

# KATHLEEN MCSHEA ERVILLE

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## EXPERIENCE

### **Consumer Financial Protection Bureau**

*Content Strategist* (September 2016 to present)

Leads the Knowledge Management work for the bureau's contact center, publishing authoritative and timely content which agents can easily navigate, understand and use to answer consumer inquiries

- Chief publisher, writer and editor for the bureau's knowledge management platform serving the bureau's contact center; Drives digital publishing operations and content management with a hybrid technology stack that includes Ultra Edit for HTML/XML authoring, Sharepoint for collaboration, document management and editing the Salesforce Customer Relationship Management System for publishing
- Develops and implements effective project plans for multiple streams of work to a coordinated whole, for a full project lifecycle -- from managing a complex content migration effort to conducting effective daily content management activities -- with a cross-cutting team of contributors;
- Designs an intuitive information architecture and a logical organization for all knowledge management content to help end users find what they are looking for and improve customer experience using by metrics and user feedback
- As team lead for a blended content team, coordinates content requests with other teams across the bureau to ensure published results meets both stakeholder objectives, CFPB's editorial standards and are written for the web
  - Solicits and manages comments and feedback from subject matter experts as content moves through the publishing pipeline
  - Creates new content and updates existing content to meet high-quality editorial standards for plain language, style and voice along with grammar and punctuation
- In collaboration with key stakeholders defines content strategy, manage risks, sets clear goals and objectives and plans the tactical steps to achieve them
- Evaluates end products with a focus on usability, quality control and metrics to measure success
- Moved adoption of standards and best practices to increase effectiveness and readability for screen-reading; Focused on converting technical and analytical documents into clear and user-friendly content

## ACCOMPLISHMENTS

- Managed content team's quality review and business improvement project to inventory content, identify and address performance gaps and deliver new and improved content
- Retired 40 percent of job aids by eliminating redundant, old and trivial content
- Transformed a PDF heavy inventory into an HTML collection of articles
- Implemented a taxonomy and search engine optimization (SEO) plan to surface the right content at the right time
- Analyzed content migration path, using data and metrics to prioritize workload
- Produced content guidelines and style guide for Knowledge Management to enhance system usability and satisfaction with end users
- Led the contact center's first content governance initiative for knowledge management; Results included new standard operating procedures and workflow diagrams and a chartered community of practice which meets weekly
- Delivered a key performance indicators reporting cycle for content metrics

## **Emerald Strategies, Inc.**

*Founder and President, (January 2001 to present)*

Partner with public sector and large enterprise clients on large-scale web management projects, including mass content migration, web redesign as well as customer and digital strategies to strengthen public outreach and internal systems for web operations. Services provided:

- **Benchmarking:** Review content and business processes against best-in-class standards. Involves governing processes (manage program, plan and execute initiatives, improve services), core processes (provide valuable content, help people find information, leverage the feedback loop) and enabling processes (care for people, IT support, infrastructure, resource and asset management)
- **Best practice audits:** Measure and evaluate website and team performance with information architecture and content audits, usability scorecards and testing, task analysis, stakeholder and user research, analytics and documentation reviews
- **Web governance:** Draw the blueprint, build the foundation and manage the lifecycle with clear roles, responsibilities, relationships, rules and review at every step
- **Communications planning:** Services to re-charge organization capacity; build, motivate and coach high-performing teams toward a shared vision using project management skills, including
  - Strategic plans: Future state, business cases, roadmaps, operating models, governance
  - Media training: Expertise in writing for the web, message development, public outreach
  - Message Development: Clear communication, writing, presentation and public speaking
  - Print media production: Used knowledge in visual communications to lead creative and produce and coordinate editorial print and production process for clients including logos, brochures and other off-line publications

AWARDS and HONORS

*(2010) Exemplary Project Award, by Pennsylvania State Library Association for Cumberland County Library System*

## ACCOMPLISHMENTS

- Conducted first-of-its kind Web governance Audit for the Worldbank.org and ifc.org Web sites, leading to a comprehensive report and analysis of risks and opportunities that became a roadmap for improved web management at both organizations
- Served as the Chief Information Officer's leading user experience advocate during the growth of the U.S. Air Force Intranet from a beta state to a full-service portal serving a global audience of over 700,000 users
- Conducted comprehensive management review of Web operations at the U.S. House of Representatives which resulted a strategic roadmap toward more effective Web business practices; Website audits for members of Congress evaluated usability, Section 508 compliance and adherence USHR rules for websites
- Provided media training to various public sector organizations including the FCC, the U.S. Army, the EPA and others on compliance with OMB Guidance on best practices, federal Web regulations, writing for the Web, message development, graphic design principles, visual communication and adoption of social media tools
- Expert panelist for Congressional Management Foundation's Congress Online Project, funded by the Pew Charitable Trusts
- Published an online newsletter to support and engage with audience

## Department of Homeland Security

*Director of Web Communications (June 2010 to June 2013)*

Led digital strategy at dhs.gov. Supervised staff of four to six, project team of 16

- Directed daily operations of HQ site and content strategy for agency
- Set and enforced policy compliance for over 300+ public facing websites
- Champion for usability and customer experience, leveraging heuristic best practices, Google Analytics and satisfaction survey metrics to implement systemic improvements in the agency website
- Led the agency-wide effort to consolidate CMS tools and migrate content to a common platform, with a new search engine, metrics plan and updated content presentation
- Created and led DHS Web Council that closed or migrated outdated and duplicative websites while also providing a space for sharing of best practices agency-wide.
- Co-chaired interagency Federal Web Manager Council

## AWARDS and HONORS

*(2012) Tied for "Best Performing Website" among 75 studied by comScore for DHS.gov*

*(2010) Award for Excellence in Education and Outreach by Center for Environmental Innovation & Leadership for RestoretheGulf.gov*

## ACCOMPLISHMENTS

- Established DHS's first formal web governance system to establish a vision and lead a strategic communications program by building strong relationships with internal partners
- Developed agency's first public website content strategy and implementation plan, including enterprise Web-CMS requirements; The strategic plan was coordinated across all operational components at the agency and approved by the web governance groups
- Led the adoption of web customer service standards and metrics, including publishing standard web metrics practices for use across the agency, a web scorecard with key performance indicators and procedures and policy approvals for use of Google Analytics as the enterprise analytics tool
- Planned and executed a re-organization of staff roles and responsibilities for the web communications division including a transformation of the staffing model for DHS.gov from contractors to federal employees with a new and improved team structure saving the agency \$1.5M in contract fees; Responsible for all aspects of hiring, performance plans and HR liaison duties
- Organized a cross-agency stakeholder team of 39 web council members and 26 executive steering committee members, who now meet on a routine basis to guide and execute investing our public web resources on agency priorities; Supervised a direct staff of four, supplemented by up to three rotational details and two interns, to execute daily program activities
- Provided leadership to the Secretary's efficiency review initiative for web systems optimization, an agency-wide effort to consolidate websites, streamline content and implement an enterprise Web-Content Management System and hosting strategy
- Developed and executed short and long-term web training programs for the agency to enable a transformation from centralized to decentralized publishing across HQ and DHS
- Implemented a revised risk management and continuity of operations plan for DHS.gov following a system outage which exposed new vulnerabilities
- Developed partnerships with U.S. Government agencies to share and disseminate content to the public: 1) a formal arrangement with USA.gov to distribute incident communications and 2) a multi-agency website to communicate activities related to the BP Deepwater Horizon recovery; the website was the first in the federal space to enable multi-agency publishing, and to enable this capability 30 people from six different agencies were trained on the system
- Managed DHS web-related implementation of the President's Open Government initiative including adoption and growth of social media tools and the creation of a supportive policy framework
- Co-wrote the DHS Customer Service Plan in response to the 2011 Executive Order 13571 on Streamlining Service Delivery and Improving Customer Service

- Built the social networking capabilities, policies, procedures and audience/followings of DHS social media accounts, facilitated adoption of social media and trained relevant personnel
- Enhanced internal and external communications with a CRM database for outreach to agency-wide web stakeholders and advanced segments for public email newsletter outreach
- Represented the program and agency with outside organizations including the Federal Web Manager Council, where I was elected by my peers as the co-chair for FY2011 and served as co-chair of the governance sub-council

## Department of Energy

*Director of Consumer Information, (March 1999 to January 2001)*

Senior Advisor to the Secretary of Energy on Consumer Affairs

- Supervised an immediate staff of seven, a management review team of 13 and an agency-wide Web governance body
- Led an agency-wide team to overhaul and re-charge agency website launching the first generation of energy.gov to replace doe.gov
- Led a first-of-its kind management review of DOE toll free phone numbers and clearinghouses to promote better delivery of services at a reduced cost.
- Launched “one-stop shop” citizen gateway at 1-800-DIAL-DOE

## AWARDS and HONORS

*(2000) Best Feds on the Web, by Government Executive Magazine for Energy.gov*

*(2000) Leadership Award, Association for Federal Resource Information Management*

## ACCOMPLISHMENTS

- Led an agency-wide team to overhaul and re-charge the U.S. Department of Energy web site to replace doe.gov with the first generation of www.energy.gov; The new site restructured and re-organized content to better meet the needs of end-users with topic based information architecture and a user-friendly interface to tell the agency’s story effectively. Re-branded the site with a marketing campaign and boosted the number of non-government users four-fold. After launch, the site was named by Government Executive magazine as one of “Ten Best Feds on the Web”
- Created a new governance structure to manage content and practice strategic communications. Led the Web Council in developing strategies to upgrade the agency’s capacity to emulate best practices on the web, being more open, efficient and responsive
- Led a first-of-its kind management review of DOE toll free phone numbers and clearinghouses to promote better delivery of services at a reduced cost. This study discovered over 400 toll free lines, half of which were no longer being used but still being

paid for. The review culminated in a report to the Deputy Secretary that identified inefficiencies and crafted a coherent long-term Department strategy to provide total solutions to customers and providing short-term relief with a gateway “One-stop Shop” telephone system using 1-800-DIAL-DOE. The Deputy Secretary accepted the report’s recommendation to launch 1-800-DIAL-DOE to improve service to citizens.

- Managed a national educational project to promote energy awareness, with over 4000 young people from 48 states participating in White House Millennium Council sponsored art contest that traveled to four cities
- Oversaw production of multiple Public Service Announcements on winter/summer energy use with call center support and the publication of the first Spanish-language translation of government information on energy efficiency

## **Consumers Union, Publisher of Consumer Reports**

*DC Media Director, (September 1997 to February 1999)*

- Spokesperson for the federal public policy agenda, developed message and positioning
- Trained CU lawyers and advocacy staff to communicate effectively with the public
- Modernized delivery platforms, with national radio news service to reach more than 240 stations, and use of user-generated video to promote storytelling in support of advocacy

### **ACCOMPLISHMENTS**

- Modernized message delivery platforms, including creation of an audio news service reaching more than 240 stations nationwide, distribution of content via new media, and use of user-generated video to promote story-telling in support of advocacy efforts
- Initiated a series of media briefings on federal consumer agenda for consumer and business press corps on timely and topical issues which led to increased press coverage for our issues in the trade and mainstream media
- Adopted the user-friendly consumersunion.org domain for advocacy arm of organization; populated 60 percent of Web content during inaugural year
- Trained lawyers and advocacy staff on effective use of message box techniques to frame their message for the media and coalition groups
- Planned and executed media strategy for using nonprofit grant funds in association with coalition partners to push food safety agenda; Focus included editorial board tour, radio tour and overseeing the design and editorial print and production process for a joint publication distributed at major stakeholder conferences

## **U.S. Senator Carl Levin**

*Press Secretary and Chief Spokesperson, (November 1994 to September 1997)*

- Responsible for public affairs activities with state and national news outlets and outside groups working with 60-person personal and committee staff including the Governmental

Affairs Subcommittee on Oversight and Investigations and the Senate Armed Services Committee

- Led print media outreach: event management, press releases, op/ed program
- Led electronic media outreach: Launched first website; Initiated a weekly "Radio Tour" and news service reaching over 160 stations in 11 media markets; Produced over 50 video news releases and cable TV show
- Produced regular print newsletter for constituents, including writing, graphics and design

## ACCOMPLISHMENTS

- Pioneered web outreach activities overseeing the build and promotion for the lawmaker's first Web site, which was the 16th Web site launched by a U.S. Senator
- Started a weekly "Radio Tour" and news service reaching over 160 stations in 11 media markets
- Produced over 50 video news releases and promoted them to local TV News operations in five major media markets across the state of Michigan
- Produced a cable pilot program, public service announcements and multiple live interview events for television
- Created an effective statewide outreach program with up-to-date contact lists for the eighth largest state in the country (Michigan), national issue campaign audiences and to affinity and trade publications for targeted outreach

## EDUCATION

BA in American Government from Georgetown University | 1985

Certified Usability Analyst, Human Factors International | 2004

Certified Help Desk Manager, STI Knowledge| 2006

Project Management Certificate, Georgetown School of Continuing Studies |2015