



CAENTI
Coordination Action of the European Network of Territorial Intelligence
A project funded under FP6 of the E.U.
<http://www.territorial-intelligence.eu>



CAENTI

Coordination Action of the European Network of Territorial Intelligence

Intra Consortium report
www.territorial-intelligence.eu
Deliverable No 17

June 2006, 30th

Cyril MASSELOT
UFC – MSH C. N. Ledoux, France
Leader of WP3 Portal of territorial intelligence

Eddy PETIT
UFC – MSH C. N. Ledoux, France
Leader of contents (Wp3)

Summary

Introduction.....3
 Objectives3
 Activities.....3
 • Organization.....3
 • Design and publication of the Roadmap.....3
 • Guides, policies and procedures drafting.....3
 • Measure of the Intranet use3
 • Communication4
 Results5
 • Management by 2 WP3 members5
 • Creation of a practices community.....5
 • Intra-Consortium: portal administration and Internet services5
 Prospects7
 • Management.....7
 • Improvement7
 • Conferences.....7
 • Management and uses.....8
 • Management of the collective intelligence8
 • Intranet evaluation principles and methods 10
 • Design of a editorial policy 10
 Comments 12
 To conclude 12

Introduction

This document is the report of implementation of the Intra Consortium web site of the CAENTI, as it was defined in the DOW as the deliverable 17. This Intra Consortium website was worked out and parameterized from March, the 1st to June, the 30th 2006.

This report presents:

- This task objectives,
- The activities carried out,
- The results obtained,
- The prospects,
- Comments on this task.

Objectives

The objective of the Intra-consortium is to provide an Intranet to the CAENTI, to allow feeding, maintaining and updating the web portal and to give access to Internet services to the participants.

Activities

- **Organization**

The Intra-consortium website is in charge of a clearly identified person and he has some interlocutors. WP3 works with a person in charge of the "Multi-media Programming", a person in charge of the "Contents", under the direction of Work Package 3 Leader and of an editorial Committee. This team manages the Intranet and guarantees its uniformity.

- **Design and publication of the Roadmap**

This chart aims at planning the improvements we envisaged for the next 6-12 months. A clear strategy is necessary to make sure that the Intranet meets the users' broadest needs. This strategy details the stock management policy and the processes description. This planning concerns the contents but also the technological improvements. Planning includes objectives but also the detail of the resources which will be requested and the advantages the undertaken works will produce. The Intranet has a clearly defined set of goals. These objectives allow directing the Intranet continuous evolution. Obviously, they should correspond to the organization strategy.

- **Guides, policies and procedures drafting**

The Intranet should give access to a complete set of guides, policies and procedures for the Intranet. These documents concern the Intranet design and management. Writing standards and other editorial norms, communication rules, norm to add a news...

- **Measure of the Intranet use**

It is a crucial point to manage the Intranet. It is important to follow the Intranet global use, to identify the problems, and to support continuous improvements. These statistics allow apprehending the contents use. The basic indicators are the numbers of daily connections, the average of the time which is spent on the platform, the number of produced documents... It is also necessary to check the activity of the search engine by analyzing

the list of the most popular research activities, as well as the research actions that failed (for the latter ones, by trying to understand their reason)

- **Communication**

We should communicate on the Intranet successes. The news, the newsletter and the editorial that are periodically made by the project coordinator will be the most suitable means. This valorisation aims at helping all the members getting aware of this tool potential.

Results

- **Management by 2 WP3 members**

Presently, the Intra consortium web site is for managed by 2 WP3 members. It's a diary task that consists in adding news, specifics pages, images, managing the mailing lists, etc.

- **Creation of a practices community**

It allows gathering the hard core of the Intranet team, as well as voluntary persons in charge and users of the Intranet. As a whole, this group takes the responsibility to solve problems, to underline the problems by using much the users' experience. The experience proved that this type of group has a critical importance on the Intranet success, and that it can make much to solve the challenges concerning the drafting and the management content in a decentralized environment. Currently, this practices community is based on the Wp3 members, but it could extend.

- **Intra-Consortium: portal administration and Internet services**

- Administration of the Internet portal (contents administration)
- News management (20 news were published)
- Mailing lists management (31, more than 100 mails were sent)
- Conferences management with PhpMyConference (Alba Iulia 2006)
- Free Statistics tools (PHPStats & Google analytics)



[Page Content](#)

[News management](#)

Extern Modules

[Conference management](#)(PhpMyConf)

[Stats](#)(Php Stats)

[CooSpace](#)

[Mailing List Management](#)(Mailman)

Temporary interface of the Intra-consortium website.

* Pour la langue

Titre

* Contenu

Implemented through the States that are members of the EU and funded by the European social fund, the EQUAL Initiative is a Ideas laboratory which is at the service of the European strategy for Employment and of the social inclusion process. Invaluable advice to integrate the EQUAL experience in the governance field are available on the Internet website.

[>> Integrating the EQUAL experience into the new ESF Programmes: Guidance notes](#)

Interface multilingual management of the contents

phpMyConference version beta 8.0.1

home | contrôle d'accès | papier | évaluation | ateliers | inscriptions | listes | site WEB | e-mail | administration

éditer / insérer

September 2006

Su	Mo	Tu	We	Th	Fr	Sa	
					1	2	
3	4	5	6	7	8	9	
10	11	12	13	14	15	16	
17	18	19	20	21	22	23	
24	25	26	27	28	29	30	
August	-	October					

Informations Générales

choisissez votre langue :

Titre de la conférence :

La conférence se tiendra du au

Prospects

- **Management**

- Allow the WP3 members adding news with a general management.
- Finalize the management module of the current events with an access to the archives files system.

- **Improvement**

- Improvement of the documentation base (see below)
- Improvement of the conferences management
- Unification of the users' management, SSO. Thanks to Single Sign-On (SSO), it is possible to gather all the requests for authentication in a single procedure. The users' comfort and the safety level are improved. There are two great reasons to set up a solution SSO. The first one is the users' comfort and as a consequence their work efficiency. The second SSO motivation concerns the infrastructure and the software architecture. The SSO allows building a portal that is composed by multiple independent bricks, in perfect transparency for the user. Beyond comfort, the SSO allows new architectures, because it allows getting rid of the constraints of server unicity or even of the technical environment.
- Communication: Implementation of a mailing list concerning the new services of the portal, the guides etc. Report about the statistics, the new contents...
- Implementation of an internal search engine: A powerful search engine is essential to support the accessibility of information and documents that are on the portal. Several solutions are being studied; when the most effective solution will be chosen, it will be implemented in the following months which come.

- **Conferences**

- Organization of an on-line diffusion of the conferences: in the international conference in Alba Iulia (September 2006), we will make a first try of on-line diffusion of the conference. We need to improve this first try by the implementation of a distributed servers system: a server makes the conferences digitalization in real time; several servers (one by country would be the ideal, but 8 or 9 could be enough) are connected to the first one, and broadcast the video. This system allows downloading each server and thus to increase the number of possible visitors at the same time.
- Implementation of a virtual conferences system. The idea is to be able to organize virtual conferences that will be connected to CAENTI topics and broadcasted on-line on the territorial intelligence portal. The specifications are being studied.
- Library link with Coospace
The documents library is being developed. Its design needs to be re-examined from a broader point of view, in order to integrate the final documents that are published in Coospace too. A leading articulation must be thought between these two tools.

- **Management and uses**

- The indexation work of the web portal will continue and become more and more important whilst the portal will become more editorial and the documentary base of the Alba Iulia conference acts will be published.

- After the website "editorial transformation", specific services which are presently being studied will be integrated on the portal.

- A "road map" document is being elaborated. It will be given to all the CAENTI members to present development and improvement prospects for the Intra-consortium and the cooperative workspace (CooSpace). This document will allow starting debating on the gathering of the needs and ideas of the end users of these services, in a participative way.

- Improvement of the management of the Intranet: The data-processing management aims "at configuring", in the broadest acceptance of the word (to specify, to /develop, set up, to put in hand, to maintain, evaluate,...) the information system, so that it contributes with greatest efficiency to the attack of the level of fixed performance, for example within the framework of strategic planning. It also aims at harmonizing the practices and at progressively building a common Intranet culture.

- Accompaniment of the uses for a users' involvement: The awakening of the need to accompany the uses as well as the projects progressively materializes by new uses, new roles, new structures where the Intranet-managers should actively play their role.

Among these new concepts, the use control is interesting because it always emphasize the uses, what tends to encourage people granting attention. From this point of view, it induces a *Hawthorne* effect (what is observed is improving) what is a benefit in itself.

Going from the Intranet work control to the Intranet use control is to making Intranet a "permanent project" aiming at delivering a service which evolution is determined by that of the uses it equips. An Intranet program management, that is equipped with finalities (that are defined by objectives and stakes) and separated into *as hoc* successive deliverable (rather than a project that would be separated into known tasks since its starting point).

- Mobilizing social sciences: An Intranet manager expertise consists in his ability to continuously animate his collaborators. We use the word "animation" because in the network structure, the actuation results less of an actuation by the hierarchy (activation that is known as "directed") than of a kind of initiative that would be more or less controlled (activation that is known as a "controlled" one); of autonomisation. Social sciences provide an invaluable help to understand the professional environment we want to manage by the Intranet. The organizations always were socio-technique systems. However, sociological component and technical component progress with different rhythms. In most of the times, the technique opens the way by working by rupture, but inn this case it faces the problematic of its uses development, and a consequence should amalgamate again with the sociological aspect. Otherwise, it decays such a too advanced army on a front that would be far away from its bases.

That is why it is important to mobilize and take into account concepts that result from social psychology, sociology and anthropology.

- **Management of the collective intelligence**

- Within an organization, the management of the collective intelligence gathers all the tools, methods and processes which allow networking, making the individual intelligences

cooperate to reach a common goal, to carry out a mission or a project. Consequently, managing the collective intelligence of an organization consists in creating a dynamics of intellectual cooperations between the people (interpersonal cooperation), in creating internal cooperations between teams, entities.

- Gathering people is not enough. The management objective of the collective intelligence is to obtain an intelligent decision thanks to tools, methods, processes and technologies. Managing the collective intelligence would consist, for a manager, for example, in defining who looks for the information, who think, who gives his opinion, who decides, who capitalizes the information and who acts.

De facto, the Intranets will change a company culture and reality at the global and interpersonal level and at the decision-making processes level. With the information and collaboration technologies, we gradually reach a written-relationship culture, and as a consequence a explicit-based culture, in the horizontal relationships (transverse ones) and in a virtual relational mode, whilst the current dominant culture is that of the oral relationship, of the implicit and vertical one (hierarchical relations) and of the face-to-face relationship. This is especially true for the Latin cultures, and much less for the Anglo-Saxon ones.

The intelligent company is based on three pillars: collective intelligence (quantity and quality of the intellectual cooperations), knowledge management (knowledge quantity and quality) and the information and collaboration technologies (quantity and quality of the software, hardware and networks which support relational and informational flows).

A cooperation culture implies values of sharing, respect and responsibility. The central cultural stake of the organizations consists in developing a will to cooperate in parallel of a culture that favours information and collaboration technologies. The collective intelligence is based on three main values: the information sharing, the power sharing, the knowledge sharing, the experience sharing and the competences sharing. As you notice, the fundamental value is sharing

Then, the responsibility value appears: the decision-responsibility, one's behaviour responsibility (to feel responsible for reaching his objectives but also for sustainable development of the company). And to finish, the respect value: respect for someone else ideas and values, respect for the human being with his forces and weaknesses (indeed, this value is linked to the tolerance value).

These remarks show the need for a collaboration ethics, a social contract which contributes to establish confidence in the cooperations and allows making emerge a consensus on the acceptable behaviours and those which are not so as every one can live fully and in peace the values of collective intelligence.

Some examples of skills: animating a discussions forum, publishing newsletters to inform, knowing how to manage the interactions of several collaborators at a distances, efficiently communicating by email, remotely managing the multi-project tasks with multi-transverse or horizontal teams, managing the needs of belonging and recognition at a distance, managing privacy and professional like in telecommuting...

It is also necessary to take into account of the cultural differences which exist between people, teams, companies... in the intercultural cooperations. In an organization, within the same entity, there are also cultural differences which can for example be linked to the seniority in the company, to age. Indeed, the cooperation is always intercultural, what varies is the proportion between the identical values and the different ones.

The IC requires adapted and powerful tools, like forum of discussion for example, which allow thinking together (ask some questions together and look answers together). The transport software are massively used like collaborative work tools (to debate, to manage tasks...) whereas they are only communication tools that are not adapted to efficiently manage cooperations. The software that is especially designed for collaboration allows reducing the emails number and improving the information quality.

- The current Intranets mainly work with emails (overcommunication logic) and systems of document management that have a library kind (sedimentation logic). The collaborative Intranets ("space of market" logics) allow structuring the exchanges, controlling, classifying and cleaning information by removing the information which are not relevant anymore or which became obsolete. Consequently, they preserve the informational research activity whilst structuring the information exchanges.

Indeed; the objective of the information and collaboration systems is to allow getting the greatest possible quantity of cooperations. To allow this, the systems must be open, transparent and interactive. In the organization, every one must be able to interact (to inform, to communicate, and to collaborate) with everyone inside and outside of the organization (extended company).

- **Intranet evaluation principles and methods**

Based on a critical review of the controls and procedures, the audit aims at leading to the evaluation and the appreciation of the processes implementation.

The audit of an Intranet project allows checking the management and the implementation quality of an Intranet website, to value it, to improve it or to make it change in the case of a site recasting. To do it, the audit helps and takes part in the project development by doing, upstream, since the definition of project strategy, until downstream with the execution and the evaluation. Useful to determine the inventory and to arbitrate the evolutions, it allows checking the project works properly; the objectives are reached, but also valuating the tool, its use, etc.

Valuating the Intranet is genuinely a complex work because of the nature of what we want to observe. What to measure? How to evaluate? Indeed, the diagnosis concept is rather simple when it is linked to the perception of the Intranet tool, from the point of view of its technical choices, of the reality of its fitting, of its development and of its functionalities. However, it is more complicated under the angle of the analysis of operating modalities. Indeed, the Intranet is the conjunction of a technological tool and of a procedures system. It is necessary to wonder about the qualities and the weak points of the device, the nature and the origin of the noted dysfunctions, the roles of the contributors and the organization degree. Consequently, from which referent can we determine its structural or organisational weaknesses? What does the Intranet proper operation mean? Which typologies are likely to define the disordered states and the insufficiencies?

- **Design of a editorial policy**

- The main objective of the activities to be led from September, 2006 is to develop a real editorial policy for the Caenti portal. The portal, the intra-consortium and their articulation with Coospace are in course of functional and technical revision to integrate this new priority dimension, and realize the improvements listed above.

- The editorial charter drafting will continue: creating attractive and readable Intranets depends on the compliance with some rules and good practices. and also on a state of mind

where creativity and implementation of a global quality step are the main words. The first stage consists in implementing the principles of ergonomics and Web drafting. It is important to standardize management of contents common rules in order to homogenize a Web site contents.

In order to keep the site coherent and in case the contributors are multiple, it is necessary to design an editorial charter, i.e. a drafting guide. This charter also allows recording the Web drafting principles to all the site contributors. The drafting of an editorial charter (and its respect) allow making sure that the content will be understandable by everyone. If the editorial charter or a guide allows producing quality contents that at least comply with the common rules it is time we save in rewriting. Moreover, the content is more easily reusable.

Comments

We can make two comments. Firstly, the success of an Intranet depends on the quality of its animation, and not on the technologies which are implemented, which eventually appear as secondary and remain a "means". We should add that an Intranet that does not have any communication logic may irremediably fail.

The second comment is that a portal development is an extended task that we should apprehend in a pragmatic way. An improvement by sets receives more adhesion than a pharaonic project for which we would wait too much time.

We also would like to emphasize that it is advisable to register the services and the data-processing tools in work logic, in the uses and in the existing habits. It has consequences on the usability of the services and tools that are implemented, as well as their effective use by the concerned actors.

In addition, an application or a concrete service is only justified by the interest and the utility it has for a user or a users group. However we know that the users involvement in a portal project is far from being obvious. All the more in the case of the CAENTI, because every one has his own professional tasks in addition to the project.

The main identified problems are about the applications complexity and innovation, as well as the fact they often hustle the user work habits.

The contents management is of course the success keystone but it is the human factor which is determining in this kind of project. Before using a portal solution, the company or the organization should make sure it has the needed skills inside the structure, they have experiences in similar projects, but above all they are available. Indeed, the management and the users' follow-up issues are extremely important. An institution that would like to get a portal-site should (as it is the case for the CAENTI with the WP3) implement a kind of research and development cell that would essentially aim at identifying the permanent evolutions in this field, understanding their interest for the institution and the actors, testing them and, if necessary, designing and developing new suitable solutions... It is also necessary to solicit the partners in real time to make the portal live, in terms of contents, to perceive the users new needs, to adapt the portal services...

To conclude

To conclude, we should expect the most difficult questions to solve to be the ones that are linked to the users' involvement and follow-up. Now, we are about starting an extremely interesting phase of the project, and fully the management via the Intranet.