of where the intranet has failed to meet expectations. Do not make the assumption that because employees know enough about the structure and operations of the company that an information architecture based on organisational structure is all that is required.

8. Support collaborative working
Although in theory intranets are supposed to support collaborative working little attention is usually paid as to what the real needs of the organisation are for collaborative working. It could be the support of project teams, of communities or practice, of extranet relationships with external organisations or for the assembly of complex, multi-author documents. Each of these may require other web technologies to be integrated with the intranet, such as wikis, blogs, instant messaging and discussion rooms.

9. Use workflow only where there is business benefit
All too often companies implement workflow to try to control inappropriate content being publishing onto an intranet. Such breaches of personal responsibility should be dealt with through other channels. In implementing workflow little attention is usually paid to the impact on the email in-boxes, time available, and subject expertise of the reviewer/approver.

10. Quantify content migration issues
Whether it is the large-scale migration of content into a CMS or the revision of sections of an intranet, the work involved is invariably underestimated. There is no substitute for a comprehensive content audit to understand what does need to be moved, and how, and what is now Redundant, Obsolete or Trivial (ROT).

Reference Management

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Capturing notes and quotes

A common complaint about reference software tools is that they do not deal adequately with notes and quotes beyond adding keywords or abstracts. Some of the leaders in the market which do help in this area are provided below – purely in alphabetical order – which can be utilised with reference software

* *Devonthink* is a notepad, outliner, scrapbook manager, information manager, freeform database, archive, bookmark manager and image database with options for classifying and searching different reference types. http://www.devon-technologies.com/products/devonthink/overview.php

* *FileMaker Pro* which allows you to cross reference notes relationally with your bibliography and includes the ability to load the database onto the web. http://www.filemaker.com/products/fm_home.html

* *Hog Bay notebook*, for Apple's new Mac OS X operating system, lets you record and organize your ideas and relate concepts together. It is also scalable with numerous output options. http://www.hogbaysoftware.com/products/hog_bay_notebook.php

* *Knoesis* offers three products to help manage the note taking and reference process including the lite and professional index. The professional card index has the ability to share bibliographic information with programs like EndNote http://www.knoesis.com

* *Notelens*, for Windows, is a note taking tool which also integrates with Microsoft Outlook. It is based on free forms and allow the organising of your notes http://www.windsorinterfaces.com/notelens.shtml

* *Scholars Aid* keeps notes and references together and allows interaction with Z39.50 sites. http://www.scholarsaid.com/intro.html

Bookmark Management systems

There are many companies around which will manage your bookmarks but here is one which is free to join.

* *Connotea* is a bookmark management system which keeps links to articles read and the websites used so that you can find them again and are available from any terminal. It also collects the bibliographic information for the article or book that is being linked to from certain web sites. These include PubMed and Amazon. You can also add comments to your references to make them more meaningful. These references can then be exported into Endnote or other packages for future use. http://www.connotea.org

Research Support Tool

On a slightly different note is the *Open Journal Systems* which is a journal management and publishing system which seeks to improve access to research through a Public Knowledge Project. It assists with every stage of the referred publishing process from submission to online publication. In particular it has a

* Research Support Tool which link the study researchers are consulting to related research, Web sites, and databases. The website provides a demonstration which is quite useful. http://pkp.ubc.ca/demos/rsttour/index.html

Evaluation Templates

* Bibliography formatting software: An Evaluation template is now in its11th edition available at: http://www.burioni.it/forum/ors-bfs/text/index.html

Updates on Reference Software packages

* *Resource Mate* has made improvements to their demonstration version which include a makeover of their training booklet making it easier to read. The tutorial is available in html or pdf format and can be accessed as Word or RTF.
http://www.resourcemate.com

Bibliography management web services

* A current project of interest to readers of this column is that of *BibShare*, a set of bibliography management web services designed to be used by different text processing systems avoiding the need for different bibliography collections and formats. This is an example of the new generation of applications that have been built using a Service Oriented approach and is free

Current solutions to dealing with different bibliographies are limited in the sense that they are word-processor oriented, whereas users (often in Science and Technical areas) often write documents with different tools. This obligates authors to use different bibliography managers, and even different collections (with subsequent problems such as consistency enforcement, updating, etc.) depending on the word processor used.

Bibshare allows writers to use the same bibliography collection(s) regardless of the word processing system they use. Both personal and external collections can be used to retrieve the bibliographic information to be inserted into documents [original abstract amended]. For more information go to http://www.bibshare.org

Public Sector News

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It is still e-government and Freedom of Information which dominate the public sector at present. Both aim to provide better information and services to the citizen and both are accepted as a good thing. It is important however, that we keep an eye on the resources these two areas can absorb and check that they are being used to best effect. As we do this we will have an eye too on the Gershon review of public sector efficiency which requires us to make 2.5% savings a year up to 2008.

E-Government

This is the year by which we in the public sector are required to be 100% e-enabled. Will we make it? Some reports being published suggest we will and equally as many who predict failure.

The most eagerly anticipated annual review of local government web sites conducted by SOCITM (The Society of Information Technology Management) was published in early March and shows 30% of local authority web sites have moved up a category. (Better Connected – 2005 http://www.socitm.gov.uk.) This report suggests local authorities may struggle with the Priority Service Outcomes set by ODPM last year.

Included in the Priority Service Outcomes are encouraging take up of services. A survey commissioned by the e-citizen National Project suggests that 17.5 million people could be in line to use local government e-services but that many are not aware of them. A campaign to improve take-up is essential. http://www.e-citizen.gov.uk will give you more information and the full report is due for publication in April 2005.

To steer us through this year there is a new face at the Cabinet Office. With the move of Ruth Kelly to Education after the Cabinet reshuffle David Milliband was given the responsibility for e-government along with public sector and civil service reform.

IPSV

I know it sounds rather like an unpleasant disease but the IPSV is actually the Integrated Public Sector Vocabulary and has just been made available in draft form. You can read more about it and view the draft at http://www.esd-toolkit.org

This vocabulary is a merging of the Government Category List with the Local Government Service List and the seamlessUK thesaurus and is designed to aid the indexing of public sector web sites. It will be used in the metadata of web sites and should assist joint working and data sharing as well as providing consistent indexing of local government web sites making them easier to search for the public.

Transport information

In December 2004 the Department for Transport launched the Transport Direct website which is intended to be the beginning of much more transport information delivered in a variety of ways. It is linked to 'Directgov' (http://www.direct.gov.uk) to provide, for instance, transport information alongside hospital or school details. It offers an integrated journey planner to find the fastest ways of traveling by public transport and will eventually be offered on the web, digital TV and mobile devices.