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| Agency Name | Indiana Department of Revenue |
| Name your program, idea, or project: | DORway (agency intranet) |
| What is the problem that you wanted to solve? | Inability to provide employees across the agency and in many locations valuable information on agency news, important updates, and access to resources. Additionally, the need to support DOR’s employee engagement programs.The Indiana Department of Revenue (DOR) has an intranet site (branded as DORway). This employee communication tool is an important resource for all DOR employees to stay up to date on important information and access agency resources.The previous version was disorganized, difficult to use, and had stale information – all resulting in low utilization and effectiveness. Over the years, information was continually added to the old intranet site without much attention to organization, branding, or consistency. Additionally, the site had an out-of-date design that was not easy to use or visually appealing. Employees reported they felt frustrated by how difficult DORway was to navigate. It was an underutilized resource requiring significant updates.With the goal of delivering a significantly improved product and user experience, a project was launched in 2018 to improve its design and functionality, as well as increase employee engagement. Since this site is used every day by DOR employees, it is important that it is user-friendly, visually appealing and its contents current and easily accessible. The transition had to be seamless so DOR employees would not have difficulty locating information they had been accustomed to retrieving from the site on a daily or weekly basis for the past several years. |
| Who was involved in addressing the problem?  | Every aspect of the project was conducted, created and completed internally. Deputy Director of Employee Engagement [name], from the Communications division, spearheaded the project with support from DOR’s graphic designer/webmaster and a project manager from the Project Management Office. To ensure there was input, participation, and buy-in, staff from across the agency, at all locations, levels and business units were invited to participate. The team used a variety of input gathering and collaboration activities including surveys, focus groups, and brainstorming activities. |
| How did they go about finding a solution? | Completing this yearlong project involved collaboration from across the agency. It began in the summer of 2018 when the project leaders planned a timeline and held a kick-off meeting with agency directors. Directors identified employees from every division in the agency who could serve as focus group participants. Later that month, a 15-question survey about DORway was sent to participants. The response rate was 89%. In late summer, the project leaders held 10 focus groups comprised of employees from all offices and divisions. They also held a meeting with employees from Information Technology, Information Security, Finance and Business Systems Support to determine which software would best serve the agency’s needs. Security and design capability were at the forefront of the decision-making process. A decision was made to purchase a new software program to design the site rather than relying on the software that was currently being used. Next, a sitemap input meeting was conducted and decisions regarding the new site’s layout were made. Next steps included testing, creating a video overview for staff about how to navigate the site, and then rolling out the new intranet during an all-agency meeting in August of 2019. Later that month, the site went live. |
| Describe the outcome. What is the new idea, approach, program, or activity? | As a result of the project, the agency now has a modern, easy-to-navigate intranet site for employees to access important information and tools – and it was developed collaboratively with input from all parts of the agency. For example, the new site has a search bar feature, individual department tabs for resources, banners to display agency announcements and a calendar for agency events. In addition, we placed the most used resources or links in prominent locations on the front page to ensure staff could access these resources within one click of the mouse. The previous version did not have these items and employees now feel more connected to what is happening in the agency. Additionally, supervisors find it easier to add information and documents to DORway. Therefore, posted information and documents are current and relevant, thereby reducing errors with staff using outdated information or resources. Not only does DOR have an improved intranet site, but this project is evidence of the need for cross-agency collaboration when it comes to successfully implementing an initiative that affects all employees. Overall, employees are using DORway now more than ever and are happy with how we redesigned to suit their needs.  |
| What has changed since this was implemented? How have your operations improved? Include any data, analytics or metrics that would show the value of your program. Don't forget management advantages such as improved morale. | Six months after the launch of the redesigned DORway, there was an increase of 38.73% in page views and 53.05% in unique page views. In January 2020, a survey was sent to all DOR employees. 234 out of approximately 700 employees completed the survey. Almost all responded they strongly agree or agree that the information is well organized. Most are using the intranet as much or more than they did before the redesign. In addition, a majority reported that they strongly agree or agree with the statement, “I like the look of the new DORway.” Survey comments included: • One-stop shopping!• We appreciate the hard work. I like the site much better!• I like the enhanced DORway and look forward to additional refinements and content.• Love the Employee Resources revamp!• Great job! Love the new look!The redesign has increased productivity and engagement. The tool has also enabled the communications team to send fewer agency-wide messages and receive fewer questions about events and initiatives. It truly is a “one-stop shop” employees use to not only access documents, but also learn about events and human resources issues such as accessing their timesheets, applying for the tuition reimbursement program and purchasing DOR merchandize through our third-party vendor.In the future, we will send a new survey to obtain specific employee feedback regarding navigation and site organization. We will continue to use analytics and survey results to identify areas in need of improvement (e.g., navigation, page layout, embedded multimedia).  |
| Is this an in-house project, or did you partner with an outside vendor or service-provider? | 100% in-house |
| What comes next — will you be adding to your program, rolling it out more widely, trying additional approaches?  | We will continue to make changes to the site based on employee feedback. In particular, we will restructure navigation and research solutions for improvement of specific areas. We will continue to use the site as an employee engagement tool by adding employee events and internal messaging. A semi-annual survey will be sent to employees to solicit feedback and we will use that feedback to make improvements. This is an evergreen project that is continually evolving. We have a staffer dedicated to updating information on DORway and ensuring that outdated documents and information are removed in a timely manner.  |