Content Strategy – Vision, Approach & Roadmap

As at 14/09/09
Overview

In May 2009, Albistur Consulting was engaged to provide services to assist in the creation of a high level Content Vision and Roadmap across the Council of Europe.

- **Activities:**
  - **Vision Formulation** – shaping a draft ideal content environment in the Council of Europe and an approach for realisation.
  - **Project Identification** – describing of each project required to realise the vision, including goal, scope, duration, effort, impact, dependencies, priorities and costs.
  - **Sequence Planning** – defining of the sequence of projects, including milestone, functionality and end user roadmap sequences.
  - **Risks Identification** – identifying the project and programmatic risks, risk impacts and risk likelihoods.
  - **Key Internal Stakeholders Review** – ensuring that all elements are reviewed and agreed by key internal stakeholders to ensure buy-in.

- **Deliverables:**
  - Approach & Roadmap
  - Project Schedule & Detailed Descriptions
  - Risk Log
  - Draft Vision (with the approach with roadmap)
  - End User Mobilisation Document.

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Currently the Council of Europe has unnecessarily high costs …

… for research, creation and publication of information, as well as maintaining the underlying technology. Furthermore there is no coordinated strategy or common understanding of how to address these inefficiencies.

- Inefficient information processes
- Lack of understanding
- No coordinated strategy

**Impacts**

- 2nd Largest Public Folder system in Europe, and largest size per user; even Microsoft says this is crazy!
  
  Information is regularly removed from searchable locations and copied to a perishable medium; for example, closure of SharePoint sites means CDs are created, then stored in an unknown location.

- Information that the Council has is becoming inaccessible; for example, we are now unable to access some of Winston Churchill’s speeches!

- Ongoing growth of approximately 80% a year of information in locations that are not easily searchable: for example, Public Folders.

- Manual processes across the organisation recreated into automated processes, for example the difficulty in using the ‘leave’ process

- Inability to find documents as and when required: for example, taking 4 hours to find a single work description on the network

- When pages and documents are removed from the internet site, no-one knows what happens to that information
Over the past few years staff have consistently raised a range of issues …

… covering organisational, access, collaboration and functional requirements, which directly impact efficiency and costs. These example requirements have been identified by the Cap Gemini survey, the Information Services Report and the Records Management Project.

Organisational Requirements

- Improved awareness of current information services offered
- Better understanding of best practices and rules for working with information
- Better quality and more trustworthy information
- Improved training on existing services

Access and Collaboration Requirements

- Improved search and retrieval of information
- Easy to use and integrated collaboration tools
- Real time digital access to documents and other information

Functional Requirements

- Reduction of Information overload for end-users
- Improved management of document versions
- Real time response as answers required during day
- Improved control of electronic records
- Improved management of referenced documents

Inefficiency

Unnecessary costs

Poor processes
A new vision for the Council of Europe …

… is an environment where information is easily accessible and available to all stakeholders, while control, security, maintenance and archiving are non-intrusive background tasks.

**The right information available at the right time**
- …though an easy to use search engine integrated across all repositories
- …with integrated services that let users know when their information is available
- …ensured by coordination tools that minimise redundant and outdated information

**Relevant and simple to use tools**
- …that provide the right capabilities for the task at hand
- …with complexity hidden from the user with intuitive and easy to use interfaces
- …which are actually used!

**Integrated control and maintenance**
- …by a system that allows documents to be seamlessly generated and stored
- …with automatic unique identifiers for both published and unpublished information
- …ensuring seamless security, control and access in a transparent manner

**Secured and preserved for the future**
- …by seamless integration of variety of information types and sources
- …through the maintenance and security of the information patrimony
- …through continual preservation of the precious information heritage
The user experience will become more proactive and efficient …

…where information is relevant, up to date and accessible, available through an easy to use integrated information environment, and where there is a common understanding of information in the organisation.

NOW

I spend too much time looking for information because it’s always difficult to find.
I don’t know what information services are available?!
I really don’t know how to use these systems, I feel like I can only use them in basic ways.
Everything is in different places – why can’t I have a single place to look for stuff like Google?

I never know which naming convention to use – there are so many and they don’t seem regular.
I always seem to be checking sites to see if anything as changed – why can’t the systems tell me when something new arrives?

It’s great there are so many useful information services to help me with my job!
Saving and filing documents is so intuitive – it really is no effort at all!
I get notified instantly the moment any interesting information arrives!

RESEARCHING THE ARCHIVES AND MULTI-MEDIA FILES IS EASY, I CAN SEARCH THEM ALL FROM ONE PLACE.

THE FUTURE

It’s so much easier to find stuff when everything is referenced and filed in a standard way.
Sharing work documents and collaborating on them with colleagues has never been easier.
The approach uses three strategic themes …

…which coordinate the projects and activities to achieve the vision.

**Leading and Motivating**
- Activities to ensure that the organisation at all levels understands the rationale
- Development of a robust and meaningful governance framework to coordinate and control the strategy
- Development of an internal competency centre to provide practical support and ongoing maintenance
- Development of coordinated operations plan for the content strategy

**Laying the Foundations**
- A series of projects to ensure that metadata, semantic model, taxonomy and other informational policies are standardised and aligned
- A series of projects to implement core software capabilities

**Building the Future**
- A series of projects to digitise or migrate content from to new infrastructure
- Aligning existing, and seeding and launching new projects within for specialised use in entities
- A series of projects providing advanced capabilities, such as social networking, Instant Messaging, etc
The approach is sequenced to ensure that the strategic themes ...

... deliver a scalable foundation for the future, and support and leverage entity specific projects.

- **Leading & Motivating**
  - Ongoing Senior Buy-In Activities
  - Governance
  - Competency Centre
  - Strategy Projects

- **Laying the Foundations**
  - Standardisation Initiative
  - Foundation Projects
  - Transition of governance and competencies projects to ongoing daily operation
  - Hand over of key deliverables to competency centre for maintenance
  - Ongoing Governance
  - Competency Centre Daily Operation

- **Building the Future**
  - Migration Projects
  - Key dependencies from the foundation projects drive the migration and advanced projects
  - Advanced Projects
  - Entity Specific Projects

- **Related Projects**

The majority of the foundation projects are already in progress (2009).
Cumulatively each project builds towards the vision… 

… with related projects providing additional change, and entity specific projects leveraging the key foundational infrastructure.
The key projects.

- **Proportion Complete**
- **Leading & Motivating**
- **Laying the Foundations**
- **Building the Future**

The leadership projects provide the key organisational structure, capabilities and strategic buy-in.

The standardisation projects provide the policy and logical basis.

The key foundational projects provide the baseline technological capabilities.

The migration projects populate the systems with the information that give the systems value.

Content Hub is a key building block to Building The Future.
As the projects deliver, the user experience will improve …

… with increasing understanding, findability, flexibility, functionality and ease of use.

I understand what is coming, this is very useful.

We obviously have issues with the way we manage our documents.

I know the reason why we do things certain ways, and how to do it correctly!

The website is so much easier to use.

Now when I need to track monitoring of a convention, it’s all here in one easy place.

The training I have had has really helped in using the systems.

All the documents have sensible consistent naming conventions.

All of these changes have helped my working life enormously.

All the internal information I need is now in one spot.

I can send document in the system to my colleagues, and the system tracks it for me.

Amazing, the system tells me when there are new articles on the web!

I can search all information from ECHR, DCQM at the same time!

I am a member of a community where I can keep track of all of my friends.

Wow – I can scan anything and save it to SharePoint!

I can read document in the system to my colleagues, and the system tracks it for me.

… with increasing understanding, findability, flexibility, functionality and ease of use.
Key to success is governance and the competency centre …

…which will ensure that policies are maintained, core projects are coordinated, and that entity specific projects are supported, aligned and encouraged.
There are a range of organisational, strategy and project specific key risks …

…which must be comprehensively addressed to achieve the vision.

**Organisational & Structural Risks**
- Changes in organisational priorities
- Inability to create understanding of reasons for or the need for change
- Inability to build buy-in, motivation and momentum
- Lack of understanding of the strategic goals
- Political pressure for status and position
- Unable to create the conditions for effective change
- Excessive decentralisation limits scope for action
- Pace of technology change is faster than ability to deliver
- Increased turnover of staff
- Inability to mobilise adequate internal capabilities

**Strategy Specific Risks**
- Inability to establish broad and effective governance framework
- Insufficient information exchange between entities
- Poor coordination and alignment of projects now and into the future
- Missed opportunities for integration
- Lack of motivation of staff
- Inability to change working culture to use tools in most effective way
- Inability to create sufficiently strong guidelines for action
- Unable to find adequately skilled staff both internally and externally
- Unable to adopt an incremental approach
- Security concerns not allayed

**Project Specific Risks**
- Unable to find or maintain funding for completion
- Selected software does not meet requirements
- Failure of foundation projects, particularly records management project
- Poor sharing and technology leverage between related projects
- Poor metadata, semantic and technology integration
- Non acceptance of project deliverable by end users
- Unable to redesign processes effectively
- Incompatible desktop & browser software
- Unable to use external support or maintenance
- Poor business requirements gathering
- Unable to keep experience user friendly

**Impact**
- High
- Medium

**Likelihood**
- High
- Medium

**Mitigating Actions**
- Senior Buy-In Project Competency Centre
- Cost / Benefit Framework
- Governance Competency Centre
- Comms. & Awareness Strategy
- Standardisation Initiative

**Comms. & Awareness Strategy**
- Competency Centre
- Governance
- Standardisation Initiative

**Impact**
- Medium

**Likelihood**
- Medium

**Mitigating Actions**
- Competency Centre
- Comms. & Awareness Strategy
- Standardisation Initiative
Although some funding has been allocated, additional will be required.

**Internal Staffing Only**
- Leading & Motivating
  - Senior Buy-In
  - Governance
  - Competency Centre
  - Terminology Standardisation
  - Cost Benefit Modelling
  - Training Strategy
  - Comms / Awareness
  - Findability Strategy

**Funding Allocated**
- Records Management
  - Web Archiving
  - Public Internet Update
  - Multi-media Archiving
  - Convention Monitoring

**Migration Projects**
- Migration of Digital Archives
- Migration of Public Folders
- Migration of LMS
- Archives Digitisation

**Foundation Projects**
- Thunderstone Replacement
- WebCube Replacement
- Forms and Template Standardisation
- SharePoint Migration and Integration
- WebCube Migration

**Advanced Projects**
- Content Hub
- Common Workflow Services
- SCRIB Integration
- Central Scanning Services
- Cross Entity Search Delivery
- Alerting Services
- Social Messaging Service

**Standardisation Initiative**
- Semantic Model
- Taxonomy
- Document ID Standards
- Policy Review
- Content Map
- Metadata Model

**Migration Projects**
- Migration of LMS
- Archives Digitisation
- Migration of Digital Archives
- Migration of Public Folders
- Multi-media Archiving
- Convention Monitoring

**Foundation Projects**
- Records Management
- Web Archiving
- Public Internet Update
- Multi-media Archiving
- Convention Monitoring

**Internal Staffing Only**
- Only
- Negligible
- Negligible

**2010**
- Negligible
- Negligible
- Negligible
- Negligible
- Negligible

**2011**
- Negligible
- Negligible
- Negligible
- Negligible
- Negligible

**2012**
- Negligible
- Negligible
- Negligible
- Negligible
- Negligible

**2013**
- Negligible
- Negligible
- Negligible
- Negligible
- Negligible

**2014**
- Negligible
- Negligible
- Negligible
- Negligible
- Negligible

It is anticipated that these are able to be addressed by existing staff as part of their existing role.

The staffing required is within current DGAL capabilities.
We must start soon if we are to best utilise 2010…

Commence senior level buy-in activities as soon as possible

Initiate the governance and competency projects

Continue and enhance the current standardisation activities
Appendix
Example Governance and Competence Structures

Governance

Representative from SG  Representative from PA  Representatives from Entities  Competency Centre Lead

Entities

Support Services

DC

Competency Lead

DIT

Governance & Coordination

Content Management Leadership

Operations Architect

Communications

Internal Marketing

Architecture and Technology

Technology Architect

Application Experts

Technical Analysts

Infrastructure Specialists

Program and Project Support

Program Manager

Operational Consultants

Technical Consultants

Information Architects

Record Managers

Operations

Architect

Governance & Coordination

FTE

Virtual or project funded