

Affiliations	Research Associate, Center for Defense Management Research, 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 Participatory Design Strategic Communication & Organizational Effectiveness
Presentations & Publications	Salem, A., Walsh, W. (2008) "Industry and Public Sector Cooperation for Information Sharing, LA-LB". Technical Report for the Maritime Information Sharing Taskforce, Washington, DC. Salem, A., King, C. (2008). "The Interview as Participatory Problem Solving" Paper presented at the <i>2008 Association for Business Communication</i> , Lake Tahoe, CA. 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: Interviewing 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 strategic communication and change management, my work is focused on exploring the socialization of new processes, policies, and technologies. Using design 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. Design research is cross-disciplinary, iterative, and is directed at influencing the design of new systems and processes. Because it focuses on systemic needs and includes direct input by practitioners, design research increases innovation and improves the sustainability of organizational reforms. Design research methods include rapid ethnographies, contextual interviewing, communication audits, 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&amp;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/T-Mobile/ Verizon)</i>	<i>Workshop4</i>

## Key Projects

Working as an applied researcher, my projects are focused on issues related to technology adoption, organizational change, and strategic communication. Projects also include systems research and design, and human factors and usability.

### **Technology Adoption, Organizational Change, and Strategic Communication**

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*

Researched local communities of practice, social web, and polling structure for the sharing of security information at the Port of Long Beach and Seattle.

#### *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 systems.

### *HTC (Verizon, Cingular, T-Mobile) and others*

Performance evaluations of smart phones and mobile computing.

### *Seattle Public Utilities & Cisco Systems*

Initiated fast track research and design of information and communication 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.

## 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 activities
- Risk is reduced through an iterative research/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