Free Pint ®

Helping 62,000 people use the Web for their work

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ABOUT FREE PINT

FreePint is an online network of information searchers. Members receive this free newsletter twice a month: it is packed with tips on finding quality and reliable business information on the Internet.

Joining is free at <http://www.freepint.com/> and provides access to a substantial archive of articles, reviews, jobs & events, with answers to research questions and networking at the FreePint Bar.

Please circulate this newsletter which is best read when printed out. To receive a fully formatted version as an attachment or a brief notification when it's online, visit <http://www.freepint.com/member>.

EDITORIAL

I've been reminding you recently that we're increasingly adding more content directly to the FreePint Web site as we've pretty much run out of room here in the FreePint Newsletter.

For instance, we've just posted the next in our series of interviews from New York on the FreePint Web site. Sylvia James is an independent researcher in the business services sector and gives us her views on the information profession and where it's going. It makes for very interesting reading and ties in nicely with what I've been saying in my recent editorials about the shift in the traditional boundaries of the information profession as people move to alternative careers:

"It's the hidden community of innovative information jobs. Jobs where the core information and knowledge management skills are used in the widest and most innovative ways and on the fringes of the profession".

You can read the full interview online now at:

<http://www.freepint.com/portal/events/sla-2003/>

Sylvia talks about 'corporate information governance' and how leaders of multinationals have a responsibility to behave properly. We pick up on this theme of leadership styles in today's Tips article, with a look at a range of resources about different leadership styles. Sylvia's comments about the necessity for globalisation by professional associations have implications for Webmasters of multi- language Web sites, the theme of today's Feature article.

The interview also covered education and the skill-sets of those graduating with information qualifications. A common problem for trainers and educators dealing with the Web is how to communicate long URLs. This has been addressed by DigBig.com, a new service to shorten long URLs. It's free to use at <http://www.digbig.com>.

We hope you enjoy today's mix of tips, articles, reviews and of course a round-up of the latest from the FreePint Bar and Jobs services. Do remember to visit the Web site too -- an average of five thousand people visit every day and looked at over a million pages last month:

<http://www.freepint.com>

All the best
William

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FREE PINT JOBS

<http://www.freepint.com/jobs>

FreePint Jobs -- a great place for information vacancies.

VACANCY SEARCHING -- free search and set up a weekly alert profile.

VACANCY RECRUITING -- Complete the form and advertise a vacancy for just GBP195

Find out more today at <http://www.freepint.com/jobs>

This week's selected listings are below. All new jobs are posted to the Bar and Bar Digest (circulation 11,000+) and matched against the 1000+ live job seeker profiles. Last week's Bar 'new jobs' listing is at <http://www.freepint.com/go/b25159>.

Here are some of the latest featured jobs:

Senior Corporate Finance Researcher

<http://www.freepint.com/go/j2618>
Senior Corporate Finance Researcher who is proactive and lateral thinking for analytical research role.
Recruiter: Glen Recruitment

Reference Librarian

<http://www.freepint.com/go/j2619>
INSEAD, the world's leading international business school based in France, is seeking a Reference Librarian.
Recruiter: INSEAD

Information Assistant

<http://www.freepint.com/go/j2620>
To be part of a friendly team of five from mid Oct 2003 for 6-9 months for 3 days a week [M-W].
Recruiter: Law Firm

Information Auditor

<http://www.freepint.com/go/j2627>
3-6 mth role to scope project, conduct info audit and produce report & recommendations. Use your RM knowledge and consultancy skills.
Recruiter: Sue Hill Recruitment

Information Centre Officer

<http://www.freepint.com/go/j2630>
Research Institute requires Information Science/Librarianship graduate to transform our library into an Information Centre.
Recruiter: Overseas Development Institute

Free Pint Forthcoming Articles

* Property Real Estate * Online Discussion Groups * Digital Preservation * Commercial Real Estate * Licensing * Registered Design Databases * Visual Representation of Information * Rankings * Insurance Resources * Re-entry to Work * Open University Resources * Asylum Information *

If you have a suggestion for an article topic or would like to write for Free Pint then please contact <penny@freepint.com> or sign up for the Author Update at <http://www.freepint.com/author.htm>.

Copyright & the Internet: Myth and Reality

ISBN 1-904769-00-4

This report explores issues relating to copyright and the internet, and dispels some of the myths that have built up about how copyright applies to the internet.

"Yes, the report is informative and value for money, with a nice clear style and should be helpful when I try to draw up a copyright statement for our website."

www.freepint.com/shop/report/copyrightmyths

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Factiva provides the tools and capabilities to build custom information solutions for integration into your business applications. With easy access to the right information in the right place you can make informed business decisions, increasing organisational productivity and reducing risk.

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KeepingLegal

Weblog covering legal issues affecting the information profession such as copyright, data protection, and freedom of information. The blog is accompanied by a fortnightly newsletter that people can register on the site to receive.

<http://www.keepinglegal.com>

Online Information Conference

2-4 December 2003, Olympia, London, UK Book your place NOW to benefit from Super Early Bird Discounts! <http://www.online-information.co.uk/conferenceregistration.html>

International speakers include Ian Angell, London School of Economics; Danny Sullivan, SearchEngineWatch, UK; Chris Sherman, Searchwise, USA; Bob Boiko, University of Washington; Richard McDermott, McDermott Consulting, USA. <http://www.online-information.co.uk/ol03/conference.html>

MY FAVOURITE TIPPLES
from Jela Webb

Jela Webb is a freelance Information and Knowledge Management (IKM) Consultant, Trainer and Lecturer. Last year she gained an MSc in IKM, currently only one of twenty people in the UK to hold this qualification, thereby supplementing her very broad practical experience of implementing KM in large organisations. She is particularly interested in how to manage and motivate knowledge workers in the new economy.

Tell us about your favourite Web sites. Check out the guidelines at <http://www.freepint.com/author.htm>, then email <penny@freepint.com>.

- <http://www.trainingzone.co.uk> - A site for all training and HRD professionals - a wealth of information for anyone involved in training and you can also sign up for a free weekly newswire.

- <http://www.bbc.co.uk/radio4> - Radio 4 was voted Radio Station of the Year in the Sony Academy awards 2003 - if you are busy working during the day and miss a programme just hit the 'listen again' button to hear it via the Internet - brilliant!

- <http://www.bwy.org.uk> - I started Yoga last September and love it - its so relaxing, certainly gets rids of the day-to-day stresses - this is the site for the British Wheel of Yoga which contains loads of useful information as well as yoga teachers in your area.

- <http://www.presentationbiz.co.uk> - Ever had to give a presentation and been really apprehensive about speaking in front of an audience? Worry no more - go here for useful tips and advice as well as presentation skills training.

- <http://www.anythingleft-handed.co.uk> - Although I'm not left-handed I have family and friends who are - this site is for left-handed people and left-handed products - a great place to buy presents for left-handers.

EVENTS
<http://www.freepint.com/events>

United Kingdom

- "Digital Resources for the Humanities" <http://www.freepint.com/go/e190>

- "Wired Wessex Aldershot Networking" <http://www.freepint.com/go/e236>

- "Electronic Document and Records Management for Financial Services" <http://www.freepint.com/go/e229>

- "Successful Consulting in the Public Sector" <http://www.freepint.com/go/e232>

- "Wired Wessex Winchester Networking" <http://www.freepint.com/go/e235>

- "Thesauri and Taxonomies: An International Conference and Workshop" <http://www.freepint.com/go/e228>

Greece - "Libraries Without Walls 5" - organised by Cerlim, discusses the delivery of library and information services to distance learners. <http://www.freepint.com/go/e223>, Lesvos, 19th - 23rd September 2003.

United States - "OSS 03 Global Information Forum" - 'Creating the Global Multi- Cultural Intelligence Web' <http://www.freepint.com/go/e238>, Washington D.C, 15th - 19th September 2003.

Submit details of your event today for free promotion. Simply complete the form at <http://www.freepint.com/events>.

FREE PINT BAR
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Lots of requests for company-related information over the last couple of weeks. How can you find out an Irish company's VAT number <http://www.freepint.com/go/b25243>? Is there a way to break down company staff costs <http://www.freepint.com/go/b25225>? Is there a free alternative to Hoovers for finding out the top managers in a company <http://www.freepint.com/go/b25093>?

Could you help someone looking for "information relating to the overall size of the UK market for information, software, fee protection insurance and seminars within the finance, tax and accountancy professions" <http://www.freepint.com/go/b25237>? Is there a definitive list of successful e-tailers and their estimated revenues <http://www.freepint.com/go/b25160>? What about five-year figures relating to IT funding from the UK to Africa <http://www.freepint.com/go/b25087>? Do you know where to get access to the PIMS (Profit of Market Strategy) database from the Strategic Planning Institute and is it any good <http://www.freepint.com/go/b25078>?

If you're doing any kind of legal information research then make sure you read the valuable tips and warnings from an experienced pro <http://www.freepint.com/go/b24801>.

Moving away from company information requests to Internet Webmaster and searching questions, could you suggest what software to use to index the whole of selected Websites on a weekly basis <http://www.freepint.com/go/b25230>? Can you give pointers to automatic content classification tools and concept extraction tools <http://www.freepint.com/go/b25157>? Is there any work on creating an API/RFC to access the 'deep web' <http://www.freepint.com/go/b25194>?

Talking of useful Web sites, is anyone else having problems using the Wayback Machine at Archive.org <http://www.freepint.com/go/b25176>? Peter Scott has updated his list of RSS Readers <http://www.freepint.com/go/b25214> and the latest edition of the Internet Resources Newsletter is available online <http://www.freepint.com/go/b25083>.

The FreePint Bar is where you can get help with your tricky research questions, for free! <www.freepint.com/bar>

Help with study for information-related courses is available at the FreePint Student Bar <www.freepint.com/student>.

Twice-weekly email digests of the latest postings can be requested at <www.freepint.com/member>.

TIPS ARTICLE

"Leadership Styles and the Life-cycles of Collectives"
By Sam Vaknin

Sam Vaknin is the author of Malignant Self Love: Narcissism Revisited and the Webmaster of <http://www.narcissistic-abuse.com> and <http://www.healthyplace.com/communities/personality_disorders/narcissism/>

He is also the editor of <http://www.suite101.com/welcome.cfm/npd> and the moderator of the Narcissistic Abuse List <http://groups.yahoo.com/group/narcissisticabuse/> and other mailing lists (c. 4000 members).

The Alleged Importance of Leadership

Do leaders determine the fate and nature of the collectives they lead - or are they determined by them? Is history - corporate, national, and international - the cumulative outcome of the decisions and acts of leaders and executives? Or does the course of history determine these decisions and acts almost fatalistically? A little bit of both, probably.

What is Leadership?

Leadership is an elusive quality. There seem to be as many answers as there are articles. Big Dog's Leadership Page <http://www.nwlink.com/~donclark/leader/leader.html> provides a fair and comprehensive introduction. BPubs.com offers a selection of articles about leadership <http://www.bpubs.com/Management_Science/Leadership/>. My own modest contribution <http://samvak.tripod.com/leader.html> deals with the way leaders emerge. The Greenleaf Center for Servant-Leadership <http://www.greenleaf.org/> and the Leadership Directories <http://www.leadershipdirectories.com/> demonstrate how diverse and subtle the phenomenon of leadership is - many of the leaders listed in the latter lead by serving as propounded by the former.

Academic Institutions and Professional Associations

Leadership is a hot - and, therefore, lucrative - topic. Institutions such as the University of Maryland's Academy of Leadership <http://www.academy.umd.edu/> are hybrids: they combine the academic excellence and prowess of a think tank with the down to earth approach of a consultancy. So does the Center for Creative Leadership <http://www.ccl.org/>. The International Leadership Association <http://www.academy.umd.edu/ila/> is a "global network for all those who practice, study, and teach leadership."

Can Leadership be Taught?

It sure can, insist thousands of outfits, both big and tiny. Academy Leadership <http://www.academyleadership.com/index.asp> was founded by Annapolis and West Point graduates and provides in-house programs, speakers, workshops, executive coaching, and leadership evaluation. Baldoni Consulting <http://www.lc21.com/index2.html> affords both resources and services as do Lead Well <http://www.leadwell.com/>. LeaderValues <http://www.leader-values.com/> teaches leadership based on the 4 Es: Envision, Enable, Empower, Energize. Even political parties strive to inculcate leadership in their rank and file - says the Leadership Institute <http://www.leadershipinstitute.org/>.

Leadership seems to be needed even outdoors, insists the National Outdoors Leadership School <http://www.nols.edu/>. The Community Leadership Association <http://www.communityleadership.org/> "(nurtures) leadership in communities throughout the United States and internationally." Women - faced with a "glass ceiling" - would do particularly well to develop leadership skills, claim Rutgers University's Center for Women's Global Leadership <http://www.cwgl.rutgers.edu/> and the Institute for Women's Leadership <http://www.womensleadership.com/>.

Every self-respecting business school and university offer a leadership curriculum, syllabus, or at the very least topic: Wharton <http://leadership.wharton.upenn.edu/welcome/index.shtml>, Yale <http://www.ceoleadership.com/>, Harvard <http://www.clg.harvard.edu/>, INSEAD <http://www.insead.edu/emba/index.cfm?cont_id=24>, the University of Georgia <http://www.fanning.uga.edu/>, and Birmingham University <http://cls.binghamton.edu/> - to present a totally arbitrary sample. Even governments - such as Canada's - joined the fray <http://leadership.gc.ca/menu_e.asp>.

Leadership Forums

Leaders like to compare notes. The International Senior Executive Community <http://www.chiefofficer.com/> is only one of many. The Executive Leadership Exchange <http://www.excellceo.com/> is another. Yahoo!Groups <http://groups.yahoo.com/search?query=leadership> list more than 4000 groups under "leadership". The Kellogg Business Leadership Club <http://www.kellogg.nwu.edu/student/club/lead/index.htm> bestows the Kellogg Award for Distinguished Leadership and organizes leadership conferences.

Pathological Leaders

My field of study is psychopathological leadership <http://malignantselflove.tripod.com/15.html>. Erich Fromm suggested that both Hitler and

Related Free Pint links:

- 'Business Services' articles and resources in the FreePint Portal <http://www.freepint.com/go/p167>

- Post a message to the author, Sam Vaknin, or suggest further resources at the FreePint Bar <http://www.freepint.com/bar>

- Read this article online, with activated hyperlinks <http://www.freepint.com/issues/210803.htm#feature>

- Access the entire archive of FreePint content http://www.freepint.com/portal/content/

Stalin were psychopaths. Lately, Milosevic and Saddam have been cast as "malignant narcissists". Political leaders are often castigated as mentally disturbed. But such pathologies are not the preserve of bloodthirsty tyrants. They are common in corporate settings as well <http://samvak.tripod.com/corporatenarcissism.html> and <http://www.nypress.com/16/7/news&columns/feature.cfm>.

Some scholars, such as Michael Maccoby <http://www.maccoby.com/> and Roy Baumeister <http://baumeister.socialpsychology.org/>, postulate that effective leadership - the vision thing and all - is actually enhanced by the milder forms of pathologies such as narcissism. Dattner Consulting has an excellent overview of the issue here: <http://www.dattnerconsulting.com/presentations/narcissism/index.html>

Literature

Leadership and Change Books <http://www.leadershipandchangebooks.com/> provides summaries and excerpts regarding leadership from numerous management books. The current issue of Leadership Magazine Online <http://www.leadership.co.za/> requires subscription but the substantial archive is free. Leadership Guide Magazine <http://www.leadershipdevelopment.com/> is entirely free, subject to online registration. The Academic Leadership Journal <http://www.academicleadership.org/> is a scholarly quarterly which covers leadership-related research papers, essays, and bibliographic information. Leadership Now has an archive of relevant articles <http://www.leadershipnow.com/>. The Master Facilitator Journal <http://www.masterfacilitatorjournal.com/> is an e-zine for leaders, coaches, and facilitators. Leading Today <http://www.leadingtoday.org/> make available online both their WeLead Magazine and the e-Journal of Organizational Learning and Leadership.

GOLD

In August 2002, Alison Turner shared her experiences of developing a Health Librarian Portal and our feature listed a host of URLs if you are in need of government information.

- FreePint No.119 22nd August 2002. "Joining the Dots : Developing a Resource to Support Changing Roles in Health Libraries" and "UK Government Information on the Web" http://www.freepint.com/issues/220802.htm

In 2001 our follow on article about the voluntary sector looked at funding, IT and management. The second part to our feature on photography on the Web included digital photography sources, accessories, magazines and lots more.

- FreePint No.94, 16th August 2001. "Further Voluntary Sector Resources" and "Photography through the Web - Part 2" http://www.freepint.com/issues/160801.htm

In Issue 69, our tips article listed ten recommended UK tax links and Anne Ku took a look at one example of alternative therapy.

- FreePint No.69, 17th August 2000. "UK Tax Resources on the Web" and "Reflexology Sources on the Web" http://www.freepint.com/issues/170800.htm

Four and five years ago we very sensibly took a summer break. Oh, those were the days.

Penny <penny@freepint.com>

Alison Turner is Library Partnerships Co-ordinator with the National electronic Library for Health <http://www.nelh.nhs.uk>, a service based in the National Health Service in England, with the aim of promoting evidence-based decision-making. Alison has worked in health libraries for 9 years, and previously worked in the academic and research sectors.

Related links:

- Find out more about this book online at the FreePint Bookshelf <http://www.freepint.com/bookshelf/digref.htm>

- Read customer comments and buy this book at Amazon.co.uk <http://www.amazon.co.uk/exec/obidos/ASIN/1856044629/freepint0c> or Amazon.com <http://www.amazon.com/exec/obidos/ASIN/1555704506/freepint00>

- "Implementing Digital Reference Services" ISBN 1856044629, published by Facet Publishing, Edited by Lankes, McClure, Gross and Pomerantz.

FREE PINT BOOKSHELF
<http://www.freepint.com/bookshelf>

"Implementing Digital Reference Services" Written by Lankes, McClure, Gross & Pomerantz. Reviewed by Alison Turner

My first thought on reading the title of this book was "At last, a book offering practical help and advice" and I have to say the book does deliver. It's full of information, models and tips valuable to anyone new to or working in the field of digital reference.

Digital reference is a hot topic in the UK and although this book is focused on services in American library and information centres, it is relevant to an international audience. The issues addressed will be similar and there are lessons to be learned from the successes and hurdles experienced by the various authors. There are sections which deal with legal issues, such as privacy and copyright, so the level of detail there may not be as relevant. The book is based on papers delivered at the Third Annual Virtual Reference Desk Digital Reference Conference held in 2001; papers have been compiled and updated.

The book is organised into six parts:

- 1. Identifying the need for digital reference services -- which outlines the issues involved in designing services by focusing on two very different examples

- 2. Managing key digital reference issues -- concentrates on the broad themes of copyright, privacy and the use of artificial intelligence

- 3. Implementing a real-time reference service -- looks at the different options for delivering live reference, from the basic email to more complex chat systems

- 4. Conceiving and implementing collaborative reference services -- details the pros and cons of working collaboratively and considers issues such as user needs and standards

- 5. Using key findings from research in digital reference -- attempts to "bridge the gap" between theory and practical by describing how

UK Company and Director Research

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<http://www.freepint.com/icc>

current research can help to inform future development and discussing key research results

- 6. Evaluating digital reference service quality -- considers the various approaches to evaluation and presents a literature review and results from a national project

The book itself is presented well - A4-ish size and a decent typeface. This makes it easy to read for lazy readers like me - so many library-related books have tiny text which makes my eyes water! Probably more of a desktop reference book than a take-on-the-train book just because of its size; but one that you can dip into now and again.

Some of the highlights for me were:

- A comparison between ask-a-librarian and ask-an-expert services, interesting given the reaction to Google Answers when it was launched (librarians come out on top, reassuringly!)

- A set of recommended policies and procedures for delivering live services

- The focus on real services, giving an insight into how projects and services were delivered, with detail such as timescales, specifications and lessons learned

The book offers a practical insight into issues around planning, delivering and evaluating, with reference to the research base. It addressed and answered a lot of the questions I had and I found the range of services described interesting. My overall impression is a book well worth reading if digital reference interests you at all.

FREE PINT

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FEATURE ARTICLE

"Language Net - The Lasa Multikulti Website"
By Njomeza Kartallozi

<http://www.multikulti.org.uk>

Njomeza Kartallozi is the Website Development Worker of Multikulti <http://www.multikulti.org.uk>, an information and advice website in 10 community languages. The Multikulti project is managed by Lasa (London Advice Services Alliance) http://www.lasa.org.uk a development and resource agency for advice and information providers. Further information on the project is available from Njomeza Kartallozi at <nkartallozi@lasa.org.uk> or alternatively <info@lasa.org.uk>.

Multikulti started about four years ago after a discussion between Dan McQuillan, a senior IT consultant at the London Advice Services Alliance (Lasa, an expert resource for advisers), and a Citizens Advice Bureau (CAB) manager. The Manager's CAB found it almost impossible to provide up-to-date information on benefit law in community languages. Leaflets quickly became out-of-date and were expensive to reprint and distribute. Dan thought the web would be an ideal tool for updating multilingual information quickly and cheaply.

However a quick examination of the net showed just how few UK sites provided good independent information in community languages. The web may have transformed access to information for millions of people worldwide, but many still remain excluded because they don't speak the right language. A group of us got ambitious and decided to make an attempt at closing that gap in the net. The idea was to create one site that provided good, regularly updated advice on matters important to the main non-English speaking communities in the UK - bread-and- butter matters like debt, employment, housing, health, immigration issues and welfare benefits.

The pilot project tested out the idea amongst community groups in Haringey, London. They were frustrated with the quality of translated material available. Often it was inaccurate, out of date, or written in a way that clients couldn't understand. For us the difficulties of dealing with so many languages and so many language communities quickly became apparent. We started with 14 languages and were translating about six information leaflets in each language (the leaflets covered topics like eligibility for welfare benefits, how to register with a GP, asylum status etc). These translations went through various drafts, which had to be proofread, corrected, sent back to the translator or on to our Editorial Board. Keeping track of this circulation of part-finished documents was a major job in itself.

However, our problems weren't limited to workflow issues. The Internet has gone through several phases, but all the way through it's been an English-based medium. Ideally, we wanted to make the technology work with people's cultures rather than the culture with the technology. This commitment forced us to confront some 'challenging' technical issues, particularly around multilingual scripts (and the languages we'd chosen included Bengali, Gujerati, Arabic, Farsi, Chinese - all of them non-Roman scripts). The Internet remains a mainly European- language technology. Every letter displayed on a website is sent to a computer as a number. The highest number allowed in HTML was originally 255, which means there aren't enough spare numbers for the different characters that make up non-European languages. One way round this is for each language to have its own "character set." However, we found that character sets weren't available for many of the languages we wanted,

and they can only ever display European letters along with one other script - they aren't multilingual character sets.

We tried another approach - "Unicode". This is a different way of linking numbers to characters so that more than 255 numbers are available. But, disappointingly, Unicode wasn't a satisfactory technological solution at the start of the project, partly because the standard was incomplete and partly because browsers implemented it poorly. Since Multikulti was dealing with many languages we needed a simple solution, which could also produce high quality printouts. We decided on the Adobe PDF format as an alternative. The multilingual content - our translated information leaflets - were converted into PDF files and made accessible through the language categories on the website.

This worked reasonably well, but PDFs have limitations. They take multilingual content and wrap it in a kind of software cellophane. Furthermore, you need an extra piece of software (Acrobat Reader) to read it, which for site users complicates the process of accessing documents. For us, the Multikulti site in its original form wasn't ideal. It remained a basically English site with multilingual content hanging off it.

Unicode technology, however, moved on. We wanted the information on the site to be available as real text in all the languages, instead of being zipped inside a PDF package. So we began the development of a new site using Unicode (with funds provided by the New Opportunities Fund). A Unicode site would enable Multikulti to comply not only with our own commitment to a culturally appropriate technology but also with accessibility standards like the Web Accessibility Initiative from the World Wide Web Consortium (W3C) <http://www.w3.org/WAI/>. The Unicode content should be searchable, making Multikulti's resources easier to find via Internet search engines (see the 'Dublin Core Metadata standards' <http://dublincore.org/> particularly the 'Resource Description Framework' <http://www.w3.org/RDF/>. Also, as the text is directly editable within Multikulti's Content Management System it should make the job of keeping the content up to date easier.

To comply with these standards and to make the site truly multilingual we opted for the Unicode UTF-8 standard

Related Free Pint links:

- 'Webmaster' articles and resources in the FreePint Portal <http://www.freepint.com/go/p183>

- Post a message to the author, Njomeza Kartallozi, or suggest further resources at the FreePint Bar <http://www.freepint.com/bar>

- Read this article online, with activated hyperlinks <http://www.freepint.com/issues/210803.htm#feature>

- Access the entire archive of FreePint content http://www.freepint.com/portal/content/

<http://www.unicode.org/>, which had already been adopted as the standard for HTML 4. Theoretically, all user agents and browsers should now be able to understand Unicode UTF-8 (though we've been waiting some time for Browsers and Operating Systems to catch up).

We divided the conversion to Unicode into three distinct technical areas:

- 1. Generating text
- 2. Storing and delivering text
- 3. Rendering and displaying text

First of all, we made a technical partnership with a team of developers who addressed the second area. They had already tackled the challenge of creating a database and content management system managed by UTF-8. We shouldered the burden of the first area - generating Unicode content in all languages - ourselves. For some languages this was relatively easy as Windows Operating System binaries have been based on Unicode since Windows 98/Office 97. But successfully generating complex scripts, such as Indic languages, is difficult (put another way - it's at the cutting-edge of technological development in this field. Software for Bengali and Gujerati is, even now, being re-written on a weekly basis by the developers).

Our task was to ensure that people could actually read the text. Initially we regarded this as a font issue, but soon discovered it was about much more than fonts. Some character sets require complex character re-ordering and combining <http://people.w3.org/rishida/scripts/tutorial/script-intro-2.pdf>. What you see on screen is very different to what streams in as a coded web page. Browsers can only build the right glyphs with the help of the operating system (the engineering required to create the correct script comes from the underlying operating system, working at the level of 'raw character streams'). Fortunately, font standards have advanced to accommodate this. The True Type font standard has now blossomed into the Open Type font standard <http://www.agfamonotype.com/presentations/iuc-18-jh/Script-specificFontFeatures.pdf>, which includes all the rules required to make letters. However, an engine inside the operating system is still required to do the work. Our attempted solution was twofold:

- 1. Identify and make accessible the free and compliant font resources across all site languages.

- 2. Determine by experiment the baseline levels of operating system and browser software needed to view the different languages.

Our experiments revealed that to view certain scripts (especially Bengali and Gujerati) users need to be running Windows XP Pro on a powerful PC. However, experience of working with local community groups has shown us that you can't just say 'get a new PC with Windows XP Pro' and leave it at that. Time, money and training resources are usually stretched, and there are always other more pressing priorities. As a safety net we decided to continue to make PDF's available for computers that cannot render the correct script.

So we still have some problems with a fully Unicode-enabled site. We need to make suitable Unicode fonts available to users for all languages, and only recent browser versions will properly display right-to-left and complex scripts. Most people are using old operating systems that have never heard of Open Type fonts. Also the current compliant fonts for these languages are proprietary, and cannot be given away. Our hope for an open and accessible font solution lies in projects like 'Freebanglafont' <http://mail.nongnu.org/archive/html/freebangfont-devel/>. But we're making some progress. We are extending our system to include remote workflow for translators and proofreaders, and we are developing a glossary system for the translation of key jargon terms (like "Home Office" or "Maternity Leave"). The full Unicode version of the site should be with us this year.

Currently the Multikulti site contains translations of leaflets in ten community languages, covering six key areas:

- 1. Immigration and asylum
- 2. Welfare benefits
- 3. Employment
- 4. Housing
- 5. Health
- 6. Debt

The languages we chose were Albanian, Arabic, Bengali, Chinese, Farsi, French, Gujerati, Somali, Spanish and Turkish. We selected languages according to whether they represented a newly settled community in the UK; or if the longer-established communities had low levels of spoken English and few translated materials available. Our funding is provided by the New Opportunities Fund (though this will end in September 2004).