

# PROPOSAL FOR A CORPORATE INTRANET STRATEGY

<b>1</b>	<b>INTRODUCTION/BACKGROUND</b>	<b>3</b>
<b>2</b>	<b>METHODOLOGY</b>	<b>4</b>
<b>3</b>	<b>FINDINGS</b>	<b>5</b>
<b>4</b>	<b>FUTURE DIRECTION</b>	<b>7</b>
<b>5</b>	<b>PROPOSED STRATEGIES</b>	<b>9</b>
<b>5.1</b>	<b>GOVERNANCE AND MANAGEMENT FRAMEWORK</b>	<b>10</b>
<b>5.2</b>	<b>IMPLEMENT CONTENT MANAGEMENT SYSTEM</b>	<b>10</b>
<b>5.3</b>	<b>REDEVELOP INTRANET POLICY AND STANDARDS</b>	<b>11</b>
<b>5.4</b>	<b>STANDARDISE THE INTRANET TECHNOLOGY</b>	<b>11</b>
<b>5.5</b>	<b>COLLABORATION PROJECT</b>	<b>11</b>
<b>5.6</b>	<b>DEVELOP THE INTRANET OF THE FUTURE</b>	<b>11</b>
<b>5.7</b>	<b>EDUCATION AND AWARENESS RAISING CAMPAIGN</b>	<b>11</b>
<b>6</b>	<b>PROPOSED OUTCOMES</b>	<b>12</b>
<b>7</b>	<b>WHERE TO FROM HERE?</b>	<b>13</b>

<b>APPENDIX A</b>	<b>THE SIX STEPS OF THE STRATEGIC ROADMAP</b>	<b>14</b>
-------------------	---	-----------

# 1 Introduction/Background

The Intranet is becoming increasingly more important to the daily operation of the Department. In 1999 an Intranet redesign project was undertaken by Pretzel Logic and in 2001 DMR carried out an Intranet baseline project. No significant change resulted as neither of these initiatives was followed through to a logical conclusion.

With a growing demand from staff for greater accessibility, reliability and flexibility from information technology tools, the time is right to review the role of the Intranet and create a better alignment between this important business facility and the Department's strategic objectives.

As a first step, the Information Management Committee (IMC) approved a proposal to develop a strategy with the aim of improving the business benefits derived from the Intranet and aligning it with the Department's vision and objectives.

This proposal is the result of the work undertaken to achieve this aim.

The Department's underlying principles of collaboration, consultation, engagement and capacity building can be achieved through a redesign of the Intranet and by raising the awareness of staff on the benefits and uses of this business facility. The Intranet provides an easily accessible, intuitive means of making information available to a geographically dispersed workforce. One of the platforms of the Department's future enterprise architecture is the deployment of business applications using web-enabled technology; thus the Intranet will become an important enabler of new applications. The government's drive for an integrated and unified delivery of corporate services across the public sector will also result in a greater reliability on Intranet based technologies.

Expectations of staff and management continue to increase. Staff expects to be able to access information that is accurate and timely. The current Intranet and its supporting processes, standards and governance has not kept pace with expectations.

## 2 Methodology

The Intranet Planning Group (IPG) was formed as a consultative and engagement group to ensure equitable representative of the various interest groups across the organisation.

To achieve the aim of developing a corporate Intranet strategy, the Intranet Planning Group agreed to adopt a strategic road map comprising the following stages:

1. Initiation (kicking off the project)
2. Background briefing (making sure everyone was reading from the same page)
3. Current assessment (where are we now)
4. Vision and goals (where do we want to be)
5. Strategic framework (how will we get there)
6. Implementation (what happens next)

Details of each stage are shown in Appendix A – The Six Steps of the Strategic Road Map.

The IPG used the following information sources in the development of this strategy proposal:

- Consultations with individuals and groups using IPG members as the conduit.
- Informal feedback gathered from individuals and consolidation of like comments into an issues register.
- Formal IPG planning meetings.
- Site visits by a representative of the IPG to assess how other agencies manage their Intranet and the supporting processes.
- Internet research identifying governance and management frameworks, principles, policies, objectives and standards.
- Mapping of current Intranet work flows and processes.

### 3 Findings

The assessment of the Department's current Intranet included the management, authoring and publishing, strategic direction, technical issues and limitations.

It should be noted that recent changes to the Intranet have been principally of a cosmetic nature. These changes have not resulted in any fundamental changes in the technical management of the Intranet, or the administrative governance and management of the system.

A number of issues, problems and opportunities were identified:

**Insufficient resourcing** to accommodate the growing demands for Intranet services. One person is responsible for both the technical and non-technical aspects of the Intranet.

**Lack of coordination & direction** at a strategic level in respect of content, standards and usage. This has resulted in a lack of corporate ownership and enthusiasm for this very important facility. Decisions on the presentation, content and structure of the Intranet have been reactive and influenced by urgent individual requirements rather than based on a planned corporate-wide program based on business requirements.

**Lack of confidence by users** in the timeliness, accuracy, and appropriateness of information, and a reluctance to use the Intranet because of slow response times and difficulty in finding information. Some users expressed concern about the reliability of information on the Intranet by making the point that many pages and sites are out of date. The fact that some staff do not use the Intranet poses a risk to the Department with the Intranet being used increasingly to disseminate information (eg news of the day, message of the day, HR notices, etc).

**Publishing bottleneck** - The current Intranet uses a centralised publishing model whereby much of the content prepared by business unit content authors must pass through a single source for some degree of processing or review. This restricts the publishing of dynamic content or large amounts of information.

**Lack of collaboration and engagement tools** - There is limited use of Intranet technologies to facilitate the type of collaborative processes the Department is embracing. Collaboration can range from ad-hoc discussions and deliberations over key documents through to the combined efforts of individuals across organisational and geographical boundaries.

A common concern voiced at a number of the forums was the potential for duplicated effort and lost opportunities arising from staff being unaware of what was happening across the Department. This was most obvious with some Information Technology projects where entire groups of stakeholders were either not aware of the project or of recent developments.

There is also a notable absence of discussion groups, bulletin boards and mailing lists within the Intranet. While these may be perceived to be at the fringe of a corporate Intranet, they have the potential to promote a feeling of community and can build capacity in staff through sharing knowledge and solutions.

**Unsupported processes** – Currently, Intranet information is primarily associated with the work unit that maintains or provides the content, resulting in an overall structure that closely follows the Department's Organisation Chart. This approach is seen as restrictive and a topic, function or project approach is regarded as preferable. Recent changes to the DCDnet homepage have started to address this issue, but these changes are relatively superficial.

Except for some notable exceptions in Human Resources and Finance, there is limited use of Intranet technologies to support or streamline business processes. This results in the manual distribution of many documents, reports and publications. The availability of electronic documentation where the recipient has the choice of electronically viewing or printing the document on a self-service basis would greatly improve efficiencies across the Department.

**Incongruent technology** - Some fundamental technology mismatches affect the current Intranet and will severely hamper future initiatives. These inconsistencies are between components of the Intranet itself as well as in the way the Intranet interacts with other components of the Department's Information Environment.

The Intranet infrastructure comprises a dual server platform (Unix and Windows) which is overly complex to maintain and support. This has also made it difficult to deploy an integrated security model, thus inhibiting the use of the Intranet as a channel for sensitive information.

Another issue is the number of current or planned corporate applications <sup>1</sup> using a common intranet-based infrastructure (Cold Fusion, Microsoft IIS Web Server and SQL Server Database). As the number of applications sharing this infrastructure increases there is an increasing likelihood that the process of application development, implementation and maintenance may adversely impact other applications. It will be necessary in future for all new or changed applications to be firstly verified in a "carbon-copy" of the Intranet before "going live".

**Lack of sponsorship** - Traditional information systems, such as CCSS or Prophecy, have a business sponsor. Such a role has been found to be crucial in identifying and promoting the business benefits of the system.

---

<sup>1</sup> Seniors Card Database, ACS, LAC and CIMS are applications using intranet-based technology.

## 4 Future Direction

The future direction for the Department's Intranet will take cognisance of:

- The use of Extranet features to allow engagement with the community, partners and other customers, and to share appropriate information more readily.
- Internal collaboration, consultation and engagement to achieve appropriately designed services.
- Increasingly the government is setting standards and direction in relation to accessibility of government services and information by the community. The use of Internet and Intranet technologies provide a means of achieving this. In addition, the government is setting policies in relation to electronic transactions, online services, and online standards and design.
- Technology continues to change at a rapid pace and there is an increasing move towards web-based applications and processes. The Department needs to develop a strong Intranet foundation in order to take advantage of these technology changes.
- Leveraging the Intranet to enable collaboration, engagement and consultation among staff across the Department's dispersed workforce.

The Intranet Planning Group developed a number of intranet objectives, principles and strategies that address the issues raised during the consultation phase and that will position the intranet to achieve the Department's objectives.

The Intranet objectives as defined by the IPG are:

- Improve internal communication and collaboration.
- Facilitate the efficient use of information resources.
- Facilitate the management of change.
- Add value to work performed across the whole organisation.
- Support the achievement of departmental outcomes.
- Facilitate workforce development and training.
- Retain, manage and utilise the Department's corporate knowledge.

The guiding principles under which the Intranet should operate, were identified as:

- Simple and intuitive to use.
- Consistent in terms of presentation and structure.
- Promote creativity and innovation in information access and communication.
- Contain relevant, accurate and up to date information.
- Regarded as an essential business tool.
- Managed as a business system, with business units responsible for their own content, whilst system operations are managed corporately.

The initial strategies identified to affect Intranet change were:

- Promote the Intranet to all staff with the aim of achieving 100% usage by all staff.
- Identify a number of "quick hits" that demonstrate improvements and raise the profile of the Intranet as an essential tool for all staff.

- Ensure equity of access for all staff (including remote, part time and mobile staff).
- A commitment to content management (to be further explained).
- Develop corporate or senior level support and sponsorship of the Intranet.
- Develop clear governance principles ie. ownership, authorship, clearance/approval processes, timeliness of publication, content management principles, archiving, roles and responsibilities.

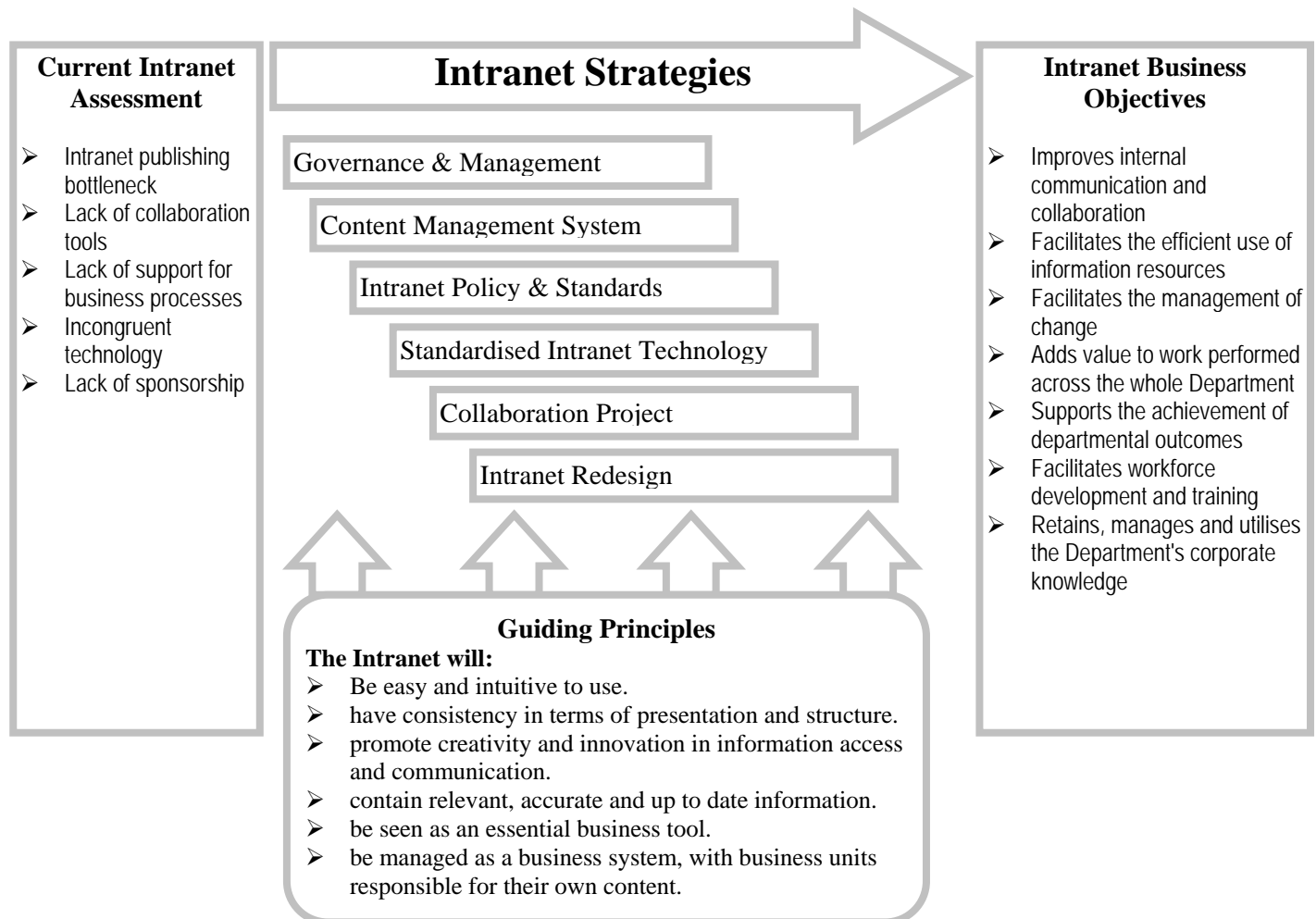
Subsequently these strategies were refined and grouped as shown in the following section.



## 5 Proposed Strategies

The process used to formulate the final strategies is illustrated in the diagram below:

### Intranet Strategy Formulation



The major strategic initiatives resulting from the above formulation process are:

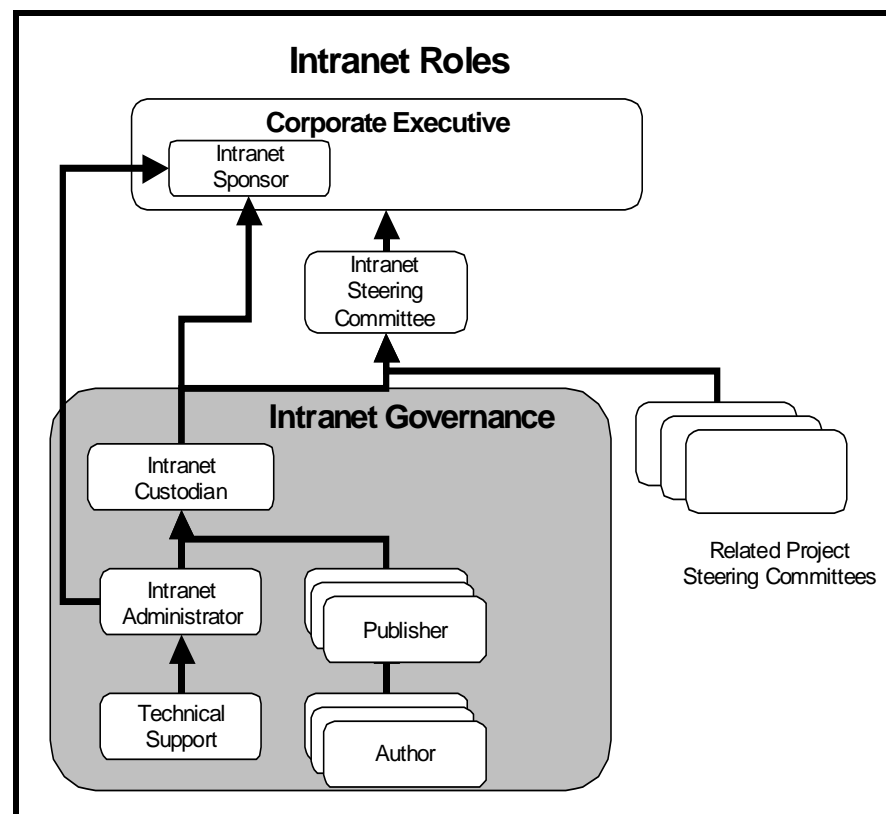
1. Governance and Management Framework – the design and implementation of a governance framework and a management structure.
2. Content Management System – the implementation of a content management system to ensure timely and accurate publication of information.
3. Intranet Policy & Standards – to ensure consistency and provide a framework in which to deliver information and applications via the Intranet.
4. Standardised Intranet Technology – including simplification of the web server infrastructure and upgrade of the intranet server components
5. Collaboration Project – will serve as a test case, and will demonstrate to staff what the Intranet can achieve.
6. Intranet Redesign – research the business requirements and redesign the intranet based on the requirements

## 5.1 Governance and Management Framework

The appropriate governance and operational framework must be developed if the Intranet is to make a meaningful contribution to the Department's objectives. The following steps are recommended:

- a) Identification of an Intranet sponsor at corporate executive level.
- b) Identification of a system custodian to provide leadership and direction for the Intranet from a corporate perspective.
- c) Separation of the Intranet's administrative and technical roles.
- d) The identification of authors and publishers at the business unit level.

A number of models are available for Intranet governance and management and as part of this proposal the following model is presented for consideration. Before any framework is fully implemented however, it is recommended that existing resources, roles and responsibilities are reviewed and an appropriate structure presented to the Classification Review Committee.



## 5.2 Implement Content Management System

A Content Management System (CMS) is required to address authoring and publishing bottlenecks, as well as version control, accountability and responsibility. A CMS has been purchased as part of the Internet project, and will also be used to manage the Intranet content. It is important however, that the governance and management framework is completed before the introduction of the Intranet CMS. This will ensure that the leadership, role clarification and business unit ownership of content is firmly established prior to implementation.

Training on the application, processes, roles, responsibilities and support structures will be provided as part of the Content Management System implementation.

### **5.3 Redevelop Intranet Policy and Standards**

To ensure consistency, ease of maintenance and appropriate direction, a suite of policies, processes, standards, guidelines and templates need to be developed. In some instances there already exists a reasonable base from which to start, but there is a need for review, refinement, and redevelopment.

The WA Government has published Internet standards that the Department should adopt wherever practicable.

### **5.4 Standardise the Intranet Technology**

The current Intranet technology currently operates on two platforms, Unix and Windows. Migration from the current two-platform infrastructure to one based on Microsoft technologies (Windows 2000 Server and IIS) is recommended. A stable technical environment, with homogenous hardware and software standards, is a critical prerequisite to any future infrastructure additions and improvements.

The standardisation of the Intranet technology will provide opportunities for the installation of appropriate administration and maintenance tools, and for the introduction of off-line and remote content products that will help address some of the response time issues that users currently experience.

### **5.5 Collaboration Project**

It is recommended that SharePoint Team Services be implemented as a pilot for the collaboration and project management functions identified in the Intranet Strategy. The tools and concepts would include video conferencing, discussion groups, webcasts, whiteboarding and Instant Messaging.

### **5.6 Develop the Intranet of the future**

An Intranet needs analysis will be necessary to determine the future evolution of the Intranet. However, this should only commence when the strategic initiatives necessary to create a sound technical and management foundation are underway. The redevelopment of the Intranet will comprise the following activities:

- a) A corporate-wide needs analysis.
- b) An audit to determine the information gaps and the degree of rework necessary.
- c) A redesign of the structure and the information presentation - graphics, styles, layouts, etc.
- d) Establishment of the required security and protocols.
- e) Conversion and migration of existing content.

### **5.7 Education and awareness raising campaign**

For the Intranet strategy to be successful it will be essential for staff to know why things are changing and how it will affect them. Where possible, staff should be engaged in the change process to show that their concerns are being acknowledged and changes are being made to benefit them. This strategy will also help to raise staff confidence in the Intranet as a reliable and easy to use tool to help them achieve their own individual and business objectives.

## 6 Proposed Outcomes

Implementation of the above strategies will achieve a wide range of outcomes for both staff and management. The implementation of the strategies will result in the following changes and benefits across the organisation:

- New ways for staff to work both individually and collaboratively as part of a diverse team.
- Change in responsibilities for certain staff to include Intranet content authoring and publishing.
- More timely information available on the Intranet.
- New features made available such as collaboration tools.
- A greater number of staff will begin to use the Intranet resources as their confidence in the information and ease of use improves.
- Management of and responsibility for content will be given to information 'owners' throughout the Department.
- The Intranet will become more responsive to changing business needs.
- A review and feedback process will be in place to ensure ongoing alignment with changes to corporate strategic direction.

## 7 Where to from here?

To move forward a number of immediate actions are necessary. These include:

- Disband the Intranet Planning Group. The group has achieved its aim of developing an appropriate strategy. The implementation of the strategy will require a different group with a project management focus.
- Endorsement and adoption by executive management of the strategies contained in this document.
- Identification of an Intranet Sponsor. The Executive Director Business Services is recommended as the Intranet Sponsor.
- Formation of an Implementation Steering Committee chaired by the sponsor. The committee's main function will be to oversee the implementation phase of the Intranet, including the creation and implementation of the proposed governance framework.
- The appointment of a project manager.
- The development of a detailed project plan to ensure the effective implementation of the identified strategies. This plan will include detailed costing of resource requirements to achieve the desired results.

## Appendix A The Six Steps of the Strategic Roadmap

The Intranet Planning Group used the following six steps as their roadmap in the development of the Intranet Strategy.

### **Step 1 - Initiation - Kicking off the project**

- Forming the IPG
- IPG Framework

### **Step 2 - Background briefing - Everyone reading from the same page**

- Definitions
- The Planning Cycle
- Intranet Trends & Challenges, WA Best Practice
- Generating and collecting Intranet ideas
- Identify Issues, Stakeholders & Resources

### **Step 3 - Current assessment - *Where are we now?***

- Environmental Scan
- Intranet Governance
- Current Intranet Resourcing, System & Architecture
- User feedback
- Process mapping

### **Step 4 - Vision and goals - *Where do we want to be?***

- Business Objectives
- Vision and Goals
- Measuring Success

### **Step 5 - Strategic framework - *How will we get there?***

#### **Information Architecture**

Determine systems requirements: Architecting the site, creating a structure and organisation that will support the business.

- Create the content categories
- Create Intranet site hierarchy (site map) and directory structure
- Produce page designs, templates and design document
- Establish functional requirements
- Define Security Needs

#### **Technical Infrastructure**

Determine the technical infrastructure needed to support the site structure and required functionality.

- Choose web server
- Choose application server
- Choose search engine
- Choose security system
- Choose database integration
- Choose a Content Management System (CMS)
- Choose site management tools
- Choose administration & maintenance tools

#### **Governance Framework**

- Create appropriate roles and organisations for managing informal, formal & controlled content

- Policies, standards & guidelines that promote the efficient flow of information with minimum imposition on the communicators.

#### **Communicate and facilitate**

- Communicate the vision and strategy for the Intranet
- Facilitate the adoption of the required roles and skills by the people in the Department
- Awareness Seminars to create a critical mass of Intranet participation within the Department

### **Step 6 - Implementation - *What happens next?***

#### **Implementation**

- Prioritise content and applications
- Develop new site
- Migrate Applications
- Test site and systems
- Train content providers
- Migrate existing content
- Revise Site

#### **Maintenance**

- Check links
- Run backups
- Analyse usage, system performance and outages
- Maintain content currency

#### **Evolution**

- Pilot new concepts
- Research new technologies
- Evaluate new products
- Review industry developments
- Update and enhance intranet