Department of Employee Services (DES)

Web content work plan for clackamas.us/des *proposed*
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Purpose

The purpose of this work plan is to examine and inventory the web content needs of DES and establish a plan and schedule for improving DES web content. The plan includes an audience analysis, summary of user behavior, best practices, recommendations and timeline.

Scope

For the purposes of this work plan, we will be examining and planning for web content on the Clackamas County server (clackamas.us and web1.clackamas.us). The plan will not include content needs on associated DES websites, such as hrapp.clackamas.us.

We will examine the following DES web directories:

- clackamas.us/des
- clackamas.us/onboarding
- clackamas.us/wellness

Content inventory

In March 2015, we conducted a content audit of all county-served[1] website content for all departments. At that time, we determined DES had the following number of pieces of content[2]:

- /des: 1171
- /onboarding: 71
- /wellness: 346

DES staff completed the audit (of the /des/ directory only) and marked content for removal, review, or questions. Following the audit, we conducted another content inventory in December 2015. The inventory resulted in the following number of pieces of content:

- /des: 984
- /onboarding: 88
- /wellness: 275

For context, the full county website had 12,825 pieces of content in March 2015 and 12,641 pieces of content in December 2015.

Audiences

The core of the county's content strategy is to get the **right content** to the **right user** at the **right time**. In order to do this, we need to determine who the right user is. Identifying the audience for the content—

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[1] Content served on the main county website (www.clackamas.us)
[2] Defined by "piece of content", which is typically a webpage, image, or PDF document.

the user—is necessary to select or create the right content and determine where and how to place it for maximum benefit to the user.

In our estimation, DES has four primary web audiences (customers):

- prospective employees
- current employees
- newly-hired employees
- former employees (retirees)

Secondary audiences might include:

- other counties
- state agencies
- business partners
- media

Identifying these audiences can help us prioritize and organize existing content for its respective audience while also identifying content gaps. Each audience has distinct content needs. For example, the needs of newly-hired employees are much different than those of prospective employees. A new employee needs to know where to get a county badge, how to set up voicemail, where locker rooms are, what room the yoga class is in, how to use employee self-service, etc. The prospective employee doesn't need to know any of these things and will likely be frustrated if the web content appears to be for the prospective employee, but is actually written and structured for a new hire.

While the prospective employee has an incentive (dream job!) to jump through hoops to complete a task, we should be respectful of their time and committed to creating content that makes their web experience as efficient and rewarding as possible. We want them to come work for us, so easing the process of navigating our web content is a meaningful expression of that objective. Plus, it reflects better on the professionalism of the county. A badly designed page could be a turn-off.

Intranet and website

We have two primary platforms to communicate with our web users:

- intranet (web1.clackamas.us)
- public website (www.clackamas.us)

These two platforms exist to serve two specific audiences, respectively:

- county employees
- the general public

Our web content should be deployed via the appropriate platform according to the target user. In almost every case, if the primary audience for the content is county employees or former county employees, the

content should be on the intranet.[3] If the primary audience for the content is prospective employees, the content should be on the public website.

Keeping the primary audience in mind, and the corresponding content-delivery platforms, I suggest the following work plan and timeline for improving DES web content (the timelines are soft).

1. **Content audit**   Sept. 15—Nov. 1
   Content audits are admittedly time intensive, but there isn't a viable alternative for discovering what content exists on the website except to look at it. The 2015 audit was very informative and resulted in the removal of dozens of pieces of content ROT (Redundant, Outdated, Trivial). However, that audit was confined to the main DES webpages (in the /des/ directory), but did not include Wellness, Onboarding, or intranet content.[4] Additionally, the 2015 audit was focused on 'low-hanging fruit' (removing ROT), but didn't attempt to improve the remaining content.

   This audit should identify the content for the following:
   a. content that should be migrated to the intranet (content for which existing or former employees are primary audience)
   b. content type (e.g. classification; benefits form)
   c. priority for review and editing (with appropriately developed scale)

   During this timeframe, we should also work with TS to explore options for home and retiree access to intranet content.

   We will review the web analytics during this step to ensure our decisions going forward are based on user needs.

2. **Content development**   Oct. 1—Nov. 15
   After identifying content to be migrated to the intranet, we will need to create new content to replace the internally-focused content. We should develop content for an external audience. For example, what does a prospective employee want to know about the Wellness program? What story do we want to tell a prospective, out-of-state employee about what it's like to work at Clackamas County? From there, we can development replacement content focused on the needs of the external audience. Content development should include consideration of photography, video, and new copy.

   This content should be ready to go (at least in part—we can always add to it) by the time we migrate content to the intranet. Dylan Blaylock from PGA will develop content in coordination with DES staff and myself.

3. **Content migration**   Nov. 15—Dec. 29

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[3] At the time of writing this work plan, the intranet cannot be accessed outside county premises by current or former employees. If, and how, to make the intranet content accessible off-site is a Technology Services decision. TS is aware of the desire to have a more widely accessible intranet.
[4] I have recently completed an audit of the intranet, and I have recommendations on reviewing and consolidating specific pieces of content.

Following the audit, we will work with TS to migrate content appropriate to an internal audience to the intranet. The timeframe for this step will be contingent on the timeframe for providing home and retiree access to the intranet.

During this step, we should review the analytics again to assess user needs.

4. **Content editing and design**   Dec. 29—March 1, 2017
   We're now ready to edit existing content and design the content around user needs. This step will presumably involve numerous DES staff, along with PGA and TS staff. Consequently, I suggest we take the approach of conducting "content sprints," in which we will take a previously agreed upon set of pages and work through as many changes as we can during a 2-3 hour session. We will schedule multiple sprints over the course of a month and a half, completing as many pages as possible.

   Content sprints have a few key advantages over working independently and sending drafts back and forth:
   - We can schedule the sprints to review groups of like pages, so we can bring in the subject-matter experts relevant for that content.
   - The overall number of pages to review can feel overwhelming, so scheduling sprints to work on a manageable amount of content makes it feel like you're achieving something and keeps momentum going.
   - Because of the number of subject-matter experts who have to review any given piece of content, it is impractical to manage a revision process and keep the project on a reasonable timeline.

5. **Assess progress and continue**   March 1—
   From here, we will assess progress, process, and timeline.