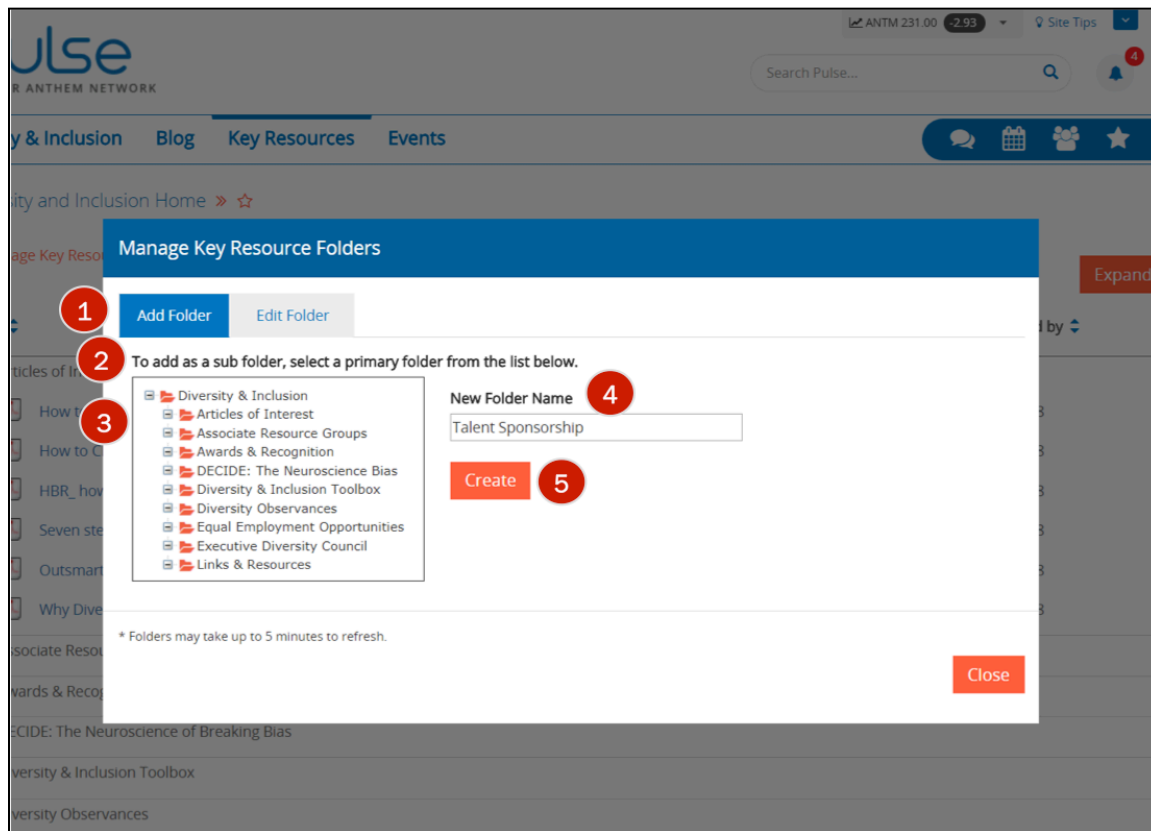
Pictured: Anthem Intranet Community Resources. Communities each have a section in which owners can post resources for members.

Community Resources, Highlights

Pulse lets employees set up communities for projects and initiatives. Each community has a section where owners can post resources so that members can easily locate them. These resource sections are popular; in fact, many of the 22,000 pieces of content on Pulse are these key resources.

- 1. Navigation:** The navigation menu in each community includes the main page (usually the community name), a *Blog*, *Key Resources*, and *Events*.
- 2. Manage resources:** On the *Key Resources* page, community managers can add, remove, and categorize the resources in folders. Managers can access these features via the orange *Manage Key Resources* link at the top of the page.
- 3. Folders:** Resources appear in folders, which can be expanded (to show the list of items in them) or collapsed (to hide them).

Manage Community Resources



Pictured: Anthem Intranet Community Resources. Simple commands in the lightbox allow community owners to manage key resources on the Anthem intranet.

Manage Community Resources, Highlights

Community owners can edit folders in a simple UI.

1. **Tabs:** Familiar blue tabs offer to *Add Folder* or *Edit Folder*.
2. **Instructions:** A sentence communicates how to add folders and position them as desired.
3. **Folder display:** All the current folders show in a list, making it easy for users to see the types of resources already created.
4. **Field:** The *New Folder Name* label makes it easy for users to know what to type.
5. **Create:** The orange *Create* button is visible and obvious.

Comment

The screenshot displays the Anthem Intranet News page. At the top, the 'pulse' logo and navigation links (Collaborate, Human Resources, Our Company, Tools & Resources) are visible. The main article is titled 'Anthem honors CEO Award recipients' and is dated May 23, 2018. It features five photos of award recipients: Teo Johnson, Manny King, Amanda Jones, Sue Smith, and Michelle West. Below the photos, a comment section is shown with a text input field (labeled 2) and a list of comments (labeled 3). The comments are from Jennifer Smith, Kate Johnson, Karen Glaze, Sanjeeva R. Kodimala, Cindy Brown, and Michael Hall, all congratulating the recipients. The footer contains links for Company Information, Report Concerns or Issues, and Site Information.

1 Anthem honors CEO Award recipients

Last updated: May 23, 2018

Award goes to associates who are "the best of the best" for consistently going above and beyond.

We are pleased to announce our 2017 CEO Award recipients following the recent Town Hall meeting. Our CEO Awards are presented annually to Anthem associates who are "the best of the best" for consistently going above and beyond expected responsibilities. These associates have made a significant impact to our company and those we serve, while showcasing an exemplary commitment to our values.

Our 2017 CEO Award recipients were recognized during Anthem's All Associate Town Hall meeting on April 25 and honored at a leadership dinner later that day, where President and CEO Gail Boudreaux presented them with their awards.

"On behalf of all 57,000 Anthem associates, I want to recognize the incredible job these recipients have done," Gail said. "We often talk about the impact we can have on a consumer and why we do what we do. The other side of that is the impact we have as associates of our company, and how thankful we are for what you do for us each and every day."

Take a few minutes and check out our [2017 CEO Award winners](#)

2 Add comment, 1000 characters max

1000 characters left

3

Company Information

- Our Purpose, Vision and Values
- Our Career Opportunities
- Anthem's Standards of Ethical Business Conduct
- [Antheminc.com](#)

Report Concerns or Issues

- [Report Ethics, Compliance and Privacy Issues](#)
- [Report Fraud, Waste and Abuse](#)
- [Report Financial Issues](#)
- [Report Information Security Issues](#)
- [Report a Threat or Suspicious activity](#)

Site Information

- [Share Your Feedback on Pulse](#)
- [Need Help with Pulse?](#)
- [Pulse Guide to Collaboration](#)

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Pictured: Anthem Intranet Comment Function. Employees can like and comment on news.

Comment, Highlights

Communities are not the only collaboration option. Employees can like and comment on news items via a simple commenting UI.

- 1. Comments and likes:** The current number of comments and likes is indicated just below the article.
- 2. Field:** A comment field below the article invites employees to engage with the content.
- 3. Comments:** Seeing other people and their comments can be interesting for employees to read. Comments also inspire people to join in and comment themselves.

Company Page

The screenshot displays the Anthem Intranet Company Page. At the top, the 'pulse' logo is visible with the tagline 'YOUR ANTHEM NETWORK'. Navigation tabs include 'Collaborate', 'Human Resources', 'Our Company', and 'Tools & Resources'. A search bar and user profile are in the top right.

The main content area features a large banner (1) titled 'One Anthem Spark Speaker Series' with a description of the series. Below this are two icons (2) representing 'Performance' and 'Organizational Health'. A section titled 'One Anthem Key Resources' (3) is divided into 'Associates' and 'Managers' tabs, each with a list of links. To the left is the 'IdeaHub' (4) section with the Anthem logo and links to view challenges, share ideas, and learn about IdeaHub. To the right is 'Our Company Websites' (5) with links to various Anthem sites and 'Learn More About Anthem' with links to diversity, press releases, branding, organizational charts, company history, innovation studio, locations, and announcements.

The 'MEET THE EXECUTIVE TEAM' section (6) features a profile of Gail K. Boudreaux, President and Chief Executive Officer, with a 'View Bio' link and an 'Organizational Charts' link. The footer contains 'Company Information', 'Report Concerns or Issues', and 'Site Information' sections with various links and a 'Pulse Guide to Collaboration' button.

Pictured: Anthem Intranet Company Page. The company page houses key information about the organization.

Company Page, Highlights

One might assume that employees should just know about the organization at which they work, but many don't know as much as they could or should. Intranets are a great way for

employees to learn more and be reminded about how their organization works and how well it is doing. Anthem is forthcoming in providing company information to employees. The Pulse *One Anthem* page offers myriad information about the company that employees can easily peruse.

- 1. Promoted content and initiatives:** The top of the *One Anthem* page promotes a business initiative—such as a speaker series with experts in various business topics.
- 2. Company performance and health:** Executives share information about how the company is doing in terms of *Performance* and *Organizational Health*. This type of information helps employees set their priorities and better understand business decisions that are being made. Sharing this type of information with employees helps them feel informed, respected, and valued.
- 3. Tabbed section:** The familiar blue in-page tabs in the *One Anthem* Key Resources section show links to sections for *Associates* (employees) or *Managers* and lists cool initiatives and need-to-know processes. The *e-Cards* feature allows employees to send each other thank you and congratulatory cards.
- 4. Ideas:** The *IdeaHub* card offers links to a program that inspires employees to suggest new ideas. This is a great way to let employees stretch their creativity, and for managers to find out about poor processes and possible solutions.
- 5. More Anthem information:** The next two cards on the page share links to company websites and more information about the company, including its history and locations.
- 6. Executives:** The *Meet the Executive Team* section at the bottom of the page displays the president and CEO's name and photo, as well as a link to her bio. Orange arrows let employees scroll through to other executives, while the *Organizational Charts* button leads to the full org charts. This area is a great way for employees to get acquainted with the people who captain the ship that is Anthem.

Help and Promoting Intranet Features

1 Get to Know Pulse Series Archive

2 Last updated: May 8, 2017

3 Click below to explore a variety of tips and tricks to help familiarize yourself with Pulse.

Get To Know Your **User** Dashboard

Get To Know The New **Pulse** HR

Get To Know Your **Pulse** Communities

Get To Know Your **Pulse** Profile

Get To Know **Pulse** Search

Six Simple Ways To Personalize Your **Pulse** Experience

Add comment, 1000 characters max

1000 characters left

Wendy Jones
Pulse 5/8/17
This helped out a lot!

Don Smith
Pulse 5/8/17
This is my second full day here at Anthem and this was a great resource for getting to know Pulse. Very thorough and informative.

Dennis Williams
Pulse 5/8/17
It's feeling really good in Woodland Hills. Especially compared to yesterday weather!

Shirley Vargen
Pulse 5/8/17
I'm impressed with the thoroughness of the content. Nice investment.

Chad Brown
Pulse 5/8/17
It all sounds SIMPLE so thanks for getting it this way with good instructions on how we set it up our way!

Company Information
Our Purpose, Vision and Values
Our Career Opportunities
Anthem's Standards of Ethical Business Conduct
Antheminc.com

Report Concerns or Issues
Report Ethics, Compliance and Privacy Issues
Report Fraud, Waste and Abuse
Report Financial Issues
Report Information Security Issues
Report a Threat or Suspicious Activity

Site Information
Share Your Feedback on Pulse
Need Help with Pulse?
Pulse Guide to Collaboration

Anthem Inc. 2019

Pictured: Anthem Intranet Help. The *Get to Know Pulse* series offers tips and tricks for optimal Anthem intranet use.

Help and Promoting Intranet Features, Highlights

Sometimes the best way to make users aware that features exist is to tell them. The *Get to Know Pulse* series does just that. These articles give tips and help related to the Anthem intranet's many features.

- 1. Archive:** All the articles about Pulse are consolidated in the intranet's *Get to Know Pulse Series Archive* section.
- 2. Instruction:** One simple sentence encapsulates why these articles are helpful and what the user should do.
- 3. Titles:** The titles in each large card indicate the feature that the module describes.

DESIGN PROCESS AND USABILITY WORK

Let UX Lead the Charge

Iterative wireframe sessions and feedback from several focus groups conducted at the start of the redesign project informed decisions about Pulse's feature roadmap. The wireframe design brought together key stakeholders from the site's different areas and helped speed up specification gathering. This process worked well, reducing weeks' worth of business analysis into an average of two sessions, in which the team identified and approved features that would meet the needs of each area. To maximize session productivity, the team's UX lead took loosely documented requirements and designed wireframes to represent the interface structure of each feature using Balsamiq Mockups. This approach helped stakeholders provide feedback during each iterative review and revise session. These mockups ultimately morphed into polished schematics that were applied to the site design. Almost every element of Pulse went through this process; this let the design be driven by those who specialize in UX rather than by committee, and resulted in a clean look and easy-to-use features.

The biggest insight that emerged from the research activities was that the design must be intuitive for people to use. Industry best practice research showed this as a common thread among successful intranets. The team also worked hard to ensure that the site was not over-engineered. It took the most important tasks, prioritized them, and then prioritized them again throughout the design process. This is a practice that the team still uses today, as the site continues to be refined.

Getting Buy-In

Change management was a focus throughout the Pulse creation process. To ensure the project would be a success, the Pulse team formed a Change Management Workstream early on that met regularly. Key milestones and touch points were identified up front, and these helped guide the project and keep it on track. Because people had been using the old platform for so long, the team knew there might be adoption—or even acceptance—issues. To combat this, the team kept the site intuitive and simple, and also developed a series of communications that were delivered to users pre- and post-launch.

Because associates were eager to experience Pulse and the team didn't want to operate in a complete vacuum, it offered a series of interactive Pulse Sneak Peeks leading up to launch. Associates were able to experience Pulse in a virtual setting with limited functionality over the course of three in-depth interactive sessions. After launch, the team ran an eight-week *Get to Know Pulse* series that focused on different Pulse areas and offered helpful tips along the way.

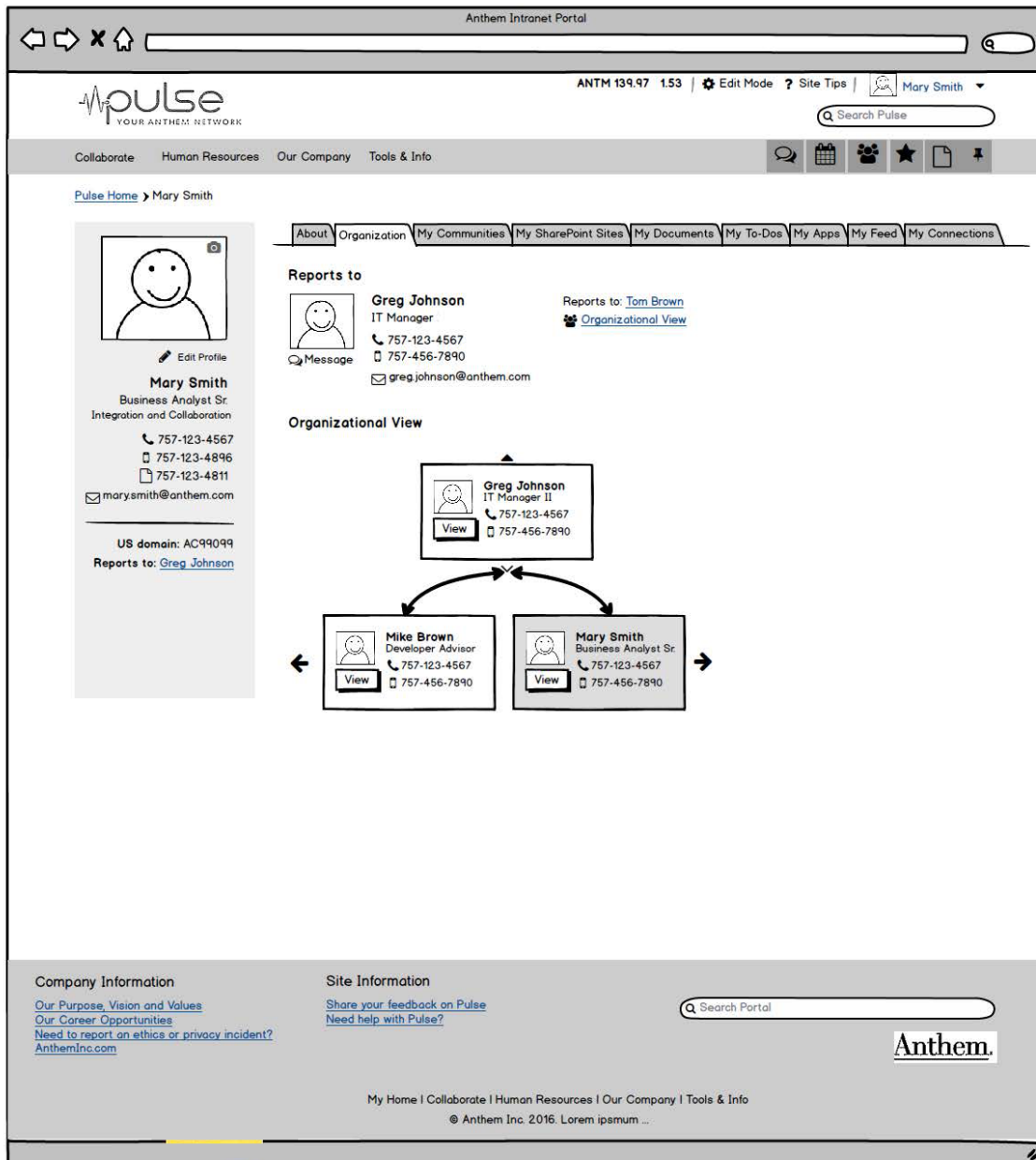
The team also called on the Pulse Ambassadors to help out on launch day. These employees served as Pulse experts who could help answer associates' questions. And, of course, the ambassadors were given early access to Pulse to help prepare them for their duties.

The team also created a comprehensive Site Wizard to help associates through the adoption process. Because Pulse has so many potential users, the team wanted to try to avoid having too many people contact the help desk or email the Pulse inbox with their questions, as those channels would likely become overwhelmed. The Site Wizard proved to be a helpful tool and is still active today.

WORKING WITH OUTSIDE AGENCIES	
Agency	Project Role
Buck Consulting An HR benefits consulting firm	<ul style="list-style-type: none"> • Landing page design and HR benefits access
FishBowl Solutions IT development and implementation team	<ul style="list-style-type: none"> • Oracle WebCenter customization and unique personalization that aligned with the overall vision for Pulse
Pulse Point Group Change management consulting firm	<ul style="list-style-type: none"> • Change management • User surveying • IT project management



Pictured: Anthem Intranet Homepage Wireframe. This homepage wireframe, created using Balsamiq, was part of the team’s design workflow. Wireframes such as this helped the team discover the best solutions faster.



Pictured: Anthem Intranet Profile Page Wireframe. This is the Balsamiq wireframe created to help design the user profile page organization tab.

GOVERNANCE

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
Development Team	A small cross-functional team of developers, testers, and other specialists working collaboratively to deliver a vertical slice of functionality.
Product Owner (PO)	The content authority for the Team Backlog and the only team member empowered to accept Stories as done. Also: <ul style="list-style-type: none"> • Defines Stories and prioritizes the backlog
Scrum Master	<ul style="list-style-type: none"> • Helps the team remove impediments, facilitates team events, and fosters an environment for high-performing teams
System Team	A special Agile team that provides assistance in building and using the Agile development environment, including continuous integration, test automation, and continuous deployment. This team: <ul style="list-style-type: none"> • Assists with the integration of assets from Agile teams • Performs end-to-end solution testing as needed • Assists with deployment and release
System Architect/Engineer	An individual or small cross-discipline team that truly applies systems thinking and also: <ul style="list-style-type: none"> • Defines the system's overall architecture • Helps define nonfunctional requirements • Determines the major elements and subsystems • Helps define the interfaces and collaborations among them
Release Train Engineer (RTE)	Servant leader and chief Scrum Master for the train. In this role, the RTE: <ul style="list-style-type: none"> • Facilitates optimizing the flow of value through the program using various mechanisms, such as the Program Kanban, Inspect & Adapt workshop, and PI Planning

Lean User Experience Team	<ul style="list-style-type: none"> Embraces a mindset, a culture, and a process of Lean-Agile methods Implements functionality in minimum viable increments and determines success by measuring results against an outcome hypothesis
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URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	https://pulse.antheminc.com
Default Status	By default, all Anthem associates have Pulse set as their homepage and cannot change this setting. A shortcut to Pulse is placed on each associate's desktop.
Remote Access	Associates can access Pulse from anywhere using two-step verification for security (log-in credentials and a one-time passcode sent via a preferred method, such as to a phone). Some Pulse content is not viewable outside of the Anthem network to ensure proper site security. However, applications such as HR transactions and expense reporting are externally available through Pulse.
Shared Workstations	Some corporate offices provide shared computer facilities to be used during breaks. Although not widely used, Pulse is accessible via these workstations.

TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
November 2005	<ul style="list-style-type: none"> Launch of WorkNet
September 2014	<ul style="list-style-type: none"> Collaboration (commenting and liking) added to WorkNet's news articles; homepage refresh
May 2016—April 2017	<ul style="list-style-type: none"> Redesign of Pulse (v.1): branding overhaul, IA, new features
April 2017	<ul style="list-style-type: none"> Launch of new design
April 2018	<ul style="list-style-type: none"> Redesign of main header, footer, and primary navigation, including reducing header height by half, consolidated profile photo section, and introduction of sticky navigation Mobile responsiveness and accessibility improvements to main page template
July 2018	<ul style="list-style-type: none"> Enhanced photo upload tool, including cropping and resizing, and an upgraded UX Configurable widgets
September 2018	<ul style="list-style-type: none"> Launch of Pulse (v.2)
Overall redesign timeframe: 1 year	

CONTENT AND CONTENT CONTRIBUTORS

CONTENT DEVELOPMENT AND OVERSIGHT	
Contributors	Pulse currently has 364 contributors. The Corporate Communication team member who oversees each business area selects contributors for the <i>Our Company</i> , <i>HR</i> , and <i>Tools & Resources</i> sections. Few, if any, Pulse contributors work full-time on the intranet; people contribute to their intranet areas on top of their standard job requirements. Also, any employee interested in having a community can request one and contribute to its content.
Encouraging Contribution	Each area or community can have one or more people contribute content. Contributors are motivated from the top. Each section on Pulse has accountability for its own content within the intranet's distributed contribution model. Almost all intranet areas are also engaged with and encouraged by the site's partnership with Corporate Communications.
Training	Anyone who wants to be a contributor must attend training. The training lasts two hours and is held through a conference call and Skype for Business screen share. The Pulse Trainer shows attendees how to contribute various types of content, and the intranet's <i>Pulse Training Community</i> section provides a library of PDFs for all contributor tasks. Once people have completed the training, they are granted contributor access to Pulse.
Maintaining Quality	The Pulse Admin audits content on a regular basis. If content is outdated or poorly displayed, the admin contacts the contributor and works with that person to improve the area.

<p>Culling Content</p>	<p>When the team moved from the more than 10-year-old WorkNet to the new Pulse, it essentially started from scratch. Outside of core business documents, which are meticulously maintained and heavily regulated, only minimal content was migrated. The vast majority of content was recreated in the new system. The team engaged with contributors in the site's major areas, and Corporate Communications partners rewrote and updated much of the content. The switch also reduced the number of contributors significantly. The old content was all archived per a document-retention policy and could be retrieved if needed for audit.</p> <p>This start-from-scratch approach was somewhat dictated by the fact that the legacy system was so old that the team did not have an automated system for identifying and updating old content.</p> <p>Recreating the content was a lot of work, but it was worth it for quality purposes—and ultimately satisfying to start with a clean slate.</p>
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The screenshot shows the 'Report a Content Mistake on Pulse' form within the Anthem Intranet. The header includes the 'pulse' logo, a search bar, and navigation links. The form itself has a title, a brief instruction, a list of reportable issues (Misspellings, Broken links, Inaccurate content), and two text input fields for 'Description of the content mistake' and 'URL of the page with a problem'. A character count shows 255 characters remaining. A 'Submit Comment' button is at the bottom right. A footer section contains links for 'Company Information', 'Report Concerns or Issues', and 'Site Information', along with the Anthem logo and copyright notice.

Report a Content Mistake on Pulse

Thanks for helping us to improve Pulse! Please do not use this form for reporting login problems, password resets, LiveChat issues, or problems with online training materials; but instead, please report these problems to [IT Enterprise Service Desk](#).

This form is intended to assist you in reporting content mistakes on Pulse such as:

- Misspellings
- Broken links
- Inaccurate content

Description of the content mistake

URL of the page with a problem

255 character limit. You have 255 remaining

[Submit Comment](#)

Company Information

- [Our Purpose, Vision and Values](#)
- [Our Career Opportunities](#)
- [Anthem's Standards of Ethical Business Conduct](#)
- [AnthemInc.com](#)

Report Concerns or Issues

- [Report Ethics, Compliance and Privacy Issues](#)
- [Report Fraud, Waste and Abuse](#)
- [Report Financial Issues](#)
- [Report Information Security Issues](#)
- [Report a Threat or Suspicious activity](#)

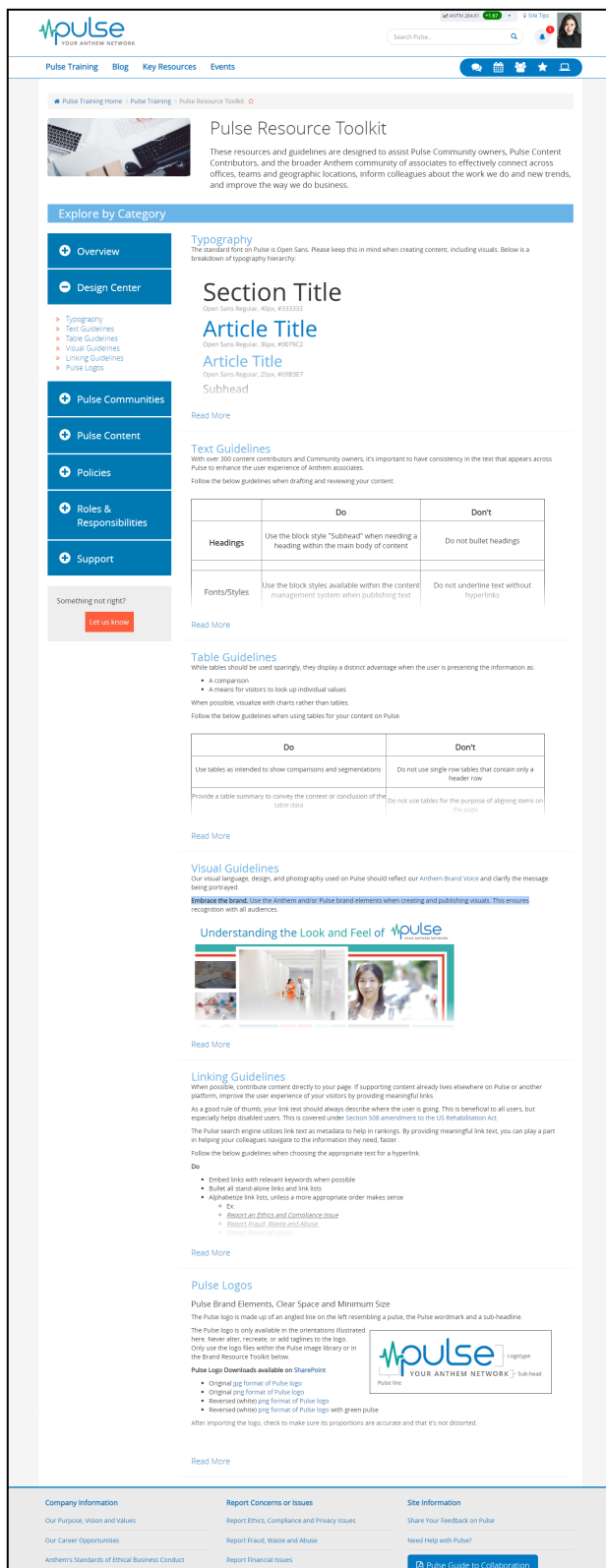
Site Information

- [Share Your Feedback on Pulse](#)
- [Need Help with Pulse?](#)
- [Pulse Guide to Collaboration](#)

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[Anthem](#)

Pictured: Anthem Intranet Site Feedback Form. Users can report feedback directly through the site. A button for this feedback form can be found on nearly every page.



Pictured: Anthem Intranet Resource Toolkit. The *Pulse Resource Toolkit* lists resources and guidelines to assist Pulse community owners, Pulse content contributors, and the broader Anthem community of associates to effectively connect across offices and improve the way business is done.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	<ul style="list-style-type: none"> • Web Tier: IBM HTTP Server • App Tier: Oracle WebLogic Server 12c • Operating System: Redhat Enterprise Linux Server release 6.8 (Santiago) • Hardware: AMD 64 • Database: Oracle 12c RAC Enterprise DB
Bug Tracking/Quality Assurance	<ul style="list-style-type: none"> • Bug Tracking & QA: JIRA Atlassian • Monitoring: Splunk, CA APM, Wily • Documentation: Confluence Atlassian
Design Tools	<ul style="list-style-type: none"> • Architecture Design: Microsoft Visio 2013 • UX Design: Adobe Photoshop, Balsamiq, InVision
Site Building Tools	<ul style="list-style-type: none"> • Eclipse, Oracle JDeveloper 12c, Web Storm, Microsoft VS Code, Atom IDE
Content Management Tools	<ul style="list-style-type: none"> • Oracle WebCenter Content 12c
Search	<ul style="list-style-type: none"> • Google Search Appliance (GSA)
Other Functions	<ul style="list-style-type: none"> • App Tier Caching: Oracle Coherence Caching 12c • Web Tire Caching: Apache Module Caching

Technology Migration

The Anthem team's technology migration progressed as follows:

- Migrated legacy application from unsupported technology (Oracle Content Server 10g) to the next-generation intranet platform (Oracle Content Server 12c) by launching automated content migration and enhancement.
- Upgraded and migrated legacy application from Windows platform to Linux for better security and performance.
- Introduced architecture transformation foundational framework to replace the third-party licensed products with more reusable components in an Agile System Development Life Cycle (SDLC).
- Replaced Google Search Appliance (GSA) with Elastic Search as an enterprise search solution as GSA was scheduled to reach the end of its life support at the end of 2018.

MOBILE

When designing Pulse, the team took a design approach that emphasized the optimization of the desktop experience first, and then mobile. The majority of users access the site via their desktop daily; while the team knew that mobile would be nice to have, it was important to have a solid desktop version first. The team entertained the idea of a mobile app for a few months, but stepped away from that idea. Instead, it set out to make the desktop version best-in-class and marry it with a responsive web design. While focusing on the responsive design, the team also sought to identify which aspects of the site would be utilized most in the context of a responsive mobile experience. It ultimately determined these aspects to be the people finder and org charts.

Target Platforms and Devices

The Anthem design team wanted Pulse to work across all devices and be specifically optimized for company-issued devices. It therefore adopted the following mobile screen sizes as the target platforms: iPad Pro and iPhone 8 and later.

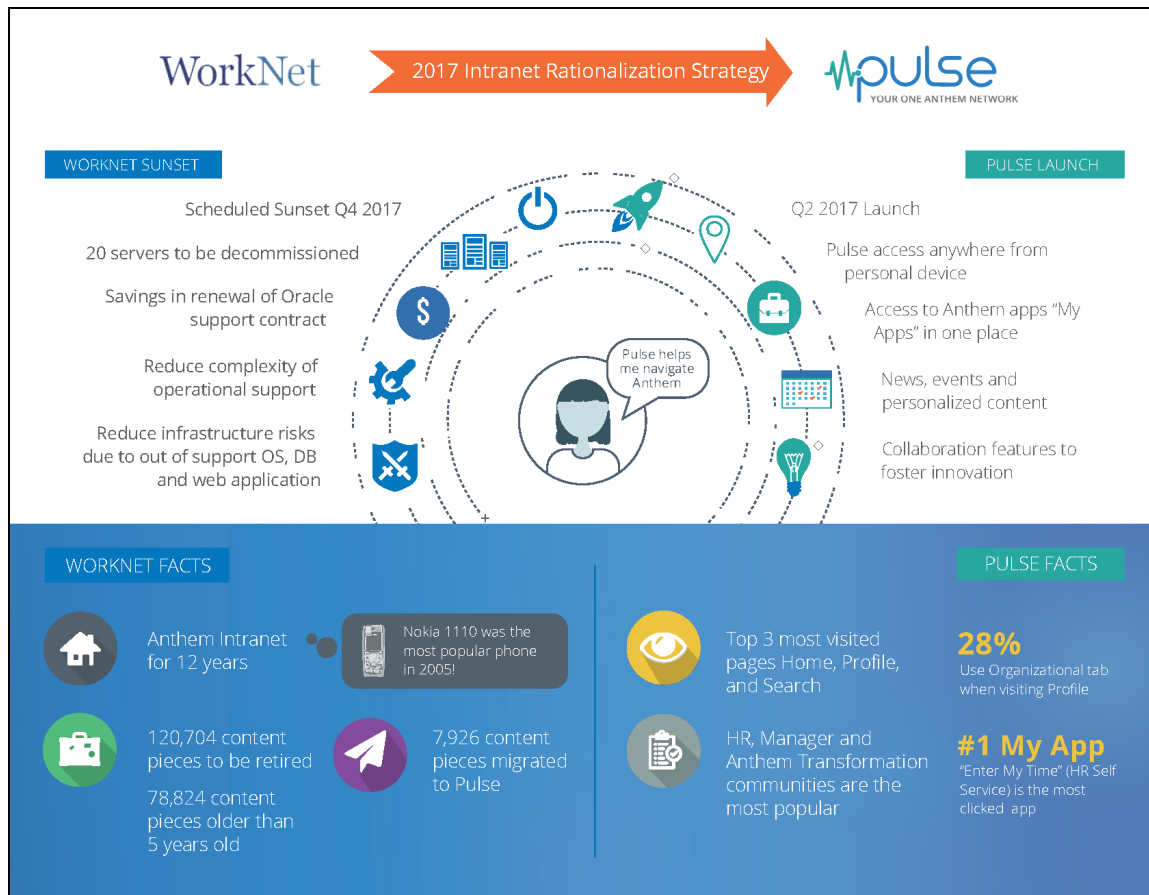
The team also conducted testing on Android for those associates accessing the intranet through personal devices.

ROI

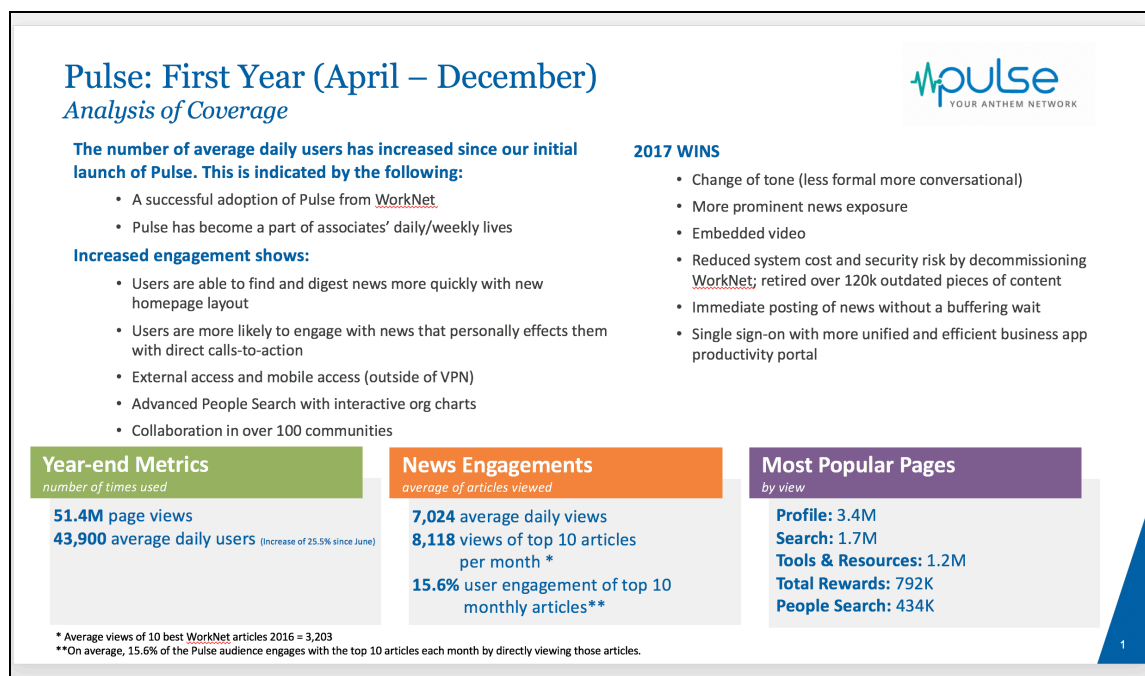
Aside from the obvious benefit of Pulse providing Anthem with a much-needed intranet lift, significant ROI was also realized shortly after launch. From an IT perspective, the new intranet allowed for the decommissioning of 20 stressed servers and reduced significant cost and complexity of Oracle operational support, including reduced infrastructure risk and outdated OS and DB web applications.

The launch of Pulse also allowed for single sign-on capability and previously unavailable external access to more than 130 specific Anthem apps, which users can now manage and access simply and securely. Pulse also proved to be an immediate win in terms of associate engagement, which rose by more than 250% for Pulse content. Also, the Pulse team was able to expire more than 120,000 pieces of outdated WorkNet content.

Overall, the team has been extremely happy with the performance and new abilities that Pulse provides.



Pictured: Anthem Intranet Worknet vs. Pulse. This infographic illustrates some of the key differences between Anthem's previous intranet, WorkNet, and its current Pulse platform.



Pictured: Anthem Intranet First Year Stats. This graphic shows the 2017 year-end key metrics for the new Pulse intranet.

LESSONS LEARNED

The Anthem team learned many lessons during the Pulse project, and it shares two key lessons here:

- **Launch slow, but fail quickly.** “If you have the time, use it. Launch slow, but fail quickly. Don’t feel rushed to move on to the next thing. Respect your timeline, but also demand perfection, if not close to it. If something isn’t right, fix it. Always act with your end users in mind and don’t be clouded by your own curse of knowledge. Just because you know how something works and realize what value it adds doesn’t mean the end user will. Additionally, make sure that your team is made up of diverse individuals who really care about the product and realize the impact it can have. Give everyone a voice. From end users to project testers to those on your development and design teams, everyone has great value to add. Simply allow them to add that value with their voice, perspective, and opinion.”
- **Pay close attention to change management efforts.** “Change management is especially important if an organization has a lot of diverse users. Ease your audience and users into the adoption and do not just drop the new system on them. The Pulse team found that seeing is believing, so don’t be afraid to give glimpses into the current state and vision for the final product. Lastly, once live, don’t leave users on their own. Continue to support them and make sure that they feel a sense of ownership and ask them for their input. Make sure they know you value their input, but the team can’t do everything.”

Dynacare (2020)

OVERVIEW

COMPANY

Dynacare is one of Canada's largest, most established health solutions companies. It serves healthcare solutions to more than 10 million Canadians, offering services that include essential medical testing, insurance solutions, corporate wellness programs, advanced genetic testing, and digital health solutions.

Headquarters: Brampton, Ontario, Canada

Company locations: 200+ laboratories, health service centers, transport depots, and corporate offices

Locations where people use the intranet: Canada

Annual revenue: N/A

THE INTRANET

Users: The intranet's 3,000 users range from clinicians and laboratory technicians to couriers, frontline staff, and those in operational and departmental roles such as HR, customer service, maintenance, finance, and quality assurance. Users share core demands for items such as policy documents, company news and insights, and HR and finance information; however, there are also distinct intranet use cases relevant to only some user types or departments. For example, specialist staff uses the intranet on desktop devices to locate subject matter experts to collaborate on healthcare challenges, while couriers rely on mobile access to coordinate operations with their team and stay aligned with company objectives.

Mobile approach: Responsive web design and native mobile app

Technology platform: Unily Digital Experience Cloud

TEAM

The core project team: directly involved in the planning, design, and launch of ConneXe comprised five team members: Mario Fantozzi, Business Owner/Project Lead; Tricia Gill, Project Manager; Sandra Bhikram, Business System Analyst; Mara MacKay, Project Coordinator; John Neves, SharePoint Specialist.

Some of these team members also took on additional roles during the project phase as follows.

Design: Mario Fantozzi

Leadership: Naseem Somani, CEO; Mario Fantozzi, IT; Tricia Gill, IT; Sandra Bhikram, IT; Arun Thomas, IT; Donna Pascal, HR; Scott Hickey, Corporate Communications; Andrea Price, Corporate Communications; Ingrid Huss, HR; Ana Andreasian, IT; Peter Parsan, IT

Development: Mario Fantozzi, IT; John Neves, IT; Sandra Bhikram, IT

Support: Mario Fantozzi, IT; John Neves, IT; Melanie Wells, Branding; Lissette Edward Copperi, Branding; Andrea Price, Corporate Communications-Content; Andrew Munday, Corporate Communications-Content

INTRANET TEAM

DYNACARE



Arun Thomas
Vice President, Information
Technology and
Chief Information Officer



Mario Fantozzi
Director Integrated Enterprise
Planning and Solutions



Andrea Price
Director, Corporate
Communications



Andrew Munday
Coordinator, Corporate
Communications



Scott Hickey
Vice President, Corporate
Communications and
Public Affairs



Donna Pascal
Vice President, Human
Resources and
Talent Management



Ingrid Huss
Director, Total Rewards
and HR Operations



Sandra Bhikram
Business Systems Analyst

UNILY



Emma Horder
Customer Success Manager



Jason Liang
Consultant



Paul Seda
Consultant

Dynacare team members shown here (top row, left to right): Arun Thomas, Mario Fantozzi, Andrea Price, and Andrew Munday; (second row, left to right) Scott Hickey, Donna Pascal, Ingrid Hess, and Sandra Bhikram. **Unily team members shown here** (left to right) Emma Horder, Jason Liang, and Paul Seda.

HIGHLIGHTS ABOUT THIS WINNER

Collaboration is at the heart of Dynacare's approach to healthcare, and its ability to share expertise internally underpins its success as a leading provider in Canada. Dynacare team members value and leverage each other's ideas, expertise, and experience to provide the best healthcare possible. The company's intranet, ConneXe, is a seamless destination that connects employees from anywhere, anytime, and on any device—to drive higher levels of collaboration, simplify access to information, and ultimately improve each day for employees.

Interesting features include:

- **Quick edit menu:** The quick edit menu is available only to ConneXe administrators, and provides the option to edit content on any intranet page directly from the front end, instead of through the CMS. This helps users make simple edits faster and easier.
- **Surfaced employee wellness and recognition:** ConneXe promotes the health and wellness of the whole person, not just the part employed at Dynacare. With multiple areas dedicated to helping employees be inspired at work, grow their careers, stay healthy, and thrive in life—as well as appreciate one another—the Dynacare intranet demonstrates what it means to really care for employees.
- **Gamified profile:** Because finding information about colleagues in the healthcare setting is so critical to collaboration, ConneXe motivates users to keep their profile data complete and tidy through a gamified profile completion experience.
- **French and English:** Users can easily switch between languages through the profile settings menu, which can be accessed from any page using the global navigation. The site is fully responsive in both Canadian French and Canadian English.
- **Who Does What:** Keeping track of what other departments do, especially in a healthcare organization, can be challenging. But ConneXe makes this simple with its *Who Does What* page. The page clarifies each department's organizational role and shares important information about both the department's senior leadership team and conversations going on within the department, as well as offering links to tools, applications, and documents related to the department's specific business area.

BACKGROUND

In 2015, Gamma-Dynacare formally changed its name to Dynacare, repositioning itself as a health solutions company. This new identity spoke to the company's intention to expand its scope within the changing Canadian healthcare landscape.

The company required an aggressive digital transformation strategy to support its ambitious growth plans, part of which involved implementing a new, more powerful intranet platform that could support collaboration, communication, and cultural goals.

Goals

The intranet that resulted from this initiative, ConneXe, was built around four pillars:

- **Share knowledge:** Provide employees with easy access to organizational updates, policies, forms, and more.

- **Provide access to experts:** Give employees tools that let them search for and find colleagues who have expertise in different areas, including different scientific disciplines, IT, and HR.
- **Be a gateway to all systems:** Allow employees to access all the apps and tools they use to do their best work in one place, using single sign-on.
- **Improve collaboration and productivity:** Enable employees to communicate and collaborate more easily with colleagues, both within departments and across the organization.

Challenges

Key project challenges included the following.

- **Full multilingual support:** When the team discovered that not all of the widgets included in the chosen intranet platform had multilingual capabilities, it had to find another way to provide a true multilingual UX for both the English- and French-speaking employee communities.
- **Office 365:** The company had an existing investment in Office 365 that had to be leveraged in the new intranet.
- **Seamless UI regardless of user roles:** The design team had to figure out how to provide a seamless experience for both union and non-union employees, specifically on the *Benefits* page (which is different for each group). And, along with that, the team had to find a way to ensure proper access for both groups through Active Directory groups functionality.

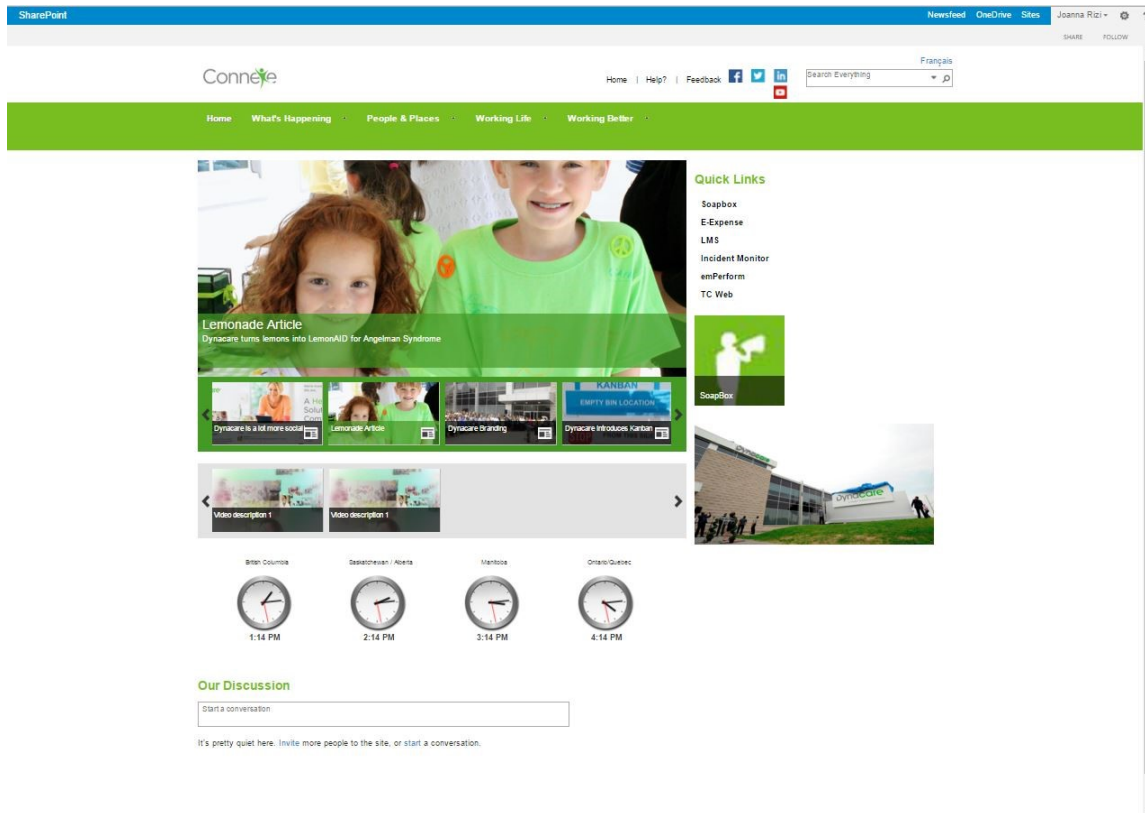
Digital Workplace

The Dynacare vision was to have ConneXe be at the center of the digital workplace—a digital destination where employees can start their day and find the tools they need to do excel at their job. At the core of this vision was the desire to create an intranet that would connect all employees, regardless of device, and thus increase collaboration, ease information access, and improve every employee's quality of life.

ConneXe was designed to be that digital toolbox, and it comprises many key features.

- **Messaging:** integrated Outlook Online email
- **Productivity:** integrated Office 365 Online productivity suite of applications
- **Document management:** SharePoint
- **Collaboration:** functional team sites and integrated WebEx
- **Communication:** a CMS, corporate news publishing capabilities, blogs, etc.
- **Business applications:** personalized user dashboard for company apps and Office 365 apps
- **Crowdsourcing:** integrated Dynacare SoapBox (an employee ideation platform) and Achievers (a rewards and recognition platform)
- **Connectivity:** integrated employee directory and rich user profiles, including a skills repository

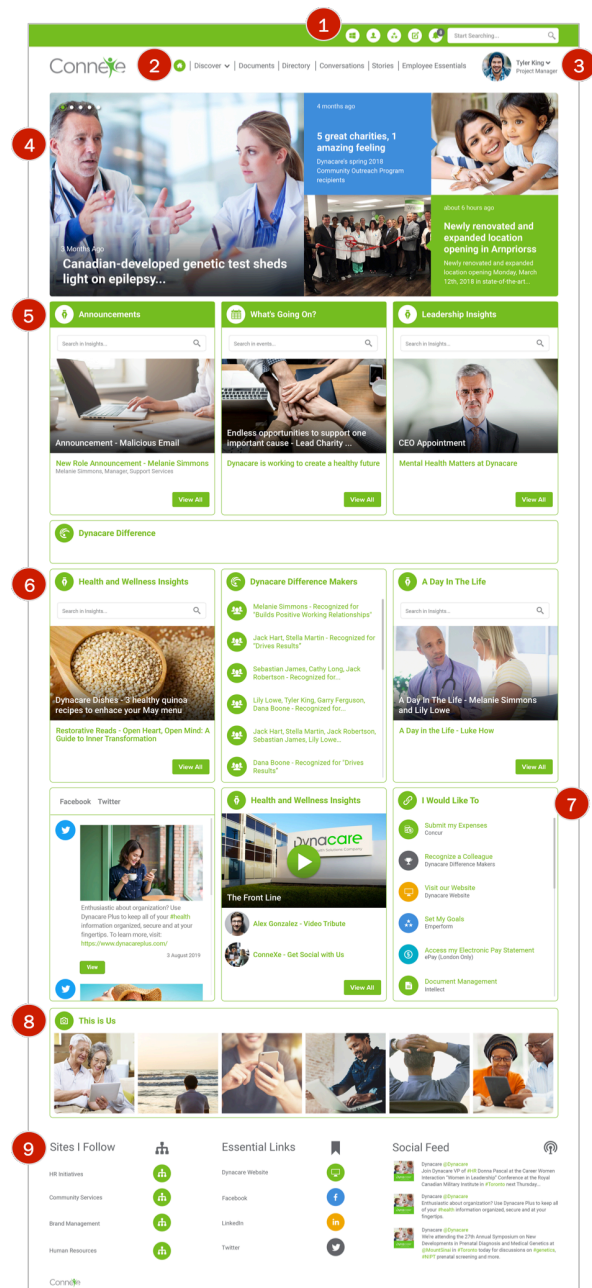
- **Mobility:** a cloud-based, fully responsive solution accessible on any device, anywhere, any time



Pictured: Dynacare Legacy Intranet Homepage. This shows the Dynacare intranet as it looked prior to the most recent redesign.

DESIGN REVIEW

Homepage



Pictured: Dynacare Intranet Homepage. The current ConneXe homepage is focused on maintaining open communication between Dynacare and its valued employees.

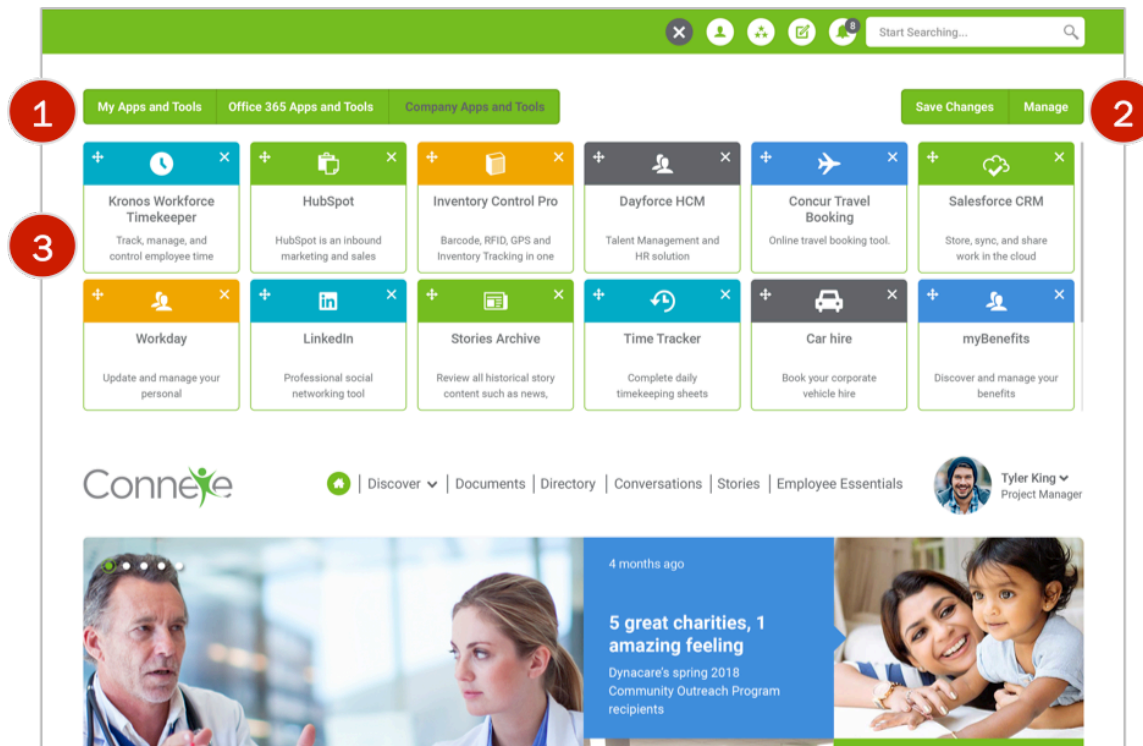
Homepage Highlights

The homepage's card-based design and well-organized layout, coupled with a refreshing green, blue, and white brand color palette, encourages people to engage with the latest company news and events as well as workplace wellness content. The goal is to align employees to Dynacare culture and let them know that they are each a critical aspect of it.

- 1. Secondary navigation:** The secondary navigation sits right above the global navigation and contains several essential features. Search lives alongside a notifications hub, where users can access personalized notifications about new content, intranet social activity, and company announcements. The menu also lets users manage settings for their notifications, which not only display on the desktop version, but also as push notifications on ConneXe's mobile app. On click, an apps and tools icon displays a menu of personalized applications and useful business tools to give employees everything they need to do their best work from one launching point. The personalization icon allows users to select from topics and themes that are most relevant to their jobs. Once topics are selected, related content appears in their feeds across the intranet. The icon with three circles allows users to follow any colleague, social channel, site, or page on the intranet. After following, employees receive helpful notifications about associated activity and updates. This feature helps employees fine-tune their updates to stay better connected. Finally, the quick edit menu icon allows content managers to create and edit content directly from the front end, without ever having to navigate to the CMS.
- 2. Global navigation:** ConneXe's global navigation is labeled clearly and concisely and persists across all pages. This helps users navigate freely, without ever losing their place. It also lets them quickly and reliably return to core content and functionality, including the homepage, workspaces, a unified document center, the people directory, a hub for social conversations, an archive of stories, and employee essentials.
- 3. Profile access:** A user's name, title, and professional headshot appear on the homepage and provide direct access to the full employee profile.
- 4. News:** A smart-feed aggregates various content types into an eye-catching hero component, which effectively delivers the latest and greatest news to Dynacare employees. Titles stand out starkly against images and colored backgrounds, while publishing timeframes and succinct descriptions provide added clarity.
- 5. Feeds:** Directly under the main hero space integrated content feeds deliver announcements, events, and leadership insights. This prominent placement above the fold ensures that these key messages are not lost amid other stories and homepage content. A bright green button invites employees to explore all of the content related to each priority area.
- 6. Culture and wellness:** A clean page break offers a switch in perspective, from corporate communications to culture and wellness-focused content. This area includes a searchable wellness newsletter, a peer-recognition section, a look at a day-in-the life of an employee, social feeds, and video.
- 7. I want to:** This simple and intuitive module grants instant access to user-centric tasks to help employees carry out their most important work.

8. **Photo gallery:** A feed with photos from across the organization highlight happenings and happy times at Dynacare.
9. **Footer:** Rounding out each page, the footer gives users access to followed sites and essential links, as well as the company's social media feed.

Apps and Tools



Pictured: Dynacare Intranet Apps and Tools. ConneXe's customizable *Apps and Tools* menu ensures that critical business tools are no more than a click away.

Apps and Tools Highlights

Apps and tools are accessible from the secondary navigation. This menu gives employees access all of their critical business systems and applications, in a single click, from any intranet page.

- 1. Tool types:** Employees can use the tool-type tabs to navigate between their customized view of tools, Office 365 apps and tools, and company-specific apps and tools.
- 2. Save and manage:** Changes made in this menu can be saved, which helps users avoid lost progress and wasted time when customizing their apps and tools.
- 3. Tool cards:** Each application or digital workplace tool is contained in a colorful card with a visually appealing and corresponding icon. In addition to seeing the name of the tool and a helpful description, employees can also delete tools from this view or move tools around for enhanced productivity.

Workspaces

1 Search in Workspaces ...

2 About Us

- > Who we are
- > IT Support
- > Leadership Area
- > Brand Centre
- > Travel Booking
- > Our Offices

Our Departments

- > Marketing
- > Information Technology
- > Human Resources
- > Sales
- > Finances

Followed Sites

- > HR Initiatives
- > Community Services
- > Brand Management
- > Human resources

3 Months Ago
Canadian-developed genetic test sheds light on epilepsy...

4 months ago
5 great charities, 1 amazing feeling
Dynacare's spring 2018 Community Outreach Program recipients

about 6 hours ago
Newly renovated and expanded location opening in Arnpriorss
Newly renovated and expanded location opening Monday, March 12th, 2018 in state-of-the-art...

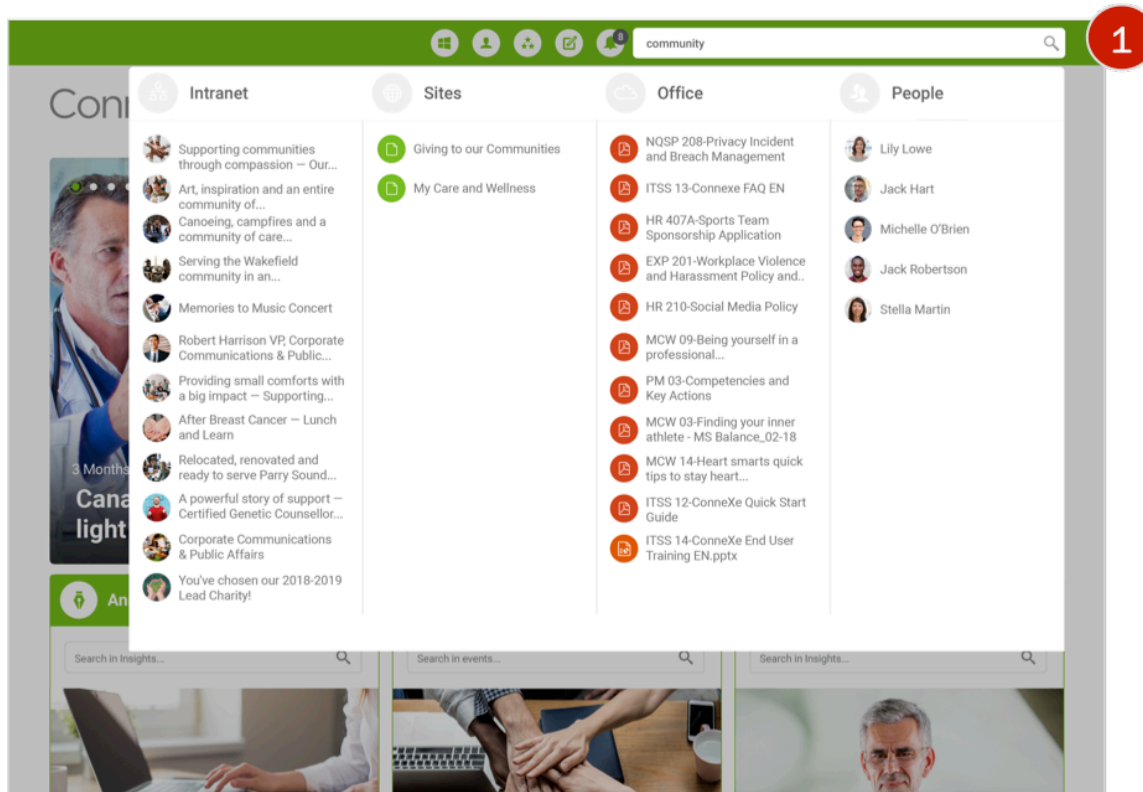
Pictured: Dynacare Intranet Workspaces. ConneXe's *Workspaces* menu provides direct access to information about the organization and departments, and allows employees to follow specific sites within the intranet.

Workspaces Highlights

The first label in ConneXe's global navigation, *Discover*, opens a drop-down menu containing three clearly defined link collections, or *Workspaces*.

- 1. Scoped search:** Employees can search inside specific workspaces to get more narrow, tailored results, specific to these areas of the business.
- 2. Customized columns:** The first column, *About Us*, houses corporate-level content and outlines Dynacare's senior leadership team, departmental teams, corporate giving initiatives, and operational areas. The second column, *Our Departments*, comprises team sites that link to each of the core business teams. The third column, *Followed Sites*, connects users to important sites, which they can select to follow.

Search



Pictured: Dynacare Intranet Search. The ConneXe search functionality is highly responsive and presents results in a well-organized, four-column grid.

Search Highlights

Because it is both predictive and highly responsive, ConneXe's search experience returns results right as the user begins typing. ConneXe's global search provides quick access to all content across the intranet, with results broken down into four handy categories that make it easy for users to find what they need.

- 1. Search results:** Search functionality is integrated with Dynacare's SharePoint Online environment, which allows users to search for content on the intranet and SharePoint from a single search box. Results for intranet content, site-specific content, office-related results, and people all display in a set of easy-to-scan results.

Conversations

The screenshot displays the 'Conversations' section of the ConneXe intranet. The interface is green and white. At the top, there's a navigation bar with 'Discover', 'Documents', 'Directory', 'Conversations', 'Stories', and 'Employee Essentials'. A search bar is on the right. Below the navigation bar, the 'All Conversations' section is highlighted with a red circle '1'. It includes a 'Change' dropdown and a 'Search this channel' input. A red circle '2' points to the text input area where users can 'Write something, paste links, or upload images'. A red circle '3' points to the 'Top Members' sidebar, which lists employees like Lily Lowe (CEO), Jack Hart (Executive), Michelle Obrien (Software Developer), Jack Robertson (VP HR), and Stella Martin (Attorney). A red circle '4' points to a post featuring a photo of five people in a meeting. The post text reads: 'Newly renovated and expanded location opening in Arnprior. Newly renovated and expanded location opening Monday, March 12th, 2018 in state-of-the-art facility in Arnprior. Helping Canadians manage their health through convenient, understandable and accessible healthcare. Giving health care providers access to the latest advances for better patient outcomes. Supplying insurance professionals with smarter client health data for well-informed ... decisions.' Below the post, a red circle '5' points to the 'React' section, which shows reactions from Kathy Long + 2. Further down, there are replies from Michelle O'Brien and Melanie Simmons. At the bottom, another post by Lily Lowe is shown, titled 'Canadian-developed genetic test sheds light on epilepsy', with a link to an article on articlespage.com. This post also has reactions from Kathy Long + 2. A 'View previous comments' section is visible at the very bottom, showing replies from Sebastian James and Melanie Simmons.

Pictured: Dynacare Intranet Conversations. Social conversations on ConneXe help to bring the platform to life and give each employee a voice.

Conversations Highlights

Enterprise social features contribute to employee well-being at Dynacare as they offer a constructive outlet for employees to provide feedback, interact with one another, and collaborate. Sharing, reacting, and commenting on internal communications brings all employees into the discussion, reinforces a positive and open culture, and encourages all employees to engage in the corporate narrative. Social and conversational features are also enabled on department and team sites on ConneXe, for quick and informal message sharing, answering questions, and providing another way to effectively find and share knowledge.

- 1. All conversations:** Employees can view all of the conversations happening across the organization, or they can choose to see only those happening in their department, or on their team. The ability to search within each channel helps employees easily refer back to previously posted content and conversations they found to be particularly interesting and valuable.
- 2. Post area:** Including the user's profile photo near the post-creation area helps reinforce that they are the person posting. Employees can write a post, upload an image, or paste a link in this section to spark conversation.
- 3. Top members:** People who post often or those who frequently participate in conversations are featured in this space, along with their headshots, titles, and links to their employee profiles.
- 4. Posts:** Posting a link to an article includes an appealing image, the title of the piece, and a short snippet, whereas posting photos showcases each image shared for employees to then discuss. Employees can also mention each other in posts by using @mentions to strike up even more commenting and engagement.
- 5. Comments and reactions:** Users can comment on each post, @mention each other in comments, and even include an image in their comments. For users who prefer not to comment but still want to participate in the conversation, easy-to-click reactions, including a smiley face, star, and heart are available as a more passive means of engagement.

News

The screenshot displays the Dynacare Intranet News page. At the top, a green navigation bar includes the 'ConneXe' logo and links for 'Discover', 'Documents', 'Directory', 'Conversations', 'Stories', and 'Employee Essentials'. A user profile for 'Tyler King, Project Manager' is visible in the top right.

Callout 1: Points to the article title 'Dynacare Dishes - 3 healthy quinoa recipes to enhance your May menu' and the author 'By Jack Robertson Marketing Manager - 30 January 2019'.

Callout 2: Points to the 'News' sidebar on the right, which lists various company news items such as 'Education, entertainment and plenty of excitement at Lab Week 2019' and 'Celebrating the Life of Jennifer Connor The Caring Award'.

Callout 3: Points to the main article image, which shows a wooden bowl filled with quinoa.

Callout 4: Points to the article text, which includes an introduction about the organization's goal to promote healthy choices, a section on 'Gluten-Free Health Gains' discussing quinoa's benefits, and a section titled '3 Crave-Worthy Quinoa Recipes to Inspire you this spring'.

Callout 5: Points to the comments section at the bottom of the article, showing two comments from 'Michelle O'Brien' and 'Melanie Simmons'.

Below the article, there are sections for 'Sites I Follow' (listing HR Initiatives, Community Services, Brand Management, and Human Resources), 'Essential Links' (listing Dynacare Website, Facebook, LinkedIn, and Twitter), and 'Social Feed' (showing tweets from Dynacare).

Pictured: Dynacare Intranet News. Users can skim, scan, and engage with Dynacare news easily with ConneXe's reader-friendly article templates.

News Highlights

Stories and news articles on ConneXe live in simple templates that are clean and easy to read. Commenting is supported at the bottom of each article to encourage conversation and collaboration. Users can also share articles with their departments, teams, or colleagues through @mentions.

- 1. Back and current story:** The white arrow against the green background reinforces which story the user is currently viewing. With an easy-to-access back button, Dynacare employees can quickly get back to see all available news stories.
- 2. Right rail:** Intelligent algorithms find and present related content in the right rail, alongside author profiles and content tags.
- 3. Image space:** Large enough to reinforce the key messages of the story, but not so large that they overtake the page, images effectively draw employees' attention and use a mobile-friendly aspect ratio for device responsiveness. Image captions also help summarize and reiterate the story's key points.
- 4. Content formatting:** The use of white space makes the content more balanced and impactful, while green highlighted text links draw users' attention to keywords and phrases. Bolded subheads help to break the content up into focused paragraphs.
- 5. Conversation:** Users can comment and reply to one another on each news article, paste related links in the comments, and even upload an image with their comments. Employees can also see who has already commented on the story and add quick reactions.

People Directory

1 Search in Directory...

2 People

3 Lily Lowe
CEO
l.lowe@dynacare.ca

Michelle O'Brien
Software Developer
m.obrien@dynacare.ca

Jack Hart
Executive
j.hart@dynacare.ca

Jack Robertson
VP HR
j.robertson@dynacare.ca

Stella Martin
Attorney
s.martin@dynacare.ca

Melanie Simmons
VP HR
m.simmons@dynacare.ca

Sebastian James
Software Developer
s.james@dynacare.ca

Cathy Long
Marketing Executive
c.long@dynacare.ca

Teresa Robinson
Human Resources
t.robinson@dynacare.ca

Garry Ferguson
Software Developer
g.ferguson@dynacare.ca

Dana Boone
Executive
d.boone@dynacare.ca

Terry Griffin
VP HR
t.griffin@dynacare.ca

Eva May
Attorney
e.may@dynacare.ca

Liam White
VP HR
l.white@dynacare.ca

Michelle Lambert
Software Developer
m.lambert@dynacare.ca

Tyler Hanson
Marketing Executive
t.hanson@dynacare.ca

Sites I Follow

- HR Initiatives
- Community Services
- Brand Management
- Human Resources

Essential Links

- Dynacare Website
- Facebook
- LinkedIn
- Twitter

Social Feed

- Dynacare (@Dynacare) Join Dynacare VP of HR Donna Pascal at the Career Women Initiative "Women in Leadership" Conference at the Royal Canadian Military Institute in Toronto next Thursday...
- Dynacare (@Dynacare) Enthusiastic about organization? Use Dynacare Plus to keep all of your health information organized, secure and at your fingertips.
- Dynacare (@Dynacare) We're attending the 27th Annual Symposium on New Developments in Prenatal Diagnosis and Medical Genetics at the University of Toronto today for discussions on genetics, and/or prenatal screening and more.

Pictured: Dynacare Intranet People Directory. It's easy to find Dynacare colleagues using the people directory, which allows employees to filter by key skill sets.

People Directory Highlights

The ConneXe people directory is an essential part of the intranet, as it aggregates the profiles of every Dynacare employee and allows any user in the business to search using free text or filtering by employee profile data. Filtering by skill set is important because many Dynacare employees work in specific science-related roles, so finding specialists and experts is essential. The directory helps employees find out where people work, locate the right colleagues to answer complex questions, and unlock critical knowledge across the business.

- 1. Directory search:** For narrower people results, users can search from within the directory.
- 2. Filters and sort:** Employees can also filter and sort the people results in the directory by title, name, email address, skills, etc.
- 3. People cards:** In the directory, each person's headshot is offset by the Dynacare brand-friendly green; the card also includes the person's name, title, email address, telephone number, department, and office location.

Profile

The screenshot displays an employee profile for Tyler King on the ConneXe platform. The page is organized into several sections, with numbered callouts highlighting key features:

- 1**: Profile header area containing the employee's photo, name (Tyler King), email (t.king@dynacare.ca), and contact information (Telephone: +44 01234 567890, Department: CCSP - Communications, Location: ON-Brampton).
- 2**: A 'Recognize Now' button located in the top right corner of the profile header.
- 3**: The 'About me' section, which includes a paragraph about Tyler King's 16 years of experience in the technology industry and his role as Project Manager at Dynacare.
- 4**: The 'Profile Completion' section, showing a 100% completion status and a list of completed items: About Me, Job Title, Working On, Skills, and Update Profile Image.
- 5**: The 'My Skills' section, which lists various skills in green pill-shaped buttons: LIMS, CDS, ELN, LES, Lab Instrumentation, Teambuilding, Project Management, Data Analysis, Budget Management, Public Speaking, and Fire Safety Officer.

Other visible sections include 'Currently Working On' (listing ConneXe Articles, Social Media, Community Outreach Program, and Lead Charity), 'My Connections' (listing Lily Lowe, Michelle O'Brien, and Jack Hart), 'Sites I Follow' (listing HR Initiatives, Community Services, Brand Management, and Human Resources), 'Essential Links' (listing Dynacare Website, Facebook, LinkedIn, and Twitter), and a 'Social Feed' with recent posts from Dynacare.

Pictured: Dynacare Intranet Employee Profile. A clean layout coupled with gamified completion goals makes finding employee information in ConneXe profiles fast and fun.

Profile Highlights

Employee profiles give each ConneXe user an identity on the intranet. In addition to showcasing core employee information such as department, job title, and location—which is all synced from a centralized employee data collection—profiles also allow all employees to write about themselves and what they are currently working on at Dynacare. Users can tag their profile with key skills, which are essential for the directory and the ability to discover experts based on skill sets.

Profile completion goals encourage users to maintain their profile data through gamification, as users get a percentage rating based on profile completeness. Users can also get quick access to their internal network of connected colleagues from their profile.

- 1. Personal information:** Each employee profile contains a space for a professional-looking headshot, the user's email address, contact information, department, office location, and links to personal social media channels.
- 2. Recognize peers:** For colleagues ready to recognize their peers, this is possible from the employee's profile. Clicking the *Recognize Now* button opens the Achievers employee recognition app.
- 3. About me:** Employees can write a short paragraph about themselves in their profile as well as share information about projects they are working on. Tagging skills in their profile makes it possible for other users to find them as they can filter and sort based on these attributes in the broader people-directory view.
- 4. Completion and connections:** Users can see exactly what they need to fill out to achieve a completed profile. They can also see their workplace connections and search within this group of individuals for easy access and communication.

Who Does What

1

Who does what at Dynacare

2

Learn More about what we do at Dynacare

Our organization is made up of various functional areas, each providing its own unique expertise and services to support our Mission and Vision. But many of us are unaware of, or don't understand what our colleagues do and how their work fits in to the bigger picture. This is the section to learn a bit more about what we do at Dynacare.

 Business Development Client Services & Solutions Read More	 Clinical Development & Quality Assurance Read More	 Corporate Communications & Public Affairs Read More
 Finance & Decision Support Read More	 Human Resources & Talent Management Read More	 Information Technology Solutions & Services Read More
 Legal & Privacy Office Read More	 Insurance & Mobile Services Read More	 Lab Operations Read More

Sites I Follow

- HR Initiatives
- Community Services
- Brand Management
- Human Resources

Essential Links

- Dynacare Website
- Facebook
- LinkedIn
- Twitter

Social Feed

- Dynacare @Dynacare Join Dynacare VP of #HR Donna Pascal at the Career Women Interaction "Women in Leadership" Conference at the Royal Canadian Military Institute in #Toronto next Thursday...
- Dynacare @Dynacare Enthusiastic about organization? Use Dynacare Plus to keep all of your #health information organized, secure and at your fingertips.
- Dynacare @Dynacare We're attending the 27th Annual Symposium on New Developments in Prenatal Diagnosis and Medical Genetics at #MountSinai in #Toronto today for discussions on #genetics, #NIPT prenatal screening and more.

Pictured: Dynacare Intranet *Who Does What*. The *Who Does What* business overview page is dedicated to giving users a simple overview of the core Dynacare business functions.

Who Does What Highlights

The *Who Does What* page helps employees understand the Dynacare business structure and offers details about the work of cross-functional departments. This purposefully named page also provides one-click access to each department's site within the intranet. The template used for this page is consistent with other corporate level-pages to provide more intuitive user journeys, as users know exactly what to expect from page to page. This makes navigation and discovery easier.

- 1. Intro area:** The top area introduces users to the page by clearly stating the page's purpose and offering a bit of body copy to further substantiate why it exists.
- 2. Department cards:** Each department card contains an image that reflects the department's function, the name of the department, and a link to read more about it.

Team Site Page

Clinical Development & Quality Assurance
Welcome to the Clinical Development & Quality Assurance Team Site!

Contact us
Email: teamsite@dynacare.ca
Located: Brampton
Channel:

Meet Our Senior Leaders

- Lily Lowe**
Vice President Clinical Development and Quality Assurance and Chief Scientific Officer
- Michelle O'Brien**
Scientific Director, Chemistry
- Jack Hart**
Directeur général, communauté au Québec, Dynacare avant et Orchid AON PRO
- Jack Robertson**
Director, Product and Service Development

Conversations

You are viewing - Clinical Development & Quality Assurance - Follow

Michelle O'Brien - 2 months ago

Creating quality through collaboration - Quality Assurance team update

React

Lily Lowe and 2 more reacted

Useful Links

- Institute for Quality Management in Healthcare (IQMH)
- Laboratory Licenses and Accreditation Certificates
- Manitoba Quality Assurance Program (MANQAP)
- Lab Tests On Line
- Orchid PRO-DNA
- IQMH Qview
- College of Medical Laboratory
- Clinical Laboratory Improvement Amendments (CLIA)
- Canadian Society for Medical Laboratory Science
- American Association for Clinical Chemistry (AACC)
- Canadian Society of Clinical Chemists (CSCC)
- Clinical and Laboratory Standards Institute (CLSI)
- Canadian Association of Pathologists
- College of American Pathologists (CAP)
- American Society of Hematology (ASH)
- Impact Genetics

Useful Documents

- CDQA 01-CQA Poster A challenging case of endometrial cancer low tumor... Modified: Feb 1, 2019
- CDQA 02-ACMG Poster Integrated Commercial-Academic Partnership... Modified: Mar 21, 2019
- Dynacare Blood Test Labs & Health Services Modified: Mar 26, 2019
- Cancer Care Ontario Colorectal Screening Program Update Modified: Apr 12, 2019

Sites I Follow

- HR Initiatives
- Community Services
- Brand Management
- Human Resources

Essential Links

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- Dynacare (@Dynacare) We're attending the 27th Annual Symposium on New Developments in Prenatal Diagnosis and Medical Genetics at @Mount Sinai in Toronto today for discussions on genetics, NIPT prenatal screening and more.

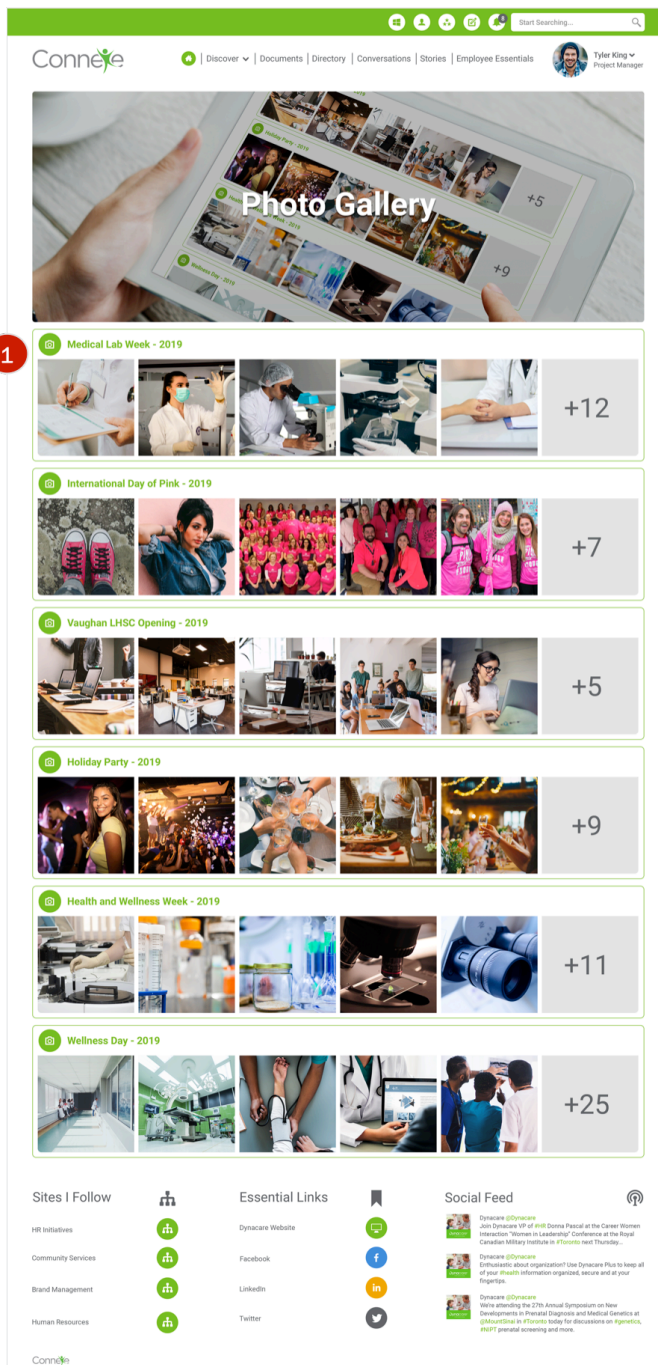
Pictured: Dynacare Intranet Team Site Page. Each team site landing page outlines what the team does, introduces leadership team members, and provides links to critical department tools and documents.

Team Site Page Highlights

Linked from the *Who Does What* page, the team site landing pages are purposefully simple and provide an aggregated-yet-open view of departmental activity.

- 1. Overview and leadership:** Each page includes an overview of the department along with contact information. Senior leadership team members are featured in an easy-to-search micro-directory.
- 2. Useful links:** Relevant, department-related documents and links fill the right rail, giving users quick access to curated materials, as well as important systems and websites. Colorful iconography reinforces the different link types.
- 3. Social feed:** A social feed in the center contains the latest stories, rich media, and images uploaded by employees, which keeps the page fresh and provides a real-time pulse for the department.

Photo Gallery



Pictured: Dynacare Intranet Photo Gallery. ConneXe's photo gallery showcases Dynacare's most important resource—its people—and how they help to deliver the company's success.

Photo Gallery Highlights

Dynacare created a dedicated *Photo Gallery* page that not only showcases images of projects and teams, but also breathes life into the intranet, serving as a showcase of all the great people and personalities that make up the company. Photos are categorized; when clicked, they open in a lightbox to enhance the detail.

- 2. Photo gallery:** Each photo gallery contains a clear title, a preview of the images contained in the gallery, and a numerical indicator of how many photos live in each gallery.

Employee Essentials

ConneXe | Discover | Documents | Directory | Conversations | Stories | Employee Essentials | Tyler King Project Manager

Employee Essentials

Dynacare Difference | Inspire | Grow | Thrive

1 Inspire

At Dynacare, we provide a positive environment where employees know and understand the important contribution they are making. In this section, learn more about the programs we have in place to empower and inspire you to do your best work.

- New Employee Orientation**
Let's get you started
[Read More](#)
- Dynacare Difference Makers**
Shining the spotlight on you
[Read More](#)
- Performance Management**
Empowering you to do your best work
[Read More](#)

2 Grow

At Dynacare, we strive to create a workplace where employees feel their personal and professional development is always supported. In this section, learn more about the programs we have available to help you grow in your career.

- Learn, Grow, and Thrive**
Thrive and grow today and in the future
[Read More](#)
- Career Opportunities**
Find what you love to do
[Read More](#)
- Employee Programs**
Energizing you to make a difference
[Read More](#)

Thrive

At Dynacare, we believe that having the energy to make a difference starts with your own health and wellness. In this section, learn more about the programs we have available to help you thrive at work and at home.

- Because Life is Precious**
Supporting workplaces with safety and wellness
[Read More](#)
- My Care and Wellness**
Live healthy at work and at home
[Read More](#)
- Your Health & Safety**
Keeping you safe at work
[Read More](#)

Sites I Follow

- HR Initiatives
- Community Services

Essential Links

- Dynacare Website
- Facebook

Social Feed

- Dynacare @Dynacare: Join Dynacare VP of #HR Donna Pascal at the Career Women Interaction "Women in Leadership" Conference at the Royal Canadian Military Institute in #Toronto next Thursday...
- Dynacare @Dynacare: Enthusiastic about organization? Use Dynacare Plus to keep all

Pictured: Dynacare Intranet Employee Essentials. The *Employee Essentials* page provides everything employees need, from onboarding to workplace wellness tips and career progression planning.

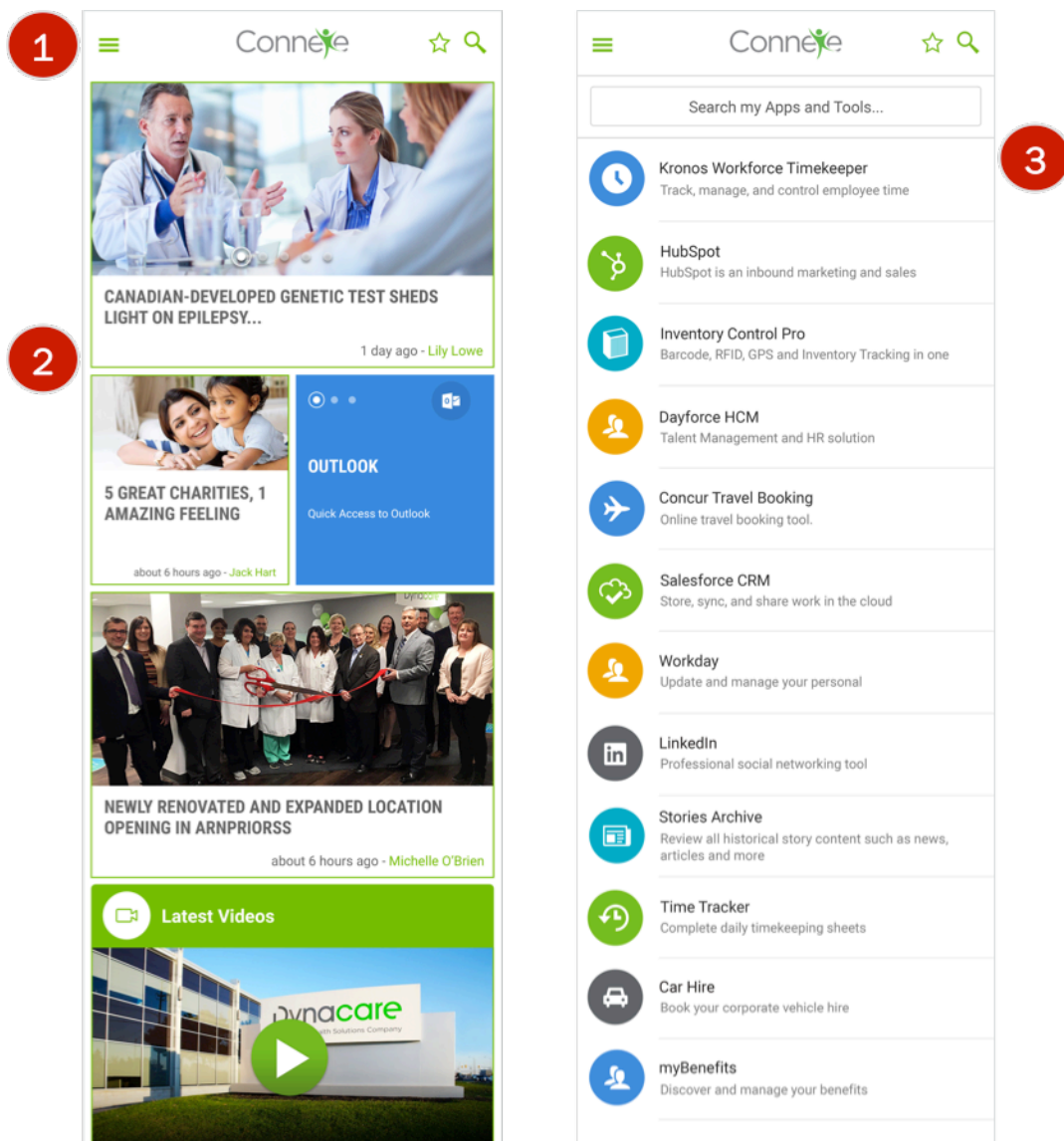
Employee Essentials Highlights

The employee essentials page is a highly personalized area of ConneXe and is built around the Dynacare core employee experience pillars: *Inspire*, *Grow*, and *Thrive*.

The page leverages design elements consistent with other intranet areas and is designed to show individual users exactly which specific tasks they need to accomplish to enjoy the best working experience possible. Links and page content are personalized and dynamically adjust depending on the user's role.

1. **Core value:** The Dynacare core values are clearly defined in this space, and employees can also find relevant content that ladders up to each value statement.
2. **Related content:** Each card-based design includes a light green stroke, related image, the content or application title, and a short description, all of which help reinforce what the content is about and where the links will take users.

Mobile



Pictured: Dynacare Intranet Mobile View. On mobile, employees can expect and enjoy the same thorough content that appears on the desktop.

Mobile Highlights

Roughly two-thirds of ConneXe's users are based in laboratories and on the road, so it is imperative that the platform deliver a superior mobile experience. It does this through native apps and responsive design, which let nonwired employees enjoy the same quality experience on their mobile phones and tablets as they would on a desktop. ConneXe delivers true workforce unification and connectivity from any device, anywhere.

- 1. Mobile navigation:** ConneXe's mobile navigation includes the familiar hamburger menu, a logo in the center that links users back to the homepage, and the ability to search directly from the header.
- 2. Single-column layout:** A single-column mobile layout and simplified view of content cards makes the mobile homepage easy to scan and scroll.
- 3. Mobile apps and tools:** As with the desktop version, the mobile apps and tools menu provides a logical icon, purpose-driven app or tool name, and a short description of the app or tool to help users feel confident about selecting the correct option for their task. Users can also search in the mobile version of the apps and tools menu, making for quick and easy tool access on the go.

DESIGN PROCESS AND USABILITY WORK

A Research-Based Approach

The team's design approach was multipronged and included several detailed research steps, but the first step was to make the case for change. The team used a variety of analytical tools to accomplish that goal, including Net Promoter Score, employee feedback surveys, and Google Analytics to complement anecdotal feedback it was hearing from employees. This data helped the team assess the current state and gain insights into the areas that required improvement.

Team members also defined four strategic pillars to help them determine which employee portal capabilities were critical to enhance ConneXe. These pillars later evolved into a list of five capabilities critical to achieving the team's vision for the new intranet:

- Communication
- Social networking
- Productivity
- Access to knowledge
- Effective collaboration

All of these early assessment and vision-building activities provided a solid foundation for the project, but the through line for the project's success emerged through one key activity: including users in the design process. The team engaged a cross-functional team of employees from all levels, geographies, and lines of business to participate in bimonthly design-thinking workshops. The internal team collaborated with KPMG, a national lead partner for Microsoft services, to help lead and facilitate these stakeholder workshops alongside the Dynacare business owner/project lead. These workshops helped the team finalize the vision and intranet strategy, and contributed to a better understanding of employees' goals and priorities.

Other design and assessment research activities included:

- **Defect log review:** By reviewing current state support-defect logs on the existing ConneXe platform, team members were able to gain a good understanding of its pain points and ensure that they designed a new experience that addressed the service gaps. This analysis revealed that the existing system lacked a sophisticated, intuitive, and user-friendly CMS; it also lacked the flexibility to build web parts. Other findings revealed the costly impact of custom development and the high cost of support maintenance.
- **Net Promoter Score (NPS):** NPS was implemented and measured on a quarterly basis. This data included crowd-sourced comments from employees noting ConneXe areas they wanted to see improved. The primary takeaway from this analysis was that employees wanted to see team sites developed for each of their functions to promote collaboration, teamwork, and knowledge sharing.

- **Survey:** An enterprise-wide corporate communications intranet survey provided meaningful insights and direction on what was working well and which areas required improvement. This analysis revealed the need to include more business application links in the new design and also highlighted the need to help personalize the UX through customized dashboards, etc.
- **Expert reviews:** Independent consultants who were also part of the Steering Committee conducted expert reviews that provided meaningful insights on best practice design. The team applied these insights when it built the high-level wireframes and the final high-resolution designs.
- **Market intelligence:** The team leveraged market intelligence through the Clearbox study, *SharePoint Intranet In A Box* (2018 Edition). This study provided many examples and screenshots, and highlighted key intranet features and capabilities. It also helped the Dynacare team refine its vendor shortlist and build selection criteria.
- **Prioritization:** During the ConneXe stakeholder workshops, the team completed an analysis exercise in which it rated each proposed feature idea based on a set of criteria: business need, impact to the business from a change perspective, and the potential reach of the change. Also, CGI and the ITSS team completed an analysis to score each feature idea based on ConneXe suitability, ease of implementation, and resources required to implement the feature. This added a layer of context to help further refine the feature set.
- **Personas:** The design team developed employee personas that represented key roles within the organization. These provided insights into the following questions:
 - Where and how do they work?
 - How much time do they spend in the office?
 - Who do they work with?
 - What do they need?
 - What do they want from ConneXe?
- **Iterative design through wireframes and workshop reviews:** To achieve a design grounded in UX, the team developed high-level wireframes for each of the key enhancement pages and iterated these wireframes in stages. Once the wireframes were designed, they were then prioritized and tied back to the intranet strategy through stakeholder workshops. The project lead then developed these raw ideas into high-resolution design comps in collaboration with a third party—Rahim Karsan, a partner and Chief Marketing Officer at Blueprint Internet Marketing. Finally, these designs were further refined to bring them into brand design compliance.

Adoption/Buy-In

The Dynacare team did not experience any significant challenges with user adoption or buy-in to the new site. Team members attribute that outcome to several factors.

- **User familiarity:** “Users were already familiar with our existing portal, and this familiarity helped to entice users to use our new portal.”
- **Change management:** “We created a team of ConneXe Ambassadors to act as our ‘cheerleaders,’ and they helped to encourage user adoption. We also included a change impact assessment as part of our training program so that employees knew what changed and what stayed the same with our new intranet.”
- **Training:** “We created various methods of learning opportunities to help train users on the new portal, including: in-person training, eLearn modules, end-user manuals, FAQs, posters, video teasers, Quick Start Guides, Office 365 Online Apps, and collaboration training.”
- **Teaser videos:** “We created a series of teaser videos which we released one at a time in the weeks leading up to the launch. Each video featured Dynacare employees and focused on one of the four pillars of ConneXe in a fun and informal way. These videos were very successful in creating buzz.”

WORKING WITH OUTSIDE AGENCIES

Agency	Project Role
Unily (Intranet solutions company)	<ul style="list-style-type: none"> • Product and infrastructure management, product implementation, design and IA consultancy, ongoing customer success management, and full technical support
KPMG (Accounting organization)	<ul style="list-style-type: none"> • Intranet strategy development, governance, and design
CGI (IT consulting company)	<ul style="list-style-type: none"> • Steering committee member • Technology guidance; developed the company’s previous intranet (a SharePoint 2010 on-premise-hosted solution)
Blueprint Internet Marketing (Internet marketing solutions company)	<ul style="list-style-type: none"> • Steering committee member • High-resolution wireframe designs and branding for images selected for the portal
Slater Hill (IT consulting company)	<ul style="list-style-type: none"> • Broad Office 365 support; triaged support tickets to Unily (application), Microsoft (infrastructure), or Slater Hill (Office 365)
Leaf Learning 365 (Corporate training company)	<ul style="list-style-type: none"> • Office 365 Online delivery and employee collaboration training

GOVERNANCE

Ownership

Corporate Communications, HR, and IT jointly own ConneXe. This joint ownership arrangement blends and supports the building of an exceptional employee experience and corporate messaging objectives—all of which are enabled through the use of the best tools and technology.

Governance Structure

The intranet team created a three-tier governance structure:

- **ConneXe steering committee:** This committee comprised internal and external subject matter experts. Internally, that included representatives from IT, Corporate Communications, and HR leadership. External members were drawn from CGI, Dynacare's IT consulting partner, and KPMG, the national lead partner for Microsoft services. The purpose of this team was to provide directional guidance and support for the ConneXe evolution project.
- **ConneXe stakeholder committee:** This cross-functional team of approximately 20 employees was drawn from different levels, locations, and lines of business. Its purpose was to represent the customer voice and help the team solidify its vision and strategy, and also to ideate on and prioritize enhancements.
- **ConneXe Ambassadors:** The purpose of the ConneXe Ambassadors was to help the intranet team further strengthen the vision and strategy, and enhance ideation of the new platform. The ambassadors also served as portal cheerleaders, helping to influence employees and encourage ConneXe use at launch. The 20 ambassadors were drawn from a cross section of business functions and offered a "hands on the ground" training approach to help their colleagues transition to the new digital workplace. They also participated in the intranet team's bimonthly workshops.

INTRANET TEAM RESPONSIBILITIES

Role	Responsibilities
Business Owner/Project Lead	<ul style="list-style-type: none"> • Planning • Determining project requirements • Development • Testing • Deployment
Project Manager	<ul style="list-style-type: none"> • Closing • Planning • Determining project requirements • Development • Testing • Deployment • Closing
Business System Analyst	<ul style="list-style-type: none"> • Planning • Determining project requirements • Development • Testing • Deployment • Closing
Project Coordinator	<ul style="list-style-type: none"> • Engage with stakeholders to determine what content needed to migrate to new site • Ensure project team members were completing tasks on time • Cull out-of-date content • Select appropriate imagery for different pages • Publish content on the new site
SharePoint Specialist	<ul style="list-style-type: none"> • Add content submitted by designated Team Site owner, Content Owner, or ConneXe Business Owner to SharePoint

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	www.connexe.dynacare.ca
Default Status	The intranet is set as users' homepage by default when they launch their Google Chrome browser. Users cannot change the setting.
Remote Access	Fully supported cloud-based solution
Shared Workstations	Many employees who do not have a personal workstation for their daily tasks (e.g. phlebotomists, couriers, etc.) use a shared workstation to access information and work apps, and to communicate with other employees across the organization.

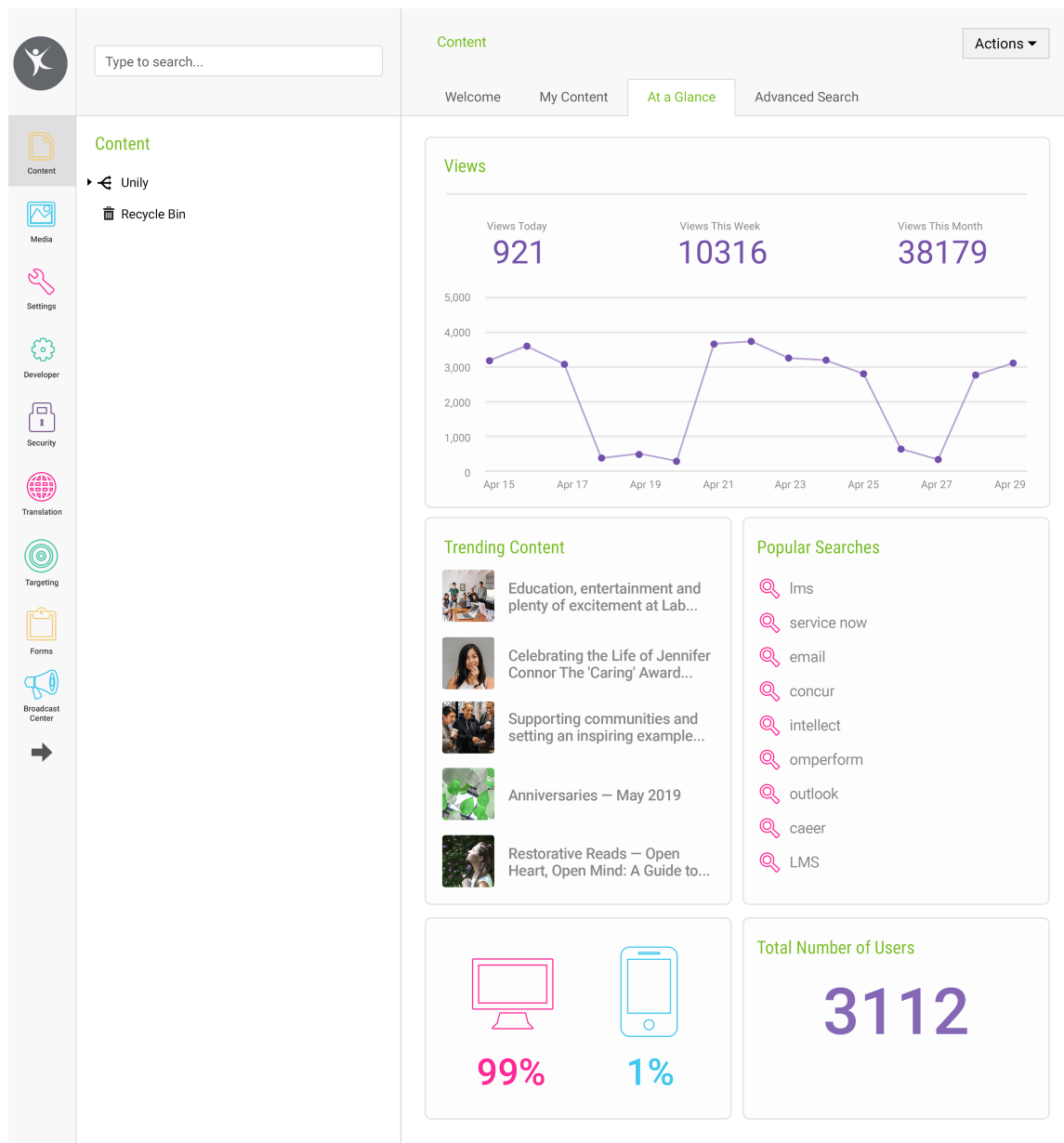
TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
December 15, 2015	<ul style="list-style-type: none"> First company intranet launched: A custom-developed SharePoint 2010 on-premise site with third-party hosting
January–December 2016	<ul style="list-style-type: none"> Resolved break of and fixes for current SharePoint intranet Developed intranet strategy and governance model
April–August 2017	<ul style="list-style-type: none"> Launched quick-win enhancements to the existing SharePoint intranet, including: weather widget, Twitter feed, Must Read web part, Soapbox Ideation widget integration, and <i>I Would Like To</i> quick links Conducted ConneXe stakeholder workshops to finalize the vision, strategy, employee voice, ideation, and prioritization activities
September–December 2017	<ul style="list-style-type: none"> Designed the ConneXe UX through wireframes
January–March 2018	<ul style="list-style-type: none"> Explored the market through the ConneXe RFP process
April–May 2018	<ul style="list-style-type: none"> Held vendor demos with five companies
June 2018	<ul style="list-style-type: none"> Received Unily proof of concept
July 2018	<ul style="list-style-type: none"> Selected final platform and approved business case
August 2018	<ul style="list-style-type: none"> Held project kick-off and lab workshops
January 2019	<ul style="list-style-type: none"> Achieved launch-ready intranet and completed user acceptance testing
February 2019	<ul style="list-style-type: none"> Trained end users, held marketing and communications launches, and released teaser videos
February 28, 2019	<ul style="list-style-type: none"> Go-live launch date
Overall project time frame: 6 months	

CONTENT AND CONTENT CONTRIBUTORS

CONTENT DEVELOPMENT AND OVERSIGHT

Contributors	The six content contributors are currently drawn from the Corporate Communications Department (3) and the HR Department (3).
Contribution	The site administrator reaches out to employees in different departments and locations within the organization to discover news, interesting stories, and upcoming events, so that the Corporate Communications team can shape this content for publication.
Training	Unily conducted CMS training and content contributor training for all content contributors and administrators prior to launch. This included in-person training and guides.
Maintaining Quality	<p>The site administrator maintains an editorial calendar to ensure content is not duplicated and works to develop a mix of monthly themed articles and standalone content while developing ideas for new and engaging articles.</p> <p>Prior to publication, the Corporate Communications team reviews and approves all content to ensure accuracy and adherence to intranet guidelines.</p> <p>Content is then reviewed monthly to ensure consistency and quality. The site administrator also responds to all employee inquiries and comments on the <i>Conversations</i> channel.</p>



Pictured: Dynacare Intranet CMS. The Dynacare CMS is simple and highly organized to ensure that the intranet is maintained over time with a best-practice IA and strong governance. Sections down the left side break out core functions, such as the *Media* section for images and other rich media, and the *Broadcast* section where users set their notification rules. The core content tree stores information hierarchically for easy navigation and permission management, and each piece of content presents at-a-glance analytics to track adoption and performance.

Culling Content

In order to move good content from the old platform to the new one, the team reviewed previous intranet content and selected items to transfer or cull based on relevance. Old

news content was archived and omitted from the new platform, while evergreen content (such as company policy documents and executive biographies) was carried over. The new intranet was populated with news content dating back to three months prior to launch to ensure a sense of continuity when the new intranet launched. Other evergreen content, including executive team biographies and departmental overviews, was revised and refreshed to add energy to the content being carried over.

Some of the culled features, such as a widget displaying each of Canada's time zones, were more popular than originally thought; the team is now reviewing the reintroduction of this feature. The team learned a valuable lesson from this omission and suggests that other intranet teams consider including targeted survey questions to help identify which specific features employees want to see carried over to a new intranet platform.

Pictured: Dynacare Intranet Leadership Page. This simple content page is aimed at bringing users closer to their leadership team. Users can click through to learn more about their leaders or follow their profile so they can be notified when the leaders posts new content.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	<ul style="list-style-type: none">• Windows Azure• Office 365 Platform• SharePoint Online
Bug Tracking/Quality Assurance	<ul style="list-style-type: none">• OneDrive• Service Now
Design Tools	<ul style="list-style-type: none">• Unily tools
Site Building Tools	<ul style="list-style-type: none">• Unily CMS
Content Management Tools	<ul style="list-style-type: none">• Unily CMS
Search	<ul style="list-style-type: none">• Unily search functions

Replacing Obsolete Technology

The previous version of ConneXe launched on December 15, 2015. It was a custom-developed solution, based on SharePoint 2013 on-premise, and was a third-party hosted solution from CGI.

The previous version of the intranet was received positively by the organization, but it had a significant number of underlying technical challenges that required costly development and financial resources to resolve. This made the platform unstable. The platform's architecture required the organization to have two sites developed—an English site and a French version of it—which resulted in the duplication of publishing efforts, prevented unified conversation and social commenting capability, and required intensive coding efforts to build workflows and variations to support content publishing.

This was also not an evergreen product with updated product releases. Instead, any required enhancements had to be defined by Dynacare and custom developed and tested. As a result, the platform was not flexible or scalable. This system was also lacking in three critical areas.

- **Not cloud-based:** Because the system was not cloud-based, users had to be on the Dynacare network to access the portal.
- **Not mobile responsive:** The system was not responsive. Because optimized versions for both the mobile and desktop experiences did not exist, mobile usage was less than 2%.
- **Costly:** The system was very costly to maintain, in terms of monthly operating costs, enhancement development, and support.

The company needed a better, modern, cloud-based solution that would provide an excellent UX and reduce maintenance costs going forward.

Technology Evaluation

When evaluating possible platforms for the new intranet, the Dynacare team used the following criteria.

- ConneXe suitability: How well would the platform align with what the company wanted to achieve with the intranet?
- Ease of implementation
- Required resources: Which employee resources were required to plan and build out a new site, as well as keep it updated moving forward?
- News publishing capabilities
- User experience
- Social and knowledge management features
- Search
- Analytics
- Employee self-service capabilities
- Integration
- Wildcard features: Did it offer features such as the ability to create a newsletter by selecting articles and photos from the homepage carousel to auto-populate a newsletter template and email it to employees?

Market Exploration and Platform Vendor Selection

The original idea was to build a custom intranet solution, so team members developed a detailed business requirements document and launched an RFP process so that they could solicit development quotes from three vendors. What they learned through this process was that the effort to build a custom solution using responsive web design would be cost prohibitive, so instead they turned their sights toward the intranet-as-a-service marketplace and focused on Agile options in that space.

By studying market intelligence, they winnowed the possible worldwide intranet-as-a-service vendors down to five top choices. To choose a winner, they conducted a thorough evaluation process, including:

- **Vendor demos:** The team collaborated with each of the five vendors and organized vendor demonstrations for the ConneXe Steering Committee. Each vendor was evaluated on the following criteria: news publishing, UX, social and knowledge management, search, analytics, employee services, integration, and a wildcard criteria.
- **Proof of concept:** Once the team short-listed the top two vendors, it developed proof-of-concept designs with each of them to showcase a working concept of their platform within the Dynacare environment.
- **Final selection:** Mario Fantozzi, the project's business owner and project lead, built the business case and internal rate-of-return cash flow model as part of the team's preferred-choice recommendation to the company's CEO and CFO for final funding approval.

MOBILE

ConneXe supports mobile use via responsive design and native apps. It was important that users be able to access the entire intranet from anywhere and on any device since many employees work in the field and are on the road without desktop access. Mobile access gives frontline staff such as couriers and customer-facing employees access to complete intranet functionality, as the mobile design is optimized for all mobile and tablet devices to ensure that every employee has equal access to the intranet, regardless of device.

SEARCH

Elastic search is integrated into the Unily intranet product, but it also passes queries along to integrated data sources, such as SharePoint, to retrieve results.

Filtering is enabled across various search experiences, and all filters are responsive to the content being searched, such as filtering by department in the people directory or filtering by file type in the document center. In many cases, the complexity of filters is dynamic to the content being searched. So, for example, the department filters are supplied by all the potential departments and are listed against user profiles in the identity management provider. Other filters, such as article tags, are built manually and have simple options to increase usability and reduce complexity.

ROI

Dynacare requires that each business case put forward for approval stand on its own merit by generating a positive rate of return. The intranet team was thus required to demonstrate this in building a business case for this project. Since launch, keeping track of how the new intranet is performing is an ongoing exercise in tracking both hard and soft metrics; both forks continue to show that the new platform is moving in a successful direction.

Page views are tracked monthly to measure employee engagement. Since launch, average monthly page views have increased by 17% over those of the previous intranet. This means that more users are viewing content beyond the homepage.

Story views are also measured to determine the degree to which employees are engaged with the organizational updates and insights that are being published. One dramatic example of an increase in this type of engagement is with news stories. In 2018, four news stories were viewed more than 400 times. The number of stories has already doubled in just the first four months since the new intranet launched.

Pictured: Dynacare Intranet Stories Archive. The stories archive aggregates all stories, whether they are presented in news, videos, or events. This archive represents the pulse of the business and keeps employees connected to the Dynacare shared vision for success. Users can filter stories by keyword search or by selecting different topics and tags.

LESSONS LEARNED AND BEST PRACTICES

Choose a Platform Provider with Care

The Dynacare team made the decision to purchase an intranet platform as a service rather than build one. This type of approach requires careful consideration as no out-of-the box solution fully meets the needs of a large, complex organization. As a result, there is always a learning curve when evaluating possible approaches. Here's what the Dynacare team learned through that evaluation process:

- **80% of organizational needs are common.** "This means that many organizations would be well served by deploying an intranet-as-a-service platform (IAAS) in their organization. Custom-developed solutions are costly to maintain, costly to build future enhancements, and require a longer time to implement. IAAS platforms can be launched in as short a time as six months."
- **Evaluate multilingual capabilities very carefully when choosing a platform.** "If your organization has multilingual business requirements (i.e. your portal needs to be in English and French), you should carefully review the offerings from each intranet-as-a-service vendor to ensure all of their widgets and native headers are multilingual capable."
- **The Statement of Work (SOW) should define vendor and customer responsibilities in great detail.** "Ensure the accountabilities of both the vendor and the customer are clearly defined in the SOW, so that you know exactly what you are getting in the plan, design, and launch phases of your intranet deployment."
- **Customization capabilities matter if branding matters.** "If branding is important to your organization, there are limitations as to how far you can customize your branding with these IAAS vendors (usually just font type, size, and color). Make sure to engage your marketing or branding team early on in the discovery phase of your deployment to ensure that all of your branding needs will be met by the platform."
- **A local vendor means more face-to-face contact.** "If on-premise consulting is important to your organization, make sure to select a local vendor. Otherwise, you will be incurring excessive travel costs for on-site support. The alternative is to do everything remotely if the vendor is not located nearby."
- **Dig into the details.** "For Canadian companies, make sure to specify that the dictionary to be used for your portal should be Canadian English and Canadian French. Many vendors will default to US English or UK English, and Parisian French."

- **Use a funnel approach to choose the vendor.** “If choosing an IAAS provider to deploy your intranet, make sure to run an RFP process and review at least five different vendors. Each of them has its advantages and disadvantages in terms of product features, pricing, and support. Then, before making your final selection, make sure to get at least three client testimonials to validate the promises and features that the vendors have promised in their offerings. And request Customer Service Management (CSM) and Digital Workplace Consultant profiles and background experience credentials from each.”

Best Practices

The Dynacore team’s list of best practices might seem simple on its face, but this list represents a critical, detailed approach to developing a great, usable intranet platform that will serve all employees:

- Assess the current state: understand your organization’s digital workplace maturity level, how employees work to help identify the gaps, and the appropriate tools employees need to do their best work.
- Establish a digital workplace vision.
- Create a capabilities-based digital workplace strategy.
- Align organizational objectives to strategy.
- Engage stakeholders from across the business to better understand the tools that people need to get their work done.
- Select the right digital toolbox based on your business drivers and strategic priorities: messaging, productivity, collaboration, communication, business applications, crowdsourcing, connectivity, and mobility.
- Determine which tools will be part of the intranet, and which tools will be outside of the intranet and part of the larger digital workplace environment.
- Design appropriate governance, operational policies, and management systems to support the success of the intranet post-launch.
- Build change management practices into the project plan to ensure that users embrace this new way of working and that they are ready for the change that is coming.
- Develop marketing and communications plans to help create excitement about the launch.
- Provide sufficient training to all users; include both front-end and back-end user training.
- Measure success and adoption through reporting metrics.

Norwegian Government Security and Service Organization (Departementenes sikkerhets- og serviceorganisasjon [DSS]) (2020)

OVERVIEW

COMPANY

The Norwegian Government Security and Service Organization (Departementenes sikkerhets- og serviceorganisasjon, or *DSS*) provides shared services to the central government in Norway, including the Prime Minister's Office, 15 ministries and embassies, and consulates, as part of the Ministry of Foreign Affairs (MFA).

The main purpose of DSS is to provide synergy for the ministries with cost-effective and reliable shared services, which include cleaning, security, switchboard, and postal services, as well as running computer systems and handling government publications.

The *Department of Digital Services* web section provides web services to the ministries, mainly providing support for the external website www.regjeringen.no (government.no), the norway.no portal for MFA, and a number of smaller sites, along with the intranet platform.

Headquarters: Oslo, Norway

Company locations: DSS (750 employees) and most ministry employees (5,200) are based in Oslo. Roughly 1,800 employees are located in about 85 other countries worldwide (in 110 embassies and consulates).

Locations where people use the intranet: Employees at all locations use the intranet.

Annual revenue: N/A

THE INTRANET

Users: Approximately 7,500 Depweb/common platform users, of whom 6,700 also have access to a ministry-specific intranet.

Mobile approach: Responsive web design, secure/encrypted access

Technology platform: EPiServer CMS 11 (intranet); SharePoint 2013 (search and collaboration)

TEAM

The platform was designed and implemented—and is continuously maintained and enhanced by—a flexible group of internal and external resources.

In-house team: The internal team handled project management, concept design, UX, IA, tech supervision, dialogue with intranet editors, user research, search, and visual design. Team members: Hilde Kari Sundet (project lead), Petter Thorsrud, Torbjørn Vagstein, Stig Nappen, Shanmugathas Asaippillai, Mette Haga Nielsen, Kristine Brodahl, Rune Løvnæseth, David Rooke.

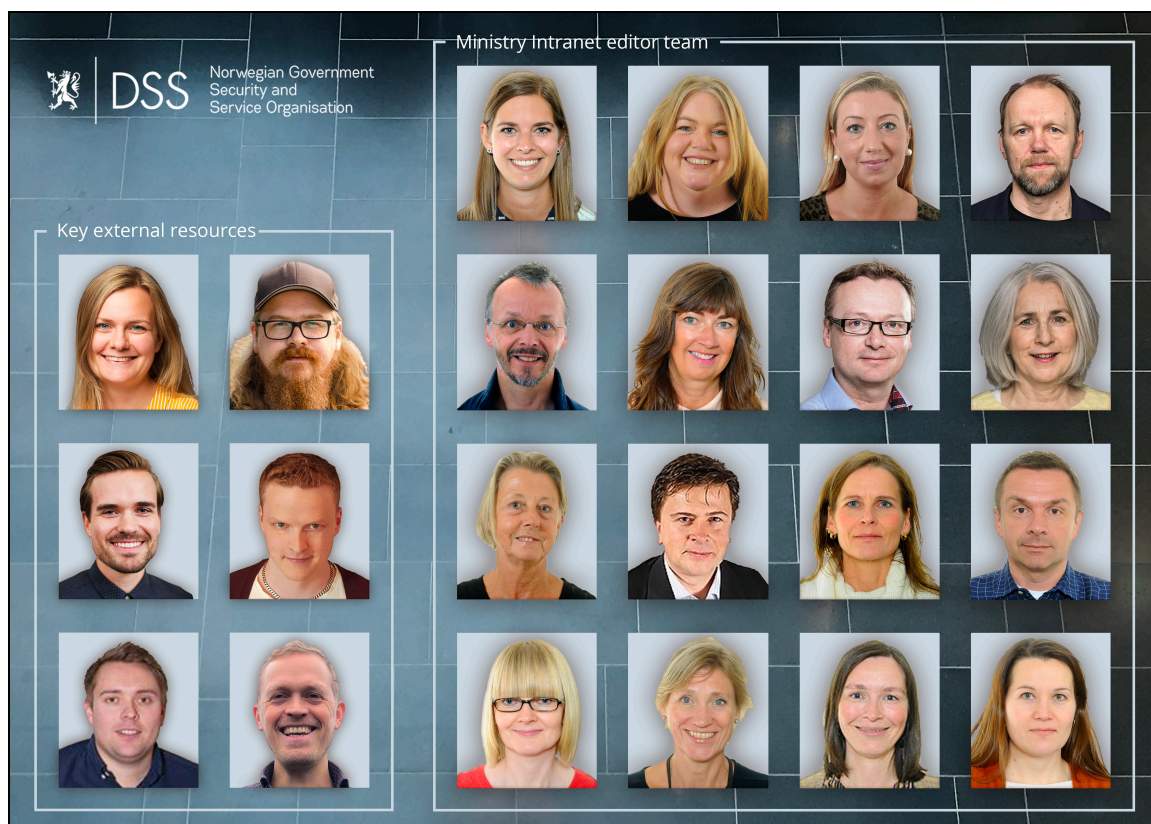
External resources: External resources were used for interaction design, UX, visual design, EPiServer CMS, and SharePoint search implementation. These included consultants from: Creuna, EpiNova, and PuzzlePart: Ingrid Håland, Stig Kulvedrøsten, Vidar Olsen, Martin Falck-Ytter, Carl Lundblad, Bjørn Tennøe.

Ministry representatives: In addition to the project/team members, the involvement of the ministries' intranet editors has been (and still is) crucial to the platform's development, maintenance, user support, and further development.

INTRANET TEAM



Core team members shown here (back row, left to right): Torbjørn Vagstein, Stig Nappen, Mette Haga Nielsen, Rune Løvnæseth, Shanmugathas Asaipplillai; (front row, left to right): Kristine Brodahl, David Rooke, Hilde Kari Sundet, Petter Thorsrud.



Key external resources shown here (left grid, top row, left to right): Ingrid Håland, Vidar Olsen; (second row, left to right): Martin Falck-Ytter, Carl Lundblad; (bottom row, left to right): Stig Kulvedrøsten, Bjørn Tennøe.

Ministry intranet editors shown here (right grid, top row, left to right): Silje Lindebrekke, Gunn-Åse Kyrvestad, Ajfer Husejin, Guttorm Aanes; (second row, left to right): Finn Mølmen, Eline Bjerke, Rune Akselsen, Ellen Brit Sekkelsten; (third row, left to right): Marta Haga, Tor Martin Bærum, Anita Sletten, Øyvind Sæther; (bottom row, left to right): Åshild Sæther, Liv Nodeland, Hilde Marie Høberg, Nina Ludvigsen.

HIGHLIGHTS ABOUT THIS WINNER

The Norwegian Government Security and Service Organization (DSS) intranet designers were resourceful in the way they peppered personalization features throughout the design of this intranet platform. Rather than personalize in basic, traditional ways, their decisions were driven by thorough user research and obvious deep thinking. This, combined with a common design platform and search experience, and countless smart touches, created an inspiring design.

- **Common design system:** A design system unifies 7,500 users, 15 ministries, and the Norwegian Office of the Prime Minister on one intranet platform. Thoroughly usability tested, the platform reuses visual design, interaction design, and technical components. Design guidelines support all intranet efforts. This consistent design creates unity, steadiness of use, and time savings for users and intranet teams.
- **Menu to the digital workplace:** A waffle menu in the upper right gives employees access to applications beyond the intranets that make up the DSS digital workplace.
- **Common linked content:** Articles produced on Depweb (the main common intranet) can be shared and added on ministry intranets. Those intranets can also add ministry-related content above or below the shared content. If the source articles change, the linked pages on the ministry intranets automatically update, without affecting the customized ministry-specific content. This is an innovative way to share content and allow for customization, while also ensuring information accuracy.
- **Links to important pages and tools:** Sections for tools and bookmarks—some offered by default, and others customized by users—help employees find the tools and information they need.
- **Consistent search experience:** A common global search crawls the many intranets, an extranet, and SharePoint resources. Thus, no matter which intranet the user searches from, the search will return results regardless of which source the content is hosted on. SERPS offer filtering capabilities and source tabs to expedite the search, focusing it in on the best results.
- **User-targeted search:** Search is targeted to the logged-in user, and cuts through the junk. For example, suggested search results are based on the query's relevance to the logged-in user. Similarly, when an employee searches for people, the closer in organizational proximity each result is to the user, the higher that result will appear.
- **Clickable search metadata:** The team also went an extra few miles to create clickable metadata on SERPs. If the results aren't what users need, they may see a related item—such as a department link—and can click on that right on the SERP. Instant related query anyone? Similarly, document previews allow employees to get a better sense of the result, and they can follow or share the document without ever leaving the SERP.
- **System status:** The homepage displays information about and the status of key DSS systems. This prevents a lot of wasted time and effort trying to determine if a system is having an issue and then attempting to report it.

- **Notify author:** A simple form lets users notify an article's author of any issues with it. Further, social commenting and liking features provide an outlet for employees to engage with one another about articles.
- **Multi-language support:** The platform provides support for multi-language intranets, letting users easily switch languages with a simple toggle icon. The Ministry of Foreign Affairs (MFA) in particular has exploited this opportunity because of its large proportion of English-speaking employees in embassies and consulates.
- **Forms with built-in workflow:** The system eliminates busy work and possible user error with niceties such as having form fields prepopulate with user data. Further, built-in workflows automatically route information to the right people at the right time. For example, when an employee signs up for a training course, the system auto-generates and sends an email and a text confirmation, as well as later reminders. The training instructors track the people who have signed up and can manage communication with attendees.

BACKGROUND

The first common intranet platform for the ministries was launched in 2007, as a direct result of a major upgrade to the Norwegian Government's external website (www.regjeringen.no/www.government.no), which united the many ministries under one public platform.

Prior to this, there were 15+ unique ministry intranets with more than half a dozen different technologies and platforms, each "owned" by the respective ministry's ICT department. However, because the ministries were experiencing increasing costs and upgrade issues, they were open to seeking common solutions. This coincided with a need to reduce local ICT staff and use DSS services to strengthen its position as the leading supplier of services to the ministries. DSS is a public agency; although it is owned by one ministry, it offers services to all ministries.

The experiences from the *regjeringen.no* project clearly indicated that offering a single platform to all ministries offered many potential benefits, and it was natural to try to leverage the external site's technology solutions. DSS has therefore sought to standardize both the technical platform and its use of suppliers for all web solutions and services offered to the ministries. This helps DSS reuse solutions and optimize resources and competencies.

The intranet's previous version had common functionality and design guidelines, but each intranet was hosted as a separate instance, necessitating the need for separate servers and licenses for the CMS and search engine, and in some cases, local hosting inside a specific ministry's firewall.

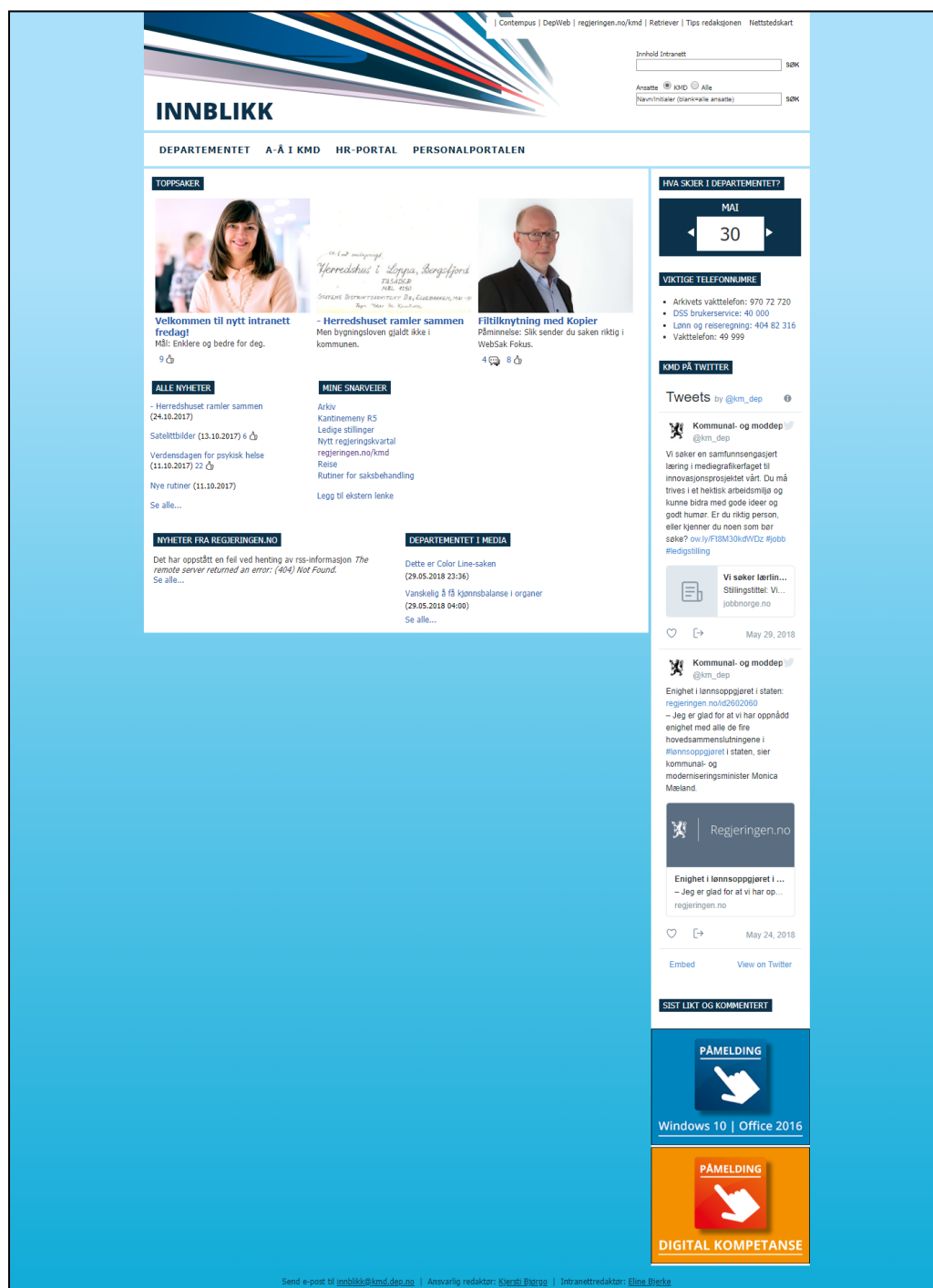
Since its origin in 2007, the intranet's goal has always been twofold:

- Help employees find relevant information and tools to do their jobs efficiently
- Offer news, background information, and socially-oriented content to help foster a common culture and a good working environment

The new platform is hosted as one instance, which results in savings on licensing, hosting, development, and maintenance. It also allows for central editorial and tech support, common guidelines and page templates, and the ability to share and localize common

content on local intranets. This greatly simplifies intranet editors' work, as they can now concentrate on creating content and satisfying users' needs.

The most recent platform upgrade includes new visual and interaction design, new navigation and search, and enhanced functionality. Extensive user research and user testing indicates that user needs have been well taken care of with these many changes and enhancements.



Pictured: Norwegian Government Previous Intranet Homepage. The old platform was less coherent, as fewer elements were shared between various ministry intranets.

Challenges

The team encountered many challenges in undertaking a project of this size and complexity, including:

- **Meeting everyone's needs:** Unifying the requirements and priorities of 15 different ministries into a single coherent platform was the project's single biggest challenge. Originally slated for release in late 2016, the project launch was delayed for two main reasons:
 - The platform architecture was redesigned to offer one centrally hosted application, with content sharing and reuse of a common search. This led to several challenges, including the need to solve access rights and network/firewall challenges, as well as to agree on common content and metadata models.
 - During the development process, additional user needs were identified and met, leading to scope creep, delays, and budget problems.
- **Creating an all-encompassing search:** Early in the process, the team decided that rather than set up an intranet-specific search, it would create the first iteration of an enterprise search covering all important sources, including SharePoint resources and document management and archiving systems. The first version of this search covers all content on the intranet and (common) SharePoint platforms with rights management; it is designed to include document management systems' content and other sources at a later stage. Aiming to create a system that would index and search SharePoint resources meant that the teams responsible for SharePoint functionality, UX, and local SharePoint hosting and maintenance had to be consulted and included in the project. In the long run, this proved useful for all teams, but getting there took time.
- **Deciding what to do about specialized functionality:** The previous platform had a lot of specialized functionality that had been developed over the years. The intranet project was originally intended to remove some specialized functions, but the opposite actually happened. Almost all special functions had to be reimplemented on the new technical platform, and new functionality was also added, including prefilled forms (with personal and organizational info) for ordering services, a new course portal, and a module for producing HTML documentation from Microsoft Word files.

- **Creating a common platform:** From the beginning, two different projects were defined. One project was to renew Depweb (*Ministry-web*), the common site for information concerning all ministries and DSS services to ministries. This site was primarily produced and published by DSS. DepWeb was also the platform to describe and offer DSS services to the ministries. The other project was aimed at intranet solutions; it was not originally intended to cover Depweb but, during the project, it was decided that a single common platform would be an obvious and better solution. As a result, some early insight and analysis work had to be coordinated and agreed upon, which was demanding and very fruitful.
- **Creating a gateway to information sources:** Another challenge was to decide where to store and how to present various information resources. In early 2015, DSS introduced a set of collaboration tools based on SharePoint 2013, and a lot of “permanent” information and documentation (that did not need dynamic editing) was published as PDFs or Word files in SharePoint rooms or on the wiki platform. This caused problems for users who needed that information, as it was difficult to find and metadata and title conventions were not adequately developed. The intranet team initially had little contact with the SharePoint team. As the project progressed, however, the teams began cooperating and seeking common solutions. To reduce the issues with finding information, a waffle menu was introduced to present shortcuts between all available sources and design changes were made to the search experience. These solutions have greatly reduced the problems, but people can still get confused by the multitude of sources and applications.

DESIGN REVIEW

Platform



Pictured: Norwegian Government Intranet Platform. All ministry intranets and common intranet/extranets have similar structures.

Platform, Highlights

The DSS intranet platform is not just one intranet; it is a framework for and network of multiple intranets. This system comprises 15 sites. In addition to organization-specific intranets for each of the 13 ministries, plus one for the Norwegian Government Security and Service Organization (DSS), which provides services to the ministries, such as: security, cleaning, ICT, and information services. Depweb acts as the overarching common intranet/extranet for all ministries and includes topic-specific subsites that provide information from one ministry to all ministries; examples include subsites such as one about a common ICT project and one about the planning of new government buildings following the terror attack on July 22, 2011.

Page templates, navigation models, and design guidelines ensure that most pages across the intranets are similar in structure and appearance. This consistency helps employees who visit the pages of multiple ministries find what they need and work productively. It also helps content creators easily and confidently create pages using designs that have already been tested and improved upon.

Each ministry may rearrange, add, or exclude elements on pages to best suit their users' needs. Still, all intranet homepages have a similar structure.

- 1. Header area:** The horizontal bar at the top of each intranet can take on whichever color and background a ministry desires. This freedom allows for some ministry-related branding, which makes individual intranets more recognizable at a glance.
- 2. Intranet name:** The intranet's name—which can be either an acronym for the ministry name or a branded intranet name—is the first item in the upper left of the top horizontal bar. This name is large and clear, which is of the utmost importance since each of the ministries has its own intranet, and each, in turn, has its own name. These letters act as a signpost that tells employees which intranet they are on; the name also acts as a link to that intranet's homepage. Having this feature available in the same place on each ministry's intranet is helpful to users.
- 3. Search:** The intranet search always appears as a white field on the right.
- 4. Waffle menu:** A button with the label *Gå til* (go to) and a waffle icon appears on the right side of the top bar on each intranet. This menu makes it easy for users to access the ministry intranets and additional relevant platforms, such as shared workspaces in SharePoint. This small menu is one of the ways that the intranet acts as a hub for the entire DSS digital workspace.
- 5. Content editing:** For those users with editing rights, the *Edit* button appears in the far upper right corner, giving them access to the CMS for creating and editing content, based on user rights.
- 6. Logo and organization name:** A second colored bar (usually black) toward the top spans the width of the page. On the far left is a small lion logo, based on a heraldic lion, which is followed by the ministry or department name and appears in this spot on all ministry intranets.
- 7. Global navigation:** Each intranet's global navigation appears on the far right of the second (usually black) bar that spans the width of the page. Most ministries have almost identical information structures, including links to both internal and externals services and sites, which is helpful.

- 8. Bookmarks:** On the far left of the third bar that spans the width of the page is a drop-down list of bookmarks. *Mine snarveier* (My shortcuts) includes both user-added items and standard shortcuts set by the site administrator.

Homepage

The screenshot shows the iDSS homepage with the following numbered callouts:

- 1**: iDSS logo
- 2**: Search bar with text "Søk etter innhold og ansatt"
- 3**: User profile dropdown menu
- 4**: Language selector (Nynorsk, Bokmål, Engelsk)
- 5**: Departmental logo and name: "Departementenes sikkerhets- og serviceorganisasjon"
- 6**: Navigation menu: "Aktuelt", "Arbeid", "Ansatt", "Om DSS"
- 7**: "Mine snarveier" (My shortcuts) dropdown menu
- 8**: "I fokus" (In focus) section with article cards:
 - 8.1**: "Nettrossen til Erik i SAV" (14.08.2018)
 - 8.2**: "Innsiktsprosjekt om regjeringen.no" (08.08.2018)
 - 8.3**: "A balanserte lojalitetsplikt og ytringsfrihet" (14.08.2018)
 - 8.4**: "Nettrossen til Erik i SAV" (13.08.2018)
 - 8.5**: "Innsiktsprosjekt om regjeringen.no" (08.08.2018)
 - 8.6**: "Stopp e-postforspøling - for sikkerhetens skyld" (07.08.2018)
 - 8.7**: "7-års markering for 22. juli" (24.07.2018)
 - 8.8**: "7-års markering for 22. juli" (24.07.2018)
- 9**: "Les alle nyhetene på intranettet" link
- 10**: "Oppslagstavle" (Bulletin board) section with a post about innovation and a calendar view.
- 11**: "Enklere hverdag" (Simplify everyday life) section with links to various services: "Styring og strategi", "DSS brukerservice", "Service Desk", "IKT Henvendelsesdesk", "Kantinenmenyen", "Depweb", "DSS-web", "regjeringen.no".
- 12**: "Driftsstatus og informasjon" (Operational status and information) section showing status as "Normal drift" and a list of upcoming events: "Varsel om planlagt vedlikehold og nedetid i SharePoint", "Arbeid på tallet i A64", "Maling av vegg i R5".
- 13**: "DSS brukerservice" (DSS user service) section with contact information: "Telefon: 40 000", "40000@dss.dep.no", "Vaktsentral: (222) 49 788", "Nøddnummer: (222) 49 999".
- 14**: "Kalender" (Calendar) section showing events for September 13th and 25th.
- 15**: "Nødsituasjoner" (Emergency situations) section with instructions on what to do in case of an emergency, including a list of emergency numbers: "Ring 113 ved livstruende tilstander! Deretter ring 49 999.", "Ring alarmtelefonen (222) 49 999 ved: akutt sykdom, brann, trussel om terror, mistenkelige gjenstander".

Pictured: Norwegian Government Intranet iDSS Homepage. The iDSS homepage offers news and a wall feed to help DSS employees stay informed.

Homepage, Highlights

The intranet homepage of DSS itself offers links to common tasks and user-created bookmarks that expedite DSS employees' work. The homepage keeps employees informed with a selection of news, links to more news, and a wall feed where employees can post and react to messages.

- 1. Intranet name:** The intranet's name is the first item in the upper left of the DSS intranet homepage. Some ministries and DSS itself have intranet names that add an "i" before ministry acronym (such as *iDSS* and *iLMD* for the Ministry of Agriculture), while others chose catchier names, such as *FINTRA* for the Ministry of Finance and *Arena* for the Ministry of Knowledge.
- 2. Search:** The intranet search appears as a white field on the right. The juxtaposition between the white field and blue background bar help make the field visible. This search field is common across all intranets at DSS.
- 3. Waffle menu:** A black button with the waffle icon and the label *Gå til* (Go to) appears to the right of search. This menu makes it easy for users to access other relevant platforms, such as shared SharePoint workspaces.
- 4. Edit button:** For those users with editing rights, the *Edit* button appears in the far upper right corner. Clicking it gives them access to the CMS for creating and editing content based on their rights.
- 5. Logo and organization name:** On the far left of the black bar that spans the width of the page appears a small lion logo followed by the full name of the department.
- 6. Global navigation:** The global navigation appears on the far right of the black bar.
- 7. Bookmarks:** A drop-down list of bookmarks is on the far left of the white bar that spans the width of the page. *Mine snarveier* (My shortcuts) includes both user-added items and standard shortcuts set by the site administrator.
- 8. Top News:** Two top news items appear at the top of the page in the *I fokus* (In focus) section. Each has an associated photo, clear title, date, summary, and number of comments and likes the story has garnered. Selected items, such as important articles, and the news list offer links to the full news listing.
- 9. News list:** To the right of the top two news items is a list of six other recent news stores, each with simply a title, date, and number of comments and likes for each.
- 10. Feed:** Below the news appears the *Oppslagstavle* (Bulletin board) feed, where employees can post, like, and comment on messages. This offers a way for engaged employees to correspond with—and potentially inspire—each other in a public way.
- 11. Common links:** The center of the homepage houses the *Enklere hverdag* (everyday tasks) section with links to some of the most commonly used tools and resource pages on the intranet and on external websites.
- 12. System status:** It's important for employees to know when IT systems are having issues. *Driftsstatus og informasjon* (system status and information) shows a green link and checkmark when systems are all working as expected. A yellow or red line

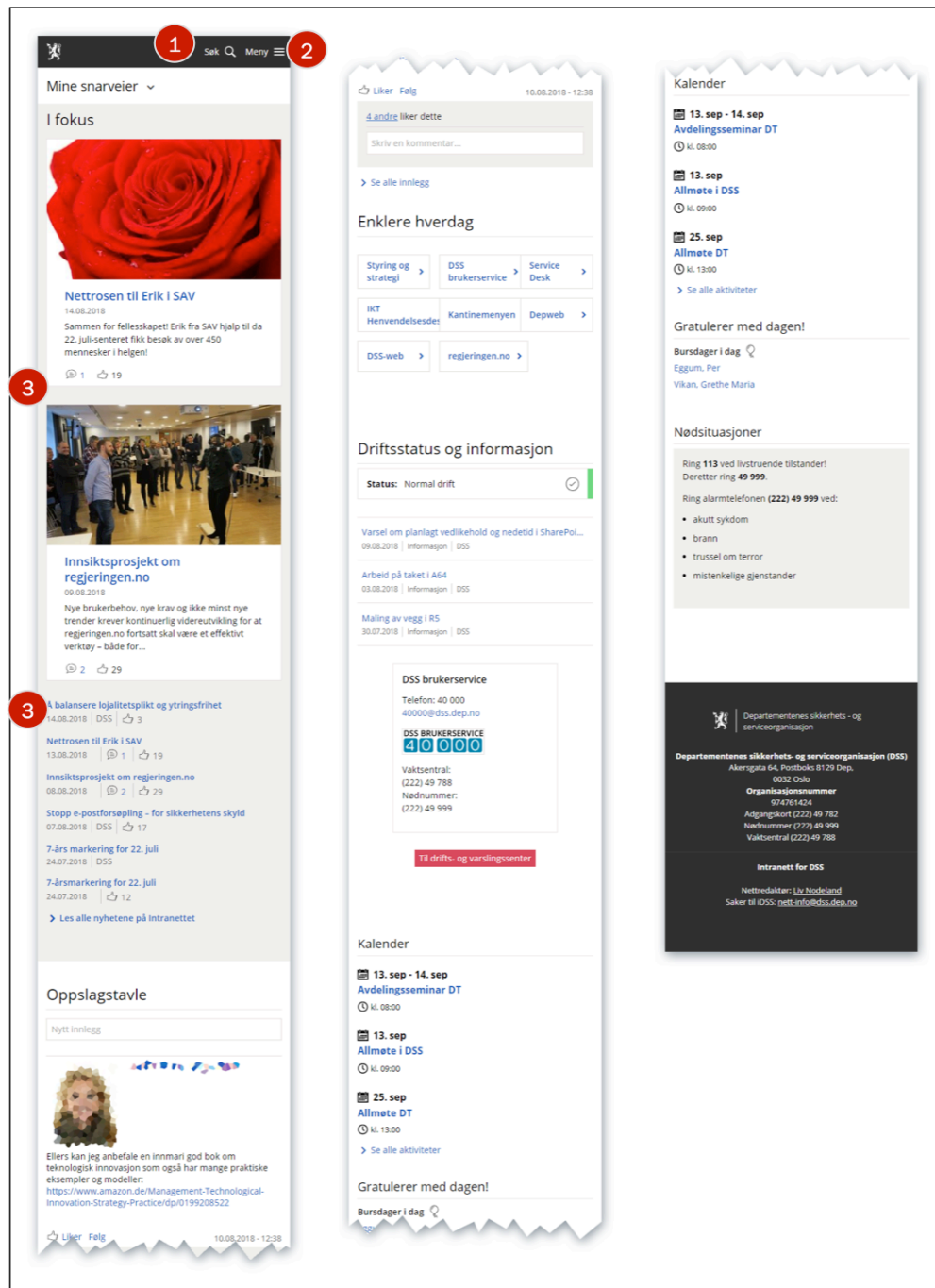
displays to indicate system issues, while a red button links to a page with more information.

13.Contact: The *DSS Brukerservice* (DSS service desk) has contact information for important services, including security and emergency services.

14.Calendar: The *Kalender* (Calendar) area in the right-side column includes important events and a link to all calendars so that employees can stay abreast of the upcoming happenings at various ministries. A nice feature here is the birthday greetings that wish a happy day to employees having a birthday.

15.Emergency information: Below the calendar in the right rail is the *Nødsituasjoner* (Emergencies) section, with information about emergencies and phone numbers to call in the event of an emergency. Many intranets don't house this sort of information, but they should, as it could help employees in a difficult situation.

Mobile Homepage



Pictured: Norwegian Government Intranet iDSS Mobile Homepage. The intranet platform is responsive, and all content available on desktop is also available on mobile.

Homepage, Mobile Highlights

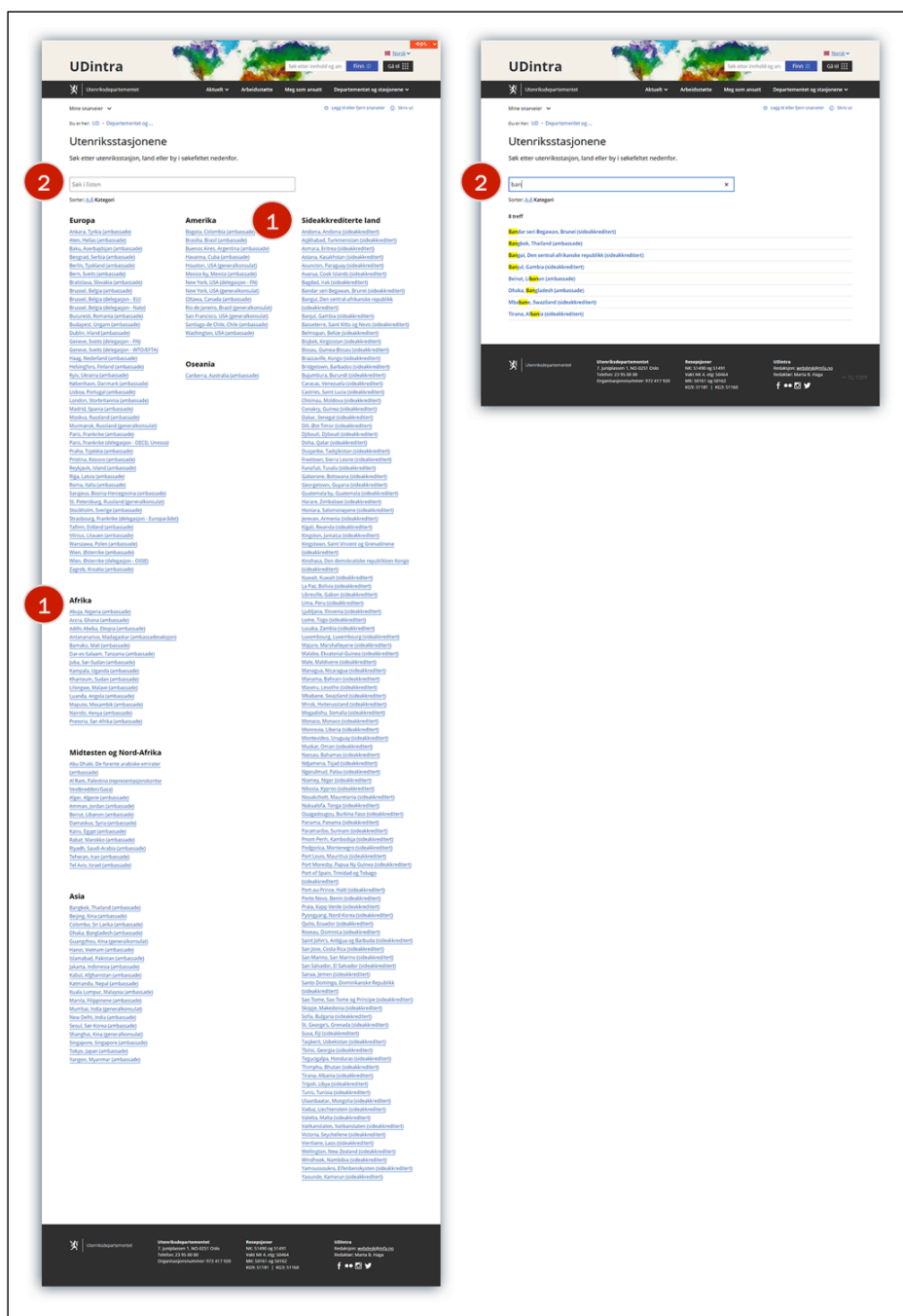
Rather than eliminating content on mobile or creating different content for mobile, the team created a responsive site. The main differences between the site when accessed on desktop

versus mobile relate to the size and organization of page elements and how the navigation is presented. Given technology and resource limitations, it couldn't create a fully responsive search function, but the team plans to reconcile this in a near-future release.

Using the intranet on mobile has proven very useful in some situations, and usage is steadily growing. Use on tablets is very high at some ministries, especially when employees are using tablets in lieu of laptops in meetings and out-of-office situations. Intranet use on phones has not yet reached high adoption rates.

- 1. Search:** To save screen real estate on mobile, the search field is collapsed under a magnifying glass icon. The label *Søk* (*Search*) makes the feature especially easy for users to find.
- 2. Menu:** As with search, the menu offers both an icon and a label—in this case, a hamburger icon and the word *Meny* (*Menu*). The global navigation and the waffle menu are collapsed under this icon.
- 3. Content flow:** Two main news item appear first on mobile (as they do on desktop) and include the same information, photos, and features. To use space effectively, six other recent news items appear in the section below, as opposed to being adjacent as on desktop. Generally, designers employ the column drop responsive layout, where the information streams down in one column (rather than two) on mobile.

Embassies Page (Example of Type-Ahead Portal Page)



Pictured: Norwegian Government Intranet Embassies Page. A page pattern with a list and type-ahead feature is used on multiple pages, including a page of embassies, on the intranets at DSS.

Embassies Page (Example of Type-Ahead Portal Page), Highlights

Employees need information about embassies to do their jobs. To expedite access to this information, the intranet offers a page that lists the embassies and offers a search feature. This is a perfect example of how one UI can cater to two user scenarios: users who want to scan everything available, and users who want to search for an explicit item.

This UI works for tasks beyond just finding embassies; indeed, the team includes this page pattern in the intranet design system. Such pages act as micro-portals, and all include type-ahead search. Several other pages across DSS use the same basic page format with various types of content.

- 1. Subtitles:** Although the list of embassies is long, black bold subtitles of geographic areas stand out among the blue underlined links. If the users know their target embassy's region, they can begin their hunt by easily scanning to the subtitles.
- 2. Search:** The type-ahead search feature makes it efficient for users to find their target embassy. Once users have typed in a few characters, the search function immediately displays embassies that match the query and highlights in yellow the matching letters in the results. The search field is visible at the top so users who know what they are looking for will easily see the search option first rather than start by scanning a long list.

Tools (Example of Type-Ahead Portal Page)

UDintra Norsk Finn iD Gå til

Utenriksdepartementet Aktuelt Arbeidsstøtte Meg som ansatt Departementet og stasjonene

Du er her: UD Legg til snarvei Skriv ut

Arbeidsstøtte

1

Sorter: A-Z Kategori

2 Politisk ledelse

- [Arbeidsfordeling](#)
- [Gaver til politisk ledelse](#)
- [Maler og retningslinjer](#)
- [Mapper](#)
- [Regjeringskonferanser](#)
- [Reiser for politisk ledelse](#)
- [Samarbeid med SMK](#)
- [Stortinget](#)
- [Taler, innlegg og foredrag](#)

2 Sikkerhet

- [Krisehåndtering](#)
- [Krisekommunikasjonsplan](#)
- [Krisestab](#)
- [Sikkerhet - samleside](#)
- [Sikkerhetsklarerer og autorisasjon](#)
- [UDs beredskapsplan](#)

Verktøy

- [Agresso](#)
- [CIM](#)
- [Country Risk Forecast](#)
- [Depweb](#)
- [Fee register](#)
- [Norads intranett](#)
- [Norgesportalen](#)
- [Ordnett](#)
- [PTA](#)
- [Regjeringen.no](#)
- [Reisebestilling](#)
- [Retriever](#)
- [Rettesnoren](#)
- [SAP](#)
- [Serviceportalen](#)
- [Sharepoint](#)
- [SOS](#)
- [UDcore](#)
- [UDHR](#)
- [UDintra](#)
- [UDsak](#)

3 Ressurser

- [Bibliotek](#)
- [Bilodedatabaser og bildebruk](#)
- [Budskapsplattformer](#)
- [Grafiske tjenester i UD](#)
- [IKT](#)
- [Innrapporteringer fra utenriksstasjonene](#)
- [Mitt kontor](#)
- [Nyhets- og informasjonskilder](#)
- [Oversettelse og språkvask](#)
- [Språktips](#)
- [UDs historier, nyttig gammelt nytt i utenriksstasjonen](#)
- [Utenriksstasjonens logoer](#)

3 Tjenester

- [Hustrykkeriet](#)
- [Kantine og møtemat](#)
- [Kurer-, post- og budtjeneste](#)
- [Meterom](#)
- [Parkerer](#)
- [Renhold og renovasjon](#)
- [Vakt og resepsjon](#)
- [Videokonferanse](#)

1 Utenriksstasjonene

- [Arkiv på stasjonene](#)
- [Eiendom](#)
- [Huskelisten for utenriksstasjonene](#)
- [Håndbok i kommunikasjon fra a-å](#)
- [Konsulærfeltet](#)
- [Næringsliv](#)
- [Sosiale medier](#)
- [Utlendingsfeltet](#)

Rutiner

- [Anskaffelser](#)
- [Arkiv](#)
- [Grant Management/Tilskudsforvaltning](#)
- [Reiser](#)
- [Reiseregning](#)
- [Utenriksinstruksen](#)
- [Valg og kandidaturer i FN-systemet](#)
- [Virksomhetsplaner \(VP\)](#)

Økonomi

- [BDM \(budsjettforvaltning\) og attestering](#)
- [Budget and accounting - missions](#)
- [Driftsbudsjett og regnskap - hjemme](#)
- [Fakturafløyt](#)
- [Kontoplan](#)
- [Statsbudsjettet](#)
- [Økonomiregelverk og -rutiner](#)

Utenriksdepartementet Utenriksdepartementet Resepsjoner UDintra

7, Juniplassen 1, N-0251 Oslo NK 51490 og 51491 Redaksjon: webdesk@mf.no

Telefon: 23 95 00 00 Vakt NK 4, etg: 50464 Redaktør: Marta B. Haga

Organisasjonsnummer: 972 417 920 MK 50161 og 50162

KG9: 51181 | KG3: 51160 f •• •• ••

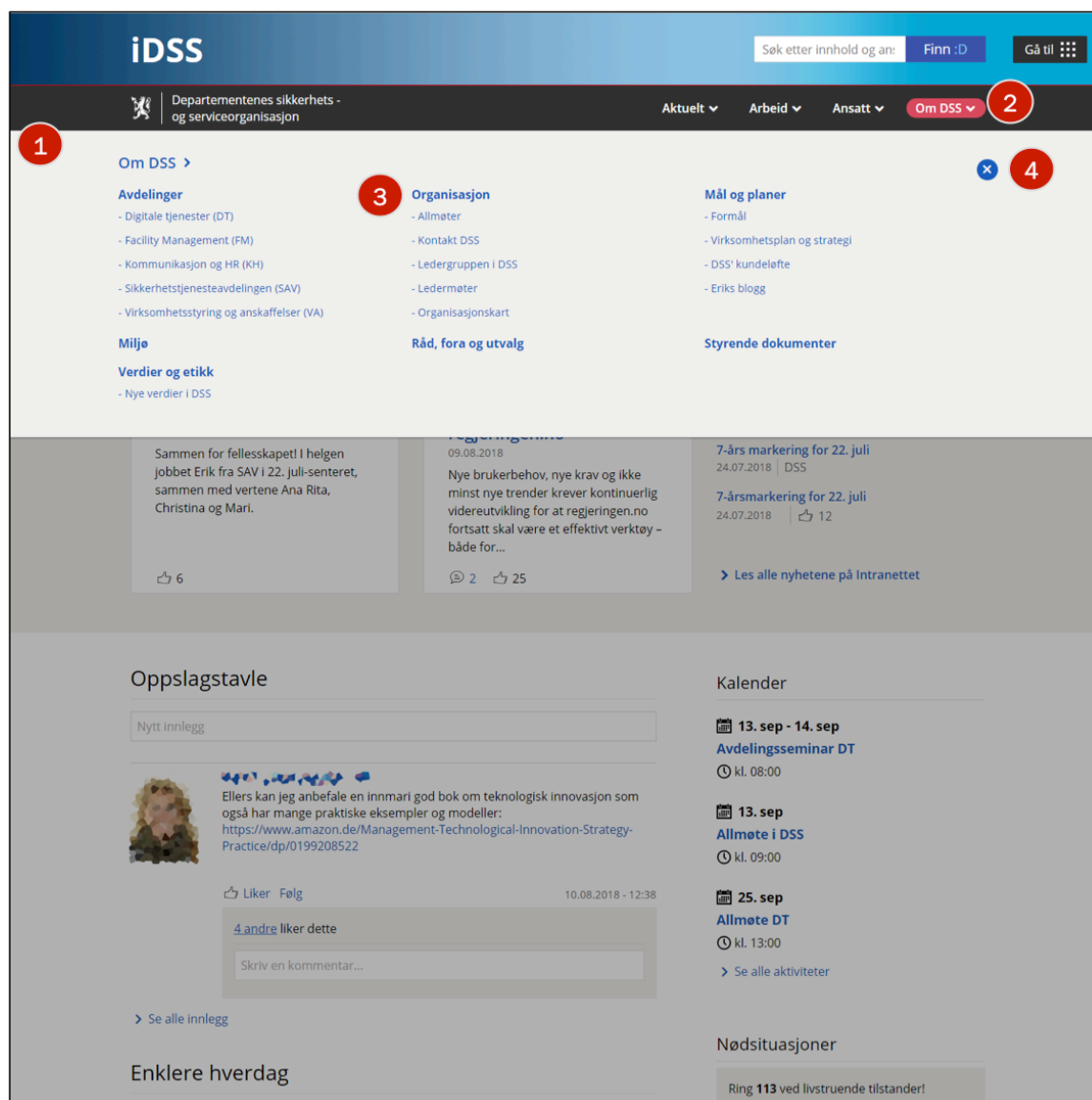
Pictured: Norwegian Government Intranet Tools. Users can scan the list of tools or search for the one they want.

Tools (Example of Type-Ahead Portal Page), Highlights

Another micro-portal example, this one for tools, appears on the MFA intranet. The page consolidates a selection of important work-support tools. It's searchable, and the search offers suggestions as the user types.

1. **Search:** The search field caters to employees who know the name of the tool they are interested in.
2. **Sections:** Large bold black subheadings make it easy for users to scan tool categories, and then scan the set of links when they find the category they need.
3. **Links:** Links lead to various helpful items, including an external web site or service, a user manual, key documents, or enterprise software systems.

Global Navigation Menu



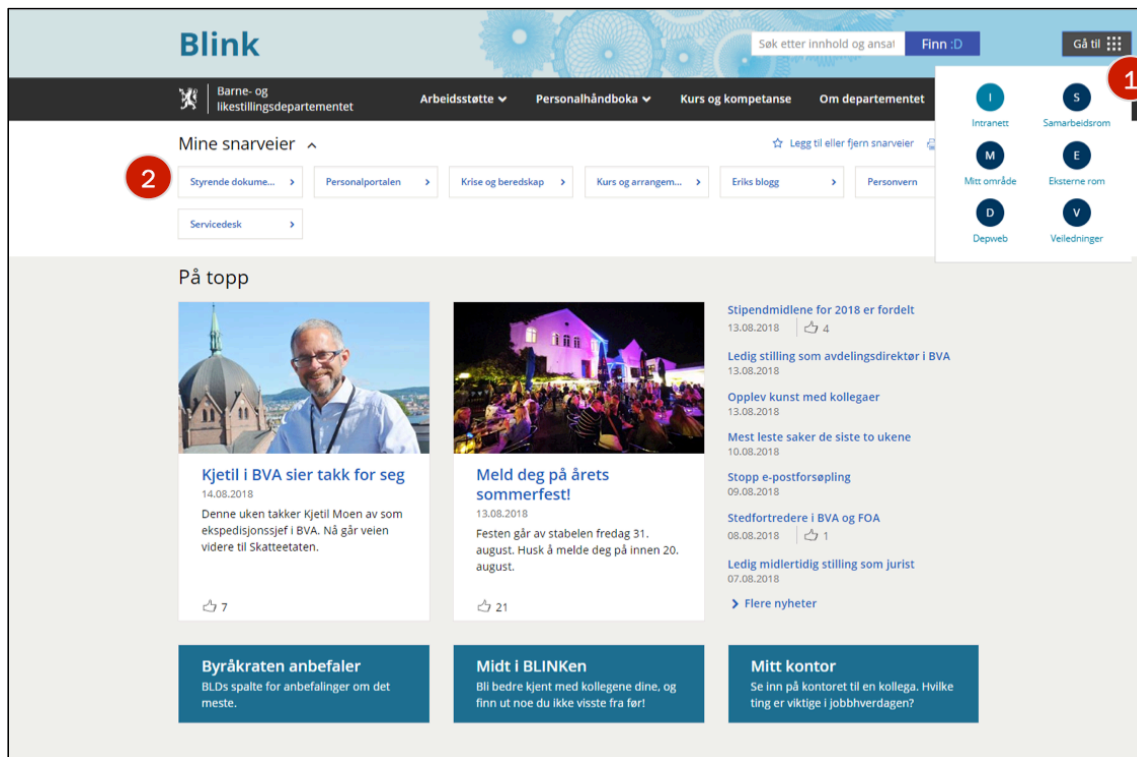
Pictured: Norwegian Government Intranet Global Navigation Menu. Card sorting and other usability testing methods informed the site's IA and global navigation megamenu design.

Global Navigation Menu, Highlights

The DSS intranet team conducted extensive user research, including card sorting and user testing, to derive the site structure and hence the global navigation. The same megamenu UI design is used for each ministry's intranet, but the IA and global navigation links vary due to different needs and ministry sizes, which range from approximately 100 employees to more than 2,500. Ministries conducted their own usability tests and stakeholder workshops to determine the best site and menu structures. Still, most of their global navigation menu content is very similar to that of the DSS site (pictured).

- 1. Megamenu:** The megamenu lets employees view several navigation links at once, without having to drill down a hierarchy. This expedites their work as they are more likely to see and rule out the least-likely links and click the best one for the task at hand.
- 2. Selected menu:** The selected global navigation link in the top-level menu is designated with a pink oblong ellipse behind the white menu name.
- 3. Subheadings:** The blue bold text, which is larger than the link text, indicates that these items are higher in the site structure than the navigation links. The visual treatment makes them easy to scan to.
- 4. Close:** Sometimes users mistake very wide megamenus for part of the web page, and thus have trouble closing it. Here, an x icon in the upper right helps users escape that situation.

Waffle Menu and Bookmarks



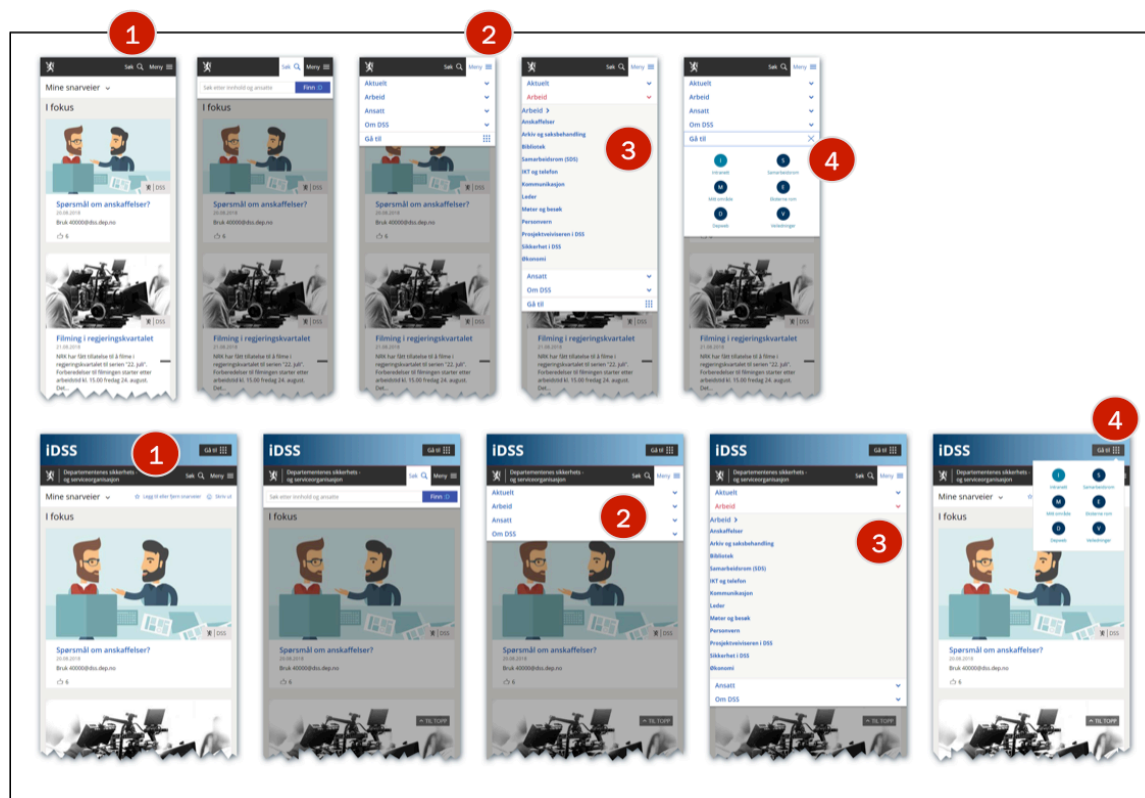
Pictured: Norwegian Government Intranet Waffle Menu and Bookmarks. The expanded waffle menu and favorites menu give instant access to important pages and applications.

Waffle Menu and Bookmarks, Highlights

Quick access is a theme for this design. The waffle menu provides quick access to tools beyond the intranet, while the bookmarks offer important links, including those chosen by users themselves.

- 1. Other tools:** When expanded, the waffle menu displays links to collaboration and information tools such as *Samarbeidsrom* (shared workspaces on a SharePoint platform), *Mitt område* (SharePoint My Page), *Eksterne rom* (cloud-based collaboration with external participants), *Depweb* (the common extranet), and *Veiledninger* (user manuals).
- 2. Bookmarks:** When expanded, the *Mine snarveier* (*My shortcuts*) section displays links to important areas, including links the user has personally added to the list.

Mobile Menu and Search



Pictured: Norwegian Government Intranet Mobile Menu and Search. The menus and search feature collapse under icons on mobile to save screen real estate.

Mobile Menu and Search, Highlights

The responsive intranet takes on common space-saving attributes when accessed on mobile. To make the most of each medium, there are subtle differences between how the site appears on phone versus tablet.

- 1. Search icon:** When the site is accessed on a mobile device, the search field collapses under a magnifying glass icon to save space.
- 2. Menu:** When the site is accessed on a phone, the hamburger menu houses the global navigation and waffle menu. On a tablet, the waffle menu keeps its own icon rather than collapse under the hamburger menu. This is one of the differences between viewing the site on a phone and a tablet. The navigation links and waffle menu are collapsed by default on both device types.
- 3. Accordion:** Expanding the global navigation accordion menu displays the second-level menu links. These appear outdented with a grey background. The selected level-one menu item turns red, while the others remain blue. These visual changes help users recognize what they have selected.
- 4. Waffle:** On phones, the waffle icon at the bottom of the global navigation menu offers a clue that this is not like the other links in the menu. When clicked, the waffle expands the menu, a lot like an accordion. On tablet, the waffle menu appears in the upper right (as on desktop).

Search, Highlights

The ministries create and rely on a great deal of information. A well-considered but not overdesigned search feature helps employees locate the content they need. And, like obliging elves on the back end, the search makes wise decisions to target the results to the logged-in user, cutting away the junk. For example, when an employee searches for people, the closer in organizational proximity each result is to the user, the higher that result will appear. So, colleagues the employee is more likely to work with have higher relevance than organizationally distant colleagues. Similarly, suggested search results that appear as the user is typing are based not only on the letters typed, but also based on the query's relevance for the logged-in user. Further, the search can query all of the ministry sites and return results no matter the source, but the SERP includes only sites the user has access to—again, eliminating noise. Finally, intranet editors have the option to create best bets, bubbling up the top result related to the query.

- 1. Suggestions:** As users type, suggested search results appear below. These help users get to relevant results directly without even visiting the SERP. Further, the suggestions are based not only on letters in the alphabet, but also on which content is most relevant to the logged-in user. This is the kind of distinct feature that makes the DSS intranet platform one of the 10 best of the year.
- 2. Results types:** The SERP displays results of people as well as content, and similar results are grouped together.
- 3. Filters:** Employees can filter results by content source using tabs (with each tab offering more-detailed filtering options) or by clicking any of the keywords in the facets list on the left.

Search Best Bets

The screenshot shows the search results for 'kantine' on the Norwegian Government Intranet. The search bar at the top shows 'kantine' with a search button 'Finn :D'. Below the search bar, there are tabs for 'Alt innhold', 'Ansatte', 'Intranett/Depweb', 'Samarbeidsrom', and 'Artikkelsamling'. The 'Intranett/Depweb' tab is selected. The results are sorted by 'Relevans'. The first result is 'Ukens meny (ISS)' with a red circle containing the number '1' and a star icon. Below it is 'Kantiner' also with a star icon. The left sidebar contains a list of departments and categories. The bottom of the page has a blue footer with contact information for the Department of Security and Service Organization (DSS).

Departementene kantine Finn :D Søk tips Gå til

Alt innhold Ansatte **Intranett/Depweb** Samarbeidsrom Artikkelsamling ...

Treff for "kantine" Sorter etter: Relevans

Ukens meny (ISS) Anbefalt ★
Menyer for kantinene i R5, G1, R6, A64, UD, K18, KD8 og KD18.

Kantiner Anbefalt ★
Ukesmeny, åpningstider, bestilling av matemat m.m.

Alle må ha ny QR-kode for å få subsidierte priser i kantina | UDIntra
23. april 2018 | Nyhet | [UDIntra](#)
Med ny **kantineleverandør** må alle ha ny QR-kode for å få subsidierte priser i **kantina** ... ned QR-kode til din mobiltelefon ved å registrere deg på ISS' nettside for **kantinekort** ...

Alle må ha ny QR-kode for å få subsidierte priser | Depweb
23. april 2018 | Nyhet | [Depweb](#)
Med ny **kantineleverandør** må alle ha ny QR-kode for å få subsidierte priser i **kantinene** ... Her finner du mer informasjon om bytte av **kantineleverandør** og nytt **kantinetilbud**

Mat til overs | Depweb
16. mai 2018 | Nyhet | [Depweb](#)
I halvtimen etter at hver **kantine** har stengt for lunsjservering kan du fylle en beholder ... Se oversikt over tidligere publiserte nyhetssaker om nytt **kantinetilbud**

Åpningstider sommeren 2018 | Depweb
20. juni 2018 | Nyhet | [Depweb](#)
Gjør deg kjent med åpningstidene for **kantine**, resepsjon og DSS brukerservice ... BHT holder stengt i ukene 28-30 ... Åpent alle hverdager kl. 08.30-15.00, hele sommeren ... **Kantinene** ...

Ny kantineleverandør med nytt konsept | Depweb
15. mars 2018 | Nyhet | [Depweb](#)
Prøveprosjekt med buffeløsning i to **kantiner** ... Flere av **kantinene** vil ha behov for endringer og tilpasninger av serveringsområdet i forbindelse med skifte av **kantineleverandør** ...

Kantina | IJD
29. november 2017 | Tema og innsett | [IJD](#)
Velkommen til **kantina** i Justis- og beredskapsdepartementet ... **Kantina** eies og drives av Polithøgskolen ... Vi håper du finner vårt tilbud fristende ... **Kantinemeny** ...

Bestilling av matemat fra ISS - i ny portal | Depweb
23. mars 2018 | Nyhet | [Depweb](#)
som arrangeres fra og med 2. mai skal du bruke portalen til ny **kantineleverandør**, ISS ... Her finner du mer informasjon om bytte av **kantineleverandør** og nytt **kantinetilbud**

Bestill fruktkurv fra ISS | Depweb
18. juni 2018 | Nyhet | [Depweb](#)
Abonnement på fruktkurver kan bestilles fra **kantineleverandøren** ... Som en del av den nye **kantineavtalen** har DSS fremforhandlet et tilbud om ... i kraft av avtalen kan departementene ...

E-post om saldo på kantinekort | Depweb
18. august 2017 | Nyhet | [Depweb](#)
e-post fra Eures via datanova.no hvis saldo på ditt QR-kode **kantinekort** var under kr 50,- ... blir det opplyst at du kan lade opp penger på ditt **kantinekort** ved å trykke på en lenke ...

Kantine - ukemenyer | UDIntra
2. mai 2018 | Nyhet | [UDIntra](#)
Her finner du oversikt over **kantiner** i regjeringskvartalet og i UD - med ukemenyer ... Skal du bestille matemat, finner du informasjon og bestillingsskjema her ... **Kantine** Ukesmeny

1 2 Neste

Departementene Kontakt Sakeredakter Brukerservice 40000@dss.dep.no 40 000 Vaktentrail: 49788 Adgangskort: 49782 Nednummer: 49999

Pictured: Norwegian Government Intranet Search Best Bets. Best bets are like a search results insurance policy.

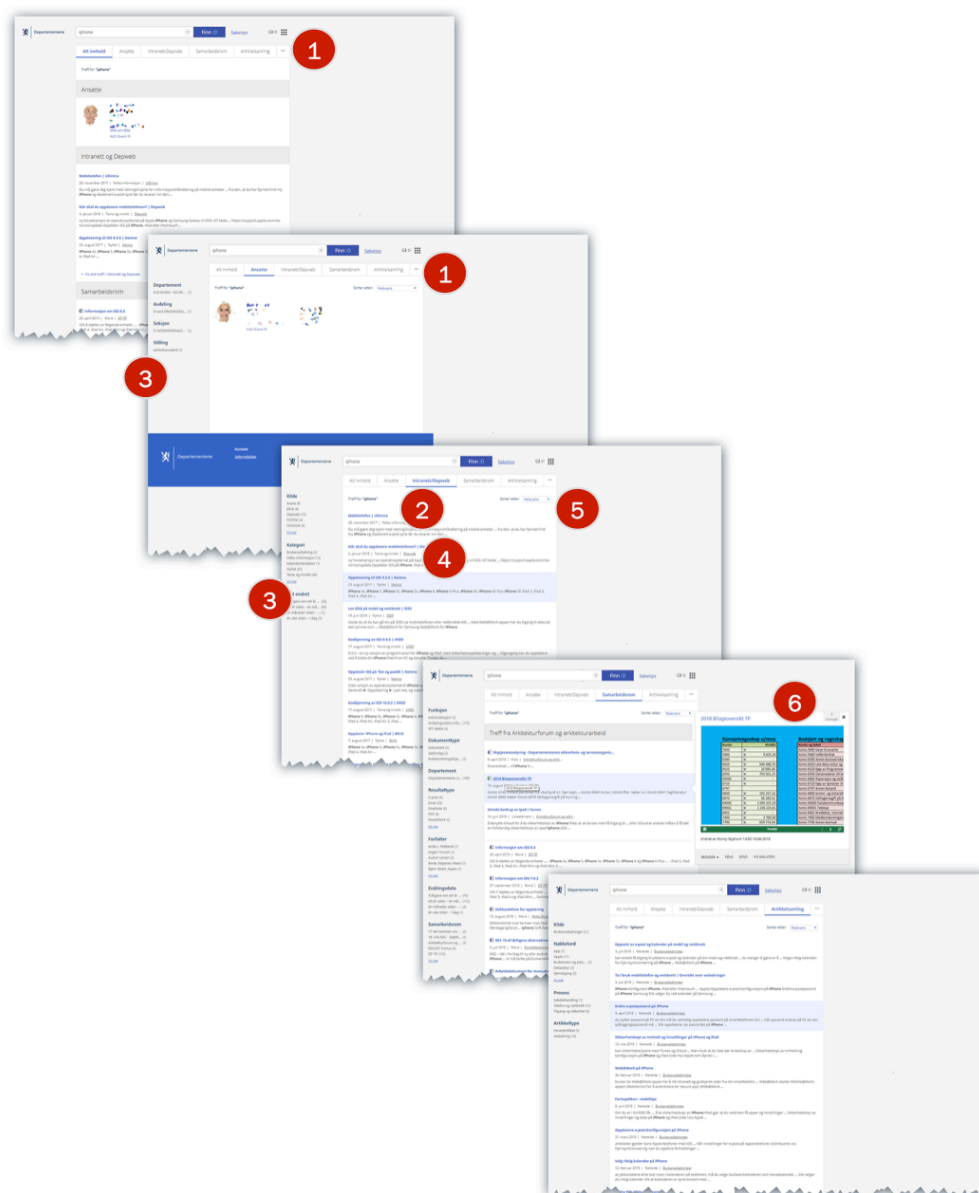
Search Best Bets, Highlights

The team is always working to improve intranet search. For example, as part of the editorial process, the team analyzes search statistics for trending terms and creates synonym rings so words with the same meanings return equally good results.

As a safeguard, the team added the capability to create editorial best bets, which lets team members choose documents related to a query term and ensure that those documents appear in the search results.

- 3. Best bets:** The best bets search results appear at the top of the SERP; the word *Anbefalt* (Recommended) appears to the right of the title with a star icon.

Search Filters



Pictured: Norwegian Government Intranet Search Filters. The search results are organized in tabs, each named for a different content source.

Search Filter, Highlights

The most important content sources are represented in tabs at the top of the SERP.

- 1. Tabs:** Tabs just below the search field include those for all results, employees, intranet/extranet, collaboration rooms, user guidelines/knowledge base, the HR portal, and the user's SharePoint homepage. Less important content sources are placed in a menu to the right of the tabs. The first tab on the SERP is for all results, which includes results from all content sources.
- 2. Selected tab:** The selected tab is obvious: the text is blue instead of light grey, and the tab is underlined.
- 3. Facets:** All tabs (except "all results") have facets for that content source.
- 4. Clickable metadata:** In addition to the clickable result title, the SERP includes other clickable metadata that lets users start a new query. For example, a search for a colleague by name will return a result for that person. Within the result's summary is a clickable link to the person's department, and users can quickly view the person's department colleagues by clicking the department name.
- 5. Sort:** Results are initially sorted by relevance, but a drop-down menu just below the tabs allows users to sort the results by date or alphabetically.
- 6. Preview:** For documents housed in the collaboration room, the search provides a document preview. This appears on the right side of the SERP when the mouse hovers over the result. Seeing the document can give users an idea of what the document is about without having to open it. From the preview, users can also follow or share the document.



News Article

Pictured: Norwegian Government Intranet News Article. Obvious subheadings make it easy for employees to scan articles and thus save time.

News, Highlights

Articles keep employees across the various ministries involved and informed.

1. **Title:** The article's title takes its rightful place at the top of the page.
2. **Images:** Large related photos make the article more engaging and informative.
3. **Date:** The publish date appears above the article's copy, informing users of how current the story is.
4. **Byline:** The authors, a link to email them, and their phone number appear in the right rail at the top of the article. With this, employees can offer their thoughts or engage directly with authors.
5. **Subheadings:** Subheadings are the single most important UI design element when designing for scanning—and DSS nailed them. Subheadings appear within the article and are larger, bolder, and darker than the article's body text. This makes it easy for the human eye to pick them out when scanning the page.
6. **Social:** At the end of the article, employees have the options to like and comment. This, of course, makes it possible for employees to participate, but also helps authors and management understand which topics are most interesting to the staff.
7. **Feedback:** A feedback form at the bottom of the page lets readers inform the team about any issues with the page. A question—Fant du det du lette etter? (Did you find what you were looking for?)—appears before an open text field where users can write their comments.

News Article Translated

The screenshot shows the UDintra intranet interface. At the top, there's a header with the UDintra logo, a world map, and a language selector (English, Norsk, English) with a red circle '1' next to it. Below the header is a navigation bar with links for News, Tools, Employee, and Ministry and missions. A red circle '2' is next to the language selector. The main content area is titled 'Budget and accounting - missions' and contains a sub-header 'In-depth knowledge of financial instructions is a precondition for a well-run foreign mission.' Below this is a grid of links: Financial instructions, Chart of accounts, Agresso and Planner, Forms and vouchers, Fee register, Bank and electronic invoicing, Miscellaneous accounting, and Work Plans/ VP. To the right of the grid is a 'Contact' section with email and phone information. At the bottom, there's a search bar with the text 'Did you find what you were looking for?' and 'Yes'/'No' buttons. The footer contains contact information for the Ministry of Foreign Affairs, reception telephones, and UDintra contact details.

UDintra

Ministry of Foreign Affairs

News Tools Employee Ministry and missions

Mine snarveier

Du er her: MFA Tools

Budget and accounting - missions

In-depth knowledge of financial instructions is a precondition for a well-run foreign mission.

Financial instructions > Chart of accounts > Agresso and Planner > Forms and vouchers >

Fee register > Bank and electronic invoicing > Miscellaneous accounting > Work Plans/ VP >

All staff involved in matters related to managing public sector resources is obliged to familiarize themselves with these instructions and make sure that the resources are spent in a responsible manner.

The Budget Unit and the Missions' Accounts Unit are responsible for the framework for budget and accounts work at our foreign missions. The Budget Unit is responsible for questions related to the chart of accounts, the Agresso planner and some aspects of the work plans.

Questions related to Financial instructions, the fee register, bank and electronic invoicing can be directed to the Missions' Accounts Unit.

Forms and vouchers for us in the work with the missions' economy can be found under "forms and vouchers".

The Missions' Accounts Unit produces most of its documents and correspondence in English. As of January 2018, about 60% of our missions have local staff handling accounts. About 30% of these are English-speaking staff. Most of the documentation produced by us will not be available in Norwegian.

The Missions' Accounts Unit and the Budget Unit will at all times be available for the missions when needed. Our most important role is to be your advisers and to support you in your daily work.

Contact

Mail to:
Agresso-help-desk@mfa.no

Phone no: 239 50 290

[Stasjonsregnskapsenheten / Missions' Accounts Unit](#)

Did you find what you were looking for?

Yes No

Ministry of Foreign Affairs

Ministry of Foreign Affairs
Address: 7. Juniplassen 1, NO-0251
Oslo
Telephone: 23 95 00 00
Organisation number: 972 417 920

Reception telephones
NK: 51490 and 51491
NK 4th floor guard: 50464
MK: 50161 and 50162
KG9: 51181 | KG3: 51160

UDintra
Contact: webdesk@mfa.no
Editor: Marta B. Haga

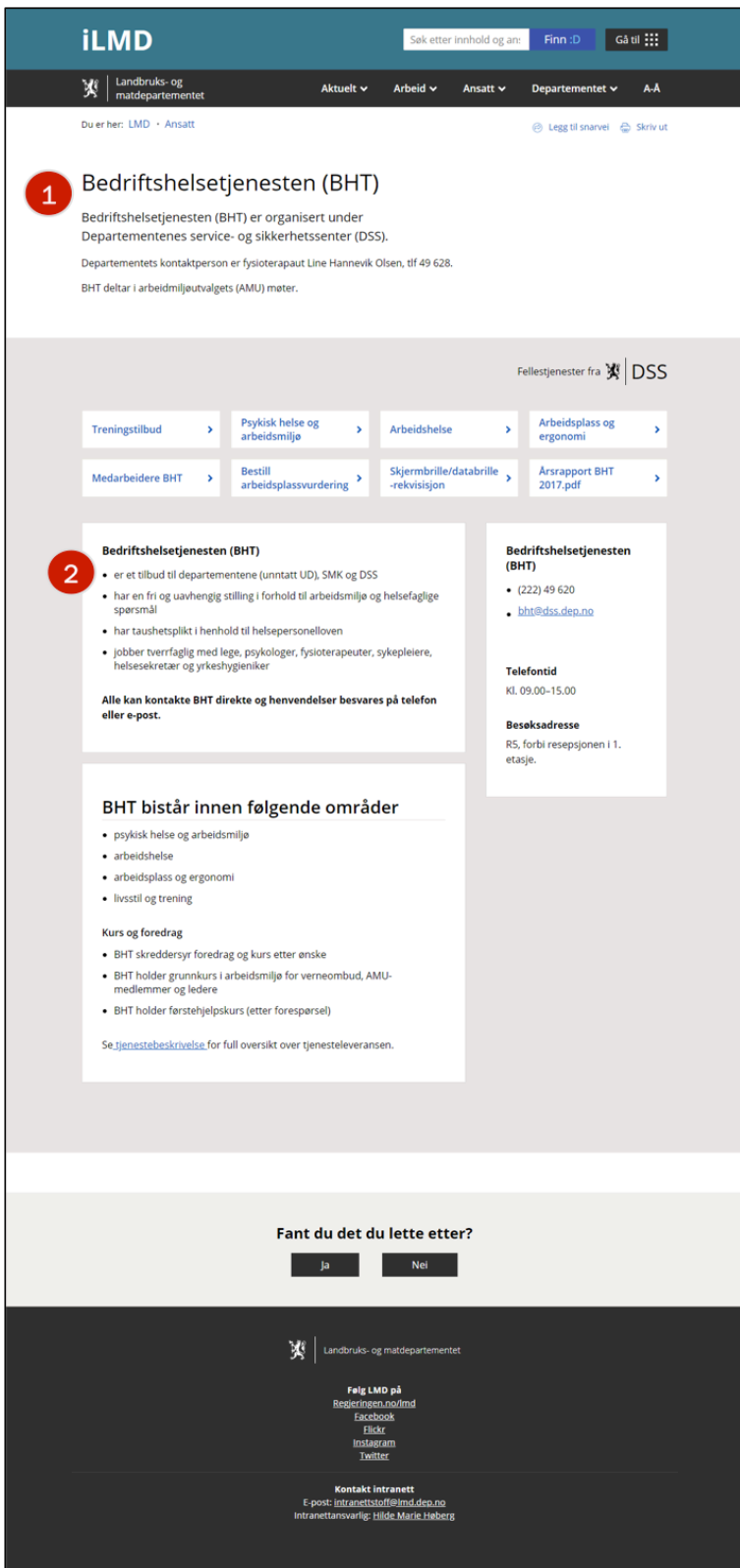
f ● ● ● ● ●

Pictured: Norwegian Government Intranet News Article Translated. With the click of an icon, the article displays in a different language.

News Article Translated, Highlights

Most of the employees who use the intranet platform are fluent in Norwegian. In a few cases, however, information must also be provided in English.

1. **Icon:** A flag icon appears in the far upper right of the page if the article is available in English.
2. **Text label:** The icons' text label makes abundantly clear the current state—here, *Showing page in English*—as well as the action users can take: *Vis siden på norsk* (Show page on Norwegian).



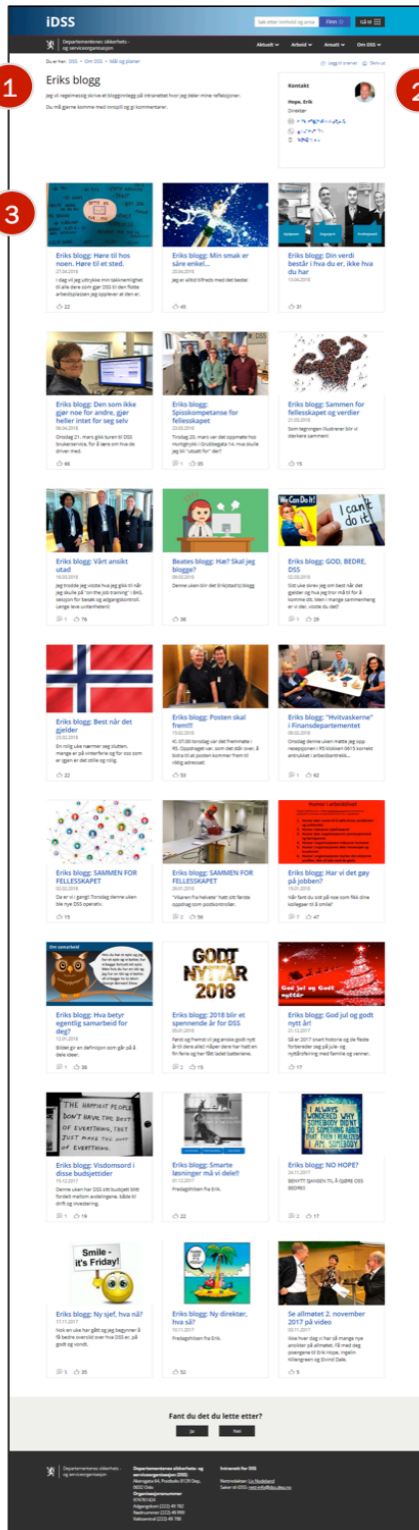
News Article with Common Content

Pictured: Norwegian Government Intranet New Article with Common Content. Depweb, the overarching intranet for all ministries, publishes a range of articles that the other intranets can reuse and edit to provide ministry-specific information. The screenshot shows one such article from Depweb tailored to the needs of the Ministry of Agriculture and Food.

News Article with Common Content, Highlights

Depweb, the overarching intranet/extranet for all ministries, publishes a range of articles that the other intranets can reuse. Further, the ministries can supplement the article, adding content above or below the article's text to suit their employees' specific needs. To ensure that all ministries have the most accurate and updated content, the shared content is linked to the main article on Depweb. Thus, if the main article is edited, the content shared on other intranets will automatically be updated to reflect the changes. If that's not brilliant enough, the intranet is also smart enough to leave the ministry-specific information intact after updates.

- 1. Ministry-specific content:** The text just below the page title, *Bedriftshelsetjenesten (BHT)*, is ministry-specific and was added by the LMD intranet editor.
- 2. Shared content:** The Ministry of Agriculture and Food posted the Depweb-produced article, adding information about the ministry's own contact person above the shared content.



Management Blog

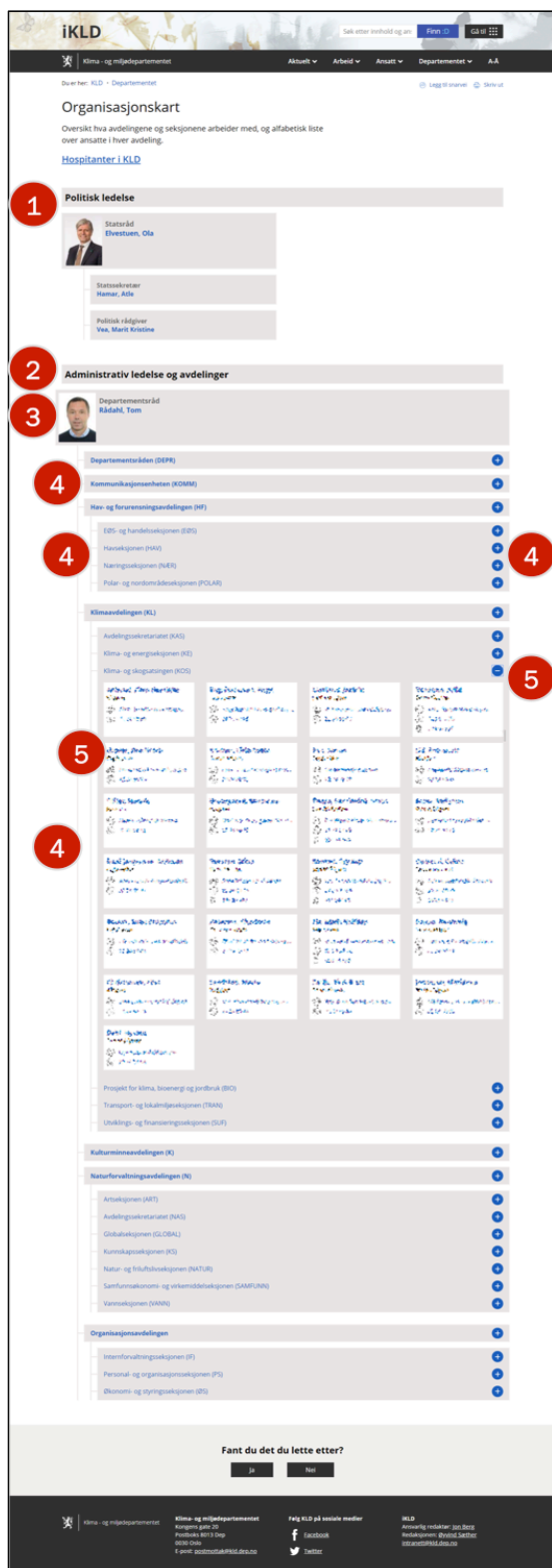
Pictured: Norwegian Government Intranet Management Blog. The director of DSS writes a blog to help keep employees informed.

Management Blog, Highlights

The DSS Director uses the intranet platform to share ideas and invite informal feedback. He shares experiences from “on the job training” during his visits to different departments where he participated in daily tasks. He also mentions current activities in the organization as a whole. This is a delightful way to show employees that management cares enough to communicate with them and wants to hear from them as well.

Most Norwegian government intranets are ministry-specific. In some ministries, the secretary general—who holds the highest position that is not politically appointed in a ministry—offers management blogs.

- 1. Informal:** Using the DSS head’s first name as the blog name, *Eriks blogg*, punctuates the informality of the medium.
- 2. Photo and contact:** The blog author’s photo, name, title, and contact information appears in the upper right. In a shrewd move, the designers don’t take for granted that every employee knows who each high-level manager is; it always helps to see a name, photo, and title.
- 3. Cards:** Each blog entry is summarized in a card on the blog’s main page. The card displays a related image, the blog title, the date it was published, a summary, and how many likes it has acquired.



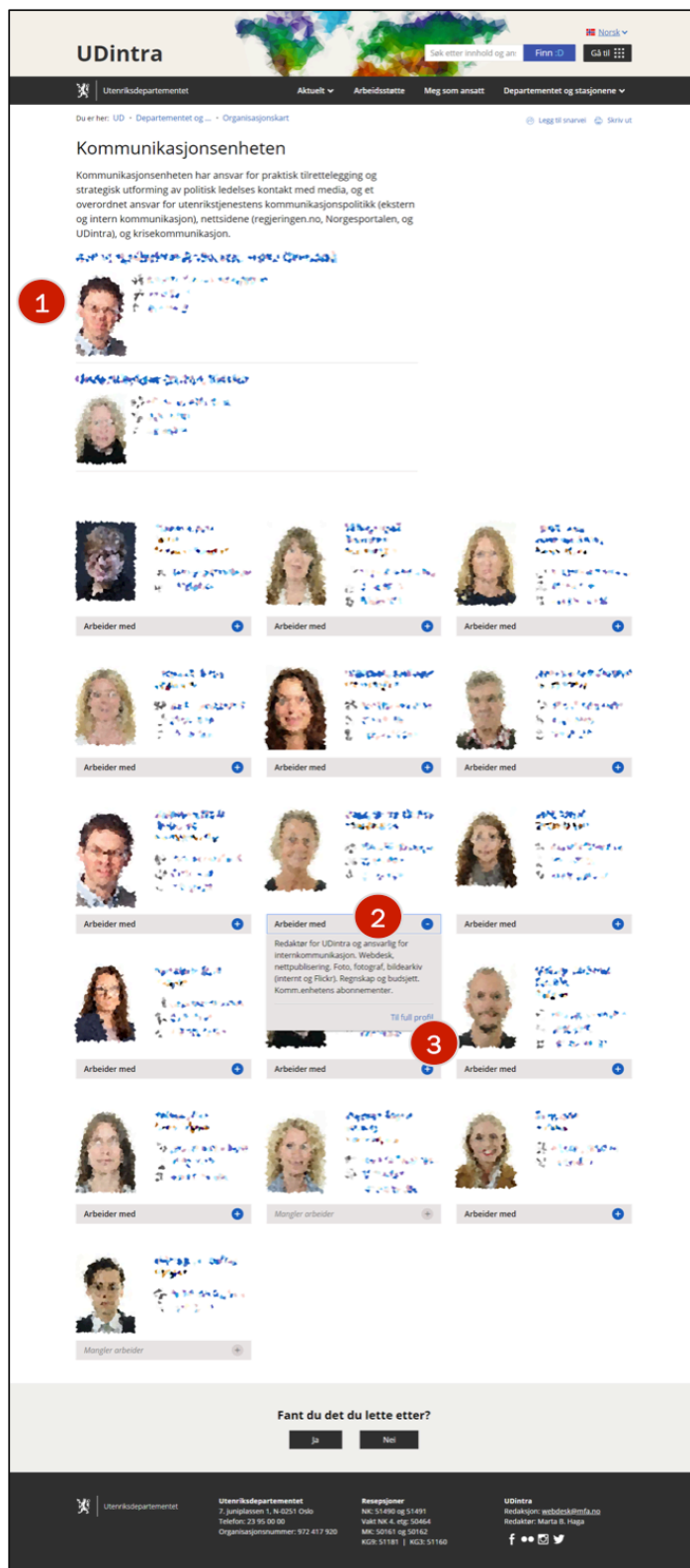
Organization Chart

Pictured: Norwegian Government Intranet Organization Chart. Single-page expandable organization maps for the entire ministry make finding contacts within an organization quick and easy.

Organization Chart, Highlights

Each ministry displays its entire organization on one page in an org chart. These are automatically created with information sourced from back-end systems. The org charts make it possible for employees to get a good sense of how a ministry is organized.

- 1. Political staff:** The minister is presented at the top of the chart, along with a photo. Names of political advisors (in this case, there are two) appear just below the minister.
- 2. Administrative staff and departments:** Departments and sections in the ministry appear after the minister and advisors.
- 3. Ministry head:** The name and photo of the secretary general (the ministry's highest nonpolitical position) appears next.
- 4. Departments and sections:** A list of departments (and sections, when applicable) appears next. Department names are in bold, while sections are in smaller text and indented. A plus sign icon on the right expands the department or section to show employees. Clicking a department or section name leads to a page describing the unit and showing its employees with photos.
- 5. Department or section staff:** Clicking the plus sign on the right expands the department or section to reveal employees. Clicking an employee name leads to the employee's page.




Organization Chart Section

Pictured: Norwegian Government Intranet Organization Chart Section. The org chart enables users to home in on a section of the ministry, right down to particular employees. The links on employee names lead to their profile documents.

Organization Chart Section, Highlights

Extensive user research—user surveys and interviews, web analytics, and heuristic expert analysis—revealed that employee search and information about organizational structure are the ultimate top tasks at DSS. The intranet team thus created a robust org chart that links to employee profiles.


- 1. Photo, name, title, and contact:** When looking at a section of a ministry, users can home in on employees to see more detail. This basic information is provided by HR systems.
- 2. Background:** In addition to basic name and job title, users can choose to write and publish a summary of their background and fields of expertise. If available, users can access that background by clicking the blue plus sign icon that appears below the person.
- 3. Profile:** Users can see their colleagues' employee profiles by clicking the *Til full profil* (to full profile) link (see the screenshot below).



Søk etter innhold og an:

Finn :D

Gå til



Utenriksdepartementet

Aktuelt

Arbeidssøtte


Meg som ansatt

Departementet og stasjonene



Du er her: UD

Legg til snarvei

Skriv ut



Seniorrådgiver

Bygg NK


Kontor 430

Avdeling Kommunikasjonsenhet (Komm.enhet)

Profil

Tjenestehistorikk

01.10.2011	Seniorrådgiver	Komm.enhet
19.06.2006	Rådgiver	Komm.enhet
21.06.2004	Rådgiver	Profil/Web
01.06.2004	Rådgiver	Presse/info
01.10.2003	Førstekonsulent	Presse/info
01.09.1999	Førstekonsulent	UD
21.06.1999	Konsulent	UD
01.08.1997	Førstesekretær	UD
01.09.1996	Sekretær	UD
12.09.1994	Førstefullmektig	UD
18.08.1986	Tjenestefri	
03.10.1983	Sambandsfullmektig	UD
01.09.1982	Assistent	UD
01.09.1981	Tjenestefri	
21.08.1978	Assistent	København
02.06.1975	Assistent	Washington D.C.
06.01.1975	Assistent	UD
21.01.1952	Født	



Utenriksdepartementet

Utenriksdepartementet

7, Juniplassen 1, N-0251 Oslo

Telefon: 23 95 00 00

Organisasjonsnummer: 972 417 920

Resepsjoner

NK: 51490 og 51491

Vakt NK 4. etg: 50464





MK: 50161 og 50162

KG9: 51181 | KG3: 51160

UDintra

Redaksjon: webdesk@mfa.no

Redaktør: Marta B. Haga

Pictured: Norwegian Government Intranet Employee Profile. Employee profile pages provide detailed information on each employee. Each ministry can decide the level of detail to provide; here, the MFA provides a detailed list of positions that an employee has held within the ministry.

Søk etter innhold og ansat | Finn :D | Gå til :

Departementenes sikkerhets- og serviceorganisasjon

Aktuelt ▾ | Arbeid ▾ | Ansatt ▾ | Om DSS ▾

Mine snarveier ▾ | Legg til eller fjern snarveier | Skriv ut

Du er her: DSS

Vagstein, Torbjørn

Seniorrådgiver

Direktenummer 22 44 55 31
Mobil 712 66 422
E-post Torbjorn.Vagstein@dss.dep.no
Initialer TOVA
Ansattnummer 8845

Bygg A64
Kontor --
Avdeling Avdeling for digitale tjenester (DT)
Seksjon Seksjon for web (WEB)

Profil Aktivitet

Arbeider med

Tjenesteansvarlig for SRU og Depkatalogen
 Utviklings- og forvaltningsoppgaver på Intranettplattform
 Bidragsytter i team Brukeropplevelse
 Bidragsytter Apne data
 Bidragsytter Designprogrammet
 Bidragsytter regjeringen.no (bla visualisering)
 Visuell fremstilling

Bakgrunn

Selvstendig næringsdrivende (design, rådgiving rundt nett, trykksaker) 2001-2017

Kompetanse

Språk: engelsk, noe tysk, fransk
 Photoshop, Illustrator, andre Adobe-verktøy
 Visualisering
 Brukeropplevelse
 Tegner, maler

Kontaktperson for

Kurs

DT - AVDELINGSSEMINAR 2018
[DT - Avdelingsseminar 2018 >](#)
Hvor: Norefjell **Når:** 13. sep 08:00 - 14. sep 04:00 **Varighet:** 2 dager

Departementenes sikkerhets- og serviceorganisasjon

Departementenes sikkerhets- og serviceorganisasjon (DSS)
 Akersgate 64, Postboks 8129 Dep,
 0032 Oslo
Organisasjonsnummer
 974761424
 Adgangskort (222) 49 782
 Nødnummer (222) 49 999
 Vaksentral (222) 49 788

Intranett for DSS

 Nettedaktør: Liv Nodeland
 Sakar til IDSS: nett-info@dss.dep.no

© NIELSEN NORMAN GROUP

Employee Profile, Highlights

Employee profile pages provide information about each employee. Each ministry can decide which information and how much detail the profiles will provide. Profile pages are populated by information provided by HR systems, and some sections are populated by the employee.

- 1. Name and photo:** The user's photo appears at the top just below the name.
- 2. Contact:** Since colleagues typically need contact information, it appears front and center in the employee profile.
- 3. Profile/activity:** The profile tab (see 4 below) describes the work activities, background/education, and so on that are relevant for other colleagues. Users can also see their social activity under the *Aktivitet* tab. This section, private to the logged-in user, displays liked articles and comments, and user-customizable feeds from social networks. This makes it easy for users to monitor their own social activity.
- 4. Editable sections:** Users can edit the detailed profile sections by clicking the associated *Rediger* (edit) button.

Workspace Health (Form)

Depweb

Søk etter innhold og ansa Finn :D Gå til

DSS Tjenester DSS brukerservice Kurs Driftsstatus Fellesdepartementalt

Du er her: Depweb · Tjenester · Bedriftshelsetjen... · BHT: Arbeidsplass... · Arbeidsplassvurde...

1 Bestill arbeidsplassvurdering

2 Publisert 27.03.2017

3 [Les mer om arbeidsplassvurdering.](#)

4 Navn

4 Petter Einar Thorsrud

4 E-post

4 Petter.Thorsrud@dss.dep.no

4 Telefon

4 971 59 527

4 Departement

4 DSS

Bygg

6 Romnummer

Hvorfor trenger du arbeidsplassvurdering?

☐ Nyansatt

☐ Byttet kontor

☐ Muskel/skjelettplager

☐ Gravid

☐ Annet

Eventuelle tilleggsopplysninger

Send

5 Bedriftshelsetjenesten (BHT)

- (222) 49 620
- bht@dss.dep.no

Telefontid

Kl. 09.00–15.00

Besøksadresse

RS, forbi resepsjonen i 1. etasje.

Fant du det du lette etter?

Ja Nei

DSS

Departementenes sikkerhets- og serviceorganisasjon (DSS)

Nettredaktør: [Nina Ludvigsen](#)

Kontakt

[Organisasjonskart](#)

[Om DSS](#)

[Forbedringstips til DSS](#)

Adgangskort (222) 49 782

Kundekontakt og komm. (222) 45 054

Nødnummer (222) 49 999

Sekretariat for direktør (222) 49 869

Vaksentral (222) 49 788

Pictured: Norwegian Government Intranet Workspace Health (Form). Intranet editors can create consistent forms for any tasks, such as this one, which is used to request help for improving the employee's physical workspace.

Workspace Health (Form), Highlights

Intranet editors can set up forms for just about any task. Some forms are integrated with back-end systems, while others generate an email for further processing. Regardless, the

experience users have with forms is consistent, which eliminates unnecessary UI-related confusion.

DSS uses the intranet to expose employee benefits, such as helping to ensure that their workspaces are ergonomically safe and comfortable. A form enables employees to ask for help in adjusting their workplace.

- 1. Name:** The name of the form appears in large letters at the top, confirming to users that they are in the right place.
- 2. Date:** The date when the form was last updated is listed below the title. While this may not always be meaningful, if a form's date is very recent, the users may feel more confident about the form being up-to-date.
- 3. More information:** The link below the date, *Les mer om arbeidsplassvurdering* (read more about workplace assessment), offers employees an opportunity to better understand what the benefit is all about.
- 4. Prefilled content:** Whenever possible, the system prepopulates fields with the user's information. This seems like a no brainer, but because of complex back-end systems, many intranets don't take this step (unlike almost every public-facing e-commerce site). Good on you, DSS!
- 5. Contact:** Phone numbers, email addresses, and other relevant contact details appear in the right column.
- 6. Field labels and spacing:** Field labels appear just above and left-aligned with the associated field, making the text easy to scan and associate with the correct field. On the same note, the right amount of vertical space exists between the label and its field, and the field and the label below it. This visual design attention means users won't accidentally associate the wrong label with a field.

Visitor Registration

The screenshot shows the 'INNSIDA' intranet interface. The header includes a search bar and navigation links. The main content area is titled 'Registrer besøkende' (Register visitors). It contains three numbered steps: 1. 'Slik registrer du besøkende' (How you register visitors), 2. 'Husk også' (Remember also), and 3. 'Registrering' (Registration). Step 3 includes a form with fields for 'Resepsjon' (Reception), 'Ankomst dato' (Arrival date), 'Klokkeslett' (Time), 'Fornavn' (First name), 'Etternavn' (Last name), and 'Firma' (Company). A 'Send registrering' button is at the bottom. The footer contains contact information for the 'Arbeids- og sosialdepartementet' (Ministry of Labour and Social Affairs).

INNSIDA Søk etter innhold og ansa Finn :D Gå til

Arbeids- og sosialdepartementet Aktuelt ▼ Arbeid ▼ Ansatt ▼ Departementet ▼ A-Å Rutiner

Du er her: ASD • Arbeid • Møter og besøk Legg til snarvei Skriv ut

Registrer besøkende

Fellestjenester fra DSS

Slik registrer du besøkende

- Fyll ut skjema under for en eller flere besøkende.
- Du og eventuelt andre besøksmottakere vil få en bekreftelse på e-post.
- Send alternativt en e-post til besok@dss.dep.no.

Husk også

- Husk at gjestene skal møtes og følges tilbake av besøksmottaker i resepsjonen, og at besøkskiltet skal bæres synlig.
- [Se også felles adgangsbestemmelser](#) og [mottak av besøkende](#).

Registrering

1 ☒ Jeg tar imot besøkende selv (Petter Einar Thorsrud)
☐ Jeg registrerer på vegne av noen andre

2 Resepsjon Velg en resepsjon Ankomst dato dd.mm.åå Klokkeslett hh:mm

3 **Legg til besøkende**

Fornavn Etternavn Firma

[Legg til flere besøkende](#)

[Send registrering](#)

Fant du det du lette etter?

[Ja](#) [Nei](#)

Arbeids- og sosialdepartementet Ansvarlig redaktør: Nina Kraugerud Erzsas Intranettansvarlig: Anita Sletten

Pictured: Norwegian Government Intranet Visitor Registration. Employees can easily preregister visitors thanks to a simple form.

Visitor Registration, Highlights

With security of the utmost importance at many offices, ministries take it to a higher level than many places. At the very least, visitors must be registered before entering buildings.

The intranets make this easy with a simple and very flexible form. Once processed, visitors receive an email to confirm their visit. Also, visitor nametags are printed automatically at reception. This is a seemingly simple workflow that limits the employee's effort, expedites the visitor's registration, and ultimately makes the visit more pleasant.

- 1. Registering the visitor:** Radio buttons let users choose whether they are registering the visitor to visit themselves or someone else: *Jeg registrerer på vegne av noen andre* (I register on behalf of someone else). This helpful feature lets assistants (or other colleagues) register guests.
- 2. Choose reception/building and date/time:** Users must indicate where and when the visitor will arrive.
- 3. Add visitors:** In the *Legg til besøkende* (add visitors) section toward the bottom of the form, users enter the name of a visitor (or click a link to add multiple visitors). It's helpful to be able to register multiple people in one form rather than having to create multiple forms; niceties such as this make the DSS intranet pleasant to work with.

Training Courses

Depweb | Søk etter innhold og an: Finn :D | Gå til

DSS | Tjenester | DSS brukerservice | Kurs | Driftsstatus | Fellesdepartementalt

Du er her: Depweb | Skriv ut

Kursportalen

Driftsstatus og informasjon > Fellesdep > Tjenester >

Hvis påmeldingen er stengt og det fortsatt er ledige plasser, ta kontakt med DSS brukerservice.

1 WebSak fokus

☐ Elektronisk saksbehandling - del 1 (2)
☐ Elektronisk saksbehandling - del 2 (1)

Digital hverdag

☐ Excel (1)
☐ SharePoint (0)

Publisering på nett

☐ Regjeringen.no grunnkurs (0)
☐ Regjeringen.no Høringer (1)

Andre kurs

☐ Budmod (1)
☐ Nyansatte (0)

< Mai 2018 >

Ma	Ti	On	To	Fr	Lo	Sø
18	1	2	3	4	5	6
19	7	8	9	10	11	12
20	14	15	16	17	18	19
21	21	22	23	24	25	26
22	28	29	30	31		

2

3 Nullstill filtre

Mai 2018

30. mai **Få plasser** Når: 30. mai 13:00 Varighet: 2 timer Pris: 950 NOK Hvor: DSS kurslokaler i R6

4

31. mai **Påmelding stengt** Når: 31. mai 09:00 Varighet: 2 timer Pris: 850 NOK Hvor: DSS sine kurslokaler - R6

Rapportgenerator >

Ingen ledige plasser Når: 31. mai 09:00 Varighet: 1 dager Pris: Gratis Hvor: R6, kursrom T1-225

Websak Fokus grunnkurs - del 1 4. mai kl 13.00-15.00 >

Ledge plasser Når: 31. mai 13:00 Varighet: 2 timer Pris: 950 NOK Hvor: DSS kurslokaler i R6

Juni 2018

20. jun **Ledge plasser** Når: 20. jun 13:00 Varighet: 2 timer Pris: 950 NOK Hvor: DSS sine kurslokaler - R6

Juli 2018

18. jul **Ledge plasser** Når: 18. jul 12:00 Varighet: 2 timer Pris: Gratis Hvor: DSS kurslokaler i R6

DSS

Departementenes sikkerhets- og serviceorganisasjon (DSS)
Nettredaktør: Espen Evensen

Kontakt
Organisasjonskart
Om DSS
Forbedringsides til DSS

Adgangskort (222) 49 782
Kundekontakt og komm. (222) 45 054
Nødnummer (222) 49 999
Sekretariat for direktør (222) 49 869
Vaktentral (222) 49 788

Pictured: Norwegian Government Intranet Training Courses. Users can refine their list of training courses by topic or date.

Training Courses, Highlights

To remain in tip-top work shape, employees are encouraged to participate in training courses. The intranet suggests a list of courses to users based on their affiliation and role.

1. **Filters:** Users can refine their list of courses by selecting a keyword topic. This makes it easy to find training about a particular skill or subject the employee would like or needs to learn.
2. **Date:** Users can also refine the list of courses by month, which helps employees who want training at a certain time to pinpoint an offering.
3. **Reset:** Users can start afresh with the link below the filters, *Nullstill filtre* (reset filters).
4. **Availability:** The red, yellow, and green rectangles by each course listing make it easy for users to quickly see if there is space left in the class. Text labels, such as *ledige plasser* (free seats), make the color-coding unmistakable and also help people who are colorblind.

Training Sign-Up

Depweb

Søk etter innhold og ansFinn :D

Gå til

DSS

TjenesterDSS brukerserviceKursDriftsstatusFellesdepartementalt

Du er her: Depweb > Kursportalen

Skriv ut

1

Websak Fokus grunnkurs - Del 1 3. april kl 13.00-15.00

2

Pris	kr 950,-
Dato	30. mai kl. 13:00
Varighet	2 timer
Påmeldingsfrist	29. juni 2018
Sted	DSS kurslokaler i R6

3

Påmelding

Navn

Torbjørn Vagstein

E-post

Telefon

Departement

DSS

Meld deg på

4

Ved avmelding senere en to dager før kursstart, vil ditt departement bli fakturert for kursavgiften.

5

Kursbeskrivelse

Er primært for nyansatte, og tilbys alle departementer/SMK. Kurset er en introduksjon til elektronisk saksbehandling og WebSak Fokus.

- Navigere i WebSak
- Sak vs journalpost
- Opprette sak/journalpost
- Journalføre e-post
- Behandle / avskrive
- med kode
- med nytt brev eller notat (svare)
- Sendte til godkjenning / godkjenne
- Ekspedere (sende ut)

Kurset er lagt opp med teoretisk gjennomgang og praktiske oppgaver.

Målsetting

Etter kurset skal deltakeren kunne bruke WebSak Fokus i sitt daglige arbeid, og ha en grunnleggende forståelse av systemet. Kurset er ikke tilpasset de interne rutine i det enkelte departement.

Målgruppe

Nyansatte eller andre som skal benytte WebSak Fokus i sitt daglige arbeid, og andre som har behov for å kjenne til hvordan systemet fungerer.

Forkunnskaper

Ingen forkunnskaper er nødvendig

DSS

Departementenes sikkerhets- og serviceorganisasjon (DSS)

Nettredaktør: Espen Evensen

Kontakt

Organisasjonskart

Om DSS

Forbedringstips til DSS

Adgangskort (222) 49 782

Kundekontakt og komm. (222) 45 054

Nødnummer (222) 49 999

Sekretariat for direktør (222) 49 869

Vaktsentral (222) 49 788

Pictured: Norwegian Government Intranet Training Sign-Up. A form makes it easy for employees to sign up for training.

Training Sign-Up, Highlights

A form makes it easy for employees to sign up for training courses. Content and logistical details help employees make the best choices and get the most from the training. Once they


have signed up, the system sends employees an email and SMS confirmation. Later, the system will email and text them reminders about the course. On the other side of the form, course instructors use built-in tools to track who has signed up, as well as manage participant lists and communicate with attendees.

- 1. Course name and date:** It's always helpful to remind users of the name and date of the course for which they are registering.
- 2. Logistics:** Logistical information about the course—such as price, date, start time, length, and location—appears at the top of the form. Although users may have already found this information when searching for the course, it helps to confirm all the details at the time of registration.
- 3. Prepopulated information:** When possible, the system populates as much information about users as possible, saving them time and avoiding typing errors.
- 4. Billing note:** A note under the form warns users that if they cancel less than two days before the course, their department will still be billed for the course fee. It's helpful to know this information at sign-up.
- 5. Content-specific information:** Information about the course appears in the second half of the page. The *Kursbeskrivelse* (course description) helps users decide if the training will be helpful for them, while the *Forkunnskaper* (prerequisites) section helps users determine how to best prepare for the training.

System Status

INNSIDA

Søk etter innhold og an: Finn :D Gå til

 Arbeids- og sosialdepartementet

Aktuelt ▼Arbeid ▼Ansatt ▼Departementet ▼A-Å Rutiner

Driftsstatus og informasjon

1

IKT-systemer

Regjeringen.no

✓

✓

1

1

Normal drift

Ustabilitet

Utilgjengelig

Siste oppdateringer

☐ Vis kun interne meldinger

2

Alle

Driftsmelding

Informasjon

Feil i e-post på Outlook	17.01.2018 Driftsmelding DSS
Vannet stenges i A64 søndag 14. januar	11.01.2018 Informasjon ASD
Apple iPhone X og iPad Pro godkjent	20.11.2017 Informasjon DSS

Ingen flere oppdateringer

Fant du det du lette etter?

Ja

Nei

 Arbeids- og sosialdepartementet

Ansvarlig redaktør: Nina Kraugerud
Ertzaas | Intranettansvarlig: [Anita Sletten](#)

Pictured: Norwegian Government Intranet System Status. A system status page allows employees to learn whether or not their apps are functioning normally.

System Status, Highlights

Employees can use system status information to determine whether their tools and applications are working as planned or are having problems. This page prevents employees from trying to use a tool that is currently not functioning. Most intranets have chosen to display highlights from this page on their homepage.

- 1. Important notifications:** The status of the most important systems is indicated with an icon. A legend below describes what each icon means: a checkmark means normal, an exclamation point means *Ustabilitet* (Unstable), and an x means *Utilgjengelig* (Unavailable). Planned downtime (after regular working hours) is also reported in this section.
- 2. Filter:** Tabs let users view the list of system status updates *Siste oppdateringer* (Latest updates) by *Alle* (All), *Driftsmelding* (System notifications), and *Informasjon* (information). The checkbox *Vis kun interne meldinger* (Show internal messages only) lets users filter the notifications.

Urgent warnings: (Not shown in image) The intranet can also display alerts to inform employees about urgent events and emergencies. This is displayed as a red stripe with white text just below the main menu on all pages, with a message such as: "Security exercise today outside building R5 at 17:00—employees are advised not to work late."

DESIGN PROCESS AND USABILITY WORK

Casting a Wide Net

Prior to kicking off the redesign project, the intranet team conducted high-level research by visiting public sector agencies and private sector companies to study other intranets both in Norway and abroad. The team also studied Nielsen Norman Group's Intranet Design Annuals to gain useful and interesting perspectives. Before development began on the new intranet platform, the team used a variety of methods to thoroughly evaluate the old platforms (Depweb and the intranet).

Involving Users at Every Stage

User surveys, user interviews, web analytics/statistics, and heuristic expert analysis were among the primary research methods used to inform the new design direction. All such research pointed to one important finding: employee search and organizational structure were the top priorities to add value through the redesign. The team gave these areas high priority when it began developing the new search, navigation, and specialized intranet functionality.

Another highly requested function—which existed in simplified form on the previous intranet—was a searchable A–Z list that included most services and key information. This list served as a third navigational tool, as an alternative to regular search and menu navigation.

Throughout the development process, representatives from the individual ministries provided input on the new design. Editors met with the core DSS team members regularly so they could keep them informed and let them provide feedback and influence decisions at the earliest possible point at each step in the process.

The team gave editors and select users access to the platform, which allowed them to test functionality and UI aspects as they were being developed. Frequent rounds of user testing confirmed that the right design choices were being made along the way. They also helped the team solve vexing design issues; by user testing different alternatives, the team could use the results to establish consensus around issues that were initially difficult to solve. Observing users proved to be most efficient aid in identifying the real problems. Seeing is believing!

For example, in the first round of design for the new platform, the homepage was more task-oriented, allowing room for just a few news articles. The ministries insisted on more space for news, however, pointing to demands from users and management. Hence, the homepage was redesigned to provide more space for news articles, with the option of exposing two or five highlighted news items, in addition to a news list. Based on user behavior on the old platform, the team also decided to rewrite a lot of the old content (excluding news articles, which were transferred to the new platform verbatim), as the new design demanded a new way of organizing the content.

Saving Time and Money by Leveraging Institutional Assets

One of the main tasks of the DSS web section is to provide services and support for regjeringen.no (government.no), the external website for the central government and the ministries, so the team wisely decided up front not to reinvent the wheel. Reusing elements of the external site for the intranet platform was considered critical as it would save a lot of time and money, offer a familiar UI for both users and editors, and help ensure compliance

with accessibility standards. Although many designers prefer designing something new and fresh, this design team had a strong desire to reuse conventions and standards rather than create something stunning, expensive, and potentially difficult to use.

So, in collaboration with the ministries, the design team decided to reuse design elements and templates from regjeringen.no, saving on development cost and time.

Designing in Agile Cycles

The team's development approach was to work lean and Agile. New versions were launched every month during the development period and then continued through the launch of the first intranets. These cycles were driven by insights gleaned from frequent usability testing of new features, along with statistical analysis of user patterns as the sites were launched.

Giving the Right People Seats at the Table

The design process benefitted from the expertise of professionals both inside and outside the organization.

The internal design team consisted of highly experienced professionals whose expertise weighed heavily in conversations with editors and users. Further, Funka, a company specializing in accessibility, reviewed the platform before and after launch to ensure quality and universal accessibility.

Designing a New Information Architecture

The previous intranet platform's IA had been based primarily on a common IA and main menu structure that was used on nearly all ministry-specific sites. This approach was functional, thoroughly tested with users, and was therefore a good starting point for the new structure's design.

The process of developing that new structure began with workshops with the ministries, which led the team to make adjustments to the old IA. The proposed new IA was then tested with a small user group using card-sorting tools. The workshops, card sorting, and testing led to a design change that reduced the main menu from five to four elements; the team also agreed to offer an A–Z list that would include content from all areas.

The final IA design thus combined design ideas from the individuals who had created the old IA 10 years before, user feedback, and modifications made by new, highly skilled and experienced team members.

The new design's megamenus have been well received, as shown through data from usage statistics and user tests. The waffle menu—a simple square filled with rows of dots in the upper right, which ties together the intranet and collaboration platforms—has not been quite as successful. Many users don't even see the menu at all, and the functionality it contains and its naming conventions do not seem intuitive to most users. It will need more work going forward; this is perhaps okay, because the team considers the IA as a whole a work in progress. It continues to adjust the IA based on results from ongoing user tests, usage analysis, and other research. This commitment to refining and optimizing the IA over time shows the importance the team places on its function, which is crucial given that the organization's users have a strong tendency to use menu navigation, list pages, and links rather than search.

Adoption and Buy-In

The intranet team makes an effort to build excitement each time it launches a new ministry intranet, accompanying each rollout with quizzes, gifts, and launch celebrations that include coffee and cake.

Prior to each launch, users are informed of what's coming through meetings and intranet articles. Some ministries hold naming contests to generate interest and underscore the point that the new intranet is not simply the same old intranet in a new wrapper.

Once a ministry intranet is up and running, top managers use blog posts to convey news exclusively through the intranet, rather than through email. This is a good way to force users to regularly check the intranet homepage. New rules that restrict the use of mass emails to convey information also help encourage intranet use. And each user's desktop is set up to launch the intranet homepage by default.

One lesson the team learned about how to handle launches involved when and how to shut down the old sites. At first, the organization allowed users to access the old intranets for several months after a new platform launched. This caused some problems, however. The approach was originally intended to provide a safeguard in case a rush-to-launch stranded any important information on the old platform, but users continued to use the old platform much longer than intended. Having access to the old intranet reduced some of the positive effects of a clean break from the old platform with its cluttered interface and outdated content.

WORKING WITH OUTSIDE AGENCIES

Agency

Project Role

Creuna

- Research and discovery
- **Analysis, conceptual design, interaction, and visual design:** Having provided many of the same services during development of regjeringen.no, Creuna's knowledge and familiarity with the government platform greatly aided development

Epinova

- Back end (CMS, databases, migration)
- Front-end coding

Funka

- Test and verify usability and accessibility design, and suggest improvements

PuzzlePart

- Implement Finn :D search based on SharePoint search

GOVERNANCE

DSS provides a wide range of services to the various ministries. The common external internet platform for the ministries (www.regjeringen.no) has been DSS's responsibility since 1995. In 2007, during the site's major redesign and technical upgrade, the ministries were deeply involved in design and implementation. This process led the ministries and DSS to look more closely at the plethora of independent intranet platforms that the ministries

were using at the time. This led DSS to develop a common intranet platform in close cooperation with the ministries, and a majority of them adopted that platform in 2008–2009. Since then, the platform has been continuously upgraded and developed, with DSS responsible for it and the overall design, while the ministries have done all content publishing.

Coordinating efforts and standardizing the platform has cut costs dramatically and led to a process of continuous development rather than undertaking large projects to create and launch new platforms. The most recent upgrade, however, was larger and more complex than the regular upgrade process because the technology, UX, and functionality all needed a major overhaul. DSS took ownership of this process, while cooperating closely with ministry intranet editors and other stakeholders. The new platform also includes subsites, with content owned by specific ministries. These subsites are coordinated by DSS and offer information to all ministry employees.

Balancing the needs and wishes of intranet users and owners—while still trying to meet management demands and adhere to UX best practices—is a delicate task, but DSS has somehow managed to win and keep the trust of the ministries, which generally accept and advice and suggestions offered by DSS (and external consultants working for it). Financing, however, is a never-ending challenge, as DSS has no budget to pay for the intranet platform, but rather is dependent on the ministries to pay for their services and those of necessary consultants.

INTRANET TEAM RESPONSIBILITIES

Role	Responsibilities
DSS Intranet Team	<ul style="list-style-type: none"> • Handle governance, user research, usability, coaching, and intranet editor support • Oversee continued platform development and refinement • Manage content and features available to be shared across intranets
Depweb Team	<ul style="list-style-type: none"> • Responsible for common content and news, and promote DSS services on Depweb, the common extranet
Ministry Intranet Teams (12)	<p>Manage individual ministry intranets and provide oversight for:</p> <ul style="list-style-type: none"> • IA structure: Adapt features provided by the DSS intranet team to suit individual ministry needs • Content: Control content and features available on the ministry level, and reuse common content elements • Access control: Manage access control for content with restricted access and provide access across ministries • Content owner support: train and support local content owners
Content Owners (locally in ministries)	<ul style="list-style-type: none"> • Create and update content, and control consistency across specific areas
Search Guru	<ul style="list-style-type: none"> • Check search logs, monitor user response, refine search, and suggest new features
Tech Team	<ul style="list-style-type: none"> • Develop new functionality, fix bugs, and ensure high uptime and good performance

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	intra.dep.no: This URL directs users to the homepage of the ministry or organization where they are employed.
Default Status	The homepage is the start page in standard browsers installed on the users' desktop. Users cannot change the homepage, but they can use other nonstandard browsers that do not have this homepage as the default.
Remote Access	<p>The sites may be accessed remotely via VPN. Windows 10 clients use Direct Access for seamless access. ADFS is used for authentication.</p> <p>Mobile access to the intranet is handled by MobileIron/Web@Work to ensure secure access to internal systems. Intranet use on mobile is relatively limited so far, but has proven to be very useful in specific situations for some users.</p>

TIMELINE

PROJECT MILESTONES


Milestone Date	Milestone Description
Late 1990s	<ul style="list-style-type: none">First ministry intranets were hosted by individual ministries and did not share a common platform
July 2007	<ul style="list-style-type: none">First common intranet platform for the ministries
2010	<ul style="list-style-type: none">Upgrade CMS and new version of EpiServer
January 2016	<ul style="list-style-type: none">Recent redesign project start date
February 2017	<ul style="list-style-type: none">Internal launch of the new platform (first version) for intranet editorsContent production on new platform starts
March 2017	<ul style="list-style-type: none">Launch of the Depweb extranet, the first site on the new platform
May 2017	<ul style="list-style-type: none">Launch of DSS intranet, the first intranet site including the Finn :D enterprise search
August 2017–March 2018	<ul style="list-style-type: none">Launch of Ministry intranets
2018	<ul style="list-style-type: none">Launch of new releases every month based on usability testing and stakeholder needsSome core functions (organization maps, search suggestions, etc.) have been released since the first launch, based on user demands and research

Overall redesign timeframe: 2 years


CONTENT AND CONTENT CONTRIBUTORS

CONTENT DEVELOPMENT AND OVERSIGHT

Contributors	An editor and a team of content owners handle the content on each ministry intranet. The teams generally comprise 7–10 members and meet weekly. Being an editor may be a full or part-time job, but for content owners, the intranet is always only a part of their job description.
Training	Regular courses are offered for contributors. Updated user guides are available on the Depweb extranet; these guides might be in the form of online guides, downloadable PDFs, videos etc. More in-depth guides for particular functions are maintained as separate documents, usually as PDF files.
Encouraging Participation	Upper management encourages participation, and getting users to contribute is not typically a problem.
Maintaining Quality	<p>Content quality is assessed through user surveys. Content owners also get feedback directly from users through the site's feedback tool.</p> <p>During the design process, DSS arranged open houses for all of the editors in the ministries. These meet-ups were intended to help coach and train the editors, and to encourage them to work together and share good ideas. Open houses were also used as an opportunity to discuss new templates and share best practices.</p>




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E-post, kalender og kontakter på mobil / nettbrett

Fjernsynsliknende (MDM, MobileIron) synkroniserer e-post, kalender, kontakter m.m. mellom de sentrale systemene og din mobile enhet.

[Expandere alle](#)

Synkronisering av e-post, kalender og kontakter på mobil / nettbrett

DSS beringer MDM-verktøyet MobileIron for å håndtere fjernsynsliknende i departement/felleskapet. (MDM står for "Mobile Device Management") Verktøyet kan fjerne/installere apper på tilkoblede enheter, distribuere anbefalte apper, samt varsle dersom ulike apper installeres. DSS har ikke tilgang til private data på enheten din.

Bestille Fjernsynsliknende

Alle bestillinger av fjernsynsliknende skal være godkjent av ITK-koordinator som sender bestillingen til DSS brukerservice.

Slik setter du opp Fjernsynsliknende (Apple)	▼
Slik setter du opp Fjernsynsliknende på Samsung Galaxy S6	▼
Slik setter du opp Fjernsynsliknende for Samsung Galaxy S7	▼
Slik setter du Fjernsynsliknende opp på nytt (Apple)	▲

Denne viledningen er for dem som må sette opp Fjernsynsliknende på sin iPhone på nytt.

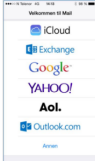
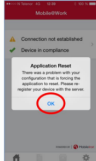

Husk: Få på aktiveringskoden fra DSS Brukerservice, e-post 40000@dss.dep.no før du går videre!

Situasjoner som kan kreve nytt oppsett av MobileIron

- Hvis telefonen eller nettbrettet har ligget uten strøm for lenge
- Hvis du har skiftet stilling, byttet departement e.l.
- Hvis synkronisering feiler og enheten blir "retret"
- Hvis enheten må "retannes" etter problemer

Slik slutter du MobileIron-oppsettet ("retre" = "reinnrull")

Dette er en oppgave som DSS Brukerservice utfører for deg. Ta kontakt på tlf. (222) 40 000 for å få dette gjort. Be om å få utsett og lagt til enheten (nummer/telefonen) i MobileIron på nytt.


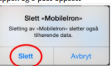
Når din enhet blir "retret" i MDM vil bl.a. e-post-synkronisering slutte å virke, og Mail-appen vil være tom.

Åpne MobileIron-appen. Et varsel forteller om problemer med oppsettet. Du må registrere telefonen på nytt. Trykk OK. MobileIron-appen starter registreringen av telefonen. Det er nå du får bruk for den nye aktiveringskoden.


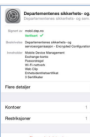
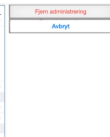
Fortsett! Følgende viledning overfor: [Slik setter du opp Fjernsynsliknende \(Apple\)](#)

Hvis du allerede har forsøkt denne metoden, og Fjernsynsliknende fortsatt ikke virker, forsøk følgende:

Slett MobileIron-appen og e-post-oppsett

Trykk og hold på MobileIron-symbolet på skjermen til det begynner å danse. Trykk så på X-en. Trykk Slett. Gå til [innstillinger \(tannhjul\)](#) > **Generelt** > **Enhetsadministrering**.

Gå til > **Departementenes...** > **Fjern Administrering**. Du må angi årsaken din og så trykke på **Fjern administrering** en gang til.

Du skal nå se at det står **ingen profil er installert** på skjermen. Du kan nå laste ned og sette opp MobileIron på nytt.

Fortsett! Følgende viledning overfor: [Slik setter du opp Fjernsynsliknende \(apple\)](#)

Slik setter du Fjernsynsliknende opp på nytt (Samsung Galaxy S6 og S7)

▼

DSS brukerservice

40000@dss.dep.no

Åpningstider

ITK-tjenester
kl. 7.00-20.00 (man-fre)
kl. 9.00-16.00 (lør-søn)

Øvrige tjenester:
kl. 8.00-15.45 (8.00-15.00) (man-fre)

Åpningstider i mai:
ITK-tjenester
1. 10. 17 og 20. mai: Stengt
21. mai (2. mai-dag) 9.00-16.00


Øvrige tjenester
1. 10. 17 og 21. mai: Stengt

DSS BRUKERSERVICE

222 40 000

Se også [andre brukerviledninger](#):

Fant du det du lette etter?



Departementenes sikkerhets- og serviceorganisasjon (DSS)

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[Kundekontakt og form \(222\) 45 054](#)

[Hjelpeskjema \(222\) 48 899](#)

[Servicekanal for skolebar \(222\) 49 899](#)

[Veivisning \(222\) 49 788](#)

Pictured: Norwegian Government Intranet User Guide. User guides are written in MS Word. The system converts the files to XHTML and displays the guides as expandable sections.

Culling Content

The old platform contained thousands of articles that had long since ceased to be useful. In many cases, the number of pages was simply a consequence of a platform having been in continual use for a decade.

Because both the new and old intranet platforms were built on EPiServer CMS, migrating content from one platform to the other was straightforward. This could easily have led ministries to import pretty much everything, rather than take the opportunity to cull content and start fresh with a leaner, more focused content base. Thankfully, that's not what happened. Most ministries reduced the amount of content substantially and avoided excessive import from the old platform. In fact, one ministry cut more than 90% of its content.

All ministries deleted a large amount of content or rewrote it in a more user-friendly format. Because the new templates were designed with short, focused content in mind, some rework before migration was essential, regardless of the content or its source.

The team took a methodical approach to deciding what to do with old content. It first got an overview of the old platform, then categorized which content should be deleted, updated, or reworked. Site statistics helped the team identify content with low use and provided pointers to content that would require rework.

The Pros and Cons of Allowing Access to Old Content

As a safeguard, the team made the old intranet and old content available to users for at least several months after launch. Having access to old content—and even being able to link to it (though this was discouraged)—made it easier for editors; if they elected not to migrate a page, they could always migrate it later if it proved valuable.

The drawback of allowing access to the old sites was that it bred complacency. Pages and functions on the old intranet platform remained in use for far longer than intended.

On the flipside, however, intranets that reworked all of their content and focused on having fewer, more-to-the-point pages were rewarded with consistently better feedback from users.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	<ul style="list-style-type: none">• Operating system: Microsoft Windows Server 2012 (64-bit)• Virtual servers: VMware ESXi, 6.0.0, 8934903• Servers: VMware HP ProLiant DL380 Gen9
Bug Tracking/Quality Assurance	<ul style="list-style-type: none">• Jira• Confluence• SharePoint collaboration rooms
Design Tools	<ul style="list-style-type: none">• IA and wireframing: Axure RP Pro, Adobe XD• Photoshop
Site Building Tools	<ul style="list-style-type: none">• Visual Studio 2017 v15.7.4• Octopus Deploy 3.4.13• TeamCity 2018.1• .NET 4.6.2• node v4.6.1• npm v2.15.9
Content Management Tools	<ul style="list-style-type: none">• EPiServer CMS v11
Search	<ul style="list-style-type: none">• SharePoint 2013
Other Functions	<ul style="list-style-type: none">• Matomo (statistics and search logs)

Technology Evaluation

The *regjeringen.no* project experiences pointed to the potential benefits of offering one platform to all ministries, and it was natural to reuse that external site's technology solutions. DSS is now seeking to standardize the technical platform and suppliers for all web solutions and services to enable reuse of solutions and to optimize resources and competence.

In 2006, when a platform consisting of EPiServer CMS, FAST ESP search, and TM Core Topic maps relational engine was chosen for the external site, the main criteria were:

- Platform and components should be technologically mature and offer the necessary functionality with a good user (editor) interface
- Platform and components should come from suppliers of a certain size, with a good probability of market survival and strong representation in Norway

- Platform and components should be offered and supported by professional agencies with a reasonable market share and life expectancy, ensuring long-term access to implementation services independent of a single supplier

At the time, EPiServer was (and still is) a very strong player in Norway's CMS market; it had a large user base and many highly professional agencies offered implementation services. Although the team considered open source solutions, none were considered technologically mature or sufficiently established in the market.

The team chose FAST because of its strong technology and good presence in Norway. To implement Topic Maps, the team found TM Core to be the only realistic alternative; although it carried a considerably higher risk than other components, the dependency on it was less critical, so the risk was accepted.

The intranet went through several technology upgrades and visual/UX redesigns. However, it was still based on the same technical platform when a project was started in 2016 to revise the concept, design, UX, and technology for the whole platform. Meanwhile, regjeringen.no had undergone a total redesign, and a new technical platform had been built. It was an obvious choice to reuse as much of that new platform as possible, because both regjeringen.no and the intranet platform are among the most important services offered to the ministries. The platform chosen for version 4.0 of regjeringen.no launched in December 2014 after more than two years of work and included the following:

- EPiServer CMS as the main platform and publishing interface (upgraded to the newest version)
- EPiFind (based on Elastic search) for search functions and search-based content retrieval
- Relations for EPiServer, a third-party add-on to EPiServer was chosen as a substitute for TM Core. Topic Maps had been abandoned, but extra functionality to handle relations between pages and objects was needed. With the help of developers, this EPiServer add-on was streamlined to fit the organization's needs.

When the intranet project began in 2016, there were three main options:

- **Be thrifty and efficient:** Use as much of the new regjeringen.no platform as possible.
- **Follow the pack:** Switch to SharePoint.
- **Be pragmatic:** Use something old, something new, something borrowed, and something blue.

The team chose the third alternative: pragmatism.

The team realized that, in an environment where SharePoint was already being used as a collaboration tool and storage platform, it would be unwise to implement a search platform that could not handle all of the relevant content. And, since SharePoint content is notoriously difficult to index and search using anything other than SharePoint Search, the team set up a pilot project to test SharePoint search. It integrated EPiServer content with the SharePoint search solution using the Search Indexing Toolkit that Microsoft provides to some of its partners. The toolkit defines a standard interface for delivering content to the search solution, including access control to the indexed content. When needed, the same

mechanisms can be used for future content sources, such as the document management and archiving system.

Based on the pilot, the team concluded that SharePoint search had its quirks and implementation difficulties (especially handling access rights for non-SP content), but it would be the best choice for an enterprise search platform, and implementing search would be the first step.

Keeping EPiServer as a CMS and publishing platform was a relatively easy choice. After listening to experiences and lessons learned from other public-sector organizations, it became clear that SharePoint *could* be transformed into a solution that would meet users' needs. However, doing so would be costly, time-consuming, and risky, as custom solutions built on the SharePoint platform are known to be difficult to upgrade. Further, many of the intranet editors in the ministries are also responsible for external publishing on regjeringen.no, so giving them a well-known tool—and a competent organization to support, maintain, and further develop a stable platform—seemed like a good idea.

So, the EPiServer and IA could be seen as the “something old.” SharePoint search, the concept, and the visual design were something new. And a lot of the functionality, interaction design, and resources—both in-house personnel and external consultants from the regjeringen.no team—were borrowed. And as for the *blue*? Team members joke that Microsoft tends to use a lot of blue, especially in SharePoint components, so they were covered.

MOBILE

The design team decided to use a fully responsive design, adapted from the regjeringen.no project. All intranet content is available on mobile, but the element sequence and placement may be changed. All employees who use *Mobile Iron* can use all intranet services. The search experience is not quite ideal; limitations in SP 2013 make it too costly to build a responsive search. However, this will be remedied as part of a SharePoint upgrade.

Users have not expressed a strong need for mobile access, and most ministries have not been very active in promoting it. That said, there is a growing use—especially on tablets/pads, which some people are using as an alternative to portable PCs in meetings and other out-of-office situations. Serving these users, and those using iPhones or Android smartphones, is considered important, as the use and usefulness of these devices is steadily increasing.

ROI

The Challenge of Measuring “Success”

In the initial phase of the redesign process (after changing the scope to provide a unified solution), the team identified and documented potential benefits in a *Benefits realization plan*. This document was intended to provide direction for governance and further development, and it described potential benefits in terms of both hard numbers and softer measures, such as higher user satisfaction.

There has been a strong desire at DSS to use metrics and hard data to assess the platform's success, as well as to find relevant tools to accomplish those measurements. However, measuring intranet success entails great challenges. For example, all ministries have defined the intranet as the default browser start page. This creates traffic that has little

value, unless the users actually read content on the front page or begin navigating or searching to provide a click stream.

Thus, so far, the user stats have not indicated any big increase in general use, but some trends are clear, including a significant increase in:

- Visitors to the Depweb extranet
- Visitors to shared content and system status
- The number of sign-ups for courses

In addition to central measurements provided by the DSS team, the ministries generate reports on the most-used pages. In these reports they point out the most popular news items and use of tools, and other general information. This information can help the teams create better content aimed at satisfying users' needs.

Applying Metrics

Despite the challenge of measuring exactly what success means, the organization recognizes that great strides have been made with the intranet redesign, with benefits that include:

- **Reduced costs**
 - **Common platform:** Hosting all of the intranets on a common platform has greatly reduced costs; the savings on licensing alone amounts to roughly \$30,000 USD per year.
 - **Improved accessibility:** The importance of providing the best possible usability and accessibility has permeated the project from the start. While providing good usability and accessibility is an obvious target for any site (intranet or internet), accessible websites are now mandated by law in Norway and site owners can be fined for noncompliance. The project hired accessibility experts from Funka to ensure high-quality accessibility. And, because the platform is under constant development, Funka now conducts regular accessibility checks and all new functionality is tested for accessibility. DSS sites now have a strong reputation as examples of good accessibility, which in turn makes the sites friendlier for all users.
- **Time savings:**
 - **Pooling resources:** Pooling development and maintenance resources means that each intranet site is kept up-to-date for a fraction of the cost of updating each site as a separate instance.
 - **Content sharing:** Content sharing and collaboration among editors saves time for the ministries, providing increased quality for less cost.
 - **Enterprise search:** Having an intranet with good enterprise search results saves time for all employees, allowing them to find needed content and helping them perform tasks more efficiently.

Measuring the Impact of Improved Search

Knowing that improvements in search functionality greatly impact use and the quality of intranet usage overall, the team set out to ensure that search reporting was of the highest possible quality.

Initially, the team relied on SharePoint's standard statistics reports. These reports present usage patterns for search, abandoned queries, and zero-result queries, but the team found that these reports needed a lot of post-processing to offer any value, and it eventually decided not to use them. Instead, it presented a summary of findings from these reports, supplemented with the search manager's interpretation of the data.

The major issue with the standard SharePoint reports was that they could not be broken down by ministry. So, to provide editorial group members with additional data on search usage for their specific users, the intranet team added Matomo, a JavaScript tracking API, to the search solution. When it introduced Matomo, the team also created a generic search dashboard for each member of the editorial group.

Although the organization does not formally report on KPIs, search is the exception. To measure search KPIs, it has established a framework inspired by ideas presented in Louis Rosenfeld's book *Search Analytics for Your Site*. Currently, the team monitors generic search usage patterns, trends in abandoned queries, zero-result queries, relevancy trends for the top 30 popular search terms, and precision trends for the top 30 popular search terms. These KPIs are part of a monthly presentation to the editorial group, which includes results across the following search areas:

Since launch:

- Trends in relevancy
- Trends in precision
- Queries per month
- Average query length per month
- Average number of terms per query per month
- Trends in abandoned queries
- Trends in zero-result queries

Previous month:

- Number of queries per search tab per day
- Unique users per day
- # of queries per user, per day
- # queries per 25 most popular topics
- Recent trends in query terms, with content suggestions
- Top 10 abandoned queries and zero-result queries

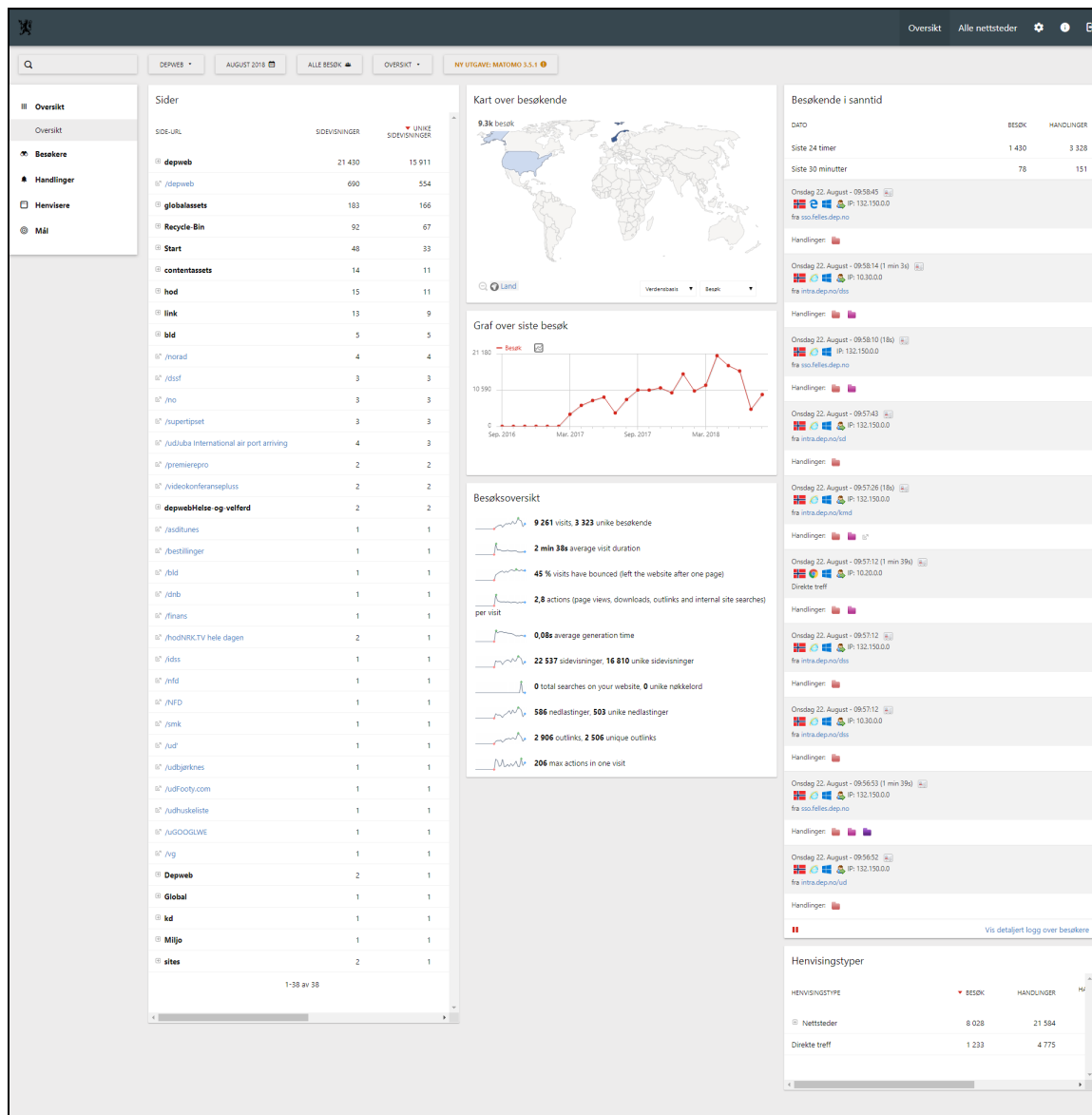
Last three months:

- 25 most popular topics per month

Softer Measures

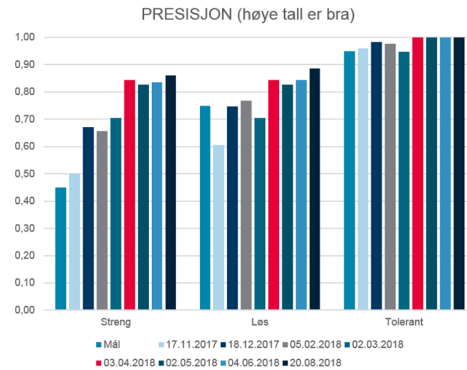
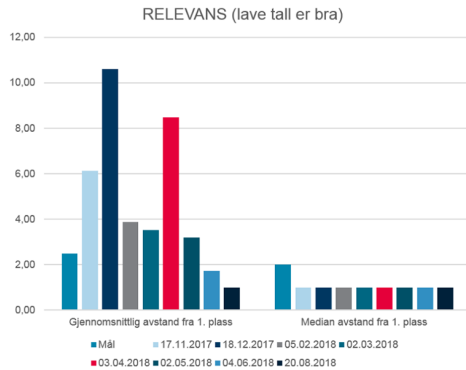
Content quality is assessed primarily through feedback generated from an intranet form and, for now, this feedback is not quantified. However, the team plans to quantify the feedback in the future, and also to set goals.

The practice of frequent user testing—both of new features and of the intranet as a whole—will continue. Several ministries are also conducting user interviews or using questionnaires to track user response, but these efforts have not been summarized yet.



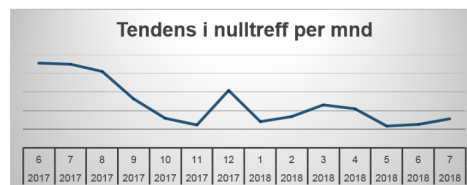
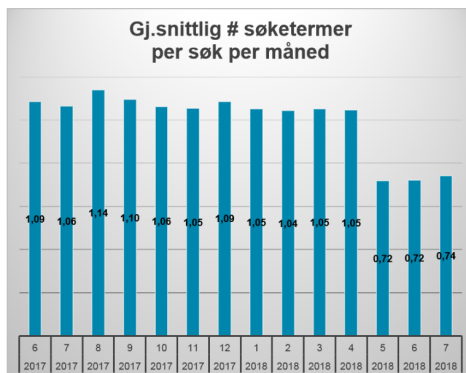
Pictured: Norwegian Government Intranet Analytics Tool. Matomo collects and analyzes traffic from all of the intranets on the platform. Each editor has access to information on her or his intranet. Administrators can access data on all intranets and crunch the numbers to create aggregate views into the data.

KVALITETSMÅLINGER



DSS

Siden lansering



DSS

Pictured: Norwegian Government Intranet—Improving Search. The enterprise search portal is closely monitored to improve search precision and relevance. This image shows two pages from the periodic report produced by the search manager. These two pages illustrate (from top to bottom, left to right): trends in relevancy, trends in precision, average number of terms per query per month, trends in abandoned queries, and trends in zero-result queries.

LESSONS LEARNED AND BEST PRACTICES

After the new intranet launched, members of the intranet team and intranet editors in the ministries were asked to identify the project's successes and areas that needed improvement. The most important result that emerged was that everyone was happy with the new intranet platform. Also, satisfaction was high related to governance, continuing development, and the team's commitment to conducting user tests and issuing new releases every month.

But, for all of the positive feedback, these surveys also revealed project shortcomings, which the team took to heart and other teams can learn from.

Lessons Learned

- **Be specific with specifications.** "The intranet team could have been more precise when specifying tasks sent to developers, potentially saving time and cost on superfluous meetings. Using Scrum/Agile methods, the development team of three felt that only one product owner responsible for specifications was insufficient. More team members should have worked with stakeholders and users to specify the design details and new functionality. Also, staff members of the team changed a lot during the development period. Skills and knowledge were not always on the required level, and this caused delays in the process."
- **Don't overlook training.** "Some editors wanted more training and courses to adapt to the new platform. The needs for training vary a lot. It is a challenge to satisfy all needs when time, money, and resources are limited. However, the concept of 'open house'—where intranet editors and DSS team members get together on a regular basis to go through new concepts and functions, and work on content—has proved to be an excellent platform for sharing knowledge, defining best practice, and helping each other."
- **Sometimes functionality can change culture.** "In the new intranet platform, employee search was a part of the enterprise search (Finn :D). Previously, employee search was a unique search function with its own specific interface and functionality. Introducing an entirely new search concept caused some resistance, as users of the old version were used to certain tools that no longer existed. These users particularly missed being able to create lists of employees that could be easily pasted into Excel for further use. This was considered to be out of scope for the new search project, but it is very likely that as part of the post-launch development activities an alternative search display will be developed to meet these requests."

"The old employee search was mainly directed at finding people in your own ministry, with a different search for all ministries, with limited information. The new Finn :D search made all ministry employee information available to everybody, and this challenged the culture in the ministries."

- **If you build it, they may not come, so plan accordingly.** “Users in the ministries are generally employees with good education and high professional skills, and a strong sense of pride in the work they are doing. However, many of the most experienced employees have fairly low skills and interest in adopting new technology, and this causes some challenges when introducing new systems. Also, it can be difficult to motivate users to fulfill tasks for which they see no direct benefit for themselves. An example is updating personal profiles with experience and work tasks. Lack of data for many users reduces the value of the employee search and the possibilities of finding resource people, thus leading to less frequent use of employee search.”

Best Practices

- **Identify opportunities and change direction if you need to.** “In the initial phase of the design process, the scope was to upgrade and redesign the intranets, without changing the concept of separate intranets. Enterprise search and shared content between extranet and intranets was not within the scope of the project, and budget and deadlines were set accordingly. However, after seeing results from insight and research work, and wishing to fulfill requests from stakeholders (in the ministries), it was decided to widen the scope of the redesign process to get a platform that would serve users better, and save resources in the long run. More funding was provided and deadlines extended, all in collaboration with management and stakeholders.”
- **Work lean.** “During development, we used Prince II, Agile, and Scrum methods, with releases every month. Intranet editors had access early on, allowing for user testing and dealing with requests from the very start. In the process, we used insight, research, and analytics (metrics, KPI) to adjust and improve. We also arranged frequently user tests, often on smaller groups for easier administration. This proved to be very helpful in the process of achieving a user-friendly intranet. After launch, it was user tested and improved a dozen times.”
- **Create opportunities for collaboration.** “Previous experience from the *regjeringen.no* project had indicated that regular ‘open house’ meetings where all editors could meet DSS team members (and, in some instances, external consultants involved in the project) to go through new concepts and features, and work together on concrete content production and problem solving, had been extremely useful. Throughout the intranet development period, open house meet-ups were held biweekly (or weekly), so that editors got accustomed to the platform and could get mutual help in creating good content.”
- **Don’t try to reinvent the wheel.** “In general, reusing design, concepts, technology, and methods from previous projects (most notably the *regjeringen.no* process) was deemed successful, and also caused great savings in terms of money and time to target.”

United Nations (UN) (2020)

OVERVIEW

COMPANY

The United Nations (UN) is an international organization founded in 1945. It is currently made up of 193 Member States and two Observer States. Due to the powers vested in its Charter and its unique international character, the UN takes action on the issues confronting humanity in the 21st century across four main pillars: Peace and Security, Sustainable Development, Human Rights and Humanitarian Assistance.

The Secretariat staff, made up of international civil servants and locally recruited staff, support the UN's work for peace and help the organization deliver on its commitment to people around the world. The UN provides a forum for countries to come together to tackle the most challenging issues of our time.

Headquarters: New York, US

Locations: The UN has offices all over the world; its 8 main offices are in New York, Geneva, Nairobi, Addis Ababa, Vienna, Beirut, and Santiago. It also has 5 regional commissions, 14 political missions, 14 peacekeeping missions, and many other regional and country offices.

Locations where people use the intranet: iSeek is accessible without login to staff at all UN office locations, and through mobile devices anywhere in the world via password protected access.

As of July 2019, 90% of UN Secretariat staff use iSeek as their only intranet. In 2015, that number was only 22%.

Annual revenue: The UN is a nonprofit organization. It is financed by assessed and voluntary contributions from its Member States.

THE INTRANET

Users: All UN employees (approximately 37,500) use iSeek for internal communications and knowledge sharing. The platform helps staff located at duty stations and field missions all over the world keep up to date with new policies, find the information they need to do their work, and connect with colleagues.

Mobile approach: Responsive web design

Technology platform: Drupal 7

LEADERSHIP TEAM

The UN Intranet-iSeek (designated as "iSeek" in the rest of this document) operates under the supervision of an editorial board composed of representatives from several departments in the UN, under the leadership of its Chairman, Maher Nasser, Director of the Outreach Division in the Department of Global Communications. It is led by the Manager of the Knowledge Solutions and Design Section, Helga Leifsdóttir, and by the iSeek Team.

CORE TEAM

Helga Leifsdóttir, Knowledge Solutions and Design Section Manager; David Mimran, iSeek Team Leader;

Team members: Frédéric Fath, Annie Paprocki, Renée Luque, Stéphanie Spiegel; Sara Hohn, Consultant; Eric Hahn, Web Team (Development) Team Leader

SENIOR LEADERSHIP

Department of Global Communications /

Outreach Division: Maher Nasser, Director and Chairman of the intranet editorial board; Maha El-Bahrawi, Deputy Director; Ramu Damodaran, Deputy Director

WIDER TEAM AND IT SUPPORT

Web Team: Catherine Pysden, Debra Ramsthaler, Sat Byell-Lee

Graphic Design: Ziad Al-Kadri, Team Leader;

Team Members: Martin Samaan, John Gillespie

Office of Information and Communications

Technology: Sirhan Chaudry

INTRANET TEAM



Team members shown here (left to right): Stéphanie Spiegel, David Mimran, Fred Fath, Renée Luque, Helga Leifsdóttir, Annie Paprocki, and Eric Hahn.

HIGHLIGHTS ABOUT THIS WINNER

The UN Intranet-iSeek (i-Seek) is the primary internal communications and knowledge-sharing tool for the United Nations' global workforce. Accessible to 37,500 users across all UN office locations and through mobile access everywhere in the world, iSeek helps staff members in all duty stations and field missions keep up to date with new policies, find the information they need to do their work, and connect with colleagues.

A combination of global and localized content—accompanied by authentic imagery and video—bring people together while also providing a window into the people-first aspects of this distributed organization. With some users working in harsh or extreme environments, iSeek unifies staff under a shared mission. Like a standard intranet, iSeek brings tools and systems to employees' fingertips, but its human-centered approach to content and features provide staff with a greater sense of meaning and belonging. Those features include:

- **Emergency response:** When Haiti was hit with a 7.0 magnitude earthquake on January 12, 2010, the UN lost more than 100 staff members in a single moment. Editors from many offices utilized iSeek as an emergency hub and to honor staff members whose lives were lost while serving in a peacekeeping mission. iSeek's homepage design was changed from blue to black and grey, and the team dedicated an important part of its editorial efforts to drafting obituaries, which were posted daily on the intranet for more than a month. This brought people together and reminded staff of the role that iSeek plays in providing a support system in the face of tragedy.

- **Expansive footer toolkit:** *The Toolkit* is the name for iSeek's stunning footer that appears on every page. It surfaces popular and frequently used links, which could otherwise be difficult to find in such a large site. It is tailored for each duty station and, because essential tools can vary considerably among duty stations and missions, iSeek works with Focal Points to select the right mix of tools and content to meet the unique needs of different user groups, while maintaining a core set of global links.
- **Integrated job search:** A powerful search connects job seekers around the world with the right UN opportunities. Having a robust global jobs section facilitates career development for employees, while also supporting the organization's core mission to serve countries and people around the world.
- **Purpose-driven app catalog:** Modernization is essential for the UN to carry out its mission and mandates, and enterprise systems are integral to those efforts. The global app catalog offers a quick, single-page view of all of the applications developed by the IT department. It provides links to launch the apps, helpful resources, and support.
- **Self-serve business card app:** An integrated app helps users create and customize their UN business cards from a standard template. Staff can choose from one of four beautiful back-of-card designs; the app then generates a dual-sided, print-ready PDF. Employees can print the cards themselves or take them to a print shop to complete production.
- **Worldwide classifieds:** The UN has a mobile workforce and staff members move frequently from duty station to duty station over the course of their careers. The intranet can help staff quickly sell their furniture in one location and rent an apartment in another duty station, all using the iSeek classifieds.

BACKGROUND

Uniting the United Nations

iSeek is the official internal communication and knowledge-sharing platform for UN staff. Like the wider UN, one of iSeek's goals is to bring diverse groups of staff members together. Sometimes that can be challenging.

The UN comprises more than 37,500 employees dispersed across eight major duty stations and dozens of field offices. They deal with a wide array of issues, from socioeconomic research and human rights to international law and conflict resolution. Convincing people in these diverse roles that one unified platform could address all of their specific needs was not always easy.

iSeek was founded in 2005 at the direction of the Deputy Secretary-General, the UN's second-in-command. The project was housed within the Department of Public Information (DPI) (now the Department of Global Communications)—one of the nine main UN departments—with technical support and development under the purview of the IT department. As a top-level project, buy-in was guaranteed. So initially, persuasion wasn't necessary.

Fast forward to 2007, and iSeek was in crisis. A change in the UN's senior leadership meant that the project lost its buy-in and the small iSeek team was left with little authority to govern the internal communications systems created by other departments. The first to

jump ship was the Department of Peacekeeping Operations, one of the largest UN departments. With vast field operations, Peacekeeping could not count on iSeek as a reliable tool to connect with its staff in locations where establishing a LAN connection was not possible. Moreover, iSeek's cumbersome CMS meant that loading an article could take up to 45 minutes—an efficiency cost that was simply too great to bear. Peacekeeping therefore chose to set up its own intranet on SharePoint.

Peacekeeping's breakaway compounded iSeek's challenges and the organization's overall efforts to unite its global workforce. Not only did iSeek lose a major contingent, it also lost its operating budget. And, because it could no longer rely on the financial contribution from Peacekeeping, iSeek was left with a (nonsalary) operating budget of only \$5,000. With next to no funds, iSeek had limited ability to update its aging platform. Then, other departments began to follow Peacekeeping's lead and opt out of the platform.

The period between 2007 and 2015 was marked by an uphill battle to obtain a modern platform and the effort to persuade departments to move back to iSeek. Overcoming these obstacles required a long-term vision and strategy. It meant leveraging whatever resources could be found in-house and marketing iSeek as a valuable technological proposition. The team's approach was to try to engage allies first and skeptics later, and only then to persuade management.

Team members had to do many things to bring iSeek back, but their first task was to find a platform.

The Search for an Efficient Platform

The impetus that led many departments to abandon iSeek was the platform's limited technological capability. So, the first step toward unification was to upgrade the platform. The team considered adopting WordPress as a quick, short-term solution, but WordPress was not a UN-sanctioned software at that time so the IT department would not be able to support it. The iSeek team understood that going it alone would not be a sustainable solution. In 2011, the UN finally adopted new IT standards and iSeek began its conversion to a Drupal-based CMS system with the ability to address the needs of its clients. Landing on Drupal was a huge step. But iSeek also needed a makeover.

Reinventing iSeek from the Outside In

In 2015, a redesigned iSeek debuted. It had a dramatically different look and feel on a modern, responsive platform, and it came with a slew of new features and dynamic content, including: *Toolkit*, an extensive footer with links to important tools and information; *In the Spotlight*, a space on the homepage to advertise campaigns; a widget for the UN Twitter account; and a new events calendar. Contributors and editors were enthusiastic and appreciated that it was easier to add and manage content.

Concurrent with the redesign, the team also transformed its editorial policy to keep up with the era of short attention spans. The new policy reduced the length of articles to 350 words and gave contributors greater editorial authority. The goal was to help them improve the content and avoid UN jargon. This required constant effort, but the payoff was worth it as readership increased. New features, such as likes and comments, encouraged staff engagement. And later, in response to staff feedback, announcements and events were featured more prominently. These changes occurred in parallel with the technological improvements, which meant iSeek wasn't just shiny and new on the outside; it was fully refurbished and open for business.

If You Build It, Will They Come? Maybe Not

The team hoped that the new design combined with modern features and useful tools would entice breakaway departments to return to the fold, but it just wasn't that easy. It took a lot of convincing and adapting to the needs of clients to make the reintegration happen. And some of the obstacles were ones it never expected.

One challenge the team encountered was with perception. Across the organization, iSeek was thought of as a "New York product." As such, departments thought it would be dominated by Headquarters' interests and thus would fail to fully consider their unique needs. Overcoming this misperception required an internal marketing campaign. The intranet was rebranded, from "iSeek" to "The UN Intranet-iSeek," to reinforce the idea that it was the official platform of the entire organization. The team also abandoned its distinct logo and adopted the UN emblem instead, in an effort to communicate its motto: "One intranet for ONE UN worldwide."

The lesson learned: marketing matters, even for an internal project.

Working Toward Unification

Armed with a modern, redesigned platform, the iSeek team could now tackle a longstanding challenge: how to convince departments that had abandoned iSeek for their own intranets to come back. To bolster the case, the team used global survey data to show that staff members in these departments were very interested in gaining access to iSeek.

The team then worked to gain allies, one department at a time, starting with those most ready to join; it left the highest peaks to tackle later, once it had accumulated some buy-in.

Convincing the Department of Political Affairs, with its many field missions, to integrate into iSeek in 2018 was a milestone. This process involved a thorough analysis of the department's existing intranets and extensive consultations with the communications and IT professionals working in remote locations. The iSeek team then took their requirements (security alerts, social media widgets, customized homepages, etc.) and created a dozen "mission" templates. It then presented the templates to mission staff members, who selected their favorite.

This victory provided a proof of concept, which opened the doors for many other field offices to follow suit. From there, the team was able to persuade Peacekeeping—the first defector—to rejoin in 2019.

A Flexible, Global Platform

With all that going for the team, the only thing left to reach the final frontier of universal adoption was to bring the unconvinced on board. The team stood firm that these groups would need to adopt the iSeek template look and feel, but offered flexibility in the content types that they could serve. That's where the Drupal CMS proved to be pivotal. It enabled the platform to provide a new mix of content, relevant to all staff, everywhere, letting global content stand alongside content that would be of local interest only. This meant that stories, features, announcements, events, and many navigational elements could be customized by location.

To support that model, the small iSeek team—six people based at headquarters—manages a global network of content managers called *Focal Points*. The Focal Points are authorized to manage the site needs for their offices, and the iSeek team supports them by offering training and making sure their content is up to date and adheres to guidelines.

Also pivotal was the iterative approach the team adopted to unify the intranet—rolling out technical and design changes on a monthly basis, rather than waiting for one big redesign. This “launch first, refine later” approach allows iSeek to be improved constantly, and will hopefully prevent it from falling back into the trap it found itself in 2007 when offices began abandoning the platform.

The team periodically collects user feedback, through global surveys and focus groups, usability tests, and interviews. It also uses analytics generated by the CMS and Google Analytics to track user behavior. This data helps the team assess the effectiveness of various content types and internal communication campaigns.

This long, slow march toward intranet reunification was difficult, but worth the effort. The reintegration of iSeek across the UN has reduced fragmentation and saved money. Worldwide staff members are getting the same messages, so they feel more connected and more united in their purpose. And that benefits everyone.



Pictured: This shows the UN intranet homepage as it was in 2015.

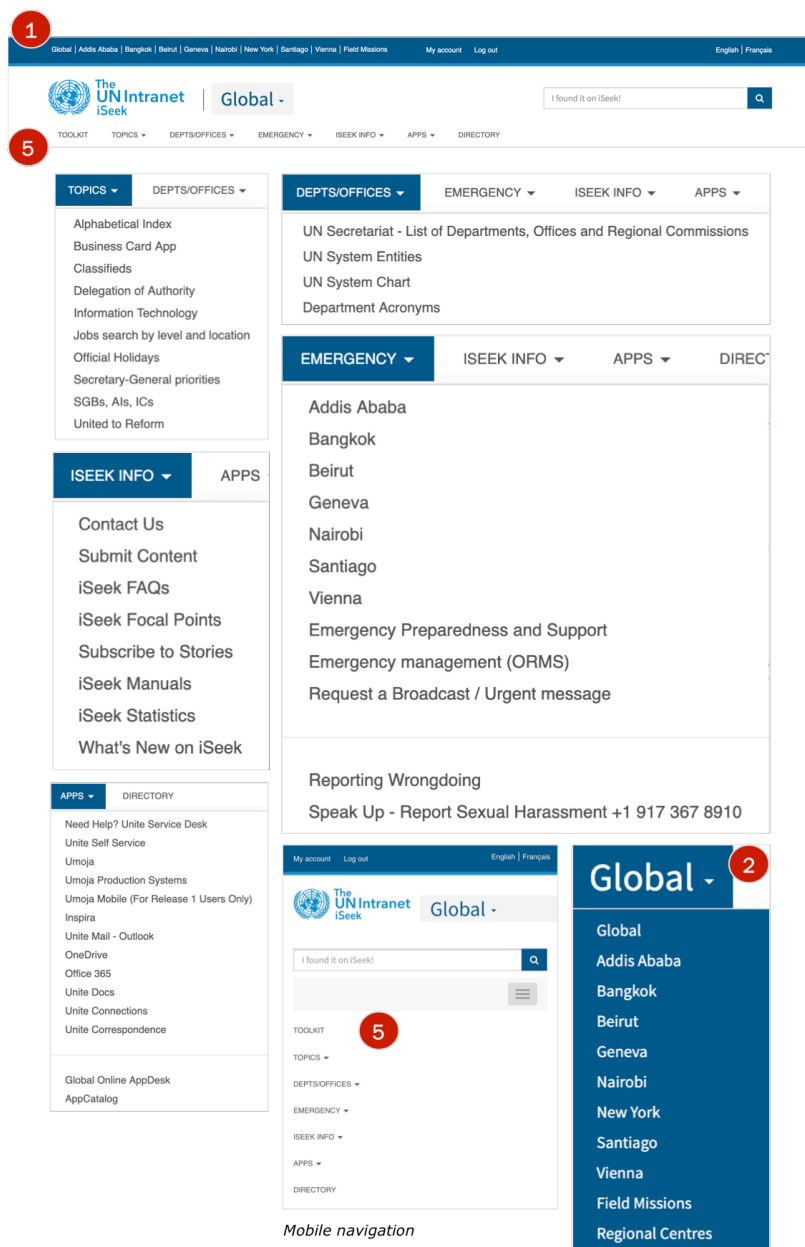
DESIGN REVIEW

Homepage and Navigation



Pictured: iSeek's homepage balances global and local content with the aim of making all staff members feel at home regardless of their work location.

Homepage and Navigation



Pictured: iSeek’s drop-down menus, duty station menu, and mobile navigation are fully responsive so users can find exactly what they need on any channel.

Homepage and Navigation Highlights

With its modern fonts, breathable spacing, and clearly defined content slots, iSeek’s homepage caters to on-the-go staff, as well as people working at the UN’s duty stations. Available in either a global or duty-station specific view, the homepage displays critical news and announcements, provides quick access to frequently used tools, and offers a window to external content via a social media widget.

- 1. Utility navigation:** The links in iSeek's utility navigation are available on every page and allow users to quickly access the global intranet and bespoke versions for each of the UN's eight duty stations around the world. Employees can also access their account information, log in, and easily toggle their language preference between English and French (the two languages iSeek supports).
- 2. Global drop-down:** The *Global* view of the iSeek homepage contains information relevant for all UN staff, regardless of their location. Employees can also select a specific duty station from the global drop-down menu with options for: Addis Ababa, Bangkok, Beirut, Geneva, Nairobi, New York, Santiago, Vienna, Field Missions, and Regional Centers. Upon selecting a duty station, the homepage seamlessly displays relevant content localized to the selected duty station.
- 3. Search bar:** A prominent search bar in a familiar location connects users to key pages and policies they need. iSeek's search is kept relevant and tidy through diligent efforts to preserve the metadata of the content presented, and older content is often unpublished in an effort to continually improve search over time. Results can be refined by duty station, level, and so on. iSeek uses Solr search, which is the approved UN standard search technology.
- 4. Toolkit anchor link:** The first link in the main navigation is *Toolkit*, an anchor link that gracefully jumps users down to the highly functional and rightfully named footer.
- 5. Main navigation:** To determine which links to place in the main navigation, the iSeek team relied on analytics data and usage trends to understand which site areas employees visit most often. Links to topics, departments and offices, emergency information, iSeek info, workplace apps, and the staff directory won these coveted spots for the *Global* view. However, for localized versions of iSeek, the main navigation is tailored to users' specific needs in each respective duty station.
- 6. News and staff stories:** The noticeable placement of news above the fold, the attention-grabbing photography and clear headlines, and the counts and iconography for comments and likes make this news widget quite wonderful.
- 7. Staff directory:** Here, staff can find colleagues' contact information (email, phone number, office) by searching for names, locations, or departments.
- 8. Most popular:** Links to the most-viewed pages live here, updated daily based on analytics. A subtle grey background appears behind each link to create the visual separation needed for users to easily distinguish between links.
- 9. Announcements and events:** Placed prominently on the homepage, this top iSeek feature showcases UN happenings, holidays, and UN days so staff can stay informed in advance about what's going on at the organization. Events and announcements are also tailored to each duty station and can be managed by Focal Points or empowered staff

members with the proper credentials to post events and announcements on behalf of their offices.

10. Calendar: The homepage's calendar widget provides a helpful reminder of the date and the events that are scheduled for that day. It also links to the powerful monthly view.

11. Classifieds, jobs, policies: User can access three of the most popular iSeek content areas—classifieds, jobs, and policy information—directly from the homepage. The large, blue text link placed on a subtle grey background helps distinguish these helpful features while colorful-yet-informative iconography visually reinforces their meaning.

12. In the Spotlight: Whether related to work policies affecting employees, time-sensitive content, or information that ladders up to the Secretary-General's priorities, the *In the Spotlight* area of the homepage sheds light on featured content that is of primary importance to generate staff awareness.

13. Management and staff content: iSeek provides a platform not only for management to talk to staff, but also for staff to respond via comments and likes. Individuals can ask questions and expect a response. Conversations are sparked between staff and management that otherwise may not have a place to begin. The intranet is viewed as an essential tool, and management actively promotes iSeek use throughout the organization.

14. Social media: Born from a survey that indicated staff wanted access to employee-only information—as well as public-facing content—from within iSeek, the social media widget helps demonstrate how internal communication supports the work that is visible from the outside. Users can thus see the wide variety of themes featured on the UN's Twitter account.

15. Weather: A weather widget is displayed on the homepage because UN staff members are present in so many places around the world. The aim of this feature, however, was less to offer the weather forecast for each duty station than to act as a world clock in different time zones—fueling the perception that staff are working “around the clock, all around the world.” At the same, it does display the time and temperature—in Fahrenheit and Celsius—to help staff better plan their trips.

16. I found it on iSeek: From this linked space on the homepage, users can access a unique communications campaign that strives to raise ongoing awareness about iSeek's global usage statistics and improvements, through a retrospective look back over time. Dating all the way back to 2011, credibility-boosting infographics help employees to see just how far iSeek has come in terms of stories posted, comments received, number of sessions, page views, and more.

17. Toolkit: The footer *Toolkit* provides easy access to myriad popular and frequently used items, including HR information, salary and benefits, rules and regulations, and travel resources. The *Toolkit* also includes links to major enterprise applications and select digital productivity tools, organized by themes, personalized for each duty station, and

available on every page. Some links point to content or tools available on iSeek (such as IT information and UN holidays), while others link to external sources, such as the Dag Hammarskjöld Library, which is a public website.

18.Quicklinks: As its title suggests, *Quicklinks* offers users fast access to forms, an alphabetical index of pages, a link to *About* content, iSeek's mission statement, and a link to easily get in contact with the team.

19.Back to top: As the *Toolkit* anchor link in the main navigation gracefully scrolls users down, the *Back to top* link smoothly scrolls them right back up.

News Story

[illegible]

Pictured: News stories on iSeek include prominent, easy-to-grasp headlines, undistracting imagery, proper techniques for length and formatting, and social capabilities, such as likes and comments.

News Story Highlights

News stories originate from employees and Focal Points across the organization. This enables iSeek to deliver fresh and interesting daily content that employees truly care about. The team publishes three to five stories per day, which represents over 900 stories per year.

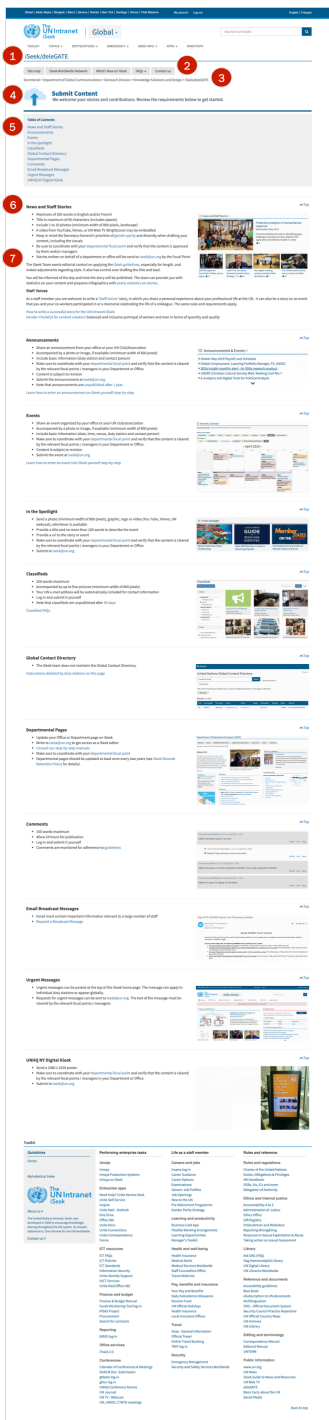
For example, UN staff felt passionately about the issue of plastic pollution and its devastating impact on the environment, particularly when it ends up in oceans. Wanting to free the UN Headquarters from single-use plastics such as plastic bags, straws, and cutlery, staff members began writing opinion pieces on iSeek that advocated for their removal. Other employees chimed in with comments and likes, expressing hope that the organization might eliminate all single-use plastics from campus. Through the power of these news stories and employee engagement, single-use plastic consumption ended at UN Headquarters in 2019.

In another example, Chloe, the cute and friendly English Bulldog that serves as the UN therapy dog in New York, started a conversation about stress in the workplace and became a mascot. All of the news stories involving Chloe shot up to the top of readership. People at the UN clearly like animals, as staff worldwide requested therapy cats, goats, bunnies, and monkeys in response.

- 1. Clear display of story attributes:** Users aren't left guessing whether a piece of news is recent or stale, as each story leads with its full publication date displayed in international format. Readers can also immediately see the duty station, office, and author of the story.
- 2. Noticeable-yet-informative headlines:** The main headline is prominent and eye-catching, but also clues the reader in to what exactly the story is about.
- 3. Static hero image:** Like a perfectly fitting puzzle piece in iSeek's page layout, the main image that coincides with the news takes up enough space to effectively communicate, but not so much that it needlessly decorates the page. Because images are static (rather than contained in a rotating marquee), there's no risk of distraction and readers can focus on getting the information in the text content they seek. This also complies with web accessibility guidelines.
- 4. Image gallery:** For stories with multiple images, users can click through a gallery of complementary photos to help visually reinforce the key messages contained in the news.
- 5. Article summary and length:** UN employees are busy with the important work of bringing countries together to solve some of the most critical and pressing issues of our time. As such, they don't have a lot of time to devote to reading iSeek news. The inclusion of an italicized summary and a concise-yet-comprehensive writing style allow staff to quickly scan the content, grasp the core points, and stay informed efficiently.
- 6. Right rail:** As users scroll down the page, they see commands such as *Like*, *Email*, and *Print*, along with relevancy facets in the form of tags, topics, and audience groups. The office, duty station, and author responsible for publishing the story are also reinforced in the right rail for easy reference. Each link takes users to more news stories that contain the same attributes.

- 7. Content formatting:** Formatting techniques such as using chunking, white space, bold keywords and phrases, bullets, blue link text, and clear subheads all lend favorably to the scanning behaviors that users demonstrate when reading online.
- 8. Comments and likes:** A critical way of facilitating more two-way communication between employees is the incorporation of social features on iSeek's news articles, events, and announcements. The quantity of likes displays next to the familiar thumbs-up icon, and comments appear below in grey boxes. Each comment includes the employee's name, time, and date of submission, and users can reply to comments or add their own. As the transparent and contextually relevant helper copy states, comments shouldn't exceed 1,000 characters and are moderated by the iSeek team to help deter controversial or inappropriate discussions. Comments prove to be a useful way to engage readers and capture feedback about how to improve iSeek and the UN as a whole. The iSeek team tracks engagement with likes and comments, and has seen a steady increase each year. Many departments even look at the number of likes and comments on their news stories and wish there were more.

Submit Content Guidelines



Pictured: Clear guidelines for submitting content are available to staff members to ensure content meets iSeek’s quality parameters and publication standards.

Submit Content Highlights

The *Submit Content* page on iSeek takes all of the guesswork and intimidation out of the distributed content creation and contribution process. This simultaneously helps UN employees feel welcome and empowered to contribute content, while the clear limits on length, the process requirements, and the blatant for how to unpublish work to preserve the integrity and relevancy of iSeek's content.

- 1. Page headline:** The blue headline is large enough to stand out and indicates exactly which page the user is currently on, helping to avoid any confusion among potential contributors.
- 2. Section-specific navigation:** Contained in grey tab-like elements, the secondary navigation links to content that's directly related to posting content to iSeek, including a sitemap; the network of Focal Points, contributors, and team members; new iSeek features; frequently asked questions; and an online form to contact the iSeek team directly if questions arise.
- 3. Breadcrumb:** Having the breadcrumb at the top of the page helps users understand how the site is organized and the paths they can take to find what they need. The page title exactly matches what is shown in the last position in the breadcrumb, which is favorable—and a breadcrumb best practice.
- 4. Purpose-driven page statement:** New users may not understand what's behind terms such as "Requirements for posting." Because of this, using plainer language, such as *Submit Content* reinforces the page's objective and communicates exactly what users will find and what they should do next.
- 5. Table of contents:** The table of contents recaps each type of content a user can submit to iSeek. Clicking on a content type anchor link from the table of contents takes the user down to the corresponding set of submission requirements. In keeping with best practices for anchor links, the title for the table of contents prominently displays at the top, is visually distinct from the rest of the page (as it is contained in a grey box), and each blue link truly looks like a link. As an added bonus, each of the link labels matches flawlessly to the content-type headline that appears in the corresponding section below.
- 6. Content types:** Naming conventions for content types are clear and straightforward, making it easy to distinguish them from one another. From their names alone, contributors can envision what the content names stand for, even if they've never actually seen that type of content. An example of each content type in use on iSeek also helps to demonstrate what it actually looks like.
- 7. Submission guidelines:** Each set of submission guidelines provides the exact purpose of the content type, and its word/character limits and image/multimedia requirements. The guidelines also include process touch points for each submission, so that contributors know exactly what to do at each step along the way. Links to guidelines, how-to pages, step-by-step tutorials, and checklists within each content type also help to ensure that contributors can effectively self-serve and get answers to their questions. A convenient *Back to top* link scrolls users back up to the top of the page so they can revisit the table of contents.

Department Homepage

The screenshot shows the UN Intranet Iseek homepage for the Department of Management Strategy, Policy and Compliance (DMSPC). The page is annotated with red circles and numbers 1 through 6 highlighting key features:

- 1**: Department of Management Strategy, Policy and Compliance (DMSPC) header.
- 2**: Site map, Offices, Topics, Management Reform, Suggestion box (for DMSPC staff only), Newsletters.
- 3**: The Department of Management Strategy, Policy and Compliance serves the United Nations globally to drive organizational excellence through innovation, accountability and solutions.
- 4**: Under-Secretary-General for Management Strategy, Policy and Compliance.
- 5**: What we do.
- 6**: Suggestion box.

The page includes a search bar, navigation menu, and various sections such as Quicklinks, News & Updates, In the Spotlight, Secretary-General Initiatives, Human Resources (GHR), Office of Programme Planning, Finance and Budget (OPPF), Business Transformation and Accountability (BTA), Enterprise Resource Planning (Umoja), Information Communication Technology (OICT), Office of the Under-Secretary-General, Management Evaluation Unit (MEU), Intergovernmental and Interagency Service, Business Partner Service, Secretariat of the Fifth Committee and the Committee for Programme and Coordination (CPC), Headquarters Committee on Contracts Headquarters Property Survey Board (HCC/HPSB), Secretary-General Awards, United Nations Staff Day, Social Media, and a Toolkit section.

Pictured: Department-specific homepages provide context and information for staff members within the department as well as those working outside of it.

Department Homepage Highlights

Because content ownership is distributed on iSeek, department pages are kept tidy and organized through embedded Focal Points. Each year, the amount of content submitted to iSeek from departments increases. As managers and leaders recognize the benefit of reaching staff through iSeek, most have adopted departmental homepages as an integral part of their own department-focused communication strategies.

- 1. Department name as H1:** A prominent H1 page title that leads with the full department name, followed by the department's acronym, helps users understand exactly which page they are on and how people typically refer to the department. In an organization as large and cross functional as the UN, these extra details help to maintain clarity and alignment regarding department names and functions.
- 2. Department-specific secondary navigation:** Contained in grey tab-like elements, the secondary navigation links to content that's directly related to the department. A sitemap, office locations, topics of interest, information about management reform, a suggestion box for staff, and department newsletters can all be found here. Arrows indicate which menu items have drop-downs containing additional subcategories.
- 3. Vision and mission:** The department's vision statement is located at the top of the page, and appears in slightly larger text so that users can immediately see what this department aspires to achieve. A bulleted list containing links to the department's mission statement, annual priorities, and a UN System org chart translated into six languages helps staff members quickly get to know the area. A mini-image carousel allows users to freely peruse a series of featured content recently published by or of importance to the department.
- 4. Leader bio:** Offset in a subtle grey box, with a title that directly corresponds to the department's name, staff members can immediately find a biography about the department's leader (under-secretary). An adjacent link to *Read more* is also available for employees who want more information on the department head.
- 5. About the department:** The *What We Do* section outlines what the department does, including the functions of its various subdivisions and links to their own iSeek pages, websites, and Facebook and Twitter accounts. Links under the subhead for the office of the Under-Secretary General direct users to committees and services, awards, and content about UN staff day.
- 6. Consistent look and placement of widgets:** Department-specific news feeds into department homepages so that relevant information can be disseminated accurately. *Quicklinks* and *In the Spotlight* widgets on the department homepage are consistent with their look and location on the main iSeek homepage. Reliable look and feel and placement of widgets across pages lowers the overall interaction cost of the intranet as users always know exactly where to look to find specific information.

Directory

The screenshot shows the 'United Nations Global Contact Directory' search interface. A search bar at the top contains the text 'stephanie isseek' and a 'Search' button. Below the search bar, there is a filter section for 'Filter search results by duty station' with a dropdown menu showing 'New York'. The search results are displayed in a table with columns: Title, Last name, First name, E-mail, Phone, Mobile, Duty station, Building, Room, and Org unit. The results show one entry for 'Ms. SPIEGEL, Stephanie' with email 'spiegels@un.org' and phone '212-963-6771'. The interface includes a 'Close' button in the top right and a 'Update my information | Additional resources' link at the bottom.

1 United Nations Global Contact Directory 2 Close x

stephanie isseek Search Advanced search »

☐ Exact search

Filter search results by duty station (You can select multiple duty stations or click again to deselect):

New York

Results 1-1 of 1

Title	Last name	First name	E-mail	Phone	Mobile	Duty station	Building	Room	Org unit
Ms.	SPIEGEL	Stephanie	spiegels@un.org	212-963-6771		New York		S-09FW	DGC/OUTR/KSDS/ISEEK

< first 1 last >

5 Update my information | Additional resources

Pictured: iSeek's global contact directory makes it quick and easy to find a colleague's email address, phone number, duty station, and more.

Directory Highlights

The employee directory is iSeek's most-used feature. It relies on a contacts database in which staff can find email and phone contact information for colleagues by searching by name, location, or department. Employees are sure to find who they're looking for given the tool's ability to execute an advanced search or exact search, and filters that enable search by duty station.

- 1. Search area:** Users begin their colleague searches from iSeek's homepage where results appear in a streamlined overlay window. The user's query is passed through to the results overlay, where it is contained in an eye-catching search field. Staff can perform an exact search to find a person who matches exactly what they entered, or an advanced search adding additional parameters to narrow the search scope.
- 2. Close:** An "X" icon closes the overlay, yet iSeek doesn't just assume that users will know what the "X" icon does. Following best practice, the overlay includes the word *Close* in close proximity to the "X" icon to reaffirm what clicking it will do.
- 3. Filters:** Because many large organizations have employees with the same or similar names, filters by duty station allow UN staff to find colleagues at specific locations. Users can sharpen their search by choosing a duty station with the simple click of a filter button labeled with the city (or by clicking again to toggle to deselect).
- 4. People results:** A noticeable results count appears along with the results, which contain the contacts' titles, last names, first names, email addresses, phone numbers, mobile numbers, duty stations, buildings, rooms, and organizational units. This provides everything a colleague needs from an employee directory. And the ability to sort alphabetically by last name and a clear pagination element make this results set really stand out.
- 5. Update information:** Who hasn't searched for themselves on a company directory or search engine? If staff members notice a discrepancy in their listing, iSeek directs them to the office in charge of modifying their personal information through a convenient *Update my information* link. Helpful resources are also available if users run into roadblocks.

Search Results

The UN Intranet - iSeek site search results

gender

Search

Sort by: Relevance, Last updated - descending, Last updated - ascending

Refine by content type: Announcements/Events (144), Article (511), Book page (1), Circulars (1), DESAlert legacy (152), Library resources (2), Basic page (3)

Refine by duty station: All duty stations, Bangkok, Beirut, Geneva, New York, Global

Results 1-10 of 1404

Gender champions recognised with inaugural Gender Award at UNMIK
Article - 2019-03-21 - Global

Champions for Gender Parity
Departmental page - 2019-02-07 - 1136650

DPPA-DPO Gender Parity Strategy Newsletter
Departmental page - 2019-05-24 - 1177959

Letter to SG on Gender Strategy
Staff union articles - 2017-09-25 - Global

Gender
Departmental page - 2018-12-24

DPPA-DPO Gender Parity Newsletter
Departmental page - 2019-05-24 - 1177941

DGACH gender equality in action
Departmental page - 2018-10-01 - Secretariat - Department for General Assembly and Conference Management (DGACH)

Workshop on Gender marker- ESCWA as a model
Announcements/Events - 2017-04-18 - Beirut

Regional Training Workshop to Improve Use of Gender Statistics
Announcements/Events - 2018-10-09 - Beirut

Champions for Gender Parity: Elizabeth Spehar
Article - 2018-10-22 - DPPA

Toolkit

Quicklinks: Forms, Alphabetical Index, The UN Intranet iSeek, About us, Contact us

Performing enterprise tasks: Umoja, Umoja Production Systems, Umoja on iSeek, Enterprise apps, Need Help? Unite Service Desk, Unite Self Service, Inspira, Unite Mail - Outlook, One Drive, Office 365, Unite Docs, Unite Connectors, Unite Correspondence, Forms, ICT resources, ICT FAQs, ICT Policies, ICT Standards, Information Security, Unite Identity Support, OICT Services, Unite Mail/Office 365, Finance and budget, Finance & Budget Manual, Funds Monitoring Tool log in, IPSAS Project, Procurement, Search for contracts, Reporting, MDIS log in, Office services, iTrack 2.0, Conferences, Calendar of Conferences & Meetings, DGACH Doc. Submission, gMeets log in, gDoc log in, UNHQ Conference Rooms, UN Journal, UN TV - Webcast, UN, UNIDO, CTBTO meetings

Life as a staff member: Careers and jobs, Inspira log in, Career Guidance, Career Options, Examinations, Generic Job Profiles, Job Openings, New to the UN, Pre-Retirement Programme, Gender Parity Strategy, Learning and productivity, Business Card App, Flexible Working Arrangements, Learning Opportunities, Manager's Toolkit, Health and well-being, Health Insurance, Medical Alerts, Medical Services Worldwide, Staff Counsellors Office, Travel Medicine, Pay, benefits and insurance, Your Pay and Benefits, Daily Subsistence Allowance, Pension Fund, UN Official Holidays, Health Insurance, Local Insurance Offices, Travel, Visa - General Information, Official Travel, Online Travel Booking, TRIP log in, Security, Emergency Management, Security and Safety Services Worldwide

Rules and reference: Rules and regulations, Charter of the United Nations, Duties, Obligations & Privileges, HR Handbook, SGBR, AIA, ICA and more, Delegation of Authority, Ethics and internal justice, Accountability A to Z, Administration of Justice, Ethics Office, GRI Registry, Ombudsman and Mediation, Reporting Wrongdoing, Response to Sexual Exploitation & Abuse, Taking action on sexual harassment, Library, Ask DAG (FAQ), Dag Hammarskjöld Library, UN Digital Library, UN Libraries Worldwide, Reference and documents, Accessibility guidelines, Blue Book, eSubscription to UN documents, Multilingualism, ODS - Official Document System, Security Council Practice Repertoire, UN Official Country Maps, UN Archives, UN Library, Editing and terminology, Correspondence Manual, Editorial Manual, USTERN, Public information, www.un.org, UN News, iSeek Guide to News and Resources, UN Web TV, dDocGATE, Basic Facts about the UN, Social Media

Back to top

Pictured: Search results on iSeek include sophisticated sorting and filtering mechanisms and a clean, simple page design.

Search Results Highlights

iSeek uses Solr, the approved standard for search technology at the UN. Search results and filters depend on content metadata. In most cases, iSeek uses a combination of faceting and keyword searching, and presents filters for all normalized metadata fields whenever

possible. Over time, search functionality has been enhanced, allowing for more refined results by duty station, level, etc. The team has been working on the next step to improve search, which is to offer preferred results from curated terms to help staff go directly to the most relevant pages. Unpublishing older content is also part of the efforts to improve search over time and to avoid crowding the results with old stories.

- 1. Search area:** A prominent search bar lives in the header so users can search from any page on iSeek. When they click of the search button, results display on this uncluttered page template. The query is maintained and passed through to the results page, where users can then search for files, forms, and documents by selecting the appropriate checkbox underneath the search field.
- 2. Sorting and refinements:** Users can sort search results by relevance, from oldest to newest, and from newest to oldest. They can also refine results through various facets—such as announcements and events, news articles, pages, departments, and duty stations—and remove search refinements with a simple click. A noticeable results count helps users understand how many results the set contains.
- 3. Results:** Each result listing prominently features a clearly linked page title, which matches the H1 on the page. Also contained in each result listing is the content type, which matches perfectly with the refinements above; the date of publication; and the duty station or department to which the piece or page belongs.
- 4. Pagination:** The consistent pagination element matches the refinements design and closely mirrors the design of this component across other iSeek pages.

AppCatalog

Unite AppCatalog

Modernization is essential for the UN to carry out its mission and mandates, and enterprise systems are integral to those efforts. These global solutions:

- strengthen security and performance across the Organization
- allow you to collaborate to new ways, centralize information, make better informed decisions and much more

Most importantly, these enterprise solutions make our most valuable asset, you, the UN staff, consultants, and interns more flexible and mobile. Using the same systems globally means not having to learn new systems when changing jobs or duty stations and not losing data and information. They also better support teleworking and non-traditional work environments.

Unite Mail
A mobile platform email, contacts and calendar - available both using the UN site, alignment with best practices.
Learn more | Open | Get support

Unite InfoSec
A programme to protect the UN's data and information, in a secure and reliable manner.
Learn more

Unite Identity
An application that allows you to log into various UN enterprise systems using a single user ID and password.
Learn more | Open | Get support

Unite Self Service
An enterprise application that uses forms for service requests, providing transparency & accountability through ticket tracking.
Learn more | Open | Get support

Word
App for creating rich content and documents, use the app on your computer, tablet or in a browser or via a mobile app.
Learn more | Open

PowerPoint
App for creating dynamic, visual presentations, use the app on your computer, tablet or in a browser or via a mobile app.
Learn more | Open

Excel
App for creating spreadsheets, reports, charts, and more, use the app on your computer, tablet or in a browser or via a mobile app.
Learn more | Open

OneNote
Rich note-taking app includes handwriting, insert, & more, use the app on your computer, tablet or in a browser or via a mobile app.
Learn more | Open

OneDrive for Business
An online file service for storing files in the "cloud" that allows you to access your work files from anywhere, on any connected device.
Learn more | Open | Get support

Unite Connections
A single sign-on platform that provides you to share content and create communities, facilitating collaboration across boundaries.
Learn more | Open | Get support

Unite Docs
A centralized, secure and reliable repository for all documents and content types of the UN.
Learn more | Open | Get support

Skype for Business
An enterprise application that uses forms for service requests, providing transparency & accountability through ticket tracking.
Learn more | Get support

Unite Search
A powerful enterprise tool that allows you to search, sort, and share information across the United Nations.
Learn more | Open

HR Portal
Provides relevant, up-to-date and secure HR information for UN Secretariat staff at large in English and French.
Open

Careers Portal
A recruitment tool that allows job seekers to search for and apply for the various job openings in the United Nations.
Learn more | Open | Get support

Inspira
The UN Secretariat enterprise talent management system that supports a wide range of HR functions.
Learn more | Open | Get support

Umogo
Global solution for efficient and transparent management of the UN's financial, human and physical resources.
Learn more | Open | Get support

Unite VC
Online meeting system for the UN to manage video conferences between information & communications, content creation, content delivery.
Learn more | Open

The UN Intranet-iseek
Primary internal communications and knowledge sharing tool of the UN Secretariat, connecting staff members of the world.
Learn more

Unite Ideas
A platform to support collaboration between members, staff, and the United Nations for ideas and innovation challenges.
Learn more | Open

Grants Dashboard
Provides an overview of current and historical grant information to program managers and administrators.
Learn more | Open

Programmatic Reporting Dashboard
A platform for reporting and tracking of grant information, providing a single view of grant performance and results.
Learn more | Open

Unite Dashboards
Provides a centralized, self-service model that can be used to track and monitor key performance indicators (KPIs).
Learn more | Open | Get support

Mandatory Learning
Provides learning programmes that are mandatory for all staff to ensure familiarity with key regulations, rules, and policies.
Learn more

Lynda.com
A self-paced learning platform to learn business, software, technology and creative skills in the job.
Learn more | Open

Inspira Learning
A self-paced learning platform to learn business, software, technology and creative skills in the job.
Learn more | Open

Umogo Training
A self-paced learning platform to learn business, software, technology and creative skills in the job.
Learn more

UNSSS Training Portal
A self-paced learning platform to learn business, software, technology and creative skills in the job.
Open | Get support

UNSSS TRIP
Access to resources such as security clearance requests, travel authorization processing and travel advances for staff of UN departments, agencies, funds and programmes.
Open | Get support

Unite Correspondence
A platform for logging, tracking and routing of official correspondence within and across departments.
Learn more | Open

UNSSS Portal
Offers resources such as security clearance requests, travel authorization processing and travel advances for UN staff.
Open | Get support

Unite Ineed
For service desks, it streamlines the client service process, providing a single view of client service effectiveness and efficiency.
Learn more | Open | Get support

EarthMed
The United Nations medical records portal is integrated with clinical and other systems.
Learn more | Open | Get support

Financial Disclosure Programme
A global, standardized solution for fast processing, transparency, and financial control of financial resources in UN field missions.
Learn more | Get support

Fuel Management
A global, standardized solution for fast processing, transparency, and financial control of financial resources in UN field missions.
Learn more | Get support

Rations Management
A single, global, standardized solution to manage food supply operations in field missions.
Learn more | Get support

Contingent Owned Equipment
A web-based application that simplifies management of contingent-owned equipment and self-administered support services to missions.
Learn more | Get support

Teams
An Office 365 app that combines workplace chat, meetings, video, and files all in a single place.
Learn more | Open | Get support

Official Document System
A secure repository of UN documents, reports, and other information, accessible to all UN staff.
Get support

SharePoint
An Office 365 app that allows you and your colleagues to share resources and work on documents at the same time.
Learn more | Open | Get support

Tools

Quicklinks

Forms

Alphabetical Index

The UN Intranet-iseek

About Us

The United Nations Intranet-iseek was developed as a UN Secretariat tool to improve information for UN Secretariat staff members.

Contact Us

Performing enterprise tasks

Life as a staff member

Rules and regulations

Library

Reference and documents

Accessibility guidelines

Public Information

Back to top

Pictured: *Unite AppCatalog* displays an extensive inventory of all the digital applications used by the UN. Beyond the links to these resources, it also directs users to help, training, and support.

[Global](#) | [Addis Ababa](#) | [Bangkok](#) | [Beirut](#) | [Geneva](#) | [Nairobi](#) | [New York](#) | [Santiago](#) | [Vienna](#) | [Field Missions](#)

[My account](#) | [Log out](#)

[English](#) | [Français](#)

Global

1 found it on iSeek!

[TOOLKIT](#) | [TOPICS](#) | [DEPT/SO OFFICES](#) | [EMERGENCY](#) | [iSEEK INFO](#) | [APPS](#) | [DIRECTORY](#)

Unite Mail

[Site map](#) | [Training & Guides](#) | [Log in to Office 365 apps](#) | [Contact us](#)

Global Online AppDesk > Unite Mail

Few technologies are as ubiquitous as email in today's hyper-connected world. We all depend heavily on email in our day-to-day work.

Unite Mail (Microsoft Outlook) provides everything you need to manage a busy inbox and a packed calendar. The perfect team tool, Unite Mail lets you check calendars, retrieve contacts and set up meetings from any device.

Features

- Significantly larger mailboxes (100 gigabytes) for primary mailboxes
- Truly unlimited archive space
- A common email for entire Secretariat (@un.org)
- 99.9% reliability of service
- 24/7 support (<https://iseek.un.org/unite-service-desk>)

Tips & Announcements

- Skype for Business Tip #9: Set up Skype for Business meeting in Outlook
- Email management tool added to Unite Self Service
- Unite Mail - Email Tip #3 How to Delete a Message from Your List
- Unite Mail - Email Tip #2 How to Forward a Message
- Unite Mail - Email Tip #1: How to Search for Messages

[Read more](#)

Benefits

- Multi-factor authentication to protect against cyber threats
- Email and calendar accessibility from anywhere via any modern browser from any computer
- Mobile access to email and calendar availability via mobile apps
- Focused inbox for prioritizing messages, ensuring you see the most important information first
- Scheduling Assistant for quick and easy meeting set up with multiple participants

App Resources

Open Unite Mail: unite.un.org/mail

Open Office 365: portal.office.com

Tips & Tricks

- All Unite Mail (Outlook) Tips
 - Email tips
 - Calendar tips
 - Contacts tips
- More tips & tricks (from Microsoft)

Guides

- Getting started (français, español)
- Lotus Notes to Office 365 Guide

This guide compares Lotus Notes to Outlook and highlights key differences in functionality

- 101 intro to Unite Mail

Training

Frequently Asked Questions

Need help?

Unite Service Desk

Around-the-clock support: <https://iseek.un.org/unite-service-desk>

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Pictured: *Learn More* buttons take users to a designated page for each digital application where they find a brief introduction to the software and its features, user guides, the latest tips and tricks, training opportunities, and how to get support.

AppCatalog Highlights

Recently created to help staff move toward a single set of shared tools, facilitate increased productivity, and support collaboration, the *Unite AppCatalog* shows the full suite of digital

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INFO@NNGROUP.COM

United Nations (UN) (2020)

applications available to UN staff. These global solutions strengthen security and performance across the organization and allow employees to collaborate in new ways, centralize information, make better-informed decisions, and much more. Using the same systems across the UN means that staff members do not have to learn new systems or sacrifice their data and information when changing jobs or duty stations. These tools also better support telecommuting and nontraditional work environments.

- 1. Page title and copy:** A straightforward page title and introductory body copy lets UN employees know exactly what the *AppCatalog* does and why these tools are so important to their work.
- 2. Filters:** Consistent with the filter presentation and functionality in other areas of iSeek, the *AppCatalog* filters help users narrow the set of application results to a specific job function or branded suite of tools.
- 3. Application spaces:** For each application, such as Microsoft Outlook, there is an icon, a clear description of the software and its purpose, a link that opens the application, links to how-to guides, training opportunities, and user support hosted on iSeek.

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Enter search terms

Search

Reset

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4 results

3

Duty Stations

BAMAKO (SE)

TJO?

Select TJO?

Level

Select Level

Department

Select Department

Job Networks

Select Job Networks

Job Families

Select Job Families

Posting: CHIEF OF UNIT, RISK MANAGEMENT AND COMPLIANCE.P4

Duty station: BAMAKO

Level: P-4

Job network: Management and Administration

Department: United Nations Multidimensional Integrated Stabilization Mission in Mali

Start date: 26 Jun 2019

End date: 25 Jul 2019

TJO? No

Inspira link: <https://careers.un.org/fbe/jobdetail.aspx?Id=118748>

Posting: SENIOR WOMEN'S PROTECTION ADVISER.P5

Duty station: BAMAKO

Level: P-5

Job network: Political, Peace and Humanitarian

Department: United Nations Multidimensional Integrated Stabilization Mission in Mali

Start date: 24 Jun 2019

End date: 22 Jul 2019

TJO? No

Inspira link: <https://careers.un.org/fbe/jobdetail.aspx?Id=118215>

Posting: SECURITY SECTOR REFORM OFFICER.P3

Duty station: BAMAKO

Level: P-3

Job network: Political, Peace and Humanitarian

Department: United Nations Multidimensional Integrated Stabilization Mission in Mali

Start date: 8 Jul 2019

End date: 22 Jul 2019

TJO? No

Inspira link: <https://careers.un.org/fbe/jobdetail.aspx?Id=119638>

Posting: PROPERTY DISPOSAL OFFICER.P56

Duty station: BAMAKO

Level: F-6

Job network: Logistics, Transportation and Supply Chain

Department: United Nations Multidimensional Integrated Stabilization Mission in Mali

Start date: 17 Jul 2019

End date: 31 Jul 2019

TJO? No

Inspira link: https://inspira.un.org/jsc/UNCARERS/EMPLOYEE/HMHS/UN_CUSTOMIZATIONS/UN_JOB_DETAIL.GBL?Page=UN_JOB_DETAIL&Action=AddJobOpening&id=120034

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Pictured: A searchable database of all available jobs is fully integrated into iSeek so staff members can find positions at other UN offices.

Jobs Highlights

iSeek integrates a jobs feed from another UN enterprise application that supports talent management and training. Relevancy is achieved for the job search application by expiring old content automatically and offering both keyword searching and powerful faceting.

- 1. Jobs introduction:** Users see the same bright yellow briefcase icon here, which is reminiscent of its use on the homepage to represent jobs. These consistent threads signify users are in the right place if they are looking for a new job. Brief helper copy leads users to search by keywords, duty stations, or the filter categories on the left side of the page. The search box itself contains a helpful reset button that will clear the current query and allow users to start fresh on their quest for a new job.
- 2. Filters:** Jobs have six different filter facets, including duty station, temporary job opening (TJO), level, department, network, and job family. Once a specific facet is applied, it shows up under the respective filter. Users can remove the attributes by clicking the "X" icon found on each refinement. As more filters are added or removed, the quantity of results updates accordingly.
- 3. Job openings:** Alternating grey and white backgrounds help offset different list items in the job results. Each position includes parameters that exactly match the filters on the left, as well as start dates, end dates, and links to apply for the job.

Business Card App

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Global

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Print your business cards

This application allows you to create and generate a printer-friendly PDF of your United Nations business cards. You also have the option to print: a) the cover of the official "United Nations cards", b) down, c) the ten actions appearing on the "United Nations cards", or d) the 17 Sustainable Development Goals on the reverse of your business cards.

For best results, it is recommended that you download the generated PDFs and have your business cards produced in a print shop. However, you can also do it yourself using the template with 10 business cards on special pre-perforated paper, in either A4 or US letter size.

Printing instructions:

- Save the PDF from your browser and open the PDF in Adobe Acrobat to print. You may receive unexpected results if you print the PDF directly from your web browser.
- Print the business cards at Actual size or 100 percent, do not use reduce/enlarge options such as Scale to Fit or Shrink oversized pages
- Set the printer document size to the same size as selected when generating the business cards, either A4 or US letter size.
- Depending on your printer, you may need to use a manual feed for the paper. In this case, set "input tray" to "Bypass tray"

Create your business cards in English

Create your business cards in French

Print cards you previously created (if you are not already logged in)

You will be prompted to log in if you haven't done so yet, using your United ID credentials. Contact iseek@un.org if you need help or assistance logging in.

If you'd like, choose one of these four designs for the back of your card.

Your Business Cards

Date Created	Print (10 cards)	Back (10 cards)	Front (1 card)	Back (1 card)	Edit	Delete
Stephanie - Thursday, 29 November 2018 - 10:09	Print PDF	Print PDF	Print PDF	Print PDF	edit	delete
Stephanie - Thursday, 29 November 2018 - 9:45	Print PDF	Print PDF	Print PDF	Print PDF	edit	delete
Stephanie Spiegel - Thursday, 13 August 2015 - 10:38	Print PDF	Print PDF	Print PDF	Print PDF	edit	delete

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Pictured: iSeek's business card application allows staff to customize their own business cards, starting with a standard template.

Business Card App Highlights

Before the launch of this application, there was no common template for UN business cards, and every office had its own—inconsistent—card design. This application conveniently generates a print-ready PDF and even stores past versions of business card designs. Employees can print the cards themselves or take the PDF to a print shop.

- 1. Purpose-driven page title and visuals:** The page title is straightforward and tells users exactly what they can do with the content they find here. A visual of the front of the finished business cards sets expectations for what the card will look like and helps users understand which areas they need to customize.
- 2. Helper copy:** Concise helper copy indicates that users can choose from one of four different designs for the back of their business cards. The text also recommends that users take the print-ready PDF to a print shop, but also provides clear directions for exactly how to print the cards—and which paper to use—if employees prefer to print the cards themselves.
- 3. Multilingual and saved cards:** Users can create and print business cards in either French or English. In addition, an anchor link scrolls users down to the bottom of the page where they can see a table with all previous versions of their business card designs so they can print cards that they've previously created seamlessly.
- 4. Back-of-card artwork:** Images that showcase the four different card-back options also aid users in making an informed decision about which design to choose.
- 5. Saved previous cards:** Employees can also access past versions of their UN business cards. From the table, which is pleasantly offset with alternating blue and white rows, users can download PDFs, edit the designs, or delete them from their account. The card creation date and time make it easy to keep many different versions straight.

Classifieds

The screenshot shows the UN Intranet iSeek Classifieds page. The page layout includes a top navigation bar with links to various UN departments and a search bar. The main content area is titled 'Classifieds' and features a sidebar on the left with filters for 'Category' and 'Location'. The main area displays five car listings: Mercedes C200, Grand Cherokee, Infiniti FX35, GMC Envoy, and Honda CR-V. At the bottom, there is a 'Toolkit' section with various links categorized under 'Quicklinks', 'Performing enterprise tasks', 'Life as a staff member', and 'Rules and reference'.

Pictured: One of the most popular iSeek features is *Classifieds*, which allow the UN's global workforce to buy and sell to each other. This is particularly helpful as staff members regularly move to new duty stations.



Global -

I found it on iSeek!



TOOLKIT TOPICS DEPTSOFFICES EMERGENCY ISEEK.INFO APPS DIRECTORY

Classifieds

Category: Furniture | Location: UNODG - Geneva
Friday, 21 June 2019 | Submitted by SSYED1

Table and chair set



Wooden table and five chairs with upholstered seats (changeable).
100 francs. Come and collect by 28 June.
Prévessin-Moins.
Contact: Safir Syed, +41-79-483-6053, sc996@hotmail.com
Contact SSYED1 (syed5@un.org)

1

Post an ad

Rules / FAQ

Rules for posting:

Communication or exchange of information through this classifieds section must be in accordance with ST/SG/2004/15.

Keep your ads free.

Do not post any housing ad requesting fees, monetary commissions for housing services or charging in any way any extra fees to UN staff members. If you do not have any responsibility regarding your listing(s), do not use this system.

Please note that your ads will be unpublished after 30 days, and photos and files deleted after 60 days.

Please note that the United Nations and iSeek cannot be held responsible for the content of the classifieds.

Report an ad or send us suggestions.

If you are working for an external organization based in Geneva and wish to post an ad, click here. For anywhere else in the world, send us an email.

Questions? Check our FAQs

Here or send us an email at iSeek@un.org. This is a UN Intranet iSeek application for the exclusive use of UN Staff.

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Pictured: On the *Classifieds* detail pages, users can see a larger image of the item, a brief description, and who to contact if interested.

Home • Add content

Create Classified Ad

1 Please note that this is a UN Intranet-iSeek application for the exclusive use of UN Staff. Users should be aware that any communication or exchange of information through this classifieds section must be in accordance with [ST/SGR/2004/15](#).

Please note that the United Nations and iSeek cannot be held responsible for the content of the classifieds.

Rules for posting:

- Keep your ads **fee free**.
- Do not post any housing ad requesting **fees, monetary commissions for housing services or charging in any way any extra fees** to UN staff members.
- If you do not have any responsibility regarding your listing(s), do **not** use this system.

By using this application hosted on the UN Intranet-iSeek, and your official e-mail, you are acknowledging that other UN staff members have the right to hold you responsible for and to contact you directly if there is a problem with your listing, even if the listing was not about a service directly related to you. iSeek reserves the right to delete ads that do not comply with these rules.

Thank you for your kind attention to these necessary rules.

☐ I have read and agree to these rules *

Ad Title *

2

CLASSIFIED AD EXPIRATION

☒ Define expiration date automatically, based on the ad category.

☐ Define expiration date manually

Ad expiration date

Aug 1, '18 1, 2019 1

This field will only be applied if the date is defined manually.

3

Ad Category *

- Select a value - 1

The category of your Classified Ad

Ad Location

- None - 1

Location that fits best

4

AD PHOTO [Show row weights](#)

Select

Select

Select

Select

Select

Cropping the Summary Image is strongly recommended, follow the steps below.

1. Upload Photo
2. Click Edit
 1. Click Photo Thumbnail
 2. Select crop area
 3. Save new photo
3. Click the Save button to close the Edit Photo Screen

The Cropping tool does not work with Internet Explorer.

Ad Body

Remaining characters: 4000

Text format: Filtered HTML 1 [More information about text formats](#)

- Web page addresses and e-mail addresses turn into links automatically.
- Allowed HTML tags: <a> <cite> <blockquote> <code> <dl> <dt> <dd>
- Lines and paragraphs break automatically.

Publishing options

Published ☒ Published

Save

Pictured: Rather than having posts vetted before they appear, staff can post directly. They must acknowledge the rules, however, and they are responsible for what they post.

Classifieds Highlights

iSeek *Classifieds* offer a safe, user-friendly space for employees to sell items or start looking for a new place to live. The platform is safe because users know they will be selling, buying,

or renting to and from their peers; it is user-friendly because they can easily find services, housing, or items for sale at their location or another duty station. *Classifieds* is also a powerful magnet for staff from other entities within the UN System, who regularly request individual access to iSeek if their organization doesn't provide it.

- 1. Posting and rules:** Evolved from a physical bulletin board to a modern digital version, users can quickly post an ad without training or assistance, with a clear set of rules and FAQs to preserve the integrity of the listings.
- 2. Search:** By automatically expiring old posts after 30 days, *Classifieds* maintains its search relevancy. A convenient reset button helps users quickly start a fresh search.
- 3. Filters:** UN employees can filter classifieds by item categories and locations. Multiple refinements can be added to better refine the results.
- 4. Classified ads:** Each classified ad contains an image, clickable headline, posting date, seller name, description, and location. The grey containers keep the structured content and page grid tidy, allowing users to scan the items available.

Global | Middle East | Europe | India | Services | Products | News | Research | Training | Field Missions | My account | Log out

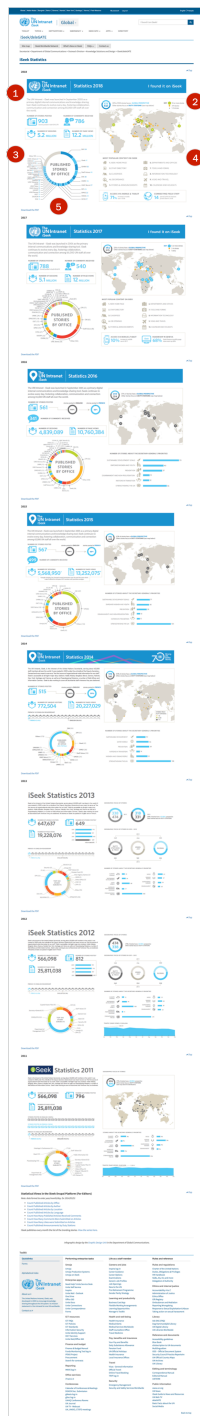
[illegible]

Pictured: iSeek includes pages for sports, games, and clubs to build community, promote health and wellness, and provide outlets for employees who share common interests.

Sports, Games, Clubs Highlights

On these pages, which use a consistent iSeek template, employees can see photos from events at the more than 60 participating clubs, as well as understand each group's vision and get to know the instructors or people in charge. Links to social media channels such as Facebook also help employees feel welcome and stay informed about what's going on with the club.

- 1. Photo gallery and vision:** Users can freely scroll through a gallery of photos from club events and happenings. Rather than containing these photos in an animated gallery, which can be quite distracting, the arrow icons make it easy for employees to remain in control of the photo browsing experience. The transparent, consistently placed vision statement communicates the club's purpose and what it aspires to achieve.
- 2. Sponsor information:** Here, employees can find information about the club's leaders and leadership council. Contact information, including a liaison phone number, is also posted. This leadership module has a consistent appearance and placement across iSeek pages.
- 3. Coaches and schedule:** Contained in a grey content slot, employees can get information about when classes are offered, the coaches and instructors who will lead the sessions, the cost, and what the program entails. A table below outlines when various events will take place, who to contact with questions, where the events will be held, and how much participation costs.

iSeek Statistics

Pictured: This feature gives employees a behind-the-scenes look at platform analytics over time and is presented in a visually appealing infographic format.

iSeek Statistics Highlights

Featuring data from as far back as 2011, iSeek Statistics provides a historical look at how intranet content and engagement have evolved over time. Users can see how many stories tout a global focus, versus how many are duty-station specific. Stories published by office and the top-10 most popular content types are also among the trends shown. A companion page, *What's New on iSeek*, offers a historical look at the intranet's evolution, listing detailed design, technological, and content updates monthly since 2013 and historical documents and screenshots since 2004.

- 1. Content and engagement metrics:** Users can see the number of stories posted, comments received, sessions, and page views. This area's design includes logical iconography and emphasizes numbers in bold blue typeface.
- 2. Map:** A visually appealing map showcases the share of stories with a global perspective and those that focus on a particular duty station. The green, yellow, and grey bubbles represent the number of stories contributed from various office locations.
- 3. Pie chart:** A perimeter pie chart shows an even more detailed breakdown of stories published by office location.
- 4. Top-10 content:** The most popular content on iSeek shows the top-10 most frequently visited sections, along with the annual increase of users who access iSeek via mobile and tablet. It also details the number of special political missions that joined the iSeek platform in 2018.
- 5. Download PDF and back-to-top:** Users can also download a PDF of the year-in-review; because this page is quite long, a helpful back-to-top link scrolls users back up.

Emergency and Security Alerts

1 DMSPC map Contact us

Secretariat > Department of Management Strategy, Policy and Compliance (DMSPC) > Business Transformation and Accountability (BTA) > Accountability Systems > Organizational Resilience Management System (ORMS)

The **Organizational Resilience Management System (ORMS)** is a comprehensive emergency management framework linking actors and activities across the processes of preparedness, prevention, response and recovery to enhance the Organization's resilience in order to improve its capacity to effectively manage the risks of disruptive events.

The ORMS provides an effective means to integrate and harmonize the emergency management activities of crisis management, security, business continuity, ICT disaster recovery, emergency medical support, crisis communications, support to staff & families, records and facilities management. The ORMS provides a framework for cooperation across institutional silos and between the various actors responsible for the key components.

The Sustainability and Resilience Management Unit in the Division for Business Transformation and Accountability in the Department of Management Strategy, Policy and Compliance provides strategic guidance on the ORMS and facilitates the Inter-Agency Community of Practice, wherein the UN system organizations of the Chief Executives Board are represented.

2 What we do

ORMS and UN Staff

Preparedness is the staff members' responsibility and resilience should be part of your day-to-day activities. ORMS's communication plan aims to raise awareness among staff further to influence staff behaviour so that they prepare for crises in professional and private life. Do you want to become more resilient? Click here for staff resilience enhancement tools

3 Link to ORMS elements

- Security management
- Records management
- ICT Disaster Recovery
- Medical emergency support
- Crisis Communications
- Support to Staff and Families
- Premises Management
- Crisis Management
- Business Continuity Management

4 ORMS Elements

Document links

Business Continuity Focal Points List

Toolkit

Quicklinks	Performing enterprise tasks	Life as a staff member	Rules and reference
Forms	Umaja	Careers and jobs	Rules and regulations
Alphabetical index	Umaja	Inspira log-in	Charter of the United Nations
	Umaja Production Systems	Career Guidance	Duties, Obligations & Privileges
	Umaja on iSeek	Career Options	HR Handbook
	Enterprise apps	Examinations	SGRs, AUs, CAs and more
	Need help? Unite Service Desk	Generic Job Profiles	Delegation of Authority
	Unite Self Service	Job Openings	Ethics and Internal Justice
	Inspira	New to the UN	Accountability A to Z
	Unite Mail - Outlook	Pre-Retirement Programme	Administration of Justice
	One Drive	Gender Parity Strategy	Ethics Office
	Office 365	Learning and productivity	GR Registry
	Unite Docs	Business Card App	Ombudsman and Mediation
	Unite Connections	Flexible Working Arrangements	Reporting Wrongdoing
	Unite Correspondence	Learning Opportunities	Response to Sexual Exploitation & Abuse
	Forms	Manager's Toolkit	Taking action on sexual harassment
	ICT resources	Health and well-being	Library
	ICT FAQs	Health Insurance	Ask DAG (FAQ)
	ICT Policies	Medical Alerts	Dag Hammarskjöld Library
	ICT Standards	Medical Services Worldwide	UN Digital Library
	Information Security	Staff Counsellors Office	UN Libraries Worldwide
	Unite Identity Support	Travel Medicine	Reference and documents
	DICT Services	Pay, benefits and insurance	Accessibility guidelines
	Unite Mail/Office 365	Your Pay and Benefits	Blue Book
	Finance and budget	Daily Subsistence Allowance	eSubscription to UN documents
	Finance & Budget Manual	Pension Fund	Multilingualism
	Funds Monitoring Tool log-in	UN Official Holidays	ODS - Official Document System
	IPBAS Project	Health Insurance	Security Council Practice Repertoire
	Procurement	Local Insurance Offices	UN Official Country Maps
	Search for contracts	Travel	UN Archives
	Reporting	Visas - General Information	UN Library
	IMDIS log-in	Official Travel	Editing and terminology
	Office services	Online Travel Booking	Correspondence Manual
	ITTrack 2.0	TRIP log-in	Editorial Manual
	Conferences	Security	UNTERM
	Calendar of Conferences & Meetings	Emergency Management	Public information
	DGACH Doc. Submission	Security and Safety Services Worldwide	www.un.org
	ghints log-in		UN News
	gDoc log-in		Seek Guide to News and Resources
	UNHQ Conference Rooms		UN Web TV
	UN Journal		dewGATE
	UN TV - Webcast		Basic Facts about the UN
	UN, UNIDO, CTBTO meetings		Social Media

Back to top

Pictured: Emergency information is included in the top menus and emergency messages can be posted at the top of the homepage. An entire page on iSeek outlines, in detail, the processes and protocols during times of crisis.

Emergency and Security Alerts Highlights

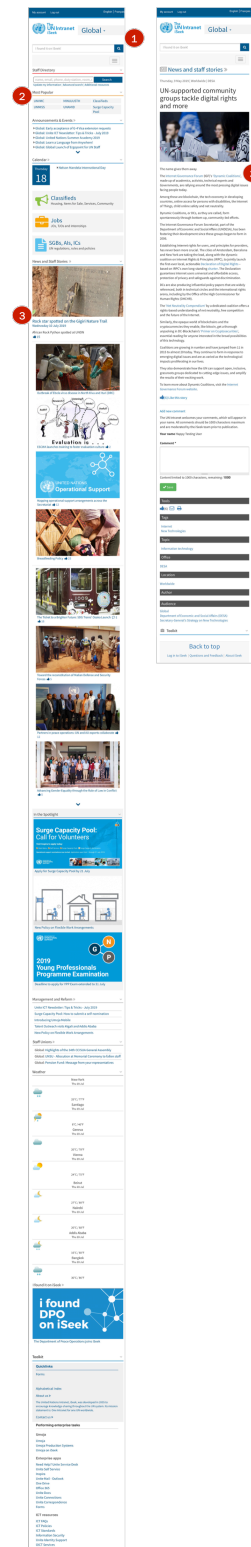
Many UN staff members do not spend much time at a desk; instead, they are in the field, engaged in activities such as removing landmines from a soccer field in a former conflict

zone, coordinating humanitarian assistance at the site of an earthquake, supporting late-night treaty negotiations on the sidelines of an international conference, or providing security at a refugee camp.

The digital tools on iSeek are central to supporting a mobile workforce, and a big part of that is keeping that workforce safe. The intranet was not originally instituted as an emergency response tool, but when Hurricane Sandy hit in 2012, iSeek played a crucial role in informing staff about closures and developments at HQ. The fact that iSeek also manages the posting of broadcast emails has placed it in a central role to disseminate information. Crisis simulation exercises conducted by security and the business continuity offices have revealed that information disseminated on iSeek guides staff members' emergency-related actions.

- 1. About the framework:** Introductory copy outlines what the Organizational Resilience Management System (ORMS) does and how it helps to prepare employees for crisis situations and supports them when they occur.
- 2. Links to tools:** Text links to contextually relevant, helpful resources stand out in a light grey box. The bulleted list helps to break up each link with ample space in between each clickable phrase.
- 3. Familiar modules:** Prominent contact information is available for the program officer. The officer's name stands out in bolded font, and all appropriate contact methods—including email address, telephone, and cell phone—are listed.
- 4. ORMS graphic:** The hub-and-spoke graphic illustrates and visually reinforces all of the system's critical functions and elements.

iSeek Mobile



Pictured: iSeek is fully responsive, and UN employees can access it on any device from anywhere in the world.

iSeek Mobile Highlights

iSeek's responsive design means that it looks good on any device. Without a larger team or budget to support a custom application, this mobile design philosophy is both the most practical approach and the one that iSeek users prefer, according to user research.

- 1. Intuitive mobile navigation:** The same navigational elements are available across channels, and users can access the duty station menu via the same drop-down style that's available on desktop. Use of the familiar hamburger menu and a subtle grey background calls attention to the primary mobile navigation.
- 2. Strategically placed components:** Important elements—such as search, the staff directory, most popular links, and announcements and events—appear well above the mobile fold so that users can retain access to the homepage areas they use the most.
- 3. Single column grid:** Use of a single-column grid ensures that content won't get too squished or become too small to be readable and usable on mobile.

DESIGN PROCESS AND USABILITY WORK

An Agile Approach to Design and Development

Since 2015, the iSeek design approach has been iterative.

Two members of the team are primarily responsible for handling user requests and liaising with contributors from offices and departments to ensure that their content looks good, adheres to guidelines, and is regularly updated. And, because they work so closely with iSeek Focal Points, the two team members are well positioned to escalate user issues or suggestions for new features.

The iSeek team uses a ticketing system (Jira) and conducts weekly meetings to communicate with the developer. Together, they set the priorities and establish timelines for improvements. The team's user-centered philosophy is to roll out technical and design changes on a monthly basis, rather than wait for one big redesign.

This "launch first, refine later" approach was a driving factor when the team launched iSeek on Drupal with the previous IA in place. This decision meant that there was no waiting period for an in-depth redesign. Similarly, the team launched the classifieds and jobs pages with basic templates and later refined their functionality and visual design.

Data-Driven Design

The team supports its design decisions with data gathered through qualitative and quantitative methods. For example, the iSeek team ran regular global surveys in 2015, 2018, and 2019 to assess user satisfaction and identify areas for improvement. They also listen to staff during the frequent (once per day on average) team-led trainings, as well as in communications meetings and other forums. Further, they frequently seek feedback and support from the iSeek Focal Point Network.

In addition to all of these active-listening activities, in 2019 the iSeek Team ran focus groups and usability tests, and conducted interviews. This helped the team learn more about what users want—and what they don't.

Google Analytics is also used to track user behavior, page views, and sessions.

This data, drawn from a variety of sources, cumulatively helps the team assess the effectiveness of various types of content or internal communication campaigns.

2019 Research Initiatives

As new staff members from global field locations are brought into the intranet platform, it's especially critical that the team consider their user needs in iSeek's roadmap planning. Thus, as part of the team's continuous design research efforts, it launched several initiatives in 2019 to gauge perceptions of iSeek, understand current usage, and gather insights about pain points in the UX.

This research included:

- **Current state audit** to identify quick wins and longer-term enhancements to align with intranet best practices.
- **Accessibility audit** to identify key considerations for web and mobile accessibility and serve as a template for ongoing reviews.

- **Google Analytics monitoring** at global and local levels to identify popular content and track mobile usage, geographical reach, performance issues, and other trends.
- **User satisfaction survey**, first launched in 2018 and redeployed in 2019, to gather feedback on key features, as well as the perceived value and utility of iSeek. The 2019 survey of a representative sample of 3,000 staff members revealed the user satisfaction levels: 68% Satisfied or Very Satisfied, 24% Neutral, and 7% Somewhat or Very Dissatisfied.
- **One-on-one interviews with iSeek editors and contributors** around the world who serve as trusted partners and ongoing sources of feedback.
- **One-on-one interviews with global iSeek users in field locations** who offer valuable perspectives on their unique needs and ideas for how to direct future iSeek efforts.
- **Focus groups held at UN Headquarters** in New York allowed the team to perform more detailed task analysis and usability testing, as well as discover the content types users value most.

This 2019 work builds on the major 2014 research effort, which the team undertook to inform its complete site redesign in 2015. That earlier research effort included:

- **Analytics review** to understand usage trends and determine which site areas were visited most often and thus should be prioritized in the revised IA and design.
- **Global survey** with six focus groups to understand the functionality, look, feel, and structure the staff was looking for in a new site design.
- **Interviews with senior officials** from seven UN offices to seek high-level feedback and buy-in.

Information Architecture

There were four primary IA requirements:

- More information presented above the fold to give better exposure to announcements and events, classifieds, jobs, and essential UN policy, which were among the top features according to usage statistics.
- More exposure to emergency information, the staff directory, and the user's team information in the top menus.
- Footer should appear on every page and be filled with essential links (*Toolkit*) categorized by themes.
- Site should include news feeds to departmental homepages in order to better disseminate information.

Adoption/Buy-in

In addition to gathering innovative ideas from staff and management about the intranet they would like to see, the findings from the 2015 and 2019 research initiatives lent weight to the iSeek team's vision for the redesigned site as a go-to place for staff information that was user friendly, easy to navigate, and had a more modern look and feel.

GOVERNANCE

Ownership

In other organizations, HR or IT may own the intranet, but at the UN, the Department of Global Communications manages it. And, as the name implies, that department comprises communications professionals who are primarily focused on creating awareness of the organization's work and priorities. Because the iSeek team is situated in this environment, it can attract talented internal information specialists, with skills in information management, graphic design, website development, translation, and communications. So, this ownership model is beneficial because the focus is on effective communication, resulting in a less "corporate" intranet. The challenge with this placement is that the team is located outside of the management department's decision-making process.

INTRANET TEAM RESPONSIBILITIES	
Role	Responsibilities
iSeek Team An eight-person team (six iSeek members, one section manager, and one developer) based in New York	<ul style="list-style-type: none">• Manages the UN intranet, including providing governance and user support• Trains users and iSeek Focal Points on how to use, edit, and write for iSeek• Designs and develops new features and tools• Creates, reviews, and publishes content• Coordinates the iSeek Focal Point network• Manages access and permissions
iSeek Focal Points a 250-person network	<ul style="list-style-type: none">• Coordinate the creation and review of internal communication products (articles, graphics, pages, videos) for their respective UN offices, departments, duty stations, or missions• Submit global stories to the iSeek team for publication and may publish local stories directly• Liaise with iSeek team on user issues and needs• Promote iSeek to their users• Represent their office in iSeek Focal Point meetings• Either personally update their content on iSeek or delegate task to Content Editors• Coordinate training and editorial access for Content Editors (with the iSeek Team)
Page Managers and Contributors	<ul style="list-style-type: none">• Publish content on behalf of their office, staff club, association, etc.• Update information as necessary

URL AND ACCESS

ACCESS INFORMATION	
Item	Status
URL	iseek.un.org
Default Status	The intranet is set as each user's homepage in Internet Explorer and Microsoft Edge browsers, but not in other browsers (such as Chrome).
Remote Access	<ul style="list-style-type: none">• Users need to log in with a valid account (assigned by IT) before accessing iSeek content remotely.• The iSeek team can also create accounts for individuals. This is mainly used to give access to staff from UN entities outside the secretariat.• Remote users can access iSeek via a redirect to the iseek-external.un.org alias.
Shared Workstations	Some users access iSeek from shared workstations in UN libraries. Also, visual signage in the UN Headquarters complex displays a slideshow of iSeek stories and other internal communications content. The iSeek application hosts these slideshows on its infrastructure; although the screens support touch, this interface hasn't been leveraged yet.

TIMELINE

PROJECT MILESTONES	
Milestone Date	Milestone Description
January 1, 2004	<ul style="list-style-type: none"> Launch of the UN intranet, iSeek, an initiative of the Deputy-Secretary-General
August 29, 2005	<ul style="list-style-type: none"> First Redesign
April 6, 2006	<ul style="list-style-type: none"> Integration of the Global Staff Directory
2007	<ul style="list-style-type: none"> The Department of Peacekeeping chooses a different platform, moving away from iSeek.
2011	<ul style="list-style-type: none"> Drupal is approved as an official standard, and iSeek and IT prepare business requirements for development of a Drupal platform. This project is abandoned after IT runs out of resources.
November 7, 2013	<ul style="list-style-type: none"> iSeek is recreated and relaunched on Drupal 7 by its web team, after migration of existing content.
December 2013	<ul style="list-style-type: none"> Commenting feature is introduced, first as a pilot due to concerns by the Department of Management. (The iSeek team moderates comments before they are published.)
September 2014	<ul style="list-style-type: none"> iSeek becomes mobile (responsive) with remote access enabled through password protected log in.
June 2014	<ul style="list-style-type: none"> Calendar view for events, holidays, and UN Days
December 2014	<ul style="list-style-type: none"> Preparation begins for a major redesign, drawing on business requirements from the team, global survey, case studies, focus groups, and interviews with top-level managers.
June 2014	<ul style="list-style-type: none"> Classifieds app launched
May 2015	<ul style="list-style-type: none"> Business card application launched
August 2015	<ul style="list-style-type: none"> Major redesign touches on visual design and IA
December 2015	<ul style="list-style-type: none"> Login credentials now aligned with the UN's enterprise application
April 2016	<ul style="list-style-type: none"> New redesign, including new fonts and a visual look that emphasizes stories, jobs, announcements, and the most popular content
October 2016	<ul style="list-style-type: none"> iSeek team begins offering staff training on platform features (iSeek 101).
February 2016	<ul style="list-style-type: none"> The Department of Social Affairs reintegrates iSeek.
November 23, 2016	<ul style="list-style-type: none"> The regional office in Beirut integrates iSeek and closes its local intranet.

May 2, 2017	<ul style="list-style-type: none"> The regional office in Geneva integrates iSeek and closes its local intranet.
November 2017	<ul style="list-style-type: none"> The regional office in Bangkok integrates iSeek and closes its local intranet.
March 2017	<ul style="list-style-type: none"> Design changes move the jobs sections higher on the page and provide localization for the spotlight content.
July 2017	<ul style="list-style-type: none"> iSeek team relaunches its course on how to write stories and provides coaching for participants.
December 2017	<ul style="list-style-type: none"> With the creation of the <i>Secretary-General Priorities</i> pages, the iSeek team takes on more of an advisory role in communication from the Secretary-General.
April 2018	<ul style="list-style-type: none"> The “I found it on iSeek” communications campaign is launched to raise awareness of the platform’s benefits.
April 2018	<ul style="list-style-type: none"> Jobs search is totally revised to offer a complete feed that contains all jobs available at the UN.
May 2018	<ul style="list-style-type: none"> The Department of Political Affairs integrates iSeek and closes its local intranet, with integration facilitated by extensive online training for contributors.
December 2018	<ul style="list-style-type: none"> The regional office in Nairobi integrates iSeek, but also relaunches its separate local intranet catering to entities outside the Secretariat.
December 2018	<ul style="list-style-type: none"> <i>Classifieds</i> template completely rebuilt
January 2019	<ul style="list-style-type: none"> The Department of Peacekeeping integrates iSeek with a first mission as a pilot.
July 1, 2019	<ul style="list-style-type: none"> The Department of Peacekeeping integrates iSeek and shuts down its local intranet.

CONTENT AND CONTENT CONTRIBUTORS

Contributors and Contributions

Anyone with intranet login credentials—any staff member, entity, branch, or UN department—can contribute content to iSeek. Users can submit content to the iSeek team via a contact form, send an email (for stories or announcements), or post content themselves using the CMS if they have permission to do so.

People can submit content or post directly in several ways:

- **Submit a story on behalf of UN departments or offices:** Most stories are written by communications professionals or subject matter experts in a UN office. Once written, management and the iSeek Focal Point designated by that unit vet the story. It then goes to the iSeek team for review to ensure that it meets the iSeek editorial requirements. Before being published, stories are edited for style and grammar, and then translated. The unit and the iSeek team work together to agree on the story's publication schedule.
- **Staff Voices story:** All staff members can submit posts about personal experiences related to their UN work.
- **Classified ads:** All users can post ads and are responsible for following the rules.
- **Comment:** All users can post comments, which are moderated by the iSeek team.
- **Announcements:** Many contributors are empowered to directly post announcements about events or initiatives using the CMS.
- **Pages:** A smaller, more restricted group of users (verified by their offices) can create pages for their offices and post local content on their respective homepages, such as stories or announcements with a local audience.

A network of more than 250 Focal Points supports contributors from locations across the globe. Focal Points are either communication specialists inside departments or staff members designated by their entity to perform this function in addition to their regular duties.

While most intranet contributions are submitted at the initiative of an office, iSeek team members also constantly monitor the activities/news/work the UN is doing and sometimes ask for contributions on a specific topic or issue.

Content Management

The iSeek team manages articles via an editorial calendar. Once a submission is received, the calendar manager and editors vet the content for accuracy and rules compliance, edit and translate it, and give it a spot in the calendar.

The editorial calendar is used to manage global articles—which appear on every local iteration of iSeek—as well as local articles that are managed by local teams in different departments or duty stations and that appear only on their iteration of iSeek. This allows for greater flexibility and helps increase the feeling of belonging for sub-entities whose staff can read global articles as well as articles that concern only their duty station/entity.

Other types of content are managed according to type:

- **Events and announcements** can be managed either by Focal Points or by staff members who have permission to post these on behalf of their entity.
- **Classified ads**, a popular iSeek feature, are posted by individuals, including staff from other entities that have requested an account.

Training

“Write for iSeek” training sessions are offered regularly to encourage staff members to contribute pieces/articles/stories so that they can share their work with colleagues around the world. By mid-2019, 24 training sessions had been organized and 219 staff members had been trained.

In addition to the writing sessions, training sessions are offered several times a week to teach users how to manage local pages and content. These are aimed at staff members, Focal Points, contributors, and page managers who manage the content on their pages.

So far, approximately 2,000 staff members have been trained to perform various activities on iSeek.

Maintaining Quality

As iSeek’s popularity has increased over the years, staff member content submissions have also increased—though this content does not always fit the quality parameters. To address this, rules and guidelines are offered to staff members to help improve submission quality, and iSeek team members are always available to give advice (in person, by phone, or email) to those who want to write for iSeek. Rather than turn down contributions, the team tries to encourage contributors to improve their text. This approach helps foster the feeling that everyone belongs to the vast community of UN staff members around the world and iSeek is an inclusive platform.

A comprehensive page on the intranet offers specifics on content requirements. Following is an example of the requirements for story posting:

News and Staff Stories

- Maximum of 350 words in English and/or French
- Title is maximum of 65 characters (includes spaces)
- Include 1 to 10 photos (minimum width of 800 pixels, landscape)
- A video from YouTube, Vimeo, or UN Web TV (Brightcove) may be embedded
- Keep in mind the Secretary-General’s priorities of gender parity and diversity when drafting your content, including the visuals
- Be sure to coordinate with your departmental Focal Point and verify that the content is approved by them and/or managers
- Stories written on behalf of a department or office will be sent to iseek@un.org by the Focal Point

The iSeek Team exerts editorial control on applying the iSeek guidelines, especially for length, and makes adjustments regarding style. It also has control over drafting the title and lead.

You will be informed of the day and time the story will be published. The team can provide you with statistics on your content and prepares infographics with yearly statistics on stories.

Culling Content

Because iSeek has kept content, especially stories, since its inception, it has become necessary to establish rules for removing content (that is, deleting or unpublishing it). Unpublishing older content is also part of the effort to improve the search and avoid crowding the search results with old stories. For example, classifieds expire after 30 days, and announcements are unpublished after one year.



Pictured: This page provides the intranet’s founding principles, as well as requirements for iSeek contributors, including details for each type of content and retention policies.

TECHNOLOGY

TECHNOLOGY	
Category	Technology Used
Web Server Hardware and Operating System	<ul style="list-style-type: none">iSeek is hosted on an internal Drupal farm, which is managed by the UN's corporate IT department
Bug Tracking/Quality Assurance	<ul style="list-style-type: none">Jira
Design Tools	<ul style="list-style-type: none">Adobe Creative Cloud
Site Building Tools	<ul style="list-style-type: none">Drupal
Content Management Tools	<ul style="list-style-type: none">Drupal
Search	<ul style="list-style-type: none">Solr
Other Functions	<ul style="list-style-type: none">Git for source code control management

Replacing Obsolete Technology

Until 2014, iSeek was hosted on a combination of outdated technologies, including Lotus Notes and ASP 1.0. These technologies were out of support and lacked integration. Several previous attempts to update iSeek's infrastructure had all been unsuccessful due to migration process complexity and a lack of dedicated personnel. The redesign process that began in 2014 was successful, in part, due to the dedicated collaboration between the UN corporate IT department, the iSeek editorial team, and the iSeek development team.

Rather than take a waterfall approach, discrete sections of iSeek were migrated in iterative sprints, which allowed for more manageable tasks and shorter development cycles. Successful sprints also demonstrated progress to the integrated project team and to management. By the time the entire iSeek application was fully migrated, the project had an iterative development process in place from which to innovate further as it developed new functionalities and applications.

MOBILE

iSeek became available on mobile devices (smartphones, tablets) and any computer browser in 2014—a year before the major redesign. Currently, about 10% of traffic comes from mobile users.

Accessing the intranet remotely was an essential feature for a tool serving an international organization with staff located all around the world. Since iSeek went mobile, all staff members have been able to access it from wherever they are, without being tethered to a local network. This also opened the door for intranet access for employees traveling and telecommuting. In addition, mobile access impacted content contributions, as it made the ability to post remotely a reality. Editors and contributors can now create and edit content on the go. And they can respond to requests to add new content even more quickly.

Mobile access is not only a convenience and an efficiency for the team, but it also provides a pillar of business continuity in times of crisis or emergency. For example, in an emergency, the iSeek Team can alert staff and update them about developments without having to be in the office.

The goals were to make the mobile version easy to access from anywhere and to ensure that it met the accessibility standards for people with disabilities while featuring all the same tools and information as desktop.

iSeek's responsive design means it looks good on any device. And, without a larger team or budget to support a custom app, this approach is both the most practical and the one that iSeek users prefer; in both focus groups and surveys, most UN staff members told the design team that they did not want to download an app onto their personal devices.

Site analytics show that UN staff members are more likely to access iSeek on a desktop computer at their workstation than on a laptop or phone. But such access is changing steadily, especially as the UN is making a hard pivot to support more flexible working arrangements and telecommuting.

iSeek mobile usage grew 71% in 2018; staff members report using iSeek on laptops and smartphones while traveling and working from home, and during their daily commute.

The team's next step in mobile development is to create "iSeek Lite," a low-bandwidth version of the site that is optimized for staff working in conflict zones or remote areas, where internet is patchy and load speeds are slow. The UN staff that work in these challenging field locations are less likely to be working at a desk and more likely to access iSeek from a mobile device.

SEARCH

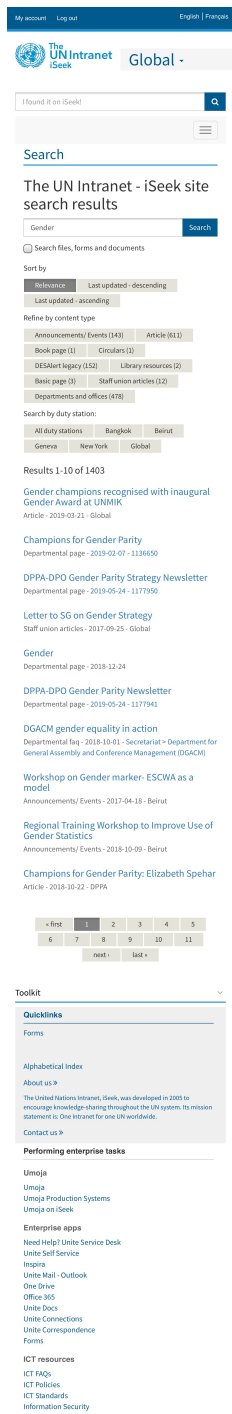
Filtering

iSeek has several different search applications whose filter mechanisms depend on content metadata. In most cases, the intranet uses a combination of faceting and keyword searching. For example, the classifieds search has multilevel facets for category and location, while the jobs search has six different facets. iSeek search results include filters for all normalized metadata fields whenever possible.

Search Relevancy

Making sure the search tool returns relevant results is an ongoing challenge on any intranet. On iSeek, search relevancy is maintained through various means, including expiring old content automatically and offering powerful faceting tools along with keyword search, particularly within applications such as jobs and classifieds.

Search relevancy is also being actively improved through a new UI that will provide a more intuitive filtering process.



Pictured: The default keyword search results page allows for further refinement by content type, duty station, and more.

ROI

Measuring Success Through Metrics

The UN team relies on some hard numbers and some softer measures to gauge the platform's success.

- **Sessions and page views:** The iSeek team reports the annual number of sessions and page views to managers, and a new target is set each year. The number of page views has increased consistently year after year; it currently stands at 12.2 million views annually.
- **Story submissions:** In addition to collecting site traffic and usage statistics, the iSeek Team also tracks which offices and departments have submitted stories to the intranet, as it considers this a KPI. Each year, the number of offices with story submissions increases as more managers recognize the intranet's value as a critical way to communicate with UN staff. For the iSeek team, the overall goal is to ensure that iSeek represents everyone in the organization.

Measuring Success Through Engagement

Each year, the amount of iSeek content submitted from UN offices and departments increases. Managers in these offices recognize the benefit of reaching staff through iSeek and have made it part of their internal communication strategies. For example, in 2016, iSeek published 561 stories. By 2018, that number had grown to 903, and it is on track to climb to more than 1,000 stories annually.

iSeek provides a platform not only for management to talk to staff, but also for staff to respond via comments and likes. With iSeek, individuals can ask questions and expect a response. This sparks conversations between staff and management that otherwise may not have had a place to begin.

LESSONS LEARNED

The iSeek team members have given their lessons learned a lot of thought. They've tried hard to figure out what worked and how to benefit from it, and what didn't and how to learn from it and do better in the future. Among these lessons are the following.

- **Evaluate what "business" you're in.** "The Deputy Secretary-General—the UN's number two—launched the iSeek platform as a vehicle for internal communications, but over time, because of the lack of means and the loss of management engagement, the focus of the team became to manage the intranet. Between then and now, iSeek has come to support more and more staff—over 90% in 2019—and is gaining recognition from the highest levels of all departments. By being at the epicenter of all internal communications and recognized so by the office of the Secretary-General and management, its staff is in a position to create the assets all departments use to promote the priorities of the UN. This positions the iSeek staff as much more than an intranet support organization, as they should be, given the intranet's role in furthering the mission of the UN."

- **Acknowledge the uniqueness of your organization and work with its limitations.** “The United Nations has a culture of consensus. Combined with the global and multidisciplinary nature of the organization, this means decisions require the involvement of all stakeholders. A good example of this culture in action was around adding commenting and liking features on the intranet. The team considered these tools as critical to facilitating more two-way communication in the organization. And while this had become standard functionality on the web, even for internal tools, it was initially challenging to gain the necessary approval to launch this feature at the UN. Management was concerned that staff would voice grievances or post inappropriate content. So the first step was to establish governance rules for the tools: the iSeek Team would vet comments and they would only be published after they were approved and a three-month trial commenced.

“The team quickly learned that staff didn’t submit anything controversial or inappropriate, and over time very few comments were not approved. Only through this trial was the feature allowed to become permanent, and it has since become a much-used tool. And, while this trial was intended to test the reaction to the tool, it also fostered trust between senior management and the intranet team. With earned trust in place, the intranet team is able to respond more quickly to the needs of users.”

- **Engage users where they live.** “As new offices were integrated into iSeek and closed their local intranets, it became apparent that there had to be a balance between global, organization-level stories, and local information. The new Drupal CMS allowed for a combination of local and global stories for each location based on editors’ choices. Now each duty station’s homepage balances global and local content and provides a window to the outside via social media. The importance of this external news was revealed in a survey in which users expressed that they were not simply interested in internal information and that iSeek—being a portal—should open its scope. Showing social media indicates that internal communication is supporting the work the UN does that is visible from the outside.”
- **Expand your reach by responding to unexpected situations.** “Two unfortunate crises have played an important role in iSeek’s development and its recognition by staff and management as an important tool: Hurricane Sandy and the earthquake in Haiti. While the intranet was not originally instituted as an emergency response tool, when Hurricane Sandy hit in 2012, iSeek played a key role in informing staff about closures and developments at HQ.

“With the Drupal content management system, emergency information is included in the top menus and emergency messages can be posted at the top of the homepage. The fact that iSeek also manages the posting of broadcast emails has placed it in a central role to disseminate information. The importance of these features on iSeek was illustrated during the Haiti earthquake.”

- **Haiti earthquake:** In 2010, when a 7.0 magnitude earthquake hit Haiti, the UN lost more than 100 staff in a single moment and the iSeek Team stepped in as an emergency hub. Editors from offices around the world were put to work to honor staff whose lives were lost while serving in a peacekeeping mission.

The design of the homepage was turned from blue to black and grey, and the team dedicated an important part of its editorial efforts toward researching and drafting obituaries, which were posted daily for more than a month on the intranet.

This brought people together and reminded staff of the role that their intranet could play in giving them a sense of belonging in the face of tragedy.

Best Practices

Content

- **Allow for distributed content ownership.** “Allowing for content autonomy over individual areas helps generate pride and create community amongst contributors. iSeek provides the platform and governance, and then news and stories originate from all over the world, enabling fresh and interesting content to be generated daily.”
- **Make it personal.** “Like a standard intranet, iSeek provides tools and systems at users’ fingertips, but iSeek’s human-centered content provides staff with a sense of meaning and belonging. By featuring a mix of global and local personal stories, along with the accompanying images and videos, the intranet serves to connect people and provide a window into the human aspects of this distributed organization. With some staff working in harsh or extreme environments, the platform unifies staff under a shared mission.”

Personalization & Customization

- **Let users see themselves in the experience.** “People want to see themselves in their intranet. As iSeek integrated more and more offices, it increased the visibility of these offices in the navigation as a way to remind users that they’re part of a global organization.”

Management

- **Move from a product-orientation to service-orientation.** “When iSeek first launched, the team was almost entirely responsible for creating and sourcing stories. Now, stories are created and submitted through a more distributed model and iSeek is being used to shift toward having an active role in building awareness, oversight, maintaining guidelines, and providing training and education. The platform has been transformed into more of a two-way communication tool.”
- **Stay lean.** “The iSeek team’s flat hierarchy and ability to reach out within the UN has enabled it to move fast and innovate.”

- **Take risks.** “The manager of the iSeek team displayed this in her office for years: ‘Please make mistakes.’ It’s good advice. If you don’t try and fail sometimes, then you have not taken any risks.”

Technology & Integration

- **Practice iterative development.** “Integrating new features every month and tweaking the design progressively has allowed the team to not have to wait for a big splash to improve the platform.”
- **Scale as needed.** “A single intranet in a large organization can only function if it’s able to respond to the multiplicity of user needs and serve many purposes. This mantra has served the organization well, particularly in response to scaling content localization in its role in publishing official and informal news and acting as a content repository, and also in some of its best features, including: the planning calendar, the business card generator, emergency information dissemination, and the pragmatic service of classified ads.”

Support & Help

- **Responsiveness yields trust.** “The iSeek team responds quickly to questions and helps with publishing and translating. They also play a big role in negotiating with constituents when content will appear, especially given sensitive information, priorities of senior management, and multiple time zones.”
- **Provide frequent training opportunities.** “If you train editors and users, they then act as ambassadors for the service.”

Users & Stakeholder Involvement

- **Cultivate and maintain an active network.** “iSeek has an active Focal Point network [of content managers] covering all departments, service units, and duty stations. Due to the limitations of a six-person team in a single location managing a global intranet, it’s important to leverage Focal Points to become champions across departments and geographies.”

About the Authors

In addition to those listed below, we thank co-authors Candice Goodwin, a journalist and usability consultant (2001-2003 Intranet Design Annuals), and Mathew Schwartz (penandcamera.com) (2004-2007 Intranet Design Annuals) for their essential work.

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Schade works with clients large and small in industries including telecommunications, ecommerce, nonprofits, government, education, and publishing, including extensive work on corporate intranets. She has conducted worldwide user research, including longitudinal studies, remote studies, accessibility studies, and eyetracking research, running studies in the US, Canada, Europe, Asia, and Australia.

Before joining NN/g, Schade worked as an information architect. She previously held a variety of positions in advertising and web production. She holds a master’s degree from the Interactive Telecommunications Program at New York University and a BA in communications from the University of Pennsylvania.

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Dr. Jakob Nielsen is a principal of Nielsen Norman Group. He is the founder of the “discount usability engineering” movement, which emphasizes fast and efficient methods for improving the quality of user interfaces. Nielsen, noted as “the world’s leading expert on Web usability” by *U.S. News and World Report* and “the next best thing to a true time machine” by *USA Today*, is the author of the bestselling book *Designing Web Usability: The Practice of Simplicity* (2000), which has sold more than a quarter of a million copies in 22 languages. His other books include *Hypertext and Hypermedia* (1990), *Usability Engineering* (1993), *Usability Inspection Methods* (1994), *International User Interfaces* (1996), *Homepage Usability: 50 Websites Deconstructed* (2001), *Prioritizing Web Usability* (2006), *Eyetracking Web Usability* (2009), and *Mobile Usability* (2012). In 2013, Nielsen received the SIGCHI Lifetime Achievement Award for Human–Computer Interaction Practice. Nielsen’s Alertbox column on web usability has been published on the internet since 1995 and currently has about 200,000 readers. From 1994 to 1998, Nielsen was a Sun Microsystems Distinguished Engineer. His previous affiliations include Bell Communications Research, the Technical University of Denmark, and the IBM User Interface Institute. He holds 79 US patents, mainly on ways of making the internet easier to use.

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Maria has a BSc from the Department of Philosophy, Logic and Scientific Method at the London School of Economics and Political Science, and an MSc in Human-Computer Interaction and ergonomics from University College London.

Anna Kaley is a User Experience Specialist at Nielsen Norman Group. Prior to joining NN/g, Anna worked for more than 10 years in user experience architecture, design, and digital strategy. She conducted complex user research, service, and experience design for healthcare, agriculture, finance, tourism, retail, nonprofit, and engineering clients. She also worked for a global, enterprise-level retailer where she was responsible for ecommerce and software as a service UX across B2C (business-to-consumer) and B2B (business-to-business) channels. Anna is skilled at applying insights from qualitative and quantitative research to drive conversion, increase revenue, and improve user satisfaction in digital products. She also has expertise in digital media planning, search marketing, and graphic design.

Anna held UX roles on both client-side product teams and in digital agencies of various sizes. She understands the challenges that user experience professionals face in both contexts. This familiarity helps her bring a well-rounded approach to her projects and instruction. She creates experiences that meet user and business needs while balancing technical pragmatism. Anna has a Bachelor of Journalism degree with an emphasis in Strategic Communication from the University of Missouri, Columbia. She is also a certified Professional Scrum Master.

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