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Defining your content governance approach

Content governance is the big-picture management of content across your organization. It's how the norms, policies, guidelines, and actions for managing your organization's critical knowledge are applied, reconciled, and enforced.

Governance is a critical component to your knowledge management strategy. No governance means leaving important details to chance. Too much governance means clogging the system and slowing everyone down. By establishing a framework for content governance, your team can strike the right balance to keep content current and valid to help those it's created for.

Six Steps to Defining Your Governance Process

1. **Assemble Your Team**
2. **Establish Links to Performance**
3. **Determine Content Organization**
4. **Create Policies and Standards**
5. **Identify Content Creators**
6. **Establish Workflows**

Step 1: Assemble Your Team

Since process and policy content is a company-wide initiative, you'll want to find stakeholders and subject matter experts throughout the organization who can own the responsibility of creating and approving content. You don't have to map the entire organization at once! For the specific content you're creating, identify the stakeholders — it's likely the business owner of the group you're building the content for. Follow your organization's structure.

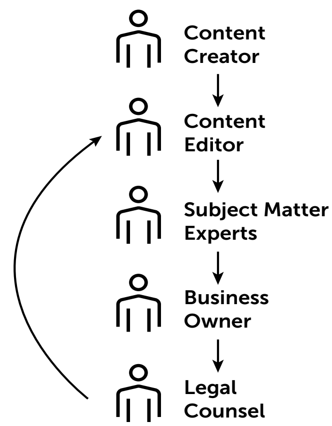
Other key stakeholders can include legal counsel for regulatory-driven policies, safety leaders for processes that include safety guidelines or equipment, and IT leaders for procedures that guard against cyber-security risks. Each of these individuals should be responsible for giving final approval of content based on their role.

Subject matter experts (SMEs) are also critical to your content governance process. These are the people who know the processes and policies better than anyone else. They may have authored previous versions, led training exercises on the topic, or just simply do the work every day. They'll help you identify things that you may have missed. They'll also help you keep it realistic and easy to consume on the job.

Your team should be large enough to represent each of these stakeholders, but small enough to conduct effective deliberations. Once assembled, it's important to clearly define roles and responsibilities. Your documents can drown in review if every person nit-picks every comma. Make sure everyone sticks to their functional lane.

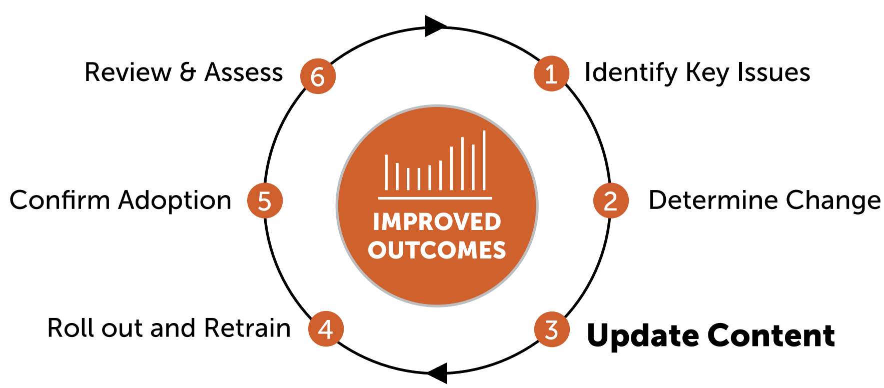
Your Governance Team should also play a role in determining how frequently content should be updated. Some content is ever-green and can be reviewed once per year. Other content may need to be updated more frequently.

Choose stakeholders with business responsibility that will be affected by your content.



Don't forget backups! Vacations and leaves of absence can mean your critical procedure sits idle for long periods of time. Ensure each team member has selected an alternative to step in when they're not available.

Step 2: Establish Clear Links to Organizational Performance



You'll want to measure the success of the content you're producing. Otherwise, you'll have no idea if all your efforts have made an impact. Typically, the business leader requesting the content can help you determine which KPIs or metrics are relevant to the policy or procedure.

You may be tempted to use metrics like how many times a document was accessed. But these metrics alone can be a bit misleading. An accessed document isn't necessarily used or understood. Instead, choose a metric that's important to the business. Audit scores, customer experience scores, line yield, and safety incidents are all good examples.

Correlating performance metrics with your document usage will show you what's working and what's not. You'll know which employees might need more training and what documents may need to be edited.

Step 3: Define How Content Is Organized

To organize your content, consider who the content is for and how it will be used. This will help you establish guidelines that make it easier for your teams to search and find content once it's in Acadia.

Consider how your audience will be searching for the content. Think of keywords they might use. Will they be on the plant floor and likely to search by machine? Will they be on the phone with a customer trying to find a product by name or by number?

When you know your audience, you can create Collections based on those groupings. Try to identify content that makes sense together. Are there a bunch of income tax-related documents or maybe information on how to answer

Who is the content for and how will they access it?

customer complaints? Create collections that combine like items together and make them easier to find. This helps your team filter through the rest of your content more quickly.

Step 4: Create Content Policies and Standards

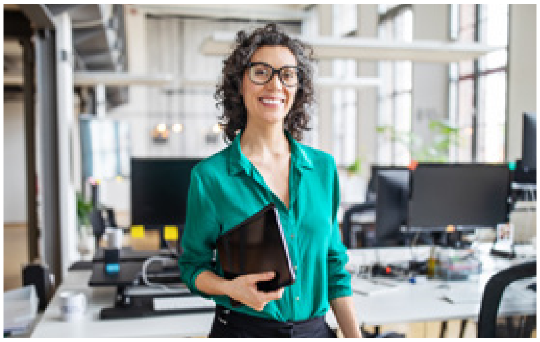
This is where you define the "big picture" details of your content strategy. Bring your content team together to discuss issues that will come up during content creation. Decide how to handle them now to ensure your documents are cohesive.

Standards to consider:

- Identify your audience: WHO will be using your content
- Establish keywords and terms to use across content that they would use
- Establish style guidelines:
  - Standards for document titles
  - Style consistency (when to use bold/italics/highlighting)
  - Things to avoid like walls of text and text as images
  - When and How you'll use videos, diagrams, and other media
  - What reading level should content be written for
  - Account for accessibility

Take your team members' input and synthesize the information to find the best possible standards. Then create an "Acadia Document Standards Guide" in Acadia for all contributors to reference.

Step 5: Decide Who Creates the Content



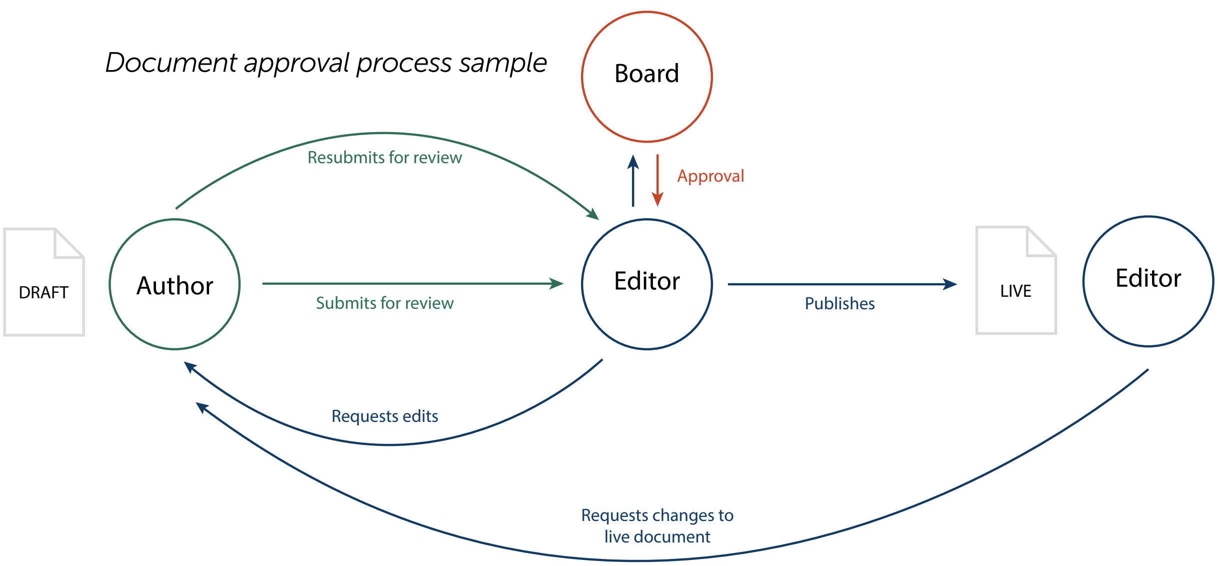
Just as you've identified who approves the content, it's important to determine ahead of time who will create it.

You may have a dedicated team of internal content developers. Or you may appoint SMEs who know the processes best.

For instructional content, SMEs may be able to provide the most accurate procedures and have the best insight into task lists. For regulatory content, you'll want someone who can write about it from a legal standpoint.

If you expect to receive a lot of requests for content, you may want to establish a process for submitting/approving content requests. Who should people send requests to? Who decides if the content is needed or relevant? How do you determine if the content already exists?

Step 6: Create Pragmatic Workflows



Develop workflows for approving content for Acadia: document approval processes, quiz & task list review processes, archiving, KPI/metrics reviews, and so on.

Workflows include content development and editing, as well as final steps for review and sign off from relevant members of your board before it's published. Be as thorough and streamlined as possible to save yourself delays and rework in the future.

We're here to help. Your CSM can help you think through a content governance model that works for you and your team.