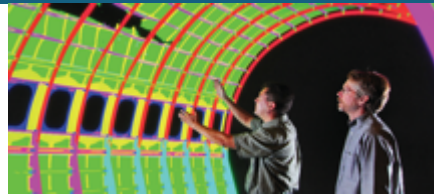




Digital Governance at Sandia



PRESENTED BY

Cara Corey and Bonny Hennigan



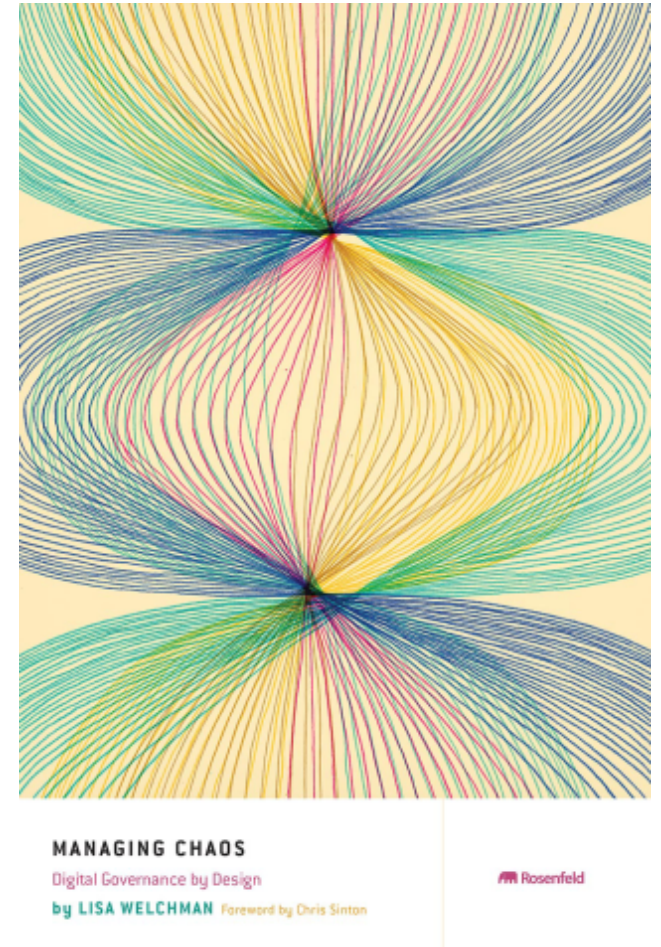
What is Digital Governance?

Digital governance is a framework for establishing accountability, roles, decision-making, and change management authority for an organization's digital presence.

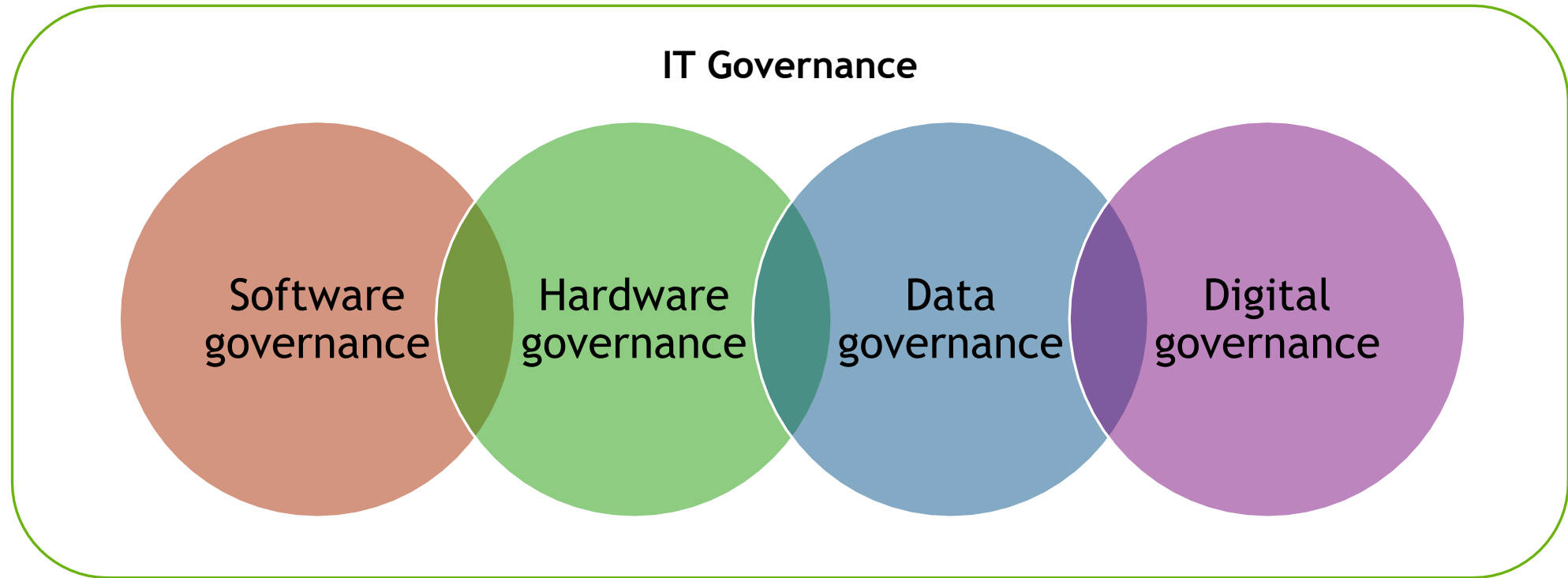
Having a well-designed digital governance framework minimizes effort and cost and ensures digital business maturity.

Lisa Welchman's invaluable book
Managing Chaos: Digital Governance by Design

It's the basis of our distributed content and centralized support model.



Digital governance is one element of our overall IT governance



What it's *not*...



- ↓ It is NOT about creating a digital silo or having a core digital team making all the decisions for everyone and running everything!
- ↓ It doesn't eliminate shadow IT!
 - But...it is the secret sauce that helps you start corralling those shadows and actually eliminating some of them.

Our progress



2013

- ↓ Governance initiative established
- ↓ External web policy & standards deployed (minimum necessary)
- ↓ External site management review process established to ensure unclassified computing status

Triggered by:

- Internal and external audits
- Sandia's response to DOE directives
- Corporate web team's role in review & approval and corporate web processes
- Sandia.gov redesign
- Internet Governance Board change reviews



2013-2017

- ↓ Goal: Provide tools and guidance to make compliance with standards as easy as possible, but "we weren't the police"
- ↓ Governance framework developed:
 - Expert governance consultants brought in
 - Policy gap analysis
 - Standards created
 - Roles matrixes and standards authorities developed
 - Clean up of ROT (redundant, outdated, trivial) content



2018-2022

- ↓ Governance grows some teeth:
 - DOE requires 508 compliance, monitoring, and reporting
 - CIO authorizes removal of external sites that don't comply with standards
- ↓ Basically, the role of governance changed



2023 →

- ↓ Better alignment with other governance processes
- ↓ Update our standards
- ↓ Streamlined, integrated processes & tools that make it easier for users to comply with standards



Components of a Digital Governance Framework

Strategy

Articulates an organization's approach to leveraging the capabilities of web-based technologies to support internal operations.

Policy & Process

Specifies what your organization must and must not do online

Standards

Sets the nature of your digital portfolio

Team

Carries out the work

Quality Management Process

Performs the monitoring, metrics, and reporting



Our Digital Governance Framework

Strategy

- Guiding principles
- Performance objectives
- Value proposition

Policy & Process

- IT Policy
- Records Management Policy
- External standards
- Internal standards

Standards

- Editorial
- Publishing & development
- Design
- Network & server infrastructures

Team

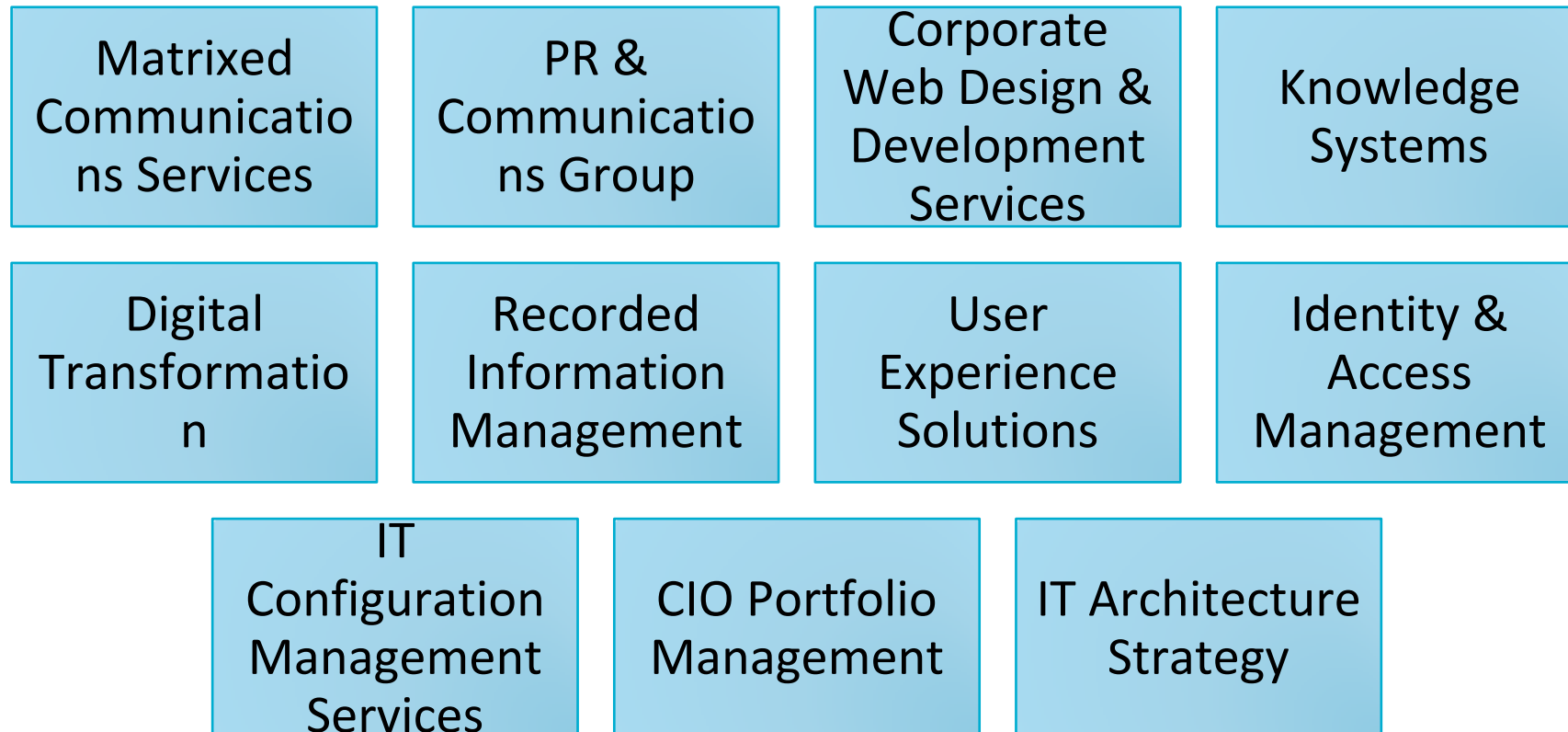
- Core team: IT (e.g., corp. web, governance, UX, digital transformation, records mgmt.) and Enterprise Communications
- Distributed team: content owners/maintainers, developers, Program Comm Specialists
- Digital Governance Council

Quality Management Process

- Annual site inventory (Standards Tracker application)
- 508/IDEA compliance (Siteimprove cloud service)
- Reporting to DOE/NNSA



Responsible for defining new standards, amending or revising existing standards, monitoring compliance with the standards, and responding to requests for waivers to the existing standards.





Level 1
Managers and IT
Services that are
responsible for
defining and
maintaining
digital
standards for
Sandia.

Inside Homepage

Supporting elements & tagging

Style guide

Review, approval, and removal (ROT)

Standard name	Notes	Adopted at Sandia?	Responsible Org.	Responsible Manager	Responsible Service or Program
Structure and modules		In Progress	9739	Stephanie Balderrama	Enterprise Content Management & Delivery - FY20 SLA
Content prioritization		In Progress	9739	Stephanie Balderrama	Enterprise Content Management & Delivery - FY20 SLA
Sentences and paragraphs		In Progress	9739	Stephanie Balderrama	Enterprise Content Management & Delivery - FY20 SLA
First source publishing	If information is delivered to employees through a different channel, then Intranet publication is unnecessary.	No	-	-	-



Online source for standards and guidelines for publishing websites and web applications at Sandia:

The screenshot displays the Sandia Digital Guide website. The top navigation bar includes links for 'INSIDE', 'Directory', 'Policy', and 'News', along with search boxes for 'Sandia' and 'People/Orgs'. A secondary navigation bar features 'External Web', 'Internal Web', 'How to Apply Standards', and 'Digital Community of Practice'. A left sidebar menu lists various topics under 'External Web', including 'Content & Graphics', 'Accessibility/Section 508', 'Business Purpose', 'Citations of Copyrighted Material', 'Content Management System', 'Cookies', 'Copyright Statement', 'Editorial Review', 'Editorial Style', 'Grammar & Writing Principles', and 'Links & Linking'. The main content area is titled 'Digital Guide' and 'External Web Standards & Resources'. It contains introductory text about Sandia's publicly accessible sites, a paragraph about the flexibility of external web standards, and a list of standards required for public releases. A 'Feedback' button is located on the right side of the page.

Digital Guide

External Web Standards & Resources

Sandia's publicly accessible sites provide a wealth of resources on the important work we are doing for the nation, our research and development activities, how our partners can work with us, and our employee recruiting needs. Whether you're managing a web project, designing graphics, or coding an application, you can find guidance on how to develop digital resources for Sandia here.

The external web standards and best practices documented on this site are flexible enough to support the unique user and business needs of each site while reinforcing Sandia's goals for our web resources.

All web products released to the public (i.e., on the SON) must meet the following standards as required by Corporate Procedures COM001, External Communications Policy [↗](#), IT011, Prepare and Release Information Policy [↗](#), and IT007, Deliver and Support Information Technology Resources Policy [↗](#).

- [Content & Graphics](#)
- [Common Look & Feel](#)
- [Information Organization/Access](#)
- [Additional Tools & Resources](#)



Our current taxonomy for standards and best practices

- Hasn't been updated since 2013
- Too complicated and overwhelming for users to easily understand what they need to comply with

- **External Web**
 - Content & Graphics
 - Accessibility/Section 508
 - Business Purpose
 - Citations of Copyrighted Material
 - Cookies
 - Copyright Statement
 - Editorial Review
 - Editorial Style
 - Grammar & Writing Principles
 - Links & Linking
 - Markup and Front-End Coding
 - Privacy and Security
 - Quality & Performance
 - Search Engine Optimization
 - Site Architecture
 - Social Networking
 - Writing for the Web Course
 - Writing Skill
 - Common Look & Feel
 - Color Palettes
 - Contextual Navigation
 - Corporate Fonts
 - Global Footer
 - Images & Interactive Feature Graphics
 - Lite Header
 - Metadata Tags
 - Mobile Look and Feel
 - Page Layouts
 - Search
 - Site-Specific Sandia Footer
 - Standard Footer
 - Standard Header
 - Subsite Header
 - Information Organization/Access
 - Web Analytics Software
 - Annual Review of Web Products
 - Content Management System
 - Metadata
 - Review & Approval
 - Security Protocols
 - Third-Party APIs
 - Additional Resources
 - External Web Product Categories
 - Standards Tracker?
- **Internal Web**
 - Content Design Standards
 - Information Architecture
 - Content Types
 - Information Management Standards
 - Information Quality
 - Redundant, Outdated, and Trivial (ROT) Content
 - User Interface Design Standards
 - Search Guidelines
 - Metadata
 - Keywords
 - Titles & Headings
 - Technical SEO Requirements
 - Content Quality
- **How to Apply Standards**
 - Development Process
 - Sandia Open Network (SON)
 - Sandia Restricted Network (SRN)
 - Web Applications
 - Maintaining Websites
 - Application Development
- **Front-End Coding Guidelines**
 - Multimedia
 - PDFs
 - Security
- Content Design & Publishing on INSIDE
 - What is content design?
 - Planning content
 - User needs
 - Content types
 - Organizing and grouping content on INSIDE
 - Writing for INSIDE
 - Using logos on INSIDE
 - Feedback – INSIDE
- Content Development
 - Editorial Style Guide
 - Editorial Best Practices
 - Punctuation
 - Word List
 - Links
 - Link Best Practices
 - Metadata
 - Writing for the Web
- Site Design
 - Design Templates
 - Graphics and Typography
 - Mobile Design Guidelines
 - Search Engine Optimization
- User Experience
- Accessibility
 - Accessibility Checklist
- Social Media, Wikis, and Blogs
 - External Social Media
 - Internal Social Media



- ↓ Spring cleaning of our standards – no significant updates since 2013:
 - Standards vs. guidelines & best practices
 - Easier to understand what's required and how to comply
 - Deprecate what's no longer needed and add in what's missing

- ↓ Streamlined, integrated processes & tools that make it easier for users to comply with standards:
 - Sandia Design System
 - External server request/publishing process (final name – TBD) → joint collaboration between digital governance, OCIO, cybersecurity, network, enterprise web services, and mission computing services teams

- ↓ Tighter alignment with other governance processes:
 - Software governance
 - Data governance

- ↓ SAFE Agile Release Train with our Enterprise Content Management & Delivery Service Team



Questions?