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| Making the difference |

Changing the way we manage our knowledge

By working together, building and maintaining our intranet sites in the right way we share the combined vision to be;

Driven and productive

* Providing rapid access to how and what we deliver as a team
* Spending less time spent reinventing the wheel or selecting the right wheel to use
* Delivering a globally consistent service delivery and support approach
* Supplying an excellent service through a streamlined guidance process and with the best possible content to support our people

Collaborative and connected

* One business culture sharing knowledge to strengthen the business as a whole
* Ability to rapidly identify and connect with the right people or material for support
* Solving complex problems by connecting expertise across the business – being able to identify the ‘go to people’

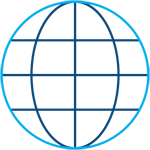
Intelligent and challenging

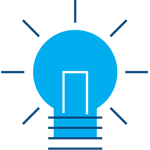
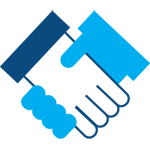
* Contribution and innovation rewarded and embedded to provide maximum value through your site
* We learn from our business and they learn from us

“Our vision is to have a knowledge sharing culture that is recognised and respected globally by industry, our clients and our people.

We will have behaviours, technology and processes that will connect our global expertise and the right information will always be in the right hands at the right time.

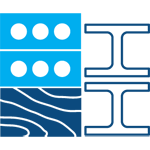
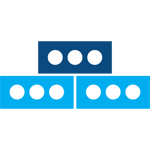
Through our people, knowledge and expertise, our performance will continuously improve.”

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| The building blocks |

There are a number of key areas that together with the support of Knowledge management will help you to build the right site, with the right culture behind it to keep your site current and engaging.

# Content workflow

A great intranet depends on its content, which in turn depends on its content authors – as a site owner it is our responsibility to work with our colleagues to nurture a culture of content sharing, best practice recognition and content review.

* **Promote** content contribution – lead by example, encourage during team meetings
* **Recognise** good knowledge management behaviour during the performance period
* **Reward** content that sets a global standard – utilise spot awards

# Writing meaningful content

Intranet pages should be written to make the reader’s job as easy as possible. That means your intranet content should be only as long as it needs to be. Remove all fluff.

Your first paragraph is an important factor to whether or not intranet users will read the rest of your writing. A good guide is to answer the following questions in your intro:

* What is this content all about?
* Why should the intranet user keep reading?

Your readers are potentially in a hurry, make sure your key points are prominent.

**Think of your pages as a manual.** Would you want to work through a large tome to find what you need, or would you rather read something that breaks what you need down into smaller more helpful sections.

If you are writing about a key business area consider working with a [Marketing and communication copywriter](http://t2.turntown.com/ttintra/KMInfoOnLine2006.nsf/0/65706F4C6067E7F680257F5C00532FBC) and always where possible avoid making regional references, your site may have a further reach than you might think.

# Multimedia

When building your intranet site you may find you can communicate more effectively by using multimedia: not just pictures but also videos and presentations. As easy and rewarding as it is to use multimedia, add them only when they’re relevant to your content. Remember, if people want to print or save your page content they may miss out on the full experience of your page.

# Cross reference

One thing you can easily do in your site is to link to other relevant content, both inside and outside of our intranet.

This is especially important while describing and authoring service content where many services, topics and activities are similar or the same as other teams. Knowing when to strengthen pages outside of your site and when to diverge is key to good knowledge management practice.

Speak to knowledge management about this and we can help you to make the right links to other intranet areas.

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| The blueprints |

Knowing what kind of site we want to build using building blocks principles allows us to plan ahead to build the best site we can for our business. This is achieved through a series of pre-production activities that ensure sites are built with the right framework and with all the necessary content planned and in place.

# Architecture

As we continue to grow our footprint we transfer knowledge between people, regions and sectors on a huge scale. Simply building your site will not be enough to offer the full value of your documents and guidance to the widest possible audience, within an accessible and streamlined experience.

One principle that is a strong foundation for building a good site is called the.

3 click rule

A user of a site should be able to find any information within no more than three mouse clicks. It is based on the belief that users of a site will become frustrated and often leave if they cannot find the information within the three clicks.

Knowledge management can help you to build the most accessible structure possible. One common structure that knowledge management use and heavily encouraged is;

**Landing page**

**Process step / Category**

**Guidance Topic**

**&**

**Documentation**

# Content clean-up

When building a new site, or refreshing an existing it is always important to conduct a period of review for all collated content. Retaining helpful and valuable content and retiring content that is either outdated or unused will help you to build a site that provides the best and freshest information possible.

Efforts in content clean-up leads to more varied and useful information, which drives more employees to your site.

As part of your initial phase of building a site review content before you include it as part of your site by considering;

R.O.T.

Is it…

Then it shouldn’t be on our intranet or be part of your site.

## Think global

As a global business we need to think as ourselves as part of a global team. Knowledge management puts every effort into building global sites. View your content as part of a global structure even if your region or service is the first to represent itself on our intranet

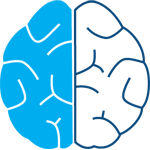
**Consider your content**, is it globally valuable or does it offer no additional value to pre-existing guidance, best practice example or template document. Perhaps your content should strengthen global content areas rather than replace them.

# Talented people

As you build your site for each of the category or topic sections, or even if you are integrating your content into an existing site. You will be aware of particular people within your local region, office or team that represent the most talent and specialism to provide advanced support and guidance. As part of your site submission to knowledge management, let us know who this talented people are and we’ll ensure they are listed on the page and given the recognition they deserve.

Part of the performance behavioural competency matrix here at Turner & Townsend also encourages a commitment to;

* Build global relationships
* Being a role model
* Review and add value to current systems and practice

As part of maintaining a strong intranet, we must work closely with these talented people to ensure reviewing and maintaining content is part of their professional career at Turner & Townsend. Engage and use their expertise to help you to outline and author your site collateral.

# Learning and development

As you build your site always view the guidance and best practice you share as part of a wider programme to develop our global teams competency.

Sharing the right best practice by careful selection or by authoring guidance content in a way that is both accessible and memorable we are introducing periods of indirect training.

Not all training is appropriate for intranet guidance pages and it is in these cases that we make links to other Learning management systems (LMS). Internally all e-learning modules are held on our LMS – [Advance](http://t2.turntown.com/TTIntra/KMInfoOnLine2006.nsf/0/E13D243F52BBF676802578EA005303F5). If you are aware of a piece of content that may form part of a training module speak to one of the HR learning support team members to host your module on Advance and we can link to your module from your intranet site.

External guidance and training may also be available, as part of your submission and ongoing maintenance ensure you make links to these external training opportunities on your site.

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| The build |

Pre-production is complete and the site blueprints that outline the key information that should be included in your site has been prepared. The next step is to formulate and construct your site, or integrate your content into an existing site by engaging with the Knowledge management team.

# Contacting the Knowledge management team

Intranet site builds follow an 8 step delivery route.

1. **Service and sector** sites should always engage with the KM manager initially

**All other** sites requests can be emailed directly to KM ([t2@turntown.com](mailto:t2@turntown.com))

1. Your request will be acknowledged and a member of the KM team will be assigned as your ‘Project lead’
2. There will be an initial consultation call between yourself and KM to discuss the project going forward and to clarify requirements
3. Following a content preparation stage, content for the pages is be sent through to the KM project lead.
4. Structure and pages are built and sent back to you for review
5. Amendments and final changes to be sent through to the KM team
6. Technical checks to be completed by KM
7. Site launched on T2

## Submission templates

Your project lead will distribute a page template which you can type your content directly into. This will help you visualise how your page will look and also ensures you have captured all the information you need.

**Build**

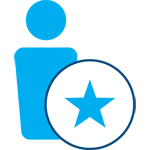
**Blueprints**

**Building blocks**

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| Communicating |

News is how your team keep up with and broadcast key events and accomplishments with other members of the team and the wider business. You can use team news for things like;

* reports
* best practice recognition
* project updates
* highlights of new documents and content
* welcoming a new team member
* sharing team goals
* celebrating milestones.

# Communicating correctly

Good knowledge management is not necessarily always about content, collaboration is equally important to achieving a one business working culture. But how does this strengthen your site.

Communication typically happens from the top down. As a site owner or lead you may feel largely responsible for communicating necessary information with little to no input from the rest of the team. However, to truly have an impact, consider having a bottom-up communication message where team members from all regions can contribute their team news. By involving the non-managerial team, it is likely to enhance collaboration and appreciation for what the team is achieving at a local and business wide level.

In cases where you as a site owner or lead are posting key team news, consider including an option for feedback or open up opportunities for further discussion on team calls or Sharepoint community areas.

Ask knowledge management how we can help you to set up Sharepoint community discussion boards and feedback links for your articles.

# Communication bubbling

Team news is frequently published within a closed arena. Supporting a one business culture is to apply equal importance to one office communication.

When sending through news for publishing on your site think about other areas of the intranet that your article would be valuable and relevant. If your article refers to a business focus or great success for Turner & Townsend it may be considered for the homepage.

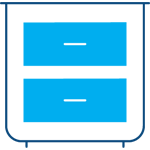
When submitting site news let knowledge management know if your article refers to any of the following channels;

* **regions**
* **services**
* **sectors**
* **global key accounts**
* **spot awards**
* **innovation**

** **

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| Maintaining your data |

Maintaining your site should not be viewed as an administrative burden that falls to a select few. By nurturing the right global team culture and rhythm of involvement you introduce mutual accountability with considerably diminished individual time investment.

# Good knowledge management

Knowing your global team and wider business is recognising how best to support the maintenance of your site

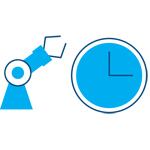
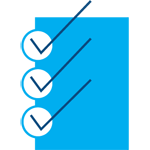
Remember;

* People do not have to be producing content to encourage a collaborative knowledge management behaviour
* Highlighting opportunities to unlock knowledge that is stored in the wrong locations or has limited visibility or availability is how we capture our experience
* Treating your site as static misses chances to reflect the most recent work, and observations your team are making
* Not all content on your site is created within your team, take time to review other intranet sites. Content is created through many channels.

**Equally**, think wider than just your site maintenance. Share your relevant best practice and guidance within other content sites and pages. You may be grateful for what you receive in return.

# Key activities for site maintenance

Content maintenance is continuous improvement. Instead of just keeping content up to date, content is actively managed to become better.

Ensure all team meetings end with a brief knowledge management capture opportunity.

Take the time to review your site as a whole at least every **6 months**. This review should include your list of global talented people - think about splitting the site out into responsibility sections with one or more individuals owning page(s)

Ensure that your best practice and template documents are upgraded to the latest business template and have all of the meta-data fields filled out in the document template wizard. This information significantly improves the ability to search for and find documents using the intranet search engine.

Archive old content, inform knowledge management which documents and pages you wish to remove and we can retain them away from your site. Don’t hoard content, the intranet is not a historic record for everything. If a document is a year old, consider its relevance – does it need updating, removing or replacing with a better example?

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