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>> Good afternoon. My name is Joe Rouse and we'll be starting in a few minutes. If you are having any typical -- technical difficulties please contact Carol diamond at 202-208-0668. We will be back in a few moments.

>> Good afternoon. My name is Joe Rouse time the project manager. We want to thank you for being here for the essential webinar. If you are having any technical difficulties, please call there'll diamond at 202-208-0668. If you would like to ask a question, please type them here? And we will send them to Gerry. I wanted to introduce Sheila.

>> Thank you. Welcome everyone. We have a fantastic turnout for today's webinar. This is our biggest event that we have had on webinar so this is an important topic to all of you. We are really thrilled that so many folks to join us today from across the country, not just federal but also manystate and local government folks. I want to underscore the importance of this topic before we hand it over to Gerry. Rachel flag and I., who cochairs the federal webmasters Council, we have been talking about top tasks for several years. The strategic land for the web manager community, which we published a couple years ago, was centered around the importance of top tasks. There are folks around that have not heard of top tasks. Some have attended several of Gerry previous seminars. We know everyone is at a different stage. This webinar will be valuable no matter where you are because Gerry will really focus on the practical strategies on how you all can improve your top tasks. This is critical because right now the big priority and initiative in all of our agencies is the open government drafted so there is a lot of talk about improving collaboration and participation and transparency. That is what we are focused on. The top task is such an important part of that. I think, and Gerry will argue this point, in order to -- in order to be transparently to deliver the content that folks need most. That is what the webinar is about today and we hope you leave it with steps that you need to make sure that your audience can accomplish the number one task that they come to your website for. We know this is a struggle and a challenge because we all have pressure to put out press releases, vanity content, and content is about what our organization feels is important, and Gerry will tell us how we can use metrics to make the business case to our senior managers. That is really critical to so many of us. Many of us believe in top tasks we have a hard time convincing senior management of the importance. Gerry will give us some good tips on how to make that case within our agency. I hope and I know you all will enjoy the webinar today.. Gerry has always delivered a phenomenal and inspirational talk. Because we are recording at we encourage you to share within your agency. Many of you are in conference rooms with the web teens which is perfect too. We encourage you to spread the word and the message that we will be shared today. I'm passing a back to you.

>> Thank you, Sheila. Gerry is one of the widely regarded number one world authority on managing web content as a business asset. He has written some, spoken, and consulted on web content management issues since 1990 or. -- 1994. We are privileged to have Jerry here today. Gary, landed off to you.

>> Thank you. To make sure that you can see my screen, I have just gone to the first slide. Is it working.

>> Yes. I see it is great.

>> Wonderful. Thank you. Welcome everybody and thank you very much for taking your time for this webinar. Hopefully it will be interesting and instructive and useful. Let's start, this is an HS -- NHS choices, national health care in England. This is a very good website. If you are thinking, in relation to health, there is a top task. There is universally come I have worked with health websites and HHS in America and the Department of Health air, and numerous health entities around the world, and I've also read a bit of research and analysis. There is a top task. Whether you are American, or Canadian, or English, or Irish, or Danish, or Swedish. When connected with health. There is this universal task that drives people to health websites. And just for a moment, you might think, what is that task? Why do we go to health websites? What is it that drives us their? I cannot get that response back, but just for a moment if you think weekly, why would you go to a

health website? Give an instantaneous gut instinct reaction, why question mark how many of you would've said, to check a symptom? If you did, you are normal. You are like the rest of us. You might have something wrong with you, to check the symptom, but you are normal person, cause that's why most people go to websites, health-based websites. They want to check a symptom. They have a back ache, pain in their stomach, or their child has it. What you also find, almost universally, is that mothers are much more likely to be out on the web checking symptoms day on our fathers.. There is a story behind that. Checking symptoms as a driving reason that you go to a health website. When we worked with the national health service, we tested a whole range of tasks. Well over 2000 people. And they included doctors, and patients, caregivers, nurse -- nurses, and people at the highest income bracket and ones without jobs. People who lived in Yorkshire and in London. It did not matter. It really did not matter who they were, where they lived, or what income bracket they were. Checking symptoms was the overwhelming top task. This is a slice of the data that we analyze. We received check the symptoms for number one tasks, all age groups, yellow is a top task. As you get older, the only group, the only real segment where it was not a top task was for ages 55 and above. So check symptoms was not a top task for them. That was the only real segment where was not. And the logic of that is that after age 55, you know what you're dying from. If you don't have your symptoms figured out by then, you're in real trouble. So after age 55, they know what their dying from so they don't need to check symptoms as much. But every single other environment, check symptoms was the dominant driver of behavior. So, if that is why we go to health websites more than any other reason, wouldn't it be reasonable to ask the question of a health website, how easy is it for our customers, our citizens, the people who visit the website, to be able to check symptoms when they come to our website. Wouldn't that be a reasonable measure of, is this health site working or not? Is it doing its job? Is it really helping people or is it helping the organization tried to tell the world about how great it is here -- how great it is. Because that is unfortunately the Achilles' heel of Government. Government cannot resist, permits but websites behave like needy children. They are always trying to tell you, look at how we are spending, look at what we've launched, look what we have done for you, look at what the head of the department has visited and we are so busy in these senior executives, they are always doing things, and we're always being told by these websites about what they are doing and what these as negatives are doing, etc. And you know what, we are so impressed, aren't we? What we do is we send letters into Congress and we say, poor politicians, you are doing too many miles, you are in the air too much, have a break. Because we are worried that you're working too hard for us. Because when Rudy big government website and we found out how hard government is working for us, we feel guilty as citizens, don't we? That's the way we feel. Okay. Let's go back to how we really feel. We've got a symptom. And we want to figure it out. We're on this website, basically, we have searched in NHS choices for stomach pain. That is a symptom, so we identified that check symptoms is a top task. Now we say, let's observe people as they try to carry out the symptom related tasks on our website. So, somebody put in the search for stomach pain. They get these results coming back. Stomach pain and the first one says, real stories, stomach cancer. So the very first result against, during treatment, for stomach ulcer, Deborah and if there was devastated to find out that she had stomach cancer. At the age of 40, she had surgery, her stomach removed? I mean, I only put in the search terms to make pain, and the first result tells me that I'm going to have to have my stomach removed. All I want is a remedy. It cannot be that bad, can it? Do people say, isn't it great to have blogs and personal stories? Yes, but do we understand the context of the task. If someone searches for stomach pain, chewy really be bringing back the first result that you're going to have your stomach removed? Or should the first room art -- result be that the main page and they start from the manner and you move to the more broad. If you are not managing the task of the symptom. And you say it's great to have this when you manage the content, you put more and more content on your website, and you don't necessarily solve the problem. And they see this first result they are going to back back from this website because it scares them. If we are managing the task, we see the website in a totally different website. We manage the journey of people in the experience as they seek complete the task. This is a direct of God, a very good website in the UK. Equivalent of USA.gov. So swine flu has been a big issue for people -- it is in relative decline now but it is a big issue. We combine that and

understand the top task which is, do I have it? I'll at the top task of government is, the top task is how to prevent it. But the person comes to the website and they are top task is, do I have it. So there is often a conflict between what the government and the citizen wants to achieve. But directed goblet -- Bob -- direct GOP -- G. old V. -- I am going to click on that and go to the environment of swine flu knowing that we want to check symptoms. We want to know, do we have it or does my child have it? I've got a cough, fever, do I have swine flu? The task is only successful if I leave knowing, yes, I am fine. Or else, I should call my doctor. Because the completion of content, if it is working, helps you make a decision. What other purpose has it? People don't hang out on government websites because they are lonely and have no friends or it's the weekend. They come to a government website because they have a problem. And they want to solve that particular problem. So let's follow the path of, I have a cough, I want to know, isn't swine flu? And it says, swine flu, everything you need to know. Well, I don't want to know everything. I don't want to know everything. I just want to know basically, do I have it, or not? But it tells me, everything. I scroll down the page and I look for my symptoms. And it says, follow the link below or call. Well, let's see, will this help me check my symptoms? I am two or three clicks in now. I've had to scroll down the page. So now, I am into geographic. Well, maybe I have to go to my geographic area. Okay. Let Sam in Northern Ireland. And the links it now says health information, public information. What is the difference between health information and public information question mark of course, there is not a difference. Why do we have two links? Because there are two departments or government entities in Northern Ireland connected with help -- health. Of course they cannot come together because there is too much rivalry and politics. So they confuse the government -- they confuse the customer. So, maybe I'll be able to check my symptoms here. I clicked on health information. So I go to the health information link, I am looking, and the first link is in your health matters, annual report. That is the first link on the page. 99.9% of people do not give a damn about the annual report of a government department. But of course, the government department cares because it is full of government vanity and the need to prove itself and the need to prove itself -- show itself. So, we go back. We go to public information, we come here, and basically what these websites are all saying is hey, call us. Don't trust the website. You will never find anything on the bloody website. Just read these numbers -- ring these numbers. It says, swine flu questions and answers. Will update them maybe I'll find out if I have it by clicking on questions and answers. It says questions and answers, what is swine flu? Well, I don't really care what swine flu is. I want to know if I have it or not. What is a pandemic. I really do not care. How is swine flu different from seasonal or bird flu? What can you do to protect yourself and others? And what is the government doing to prepare? There always has to be a question, doesn't they are? The needy child that the government is, they can prove to its citizens that what they are doing to per pair -- to prepare. We have questions and answers but none of them address the top task of check symptoms do I actually have it, or not. Why do we do this to our citizens? The public are becoming more and more cynical and skeptical of government. And one of the very reasons is government websites. Because often government websites are pandering to internal politics rather than addressing the needs of citizens. And citizens see this pattern. They see the vanity and the press releases and they see that they come to government websites and they cannot do the basic things they need to do. And it does not impress them. So the way that we bring government back to our citizens, back to our businesses, is help them do the things they need to do to make their lives better. Tonight their businesses better. The top tasks. Now, we go to the US and it is called HN the US and it is called HN1. But you look at the links on the page, and where is the symptoms? Okay, signs and symptoms. That is not so bad. We are making progress. It says, CDC, swine flu in you. What is 2009. Why don't we start with symptoms rather than an explanation of what it actually is. We had to go down the page a bit before I know if I have the flu. They should be on the home page. The essence of top task management is you bring the top task up to the top of the architecture. Rather than a nice picture of somebody blowing into their nose on the homepage, begin with, fever, cough yes, call your doctor. Start with the top task. Just like we go to a hotel website, the hub -- the top task is book a room. 10 years ago you saw a picture of a room. Now you can book a room. One of the key measures of a great website you can start doing the top task on the homepage. That is why the

key measures of a quality website. So Canada, you go to the home page and it says, H1 H1N1 symptoms, and you click on it. This is excellent. It does not give you blah blah blah, what the government is doing, it goes straight and it shows, what is the symptoms, here is H1N1 symptoms, and here is a cold. Other keeping symptoms -- humans do is compare. Our comparative model is the cold or the normal flu. Do I have a cold or flu? This is extremely clever and well thought through. It is simple but allows you to figure out cold versus fever. Not alone doesn't give you the symptoms, it gives you a comparative model. And if you know from the web, we love to compare. Whether it is insurance companies or holiday destinations, we love to compare. So this simple table is incredibly powerful. But you know what, if I was running a health website and the swine flu was huge, I would have this on the homepage. I would have all the other stuff pushed down, and I would have this on the homepage. And then I would have maybe a link under, you don't have it, here are four steps that will prevent you from getting it. Because once you answer the questions, the person has answered, do I have it or not, or do my -- does my child had or not, then you are open to suggestions like Amazon does it, of related stuff or if you don't have it, here's how to prevent it. But if you don't understand the human model, how people are thinking, what they're task is, it becomes extraordinarily difficult to manage your website. So the essence of website management is no the task of your customer. The top task of your customers and manage taste on, are they successful in completing those top tasks. To remember we looked at H1 H1N1 and swine flu, well, every month an average of 700 house and people -- 700,000 people search for swine flu. You know why we call it H1 H1N1? It's to protect the pig industry. No, people say no the swine flu is not the correct term. Let me tell you, science.com, science magazine calls that swine flu. A lot of the very reputable science institutions: swine flu. So why are they still calling it swine flu and why are governments calling a H1N1? Because there are more interested in protecting the pig industry than the population. That sounds harsh thing to say, but if you dig behind, that is the underlying reason. Now 5 million people are searching for swine flu and are we going to ignore them? We have to deal with the way the words are the people use. We Or 10 that this is the correct term. They have got to use this term. At 5 million search for swine flu versus 700,000 people searching for H1N1, you have got to use the words of your customers. Otherwise, they are not going to find you. Because the journey begins the vast majority of people today, through search. And the words are customers use are the words we should be using on the website. The key things that we should be doing in task management is going out and analyzing the words that are customers are using connected with our top tasks. That is one of the first essential step that we should all be doing. And make sure we use those words prominently in the websites that we design. I want to show you a bit now, digging deeper into the concept of task management. And this is at the OECT. An excellent organization that we worked with over the last year. This is a statistical organization of trends and economics and helping people understand the world and create better and more prosperous economies on global basis. So we went to a big task identification exercise with the OECD and we do up a big task list. We got customers to vote. Over 2000 of the customers voted. And for tasks we see here in yellow, got the first 25% of the votes. So for tasks got more of the vote than the bottom 49 tasks. So we came up all hope with -- we came up with a range of tasks that people want to do we found there's a small set of stuff that sounds that -- that has a disproportionate amount. We did this for IRS and Microsoft and Cisco. We did it for Rolls-Royce and BBC and organizations all over the world. There is a small set of tasks I'm usually about redefined tasks -- about three -- five tasks, with huge demand. So the other six tasks got another 25% of the vote. So basically 10 tasks got 50% of the vote and the other basically 49 or 50 or 60.50% of the vote. This is the concept of the long neck. The basic question should be, shouldn't it be really, really easy to complete top tasks such as country surveys, compare countries statistical data, statistics on a particular topic, Rall's a publication online for free. Shouldn't those tasks be easy to complete? So we did as task management, and this is what I believe is the model of how you manage your website. So you don't manage the content. You don't manage the technology. You manage the task. How do you do that? The first task is identify the top task. Then measure and asked the question, how easy is it to complete those tasks? The way you do that is you create an in sample of the top task. See this questionnaire, it says what is the title of box 1.2 on page 73 of OECD employment and let thousand and nine. That is an example, if you will ask that

question, you will browse a publication online for free. You have to get to the online version of OECD employment outlook. You have to ask a vague task, like browse a publication online are free, you have to make it specific or it you can't just say to people, check symptoms. You have to say to people, you have a cough, see the symptoms. You have to make it specific area by creating a concrete specific task, you see the journey of the website. And you see the whole reason why it is succeeding or failing. What we do is we measure a couple of things. At a very basic level. We gave this task to 15 OECD customers at a remote races setting -- remote setting. We share the screen with them on the phone and then read out the tasks, started off with the OECD homepage and shut up and let them to try to complete this task. At this particular task, there was a big failure rate. A 75% failure rate. So 75% of the people were not able to complete this task. 19% date completed and 6% have what we call a disaster. A disaster is a very interesting thing. A disaster is where they think they have the right answer but it is the wrong answer. That is a very interesting thing to measure. So many comes through and says oh no, I don't have swine flu, and they actually do, that is a various shank thing to measure. That is what we call a disaster. And another thing we measure is the time on task. How long of those who completed the task, how long did it take them to actually complete the task areas so the way I feel you manage the task, is you don't manage the content or technology, you manage the completion rate. You try to bring the completion rate for your top tasks as close to 100% as possible. You try to bring the disaster rate is close to 0% as possible. And you try to bring the completion time down to the shortest number. You have them spend as little time as possible completing that task. That is what you manage. You manage people's time, you manage their ability to complete the task. When you test and when you do this with 15 people, you begin to notice patterns. So what we noticed was, they had no problem and actually basically getting to the OECD employment outlook on page. That was not an issue. So the first couple of steps in the task, they work quite well. Not a big issue. So that was not the issue. The issue began with the these links. Quite a significant percentage of people, as soon as they got here, they wanted to get to the online page 73, they saw table of contents, they clicked on that. They came here, Chapter 1, Chapter 2, Chapter 3, and they started clicking on these links. It so happens that these do not let you into the actual full chapters. Pages give a summary of the chapters. Now, in some environments that might be a good idea, but it was really confusing to people because they thought they were getting into the full version. So they got a bit frustrated and they started clicking and out because they were trying to get to the full version of the report. Then they came back out and said oh, here it is. It is in the PDF version. They clicked on that, and here's what they came to. This statistical Annex. I got really confused. This is a really important lesson. You learn all these things by observing the task flow. The link should always embodied the destination. The link should never be PDF version. The link should be statistical Annex. A link is a promise. A link is a signpost. Always make sure your link embodies the destination, not the name of the thing or format of the document. Because all that will do is create confusion. So, if we were following a basic cargo rule of link writing, which says always embodied the destination. which is a statistical Annex, not the actual format, we wouldn't have had as much failure here. So we learned that. OECD learned that. They said they would correct that. Then, a number of them school back up to the top of the page, and thought maybe, it is here. So they clicked down here. And they found all this text. Here is another cardinal rule that we describe, and this is connected with linking. Never put links in text. This just confuses people. If at all possible, leave the links on their own. Write them as headings. Right them as a signpost and headings. Do not embed links in the middle of sentences. Because people had to read, it said subscribers and readers at subscribing institutions can be a source, OECD, nonsubscribers can browse, they got totally confused. They did not know what to do. How would you write is properly? You do something like this. Make the links like headings. Subscribers and readers of subscribing publications. Government officials with accounts. Accredited journalists. Nonsubscribers, browse online version for free. That is the right -- that is the way you should write links. Not this way. At all possible, do not put links and sentences. Leave them on their own and write them as you would write a heading and a clearer call to action. When some of the people did figure out and click on the link in the guise of the page, it opened up a new window. Never open up new windows unless you absolutely, absolutely have to. It

really annoys people. It disables the back button and then they have to resize the window. It weighs their time. New windows, avoid them at all possible. And you learn all this stuff by managing the task. Because you are seeing the frustration. You are seeing the annoyance. You are charting and you are observing your customer. There is nothing more powerful. It is the essence of web management, it is observance of your customer as they seek to complete top tasks on your website. That is the beginning, middle, and end of web management. Everything else is just noise. Everything else is just button up content or buying technology. It is not where the game is that when it comes to professionally managing the website. Finally, they get to the right page. And then some of them got confused when you look inside. The clearer, browse online for free. Rather than vague statements. So some of them finally did click on and they got to the page. Then they wanted to get to page 73. What they wanted to do, what they did was, they put in 73 into the top of the actual PDF and they click no. -- Click no. The problem is, they got to page 70. If somebody is going to be working at document online, you need to reflect the world of the web. The reason got to page 70 is that it is an old print convention, basically to put in's in the table of contents -- to put in's. Get the actual page numbering is saying page 70, that is creating confusion area. I would've never noticed this. I thought wow, you may notice these things as you observe customers trying to do things on your website. So this is the concept of task management. Identify your top task through clearly in a little statistical process of going out to your customers and figuring out what really, really matters to them on the website. Then test, take examples of those tasks, and test them to see how well they are performing. And then start improving your website, continuous improvement. Fixing these problems that are causing a failure rate in your actual tasks. This was another task. At the OECD website. This performed very, very well. It had an 88% success rate. The question was, when were and/or out, and Liechtenstein removed from the tax haven. We had a good success rate, but we discovered something interesting. See haven, that is a bit of an unusual word. What we notice is that because the OECD audience is quite international, people from Asia, Europe, Denmark, Sweden, many, many people coming to this website who did not know English as it are some language. What we noticed was that particularly people who did not have English as a first language were likely to either misinterpret the word Hayden -- haven or to misspell it. They were searching for tax heavens which was probably not unrelated to attacks haven for somebody but they were getting zero results back or if we were observing this, we would make sure that there is a synonym expansion that base surge for attacks have been -- a tax have been -- have been they still get a tax haven. We learned that because this just did not happen with tax haven, we learned that people who do not have English as a first language I must more likely to make the misspellings or misunderstandings when they are searching. So if you've got a lot of people using a website, in English, but English is not their first language, you really need to watch out for the misspellings and make sure you bring them all together with the major term that you think they were actually searching for. That takes work him up but it results in much better task completion. A lot of the essence of the challenge of the web is about simplifying the journey for the top task. First and foremost you need to know your top task. It is the tiny tasks that eat us alive. It is the tiny tasks that kill the website. This is important, you've got to get this up, et cetera. Imagine you are driving down the highway and you are in Canada. There is a signpost therefore Audubon and there is one for Pembroke. This signpost seems quite clear. Imagine if this is a website for a moment. Some of it comes you and says, hey look, you're wasting space. You've got to space. You could put in more, you have more room to put in something. What I do put in a city name. It will be great. Once you allow another city and, what happens next? Now you got many city names. No, we want to keep the only city name on. Why not let in many more cities names. We are more important than the other city name. So we better allow other cities names in. Once you've done that, more cities want to be included. More and more cities want to be included as they come along. And then you got car crashes. You've got customers confused. They can't find anything.

>> It all begins with giving a website to a communicator. That's like giving a pub to an alcoholic. It is happy days. And it all begins with getting one more piece of information, one more page. Then you get to the 10,000 page website. If you have a 10,000 page website, that is something you should admit added 88 -- AA meeting. I used to have a 1000 page website, but I've no self control, and now I have a 10,000

page website. And look at where I am now.

>> What is even worse than the option we had before, is that you have all these cities and all these links like, capital cities of Canada. Because you want to give them another way to get to Ottawa. Maybe large metro areas, or cities, or populated area, places. Did you ever notice on some websites, they have things like tools, or quick links. I always found quick links really interesting. Because quick links imply that the other links are slow. What on earth is a heading called quick links about? It's like tools and documents. Where my going to click question mark that is a huge problem. That is a problem that OECD and many websites have.

>> When you look at a number of websites, should I click by topic, country, department, maybe statistics. Look over here, frequently requested statistics. Isn't that something, Frito-Lay requested and frequently asked questions. Did you ever consider the fact of, how does the customer know that their question is a frequently asked question or not?

>> So let's keep going. It could be other publications. It could be under online bookshelf or it may be online library. And you know, I'm a journalist. I want statistics. All the in space navigation is nearly always a bad, bad, bad, bad idea. I used to think audience navigation was a great idea. But nearly -- it nearly always causes more problems than it solves. The only time you should have audience navigation is when the tasks are totally different. You've got absolutely totally different tasks between one audience and another. If there are tasks overlap between audiences, then have an audience structured navigation. That nearly always creates a nightmare. And it's very difficult website to manage it and navigate.

>> So, following on in the top task of concept. What great websites do, is they strip away the navigation. As you are make in your journey to the top task, it becomes more and more focused on the task at hand. So let's say, you are into Amazon. And you are looking at the bounds of reason. Which is it type of philosophical or economic appeared and then you say, I want to add this to my shopping cart. So I added. -- I add it. So now Amazon tells you other books connected with economics or this particular book. Because what they are doing is, they are focusing based on top task. They are a finding based on the top task at hand. They are not cluttering the page with other stuff. Let me tell you, four or five years ago when you did that in Amazon, here's what they did. They said, jewelry, January deals. We have just launched a new jewelry store and we just thought we would tell you. Because it's news.

>> News is an extremely negative contributor to most websites. The vast majority of people are not interested in news and unfortunately, communicators are almost inherently trained to push stuff that people they don't want to hear about. So this is what Amazon did, they said oh, we just launched a new jewelry store, we wanted to tell you. I know you're not buying anything connected with jewelry, but it's news. We know what happened, it drove their customers mad. It impacted their sales. Impact of their customer satisfaction. So Amazon learned their lesson and they stop telling people about things they didn't want to know when people are on a journey to complete a specific task.

>> You have to trust the customer. Because her comes to your website for reason. And you have to follow through and help them complete what they came to the website to complete. Not tell them the stuff that you have agreed and some committee. So the essence, traditional communication was about getting attention. All line -- online medication is about paying attention. -- Online communication is about paying attention to your customer and understanding what they want to do in helping them do it.

>> You know the Bible -- the global navigation, and mine Amazon has its working with this for years. This is what they did in 1999. They are constantly evolving and testing. This is what they did in 2000. 2003 and 2004, they did this. They are quietly testing and experimenting and giving you various different options. This is 2005. The different types of navigation that they tested.

>> This is Amazon today. Do you notice something? There is no global navigation at all. There is no other stuff at all. You come to the homepage and you shop all the departments. It gives you this set of links. Let's say you want to buy a five string bass electric guitar. You go to the homepage, you click on electronics, you click on musical and Germans. One step. You are now into musical instruments. No global mouth -- no global navigation telling you about jewelry or books or music. Amazon has focused more and more. As their website has become more danced, they have become

more focused on the task at hand. This is task-based architecture. Architecting based on a decision that the person is made on showing -- and showing them links connected with the decision they made moving forward. So it is task locusts on its structure.

>> You can now click on electric bass guitars. Step two, this is a massive website. Yet within three clicks, you are into the page for five string bass electric guitars. Isn't that amazing architecture? But it is architected based on understanding what people want to do, paying attention to what they want to do, and helping them do what they want to do. And stripping away all the other options. It takes curry age and management, but let me tell you, this really pays off.

>> It works. This sort of our constructor -- architecture works. You see the babies see -- you see the BBC website. They got rid of most of the top-level architecture. They used to have a global navigation. You come here, you click on sport. You come to the page, it is just about sport. It is not about news. Just sport. You click on football. You lose cricket, Formula One, you just get the ball. So it is task of focused. It is focused on the task at hand, on the decision that you made. It is forward pointing navigation. This is what great websites use from an architecture, task-based, forward focus. Stripping away, allowing the person to focus on the task at hand.

>> You clicked on the Premier league, you get into an environment focused on the Premier league. This is great architecture. Focus your navigation on the task at hand. Strip away based on the decisions that your customer has made. And if they want to get back to the homepage, they've got a click on the BBC logo or the Amazon to shop all departments.

>> This was the BBC three or four years ago. They do not have this global navigation running through every page anymore. They're really great websites have learned that in a complex environment, the way you simplify is you simplify pays on understanding -- based on understanding the task the customer is trying to complete and give them options connected with that task, not within other tasks. This is how you create great architecture for your website.

>> I am going to finish off now in a tech meet connected with search -- a 10 the -- a technique connected with search. People do not like search. You don't come to Google and say, I don't know what to search for. Somebody give me a word. My doctor says I should search at least once a day, but it's good for me. When was the last time, you did not know what to search for.

>> So we don't manage search. You manage findability.

>> You connect up with the top task to check symptoms. The most important things. Here's a technique for you to manage to find -- the findability of your website. All web content from the search point of view begins with the North Pole of consciousness. And findability management is making the content findable. Now there's an interesting thing here, is that some content should be left on the North Pole of consciousness. Microsoft, and Microsoft office, they found that when they removed half of that content from search, their satisfaction shot up. Because they had all these thousands and thousands of pages. Unless they somebody was coming to Microsoft searching for some numbers to add two numbers together in excel. They were finding content on the some function which is a mathematical formula that only scientists use. Maybe I will find out how to sum a number using that function. Then they clicked on this. And they got really frustrated. You've got to understand your top task and then understand the content that needs to be found to help those tasks be completed efficiently. And equally, observing the content that might get found when people search for these tasks, but it has nothing to do with these top tasks and make sure that content is not findable.

>> That requires management. Isn't it a terrible thing, you cannot just launch and leave a website. You have to continuously improve it eerie at -- improve it. We have to bring management to bear. Search is far more about psychology than it is about technology. You cannot just say as a manager, let's get Google and by a search engine. You have not served your search problem. 90% of your search problem or search challenge is day to day management of the search. Understand the search for this word, what would it be connected with. And then try to see, do they find what they were looking for.

>> So the essence of findability is knowing what should be found and knowing what should and should not be found.

>> This is some data from America online from about 1998, or sorry, it is 2006. They



analyzed 20 million clicks on their search engine. And 600 -- and 650 searches. What this shows is that this analysis shows that where they clicked on the search zone. The green is the first page of search result. What you see as there is huge clicking on the first result. 42% of people clicked on the first search result. 12% of the people clicked on the second and 8% on the third. 90% of people clicked within the first page of search results. So somebody is searching for something like swine flu, and they don't get a good result in the first 10, most of them give up. More people have been on top of Mount Everest than have been to the 500th search result. Parents want their children, they say, don't go beyond the first couple of pages of search results. They will be monsters beyond the first couple of pages. What is your top task, it is extremely important to good soldiers out up here on the first page of search results. It is more important that they appear within the first three results. You can get the right result first, that is tremendously positive.

>> So that is the first part of the formula. Second part, Cornell University did a study where they tested, and what they did was, they basically presented people search terms and they noticed, again, the 42%. 42% clicked on the first, 8% on the second. And what they did was they swapped with the seconds and even when they swapped it. The net behavior was still the same. So getting it up to the first result is extremely important so in this particular environment, 5% of searches represent 35% of search volume.

>> What does that say? There's a relatively small number of search terms that represent a very big chunk of search behavior. So that tells us something as well. That gives us the second part of the formula. Here is the method. Here, if you want to manage, this is the search performance indicator. If you want to really know, is your search working, here's what you do.

>> Identified the top roughly 1 to 500 search terms on your website. It really depends on the size of your website. If you get one to 500, you are getting somewhere in the region of 30 to 50% of search volume. You are getting a very significant percentage of search volume. Then, go about an activity of identifying the correct page for each one of those search terms. So some of the search for swine flu or swine flu symptoms, where should they go to? Well, they should go to the symptoms page first line flew. If they search for blob law farm, they should get the first result should be blob law form.

>> So you work through the search terms and you talk to the experts. So where, where should the customer get to? It's an interesting exercise to do. Very, very important exercise to do. Then go to your search engine and search with each of the one 12 500 terms. Search with swine flu, blob law, and let's say the correct page appears first. So you search first line flew symptoms, and swine flu symptoms homepage comes first. You get a score of 100. It became second, what this scoring system does is it is amalgamated him from the AOL data and other data from clicked behavior. So this is a scoring system that you -- that we developed for each search result. So if you get the correct page coming first, you'd a score of 100.

>> Second, you get a score of 36. Third, you get a score of 26. Can you go through each one and your search terms, and then you come out with an overall score of search efficiency. So let's say he you have 500 terms, and you identify the correct page, and they all, the first page was correct for all 500. Then you have a score of 50,000, or 100%. Let's say you have 25,000, that is 50% total score. It gives you a sense of how well the findability is working. It is not measuring the data, per se, with a search engine. It is measuring the findability of the most important search terms on your website.

>> And then you say to your team, let's get, why is swine flu eight. The high -- the swine flu home page is 80. Let's make sure it gets first. So you've got a motivation and a management model for your search environment.

>> Let's look at this environment, Centers for Disease Control. Users first line flew, and you get CDC, the title does not look great but it's not too bad. It says, H1N1 one flu and you. So if this is the correct page, there is not a connection with people searching for swine flu if they don't know that that is H1N1. That could be confusing. The second result is too bad. So you might get either 100 or, 36. But we've got to good results. But the title is not very customer centered. It is not in the language of an ordinary citizen. But it is not bad. It is certainly much better than it could be. So this is how you manage your website. Why do you do all this?

>> You do it for your customer. Your customer is mad as hell and they are not going to take it anymore. If there is one word that describes the word to describe the

customer on the web, they are in a hurry. They want to get in and out of your website as quickly as possible. Sometimes I've worked on these personas exercises. I was noticed that the personas they created that are all pretty and handsome or secretly they admire like Brad Pitt type characters were perfectly happy and smiling and beautiful people. This is much more like your customer. They are in a hurry and impatient. They do not look like the Brad Pitt of the world. Perfect customers do not exist. Start creating for real people with real tasks. Not the content or website. Deliver what the citizen really needs. And we will all succeed. We create better government and then we will ultimately win. Thank you very much for listening.

>> Now we will take some questions. I want to remind people that have a question please type it in to the question talks on the control panel and we will read them off to Jerry.

>> I am ready.

>> It is been said that many usability guidelines do not apply to government websites area I disagree. How would you respond.

>> It is strange. Usability does not resonate -- resonate with management this is the absence -- as since of your webinar. Of course this relates to every website. Websites that are unusual have no purpose in life. They should not exist. If you cannot use if it does not have any reason to exist, it should be shut down.

>> The next question is more of a comment. The swine flu comment was a bit misleading. The risk is not from the paid now but it is a mutated version from a pig. It would be a responsible to lead to confusion. It is not important for CDC to worry about this.

>> New science and other scientists call it a swine flu. I generally wonder why the gross reputable science magazines in the world are still calling and swine flu. I worry that this is still very big issue. Imagine if you went into your Dr. and he said I don't know what swine flu is, there is no such thing. And the doctor says hold on, you mean it is H1N1 and go back out the door and asked me about the correct term. I am saying that are we going to ignore the people that's worked search -- that search with a different term.

>> Thank you for answering the question.

>> I would like to chime in on this. This has been appointed discussion. One thing that has been discussed is that people are typing in different terms rather than the most popular terms or the proper terms. Perhaps you could have a title tag in the results that say in parentheses whether her first term as we can't ignore the primary term

>> If I search for swine flu if I click on the link that I don't know that they're the same thing, then I don't know what this is about, but it is not what I'm looking for. People make decisions very quickly. People are looking for reinforcement. The underlying challenge is not always the words are chosen to protect the citizens, sometimes they are chosen to protect special interest. I know that is not a thing that a lot of people want to hear..

>> I think this is a very important issue. It seems like a small thing, like a word choice. But I would like to point out that this is a key point of transparency. It is more than just a buzzword. It is about using the real term that are important to people. We are on a difficult situation with our agencies sometimes. If we have the metrics we want to show that these are the terms that people are searching for. Perhaps you can get a point we can use both terms.

>> About 10 years ago, Sheila, I gave data to a big travel conference and big airlines. Low fares, 20,000 people a month but cheap flights 10 million. People say that the airline industry has no concept of travel. They're saying, we could ever use cheap flights. We are not cheap. You cannot exhort 30 million -- to get exhort 30 million -- ignore 30 million people. Because the data is so compelling, they have to use the word cheap flights.

>> How should you name the file but in different formats.

>> That creates findability issues. You might want to do a kind of no index it does not always work. You might want to have a dominant page that you get found which then has the option, which says, read it online, download as a PDF, or otherwise. You have both there. A naming convention problem, but also whether some of these should be findable even in the search of behavior. But certainly what you would want to do very quickly is in brackets, in the title, I would still, and I would always start the title from the Mars important thing. The most important piece of

information. So if it's an annual report, I would not start with annual report. I would start with 2010. Because I really start with the most vital piece of information. So I would start with 2010 and move from the more specific. I would have as a component, very clearly area -- Mark area saying PowerPoint or PDF or otherwise. But I would seriously consider deemphasizing some of those files or pages and really making the HTML page finding by very prominently, and on the HTML page, really clear links to the PDF or otherwise or other elements in that particular unit of content.

>> Another question which was interesting. What is the ideal government model for a complex government agency. With a good CMS it is good to have many individuals in Boston publishing content that is a veteran of a small group that -- that has small -- has all control over the website.

>> Basically, neither. Certainly the distributed publishing model in every environment I have seen, has been an unmitigated disaster. It is cheap, it's easy, and you feel like you have solved your problem. All you have done is create massive unregulated, unmanaged junkyard with the distributed publishing. I have never found an environment yet where distributed publishing has been anything other than a disaster. It takes a couple of years to become an obvious disaster, but give it time and I guarantee you it will be an unmitigated disaster. One of the smallest things, if somebody, because what happens is, you get distributed publishing, and they distribute it out to the most junior person they can find. Some are interns, or whatever. It is 5% or 10% of their job. How on earth do you have expect somebody who's it is only 5% of their job to treat it professionally. They will never do training, it just simply does not work. Now, the tightly controlled Central model is battle -- better. But it is really small -- low. It is really slow. You need a center. You need experts at the center who are developing skills that. And particularly, in control of architecture issues and developing and testing. And you need experts within the organization who are real experts. These people should be at least have it be 25% of their time allocated to the web. Anything less than they will not do it well. They will not invest in understanding how to write web content, etc. So you need a tight center, but you need at least some distribution. Certainly not 400, more like 40. And they need to, with 25% at least, of their time allocated to it. If you go beyond that -- below that, you don't have the time to invest properly.

>> I think she'll assassinate questions, so I think I will let her take over the reins.

>> I wanted to ask a follow-up on that. I appreciate your response. You showed Amazon as a success. We know that it's hugely successful and they have the resources to be able to do continuous improvement in usability testing. So did they have a sort of hybrid not all that you were just describing, where they have central controls but also some contributors out there? They probably don't have 400 contributors. They have a model that you know of?

>> I don't know, Sheila, what their model is. I do a little bit of the inside story but I don't know their structure. But certainly there is an absolute obsession with quality. And here is the thing, touching on the point. If you cannot do continuous improvement, you should not have a website. And the way you do continuous improvement, is that you have a website you can continuously improve. So if you are only one person, you have a one-person website you can continuously improve. And how many pages is that? Maybe 200 pages. There is a certain limit. If you are one person, you should not have 5000 pages. We have to get to the decision where we actually manage. So we only have a quarter that can be improved, then that is only 30 pages. We manage and create the website and we can professionally manage it. There are no rewards in heaven for overloading yourself with 40,000 pages. I think we have got to really start asking serious questions at a management level. And not treating websites as just dumping grounds. And the magic infinite attic that we can continuously fill up. We live within our constraints. We only have one full resource for the web, then we have a website that reflects one person's ability. And I know that is a difficult thing. Invariably, what happens is governments create a website with 30,000 pages and one resource. How on earth are you going to manage that? Of course you cannot. Therefore, what do we do? Instead of a website with 30,000 pages, we have a 400 page website and we do it properly. And then we say to management, if we want to add more tasks, we need more resources. That there's no point in having one person for 30,000 pages. Nobody wins there. It creates an impossible job for the

web person. So you are essentially doing a thankless job. And actually, the more content you add to the website, though more -- the worse you make it. Microsoft discovered that the more they added to the website, the worse it got and the more dissatisfaction they had. Only when they started removing pages, when they cut in half the number of pages on office, their customer satisfaction jumped by 20%. We have to start managing. One of the keys of managing is create the website you can professionally manage.

>> Great. We have a question from Darlene. She is written down a bunch of key points, but just not sure how to summarize the top three essential tips. Could you quickly go over some of the tips. One thing I did want to mention is that search performance indicator. It would be great for agencies to go out of her people do this on their website, and then in Tremont, we will be sending a survey asking you, did you do the search performance indicator: how did it turn out? If you did not do it, what were your obstacles? Gerry, can you do a quick summary question mark --? And if we could get the slide up where Gerry had the process up, that would be a good visual.

>> The essence of, the first thing is, identify your top tasks. There are numerous approaches. It is slide number 56 please, Sheila. There are various different ways. We have got a particular method through various methods -- there are various methods. There is a small set of tasks, if you are a Council, or city, or government website. Rubbish collection, or wherein our schools open, or close, every environment I have every working, there's a small set of supercritical things that your customers come to do. And really pursue that goal to identify those small things. Book a room, book a flight. Every website, we start off by saying we are very complex him a we have millions of things, but every single website I have worked with since 1994, without exception, has a small set of three, four, or five super important things that are hugely in demand. Without exception. So really focus on what are our top tasks and come to a consensus. If you want to e-mail later, my e-mail is at the beginning of a slide it is Jerry@customercare.com. We help our task identification and measurement. The first thing is, identify your top tasks. Reaching consensus within your organization of what they are. And then, measure them. And you measure them based on observations. So you get a selection, if you are an education selection -- website, you get 15 teachers. You get a selection of your target audience and you give them examples of these top tasks. And you just measure their ability to complete it. And you know the way you do it, remote testing is the perfect way. Usability. Remote testing is much much better than lab-based tasting -- testing. It is not disrupted. One of the big problems of traditional usability is a bring somebody into this lab and you tell them, we're not testing you, don't panic, Gore all these cameras, does behave as if nothing is happening, as if you are in your home. And of course, they don't. That is the Achilles heel of so much judicial lab-based testing. Remote testing, they are on their own computer, it is cheap to do, and you can use go to meeting. That works brilliantly. That does not cost much for a quarterly license to do go to meeting. Anything that will allow you to share the screen and recorded. See you call the person up, you say, I would just like to test a couple of tasks, you are a teacher or engineer, wherever your target audiences, and you just observe them as they try to complete that task. If you do that, if you do nothing else, identify your top task and create examples of those tasks, find people, and call them and tell them that you just need 20 minutes of their time. Here is this task, read it out, do you understand, is it logical, okay. I would just like to watch as you try and complete that task. Any record the session. Let me tell you. That will transform your world. That is a transformative moment as you observe people as they are trying to do things on your website. You will begin to pull your hair out. You will say, my God, why don't they click on that link? Don't they see it? That would be my overall tip. Get your top task, frame a question connected with those top tasks, arrange through remote testing using go to webinar or WebEx or whatever you want to, find a bunch of people, 5 to 15 people, start off with five people. That is a start. Who is your target audience, your real customers question mark and asked them to complete that task. Just observe. Don't interrupt. Just observe. And recorded their ability to complete that task. If you go back to your senior management and say, the most important things that our customers are coming to our website to do, 70% of the time they are failing. 60%, that is a powerful management metric. That is what I would have eyes. If I was saying the key take away from this, that is it. Key performance is a subset of that. Continuous up

survey she and -- continuous improvement and observation is the most important. If you cannot improve then you cannot afford a website. If you are not spending at least one day a week of serving your customers, you're not doing your job. There is nothing more important than managing based on the observation of your customer trying to do a top task I website. That is the essence of how we should manage our website. So that is the summary take away.

>> We do have a lot of questions out there who will try to get to some of those. If we do not, we will send them to Gerry and have him answer those.

>> No problem.

>> Public affairs office generally compare government website and push messages, especially now, on video PR. A lot of agencies are copying the website from the white House with huge video boxes. What is your suggestion for making at the case and getting the funds to manage top task of our government website?

>> That is interesting. With the video PR. I saw a talk by that guy who ran the Obama campaign website. They had videos on their home page. And they were by far the worst performing content. And it is the government of them. After a period. And they basically just put an image and a call to donate now. So it's interesting that the white House is doing something that the Obama campaign discovered was absolutely useless on their campaign website. And that is not to say the video does not work in certain. But it certainly did not work very effectively in delivering donations for the Obama campaign which was hugely -- which they found usually successful ways to do it. Their most important work was on figuring out whether it should be donate now, or please donate. They were huge differences between using a link called donate now, or please donate. And the larger question there, his corporate affairs should not control the website. And I am sorry if you are in corporate affairs. You are like the communicator, the public the alcoholic. There is too much push for news, news, news and agenda, rather than helping people do what they want to do. Customer service should control the website. I would say that in 5 to 10 years time, there will be an absolute movement away from website control toward customer service. Because the essence of great websites are controlled with people and by people who have a customer service mentality. And by constantly pushing the agenda of the government, or the agenda, that is how we get to the websites that don't work. And customers are voting with their feet. So either corporate affairs is going to have to radically change, or else responsibility for the website will need to shift away from corporate affairs and to customer service. If we are going to get websites that actually are transparent and genuinely deliver value to the citizens of the United States.

>> Thank you so much, Gerry. This is been a great webinar. Thank you to you. We did record this and we will capture the questions and send them to Gerry. You should be receiving a follow-up e-mail from go to webmail within a evaluation link per year -- Lake. Please fill it out. Three months we will send out a performance metric and find out if you have learned things and if you are able to do the tasks that were mentioned and if not, what were some major challenges question mark all information is valuable so please take the time to do it. We do have some upcoming events that like to join your attention to. Next week will have a two day course, managing government website that would -- 101 on genuine 19th and 20th great next Thursday, January 21 is a form call using social media to engage employees from 11 to 12. And also forever on out there, don't forget about our annual conference, to government and government webmasters conference. You can sign up early. It will be able 27th and 28th in Washington DC. All the information that you need and to register is on web content.the -- Web content.GOP. Please contact me at 202 Please contact me at 202-208-6076. We hope to see you at a future event and this concludes our webinar.

>> [Event Concluded]