

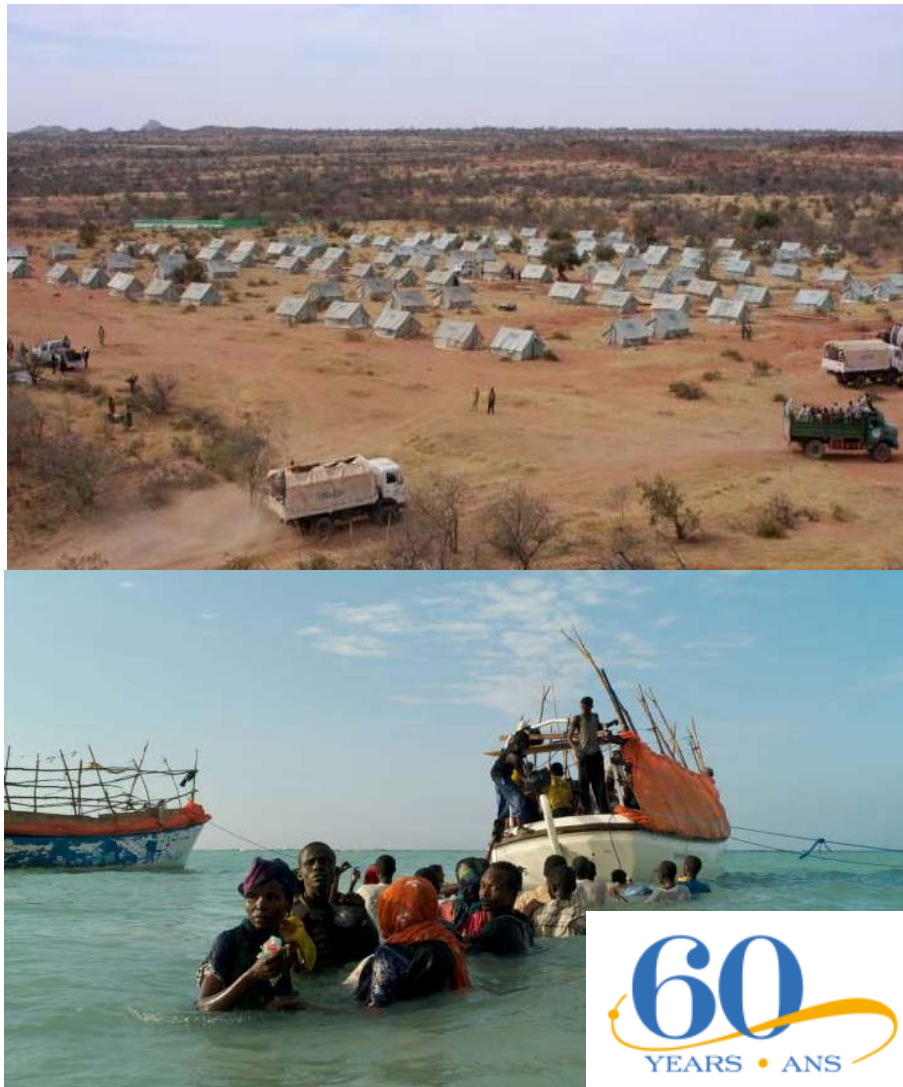
Quelle gouvernance pour faire adhérer l'ensemble de vos collaborateurs au portail intranet

Etude de cas: UNHCR

Paris, 1er décembre 2010



Office du Haut Commissaire des Nations Unies pour les réfugiés



- Dirige et coordonne l'action internationale visant à protéger et à résoudre les problèmes des réfugiés dans le monde entier
- Sauvegarde les droits et le bien-être des réfugiés
- Garantit que toute personne puisse exercer le droit de chercher asile et de trouver un refuge sûr dans un autre Etat, avec pour option de retourner chez elle de son plein gré, de s'intégrer sur place ou de se réinstaller dans un pays tiers
- Depuis 1951, aide 50 million de personnes
- 7,000 employés dans plus de 110 pays



About UNHCR Intranet

- Depuis 1996, dernière version en septembre 2009
- Accessible par internet
- Atteint 100% employés dans plus de 230 emplacements
- Stage 2 (Jane McConnell) – « Va devenir la façon de travailler dans 1 à 2 années »
- Plus demandés: trouver des collègues, les « outils » en ligne, information RH

Gouvernance intranet

- Contexte
- Gouvernance
- Gouvernance en pratique

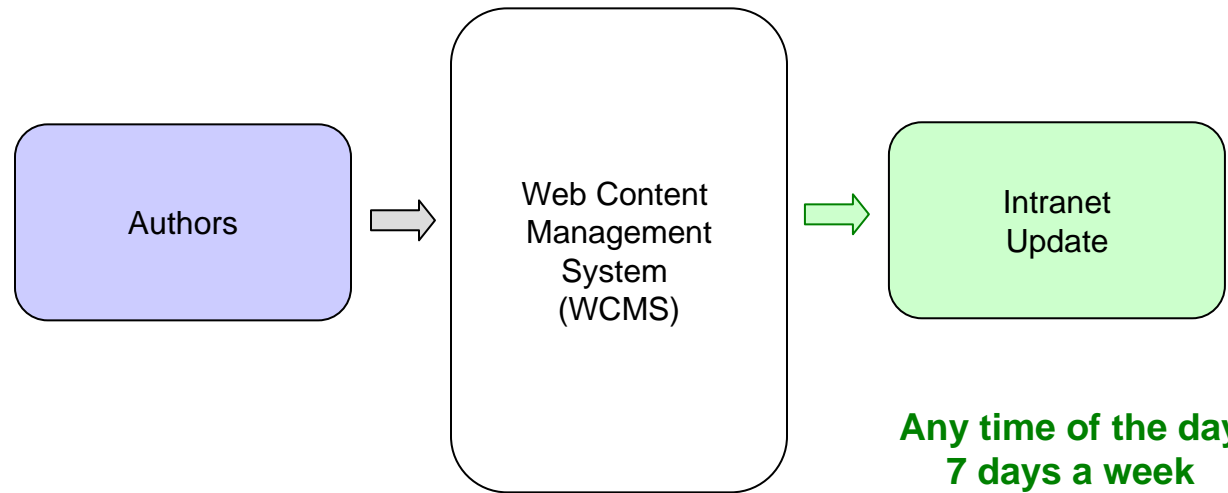


Ernst DECSEY
Intranet Leader

Contexte

Context at UNHCR

Decentralized content publishing



Senior management Committee

We need governance

- 
- **Can everyone publish?**
 - **What about content quality?**
 - **Editorial oversight?**
 - **Conflicting decisions?**

Process to set up Governance Framework

- Survey
- Hired Jane McConnell
- High level vision
- Focus groups involving Key Stakeholders
- Presented to Executive Office
- Got buy in from Senior Management Committee

Gouvernance

Result - policy


Key principles have been published as a policy:

- Intranet purpose
- Roles, responsibilities
- Approval levels



Inter-Office Memorandum No. 041/2009
Field Office Memorandum No. 040/2009

To/à: All Staff Members at Headquarters and in the Field
All Representatives and Chargés de Mission in the Field
All Directors of Bureaux and Divisions

From/de: Naginder Dhanoa, CIO & Director of the Division of
Systems and Telecommunications (DIST) 

Drafted by/rédigé par: New Intranet Migration Project Team

Ref./références: ADM-01-01, INF-0-0

Date/date: 03 September 2009

Title/titre: **Governance Framework for the new Intranet (UNI**

1. With the launch of the new intranet, we would like to raise awareness on the new system and identify at the same time the need for appropriate decentralized content publishing.
2. The objectives of UNHCR-*net* are to be:
 - The primary tool for **internal communication** globally;
 - The place for Staff Members to **publish and find information** needed for work and the fulfilment of UNHCR's mission;
 - The place for UNHCR Staff Members and authorized external users to interact through discussion forums and communities of practice; and
 - The **entry point** to on-line applications and tools to help Staff Members work and manage their lives within UNHCR.
3. The new UNHCR-*net* will provide significant benefits to UNHCR by:

Key Intranet Governance Roles



Executive Roles



Content Roles



Central Intranet Roles

Executive Roles



Executive Roles

- Held by Senior Management
- Single formal owner, but balance this by empowering key people



Executive Sponsor



The Intranet Owner



Key Intranet Stakeholders

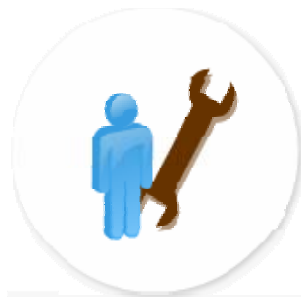
Content Roles



Content Roles

Assigned based on:

- Subject matter expertise
- Technical skills
- Strategic role in the organisation



Intranet Coordinator



Content Owner



Content Publisher

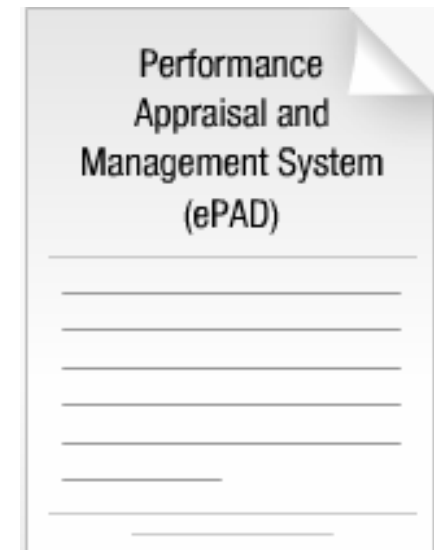
Being responsible and accountable

- Each Intranet role is entrusted with responsibilities
- Content roles must have the right authority to carry out their tasks and are accountable for their actions



Being recognized

- Essential that participation in content roles be formally recognised and appraised
- Included as annual work objectives
- Names published on Intranet



Central Intranet Roles



Central Intranet Roles

- Support, coordinate, advise and guide the other Intranet roles
- Provide editorial guidance to Authoring Community
- Direct reporting line to Intranet Owner

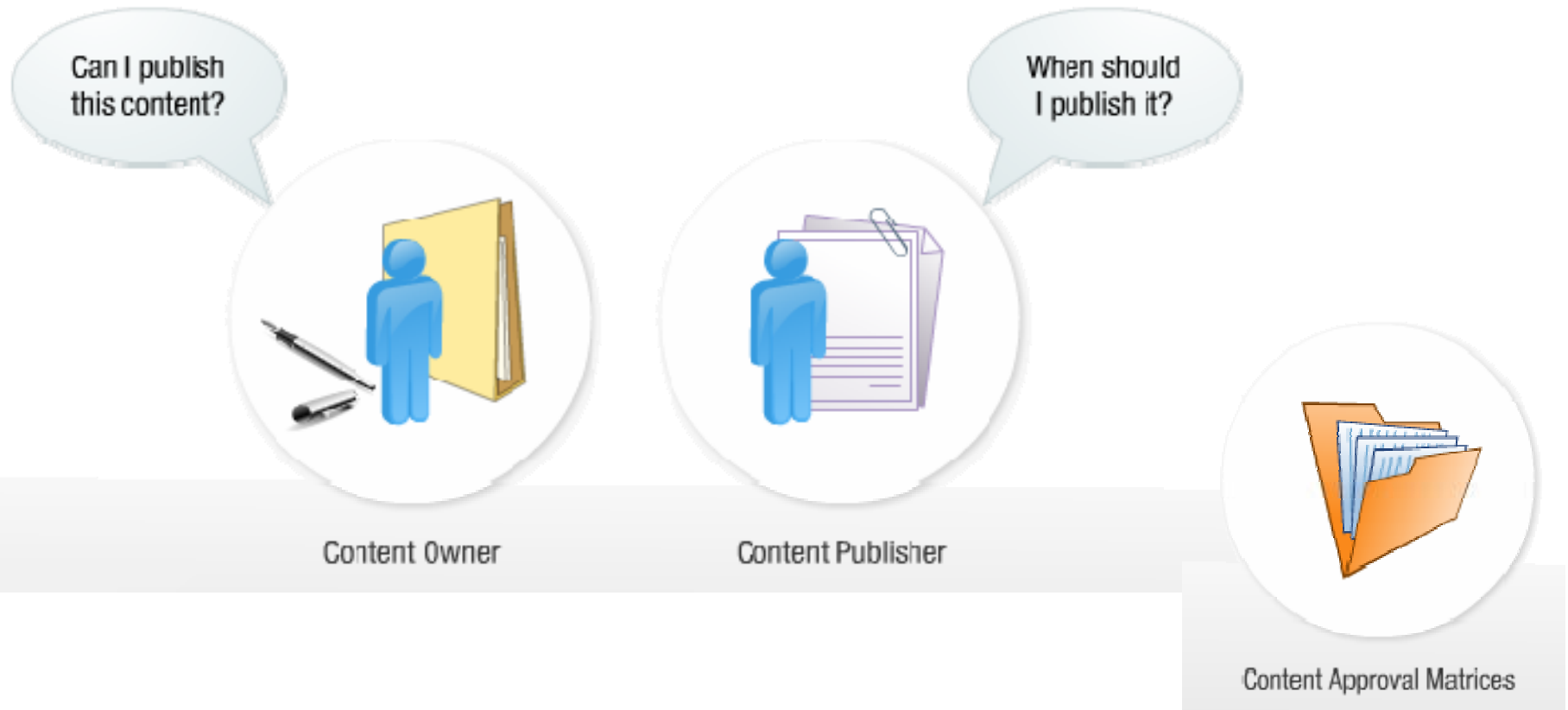


Intranet Services



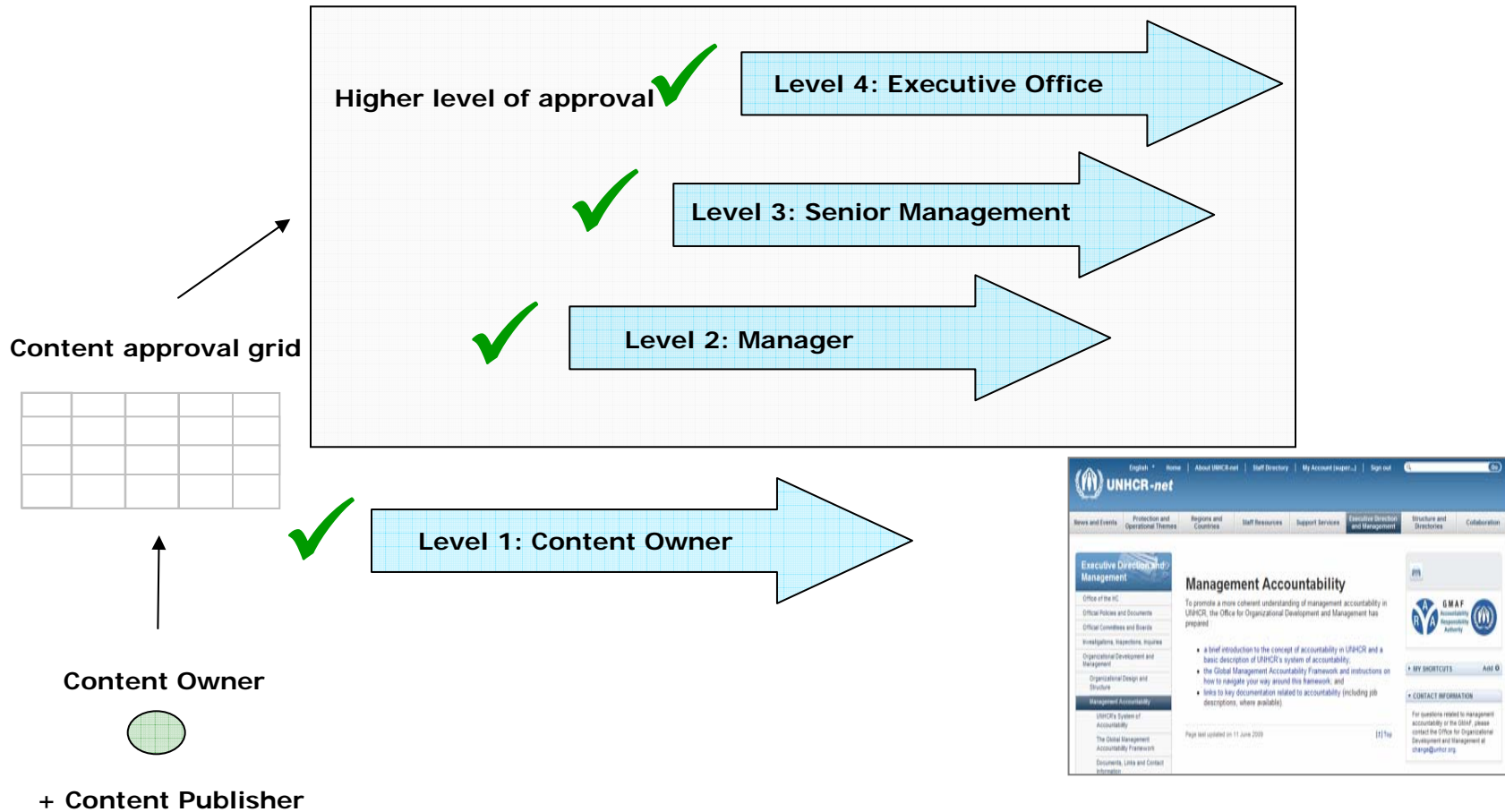
Intranet Editorial Advisor

Approving content



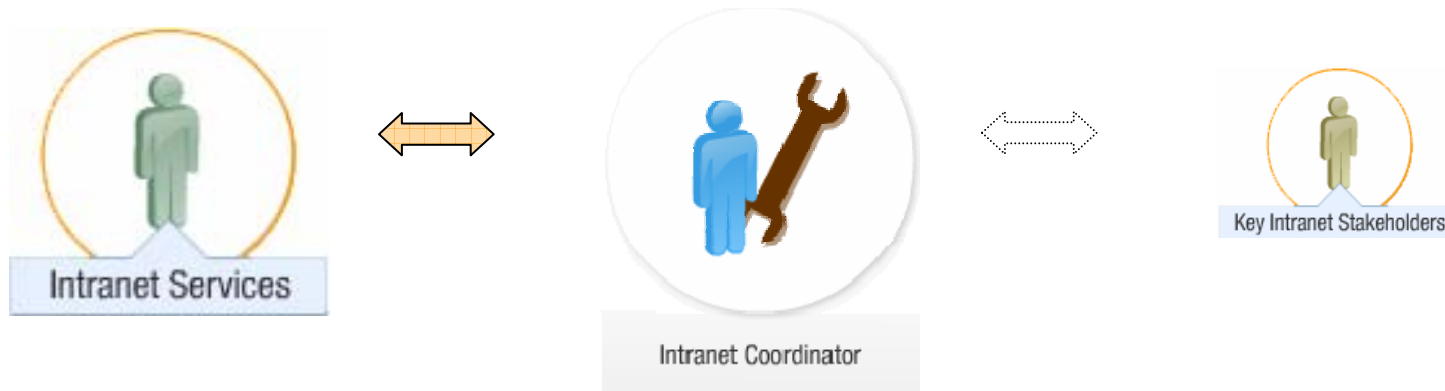
Approval Process for Content Publishing

Key Principle: Content approval should take place at the lowest, responsible (accountable) level possible



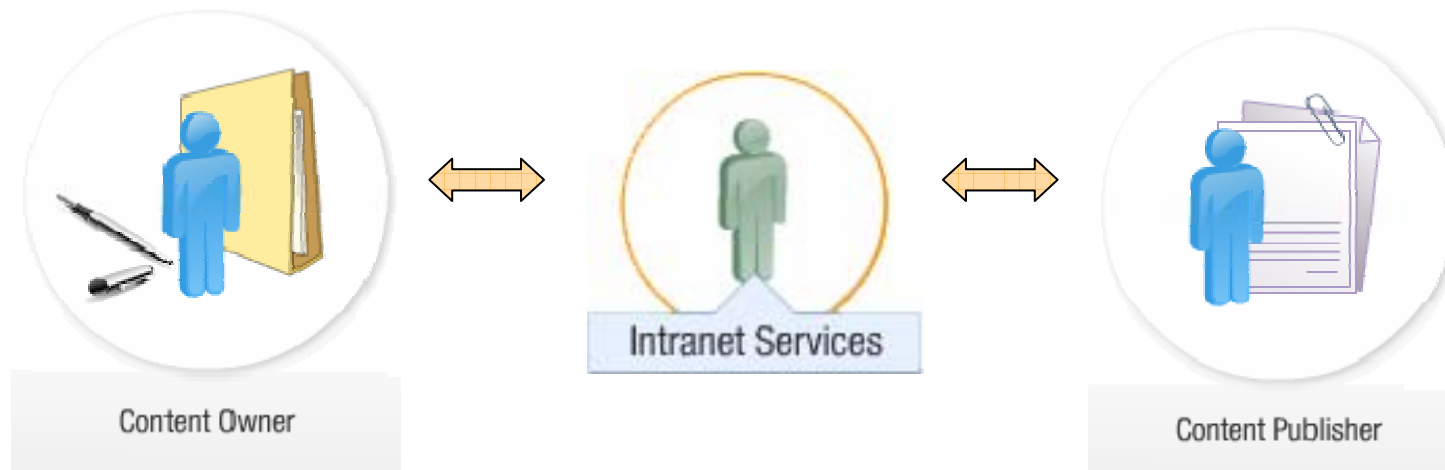
En pratique

Working with Intranet Coordinators



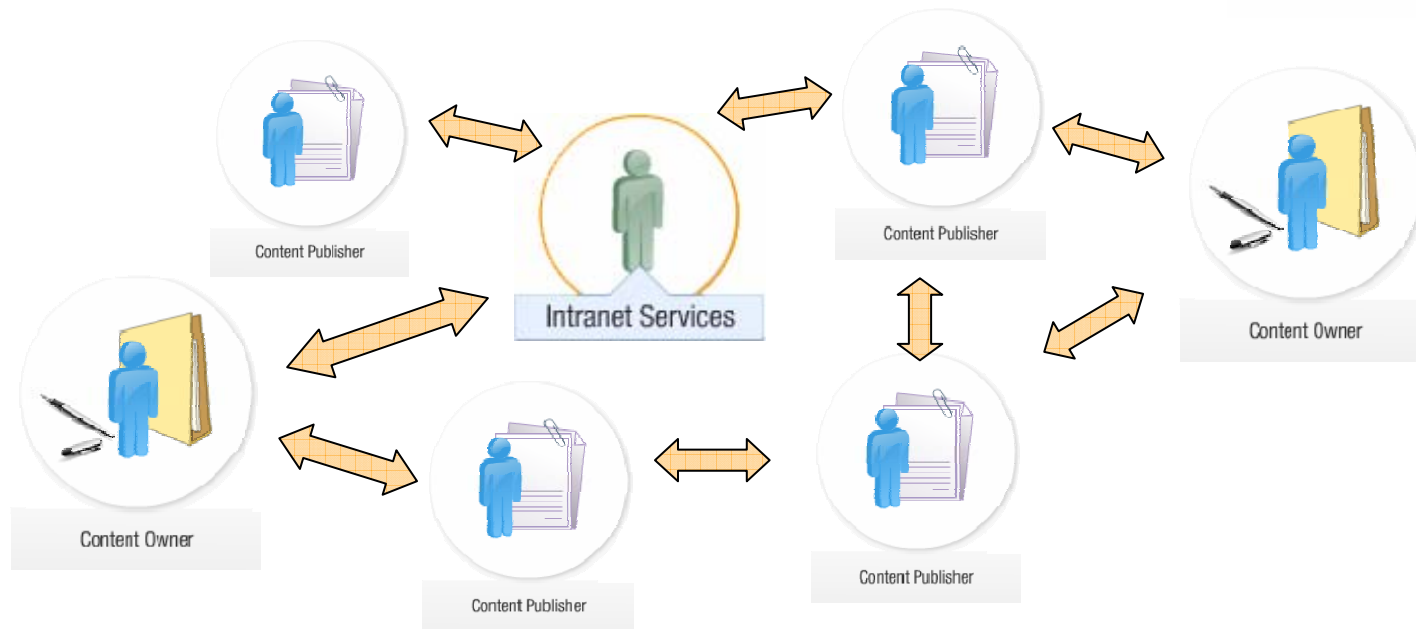
- Choose Intranet Coordinator, involving Key Stakeholder
- Challenge structure
- Review content
- Implement changes
- Choose roles
- Agree on approval levels
- Get sign off from Key Stakeholder
- Hand over Content Approval Matrix

One-2-One coaching with content owners / publishers



- Face-to-face sessions
- Basics of the authoring tool
- When something concrete has to be done
- Temporary workflow

Authoring Community



- Once designated, coached and having followed the course
- Step-by-step instructions guide on “How to use the WCMS”
- Tips, good examples of pages
- Policy and Guidelines
- Social networking

Taking ownership



Bonus ;-)

Thank you!

To quote Toni Byrne (May 2010)

“Governance is like sex”

- At least one key player needs to really want it or it will never get started
- There are many different ways to do it satisfactorily
- Other people can give you a lot of good advice, but only you can make it happen
- You may not get it right at first, but that shouldn't stop
- In the end, bad governance is better than no governance at all you from trying

(<http://www.realstorygroup.com/Blog/1890-Ten-reasons-why-governance-is-like-sex>)



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