'Working in the public service'
IA refresh and restructure

Queensland Government

Project brief and initial research

An information architecture (IA) is the structure of a website that allows users to understand where they are and where the information they want is in relation to their position.

Project goal:
To design a new, more customer-centric, IA for the 'Working in the public service' section of the *For government* website. This will include how sections of content should be named, and what content should be in what categories.

Project outcome:
- Refreshed IA for PSC to implement on *For government*
- Research report including insights from customer testing
- Access to Monsido and Google Data Studio—tools to support improvement and management of content

The story so far

The franchise model

In 2015-16 the Public Service Commission (PSC) became part of the franchise model on *For government.*

We established *For government* to deliver customer-centric content to government employees to help them do their jobs.

Agencies:

- create their own franchise content

- filter their content throughout the site

- provide whole-of-government content for the topics they're responsible for

- maintain their content.

"Recruitment, selection and induction"

PSC   HPW   QSS
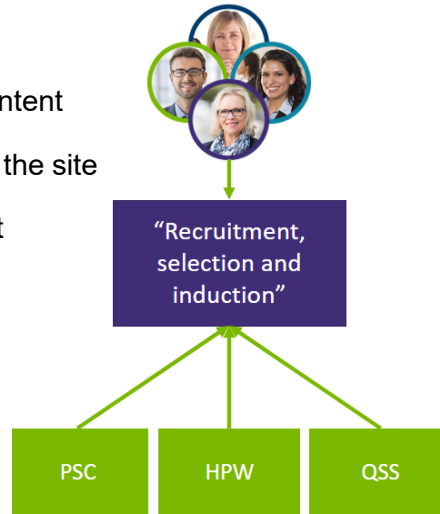
Guided by previous research

When the PSC moved to *For government*, you conducted research to inform what content to move and its new structure.

The research said:

- use an employee lifecycle IA (e.g. recruitment, induction, pay and conditions, separation), but integrate successful elements of the current IA.

- keep directives in the top level of navigation. This is priority content. Link content back to directives where relevant, as this is a key service the PSC provides.

You had 559 web pages. You reduced this to 243 pages, and made the content easier to access, understand, and maintain.

Unfortunately, this did not last…

Discovery: Current state workshop 2021 key findings

We held a workshop to understand why the PSC thought problems existed with the current IA. We asked how they thought we could create a leaner IA. The key findings were:

Currently the PSC must manage
- 489 content pages
- Over 3200 documents (directives, circulars, policy, all other pdf's, docx, pptx)
- 873 images
- 10 zip files
- 91 section pages
- 7 product pages

Content

- **Risk:** requests to publish are often submitted late to the Communication and Engagement team, leaving little time to review and ensure best practice.
- **Risk:** requests to publish are often made without considering the 'user need' and existing content.
- **Risk:** existing content is not regularly reviewed for age, relevance and ongoing usefulness.
- **Issue:** content is often driven by the completion of a project. The website is seen as somewhere to just put outcomes.
- **Issue:** high value placed on aesthetics rather than well written, user-focused content.

Team

- **Competing priorities:** cannot give web content the time needed.
- **Web writing and analytical skills:** do not have the appropriate skills to assess and manage web content.
- **Tools:** do not have the appropriate tools to assess and manage web content.
- **Authority:** cannot get SMEs to consider web-writing best practice and cannot push back on content they believe is unsuitable to publish.
- **SME skills:** need SMEs to improve their web-writing capabilities so that the content they submit is quicker and easier to review and publish.

Usability testing results

Methodology, results and comparison chart

What does your audience want?

We invited public servants of all levels to participate, including:

- Leadership competencies for Queensland community of practice SMEs.

- Leadership and Capability and Policy and Conduct and Performance contacts.

- Customer Experience Design CX participant pool subscribers.

- WIRED whole-of-government email distribution network subscribers.

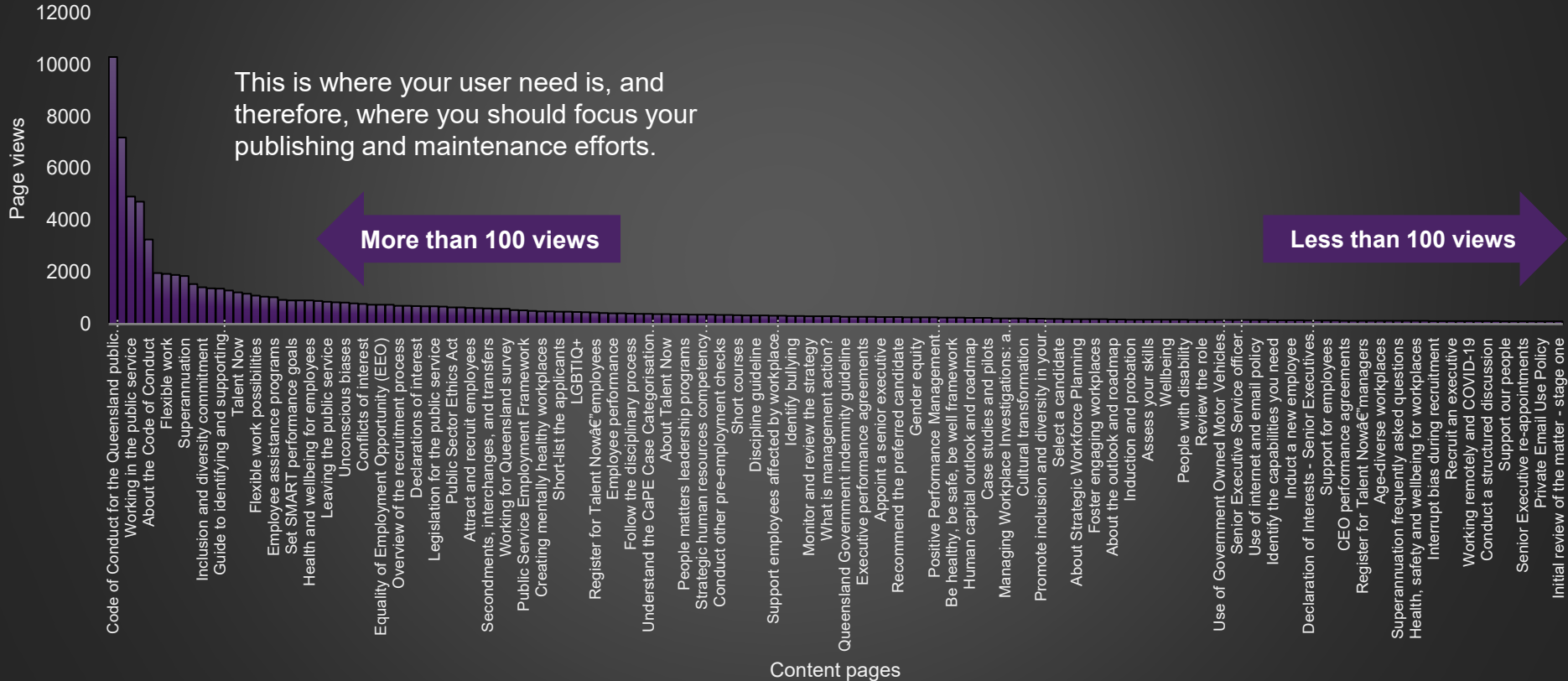We spoke to public servants from more than 30 different business units.

We ensured that frequent and non-frequent visitors to the *For government* website were involved in each activity.

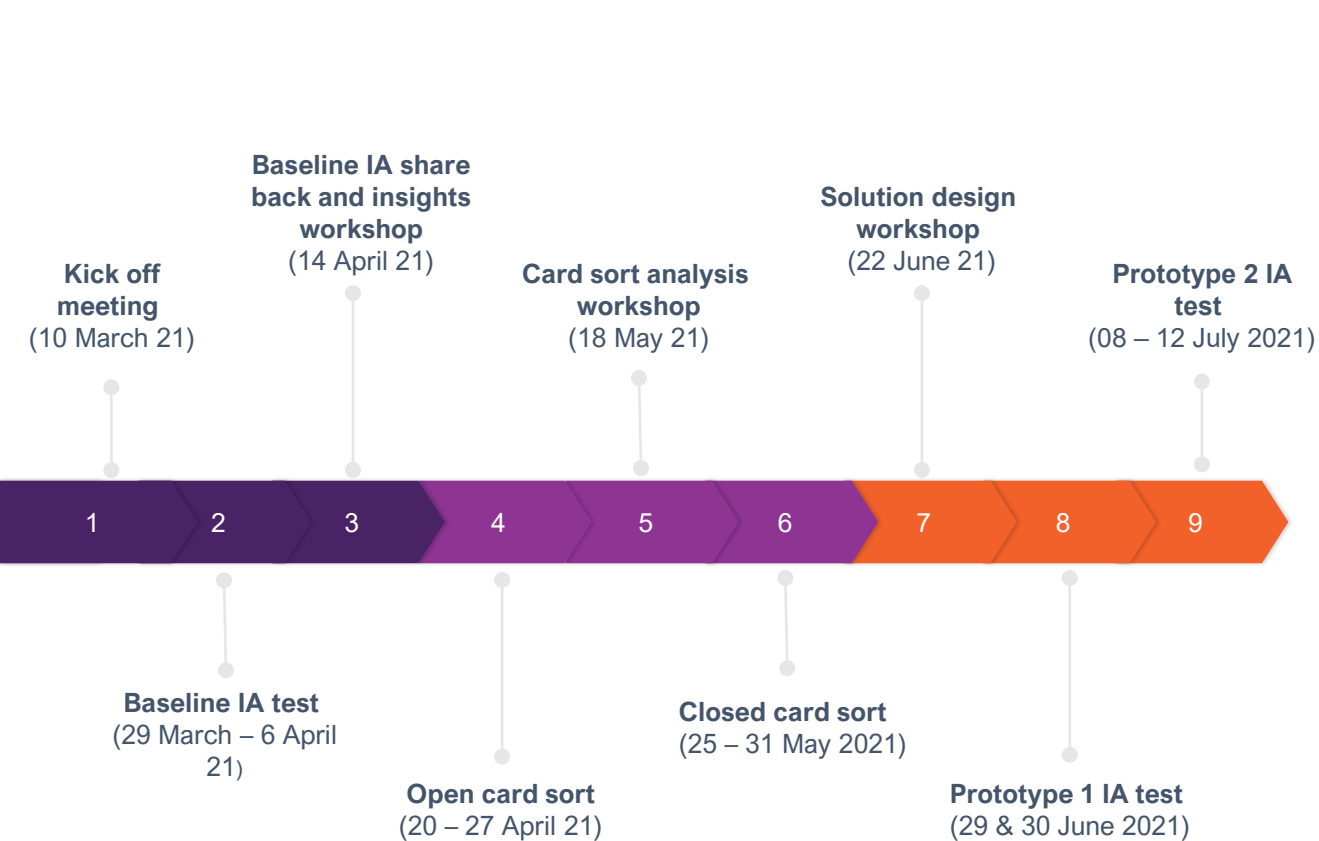# Monthly page views on content pages above 100 views
June 2021

Almost half of the 489 live content pages had less than 100 page views in a month.

This is where your user need is, and therefore, where you should focus your publishing and maintenance efforts.

More than 100 views

Less than 100 views

Page views

Content pages

Y-axis: 0, 2000, 4000, 6000, 8000, 10000, 12000

Our approach

Kick off meeting
(10 March 21)

Baseline IA share back and insights workshop
(14 April 21)

Card sort analysis workshop
(18 May 21)

Solution design workshop
(22 June 21)

Prototype 2 IA test
(08 – 12 July 2021)

1 2 3 4 5 6 7 8 9

Baseline IA test
(29 March – 6 April 21)

Open card sort
(20 – 27 April 21)

Closed card sort
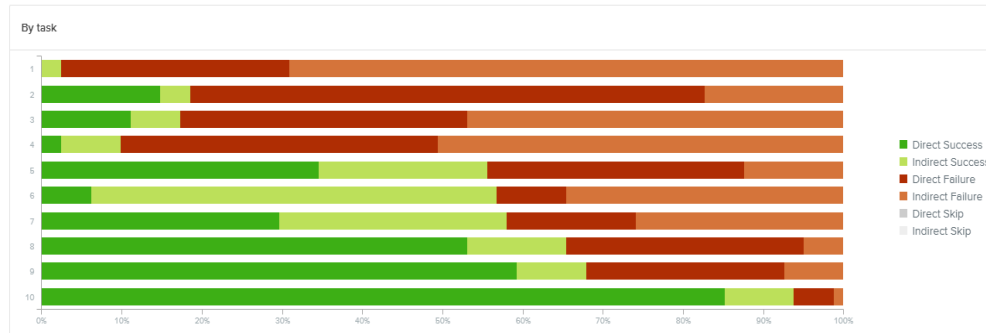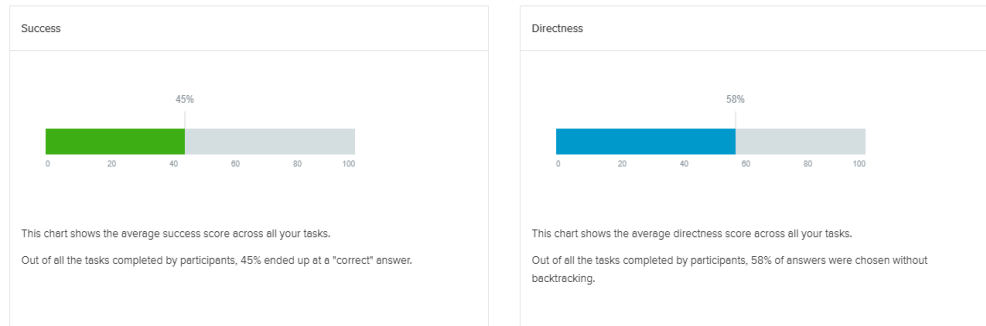(25 – 31 May 2021)

Prototype 1 IA test
(29 & 30 June 2021)

3 workshops

5 rounds of usability testing

245 participants

8034 points of data analysed

Current IA: Treejack testing results

Tasks

Success

45%

This chart shows the average success score across all your tasks.

Out of all the tasks completed by participants, 45% ended up at a "correct" answer.

Directness

58%

This chart shows the average directness score across all your tasks.

Out of all the tasks completed by participants, 58% of answers were chosen without backtracking.

By task

- Direct Success
- Indirect Success
- Direct Failure
- Indirect Failure
- Direct Skip
- Indirect Skip

How did the current IA perform?

- We tested 10 tasks with 81 participants from a broad range of agencies.
- We looked at how participants navigated to what they thought was the correct answer, this gave us insight into where they expected to find content and whether content labels made sense to them.
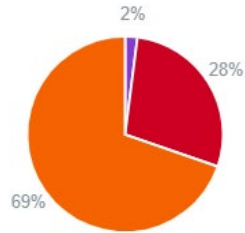
45% overall success rate

A success score of below **40%** needs work!

A success score of **60%** is good, but there's room for further improvement.

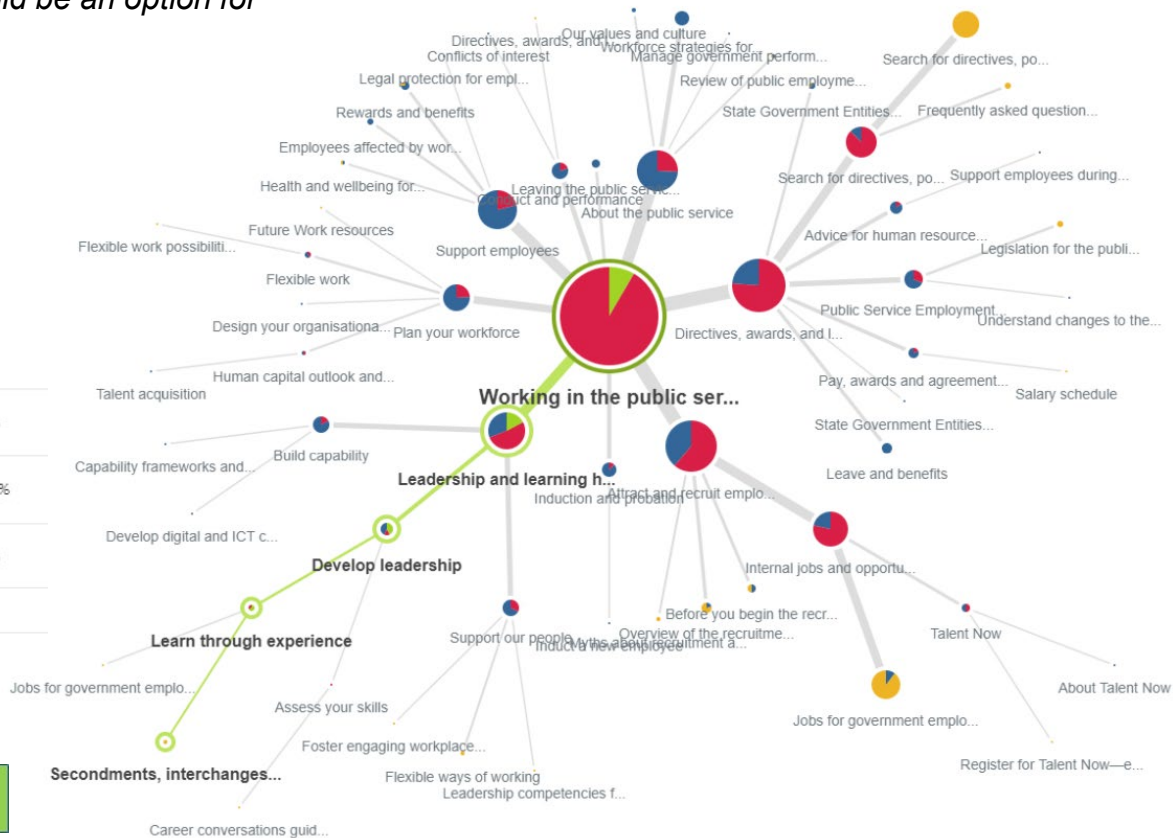A success score of more than **80%** is a good score.

Example: Task with low success score (current IA)

Task: *There is a role available in another department. You want to understand what a secondment is and if it could be an option for you. Where would you look?*

Success	Direct	0	2	0%	2%
	Indirect	2		2%	
Fail	Direct	23	79	28%	98%
	Indirect	56		69%	
Skip	Direct	0	0	0%	0%
	Indirect	0		0%	

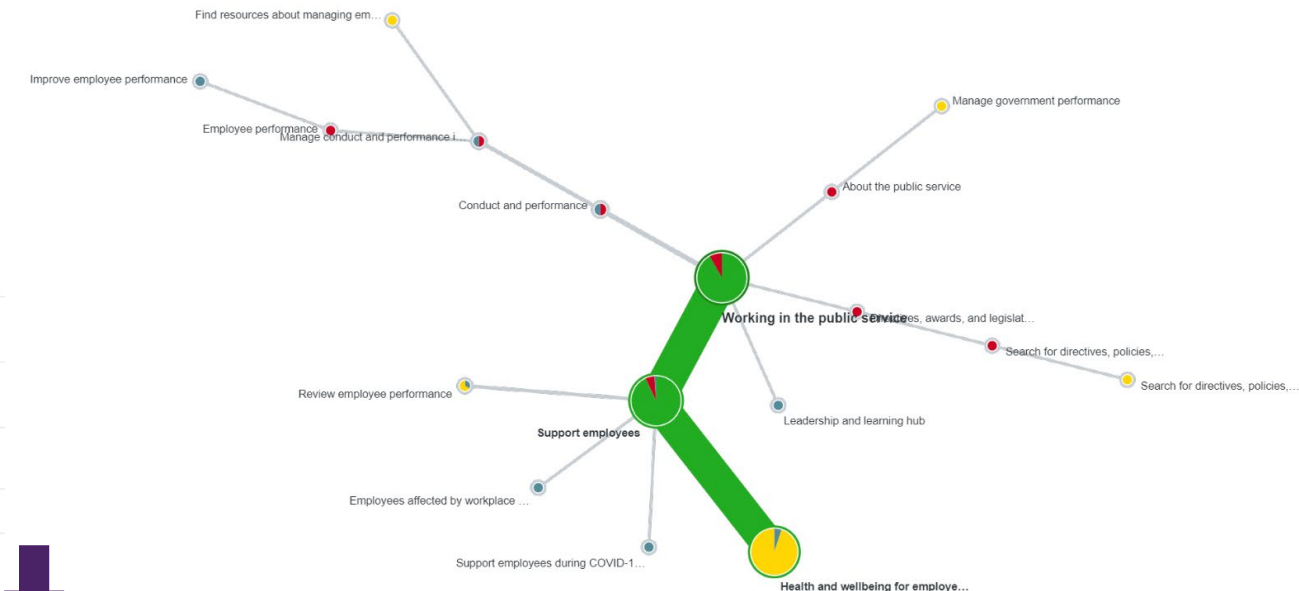** percentages may not total 100 due to rounding*

Example: Task with high success score (current IA)

Task: *You're feeling overwhelmed and worried that you're not performing in the workplace, and it's taking a toll on your mental health. You want to know if there is any help or support available to you.* Where would you look?
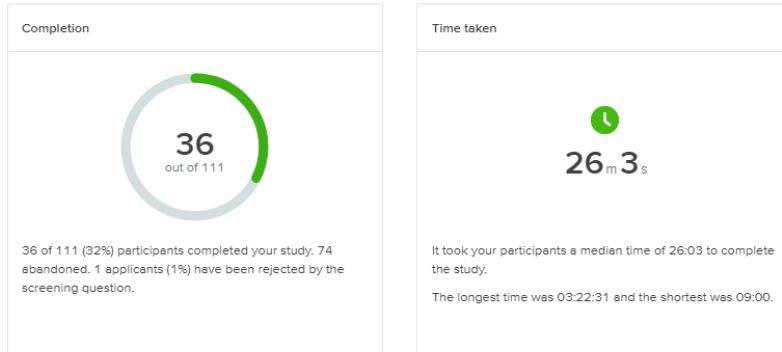
Current IA: Current content label and category testing

Open card sort results

Completion

36 out of 111

36 of 111 (32%) participants completed your study. 74 abandoned. 1 applicants (1%) have been rejected by the screening question.

Time taken

26 m 3 s

It took your participants a median time of 26:03 to complete the study.

The longest time was 03:22:31 and the shortest was 09:00.

Categories

Categories created

Your participants created a total of **359 categories**, with a median of **9 categories** each.

% of participants / Number of categories

We asked 36 participants to sort 74 topics into groups and then give a category name to each grouping. We chose the 74 topics based on the highest page views.

Participants created a total of 359 individually named categories. **On average, participants sorted topics into 9 high-level categories.**

The average person can hold 7 items in their short-term memory. Therefore, having 7 categories (plus or minus 2) is considered best practice in IA design. Our participants, without prompting, gravitated to, and validated, this.
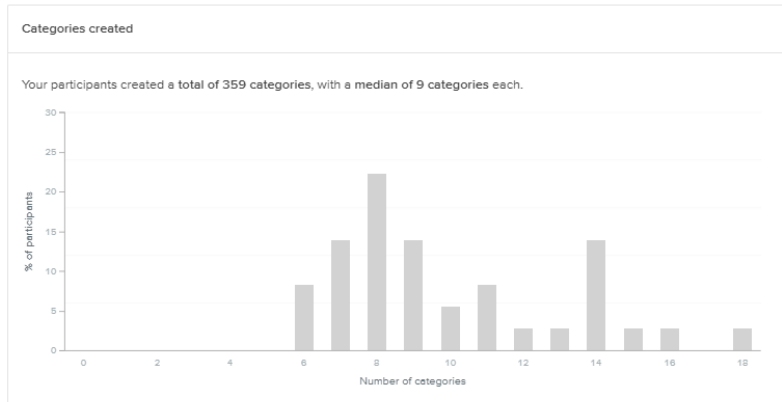
Some participants commented on the difficulty of sorting topic labels that did not inform them about the content (particularly topics containing product names). This told us that we would need to pay particular attention to page titles when we created a new IA prototype.
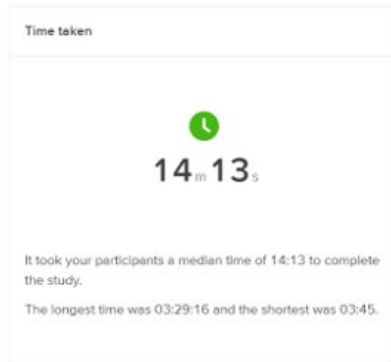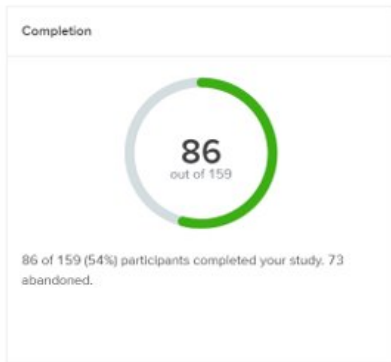
New IA prototype: Categories

We invited the PSC Communication and Engagement team to help us sort the 359 categories participants had created into similar groupings. We successfully created 8 categories and 1 subcategory.

We tested the same 74 topics against the new categories and validated our work before testing with participants as a closed card sort.

Closed card sort results

86 participants completed the closed card sort; sorting the 74 topics into the 8 newly created high level categories. We noted that the new category names lessened the confusions that we had seen previously in the open card sort.
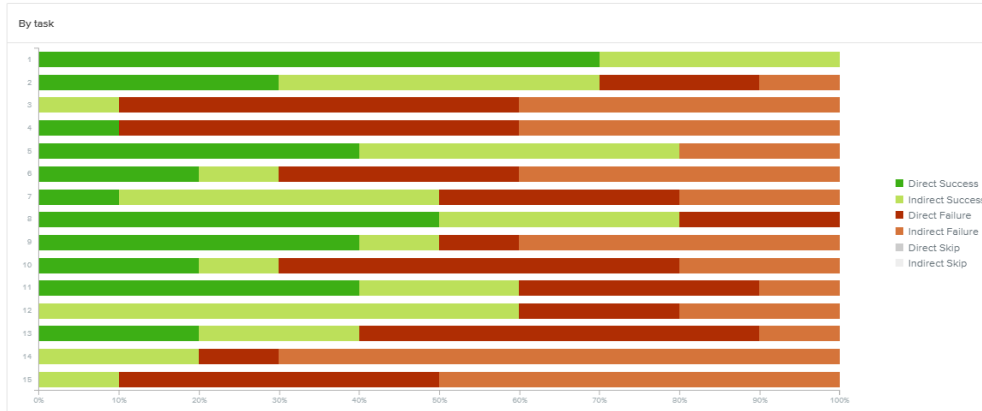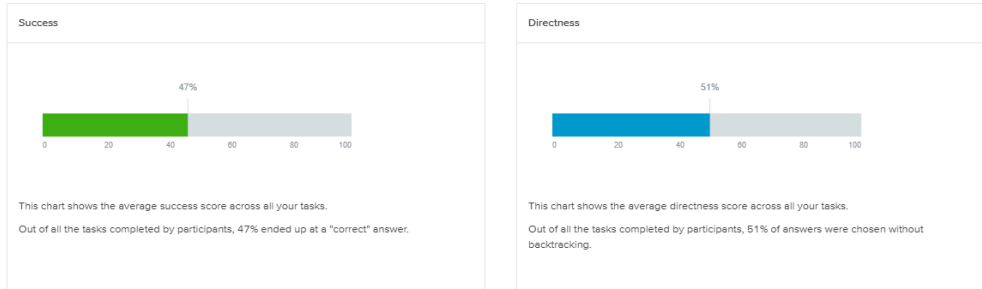
We hypothesized that the new category names had more meaning for users so they were able to navigate more easily through the new IA prototype.

Completion

86
out of 159

86 of 159 (54%) participants completed your study. 73 abandoned.

Time taken

14 m 13 s

It took your participants a median time of 14:13 to complete the study.

The longest time was 03:29:16 and the shortest was 03:45.

The results matrix ⓘ

	Recruitment	Directives, award...	Pay, benefits and...	About the public ...	Employee mana...	Workforce mana...	Career develop...	Health, safety an...	COVID-19 h...
Ethics in the public service		3	1	56	13	1			
Public service values		1	1	77					
About the Code of Conduct		13	7	33	30	2			
Who the Code of Conduct covers		12	5	32	33	3			
Conduct and performance		1	2	3	78	2			
Declarations of interest	13	23	3	3	30	3	1		
Rewards and benefits		6	71	4		3	2		
Gifts and benefits		26	33	6	18	3			
Conflicts of interest	10	20	12	8	27	9			
Leadership competencies for Que...	9	1		4	4	14	54		
Public service employees declarat...	7	17	14	13	32	2	1		
Before you begin the recruitment ...	85						1		
Myths about recruitment and sele...	83						1	2	
About Talent Now	40		1	2		4	38		

New IA prototype: Moderated tree testing results

Success

47%

| 0 | 20 | 40 | 60 | 80 | 100 |

This chart shows the average success score across all your tasks.

Out of all the tasks completed by participants, 47% ended up at a "correct" answer.

Directness

51%

| 0 | 20 | 40 | 60 | 80 | 100 |

This chart shows the average directness score across all your tasks.

Out of all the tasks completed by participants, 51% of answers were chosen without backtracking.

By task

- Direct Success
- Indirect Success
- Direct Failure
- Indirect Failure
- Direct Skip
- Indirect Skip

How did the new IA prototype perform?

- We tested 15 tasks with 10 participants. We increased the number of tasks to ensure we tested all parts of the new IA prototype.
- We expanded the IA to include Recruitment under Human resources, to better understand where participants wanted to find recruitment information (Working in the public service or Human resources?).
- We asked for general feedback on navigating 'Working in the public service' and what participants liked and disliked about the new IA prototype.

47% overall success rate*
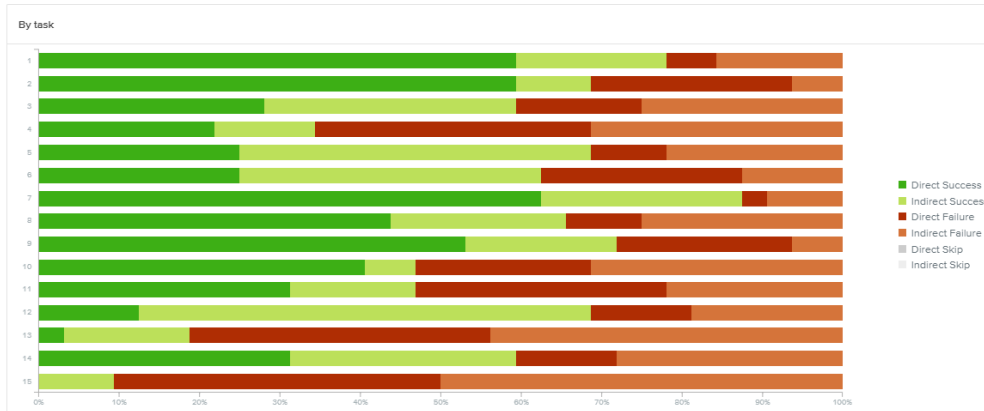
A success score of below **40%** needs work!

A success score of **60%** is good, but there's room for further improvement.

A success score of more than 80% is a good score.

*Includes 5 additional tasks and expanded IA

New IA prototype 2: Treejack testing results

We decided to make further changes to the new IA prototype based on analysis and participant feedback, and test again.

Success

56%

0 20 40 60 80 100

This chart shows the average success score across all your tasks.

Out of all the tasks completed by participants, 56% ended up at a "correct" answer.

Directness

54%

0 20 40 60 80 100

This chart shows the average directness score across all your tasks.

Out of all the tasks completed by participants, 54% of answers were chosen without backtracking.

By task

- Direct Success
- Indirect Success
- Direct Failure
- Indirect Failure
- Direct Skip
- Indirect Skip

How did the revised new IA prototype perform?

- We tested 15 tasks with 32 participants.
- We continued testing with Recruitment under Human resources, but also expanded the IA further to include Finance to better replicate what participants will experience when they navigate the live environment.

56% overall success rate
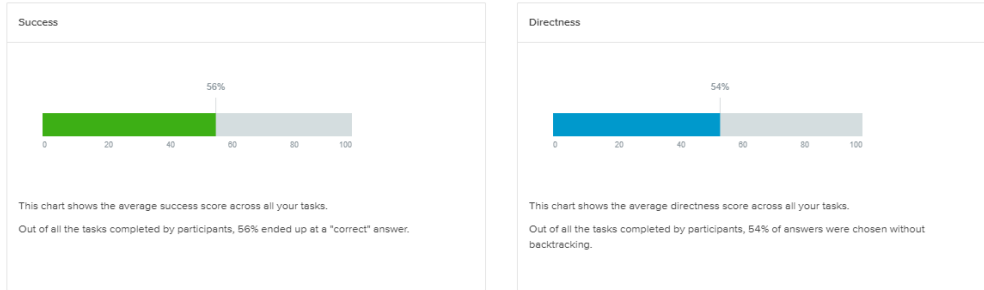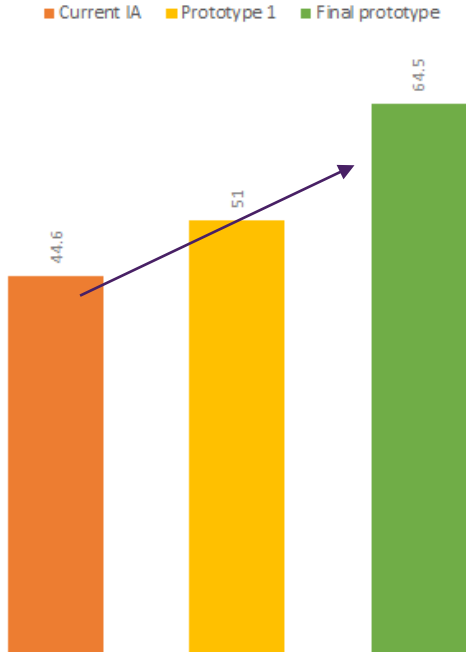
A success score of below **40%** needs work!

A success score of **60%** is good, but there's room for further improvement.

A success score of more than 80% is a good score.

*Includes 5 additional tasks and expanded IA

Results: Improvement in task success

AVERAGE SUCCESS SCORE: TEN TASKS: 123 PARTICIPANTS

■ Current IA ■ Prototype 1 ■ Final prototype

44.6
51
64.5

Through iterative design (2 prototypes and 2 rounds of testing) we achieved a 45% improvement in task success.*

We achieved this while expanding the IA at each stage (increasing the decision making for participants).

Further improvements will come when you rename, edit and consolidate content under these high-level categories

*Percentage increase = Final Value (64.5) − Starting Value (44.6)
Starting Value (44.6) × 100

Results: Improvement in usability

Efficiency ✓
Time taken to find content
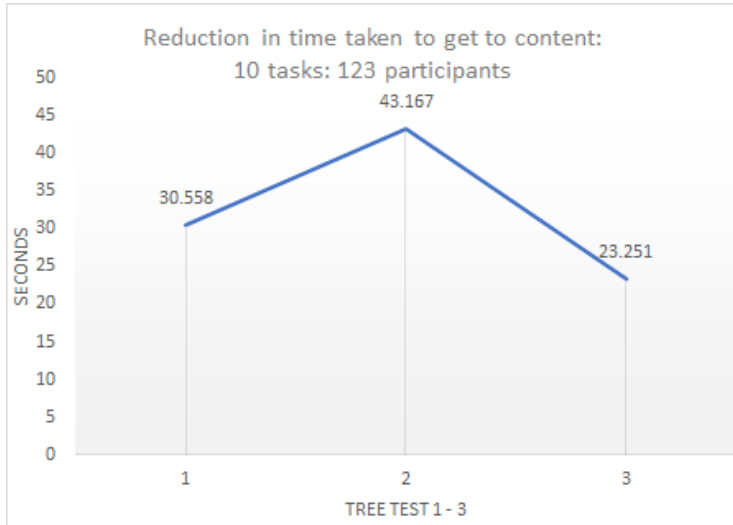
Adopting the new IA means the average person will spend 23% less time finding the information they need to complete a task—more time to spend on higher value tasks.

Ease of use ✓
Success and directness

Adopting the new IA means the average person will find it 28% easier to find content—improved user satisfaction.

Solution design workshop

How can we maintain and manage the refreshed IA

Solution design workshop

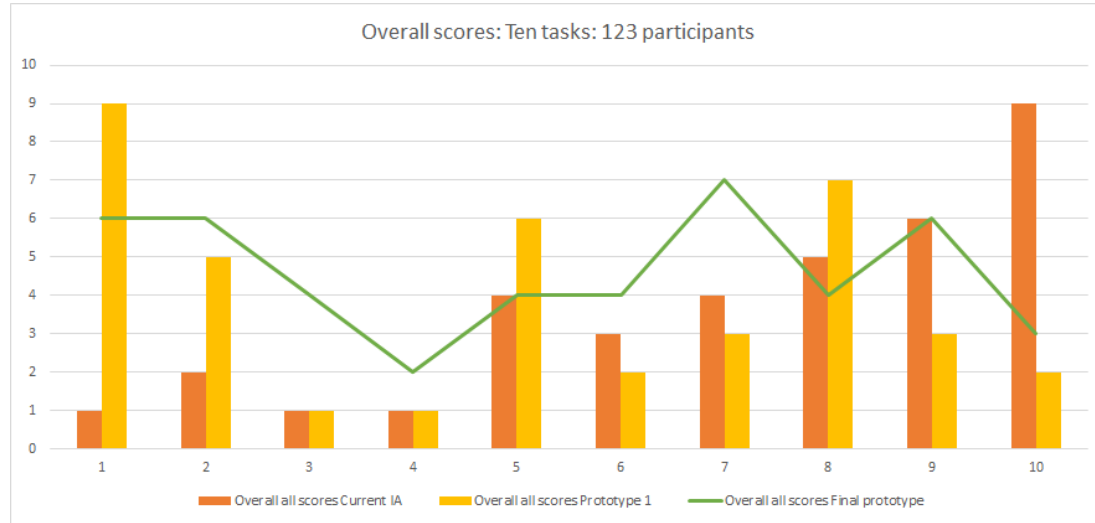**What are the barriers and blockers to implementing and maintaining the new IA?**

What we heard	What we concluded	Recommended actions
The Communication and Engagement team feel stretched and unable to prioritise web content. • There is no dedicated online content writing resource. • The team feel under skilled and reliant on Customer Online for content writing expertise. • For government website work is prioritised below media, emerging issues and project deadlines. • The team have usually absorbed website related tasks, however, with changing roles and workloads this is becoming increasingly more difficult. • The team sees risks that may not be seen by the broader organisation. • The large amount of current website content is a maintenance issue for the team and the broader organisation. • There isn't enough time for all of the team's BAU website tasks and some tasks are not getting done at all (e.g. review of live content).	The role of the Communication and Engagement team has continuously evolved. The team now lacks capacity to give *For government* web content the time and effort it requires. Discussion is needed about further resourcing, web prioritisation, upskilling the team and SMEs, and how the new IA will be implemented.	Explore the resourcing structures of other teams who perform similar tasks and have similar workloads to understand how they organise their teams to maintain and manage their website. Evaluate skillset gaps and prioritise training and development to ensure the new IA is implemented quickly and maintained effectively.
Processes and timeframes are lacking • SMEs sometimes sit on their content before sharing it with the Communication and Engagement team (e.g. due to a desire for up-to-date accuracy) which leaves the team with little time for content reviews and publishing. • SMEs sometimes need to provide their content at the last second and it cannot be helped. • There are political factors that influence when content can be provided to the Communication and Engagement team. • SMEs think they can write for the web already. • SMEs are already very attached to their content by the time they provide it to Comms and engagement and can be resistant to changes. • SMEs don't understand the value that the Communication and Engagement team can add and the time required (before publishing) to add that value. • SMEs don't always engage; they can be too busy. • Web related processes aren't always simple or consistent—which can bother SMEs.	When content briefs need drafting for the new IA implementation, SMEs will need to understand: • how much time they have to draft briefs • the level of review Communication and Engagement (or someone else) will be performing and the time it will take • what will be done in a review and why • how much back and forth to expect before content is ready for publishing. A stronger more consistent approval process is required. This process needs to have the Communication and Engagement team involved much earlier.	Generate greater awareness of the value the Communication and Engagement team can add in web content development and maintenance and where and how this fits into the publishing process. New content brief and process to be agreed on. This process should be very clear on required content review and publishing timeframes as well as what's required to justify a new content page. It should be very clear about when Communication and Engagement should be engaged—and cover off on a variety of different scenarios (e.g. political or time sensitive content). Web writing education at a SME level (cohort approach).

Solution design workshop

What are the barriers and blockers to implementing and maintaining the new IA?

What we heard	What we concluded	Recommended actions
Education, tools and resources • A lack of best practice can lead the Communication and Engagement team to question themselves and not always want to push back. • The team doesn't have access to enough tools to help them with content assessment and IA decision making.	A revised content brief with additional checks and information would support SMEs and Communication and Engagement in writing, reviewing and publishing the best possible content. More time needs to be dedicated to ensuring the Communication and Engagement team is up-to-date with best practice to ensure the successful maintenance of the new IA.	• Begin using the new content brief that requires the writer to enter details such as the audience, purpose, and readability scores of content proposed for publishing. This will promote better quality content from writers and act as a tool for Communication and Engagement when reviewing and pushing back. • Upskill the relevant members of Comms and engagement team in lacking skillsets (e.g. web writing) and continue to encourage them to stay trained up and confident in their role as gatekeepers of the web content.
Awareness and value within PSC New employees aren't brought up to speed about the website, its value and processes. • Lunchbox and sharing sessions used to take place in the organisation but have stopped due to the Communication and Engagement team being diluted and busy. • The team and the platform (*For government* website) aren't valued enough.	We need to sell the benefits of a leaner IA (less is more) to SMEs. We need to help them see that it is a better approach for them and the customer.	• Reinstate lunchbox and sharing sessions or similar. • Web writing education at a SME level (cohort approach).

Issues and risks

Issues contributing to current IA

Quantity vs quality

Monsido reporting tells us:

- Almost half of the current content pages have less than 100 page views per month.
- This means that most content has minimal value for users.

Publishing deadlines

Requests to publish content can be urgent and there is currently no way to triage the request before publication to prevent known issues occurring such as duplication of content, poorly written content or inappropriate placement of content within the IA.

Content composition

High number of redirects; content needs to be reviewed and redesigned so it is clear on its purpose and where it should live rather than redirecting users.

FAQ's and decision trees indicates a lack of summaries and poor planning.

Content review

Current content is rarely reviewed holistically or properly.

Content is rarely deleted, which leads to inaccuracy for users and bloats the site.

Content is duplicated across franchises which increases user confusion and impacts accountability for the PSC.

Ability and tools

Web writing skills limit the Communication and Engagement team's ability to assess content before publishing.

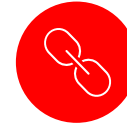The team has limited tools at their disposal to assess content prior to publication for establishing the user need, accurate web writing, and readability.

Content maintenance

Broken links reporting:

- Content pages containing links are not being maintained (in one instance 18 broken links on 1 page).
- Aged links, some to departments that no longer exist, also links to aged content, some as old as 2010.

Risks with current IA

Customisation

- Heavy customisation of styles and functionality (CSS/JS) on some pages makes it more difficult to maintain and update content.

- Customisation poses a significant risk to accessibility, by customising content for aesthetic purposes you are potentially making it less accessible for all.

- Creates a potential for single-point of failure as there is a reliance on someone with the technical knowledge to make changes.

Management and resources

- The team have been caught up in the politics of PSC and have become reactive rather proactive in managing content.

- The more content PSC have published, the more risk and accountability they are responsible for.

- They currently only have one technical resource on the team.

- Customer online will not have capacity to provide ongoing support or improvements to the refreshed IA.

Valuing the site

- Evolution of the team's function to address media, emerging issues and response has come at a cost to the quality of website content that meets user needs.

- Higher value is placed on aesthetics than well written content. (see the risk associated with complex customisation).

Issues and risks: Web writing capabilities

Example: Identify the capabilities you need

Issue: Reactively published and maintained	✓ Great title ✗ Content does not address the title ✗ Audience is unclear ✗ Readability is University graduate level (very difficult) ✗ 118 pageviews a month ✗ Average time on page is 2 minutes
Risk: Time-waster	✗ Wasted time for the SME, the editor, the publisher and the audience ✗ Fails to help government employees identify and develop their capabilities

Identify the capabilities you need

The terms capability, competency and capacity are often used interchangeably, however:

- competency usually refers to knowledge, skills or strength at a particular task and is another word for an individual's expertise
- capability has a broader more holistic meaning that takes account of attributes, attitudes and behaviours, and the ability to achieve a certain outcome in the future. In this way organisation capability arises from the use and application of an individual's competence.
- capacity refers to the amount or volume of work, for example 'how much?' and 'how many?'

Measuring capability

Some agencies have invested in capability measurement tools, and there are other sector wide evidence based diagnostics such as:

Leadership

- LEAD4QLD
- Leadership Competencies for Queensland
- Capability and Leadership Framework

Occupational technical knowledge sets

- Financial management framework
- Procurement capability framework
- Project assurance framework
- ICT skills framework
- Policy capability and development framework

Other considerations:

Issues and risks: Content maintenance

Example: Health, safety and wellbeing for workplaces

Issue: Reactively published	✖ A list of links ✖ Multiple links per bullet point ✖ Little user help or guidance
Issue: Not maintained	✖ 17 broken links ✖ Links to dated content and documents
Risk: Expanded IA	✖ No logical expiry date ✖ Always a reason to keep this page ✖ Pages will get developed around it
Risk: Untrusted and undervalued content	✖ Hard to navigate ✖ Hard to understand ✖ Hard to trust

2. Culture

- Queensland public sector inclusion and diversity strategy 2015–2020
  - Promoting inclusion and diversity in the workplace
  - Disabling the barriers – impairment and our workforce
- Queensland public sector positive and healthy workplace culture
- Healthier. Happier. Workplaces
- Creating active living workplaces
  - BeUpstanding toolkit
  - Heart Foundation – Walk at Work and Walking Groups in Queensland
  - 10,000 Step Challenge
- Creating mentally healthy workplaces:
  - Creating mentally healthy workplaces
  - Mentally healthy workplaces toolkit
  - Mentally healthy workplaces workshops run by Office of Industrial Relations across Queensland
  - Mentally healthy workplaces guide for leaders and managers from Heads Up
  - Indicators of a thriving workplace from Leading well Queensland (partnership between Office of Industrial Relations, WorkCover and Superfriend)
  - Employee wellbeing check-in tool for leaders and managers (PDF, 363 KB)
- Queensland Government workplace package for ending domestic and family violence
- Reduce psychosocial hazards in the workplace:
  - People at Work: assessment of workplace psychosocial hazards survey (PDF)
  - Reducing workplace bullying (PDF)
  - Reducing work-related violence (PDF)

Designing the refreshed IA

"Do not publish everything you can online. Publish only what someone needs to know so they can complete their task. Nothing more". (gov.uk)

"How do we professionally manage content? We don't. We shouldn't manage content in the same way that we shouldn't manage technology. Content and technology are merely a means to an end. What is the end? The end is the task the customer wishes to complete. That is what we should manage.

(Gerry McGovern)

Designing a new IA: method

Our method for designing a refreshed IA included:

- applying best practice

- reducing duplicate content

- improving readability by applying concise labelling and recommending content be more audience specific

- considering the user need for content

- ensuring content is desirable from a user's perspective

- considering the technical challenges of migrating content.
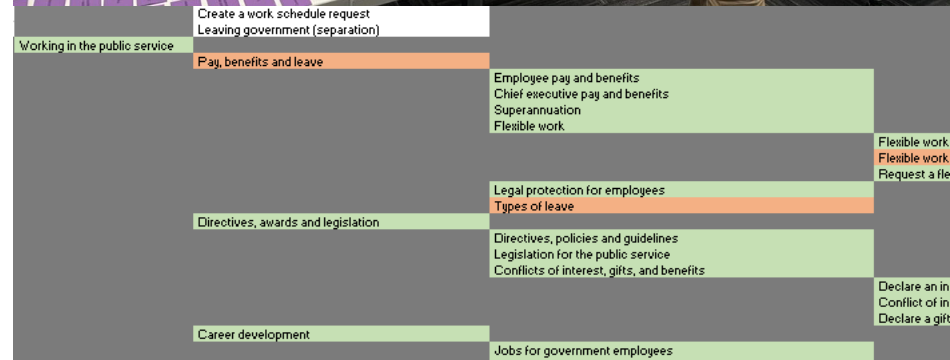
Key changes to the design

Taking a systematic approach, we:

- reviewed all existing content pages and decided whether to keep, rename, consolidate or delete. We looked at analytics, quality of content, content ownership, and other best practice benchmarks.

- remapped all the 'keep', 'rename' and 'consolidate' pages into their new categories as guided by participants in the closed sort.

- reviewed the amount of content in each category and created subcategories where required.

- moved content from within 'Working in the public service' to its relevant franchise location within the *For government* website.

- reduced the content and section pages in the prototype from 489 to 133.

These changes will result in improved user experience, reduce the resourcing impact on the Communications and Engagement team (fewer pages to maintain), and provide greater visibility to the most important PSC content.

Key changes to the design

1. PSC content is plagued by information overload. The fact most pages have a large table of contents is a dead giveaway. While there is good information in there, it's very hard to find and very time-consuming to read. It's not considering its audience!

2. PSC content contains lots of FAQs. That tells us the content has not been planned out and developed appropriately. The need for FAQs is negated if the content itself is designed to meet the audience's needs.

3. The content has many redirects throughout the IA. The IA has become diluted and ineffective. If content can appropriately live in 2 areas of the IA, then those 2 areas need to be merged and the content consolidated, or the new content needs to be reviewed and redesigned so it is clear on its purpose and where it should live.

4. There is a lot of content under each section page. That tells us content has continually been added to the IA without considering what is already there. It's continually added in addition to the existing content. This results in duplication and similar content topics living scattered throughout the IA. Adding 1 word to a sentence changes the entire sentence. It must be reviewed and rewritten to work with that new word and so on for adding sentences, paragraphs and pages. It's like adding a drop of water into a pool. The ripples are endless. You must consider this if you don't want to cause a flood.

Current IA

For government

Working in the public service | **Human resources**

Working in the public service

About the public service	Directives, awards and	Attract and recruit	Induction and	Leadership and learning	Plan your workforce	Support employees	Conduct and performance	Leaving government
Our values and culture **2**	Entites Certified	Internal job opportunitie **10**	Induct a new employee	Support our people **10**	Human capital **14**	During Covid **31**	Code of conduct **6**	Are you considering **3**
Working Queensland **11**	Search for Directives **1**	Before you begin	Manage probabtion	Develop leadership **18**	Strategic workforce **12**	Domestic and family **8**	Ethics in public **3**	
Workforce statistics **18**	The core 2019 and	Overview of process	Declaration of interest	Build capability **16**	Design an organisation	Health and wellbeing **2**	Manage conduct **30**	
Inclusion and diversity **14**	Advice for HR practitioners **1**	Plan and prepare **5**	Our values and culture		Flexible work **12**	Manage remote	Review performance **3**	
Strategies **2**	Public Service **2**	Attract your applicants **11**	Confuct and performance		Promote inclusion and	Recovery at work	Conflicts of interest	
Manage government	Pay, awards and **1**	Select a candidate **8**			Future work resources **2**	Employees affected by **4**	Declaration of interest **5**	
About the PSC	Entity agreement **1**	After you appoint **3**				Review employee	Directives awards...	
Review of employment	Leave and benefits **2**	Myths about recruitment				Rewards and benefits	Seek a review of a **2**	
		Unconscious bias **1**				Appeal a decision		
						Legal protection		

Human resources

Recruitment	Starting a new job	Extending my job	My pay	Apply for leave	Qualifications and training	Create a work	Leaving government	Working after illness
Before advertising **6**	Confirm commencem	Extend secondment	Claim an allowance **15**	Meritorious sick leave	Study and research			
Advertise a role	Start my pay	Extend secondment	My hours **6**	Purchased leave	Record training **3**			
Advertise an expression of	Apply for higher duties	Extend a temporary or	Payslips and payment **4**	Submit a leave	Employee training **2**			
Use questionnaire	Secondment out		My personal, pay and bank **5**					
Manage job applications	Claim transfer and		Pay calendar and cut off					
Appoint a person **3**	Record non-payroll		Restart my pay after					
Close a recruitment			Salary overpayment					
			Request a manual pay					
			Request payour of					

Proposed IA

For government

Employment, policy, career and wellbeing

Pay, benefits and leave	Directives, awards and	Career development	Health, safety and	Culture and inclusion	Appeals against	Public service values and	Public service statistics
Employee pay and	Directives, policies and	Jobs for government	Health, safety and	Workplace culture	Review a decision	Public service values	
Chief executive	Legislation in the public	Secondments interchanges	Workplace health, safety	Workplace inclusion and 7	Appeal a decision	Public service ethics	
Superannuation	Conflicts of interest, 3	Development opportunities	Employee helath, safety	Unconcious bias in the	Review QIRC decisions	Code of conduct 6	
Flexible work 3		Leadership development 7	Employee assistance			Working for Queensland 2	
Legal protection		Qualifications and training 5	Mental health in the				
Types of leave		Leaving the Queensland	Covid-19 health, safety 4				
		Separation request	Domestic and family 4				

Human resources

Recruitment	Workforce planning	Employee management	Starting a new job	My Pay	Apply for leave	Create a work
About recruitment 6	Human capital	Onboard and induct	Confirm commencem	Claim an allowance	Meritorious sick leave	
Advertise a role 3	Workforce changes	Probation for a new 3	Start my pay	My hours 6	Purchased leave	
Before advertising 3	Organisational structure	Employee development 3	Apply for higher duties	Payslips and payment 4	Submit a leave	
Advertise an expression of	Strategic workforce	Performance improvement	Secondment out	My personal, pay and bank 5		
Manage job applications 4	Strategic human	Conduct and performance 8	Claim transfer and	Pay calendar and cut off		
Recruit candidates 3	Workforce statistics and 5	Workplace conflict and 3	Record non-payroll	Restart my pay after		
Apoint a person 7		Extend an employee 3		Salary overpayment		
Close a recruitment				Request a manual pay		
				Request payout of		

Recommendations

Recommendations

Restructure IA

Implementing the new site structure

Step 1: Rebuild the site in sections following individual page recommendations from the site map document provided.

Step 2: Apply all content changes, new content, consolidated content and renamed content to the new site from site map document provided.

Consider additional resources and upskilling

- Consider engaging an expert web content writer to help team review existing content before republishing and to support upskilling of team and SME's.
- Understand how other agencies are resourcing and structuring teams to deliver BAU workloads alongside similar initiatives.

Publishing requirements

- Communicate the new content brief requirements across the agency, provide education on new publishing requirements and their purpose.
- Communicate clear service level agreements for BAU publishing requirements and urgent requests.
- Establish clear rules for publication (no content brief, no publishing etc).

Content review

Provide SME's with a full list of content to be reviewed and rewritten, or new content required.

Request new content briefs from SME's for all content as above.

Ongoing maintenance

Draft strategy for ongoing maintenance plan that includes all responsible contributors.

Include in maintenance plan the scope for review and provide reasonable but timely timeframes

Upskill in web writing principles

- Nominate and train SME's in web writing.
- Plan agency upskilling, i.e. toolbox sessions.
- Upskill Communications and engagement team so that they are efficient gatekeepers for the refreshed IA content.

Recommendations

6 monthly review

Engage with Customer Online to discuss when we should:

- test again with customers to ensure the success of the refreshed design
- conduct a best practice review to ensure changes and recommendations have been adopted.

Publishing deadlines

- Create strict guideline timeframes for urgent requests to publish.
- Provide clear instructions on what is the minimum requirement for publishing urgent requests.

Promote the value of the website

Continue to clearly communicate the purpose of the 'Working in the public service' content.

Advocate the purpose of the content should be:

1. Customer-centric
2. Task driven
3. Accessible for all.

Appendix

Usability task list: Tree testing

1. There is a role available in another department. You want to understand what a secondment is and if it could be an option for you. Where would you look? (Destination = Secondments, interchanges and transfers)

2. You're unhappy with the performance of one of your employees over the last 6 months. You're wondering about putting a formal plan in place to ensure they improve in certain areas. Where would you look? (Destination = Performance improvement plans)

3. You applied for a role recently and feel that you were unfairly overlooked. You're thinking about making an appeal and want to find out more. Where would you look? (Destination = Seek a review of a decision affecting your employment)

4. Your employee wants to change their start and finish times. You want to find information about what their rights are. Where would you look? (Destination = Request a flexible work arrangement)

5. As a manager, you're working in a role with direct reports for the first time and would like to find out if there are any leadership or management courses available. Where would you look? (Destination = Leadership courses)

6. You want to take long service leave soon. You want to find out more about how far in advance you need to apply and how much notice you need to give if you want to extend while away on leave. Where would you look? (Destination = Directives, policies and guidelines)

7. You've noticed that your workplace isn't very diverse, and you want to know how to promote a more inclusive culture. Where would you look? (Destination = Workplace inclusion and diversity)

8. You're due for an increment and want to see what your new fortnightly pay will be. Where would you look? (Destination = Employee pay and benefits)

9. You are running a recruitment process for the first time. You have had an overwhelming number of applications. You want help knowing how to pick the right person. Where would you look? (Destination = Shortlist the applicants)

10. You're feeling overwhelmed and worried that you are not performing in the workplace, and its taking a toll on your mental health. You want to know if there is any help or support available to you. Where would you look? (Destination = Employee assistance programs)

Usability task list: Tree testing (Prototype 1 and 2)

5 additional tasks added, brining the total testing list to 15 for prototype 1 and 2

11. You've been in your current job for a long time and are interested in a short-term opportunity somewhere else in government to broaden your skillset. You've heard there is a job opportunities board and want to find out more about registering yourself. Where would you look? (Destination = About Talent Now)

12. You've just recruited a new employee. They've never worked for Queensland Government before. You want to give them the best induction possible and want to find any tools or information that would help. Where would you look? (Destination = Induction)

13. Your partner owns a business that is bidding for government contract. You want to find out if this is a conflict of interest and if you need to declare it to anyone. Where would you look? (Destination = Interests, gifts and benefits)

14. You recently employed someone who identifies as having a disability. You want to make sure your workplace environment fully accommodates them and are looking for more information on making workplaces accessible. Where would you look? (Destination = Disability and the public sector)

15. Your organisation is going through a restructure. You want to find resources to help your staff deal with all the upcoming change. Where would you look? (Destination page = Manage workplace change)

Comparison chart: Tree testing results

The following pages contain tables that show the result of all tree testing conducted.

Each row contains the correct answer to each task, the success and overall scores and our observations for the current site and the 2 subsequent prototypes we tested.

The baseline testing of the current IA was conducted with 10 tasks.

For further testing of prototype 1 and 2, we expanded to 15 tasks to explore the changes that had been made.

What do the colours and scores mean?

A success score of below **40%** needs work!

A success score of **60%** is good, but there's room for further improvement.

A success score of more than **80%** is a good score.

How are success scores and overall scores are calculated?

We have shown the success score for each task and overlayed this with the overall score which is represented by colour. This is a weighted average of the squares of success and directness.
It favours success over directness at a ratio of 3:1, scaled to be a value out of 10.

Example of how we calculate the overall score:

Success = 57%
Directness = 67%
Success score: $57^2 / 1000 = 3.249$
Directness score: $67^2 / 1000 = 4.489$
Weighted combined score: $3.249 \times 3/4 + 4.489 \times 1/4 = 2.437 + 1.122 = 3.559$ (rounded up to 4).

	Live path	Success score	1st prototype tested	Success score	2nd prototype tested	Success score	Second prototype testing observations & insights
1	*Leadership and learning hub/Develop leadership/Learn through experience/Secondments, interchanges, and transfers*	2	*For government/Working in the public service/Career development/Secondments, interchanges, and transfers*	100	*For government/Working in the public service/Career development/Secondments, interchanges and transfers*	77	• 65% of participants went to Working in the public service first (first click). 35% of participants went to HR first. We can conclude that while some people still look in HR for this content, the majority look in Working in the public service. • We recommend that this content stays as is.
2	*Conduct and performance Review employee performance Employee performance*	64	*Working in the public service/Employee management, conduct, and performance/Performance improvement plans*	19	*For government/Human resources/Employee management, conduct, and performance/Performance improvement plans*	68	- (Participants had access to a much broader IA, so success scores as expected to be a bit lower generally). - We had a slightly lower success rate in the 2nd prototype test after moving this content to HR (70% down to 69%), however this is expected due to the larger IA that was tested. There was also a higher direct success 58% compared to 30% previously) and a higher overall score (6/.10 compared to the previous 5/10) - which leads us to the conclusion that moving this content was the correct decisions. - We recommend that this content says as is.
3	*Conduct and performance Seek a review of a decision affecting your employment Requesting a PSC review*	17	*Working in the public service/ Employee management, conduct, and performance/Appeals against decisions affecting employment/Appeal a decision affecting your employment*	10	*For government/Working in the public service/Appeals against decisions affecting employment/Appeal a decision affecting your employment*	59	- We moved this content higher up in the IA, giving it its own category under Working in the public service (rather than locating it under Employee management, conduct and performance). This led to the overall success score jumping from 10% to 58%. - There are still people navigating to Human resources first to find this content. However, as the success score is now ok, we recommend that this content stay as is.
4	*Plan your workforce > Flexible work > Request for flexible work arrangements*	10	*Working in the public service /Pay, benefits, and conditions/Flexible work/Request a flexible work arrangement*	10	*For government/Working in the public service/Pay, benefits and leave/Flexible work/Flexible work options*	35	• Although there is a lower score here than anticipated, 17/32 participants reached the right category and topic location. • We propose that if participants could see the actual content this would have scored higher. Participants mostly chose WITPS vs Human resources to look for this content.

5	Leadership and learning hub/Develop leadership/Short courses/People Matters leadership programs	56	Working in the public service/Career development/Leadership development for government employees/Leadership courses/ All leadership courses	80	For government/Working in the public service/Career development/Leadership development for government employees/Leadership courses/All leadership courses	69	• There was a slight decline in the overall score of this task due to the introduction of a broader IA for testing. We propose that this content/location remains the same. We have renamed these topics without front loading product names.
6	Working in the public service/Directives, awards, and legislation/Search for directives, policies, circulars, and guidelines/Search for directives, policies, circulars, and guidelines	57	For government/Working in the public service/Directives, awards and legislation/Directives, policies, and guidelines	30	For government/Working in the public service/Pay, benefits and leave/Types of leave	63	This information should be made available in added content. The content should provide an overview of leave types and conditions. Employees should not be expected to look for information relevant to their situation within directives. Moderated testing informed us that users form two groups when searching information in WITPS. I am an employee, and I am looking for information that is relevant to my circumstance **or** I am a Manager/HR professional, and I am looking for information that is compliant with legislation/policy to inform an employee.
7	Plan your workforce/Promote inclusion and diversity in your workplace	58	Working in the public service/About the public service/Culture and inclusion/Workplace inclusion and diversity/Inclusion and diversity strategy	50	For government/Working in the public service/Culture and inclusion/Workplace culture/Inclusion and diversity strategy	88	• This content benefitted from being elevated in the structure. During moderated testing participants mentioned that this content could fit under Health, safety, and wellbeing categories as it implied wellbeing for employees. By elevating the topic and creating a category under WITPS this has provided a more direct path for participants and lessened confusion about where to look.
8	Directives, awards, and legislation/Pay, awards and agreements/Salary schedule	65	Working in the public service/Pay, benefits and conditions/Employee pay and benefits	80	For government/Working in the public service/Pay, benefits and leave/Employee pay and benefits	66	• (Participants had access to a much broader IA, so success scores as expected to be a bit lower generally). • This task tested well with a success score of 80% then successively 66%.
9	Attract and recruit employees/Select a candidate/Short-list the applicants	68	Human resources/Recruitment/Recruit a candidate/Shortlist candidate	50	For government/Human resources/Recruitment/Manage job applications/Shortlist candidates	72	Indications from all testing conducted infer that all recruitment related topics would be best placed in For gov/Human resources to reduce duplication and lessen confusion for users.

10	Working in the public service/Support employees/*Health and wellbeing for employees*	94	For government/Working in the public service/Health, safety, and wellbeing/*Employee assistance programs*	30	For government/Working in the public service/Health, safety, and wellbeing/*Employee assistance programs*	47	This task did not perform well in the 1st prototype, but further analysis revealed this was due to similar topic labels under this category Most participants got to the Health, safety, and wellbeing section. • We can conclude that this task tested better than first thought. • We recommend combining the mental health and employee assistance program content pages into 1 page; so that customers do not have to make the confusing choice between the 2 pages.
11			For government/Working in the public service/Career development/*Jobs for government employees*	60	For government/Working in the public service/Career development/*Jobs for government employees*	47	Although there is a lower score here than anticipated, most participants reached the right category and topic location. • We propose that if participants could see the actual content this would have scored higher. Participants mostly chose WITPS vs Human resources to look for this content. • Employment opportunities for employees remains confusing for many users, they are unsure about whether to search for it within recruitment material. We should avoid front loading topic labels with product names and concentrate on providing clear topic labels that resonate with the correct audience.
12			For government/Working in the public service/Employee management, conduct, and performance/*Induct an employee*	60	For government/Human resources/Recruitment/Appoint a person/*Onboarding* For government/Human resources/Employee management, conduct, and performance/*Induct an employee*	69	There remains confusion about these two topics around where to look, is it pre- or post-employment. • We propose that the content is consolidated, renamed to include both topics and moved to Human resources/Employee management, conduct, and performance/Induct an employee.

13				*For government/Working in the public service/Employee management, conduct, and performance/Conflicts of interest, gifts, and benefits/Conflict of interest*	40	*For government/Working in the public service/Directives, awards and legislation/Conflicts of interest, gifts, and benefits/Conflict of interest*	19	This task was less successful in the 2nd prototype, but the directness higher than the previous prototype. The higher fail rate was influenced by the broader IA that included finance categories and it is hypothesised that some participants related "conflicts of interest' to procurement content. Testing would suggest that this should move back to *For government/Working in the public service/Employee management, conduct, and performance/Conflicts of interest, gifts, and benefits/Conflict of interest* but due to other content changes in the category the location in prototype 2 is still a better fit.
14				*For government/Working in the public service/About the public service/Culture and inclusion/Workplace inclusion and diversity/Disability inclusive workplaces*	20	*For government/Working in the public service/Culture and inclusion/Workplace inclusion and diversity/Disability inclusive workplaces*	59	This content benefitted from being elevated in the structure. During moderated testing participants mentioned that this content could fit under Health, safety, and wellbeing categories as it implied wellbeing for employees. • By elevating the topic and creating a category under WITPS this has provided a more direct path for participants and lessened confusion about where to look.
15				*For government/Working in the public service/Employee management, conduct, and performance/Workplace conflict and change/Workplace change*	10	*For government/Human resources/Employee management, conduct, and performance/Workplace conflict and change/Workplace change*	9	Confusion remains about whether this topic sits under Workforce planning content or Employee management. • It is recommended that this content is clearly written and labelled for the intended audience but remains under Employee management. Content labels under Workforce planning should be considered and relabelled to reduce confusion caused by apparent duplicate content.