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>> Good afternoon everyone this is Sheila Campbell with Nicole Burton. We are expecting about 300 people this afternoon which is a fantastic turnout. We are thrilled so many could be with us this afternoon. Happy new year to all of you. The purpose of today's webinar is to give everyone a briefing andoverview of Meeting Federal Web Requirements and test practices. This is a tremendous interest and hopefully we can clarify your questions and key resources to learn more. We have a lot to cover in a short period of time. We thought it would be better to do it as a chore seminar. We are not going to be heading into a lot of detail. The idea is to give you a broad overview.
>> We are recording the webinar and will provide a copy of the slides afterwards so you have a lot of good resources to take with you after today. We'll start with the agenda. I will start off with about 50 minutes of overview of Web requirements. Nicole will run through best practices portion and we will show you follow-up resources and we will wrap up with Q&A. I mentioned on the previous webinars, the same places where you can submit questions.
>> In the boxes, you will see a number to contact if you have technical difficulties.
>> To provide a context, for today, the question, how many federal laws and requirements are there. There are a lot. We won't get into details of everyone. There are 15 laws and regulations pertaining to federal websites. Two executive orders, presidential memorandums and other requirements from OMB. We know that federal managers have some of the toughest jobs out there and that is why there is a lot of information that you need to know. There are practices more coming down the pike that we need to be familiar with. There will be a web streamlined later to get on top of the federal websites to create stronger standards. There has been talk about a customer service directive so that our Web operations are more integrated into the other customer service channels such as the phone, e-mail and other channels.
>> There is a lot for us to the familiar with. Why is it important? Reminders. A lot of it, standard edition. -- Standardization. So that we are all doing the same thing and serving the public and a consistent way. Obviously it is important to follow federal requirements because there is a watchdog group and media and other public that expects compliance. We are familiar with situations where we are not complying and we hear about it. If we are creating websites not accessible for people or Cecily's, we get called on it. Those people are keeping us in check.
>> The last reason, we don't have a choice. Host is written into the law already. The question, which ones are the most important. In our work day to day, we have to prioritize. We also need to be following everything but there are some that are or important. These are the ones that we will cover today. Many of you probably are a rate of familiar with these. These are the ones that are the big requirements and policies that govern Taiwan. We are going to go ahead and jump into each one of these. Before we get started and go through them want to give you context of or you can go for information. When you registered, you went to. It is the website for the community managed by the community. This is where you can go to find all of the detailed information about everything we will talk aboutthis afternoon. webcontent.gov. There is a requirement and best practices section that you should become familiar with.
>> On my content, we also provided important tools for you. A number of checklist and this is an example. This is to help give you some tools to make sure you are complying with all of the requirements. Do I have a search engine on re-page and I -- am I using standard metadata. We encourage you to look at this website for these types of tools.
>> We will start with the first one.It is the e-government act of 2002. It is hard to believe that this has been around for about eight years. This has been a significant piece of recent legislation. Section 207, deals specifically with the work we do. So you know, what we have done, on the slides, started off with a

reference and the link for you can -- so you can go to get the key points.
>> The UK look at the specific requirements of each -- you can look at the specific requirement on these links. The requirement is to issue policies for federal websites. At the end of 2004. We'll get to that in a moment. That is the keep the that was affected. In addition, a few specific things containing federal websites. One, agencies need to link to specific content and we will talk about that shortly. They need to meet minimum agency goals. To be sure that they have shirts -- search functionality.
>> Agencies also need to have your content posted of inventories and schedules. Finally, report your progress annually on how well you are needing each of these requirements. This is an important piece of legislation. It is have some basic requirements on how agencies should be operating their website.
>> Is part of the OMB issuances, some of you may know that at the time, we did not have the resources to develop those policies themselves. He created a group called the webcontent group who made recommendations to the OMB. They resulted in a policy memo that OMB issued to all of the agency heads in December 2004. It was that working group who involved into the federal Web manager Helsel that exists today. There are 10 or -- manager policies that exist today. It really was trying to establish some high-level basic principles that federal websites should follow. Such as Mickey sure you are using the approved.gov websites. You need to be sure that you are familiar with these 10 policies and make sure that you have a checklist or some sort of other we to be sure you are agency is in compliance area
>> Before we jump in, to provide context, does anyone know if -- what this number represents? Basically it is a number that has been thrown out a lot about how many federal websites are out there. The answer relative, no one knows for sure. We know that there are just under 2000 top-level.gov domains but knowing there is a lot of these micro sites and sub sites, and a lot of them underneath, we estimate there is a roughly about this mini. It means, we don't actually have a very good process for shoring that we can stop the proliferation of websites.
>> What we need to do is do a better job of managing the .gov registration process. The federal registration Council is working with the other part of [Indiscernible - low volume] manage the process. To see if we could develop more standards criteriafor when we get a .gov. The bottom line, we need to use .gov the means. This is part of the OMB policy which is to make sure that at a minimum we are using at least .gov domain when we are standing up as a website. I am sure that you have instances where someone sets up a rogue website under a different website under eight.com. -- A.com. If you are managing a federal website, it needs to bein the .gov domain. For the policy is very clear on this. It establishes public trust and authenticity.
>> There are a lot of knockoff sites. It is important to use that .gov. The OMB policy is clear that if any website has been managed and funded by federal agencies they need to be in.gov. If you are a devotee, you need to be in the.mail -- , mil.
>> The action items cost to get on top of the domains that your agency owns. The primary domain like HUD.gov. The key thing is to get a list of domains that you own and be sure that they are all in the permit domain. You can work with your -- government domain. You can work with your points of contacts to get a list of those domains. It is okay to have aliases in other domains. Such as Nassau. I think they have a NASA.com. They redirected to a government domain. That is the appropriate thing to do.
>> The other thing, to avoid application. It is a good idea -- implication.
>> The next area, content inventories and schedules. This picture shows something that we try to do even in our personal lives. To get control of what we have. If you don't know what you have is hard to manage. That is the key thing. Make sure that you know the content that you are managing. One of the OMB requirements is to make sure that you have an inventory of your webcontent. The idea is that the public should be able to know the main contents and if there is not content that you should provide, which were scheduled for posting that.
>> Is not just posting the information but posting a schedule of when it may be there. If you haven't yet done this, this is a old requirement from 2004. Most of you probably have already done this. If you have not, or have not updated in a while encourage you to look at the inventory that you have online to be sure it is up to date. You can go to USA.gov to review a list of agencies Web inventories. The key thing, this doesn't necessarily have to be a page by page account. That is not a bad

idea and if you have a content system, you should be able to do that. Adding that all, you should provide a broad list of categories such as press releases and information about how to apply for grants etc. Documents of who your audience groups ours -- are. If you don't, what is your plan to make it available.
>> The key thing, be sure that you are needing the needs of your audience is. Also, a good rule of fund is to check with your staff. If they get a lot of requests for similar types of permission that is not available on your website, that is a signal to you.
>> Is not meant to be a onerous task. It is to get on top of the content that you own. The next area, is to cover a linking policy.This is part of the OMB requirements. You do need to ensure that you have a linking policy for your website. It may not sound important but it is important to the authenticity. Is important because it ensures the accuracy of your content and linking is good because it reduces implications, if you are not the authoritative source. The key thing, links need to be current and relevant. Appropriate. It reflects on your website. Be sure that your links are current and you also have a good aching policy in place that defines the criteria you use for when you link out to nongovernment websites.
>> One of the action items, don't start from scratch, look to see what someone else has done. There are good models out there. USA.gov. You can review other agency linking policies. I will show you the USA.gov model in a moment. The requirement is to post it to your website. Then, establish a process for regular Tillery -- regularly monitoring them. There needs to be some human checking because links may be out of date or have inappropriate content.
>> The other requirement is that you need to notify your visitors when looking to nonfederal sites. Especially private-sector sites that may not fall under the same requirements as federal websites. They may not have the same privacy policies. The duty to make people aware that they may be leaving a not -- the federal website. This is always a big thing. You don't need to necessarily have a disclaimer, saying that you are leaving the site. That is an old approach. It may not be needed. It is really annoying.
>> We will show you examples of Norway's. Be sure -- newer ways. Here is an example of a sample linking policy from USA.gov. We encourage you to check this out. It explains the criteria that the team here uses when linking to outside websites.
>> Here is an example pulled from the EPA website. Providing a display the -- eight exit disclaimer. It indicates that are leaving the website for EPA. When you click on the icon, if you choose to, you get this notice that notice these you -- notifies you that you are leaving.
>> There are all of ways to do this.The part of the OMB policy requires agencies have certain required links on their websites. You need to be aware of what those things are and here is a screenshot of where you can find those required links. Some cases have recommended links labels. It is important to use the same link labels. It is important to have consistency. The sixth links that you have to have on the website our privacy policy. Have a link to your FOIA page. Also and about us page and your statutory authority. Also you need a link to the no fear act data. Information about people who may have filed employee discrimination action against your agency. You also need a USA.gov because that is the homepage for the permit. Also relevant cross agency portals. That is up to the discretion of your agency. For example if you are regulatory agencies, you need to have for -- link to the regulation agency portal.
>> Read through the page and beware of the required -- be aware of the required links. It would be helpful just to put them in your footer so they aren't every page.
>> -- They are on every page.
>> This is older. It has been around 15 years. It's actually a memo that is called a management of Federal information resources. It is not specific necessarily to the web. In fact it was issued before the web became so prominent. What is important, it lays out broad principles around how the federal government and these to manage resources and the content it produces. It is relevant to us.
>> The reason why it is relevant, it defines public websites as information dissemination products. With any such product you need to plan and organize, manage and measure effectively. What is good about this, if you are looking for justification, to show the importance of your website and accomplishing your agency

mission, you want a great source for that. It can support your strategy and budget.
>> Take a look at it and I think you'll find good language that you can use as your making a business case for more resources for your website in terms of the importance of communicating to the public.
>> The key action items are, look at a 130 and be sure you know it. We highly recommend looking at this document called major implications of what to A130.. It was done very well. It is a very resourceful resource. I will put a few highlights.
>> The big thing that will A130 does is that the content needs to be mission related and age to have practical utility. It also says, agencies should be collaborating to develop one authoritative source. There is a lot of competition out there. It is a call to action to all of you, to work to make sure you are developing one authoritative source on a topic and not duplicating information that may be found on another website within your own website or other agency. The idea is to create the content once and use it many times.
>> As an illustration, this is the big thing that A-130 talks about. The cost of web content should not exceed thevalue.. This is something we need to think about. If we spend a lot of time developing content and no one is accessing it, there may be reasons why. We are not actually providing value to the public. This is where metrics comes in and we need to make sure that we are looking at the metrics. This is why many of you people have heard about top tasks and white this is important. There are a lot of data that shows 80 or 90% and only accessing 10% of the content.
>> We know as Web managers, or one feels incredibly overwhelmed. I cannot fix every page on the website. The key is to start on those pages that was people are accessing. Focus on your top tasks. The three or four a ticket things that people are coming to your agency website to look at. Those things working very well. Focus on the 10 -- those pages that 10 or 20 people are looking at.
>>If you are trying to build a business case, go back to A-130 because that has some really good language. This is an example ofa site that is not following principles of A-130. It is a site that has been around a while. It is called cat herding. There is close to 24,000 out there and there may be some of these out there too. Here is another one. This is one that is still out there and maintained on a regular basis. Do we need to have a website about this? It is nice to have with nice content but are we really adding to the public value by maintaining a website with songs about traveling on the highway. Especially if something like this already exist on the commercial base.
>> Here is an example where there is duplication. These are both excellent on their own. We have America.gov and USA.gov and are we causing confusion? It may be okay to have these but this is an opportunity to see the duplication. Here is something to do. An example of a good practice. This is on the HUD website. They are pointing to where they are looking out to the USA.-- USA jobs.gov.
>> I encourage folks to do more this type of creating and sharing. Now we will move on to the privacy pot -- policy. It is something that is very important to all of us. There has been talk about government and privacy and making sure we are productive people's information when they come to a federal website. If you are not familiar with policy issues, this is something that can get you in trouble. It is something to focus on. The biggest thing in all of this, what we are dealing with privacy is to talk with your each is a privacy officer. If you are a web manager and you don't know who that is, you should put on your to do list. Those people are there to protect you and ensure you are doing things in the right. Here is a link to where you can find all the different requirements related to privacy.
>> The key thing, you need to post your privacy policy on every page. I imagine most people do this already, but if you do not, you need to. On the privacy policy, you need to explain exactly what you will do with the information collected. You need to be transparent about that. The action items, issue your privacy policy as of today. It needs to be in machine readable format. In terms of participant cookies, I think you're familiar with persistent cookies. What you need to do is know that there is a new law about the requirements about persistent cookies. Originally you needed to have permission from your agency head to use these. Now there has been relaxation on that. It is no longer as strict. You need to be careful on how you use them, however.
>> They are a small piece of code stored on your computer's browser and you can set your browser so they are deleted automatically. If you elect not to delete them, they are good in that you can use them when repeating websites. For example if you

put something in a shopping cart, every members the information that has been saved on the website. Some agencies use this for AIDS customer satisfaction survey. So they don't send it multiple times. There are many uses for this.
>> The other thing to be aware of,is a new memo from OMB in June is a new memo from OMB in June 2010. The privacy and third-party website. It also lays out the requirements, if you were going to be using sites like Facebook and YouTube and putter. You need to make sure that if people don't want to use those websites because of the concern of the privacy policy, you need to be sure they have another way to access more information that you are providing to them.
>> Here is more about the persistent cookies piece. The key thing,in a memo from OMB, it differentiates between when you collect information personally identifiable information. Referred to as pii. You need to be sure that if you are collecting that type of information, for example someone's name or e-mail address. You provide them an opportunity to opt out. That is a very clear distinction.
>> Make sure that if you are collecting any kind of PII, you consult with your privacy officer so they can walk you through the process.
>> In the memo from OMB, it says that if you are collecting information about people through cookies, there is a limit as to how long you can retain the information and also with less access. Just be sure you are taking a quick good look at the policy to be sure you are following appropriately.
>> Here is a sample of our updated privacy policy from an agency who is now using persistent cookies. It is from national institution of health. Providing a privacy notice and claim -- in plain language. It explains what a cookie is and what kind of information they are collecting and how it is used. This is a great example.
>> Then, I was bitching to third-party websites and privacy. -- I was mentioning third-party websites and privacy. If you have a Facebook page and you are having a online dialogue providing essential information to people. Someone decides they don't want to access Facebook because they are concerned about privacy, you need to be sure the content in the dialogue is provided elsewhere. Perhaps on your website. You need to make sure that you are posting disclaimer links. And it links back to your government website. Be sure you are updating your own privacy policy about your uses of the third-party sites.
>> This is pretty new. If you're not familiar, I encourage you to look at that level. Now, we will chop -- jump to accessibility. It is section 508. Of the rehabilitation act. It called out these requirements for federal agencies. We could spend a whole day or two days or week on the facility. It is very important. There are classes just on accessibility. So there are a lot to learn. It provides a broad framework for agencies but it doesn't it be specific solutions. It lays out the principles that you need to be following. One of the things that we talk about a lot which is incredibly important, accessibility isn't always part of the design lifecycle. Agencies put up websites and they design them and spend a lot of time on them. After they are tested for 508, it is too late in the process and they have to represent and their -- retrofit and there is a huge cost and burden.
>> I encourage you to do this. Test early and often with people with range of disabilities. A couple of key things. Make sure to pay attention to file formats. Posting an 80 page PDF document is not very accessible. Even for people without disabilities. Focus on the most critical content if you know your website has a lot of accessibility issues, you cannot fix every page or night. Focus on the most visited pages first. There is a task force that has been working for quite some time. We expect sometime into the Levin to have updated guidance -- we expect sometime in 2011 to have updated guidance.
>> Also with new technologies coming down the pike such as mobile.
>> This is meant to give you a sense of the things that you need to be careful about. They can sure that you are not using color alone. People may be -- they have visual issues. Making sure people can access online forms. It allows people to skip repetitive navigation links. Be sure all the people on your team are aware of these issues. We were talking about the broad context. It is not just your website, although software applications need to be compliant. The other thing, we know that we are working with vendors and outside software. We need to make sure that we work with those vendors to be sure their products are also compliant. One tool that could be used is a voluntary product accessibility template. It helps vendors know what things they need to comply with in order to be compliant with section 508.
>> The appendix, has a lot more resources on accessibility and web content.gov,

there is a whole section. There are all of these things to learn more. Now, we will jump to the web records. UIP familiar with this slide. It comes from the last of the Raiders of the lost Ark.
>> One of the things that we need to be thinking through, what really constitutes a record when dealing with our federal website? This is an issue that is always tricky and causes a lot of confusion.
>> You need to focus on what parts of your website or considered official the -- record and what is your plan to handle those in the short and long-term. This is similar to privacy. You should not be expected to pull out expert on Web records. But there are other people who are. Ask your agency records officer. If you are the web person for your agency and you have not set out with your agency records expert, you need to do that. There is a list on the nara website. Get to know that person.
>> The web content is subject to federal record loss and justifications. It is not just hard copy content. A lot of times, you can make a distinction about whether it is original source. There is a lot of versioning going on. Your records ask for it will help you decipher what needs to be retained. Double down content without determining its record status. You want to delete information without knowing how it is supposed to be. Banished for our current. -- Managed or archived.
>> Established procedures about handling records and also this actually is the link that I forgot to put in the presentation. I will add it before it is sent to all of you. There is new guidance from nara on managing social media and records. There is good guidance there. Such as is a tweet considered a record? They need to sit down with your records officers and they will help you figure out if it is considered a record. A lot of times the purpose of social media isn't necessarily to be posting original content but as an additional activism for getting content out there. If you are re-tweeting information that is already on your website, it is not considered a record. I will include that link.
>> Now we will jump to the open government directive. Again see there is a lot to cover. You want you to feel overwhelmed. I have 10 more minutes and then I will part -- turn it over to Nicole. The next one is the open government to record. I think most of you are familiar with this, it was a presidential mammal that was issued at the very beginning of the Obama administration. It focuses on transparency, participation and collaboration.
>> It directed agencies to a number of things. OMB followed up with a specific directive in December 2009 that said agencies need to do a number of things. Published three high-value data sets. Also published an open government plan on their agency website. Everyone I think has already done this. Also create consistency where everyone's using the same URL to point them to the government plans.
>> Also, it had information about how agencies can be using challenges and prizes. There was guidance issued on that in April. This is another new exciting area. Agencies have been jumping on this challenges are in a. They have been using a website called challenge to go. It is a place where agencies can post a challenge to a problem that you want to have solved that maybe you don't have the resources within your agency to solve. It is an exciting opportunity because there is so much expertise out there in the general public. We can tap into that. Some examples, USDA did a add for healthy kids contest earlier this year. NASA Has been running challenges for a long time. There is a lot of opportunity. To sometimes even bypass the long procurement process. To put it out there to the open public to get them to give us some solutions to common problems.
>> This is something where there was policy barriers. Agencies did not actually have the authority to go out there and do challenges and prices. There has been a recent legislation called the American compete act that is enabling agencies to have the authority to do that. This is an area where everyone can explore. We will have more sessions on this.
>> The other thing in the open government directive, agencies often need to put your FOIA report and open format. The sure you have done that as well. This is an example of a standard template for the open government webpages. Agencies have been following this. This gives you an idea of the content that you should be providing about your open government initiative. Latest news, three data sources, and some requirement that you need to publish on your website. The idea behind this is that agencies should be transparent about getting public input about their activities.
>> Here is an example. HHA -- HHS Has done a phenomenal job with their open

government directive. This is a good model to follow in terms of how to present your open government information. There are other agencies who are at the forefront also. The Department of Transportation and other each of these. Here is an example of three required data sets. This is what the DOD has done. I am sure you all have known that there is a open government need for every agency. I encourage you to me that person if not already. Coordinate to make sure you're keeping your data set information up to date.
>> If you're not familiar with data., that becomes the new place where a lot of agencies are posting their data. This is really exciting.
>> Now we will jump to plain language and we have a few more to cover and press it onto Nicole. This is landmark legislation that we are thrilled with. There are a lot of people in the community working hard to see this pass. This is core to so much of what we do. We know that if we are not writing in claimed -- plain language, they are not getting answers to their questions. It is nice we have legislation behind us. The things that the act requires agencies to do, consult with agencies and the plain language committee to issue final guidance. We will see that pretty scented they will issue its by April which is going to get in more detail about what agencies need to do. Right now, they require to write clear concise will organized ways. Designate a agency's plain language contact. If that has or event designated, get to know them. It requires agencies to train employees in plain language. It offers the opportunity to develop training.I think Nicole will talk about that later. It requires agencies to publish your plan of how you are meeting your requirements.
>> Also submit an annual progress report. These are standard things that are in this type of legislation. The key thing, if you don't have the training that you feel you need, I encourage you to get it. They are writing offerings. You need to make sure you have a plain language act page on your website. We have provided a nice template for you to the plain language website. Make sure that you have taken a look at the plain language guidelines. When writing your webpages. There is great for mission there. -- Information there. Avoiding acronyms and talking in the same voice throughout.
>> A few more things to wrap up. We have the other big thing, the paperwork reduction act. Any of you folks who post customers satisfaction surveys with these the -- would be familiar with these.Getting agencies to get clearance from OMB before you collect information from the public. If you go out with any type of survey or form that is collecting information from more than nine people, any structured format,you need to get OMB Clarence. -- Clearance. The idea, they don't what agencies overburdening the public with 1 million surveys.
>> OMB is trying to streamline this process. Looking at a fast track process where certain types of surveys can go through a really quick review. Especially if it is noncontroversial and straightforward. You're just trying to get information about how well for one is using a service. It is different if you are asking how blacks -- complex questions. Be looking for that down the pipe. In terms of the current regulations, there was update to the paperwork act. The guidance around that in April 2010. Around social media. A lot of people were saying, can we use these social media sites, what about PRA? If we put up a ideation tool like we ask people for feedback about government plans.Do we have to get OMB Clarence. -- Clearance. When we realize this and put out a updated them on that says, you can use social media and wiki. To get general comments from the public. Ill have to get OMB Clarence. It is very good progress. It is -- if you are still using social media sites and putting up a structured survey, you still need to go through the OMB Clarence process. -- Clearance process.
>> Make sure you are following the existing rules. A few other things to wrap up. The other languages requirement is from an executive order in August 2000. It is very important. It is called executive order 13166. This was put out to make sure that people who speak like which is other than English are given meaningful access to government information. This is key because that agencies were finding that people who speak Spanish or other languages, are trying to get critical information from the government. A lot of times that information was not available to them.
>> This is a growing area. There is over 20 million people who are not proficient in which. Most of them are Spanish speakers. The numbers grow every day. Especially as we see the new census data. We got -- the key is not to cut these people out from critical information. We are having a hard time providing content in English. Saying

I don't have a car resources to provide content in other language. The key thing, is to find that balance. To make sure that your most critical information is provided to people with limited English proficiency.
>> We need to have access to the same content and same information. That being said, the way that agencies are process, is to do it -- to an analysis of who those people are and what they're vertical guitar. You don't have to translate the entire website. It is ideal but with limited resources that may not be practical. The key is to develop a strategy. Start small and identify the top tasks.
>> Find out what the most critical needs are for their information. They may not necessarily be the same top tasks for the list speaking audience. There is always a lot of discussion about this on our listserv about machine translation. There is very good information out on when -- webcontent.gov. They use this as a first swatch to get an initial translation but that should never be your final translation because it is unreliable and inaccurate. You need a human element. There is a lot of good resources. This is a new area for a lot of people. Especially if you don't like you have the expertise you need. There is a group called the federal multilingual website committee that can help you. Rely on your peers to get started. This really is a very important area.
>> Usually, there is someone in your agency who may be a point of contact on these issues if you want to connect with them. Maybe there are people in your agency responsible for implementing programs for people with limited English proficiency.
>> The wrapup slides, here, is a listing of other requirements that are important to know about. Including the paperwork elimination act. This has been a long-standing piece of legislation that agencies should be putting many services are online. There is government tip -- performance result act. Every card -- requires posting annual performance plans. Lobbying restrictions is straightforward. You can't post information on your website for direct or indirect lobbying. You mentioned the no fear act. You need a link to this data on your homepage.
>> The small business paperwork relief act requires to post contact information for small businesses. Digital rights and copyright. This is something that will be updated on this presentation. This is critical. With copyrights, this involves intellectual property that is becoming a huge area in our society now. With more and more information the protected by copyright, we need to be sure any information we put on a federal website, if it has copyright protection, we need to alert the public of its copyright status. There is a lot of information on the website considered public information that does not have a copyright attention on it.
>> Many cases there may be portions of that content that are copyright protected. Whole or pieces. Any portion of a piece of content that you online that has a copyright protection, you need to be clear that there is a copyright protection and whether it can be reused or not. This is something we want to make sure everyone in the community is well versed on. There have been cases where agencies have had lawsuit against them.
>> Be very careful about this and be sure you always know the source of content you put up there. It may not be just the words but also a graphic or something else. People are paying a lot more attention to this now. There is a whole field out there, until actual property lawyers. -- Intellectual property lawyers. We did touch on this in November with people from the Library of Congress and the copyright office. There was a copyright lawyer at GSA who ran to the end and outs of copyright. That is a link from webcontent.gov.
>> I think I am ready to hand it over to Nicole. We will do question and answers when she is finished. As a reminder, there is a Q&A box at the bottom of your go to webinar tab. Let me see if I can share my screen. Hold on for one moment.
>> Some of the things that I will talk about will dovetail nicely with what Sheila has been talking about. We are focusing on some of the same issues.
>> Best practices are sometimes based on research and sometimes based on practice and protocol. The thing about best practices, they are only useful if we practice them. I am going to talk about principles behind some of the best practices and then also tell you a few things that we have been trying at GSA and other people in the web manager community. Turning the principle into a practice.
>> I will focus on four areas. This has been a theme for quite a while. It is a favorite. Making your content more effective and it includes plain language and engine optimization. Building mobile sites, section 508, and usability testing.
>> Focusing on task. We talked about knowing your top customers. I will talk about

making first impression where you place your most important content and your top tasks content about some training. A couple of other things also. We have talked in the past about identifying your top customers. That doesn't mean that you exclude customers who may not come in a vast number or who may not come as frequently. It is important as you go forward, especially when you are repurposing your content to different platforms.
>> And, through different sources, to understand who your primary customers are. We recently revised the page on the audience analysis on webcontent.gov. I would like to draw your attention there. There are a lot of good techniques for doing audience analysis. One of the most important things that we can do on our website is to make a good first impression. You probably know from your own experience that when you go to a website, emotionally, you form a first impression in less than one second. You tell yourself this is a professional site, this is an up to date site and or something well-designed.
>> This is not where I need to be. We almost intuitively immediately know this. Our eyes have taken in within one second the determination of whether or not this is an appropriate site. You can do this by second test. This is a link. With some people in the hallway or some customers that you know to see if they can identify quickly the top tasks on your website.
>> You can give them more than
>> One of the reasons why they need to jump is based on the research that Cari Wilson and Bob Bailee did recently, that showed if people make a correct click on their first click, they have about a 90% chance of being successful incompleting the task, whatever they came to do, at your website, but if they make a wrong click, then that drops down to about 50%, so that's why that first step is really important.
>> This is a slide that Kandahar it son updated recently with some research and you probably know that the most important content should be top left on your web pages, whether that's your homepage or on other landing pages, subject pages, an that's because in English we read from left to right, top to bottom, and the general pattern of reading is a capitol, sometimes people say that it may be in a "Z" shape like this, but no matter which letter you choose and which model you follow, this content that is in the red zone here in this illustration and then in the yellow zone, that's where all of the I-tracking research shows that people will look first, and what was added recently is that down this right side here, this is where, you know, on Facebook and Amazon, this is where they put most of the advertising and so in addition to above the top where there's always a banner ad, now we are all trained to think of this as the advertising zone and to zone out, unconsciously we believe that there isn't meaningful content here, especially if we see anything that looks like an ad, subconsciously we just say to ourselves, that's ad stuff over there so you want to be careful if you put something that's important over here on this right side. There's a chance that your customers won't see it at all, especially if you have something that looks ad-like. It may be just a featured content with a graphic but it mimics a commercial ad, so one thing that people are used to looking at that's meaningful over here on the right side are utilities. You know, the social media symbols, change the size of the font, do some advance search, the search box is usually over the top right if it isn't in the center, so those are very appropriate places for utilities.
>> Bottom line, we want to put our most important content in the top center, top left. Get trained. This is kind of the shameless commercial section of the presentation here, but we do have some wonderful training that's related to best practices and user experience coming up. We've got a free webinar with Leslie on January 12th and an update on the new law and on plain writing principles. Candy Harrison, if you haven't taken her two day essentials of great Customer Service for government web Managers training, it's a really wonderful beneficial two days, we've got a card sorting course coming up and of course some additional courses in mobile and user experience essentials and of course our conference and on Fridays which I'll talk about in a little bit.
>> Turning our news into actionable content, even now there are websites where web Managers are encouraged, coerced perhaps to put news releases, to have them dominate in the homepages and if you find yourself in a position where you have to do that, at least try and turn that information into some kind of actionable content, and see if you can give the news section the press and media section its own page. Let me

show you an example here. I really look this website, the U.S. energy information administration. They are always announcing the latest natural gas price or crowd oil price but rather than just put news releases, they turn them into sections here in their most requested content, their latest data so it's sort of a news release . they've got the latest futures price which came out of the news release earlier in the week but this is how it appears on the page, and then it doesn't show here but at the bottom of the page, bottom left, they have a link to their press room and then they have a whole extensive press room. It's exactly, it's taylorred for press. The press knows that that's where they need to go if they study the energy sector, and so it's a real win-win. The rest of us don't have to look at press content and the press know where to go.
>> Okay, this is the worst practices for our homepage. This is what Google would do if they practiced the very very worst. Oh, look, there's the task down there on the lower left, so this is what we don't want to do. We don't want to clutter up with pictures of, I know it's a lot of pressure to put the latest picture of your agency head on the website but we select on this. They are not on the Google web sit and they never have been and they're a very successful website.
>> You want to make sure that you're findable. This sounds so simple but you should be able to take your website name and just stick it into the search engine, and come up with your site, but oops, couldn't do it on IRS. I couldn't do it on Justice either which I was very surprised but I could do it on GSA, so that's an area where we're doing well. Just make this quick fix and the reason is that a small number times a large number equals a large number and I did this little ROI experiment. I took this a couple years ago and figured out that the cost to our customers of having to go back and put the information into the search engine again just because there wasn't, just because they put in the URL without the WWW was about $58,000 per year. On the agency side, it would take about $5 worth of the developers time to make that change, so do, please, make that change.
>> So in terms of top tasks, what I want you to think about in terms of putting actually into practice is ID your top three. Know who your top three customer segments are, and then get some of those top tasks that those customers come to your website for in that top red, top yellow segment of your website, by hook or by crook, get it done.
>> Making your content effective, Sheila talked a lot about plain language and I'm going to talk a little bit more about that. Search engine optimization and launching mobile sites, so I'm going to in the interest of time speed through these pointers on using plain language. We know that we should use the active voice and that we should write for average readers. Here is more information about writing specifically for the web. Use headings and subheadings and bulleted and numbered lists to support the skipping and scanning that we all do. This is a practice that I tried last year and I got the idea from Jenny Reddish when I was working on a passport website. Never rewrite existing content. Write it anew. Because it turns out that rewriting existing content is a very advanced writing task, and even those of us who have been writing for a long time will be very challenged by it and if you have a whole long roll of existing content, in accessible content, content where people can't find what they're looking for, trying to rewrite that is a real trouble some task, so instead of doing that, try this technique. Ask what your target customer needs to know in the form of questions. For example, with passports, when do I need a passport book and when do I need a passport card? What's the difference between them?
>> Hello, Claire. Is it okay if I voice your question when we get to the Q & A section of the presentation?
>> Use that huge long web page that has everything that you need to know about the subject as your source material to write answers to the questions, and when you've answered the question, stop writing and throw away anything left over, this is from Page 95 of the book, letting go of the word, I highly recommend it. This will allow you to rewrite that to write anew that existing content that is so trouble some on your pages, and it's so hard to get it redone. Try this and let me know how it works for you. Another technique I use is to imagine that each word you write, each word you committ there that you're going to post up on your website is going to cost you personally $5, so be Frugal, save yourself some money.
>> In terms of plain language, I really encourage everyone to get plain language training, even if you have taken training before. As Sheila mentioned, we all need

refreshers and there are new tips and tribes that come out all of the time and since everyone has to be trained in plain language by October of 2011 in our agency, we may be in a position where we have to mentor other people and help them improve their writing, so it really behooves us to get trained or to get refreshed again. Review the plain language guidelines and you can offer your comments by January 14th. I'm particularly interested getting our communities comments on the writing for the web section. I'm rewriting some of the testing section, and so also give your comments on that so do please check out the plain language guidelines.
>> Plain which is the governments interagency organization meets once a month and they have very interesting meetings. You can join the meeting by Conference Call or you can come in person, and that's a good way to get involved in the community and especially if you're going to be mentoring other people and improving their writing, and lastly here, we are developing currently an online writing for the web course, it's more in depth than the half day courses that plain language.gov offers and it will be coming to web managing this Spring.
>> Okay, search engine optimization. I am going to quickly go through this year. You want to make sure that you've got keywords in your title tags, your page titles, your headings, your subheadings, and all of the initial content on your subject pages and your homepage. This is particularly important when you have different channels. You can improve your placement by the search engines if you have multiple channels but you need to make sure that that rich content is appearing in all those channels.
>> Moving on to Mobile Sites. Still, it's a minority of agencies that have mobile sites but it's one of the largest growing areas, and we recently had Corey Lebson come in and teach a course on designing for mobile. We'll be offering that again in the future. He's a useability Analyst whose done a lot of testing on their site at FEMA, so I encourage you to use M.FEMA.gov as a model. Another opportunity for mobile would be especially if you want to experiment is to use your intranet and create a mobile site. I was surprised to read according to Jake on Nielsen's latest alert box newsletter that 60% of the top rated internets have mobile sites and this is because they have known customer sets and they can also design for the particular Mobile Devices that the agency gives to their employees which is one of the challenges of mobile design. Remember, you want to keep your design very simple. You're basically designing for an area between a matchbook cover and an index card so you want to really keep it task focused. Here is a picture of the FEMA mobile site. There are two main tasks for FEMA. How can I find assistance after a disaster and the links that people need and what should I do in a disaster and it lists the different kinds of disasters, and then they also have some seasonal information at the top, how to prepare for winter and what to do during a storm.
>> Section 508 Sheila talked about how important it is and how detailed, you can kind of go very deep and narrow with Section 508. I've given you a couple of resources here. Most of the problems with 508 are in these four bullets here, images and Java script and takes and in accessible alternatives so if you fix these aspects on your most important pages, you've got a long way. Even better is not to fix, not to retrofit. Sheila mentioned this as well. The part of this really terrificdiagram shows the user experience, user sense of design method of development and you can see how much activity there is under analysis and design. There's a lot of testing, there's design, there's the circle, the arrows there meaning that we're doing lots of paper prototypes and wire frames.
>> In contrast to the standard accessibility life cycle which is that you get your standards in place at the very beginning and then it's kind of flat lined until moments before you implement and then you test and Oh, no, it's not accessible, so we don't want to create this giant mountain of in accessibility. What you want to do here, what I'd like you to think about, is to include your 508 experts, your 508 coordinators in your original stake holder meetings. When you first are conceiving of websites or redesigns or new Apps, include them in. Bring their very expert eyes and ears into the conversation and then under analysis and design when you're doing those early designs make sure that you include a few people with disabilities in your testing and get input that way. We are ready to do that with our first Friday testing at GSA, so we're going to try and walk the talk with that.
>> So, speaking of which, we want you to conduct discount useability testing, this is a best practice to conduct useability testing but it's hard to put into practice and so here at GSA, we started last year a program called First Fridays. On the

first Friday of every month, we conducted discount, you know, simple useability test. We have only three customer participants but that's plenty to find the most serious problems on our website. We just have them run through some top tas bs and we have observers who watch and take notes and we do de brief over lunch and we come up with a list for the website stakeholders of the 10 most serious problems and the immediate fixes, so we're not looking for those things that we can fix after we get a new content Management system. We're looking for those things that can be fixed now because almost anything can be improved right now. It might be a duct tape kind of improvement but it could be an improvement and then we only produce a one page report and give them a copy of the test recording so there's no great big findings report as Steve says.
>> The benefits of doing regular testing is it allows us to train and mentor people. We are inviting people from the community. I invite you, you'll get the contact information in the community to come and volunteer to be a participant, to be an observer, to learn how to organize and to facilitate these tests so that you can set up routine testing of this type at your agencies, so it allows us to train and mentor and it also raises awareness, when you're testing once a month your stakeholders, Senior Managers, are more likely to pop their head in and take a look and get these A-Ha moments they can get in no other way than when they're watching actual customers and of course it allows us to Fitch real problems on websites.
>> So here is a reference to why useability testing is the most reliable way to find user problems and here is a contact information if you'd like to volunteer for First Fridays, we're actually testing tomorrow is the first Friday of January and we're doing USA jobs.gov. We alternate between GSA sites and strategic other agency sites but we're very flexible. We have the criteria is on the First Friday program page you can see but we're pretty flexible if you really really wanted to we'll probably test your site.
>> So in terms of useability testing just closing up here, I want to encourage you to study with some of the masters, a couple of people here who are members of the web manage University faculty, Steve has a great book out called rocket surgery made easy, we use it as a textbook for First Friday and he's coming to teach his method in April and we have an archive webinar that's very similar technique called useability testing in the wild. Keep current on the latest and user experience by subscribing to one of these terrific newsletters.
>> So that wraps up my portion of the best practices. To summarize, ID your top three in terms of your customers, get those top tasks at the top of the page. Don't rewrite. Write anew. Be in the three in terms of your search engine optimization. Tweek your content so that you appear in the top three and emulate FEMA when it comes to your mobile site, include 508 experts and disabled people in your testing and in your early early talks on new websites and website redesigns, and establish routine testing, First Friday can help and make those quick fixes. Sheila, I think it's time for me to pass this over to you.
>> Fantastic.
>> For where to get help?
>> That sounds great. Thank you, Nicole. That was each lent. I just love that slide with the Google homepage being, you know, messed up and cluttered with all of that extra content so those of you out there who want to use that slide I'm sure Nicole would be more than happy to have it repurposed so if you're trying to fight that battle in your agency in terms of keeping a clean homepage focused on your top tasks that's a great one so if Nicole you want to go ahead and keep the slides?
>> Okay, I think I need the slides back.
>> Yeah, great because I was just going to have you keep that slide up there and I'll speak to it just a little smoother, so real quick folks we want to make sure you are aware of some great resources in the community that you can always turn to for more help like we said there's a lot of content that we've thrown at you today and so don't feel like I'm sure you're feeling a little overwhelmed but just so you know, there is a lot of help out there. If you aren't yet a member of the web Managers forum, we highly encourage you to join us. That's both a listserve and a social networking site for the community. You can go to webcontent.gov and find out about the forum and listserve. The social networking site itself is on forum.webcontent.gov, create a profile and find out who the other subject matter experts are around government. Obviously visit webcontent.gov often and we are as many of you know we are upgrading webcontent.gov, we're expanding it into other

Customer Service channels so that's pretty exciting coming down the pike very soon and get involved in a subcouncil of the federal web Managers council, their communities of practice around meteorism and social media and useability, a great way to become involved and useability.gov which is a sister site managed by HHS, a fantastic useability guidelines book that's a really important Bible for all of you folks working on useability and design. As we mentioned there's lots of other web managing and University classes in other topics like accessibility and social media, and then we do have these monthly forum series that are now actually typically webinars and those are the third Thursday of every month, we usually invite an agency doing something really innovative and great to come share their experiences with the community and then we also have a series of new media talks and both those forum webinars and the new media talks are always free and with the new media talks we invite providers oftentimes social media providers but people who have some great products to share with us so we can become more familiar with some of the innovative tools out there, and then a lot of this comes down to making sure you've got good policies and procedures in place so there's a great section on web content.gov that provides a link to what other agencies are doing in this area and Nicole if you want to flip through the next couple slides here, there's a series of resources that we provided to you which will be when we send out the slide deck and this just gives you all of those different links that we showed during the presentation, we've put them all together in one place so I know there's a lot of questions out there and so when I get to those as we wrap up with the last five or 10 minutes of the webinar today.
>> So, Alicia, do you want to toss them out to Nicole and me?
>> Sure. The first question is: Does the web requirements that you discussed today apply to .edu domains and other non- .gov domains that may be funded by the Federal Government?
>> It's a good question. They do not directly. Certainly, it's a good idea if you have the website within the .edu domain it should be accessible for people with disabilities and follow good privacy policy but these requirements apply to federal public websites in the government domain, but one note is that you do need to check and make sure whether the website, whether it should be in the .edu or .gov. If it's a partnership website there maybe reasons to have it as .edu, but that needs to be very clear and if it's fully funded by an agency, it may actually be a requirement to have it in the .gov.
>> Great, and also, do the requirements apply to internal web pages and intranets and if not, is there specific requirements for those things?
>> Some of them do and some of them don't. Generally the OMB policies to things like having a content inventory, having a linking policy, those things apply to public facing websites, but there are some things certainly Section 508, access for people with disabilities and that applies to any federal web-based products, so that also does apply to intranets. That's actually a good question and we should make that I think more clear on webcontent.gov, if there are any policies that apply to intranet so we'll do better at doing that but I can tell you 508 certainly does apply to intranets. That's the big one.
>> Great, and I do want to announce that the requirements checklist will be updated early next week on web content.gov, and also Nicole mentioned earlier a webinar by Leslie on plain writing and that's actually on January 21, not the 12th so you can find all of the information on web Manager University.gov, and so another question is: What about in regard to the OMB requirements, do they apply to web content stored on Google Docs and other non-government domains?
>> Again, the policies that were presented here are for the .gov domain, so these apply for public facing websites and now that's a new arena if you're using Google Docs, I assume that's in the dot Com. These requirements do not apply directly, but if it's content, again it is on a third party website if you're putting content on Facebook or YouTube or Google Docs, you need to make sure that you're not putting content out there that is inaccessible to people in no other fashion. You need to make sure that for example, if you're using Facebook to have an interaction with the public and that's the only place where you're providing that content, that's not sufficient. You need to make sure that you're providing the equivalent content on your website.
>> Great, and Sheila, what rule covers the P3 P requirement?
>> I believe that is the machine readable privacy policy. I believe that is from the

E-gov act of 2002 the privacy policy needs to be in machine readable format. It's in the privacy portion of the act, but if you go to webcontent.gov, there's a page about P3 Pthat I believe should have the reference.
>> And one of the attendees wants to know if there's any prospect that we may be moving toward a UK style mandate for few consolidated federal websites.
>> It's hard to say what's going to come down the pike, that necessarily has been discussed that we need to get rid of the websites that are no longer providing public value. The UK model though is fairly unique and that they are really trying to consolidate around a couple of mega sites, the primary customer citizen portal and then the separate business portal. I haven't heard a conversation that we're going to go necessarily in that direction at least not in certainly the near term but I think the idea is to require agencies to take a look at all of the.gov they own and take a hard look and make sure all of these websites are providing public value that they are being maintained, they are accurate, providing value to the public. So, I would say that it's very possible that we're going to see something come down the pike that will require agencies to do that kind of comprehensive review. And to look for opportunities to consolidate where there is content that overlaps, not just within agencies and across agencies. And I think the federal council will be a big part of that process.
>> Great. Do you have any thoughts on occasional use of password protected content on an otherwise public website? This attendee says that they get occasional requests for this.
>> You know, again, it depends, Nicole. You can speak to this too because I think this relates to useability, but if there's a real specific need for that and it's transparent and it's clear what you're doing, I think it's appropriate. I think it's appropriate to be able to say, you know, the section of our website is for this intended audience and this is what it's for but I think you need to be transparent. You don't want to hit somebody with a password protection portion of the site and it's not clear why it's being protected in that way, and so people always ask, well what's behind the password protected thing so as long as it's transparent and it's clear and people don't feel like you're trying to hide information, I think it's certainly acceptable but the key thing is you don't want to put information for employees on a public website. That actually is part of the policy that information for employees really does belong on an intranet but there's many instances of extranets where you're providing information to a particular community and some of it needs to be behind a firewall.
>> Nicole, did you want to add anything to that?
>> Yeah, I think just that having a password is tremendous barrier obviously and so if you are trying to encourage people to use and to access content, you don't place that barrier there but it does get more into being an extranet when you sometimes you have to offer that for instance registration for classes and that kind of thing, so to be very very judicious to realize that it is a barrier and it will stop the people from being able to use their site fluidly.
>> Thank you. And Nicole, while you're speaking, is First Fridays participation available online or in person only?
>> Right now, it's in person only. The testing is in person only, but what we are offering is once a quarter we're going to open up the observation portion of it to remote observers so you'll be able to through the webinar watch the three and listen into the three participants. You probably won't be able to do the debriefing portion of it but we can provide you with the results of the debriefing afterwards, so that will be a way in which we can give people a chance to take a look at it if you're not here in the region.
>> Great. And also, you had discussed the web design and where to place specific information so that it's noticed and one of the attendees wanted to know, how does the focus on the task matrix account for web design trend and placing the navigation on the right instead of the left or vice versa?
>> I think I understand the question is where is the best place to place the navigation so that you can see it. Most of the time the navigation is either now global navigation is along the top and then more local navigation is down the side, down the left side, or it might all be down the left side. People are used to seeing it there. If the navigation is placed on the right hand side, which is where people are used to seeing advertising and utility content, you would probably find in practice that they would have a hard time finding it. Not quite sure if that's what

the question was so if the person needs clarification they should send it in again.
>> Okay, great. And what agency or entity audits the government website to insure they're compliant with the OMB web policies? Is it GAO or is it a different Agency for Each type of policy?
>> I'll take a stab at that. Really, there's not an entity that sort of plays that policing role. It really is up to each agency to insure that they're in compliance and so agencies need to take it upon themselves to develop the tools that they need to be monitoring their progress in those areas. Federal administrative council could take that on. We would want to do it in a collaborative way, in a helpful way so that people can see that these are the agencies that are struggling with this, let's try and help them out because not every agency is at the forefront of every single area but right now there's not really that enforcement mechanism, though it's very possible at any point GAO could do a review to find out the extent to which agencies are complying so certainly, you should all be doing it because it's very possible that something like that could come down the pike.
>> Great. We just have two more questions and one is, um, if an agency is in the midst of a redesign, where could they or where would you suggest they send screen shots for design feedback?
>> Nicole, do you want to take that?
>> Yeah. There is, screen shots? The first thought I had was there is a Company called I think it's User Testing.com where if you have a website that's up already for something, a small amount of money, you can get a person to test some tasks and give you some feedback and you actually get the video of it, so it's a very nice little service, I would say that if you would like to get some expert review on some screens that are in progress, what I would suggest is that you join the user experience sub council through the forum. There are about 80 people and a couple dozen of whom are very quite active who are on that list and you could ask people for feedback and give them a way to get the screens and I'm sure that you would get some good feedback. There's some really fine user experience people on that list, so that's what I'd recommend.
>> That's great and just to add to that, there's some really good techniques that are linked to also web content.gov, the use ability section in terms of doing that kind of design work in terms of developing some paper prototypes before you get too far down the road, making them high fidelity, you want to definitely get some testing early on in the process because once you've coded everything, it's harder to get that feedback, so there's just a lot of really good resources there. One of the things we've also done is if you haven't listened to the webinar with the State of California we did a couple months ago they talked about how they developed some common design templates and that is an area I think we really would like to move to is if we can develop sort of a common design template library that we could post on web content.gov so not every one of us is starting from scratch, we know there's a lot of common features and common design principles we should all be applying to our websites, it doesn't mean every website needs to move to a look and feel but if there's a way we can start to build some consistency in our design, residents always oneerring how large will the search box be, some stuff should be common and consistent so that's something we would like to see coming down the pike.
>> So Alicia, I know we've pretty much past our time here. I think we got to most of the questions, is that right?
>> There's just one under I think you can answer quickly. What would you suggest for federal contractors that may not have a e-mail address to get involved in some of these activities and some of the council initiatives? Do you have any suggestions for that?
>> Well there's a number of things, the list serve is only open to government employees, sometimes they discuss products and services so for contracting rules we can't open them up to contractors but there's forum networking site, it is open to any contractor with the government e-mail address so that's a great way to become involved and ask questions of other folks in the community. There's other groups out there where there's really good conversations going on, and I would say to connect with the employees on your web team and ask them to keep you informed of what's going on. We're also having our annual conference May 17-18 here in downtown Washington and that is open to contractors with the government e-mail address and the fantastic two days of networking, you could lead a conference session during the conference on a topic that you care about to showcase good work that's going on in

your agency, so there's lots of good ways to become involved.
>> Great, thanks, Sheila and just before we wrap up, thank you both to Sheila and Nicole for instructing the webinar today and I want to draw everyone's attention to the chat box. Our course evaluation link is there. We will also send it to you via e-mail but if you could fill that out, it is really helpful for us for future courses. Also, we have two free upcoming webinars in January. As Nicole mentioned, Leslie's write cleanly, an update on the plain writing act and principles and also a word press new media talk with the City of Reno, and then at the end of the month, Candy Harrison will be teaching her two day course on delivering great Customer Service essentials for government web Managers so go to web Manager University.gov, and check out our full schedule. Thank you for attending todays webinar and that concludes todays event. Thank you.