Digital strategy E3 – NATIONAL GOVERNMENT

Analysis Report: Digital Strategy for a National Government Intranet

(Based on document study, interviews, and operational research)

Organisational Ambition

The government aims to create a unified, user-centred intranet that empowers public servants with easy access to accurate, up-to-date information and gives editors full control over content management. The intranet should streamline communication, improve efficiency, and foster collaboration across departments, ensuring all employees can perform their roles effectively.

Core Problems

For Government Employees:

- Fragmented information: Critical resources, news, and policies are scattered across multiple platforms, making it difficult to find what they need.
- Outdated content: Employees often encounter irrelevant or obsolete information, leading to frustration and inefficiency.
- Poor user experience: The current portal lacks intuitive navigation, personalisation, and accessibility, hindering productivity.
- Lack of engagement: Employees feel disconnected from updates and changes, reducing trust in the intranet as a reliable source.

For Editors and Content Owners:

- Lack of control: Editors struggle with unclear ownership, inconsistent governance, and limited tools to manage content effectively.
- Insufficient training: Many editors lack skills in CMS management, analytics, or content optimisation, leading to poor-quality updates.
- No feedback loops: Editors receive little insight into user needs or content performance, making it hard to prioritise improvements.

For Leadership and Stakeholders:

- Weak governance: Roles, responsibilities, and policies for content management are poorly defined or enforced, creating confusion.

- No data-driven decisions: Optimisations are often based on assumptions rather than user research or analytics.
- Low adoption: The intranet is underused because it doesn't align with employees' workflows or needs.

Target Audience and Motivations

Government Employees:

- Need a single, trustworthy source for policies, news, and tools to do their jobs efficiently.
- Want personalised, role-based content that is easy to find and use.
- Seek transparency and clarity in communication, especially during changes or updates.

Editors and Content Owners:

- Require clear guidelines, training, and support to manage content confidently.
- Want tools to measure impact (e.g., analytics, user feedback) and collaborate with peers to share best practices.
- Need autonomy and mandate to update and improve content without bureaucratic delays.

Leadership and Stakeholders:

- Aim for a well-governed, scalable intranet that aligns with strategic goals.
- Need visible metrics to demonstrate the intranet's value and justify investments.

Key Findings for Digital Strategy

To address these challenges, the digital strategy should focus on:

User-Centred Optimisation

- Conduct regular research (e.g., surveys, interviews, and usability tests) to identify top tasks and pain points.

- Use data-driven insights (e.g., search analytics, engagement metrics) to prioritise improvements.

- Implement continuous optimisation cycles (e.g., biweekly "Obeya" sessions) to test and refine the intranet.

Clear Governance and Ownership

- Define roles, responsibilities, and mandates for content owners, editors, and policy groups.

- Establish accessible governance structures (e.g., policy guidelines, contact points) to ensure accountability.
- Create cross-departmental policy groups to oversee information architecture, design, and content quality.

Editor Empowerment

- Provide comprehensive training (e.g., CMS, analytics, accessibility) to upskill editors.
- Develop a centralised Editorial Desk for support, best practices, and community-building.
- Offer personalised coaching to help editors adapt to new tools and processes.

Content Quality and Lifecycle Management

- Introduce a content review schedule to ensure all information is up-to-date and relevant.
- Use automated workflows to flag outdated content and assign updates.
- Create a dashboard for editors to track performance, user feedback, and compliance.

Centralised Communication

- Design a dedicated section for government-wide news, with categorisation and search functionality.
- Develop a landing page with FAQs, resources, and contact options to improve navigation.
- Implement a ticketing system to resolve user and editor inquiries quickly.

Collaboration and Community

- Foster a community of practice for editors to share knowledge and solve challenges collectively.
- Use virtual collaboration spaces (e.g., Obeya) for real-time problem-solving and strategy alignment.

Measuring Success

- Track user satisfaction (e.g., surveys, Net Promoter Score) and engagement metrics (e.g., page views, time spent).
- Monitor editor adoption (e.g., training completion, dashboard usage) and content compliance (e.g., % of content reviewed on time).
- Set clear KPIs for accessibility, findability, and conversion (e.g., 85% of content updated in the last 6 months).

Next Steps for Workshop Attendees

Using this analysis, your task is to develop a digital strategy for the government intranet, focusing on:

- One core problem (e.g., fragmented information, poor editor training, weak governance).

- One digital solution (e.g., a centralised CMS, an Editorial Desk, or a governance framework).

- How to measure success (e.g., user satisfaction scores, content compliance rates, or reduced resolution time for inquiries).

Discussion Question: *Which area - optimisation, governance, or editor support - would have the greatest immediate impact on the intranet's effectiveness, and why?*