Learning Objectives

- Upon completion of this session, participants will be able to:
  - Define organizational and operational maturity measurement criteria
  - Understand ECM maturity improvement techniques
  - Develop a road map for enhancing ECM adoption maturity
Agenda

- Terms and Definitions
- ECM Failure Rates
- Reasons for ECM Failures
- The State of ECM in the GC
- Organizational and Operational Maturity Measurement Criteria
- ECM Maturity Improvement Techniques
- A Road Map for Enhancing ECM Adoption Maturity
Terms

- Electronic Content Management (ECM)
- Enterprise Content Management (ECM)
- Knowledge Management (KM)
- Business Process Management (BPM)
- Electronic Document Management (EDM)
- Electronic Document Management Systems (EDMS)
- Electronic Document Record Management Systems (EDRMS)
- Electronic Records Management (ERM)
- Enterprise Report Management (ERM)
- Web Content Management (WCM)
- Enterprise Content, Collaboration, and Communications Management (EC3M)
- Etc.
ECM Defined

- Enterprise Content Management (ECM) is the strategies, methods and tools used to capture, manage, store, preserve, and deliver content and documents related to organizational processes. ECM tools and strategies allow the management of an organization's unstructured information, wherever that information exists.

Source: AIIM
ECM Failure Categorization

- **Failure to Garner Adoption**
  - ECM implementations tend to have lower adoption rates compared to what was initially anticipated more than 50 percent of the time.

- **Failure to Achieve Timeline Goals**
  - ECM implementations tend to take much longer than originally planned.

- **Failure to Stay within Budget**
  - ECM implementations tend to miss the mark on staying within the initially agreed-upon budgets.
Why ECM Projects Fail?

- The most common reasons for ECM failures are due to:
  - Underestimating the impact on business processes and organizational structure
  - Improperly trained users
  - Project derailment by internal politics
  - No implementation of adequate governance processes
Top Ten ECM Pitfalls

- Scope creep and budget overruns
- Getting derailed by politics and new budgeting cycles
- Failing to achieve full return on the business promise
- Failing to employ opportunities for reuse of technology and standards across business units
- Overlooking process and organizational issues
- Failure to properly understand and address differentiated or “high-value” content
- Lacking proper consideration for taxonomy and metadata
- Including a poorly defined business case
- Underestimating the effort required to distil and migrate content
- Missing potential benefits associated with hardware and software consolidation
The State of ECM in the GC

- RDIMS
- GCDocs
- SharePoint
- Others
Why Measure ECM Maturity?

- There are many reasons for measuring ECM maturity:
  - Determine an organization’s readiness to implement an ECM solution
  - Evaluate the expansion of an ECM system from department to enterprise level
  - Ensure the completeness of the management lifecycle for business-critical documents
  - Etc.
Ways of Measuring ECM Maturity

- Anecdotal
- Structured
  - Interviews
  - Surveys
  - Focus Groups
  - MAFs
  - RPPs
  - Annual Reports
### Gartner’s Essential Building Blocks for EIM

<table>
<thead>
<tr>
<th>Building Block</th>
<th>Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vision</td>
<td>Vision: How is information perceived and valued in the organization?</td>
</tr>
<tr>
<td>Strategy</td>
<td>Strategy: How should it be managed?</td>
</tr>
<tr>
<td>Governance</td>
<td>Governance: Are there defined decision rights and controls unique to information assets?</td>
</tr>
<tr>
<td>Organization</td>
<td>Organization: What information-centric roles exist?</td>
</tr>
<tr>
<td>Process</td>
<td>Process: Do practices (such as stewardship) exist?</td>
</tr>
<tr>
<td>Information Infrastructure</td>
<td>Information Infrastructure: How are software and metadata technologies related and organized?</td>
</tr>
<tr>
<td>Metrics</td>
<td>Metrics: What measures exist to track information?</td>
</tr>
</tbody>
</table>
From the GC
Six Pillars of ECM Maturity

- Strategies and Planning
- Information Management
- Policy and Governance
- Technology (IM Tools and Apps)
- Performance Measurement
- Resources (People and Capacity)
What is your ECM vision and what strategy(s) and plans will be required to get you there?

Definition:
- Strategies and plans are outputs of effective management and demonstrate that the organization is making efforts to:
  - Manage risk;
  - Make investment decisions that align to business objectives and outcomes;
  - Ensure compliance with relevant statutes and policies;
  - Improve service delivery;
  - Achieve communications objectives;
  - Increase client satisfaction;
  - Improve internal business processes;
  - Align business needs with IM/IT capabilities;
  - Provide clear guidance and direction to employees; and
  - Demonstrate leadership.

Key Things To Look For:

- Does the organization have a “vision” for this implementation?
- Has a formal ECM Strategy been developed?
- Do other IM-related strategies exist (RM, E-mail, etc.)?
- Are strategic plans reviewed and updated regularly?
- Have end-users been consulted as part of the strategic planning process?
- Do strategies address the organization’s business goals and objectives?
- What about Risk Management, Communications, Change Management Plans?
- How prepared are you in terms of managing an ECM implementation?
Key Things To Look For:

- Is the required metadata in place to support an ECM?
- Are all information resources managed effectively throughout their life cycle?
- Is it difficult/impossible to identify the “Statement of Truth”?
- How findable are the current information holdings?
- Is the organization drowning in paper?
- What about version control and naming conventions?
- Is the records management function within your organization mature and effective?
- Does IT get RM?
- Do you face the challenges of e-discovery?

What Information Management framework, processes, procedures, etc. need to be in place to ensure the life cycle management of organizational information assets?

Definition:
- Information Management refers to the collection, ongoing maintenance, distribution and discovery-enablement of an organizations’ information.
- Information management concerns itself with the entire information lifecycle, from standards and structure, through to storage and provisioning, and organization.
- Information management includes considerations toward:
  - Governance
  - Policies
  - Standards
  - Architecture
  - Records and Document management
  - Content Management
What policies and governance will need to be in place to realize the goals of ECM?

**Definition:**
- Governance refers to structures that the organization has put in place to ensure that work is administered effectively.
- Governance structures define decision-making authority and accountability, typically in the form of persons or groups (committees, boards, working groups, etc.).
- Policies provide the necessary guidance for implementing governing legislation.

**Key Things To Look For:**
- Has governance responsibility be assigned at a senior level within your organization?
- Are the appropriate governance mechanisms in place?
- Does governance within your organization ensure compliance?
- Are there E-records frameworks/strategies/policies in place?
- Does your organization have comprehensive IM policies in place?
- Is policy adherence monitored and evaluated?
What will be required in terms of people and capacity, resources and culture to get us to our end state?

Definition:
- Sufficient attention must be given to the human aspect of an ECM implementation
- Quite often organizations downplay the importance of the 'softer' side of implementation in favour of technological issues and concerns
- Financial capacity is key to any ECM initiative

Key Things To Look For:

- Are there adequate resources currently in place?
- Has a training plan been developed?
- Has the vision, plan, approach been communicated throughout the organization?
- Will you need to hire contractors, specialists?
- What is your organizational culture like?
- Do you work in a highly unionized environment?
- Is / will this initiative be adequately funded?
What Performance Measurement framework is needed to ensure that ECM goals and objectives are being met?

**Definition:**

- A performance measurement framework defines the means by which the organization will measure success against defined outcomes.
- The framework should specify which metrics will be used for each outcome, and how the results will be obtained.
- An ECM performance measurement framework should include both client/user and business outcomes.

**Key Things To Look For:**

- Does your organization currently measure operational performance?
- Has a performance measurement framework been adopted specifically for the ECM initiative?
- What constitutes project success or failure?
- Will performance measurement be a one-time occurrence or will it be an on-going activity?
- Should performance measurement be performed by an independent group?
What is the technology required to get you to the desired ECM end state?

**Definition:**
- Technology concerns itself with managing Information Technology as a service, ensuring it meets the needs of internal business clients as well as the organization overall
- Business Client considerations include:
  - Service Management
  - Support
  - Application Development and Maintenance
  - Infrastructure services
  - Opportunity initiation and reviews
- Organizational Client considerations include:
  - Enterprise Architecture
  - IT Planning and Strategy
  - Infrastructure Management
  - Policies and Controls
  - Security

**Key Things To Look For:**

- What ECM platform have you selected?
- Are there other EDRMS, ECM platforms in use within your organization?
- Will this be a truly “enterprise-wide” ECM implementation?
- Do you exchange information with other organizations? In other words, is interoperability important?
- Do you have adequate infrastructure in place to support an ECM implementation?
- What role will Shared Services Canada provide?
ECM Maturity Scorecard

- Assesses four aspects of each pillar, using a five-point scale

<table>
<thead>
<tr>
<th>Level</th>
<th>Awareness</th>
<th>Process</th>
<th>Effort</th>
<th>Ownership/Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>No awareness</td>
<td>Ad hoc</td>
<td>Not under consideration</td>
<td>Not managed</td>
</tr>
<tr>
<td>2</td>
<td>Acknowledged need</td>
<td>Repeatable</td>
<td>Some thinking or planning done</td>
<td>Grassroots or staff effort</td>
</tr>
<tr>
<td>3</td>
<td>Recognition of importance</td>
<td>Defined</td>
<td>Some work done</td>
<td>Assigned accountability at manager level</td>
</tr>
<tr>
<td>4</td>
<td>High level of awareness</td>
<td>Managed</td>
<td>Most work done</td>
<td>Assigned accountability at executive level</td>
</tr>
<tr>
<td>5</td>
<td>Ingrained in organizational culture</td>
<td>Optimized</td>
<td>Implemented</td>
<td>Executive champion</td>
</tr>
</tbody>
</table>
ECM Maturity (5-point Scale): an example

Overall ECM maturity score: 2.42
A Road Map for Enhancing ECM Adoption Maturity

- Gather User Requirements
- Build a Business Strategy
- Conduct a Technology Assessment and Create a Blueprint
- Think Through a Governance Structure and Approach
- Create a Roadmap and Project Plan
- Build a Sound Foundation
- Design the Plan
- Deploy the Plan and Cycle Through Phases of Assessment and Improvement
- Communicate
- Educate
- And Don’t Forget Change Management!
Thank you

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