

Anita M. Salem, M.S.

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Affiliations	Research Associate, Center for Defense Management Reform, Naval Postgraduate School, Graduate School of Business and Public Policy Lecturer, Department of Technical Communication, University of Washington President, SalemSystems Inc.
Education	M.S. Technical Communication, University of Washington, (1997) B.A. Psychology, University of California, (1978, Magna Cum Laude)
Areas of Interest	Technology Adoption & Organizational Change Whole Systems Research Participatory Design Information Systems & Organizational Effectiveness
Presentations & Publications	King, C., Candreva, P., Salem, A. (2008). "Preparing for Transition: Strategic considerations for the Business Transformation Agency" Technical Report for the Department of Defense, Washington, DC. Salem, A., King, C., Boyd, S., Kleimann, S., Simonds, K., Rose, E. (2007). "Beyond ROI: UCD as a catalyst for organizational change." Workshop presented at the <i>2007 Usability Professionals Association Conference</i> , Austin, TX. Salem, A., Boyd, S., & Rose, E., (2007). "User-Centered Architecture: Fast, Cheap, and Data Driven." Presentation at the <i>2007 Usability Professionals Association Conference</i> , Austin, TX. Salem, A. (2006). "Quick Starting UCD: Managing the Change." <i>IEEE Professional Communication Newsletter</i> , Volume 50, # 11. Salem, A. (2003). "Dialogic Probing: Interview Techniques for Product Research." Presentation of research methods at the <i>University of Washington</i> , Seattle, WA. King, C., & Salem, A. (2003). "Dialogic probing: Collaborating versus information retrieval in interviews." Paper presented at the President's Panel at the <i>2003 annual conference of the Northwest Communication Association</i> , Coeur d'Alene, ID. Salem, A. (2003). "Conceptual Modeling: Anything is Possible." Presentation on rapid methods for turning research findings into design artifacts at the <i>University of Washington</i> , Seattle, WA.

Invited Presentations

- Salem, A., King, C. (2007). "Beyond ROI: UCD as a catalyst for organizational change—Results from the workshop." Paper presented at *ACM BayCHI Usability Engineering* meeting, Mountain View, CA.
- Salem, A. (2007). "Customer Driven Design: Aligning Business Goals and User Need." Workshop presented at the *Association for Business Communications*, San Antonio, Texas.
- Salem, A. (2006). "Hurricane Katrina, Technical Communication, and You." *Closing session for the Society for Technical Communication Annual Conference*, Las Vegas, NV.
- Salem, A., Perrin, L. (2003). "UCD & Content Management: A Case Study of Organizational Adaptation." Presented for the *Puget Sound ACM Computer-Human Interaction Group*, Seattle, WA.
- Meads, J., Salem, A., Potosnak, K. (2002) "Where's the Design in Usability." Panel presentation on integrative methods for the *Puget Sound ACM Computer-Human Interaction Group*, Seattle, WA.
- Salem, A., Carlevato, D., Becker, K. (2000). "Three Faces of Ease: Analysis, design, and testing." Panel presentation on moving from analysis to design for the *Northwest Library Association*, Microsoft, Redmond, WA.
- Brody, R., Salem, A. (1999). "Instituting Usability Processes at Your Organization." Presentation on transitioning management for the *Ecommerce Consortium*, Bellevue, WA.

Teaching

- University of Washington, Department of Technical Communication
- TC 318: Survey of User Experience Design (2002-2005)*
Undergraduate course integrating qualitative research and system design.
- TC 518: User-Centered Design (2003)*
Graduate course in design research methods.

Short Courses

- Participatory Problem Solving: Interviewing Techniques for Qualitative Research*
Presenting a model for interviewing that positions the research as participatory problem solving.
- Research Methods: Field Studies and Contextual Interviewing*
Exploring methods for studying people in context—working, living, playing.
- Writing Simply: Designing for Use*
Offering tools and techniques for clear writing that focuses on audience goals and plain language.
- Information Architecture: Audience Needs and Access Structures*
Presenting methods for researching audience needs and developing information architectures based on those needs.
- System Design: User Research, Participatory Design, and Modeling*
Presenting a process for defining human system requirements based on direct input from system users.

Service

Board Member, Marina Technology Cluster, Marina, CA (2005-current)
Board Member, Family Thrive, Marina, CA (2007-current)
Board Member, Assoc. for Professional Communication Consultants (2007)
Board Member, Puget Sound Computer-Human Interaction (2003-2005)
Volunteer, American Red Cross, (2001-current)

Professional Experience

History

Design Researcher, SalemSystems Inc., (1997-current)
Research and Development/Telecommunications Engineer, University of Washington (1992-1997)

Focus

Looking at issues of technology adoption and change management, my research and consulting activities are focused on developing integrative approaches to the research and design of complex systems. Using participatory action research methods, I work with organizations to understand human system needs, align business systems with the organization's and practitioner's goals, and provide methods for defining, measuring, and tracking outcomes. Action research is a form of applied research that is cross-disciplinary, iterative, and directed at answering questions critical to the design of systems and processes. Because it focuses on systemic needs and includes direct input by practitioners, it increases technology and process adoption. Action research methods include rapid ethnographies, contextual interviewing, business and process analysis, user and task analysis, customer and user segmentation, collaborative research, field testing, and participatory design .

Key Clients

<i>Acadio</i>	<i>Home Grocer</i>
<i>AT&T Wireless</i>	<i>Imandi</i>
<i>Anthrotech</i>	<i>Maritime Administration</i>
<i>Bill and Melinda Gates Foundation</i>	<i>Med Data</i>
<i>Business Transformation Agency (DoD)</i>	<i>Microsoft</i>
<i>Chase Bobko</i>	<i>Nimble</i>
<i>Cisco Systems</i>	<i>Portable Software</i>
<i>City of Bellevue</i>	<i>Sony Europe</i>
<i>City of Seattle</i>	<i>SpaceLease</i>
<i>Family Thrive</i>	<i>Sparling Electric</i>
<i>Getty Images</i>	<i>State of Washington</i>
<i>GK Design</i>	<i>University of Washington</i>
<i>HTC (Cingular/TMobile/ Verizon)</i>	<i>Workshop4</i>

Key Projects

Working as an applied researcher, my projects are focused on technology adoption and organizational change, systems research and design, and human factors and usability.

Technology Adoption & Organizational Change

Focus is on the organizational impact of new technologies and processes.

Bill & Melinda Gates Foundation

Examined staff adoption of internal communication systems and their relationship to work practice.

Business Transformation Agency (DoD)

Researched internal perceptions and presidential candidates positions on the value of business transformation efforts within the DoD.

HomeGrocer.com

Introduced design research methodologies into market research practices.

Maritime Administration

Developed a community of practice, social web, and polling structure for the sharing of security information at the Port of Long Beach.

Seattle Emergency Management (SPU)

Researched the organizational structure and effectiveness of the emergency management department.

Seattle Police Dept

Studied the environmental, social, and personal factors involved in the use of mobile technologies by first responders.

Seattle Public Utilities

Conducted a needs analysis and helped develop processes for reforming web communication strategies.

Seattle Public Utilities

Conducted a feasibility study and change impact report for the adoption of a knowledge management system.

University of Washington

Studied the impact of educational technologies on engineering education.

Washington Department of Information Services

Conducted strategy research on a project looking at instituting a statewide information standard.

Washington Department of Social & Health Services

Analyzed resource and adoption criteria for implementing a change in information systems development.

Washington Department of Labor and Industries

Mentored staff in design research practices and researched organizational adoption of new development practices for information systems.

Systems Research and Design

Focus is on uncovering systemic issues critical to the introduction of new products and processes.

AT&T Wireless

Conducted ethnographic research of call center operations to improve worker efficiency.

Bill & Melinda Gates Foundation

Researched the organizational strategies and constraints of proposed reforms in the delivery of advocacy communications.

Bill & Melinda Gates Foundation

Studied the appropriateness of organizational brand and the impact of the brand options on client perceptions of the foundation.

Cisco Systems

Instituted empirical methods for researching, designing and evaluating a telecommunications system that integrates voice and text across delivery technologies.

City of Bellevue

Developed a process for vendor management that enforced quality metrics.

MedData

Studied the organizational impact and information needs of emergency medicine billing and coding processes.

University of Washington

Conducted iterative research and design related to the adoption of “smart” classrooms by university faculty.

Various

Helped develop the product strategy for web applications and services.

Human Factors & Usability

Focus on human performance issues associated with the use of information and technology.

HTC (Verizon, Cingular, T-Mobile)

Performance evaluations of Smart phone usage.

Seattle Public Utilities

Initiated fast track research and design of information systems.

University of Washington

Performance evaluations and ethnographic research on control systems.

University of Washington

Usage and business needs analysis of educational media facilities.

University of Washington Library & Getty Images

Field studies, product testing, and information design of digital image libraries.

Various

Usability analysis and testing of information systems, mobile computing, ecommerce, and telecommunications systems.

Key results

Action research is empirically grounded, iterative research that results in innovation, business process improvement and measurable success:

Grounded innovation

- Problems and opportunities are approached systemically
- New processes and technologies align with real world needs and constraints
- Risk is reduced through an iterative system design process

Process improvement

- Systems are made more effective, efficient, and satisfying
- Technology and process adoption is facilitated

Measurable success

- An emphasis on key outcomes increases the pace of development
- Organizational and individual outcomes are quantified
- Project success can be evaluated empirically