



So You Think You're Ready to Implement ECM?

ARMA Canada Conference 2010

Session: M12

Janet de Guzman,
Program Manager, Ontario Public Sector
Open Text

May 31, 2010

- Program Manager, Ontario Public Sector, Open Text
- Oversees Open Text services engagements, ensures success, quality and happy customer
- Clients include Government of Ontario, municipalities, agencies, boards and commissions
- Instructor of “IM Analysis” course at University of Toronto, iSchool Institute
- jdeguzma@opentext.com

Agenda

- How did we get here?
- What Makes ECM so Challenging?
- ECM Readiness to Maximize Adoption

Our Expanding Digital Universe

Estimates that the worldwide volume of digital data grew by 62% between 2008 and 2009 to nearly 800,000 petabytes (PB).

Digital Universe will grow to 1.2 million PB, or 1.2 zettabytes (ZB) in 2010 and reach 35 ZB by 2020 (a factor of 44 over the next decade).

Of the 35 ZB of data expected by 2020, nearly 75% will be copies of original data.

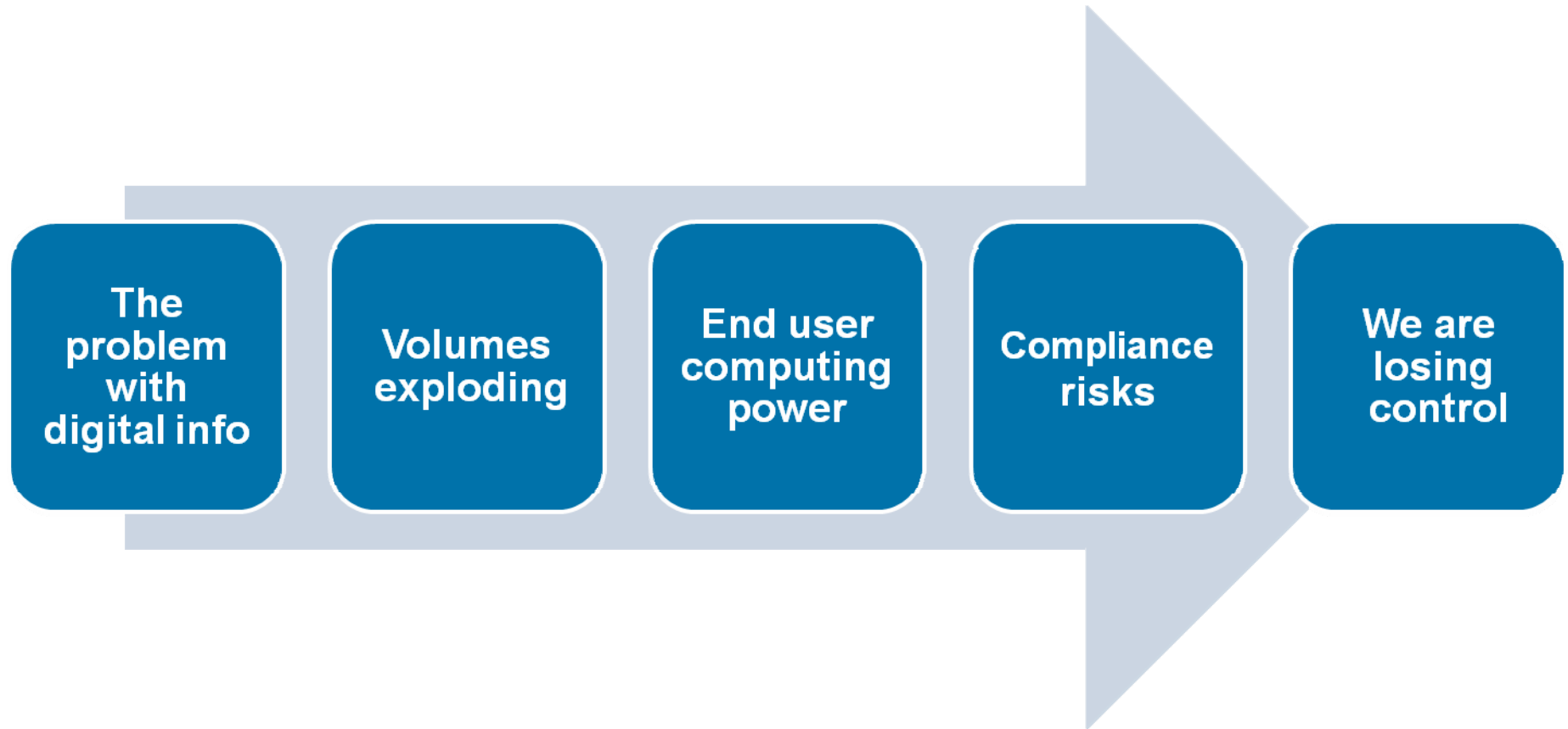
IDC Digital Universe Study, 2007

The volume of e-mails sent daily around the globe is over 170 billion.


In 1930, information content was doubling approximately every 30 years. By 2011 it will be doubling every 11 hours.

Gartner Group, Accenture

How did we get here?



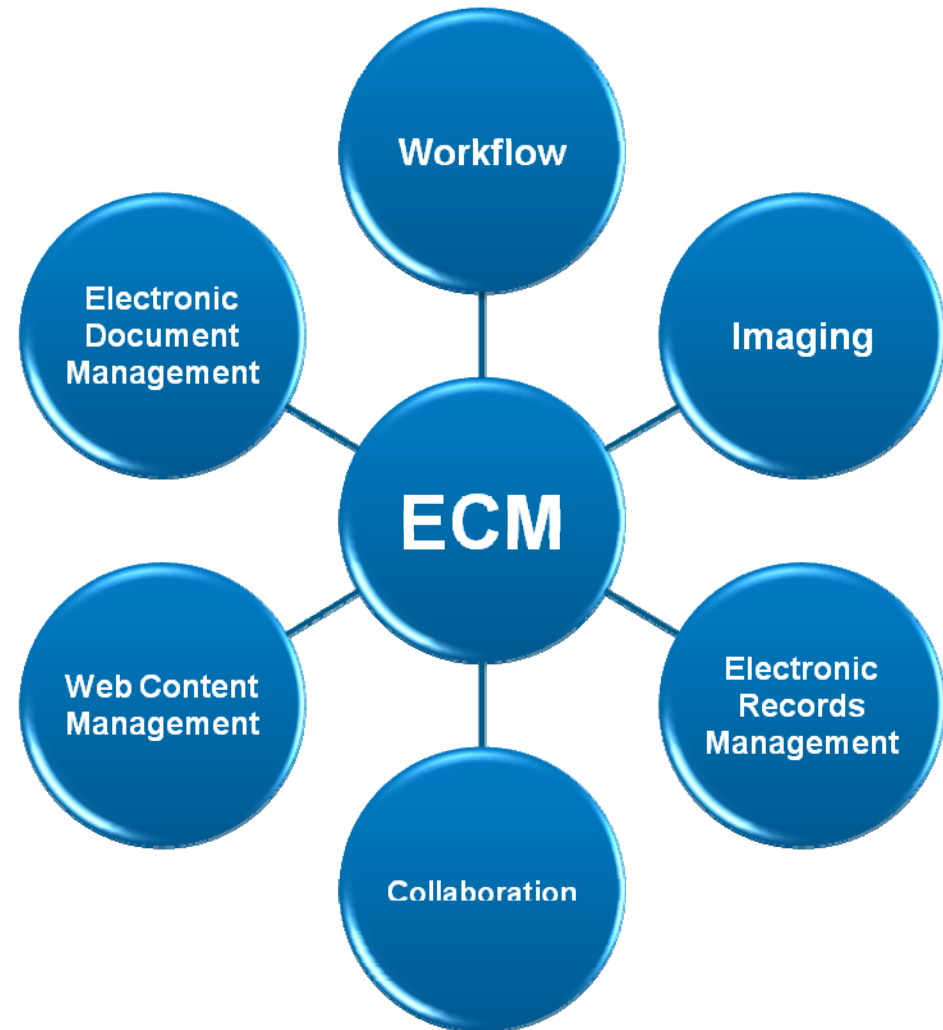
The Information Management Challenge

- Creating full and accurate records of business activity
 - Maintaining them in trustworthy systems for as long as they are required
 - Ensuring that they are retrievable and usable for those who need them
 - Controlling access according to defined rules
 - Protecting against unauthorized alteration
 - Carrying out systematic, authorized disposal (destruction or archival)
 - Records are authentic, reliable, usable and have integrity and can stand up as evidence of what we do and how we do it
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Enterprise Content Management (ECM)

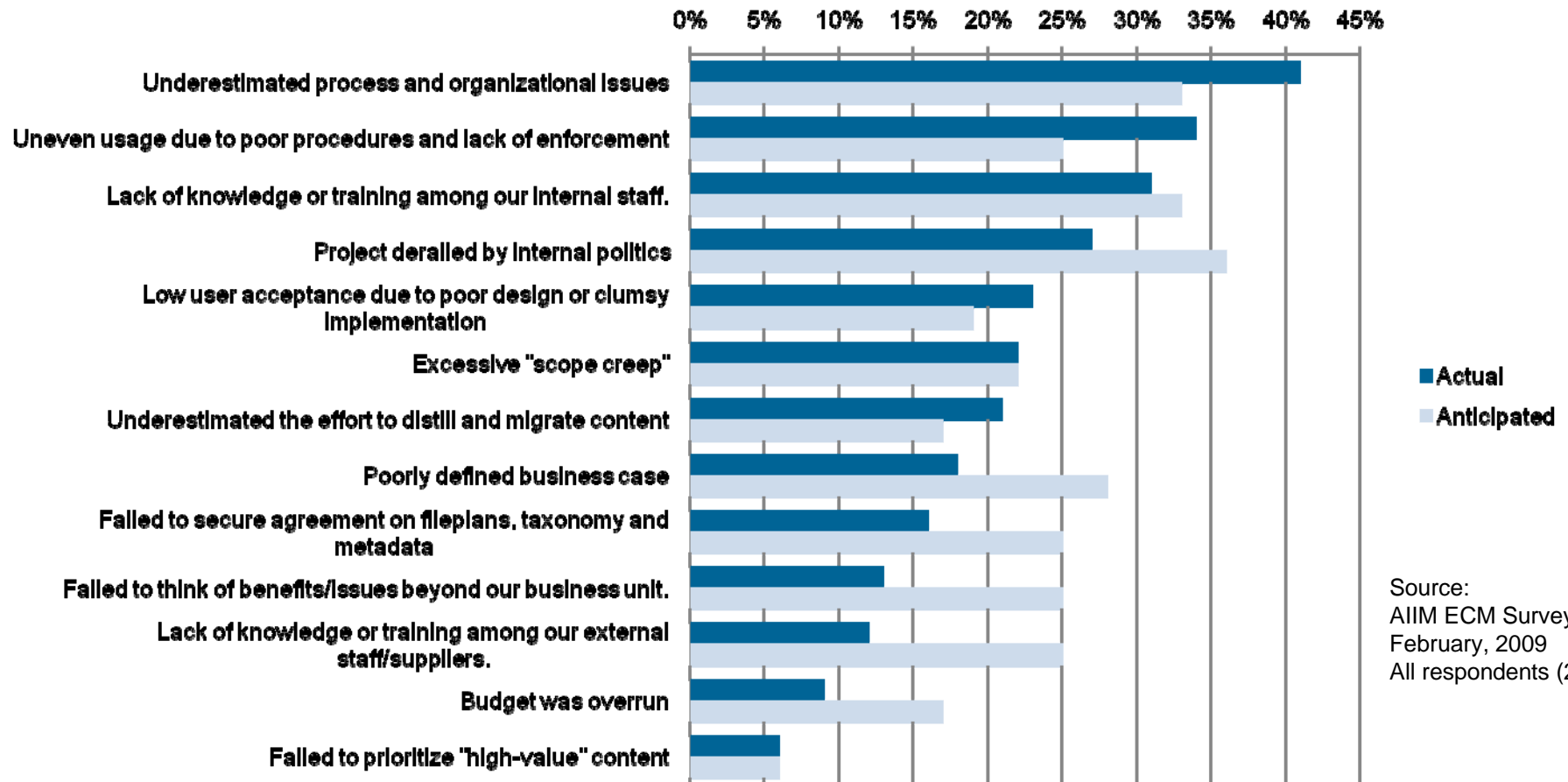
ECM is made up of several technologies that together are used to capture, manage, store, preserve, and deliver business content;

ECM manages the complete lifecycle of information – from creation to destruction.



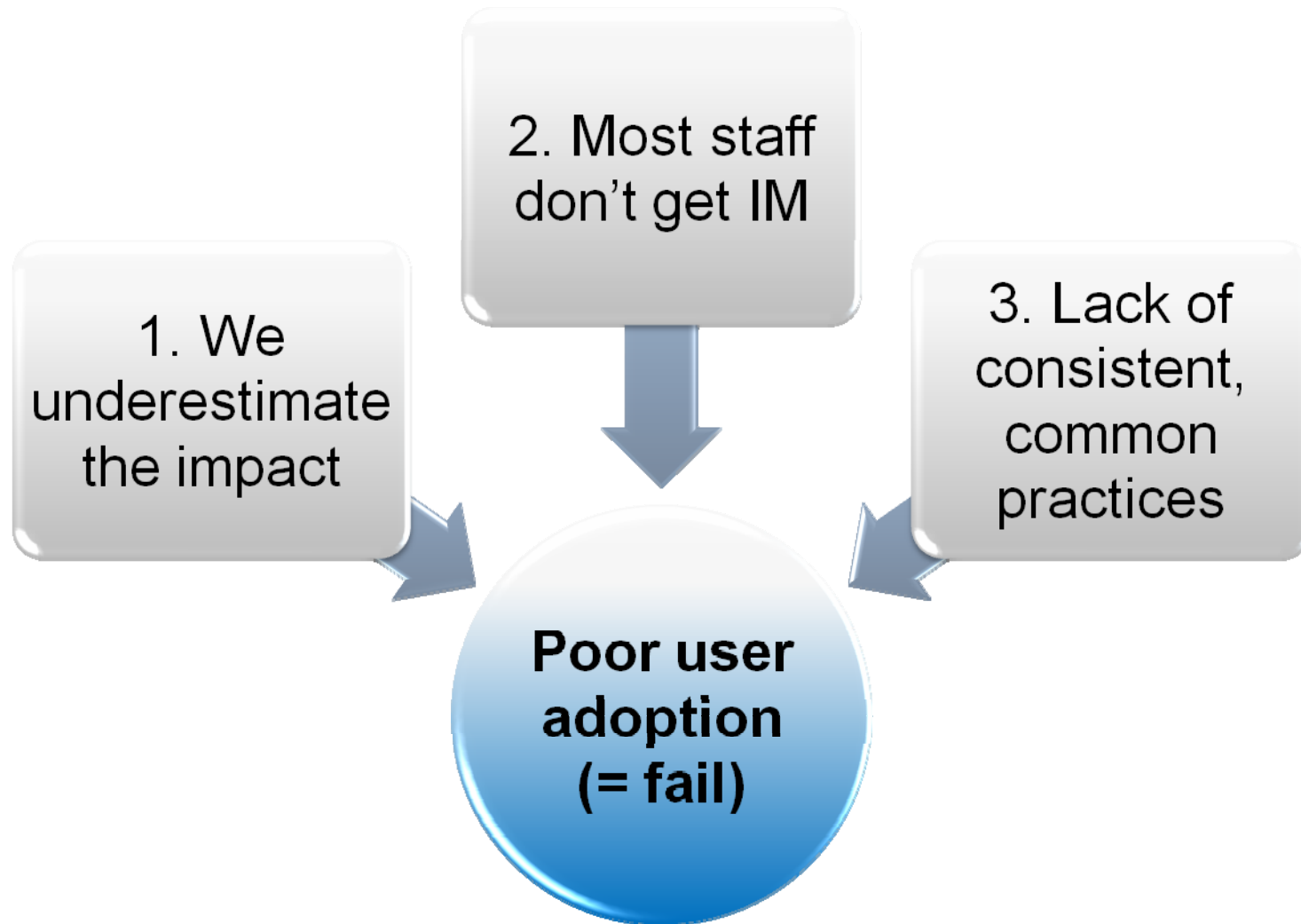
Causes of Failed ECM Implementation

“Which 3 of these typical problems have affected your organization’s document or records management implementation? “



Source:
AIIM ECM Survey
February, 2009
All respondents (284)

What Makes ECM So Challenging?



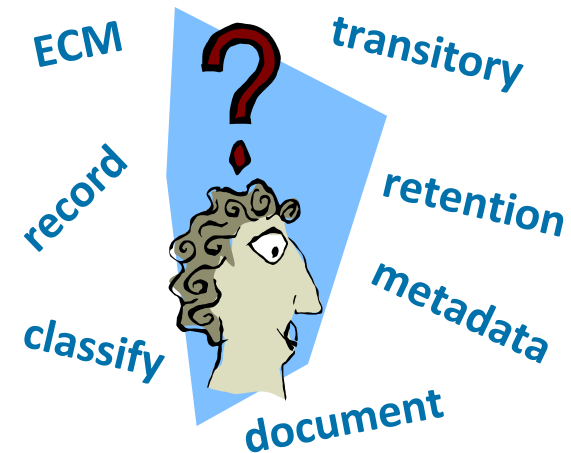
1. We underestimate the impact

- ECM will change the way employees work with their information *every day*.
- ECM changes work habits that have been there for years, decades
- Large % baby boomers on verge of retirement
- This is not just a new tool; there will be new processes, rules, and policies introduced.
- Proper attention not paid to design
- Lack of senior management involvement
- ECM asks staff to change their thinking and adopt new principles that may not be popular.



2. Most staff don't get IM

- Implementing an ECM does not guarantee good record-keeping practices
- ECM is about *managing* information, not just *storing* it
- Staff must understand not only *how* the ECM works but *why* it is required
- Requires an understanding of IM and RM fundamentals *before* implementation
- WIIFM? Staff are told why it is important to the organizational but don't understand the benefits to them
- People are still necessary! Don't overlook the human factor.



3. Lack of consistent, common practices

- Need to find a balance but...
- Benefits of ECM lost if there is no common language, structure or rules in place
- EDMS are highly configurable – and should be for your organization.
- Staff need (and want) boundaries: policies, business rules, standards
- ECM is perceived to be optional.
- Users still offered a choice.

What would *you* do: Go down easy, known comfortable path or a new, unknown, scary route?



Bottom Line: **Adoption = Success**

Deploying an ECM solution merely makes the applications, servers, and services available to your organization.

Adoption, on the other hand, means the ECM solution:

- Becomes integral to how people work
- Delivers value to the business
- Serves as a blueprint for success

Because adoption is about new ways of working, not just adoption of new tools, it's an ongoing journey.

We need to adapt **technology to people** and not **people to technology**.



ECM Readiness to Maximize Adoption

ECM Readiness to Maximize Adoption



Establish Your ECM Program

1. Understand organizational vision, strategy, and business context
2. Establish ECM Governance Structure
3. Define Continuous Improvement Framework



ECM Vision and Strategy

- Don't rush in – First understand organizational vision, strategy, and business context
- Define a **compelling and common vision** for ECM for the organization.
 - People need to understand the big picture.
 - Provides a common view of the new environment; a touchstone, provides focus at both the strategic and operational levels.
 - Guides decision-making and helps to avoid and resolve conflict.
 - Inspires and motivates constructive behaviour among management and staff.
- **Know who your customers are.**
 - Learn their goals, their needs, and their pain points.
 - Understand their drivers, what motivates them

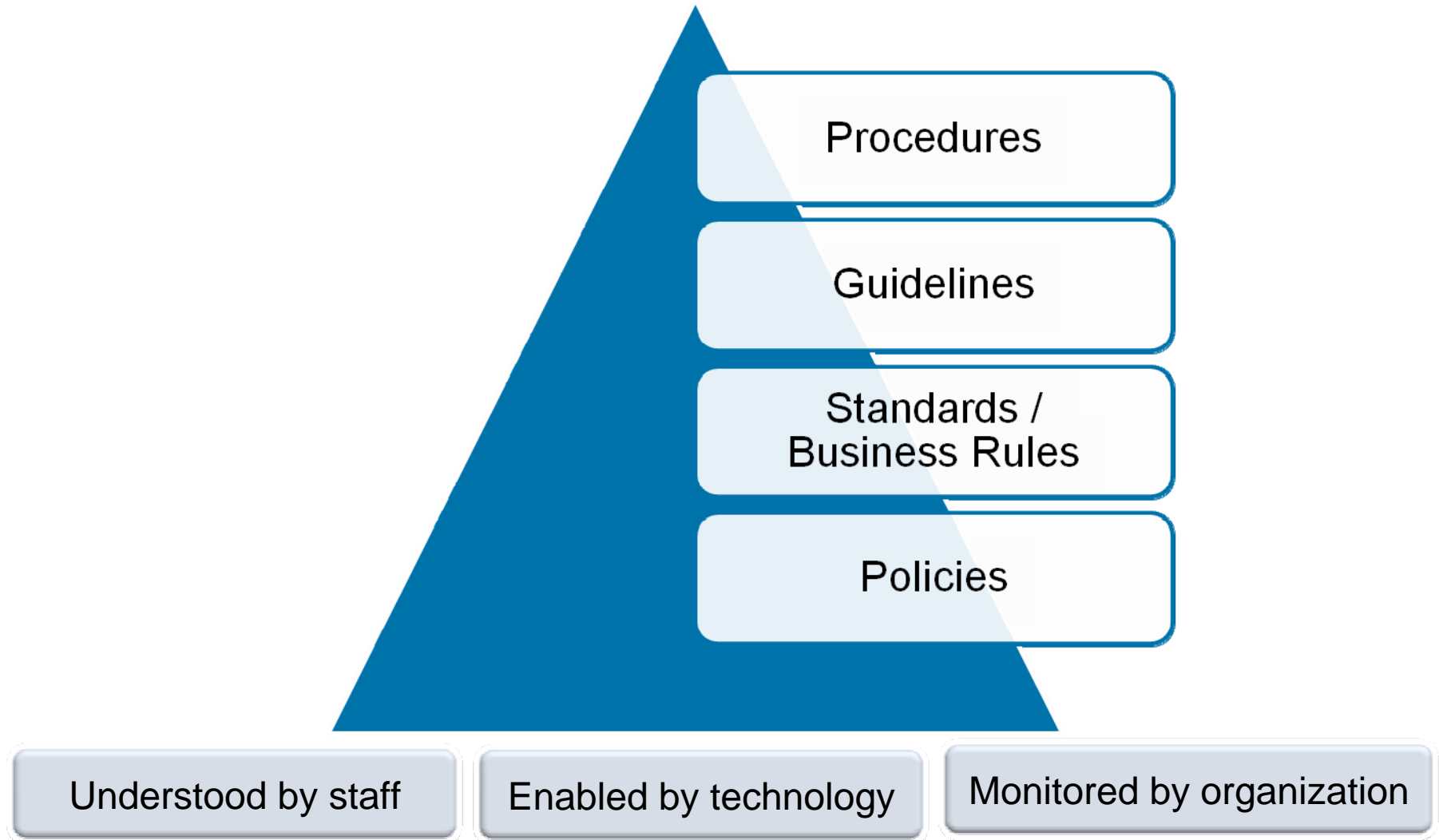


"The tragedy in life doesn't lie in not reaching your goal.
The tragedy lies in having no goal to reach." --Benjamin Mays

- Information Governance defines accountability for an organization's information assets
- Governance structure means:
 - Naming an **Executive-level ECM Authority** or Owner
 - **ECM Policy Framework**, including for example:
 - Use of the ECM and other repositories
 - Email Management
 - Retention and Disposition
 - Vital Records Management
 - Legal Holds
 - Long-term Preservation
 - **Enforcement, Compliance Measurement**

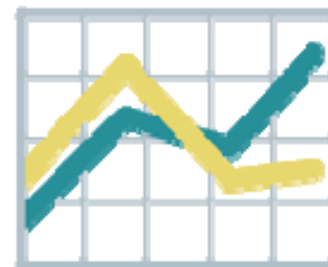
ECM Program – Executive-Level Owner

- Single authority, executive-level
- Can influence budget and direction
- Speaks for the Program at Executive Management meetings
- Visible on the organizational chart
- Visible support and endorsement of Program
- ECM Program is run and managed by Director and Manager levels but accountability is with Executive-level



ECM Continuous Improvement Framework

- Program must include mechanisms to track progress and make adjustments to continuously improve
- **Benchmark** where you started from.
- Determine what combination of reports, surveys, and success stories you'll use to measure, track, and report on progress.
 - Volumes on shared drives and emails; owners
 - Volumes and types of physical records, storage costs
 - Time it takes to conduct business process, effort involved
 - Records disposition
 - IM / ECM awareness, adoption



“If you don’t measure, you can’t manage.”

Compliance Model

Detect

- Audit
- Performance reviews
- Monitoring
- Reports

Detect

Respond

Respond

- Investigation
- Communication
- Program improvements
- Employee discipline

Prevent

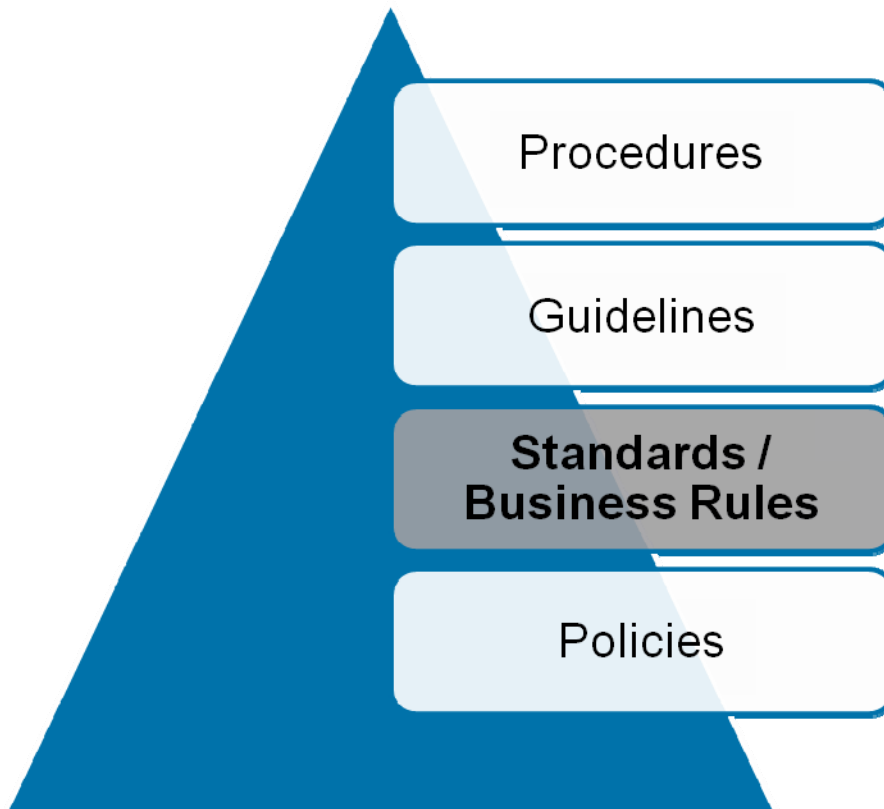
Prevent

- Risk assessments
- Training
- Performance reviews
- Policies, standards & procedures
- Executive commitment

Involve Your User Base

1. Define business rules
2. Know your processes – improve and document too
3. Rally the troops





What are ECM Business Rules?

- Are **standards** for managing information within an organization.
- **Establish parameters and common practices** for using ECM technology.
- Are developed at the enterprise-level and more tailored rules at department and business unit .

Consistent common practices →
trustworthy, reliable searches and content

Why are EIM Business Rules Important?

- ECM applications are highly configurable.
- Sometimes ECM systems can prevent certain actions.
- Inform how ECM should be set up in order to meet the organization's business and compliance requirements.
- Successful use of ECM relies on the behaviour of end users.
- Technology enables but doesn't guarantee good information management practices.
- Most of the time, staff want options limited. "Just tell me what to do."

Organization Needs to Decide...then enforce

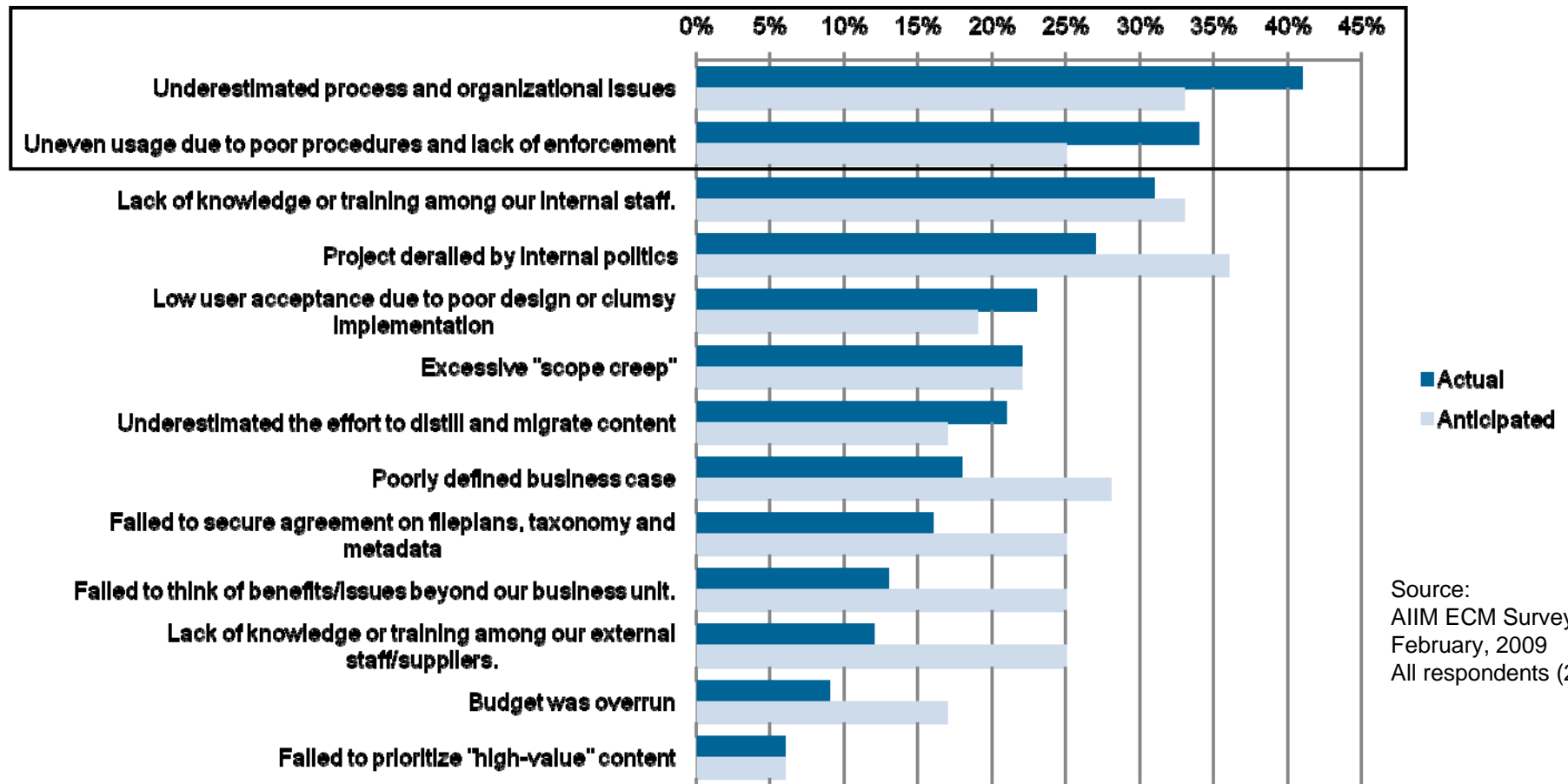
Enterprise	Department	Division / Business Unit
Mandatory or Optional Capture to ECM	Mandatory or Optional Capture to ECM	Mandatory or Optional Capture to ECM
Metadata Standard	Metadata Standard	Metadata Standard
Metadata Rules <ul style="list-style-type: none">• Naming conventions• How to complete free-form fields• Date format• Duplicate document names	Metadata Rules <ul style="list-style-type: none">• Naming conventions• How to complete free-form fields• Date format• Duplicate document names	Metadata Rules <ul style="list-style-type: none">• Naming conventions• How to complete free-form fields• Date format• Duplicate document names
Security Schema	Security Schema	Security Schema
Folder Creation	Folder Creation	Folder Creation
Version Management	Version Management	Version Management

Common Mistakes When Developing Business Rules

- Believing that all Business Rules require consultation or consensus
- Not thinking about Business Rules until after implementation
- Being too prescriptive; not finding a balance between organization compliance requirements/service obligations and user needs
- Not incorporating ECM Business Rules in technology training
- Not involving your user base!

Remember this?

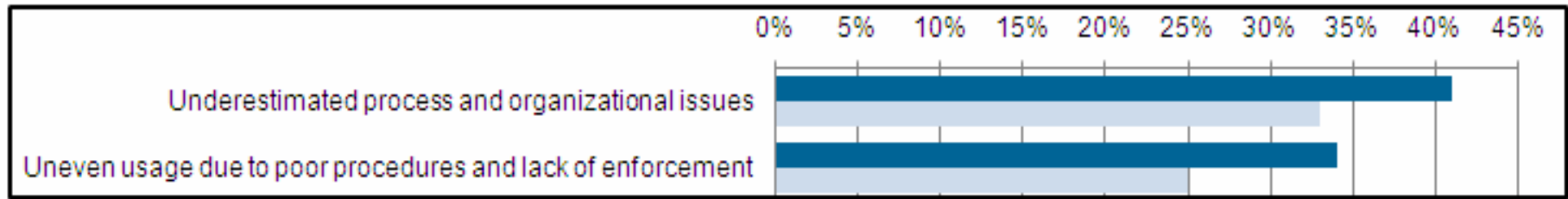
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Importance of Process

Top two cited causes of failed ECM Implementation

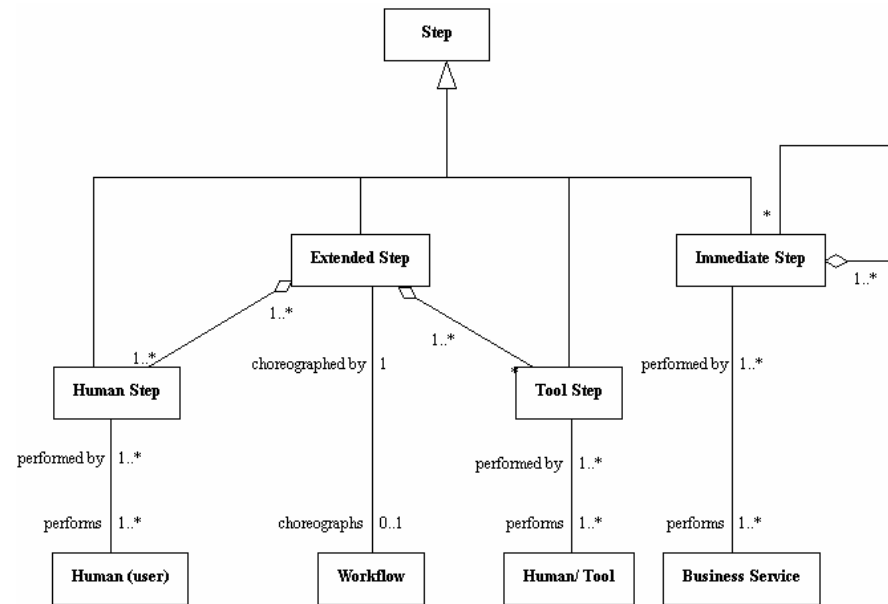


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Business Process Challenges

- A large percentage of an organization's processes and procedures are undocumented.
- "It's all in our heads."
- Large number of baby boomers and the valuable corporate knowledge will be retiring within next decade.
- Many business processes deemed cumbersome go unchanged due to "lack of time, resources, will"
- "It's the way we've always done it."
- You can't improve what you can't describe!

- Design of the ECM is dependant upon a good understanding of the business:
 - **How** it operates (processes)
 - **Who** operates it (community)
 - **Content** they consume and produce as part of those processes
 - **Tools** used to encourage and enforce those processes (policies, forms, systems, artifacts).



Rally the Troops!

- Seek out and enable a network of knowledge champions from different regions, business units, and business functions.
- Aim for enthusiastic, knowledgeable individuals
- Provide them with sales kits, connect them with a community, give them extra training, and do everything you can to support them as foot soldiers for the change.
- These champions are your front-line in each department or location.



Pssst...This is how President Obama won the election.

Engage the Organization

1. Make it real
2. Brand it!
3. Build an Adoption Strategy



Make it Real

- **Expose the ECM in the contexts where people currently operate.**
 - People are creatures of habit, so make it habit-forming.
 - Embed it into staff work processes.
 - People don't have time to go out of the tools they already live in.
- **Show the way for people.**
 - Benefits are much better understood when you define a clear and simple path for people to follow to realize the benefits.
 - Make sure they know what concrete actions they can take to learn and incorporate the ECM into their day-to-day work.
- **Don't "blue sky" too much**
 - Staff want to know what's realistic, the good and the not-so-good
 - They don't want to be given a sales job or hyperbole



Brand it!

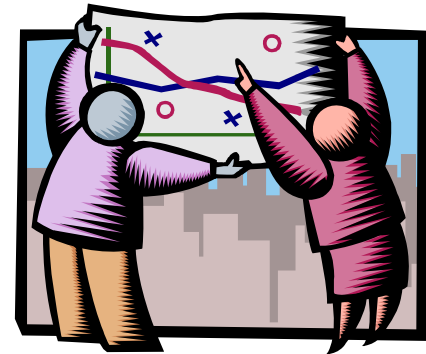
- Consider a **unique, easy to remember, visual identity**
- Create an **elevator pitch**, and arm your executive supporters, your stakeholders, and your champions with the messaging and tools they need to sell the brand.
- Craft something that people can take **pride** in supporting.
- Don't position it as a chore or as about compliance. Position it around business value, productivity, or collaboration. **Use this in every communication.**

Einstein
DOCS
RDIMS
Galileo
DART
EIM
Ollie
InfoBank
The Vault

Build an Adoption Strategy

Build an adoption strategy that includes:

- **Education and awareness** – that's linked to behavioural change
- **Communication** – don't use a one-size-fits-all approach
- **Marketing** – Keep in mind the four Ps of marketing (product, promotion, pricing, and place)
- **Compliance requirements and target dates**



"The art of progress is to preserve order amid change and to preserve change amid order." -- Alfred North Whitehead

Summary

1. Understand organizational vision, strategy, and business context
2. Establish ECM Governance Structure
3. Define Continuous Improvement Framework



1. Define business rules
2. Optimize solution design
3. Rally the troops

1. Make it real
2. Brand it!
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Thank you &
Questions

Janet de Guzman
Delivery Program Manager,
Ontario Public Sector
Open Text Corporation
Cell: 416-710-9381
jdeguzma@opentext.com