5 COMMUNITY SPOTLIGHTS

Community Spotlights provide insights into how a specific Yammer group supports UNICEF staff and partners. They both give visibility to a community that is either established or emerging, and highlight how the communities have used best practices in community building to achieve their goals. **Community Spotlights** are produced by Paola Storchi, Patti Anklam and Carrie Basham Young (LKE).

This issue features:

+ **Data for Children**
+ **inSight**
+ **Gender Equality**
+ **Supply Community**
+ **ICT's Culture of Collaboration**

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COMMUNITY SPOTLIGHT: DATA FOR CHILDREN

Successful communities require careful planning, but in today's "agile" world, it is important to design a community with strong input and continual feedback from a staunch community core. That's how Hye Jung Han went about **BUILDing** Data for Children, one of UNICEF's newest communities. When she began working at DRP early in 2017, Han knew that she needed to build the community around a SharePoint site that would showcase the importance of using data to drive better results for children and would provide ample access to tools, frameworks, and examples to enable specialists around the world to learn from each other

While she familiarized herself with SharePoint and started building the Data for Children site, Han interviewed nearly 60 staff members around the globe asking them what they most needed to achieve successful data capture, analysis, and presentation projects. In addition to providing guidance about "getting started with data projects" and links to existing data sets, the site reflects what Han learned in her conversations.

As she talked with her interviewees and reached out to colleagues for case studies (there are currently 15 of them on the site), Han developed a solid network of core users -- people she would go back to at many intervals to ask to test the site as it came together. Data for Children follows the established BUILD model of integrating webinars, a Yammer group for dialogue, and the SharePoint library as an integrated experience for community members. Han's U+I element includes a strong focus on getting user input to drive the development of content for the site and providing feedback on the team's progress. She uses "pulse check" surveys for feedback but also to get ideas on and prioritize work that needs to be done. And, she has just published the first newsletter, a mobile-friendly email that summarizes the status of work in progress, highlights recently added case studies, and publishes announcement about timely opportunities. Han also maintains an email list to broadcast announcements and to publish the newsletter.

Until now, Han's emphasis has been on building content targeted to the community's input and is looking forward to working on a live, real-time community experience on Yammer. Han and her colleagues in the Data for Children group use Yammer as a channel for publishing announcements, news about webinars, and so on; there are currently almost 200 members. Building engagement in Yammer is in Han's work plan for the next month. She sees the greatest challenge in creating vibrant online community spaces is to ensure sufficient trust for people to be comfortable asking questions and to be confident that if they do ask a question, it will be answered.

Han and the team have already made and maintained a commitment to the community to respond to every question within 48 hours (except when they are all duty travel!). The positive feedback that Han has received about the site as well as her inclusive style of community management indicate that Data for Children is well on the way to successful engagement strategies. Want to Connect? Want to know more about Data for Children?

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COMMUNITY SPOTLIGHT: HOW inSight LEVERAGES YAMMER FOR COMMUNICATIONS

Mishiko Seino, community manager for the inSight community on Yammer, welcomed the 900th member to the community on July 14. inSight, UNICEF's data warehouse built on VISION, is vital to UNICEF's ability to make information about its programmes and results accessible and transparent. Its Yammer community, considered the most active community in UNICEF, was established in 2014 as a user support and communication channel -- a place to ask technical questions, to find out more about the features of the tool and applications, or to raise issues when problems arose. Yammer enables users to learn from and help each other to become more effective in using inSight. It brings a sense of community to a diverse group of people in far-flung duty stations who would not have known each other otherwise.

Many UNICEF staff regularly use inSight – over 5,000 users access inSight at least once a month to get data they can use in monitoring their office performance, writing reports and proposals. When Mishiko joined the inSight team in FRG (the Field Results Group) a year ago, a new inSight user support portal, with both a problem-reporting tool and a knowledge base, had just been developed. Through researching online community models and consultations with UNICEF staff, Mishiko realized that the best approach to empowering inSight users was to create synergies among the different knowledge channels anchored in inSight itself. The inSight team has also been actively promoting knowledge-sharing and learning in Field Offices through virtual and face-to-face training and workshops.

Mishiko relates how, in every inSight training she has been a part of, there is a point where participants in the workshop realize how powerful inSight is -- and how it can be used by staff in many different roles who want access to data to support their work. "inSight," she says, "should be as much a part of every UNICEF staff member's work life as Results-Based Management (RBM)." The Results Assessment Module (RAM), a key application in inSight, provides indicators and narratives that support RBM.

Mishiko understands the contribution that the community makes to ensuring inSight is an effective tool for UNICEF, and illustrates how the community focus is embedded in the overall communication and advocacy strategy, shown here. The training sessions and regularly scheduled webinars are opportunities to bring staff into the community while Yammer provides the Dialogue pillar for continuing the engagement and learning.

The face-to-face connections with colleagues in the field have already translated into new collaborations for knowledge exchange – such as members in West and Central Africa region posting in French in Yammer to engage a wider audience. Yammer group membership is now at 950 members and continues to grow.

Many companies use online community platforms to provide support for internal systems and tools. In UNICEF, inSight, GSSC and VISION systems all use Yammer as an integral part of their communication and support strategy.

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COMMUNITY SPOTLIGHT: GENDER EQUALITY AT UNICEF

A critical success factor in online communities is the visibility of the support of senior leadership. Many community managers in UNICEF we have spoken to -- and more than half of the respondents of our June 2017 survey indicated that they would like to see more visible support from senior management; only 25% said that their leadership considered the communities to be strategic. That is not the case with the Gender Equality community, started in June by Hajra Hafeez-ur-Rehman, with the support and encouragement of the Senior Gender and Evaluation Specialist, Shreyasi Jha. Hajra, in her role of Knowledge and Information Management Specialist for the gender sector, had long wanted to set up a Yammer group on gender.

When Shreyasi came on board, she recognized the potential value and contribution of such a group, and she brought with her an openness to the online community and actively supported Hajra's commitment to creating a cross-sectoral communications channel to enable announcements, conversations, and knowledge sharing on issues related to gender and UNICEF and its partners programs and action plans. Hajra, having previous experience with online communities, understood that achieving visibility and participation in a community often hinges on the active presence of senior leaders. So she worked with the senior advisors in the Gender, Education, WASH, and Protection sectors as well as the Regional Gender Advisors to get them on board with this cross-sector Yammer group. How did she do that?

- She created a simple PowerPoint tutorial on how to use Yammer and send it out to the senior advisors. ("While we might think Yammer is easy to use, we should not take it for granted that it easy for everyone!" she says.
- Every four weeks, she would draft a post for each of the senior advisors and request them to submit the post to Yammer. By taking some of the burden off the advisors, she was able to ensure their participation without making work for them. The senior advisors enjoyed seeing "likes" on their posts and the presence of the advisors adds to the visibility of the Gender Equality community in UNICEF.

- In posts, Hajra would tag the senior advisors (via @mentions). This would ensure that the posts would show up in the advisors' notification streams – and they would see their "likes"!
- Ending every webinar -- including webinars with other sectors -- by encouraging the attendees to continue the conversation with the senior advisor on Yammer.
- Using the hash tag #unicefgender so that people can follow the posts.
- Posting important announcements to "All Company" to raise visibility for Gender Equality

Gender Equality's membership reached 530 in late February 2018. As Hajra prepares to move on to her next assignment, she is working conscientiously to be able to share her tactics and methods for ensuring cross- sectoral participation in this important UNICEF community to whoever will replace her.

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COMMUNITY SPOTLIGHT: The SUPPLY COMMUNITY (1)

The Supply Community consists of **over 800 staff** who work either in Supply Division or in a supply function in a country, field or regional office across the globe. For tens of millions of children, vaccines, medicines, therapeutic food and items for learning and play are tangible expressions of UNICEF's work in supply. Colleagues in the Supply Community help realize child rights through procurement of goods, contracting of services, and logistics, in support of global supply chains for children.

The Community is also a showcase for the power of communities to bring far-flung staff together and create a sense of community belonging and purpose.

The story begins in 2007 when an external evaluation highlighted a number of problems including a high staff turnover rate, low motivation among staff, and skill mismatches between jobs and job-holders in the supply function. The analysis concluded that a key factor was the isolation of supply staff: in many country, field or regional offices there might be only one or few staff working in a supply function; staff had little opportunity for career development; and often did not have access to training nor to peers with whom they could exchange knowledge or learn.

The evaluation further pointed out the importance of the supply function in UNICEF, but noted that supply and logistics was not well recognized within the organisation. It recommended that the Supply Division create a community to bring staff together to foster a sense of professional belonging and global team and togetherness. The division responded by establishing the **Supply Community** as one of the key enabling strategies for the function. It created a strategic role with the recruitment of a Supply Community Manager, as well as ensuring resources and support to the strategy by senior management in Supply Division.

The Supply Community Manager was tasked to lead implementation of critical activities recommended by the evaluation:

- Professional development of staff through improving the supply curriculum coursework,
- Opportunities for knowledge sharing and exchange of experiences
- Improving career development of staff

THE SUPPLY INTRANET

The Supply Intranet, originally built on the Lotus Notes platform, was structured to collect in one place information, tools and guidelines, and resources needed by supply professionals. "Supply Faces," the community pages within the Supply Intranet, were designed to enable staff to get to know and connect with each other. By 2014, 625 staff had created profiles and joined some 45 discussion groups. Some staff have said that putting names and faces together through the community has humanized their colleagues and helped them build stronger working relationships.

U&I

While the Intranet provided an online platform for exchange, face-to-face learning opportunities ensured a high degree of in-person interaction and learning. In 2017, Supply Division organised **53 face to face learning** activities in HQ, ROs and in the field, with more than 1,000 instances of participation by the Supply Community and others who engage with supply, for example programme and operations colleagues. It also organized a Global Supply meeting, bringing together **more than 100 colleagues** from supply and related work areas, plus an even higher number of online participants from the Supply Community.

The Supply Community is currently shifting learning activities towards more blended approaches, combining e.g. e-learning and face to face with post workshop assignments. It is furthermore increasing attention to on-the-job training, by offering for example deployments and stretch assignments to as many colleagues as possible – 63 colleagues went on stretch assignment or were otherwise deployed to perform in a different role and/or location in 2017.

As a result of this strategic focus on learning, knowledge exchange and professional development, today there is a strong sense of community among staff working in the Supply Division.

COMMUNITY SPOTLIGHT: The SUPPLY COMMUNITY (2)

A 2017 evaluation of the Supply Community strategy found "evidence that the strategy has improved the availability of required skills in the organization, contributed to cooperation and knowledge sharing, and improved the system of career progression.

This has contributed to the creation of a community and to increased self-awareness and engagement of Supply staff with staff in Programme and Operations." Not only did the community provide a place where staff could build relationships and share know-how, it also transformed how the community saw itself and its work. Supply Chain Manager Lena Romer affirms that achieving this sense of belonging – team togetherness – has been the ultimate goal. She adds that the "professional belonging and pride in what we do is key to enable the supply function to contribute its maximum to UNICEF programme goals, and ensuring we achieve results for children."

KEY SUCCESS FACTORS

The designers of the Supply Community credit the success to the individuals who have engaged in making the Community a success – and to the strong management support which was a pre-requisite for putting the Supply Community strategy in place and seeing it through. The need to improve the professional belonging and development opportunities of Supply staff was so critical that management was unwavering in its support of the community strategy. What's more, supply division leadership empowered the community to take ownership of its activities and did not try to manage it top-down.

GOING FORWARD

Time and technology change, and in November 2017 Supply Division launched the new online Supply Community as part of the Digital Workplace for Supply. 'Supply Faces' and the related conversations have now been replaced with Yammer groups and a SharePoint TeamSite. Lena Romer, Supply Chain Manager and Heidi Martinussen, Knowledge Sharing Officer in Supply Division, are leading the next phase of the Supply Community strategy. A major task is moving the Community from Lotus Notes to Yammer.

November 1, 2017, Lena Romer and Heidi Martinussen, strategy leads for the Supply Community, introduced the supply community to their new interactive platform. Their presentation began with a clear statement of intent:

. "… to maintain a sense of professional belonging, team and togetherness for staff working in the Supply Function and foster knowledge exchange for 'everyone, everywhere in the Supply Community to be connected' to deliver results for children."

Their journey to this milestone offers good practice examples for community managers.

PLAN, DESIGN & BUILD

The Supply Community used UNICEF's Lotus Notes platform for almost ten years. As the technology nears retirement, a new solution for the online supply community was planned as part of the Supply Digital Workplace project . Extensive stakeholder analysis showed that it was important the new platform retained self-ownership for the Supply Community and kept supporting the sense of belonging that has so characterized this community.

The team recognized that moving the Supply Community's online discussions to the UNICEF Yammer universe would give staff the opportunity to see and be visible to all the Yammer groups – also those not related to Supply.

Moreover, as the use of the supply intranet and Supply Faces had waned in the past few years, Yammer groups devoted to specific supply topics had organically emerged. It made sense, therefore, for the Supply Community Yammer group to be the new online home of the community. The team decided to launch the newly migrated community in a global face-to-face meeting, in keeping with the Supply Community's long-standing practice of integrating the online community into face-to- face events and training sessions.

KEEPING IT SIMPLE

A Yammer group allowing members to connect, communicate, discuss, ask questions and share experiences is accompanied by a SharePoint site with guidance, how-to information, tutorials and more, carefully designed to support the community in adopting the new platform.

Offering an inviting atmosphere from the start, the 'How to' page explains how to join the discussions, manage profiles, groups and more. In addition, a "Who's Who" page provides a simple way for staff to find one another.

THE PLATFORM IS NOT THE COMMUNITY

The Supply Community Yammer group is designed to support conversations necessary to realize the goal of the Supply Community strategy in the next strategic period: everyone, everywhere connected. The dialogues on Yammer will further be critical to maintaining the sense of team and togetherness – and to reinforcing that it is the people in Supply who make the community, and not the platform or technology. Reaching staff members who have not yet migrated to the new Yammer group is one of the team's remaining challenges, which it has initially sought to address through the launch of the community in the global face-to-face meeting and with the clear guidance information provided. The launch of the Supply community Yammer site is only the beginning, albeit a carefully planned beginning.

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COMMUNITY SPOTLIGHT: ICT's Culture of Collaboration

UNICEF's Chief Information Officer, Daniel Couture, seeks to build a stronger sense of community within the UNICEF Information and Communication Technology (ICT) function to better enable the strategic goals of the organization. Among his different approaches was the consolidation of two equally successful Yammer groups for field and HQ staff. After consultations with the administrators of the Field ICT Yammer group and the HQ ICT Yammer group, the joint "[Information and Communications Technology](#)" Yammer group was created. We would like to showcase its success.

Greater collaboration between ICT at HQ and the field is of growing importance for many reasons. For example, over the years, many regions and countries have developed their own management and reporting tools, but as UNICEF becomes more digital, regional and local systems are being replaced with common systems and tools, for such reasons as reducing licensing costs, promoting security and addressing similar risks. Volunteers come forward to share within the community and align its purpose with the specific goal of building a common culture of collaboration, engagement and knowledge exchange. Since the merger, this group has consistently been one of the most active groups in Yammer over the past year. Yammer Group Insights from the week of 29-January showed 134 active people, including 86 of the group's 460 members, up 18% from the previous week:

Active People
134 ↑18%

Members
86 ↓8%

People Who Posted Messages   17/86

People Who Read Messages   86/86

People Who Liked Messages   5/86

What are the drivers behind this community's high rate of engagement and record of bringing value to its members? BUILD followed up with group members and gained a number of insights. Most importantly, the community -- including the Yammer group -- is built as part of the overall organizational strategy and is strongly supported by the CIO, who also created a global ICT mailing list to consolidate messaging. Also, It is important to bear in mind that members of this community are not only ICT staff seeking solutions to common problems, but also staff in general, seeking collaboration on digital matters such as Technology for Development (T4D), and seeking to continuously develop their [Digital IQ](#) as a new way of working.

They are therefore very likely to help each other as they face common problems. We learnt that this group does not need a lot of management. Most questions are answered from within the community rather than by a single expert or community facilitator. Still, to be sure that all questions are answered, an ICT "Problem Solver" voluntarily monitors dialogue whenever possible. This is important to ensure the overall trustworthiness of the group.

We also put the B.U.I.L.D. [model](#) to the test, and learnt that ICT has a SharePoint-based intranet and a Newsletter for "B" (Broadcast). For "U+I" (You and I), the community encourages interaction and the building of relationships in a number of ways, such as the newly created trendy, open collaborative workspace on the 3rd floor. For "L" (Libraries), Divisional level SharePoint document libraries are readily available. Lastly, for "D" (Dialogues), the Yammer group and a [Suggestion Box](#) (both physical and online) offer ways for staff to share creative and innovative ideas.

The purpose of this group is to build a culture of collaboration, engagement and knowledge exchange around the ICT domain, to enable the 3 ICT Strategic Pillars of Operational Efficiency, Programme Effectiveness and the Innovative use of Technology.

Achieving community and collaboration across global boundaries requires attention to trust, goodwill, and providing a platform for people to be aware of each other. While the Yammer group has been very successful as a problem-solving and trust-building platform, the ICT function looks for additional community-enhancing activities. For example, it celebrated its 2017 successes by inviting teams to submit fun-filled, animated videos for its "Cheer It Out" (CIO) year-end event. The humorous submissions illustrate the camaraderie and spirit of the organization. Continuing into 2018, the [Stories of our People](#) vlog series will encourage individuals to talk about themselves and their work. The videos are available on the [ICT Video Channel](#).

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