Executive Summary
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In Q2 2010, a global survey was conducted to examine organizational practices regarding intranet governance. A total of 139 participants from 22 countries took part. Participant organizations were primarily for-profit, but there were also a number of non-profit and government respondents.

The vast majority of participant organizations have had intranets for 5 years or more, and almost half have had intranets for more than 10 years. However, fewer than 2% can say they have had documented governance for that long. A full 60% have no governance documentation at all, but most of those organizations indicated they are in the process of developing it.

Governance of intranets is an area that is still evolving, with many organizations only recently identifying a need for formal documentation of intranet standards or guidelines. While 95% of participating organizations have “some rules or standards,” fewer than 10% have highly regulated rules that are enforced.

In the chart on the next page, it can be seen that the size of an organization appears to be a factor in whether intranet governance is formalized or not.
Formal intranet governance and size of organization

The average across all organizations having intranet governance is 35%. However, close to 97% of organizations with more than 5,000 employees either have or are working toward having intranet governance.
Compare that to organizations with fewer than 5,000 employees, where about 70% have or are working toward having formal intranet governance. Clearly, the number of employees using an intranet appears to be at least one reason for developing more formalized intranet governance.

In contrast with the governance of other organizational services and technologies, intranets are still lagging behind. However, if the results of this survey are any indication, then most intranets will have documented governance of some kind within the next few years.
Note from the author

While many organizations can get away with less formal governance, having at least some documented guidelines for content ownership, prioritization, and oversight can help intranets become more valuable resources over time, instead of becoming cluttered with outdated content and confusing interfaces.

Intranets that are formally governed tend to place a priority on usability, credibility, collaboration, and commitment from stakeholders. A solid intranet governance plan provides a model for making sound decisions, garnering support, and providing value through consistency and accuracy. It also helps identify responsibility gaps and avoid duplication of effort.

As we learn more about how other organizations handle intranet governance, we can all become smarter about how we build and manage intranets. After all, intranets have become the central communications and information-sharing hubs of today’s workplace and deserve to be carefully managed.

Anne Mitchell, PMP, CUA
About the author

As founder of the Intranet Professionals Group on LinkedIn®, Anne Mitchell posted an invitation for members to participate in the Intranet Governance Survey 2010, and then collected and analyzed the responses for this report.

With certification in usability analysis (CUA) from Human Factors International and a PMP certification from the Project Management Institute, Anne is an intranet professional with leadership experience in designing, building, and managing intranets at several organizations over the last decade or so. Having been involved in writing governance documentation and encountering many of the same issues as other intranet managers, Anne conducted this survey in an attempt to establish some benchmarks. The results won’t necessarily define a clear path for intranet governance, but may provide reassurance that the path is not as vague as once thought.

Special thanks

Thanks to Jane McConnell of NetJMC.com for her contributions to the Intranet Governance Survey 2010 and to the summary report.

Thanks also to the generous participants who agreed to share their governance samples so the rest of us could learn from their work.
You may purchase the complete Intranet Governance Survey Report 2010 publication at http://intranetgovernance.com
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Sample governance documentation from the *Intranet Governance Survey Report 2010*
Sample governance documentation from the Intranet Governance Survey Report 2010

### 3.6.3 Support Model

**Support Model**

- **Member-Firm Admin Team**
  - Admin contacts Member-Firm Admin Team
  - Yes: Proceed to screen 46
  - No: Proceed to screen 44

- **Site Support**
  - Global Support (GSC)
  - Yes: Proceed to screen 47
  - No: Proceed to screen 48

- **Site Admin**
  - Yes: Proceed to screen 49
  - No: Proceed to screen 50

- **Project Management and Development**
  - Yes: Proceed to screen 51
  - No: Proceed to screen 52

### 3.6.4 Continuous Improvement

**Meta Data**
- Meta data improvement and propagation plan

**Optimization**
- Initial optimization period determined and plan defined for post go-live
- Optimization period after each bug

**Metrics and Feedback Analysis**
- Periodic review of metrics, user feedback analyzed and incorporated into bug fixes, enhancement requests
Sample governance documentation from the Intranet Governance Survey Report 2010

Sample 4 - Public Sector (>20,000 employees)
Intranet Governance, screen 3 of 20

2. Overview

2.1. Purpose of document

The purpose of this document is to communicate the governance and standards for [ ]. This document is the overarching governance for all sites and content within the [ ], however individual divisions/business units may have additional governing documents to provide specific details for their business needs.

Where additional [ ] site governance documents are used, they must:

- Align with the overall [ ] governance
- Advise users where the overall [ ] governance is located:
  > Standards

2.2. Audience

The governance and standards outlined in this document are targeted to the following groups:

- Employee communications (specifically the [ ] team)
- Division & Business unit representatives
- Site Managers
- Content Managers
- Content Providers
- Content Authors

2.3. Exclusions

- Retail content created in the [ ] site, due to the screen limitations of the retail point of sale (POS) screens. Future developments are in progress to improve the POS screen capabilities, whereby this exclusion will be re-addressed.
- Sites not created in [ ]

2.4. What does the [ ] governance achieve?

In order for [ ] to achieve the delivery of high quality, accurate and useful information, strong governance needs to be implemented for the target audience to assess the current situation and improve the usability of [ ].

The governance allows [ ] to control elements such as the branding (look & feel), URL naming, content management, ownership etc by mandating the elements in the governance. Sites found to be in breach of this governance will be brought to the attention of the site manager with the aim of developing an action plan to bring the site inline with the governance.

Sites can be removed from [ ] for breaching the governance, however this will be a last resort and mostly used where a site has no business value and no identified owner.

The [ ] governance also assists [ ] to reduce application development and maintenance costs and authoring and training costs. This is achieved through the use of one centralised toolset with a decentralised authoring model.

2.5. What is [ ]?
Participant Organizations

Below are some of the organizations that took part in the Intranet Governance Survey 2010.

- Alstom Power
- Arla Foods
- Bitrix
- Brightstar Logistics
- Camara de Comercialização de Energia Elétrica - CCEE
- Deloitte LLP (U.S. Firm only)
- DHV
- Domtar
- Ethias Insurance
- Glenrand MIB
- Government of Canada Organizations
- Jarn AS
- Johnson Controls
- LSI
- Microz Australia Pty Ltd
- NFPA
- NRMA
- Queensland Health, Clinical and Statewide Services Division
- RightNow Technologies
- Royal Mail
- Sainsbury’s
- Scottish Enterprise
- Social Care Institute for Excellence
- Tetra Pak Sweden
- The City of Edinburgh Council
- Tube Lines
- Universities UK
- WWF