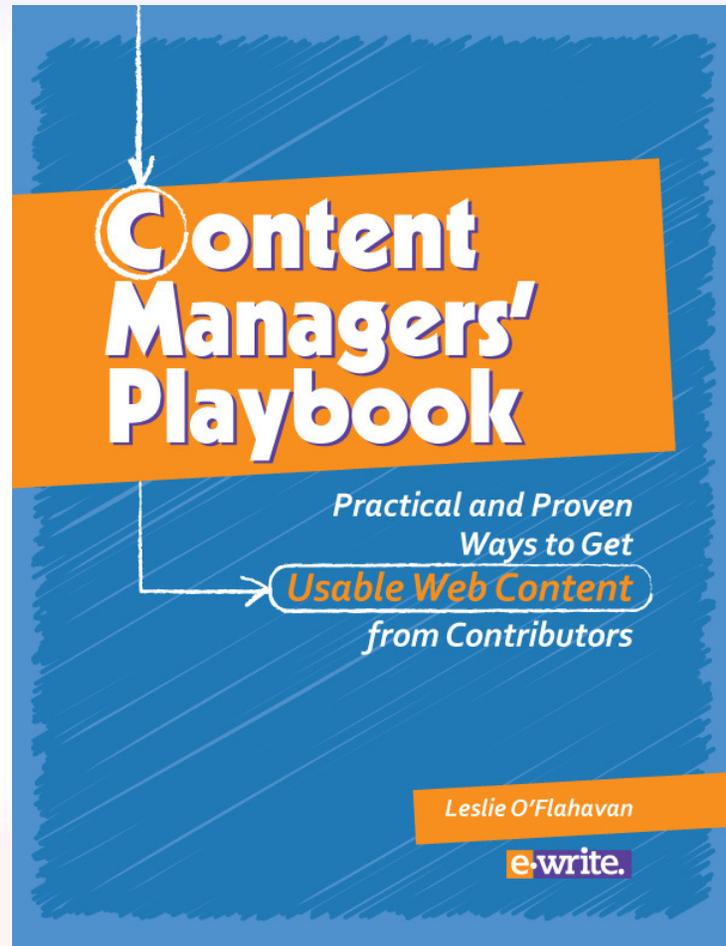


CONTENT MANAGERS' PLAYBOOK: *Practical and Proven Ways to Get Usable Web Content from Contributors*

Leslie O'Flahavan, E-WRITE

Content Managers' Playbook due in Fall 2009



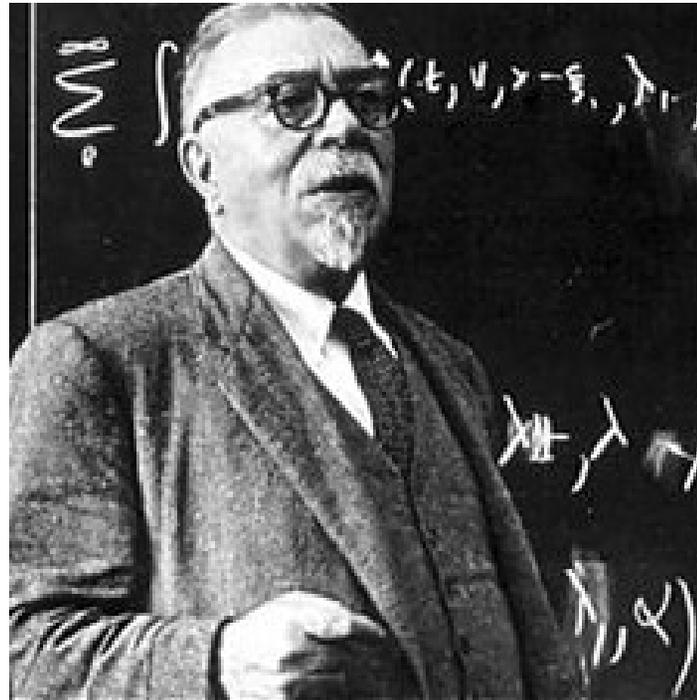
You're the coach



Here's your content team



Your content team



Your content team



Your content team



Strategies for getting the best content from your team

Strategy #1: Analyze problems with existing content to determine what kind of support writers need

Alerts and
Advisories

For Patients

NCPS in Action

Publications

Newsroom

Safety Resources

FAQ

NCPS Glossary

Contact Us

VHA

VA's Approach to Patient Safety

Virtually all healthcare organizations prior to the 1999 publication of the Institute of Medicine's landmark report, *To Err is Human*, engaged in investigations of events that caused harm to patients. Few of these investigations, however, engaged in a systems-based approach to problem solving.

The focus was on individuals and mistakes, rather than on the cluster of events that had combined in an unfortunate sequence to cause an incident to occur. Based on a "name and blame" culture, the emphasis of such investigations was not on prevention, but on punishment.

By shifting the goal from eliminating errors to reducing or eliminating harm to patients - through investigating the viability of medical care systems, rather than focusing on individual acts - much has been accomplished at VA.

Our goal is simple: The reduction and prevention of inadvertent harm to our patients as a result of their care.

Reducing or eliminating harm to patients is the real key to patient safety. Efforts that focus exclusively on eliminating errors will fail. We'll never eliminate all individual errors. The goal is to design systems that are "fault tolerant," so that when an individual error occurs, it does not result in harm to a patient.

That's why we've based VA's patient safety program on a systems approach to problem solving - focused on prevention, not punishment. We use methods and apply ideas from "high reliability" organizations, such as aviation and nuclear power, to target and eliminate system vulnerabilities.

For instance, the fault-tolerance principle has been used for years by high-reliability organizations when designing systems, and the safety records of such organizations far surpass those of healthcare.

We don't target people; we don't want to participate in the "name and blame" culture of the past. We look for ways to break that link in the chain of events that can create a recurring problem: those underlying systems-based problems that went ignored or unaddressed.

One of the most important ways to do this is to learn from close calls, sometimes called "near misses," which occur at a much higher frequency than actual adverse events. Addressing problems in this way not only results in safer systems, but it also focuses everyone's efforts on continually identifying potential problems and fixing them.

This doesn't mean that VA is a "blame free" organization. We have a system that delineates what type of activities may

Strategy #2: Analyze contributors' content attitudes to anticipate (prevent?) problems

- “Content is not my job”
- “My manager’s boss is just going to change what I’ve written anyway, so why bother ...”
- “My users are exactly like me”
- “Web writing is the same as print writing, right?”

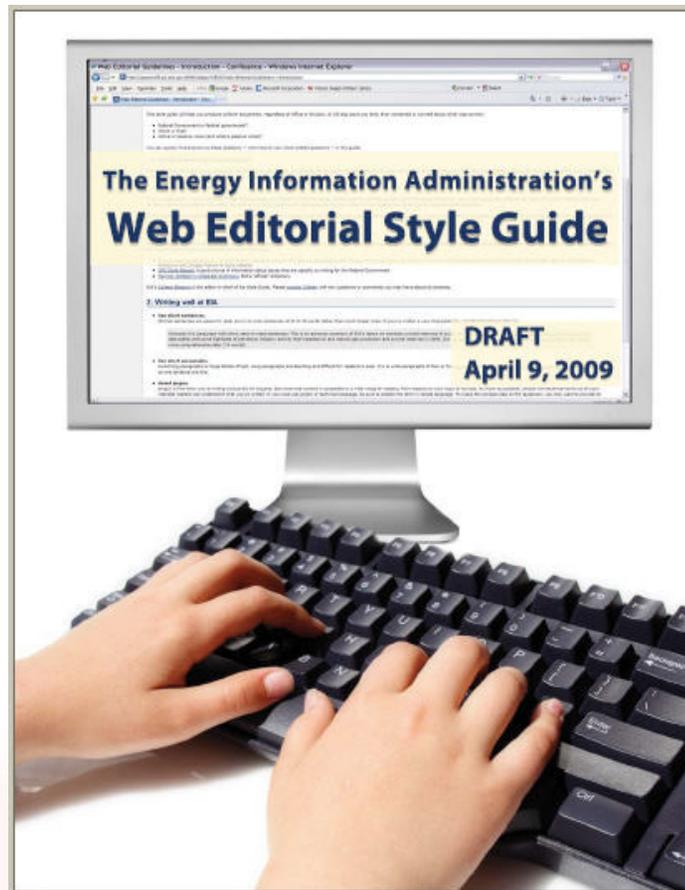
Strategy #3: Help contributors focus on users' content needs

- Share data about users
- Develop user personas and share them with content contributors
- Publish users' comments and e-mails
- Let content writers know which web pages are popular and which are obscure

Strategy #4: Establish and enforce content quality guidelines

- Recognize that content quality can be shaped by guidelines
- Use guidelines to de-personalize content feedback
- Publish your own content guidelines
- Adopt other agencies' content guidelines

Web Editorial Style Guide developed for EIA



Strategy #5: Use content case studies to provide models of excellence

- “Just show me what you want...”
- Build a community of content contributors
- Demonstrate that it is in fact possible to meet challenges and write excellent content

NIEHS home page “before”

National Institutes of Health
NIEHS National Institute of Environmental Health Sciences
~ Your Environment is Your Health ~

Welcome | Employee Locator | Visitor Info | Library | Español | Site Overview

SEARCH Advanced | Help

- ▶ Office of the Director
- ▶ News
- ▶ Meetings and Events
- ▶ Environmental Health Info
- ▶ "Environmental Health Perspectives"
- ▶ Video Presentations
- ▶ Photo Tour
- ▶ Intramural Research Programs
- ▶ Extramural Research Programs
- ▶ Research Coordination, Planning, and Translation
- ▶ National Toxicology Program
- ▶ Mouse Genome Resequencing and SNP Discovery Project
- ▶ Environmental Genome Project
- ▶ National Center for Toxicogenomics
- ▶ Interagency Programs
- ▶ Employment and Training
- ▶ Environmental Health Science Education
- ▶ Community Outreach
- ▶ Get Involved
- ▶ Kids' Pages

NEW!
All new web site design coming Summer of 2007!

- ▶ Independent Panel Evaluates Potential Health Risks of Bisphenol A
- ▶ Mouse Genome Will Help Identify Causes of Environmental Disease
- ▶ NIEHS Researchers Identify Enzyme Critical in DNA Replication
- ▶ National Toxicology Program Gets New Associate Director
- ▶ HEAL Study: Head-off Environmental Asthma in Louisiana
- ▶ Genes and Environment Initiative (GEI) - Exposure Biology Program
- ▶ Center for Rodent Genetics: Mouse Genome Resequencing and SNP Discovery Project
- ▶ Mouse DNA to Aid Biomedical Research
- ▶ Hurricane Response and GIS
- ▶ NIEHS Allocates \$74 Million to Study Environmental Causes of Disease

NIEHS is an Equal Opportunity Employer
NIEHS welcomes your e-mail comments and suggestions.
Please send them to: [Web Center \(webcenter@niehs.nih.gov\)](mailto:WebCenter@niehs.nih.gov)
Last revised: 12 January 2007

[Privacy] [Disclaimer]
[Accessibility] [FOIA]

The NIEHS Symbol (right) shows a healthy humanity in an environment of (clockwise from bottom) water, fields and earth, air and sky, and human constructs.

The National Institute of Environmental Health Sciences is one of the National Institutes of Health within the U.S. Department of Health and Human Services. The National Toxicology Program is headquartered on the NIEHS campus in Research Triangle Park, NC.

NIEHS home page “after”

The screenshot displays the NIEHS website layout. On the left is a vertical navigation menu with categories: HEALTH & EDUCATION, RESEARCH, FUNDING OPPORTUNITIES, CAREERS & TRAINING, NEWS & EVENTS, and ABOUT NIEHS. The main content area features a header with the NIEHS name and a large banner with the text 'Your Environment. Your Health.' and a photo of a child and a scientist. Below the banner are sections for 'New Grant Opportunities', 'Events', and 'News'. On the right side, there are three smaller promotional boxes: 'Bisphenol A Update', 'Floods: Protecting Yourself While Helping Others', and 'Join a Health or'.

HEALTH & EDUCATION
Environmental Health Topics
Public Health Impacts
For Health Professionals
Science Education
Kids' Pages

RESEARCH
At NIEHS - Intramural
Funded by NIEHS - Extramural
Resources for Scientists
Clinical Research
National Toxicology Program

FUNDING OPPORTUNITIES
Contracts & Acquisitions
Grants

CAREERS & TRAINING
Jobs at NIEHS
Research Training
Administrative Training
HazMat Safety & Training

NEWS & EVENTS
Events Calendar
Monthly Newsletter
News Releases
Videos
Media Contacts
Photos & Graphics
RSS News Feeds

ABOUT NIEHS
Office of the Director
Organization & Management

The National Institute of Environmental Health Sciences

**Your Environment.
Your Health.**

The mission of the NIEHS is to reduce the burden of human illness and disability by understanding how the environment influences the development and progression of human disease.

New Grant Opportunities

- **Outstanding New Environmental Scientist Award (ONES) (R01)** - Letters of Intent Receipt Date: October 1, 2008
- **Metals in Medicine (R01)** - Expires: September 8, 2011
- **Research to Advance Vaccine Safety (R01, R21)** - Expires: September 8, 2011

Events

- **Request for Information Public Meeting: High Throughput Screening Approaches for Toxicology** - September 11-12, 2008
- **Your Home, Your Health, Your Voice: NIEHS Town Hall Meeting Cincinnati, Ohio** - September 15, 2008
- **IIH Research Festival** - October 14-17, 2008
- **Annual Environmental Health Sciences Core Centers Meeting** - October 19-21, 2008
- **3rd US EU Conference on Repair of Endogenous Genome Damage** - November 5-9, 2008

News

- **IITP Finalizes Report on Bisphenol A** - September 3, 2008
- **Alcohol Binges Early in Pregnancy Increase Risk of Infant Oral Clefts** - July 31, 2008

Bisphenol A Update

Floods: Protecting Yourself While Helping Others

Join a Health or

Web content case studies used in Chevron's Intranet

“We feature case studies to help our new content owners— especially those that have to present a lot of manuals, procedures, or processes—at their sites. We also include case studies in our annual content owner training sessions and in our quarterly Web Central newsletter.”

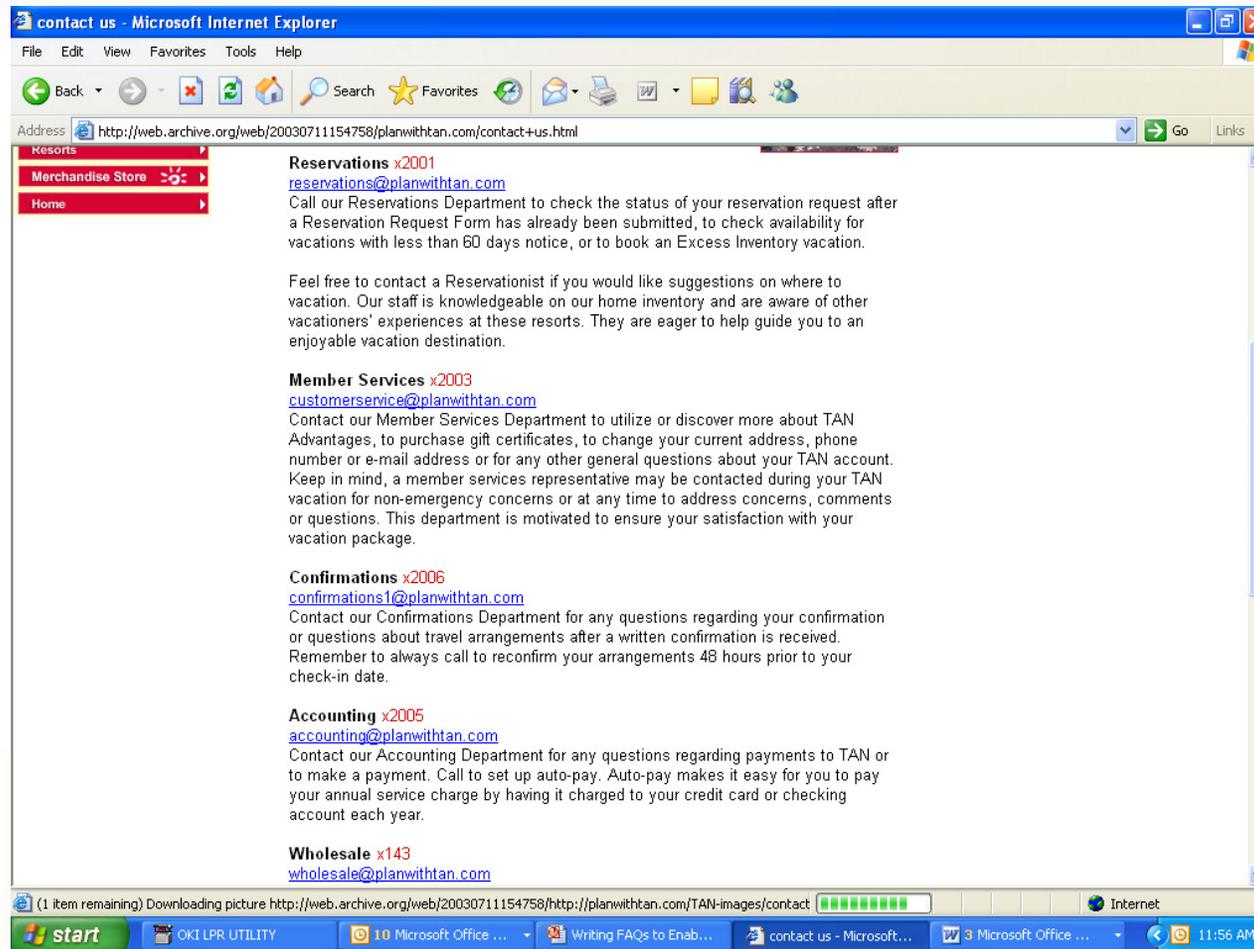


*Allyson Ward Neal, Usability Analyst
Communications and Web Consultant for
Chevron Business and Real Estate Services*

Strategy #6: Help contributors see the business value in writing quality content

- Save or make them money or time
- Build participation or compliance
- Improve their reputation
- Free them to work on other projects

Travel Advantage Network's pre-FAQs self-service content



Travel Advantage Network's FAQs

Reservations Request Options

- Vacation Survey
- TAN Traveler Feedback
- Travel and Transportation
- TAN Lines
- OpporTANities
- FAQ
- Reservations Request Options
- Confirmations
- General Property Info
- TAN Property Rules
- General Account Info
- About Us
- Home

TAN
Travel Advantage Network
1.800.223.0088

Not a TAN Traveler?
Call
1-800-264-3802
for more information!

Q May I travel to other locations not listed on the "Resort Listing" Web page?

A Yes. You may request travel to other condominium resort DesTANations not listed as Home Property areas on our Resort Listing. When making such requests, refer to the [DesTANation Report](#), which shows all areas booked by TAN Travelers the previous year. Areas listed as less than 2% traveled are not guaranteed. (See [Sunsational Guarantee](#).)

Q Does my reservations request qualify for the Sunsational Guarantee?

A Travelers must follow the procedures below to guarantee an offer in the area(s) requested:

- [Reservation Request forms](#) must be submitted with the proper minimum notice: 90 days for peak, 180 days for holiday week travel.
- Requests must be for studio or one-bedroom units.
- Requests must include one area listed as 2% or greater traveled, with at least three travel week choices. Or, requests must include three areas totaling 2% or greater traveled, with at least one week choice. (See [DesTANations Report](#).)
- TAN cannot guarantee multiple weeks and/or multiple units.

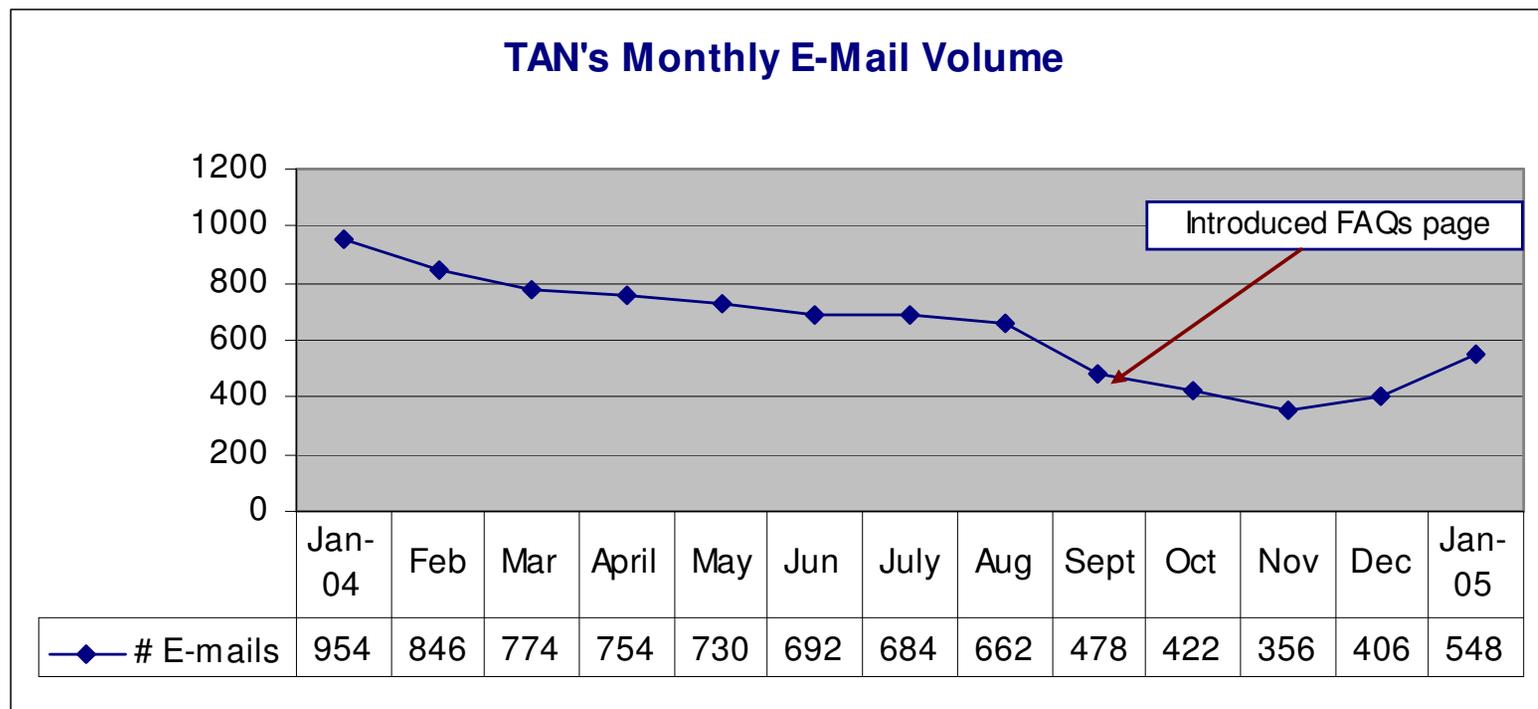
Q May I request a specific property?

A Please do not make resort-specific requests. When our Reservations department contacts you, you will be informed of which properties are available. You may choose from the offered accommodations at that time.

Q May I inquire about availability before I submit my request?

A Yes. You may speak to a Reservationist to check desTANations' availability prior to submitting a request. Please keep in mind, however, that if a particular property or area is available at the time you call, it may be no longer vacant by the time you submit your [Reservations Request form](#). Some non-home property areas will never show immediate

FAQs cut e-mail volume in half



Strategy #7: Provide ongoing web writing training

- Provide different training options for novice, intermediate, and experienced content contributors
 - Group or individual
 - In person or online
 - Long or short term
 - Theoretical, applied, project-based
 - Internal or external trainers
- Consider content training a means of nourishing quality, motivation, and esprit de corps

At REALTOR.org, ongoing training helps support avid contributors who have found an online voice

“Justin is an expert in real estate appraisals, and he’s also publishing the most successful blog on our site. He does a great job of taking things he reads and putting them in his appraisals blog. And to support him and other bloggers, we’ve offered *Intro to Web 2.0* and *Writing for the Web* courses, plus access to support from my editorial team.”



*Hilary Marsh, Managing Director of REALTOR.org
- National Association of REALTORS*

AE Life combines training, tools, and brand awareness for content success

“Through an easy-to-use yet effective CMS, through good training, through hiring the right people, through conveying our brand, I am shocked but pleased to say that in four and a half years of managing AE Life content, I have only had to reject inappropriate content once. That’s one piece in about 100,000 pieces submitted!”



Rich Borden, Director of Internal Communications, American Eagle Outfitters, Inc.

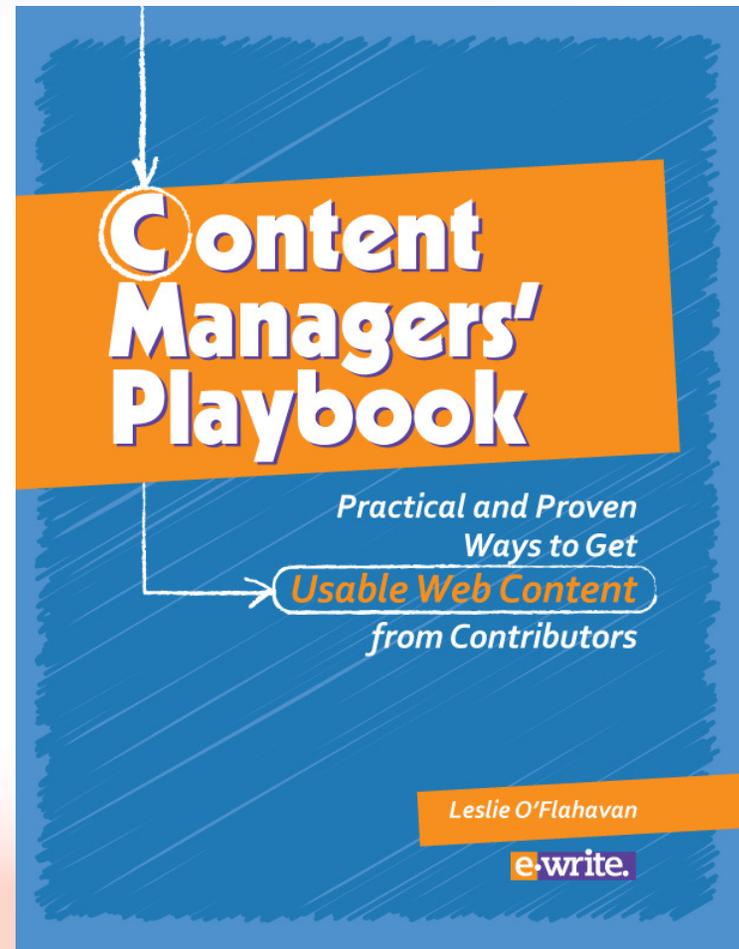
Strategies for getting usable content from people who don't like to write

1. Analyze problems with existing content to determine what kind of support writers need
2. Analyze contributors' content attitudes to anticipate (prevent?) problems
3. Help contributors focus on users' content needs
4. Establish and enforce content quality guidelines
5. Use content case studies to provide models of excellence
6. Help contributors see the business value in writing quality content
7. Provide ongoing web writing training

Questions? Comments?

Questions? Comments?

Content Managers'
Playbook due in
Fall 2009



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<http://writingmatters.typepad.com/>

