MAJOR PROVINCIAL UTILITY COMPANY
Paving The Way For An Enterprise Content Management (ECM) Implementation

SITUATION

The client is a leading energy provider for a Canadian province. The were experiencing rapid growth in response to increased power demands in the province and corresponding population, and investing in several new IT initiatives, and updating the staffing and structure in the IT department.

They had purchased OpenText ECM and implemented it in two pilot areas but wanted to revise the process to generate a better result. They needed a more structured approach to prepare the organization for an enterprise ECM implementation and to fit within the newly structured IT organization.

The records program was also being revising to meet new government legislation and to address a concern about increased regulations. In addition, the company had gone through a process to define its Information Management function for structured data. The ECM project needed to work in parallel with these initiatives to complement their goals and objectives.

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THE MAIN REASONS FOR UNDERTAKING THE PROJECT WAS:

Renewal – need to restart the OpenText implementation after some initial projects failed to gain traction by using a fresh approach and more planning rigour

Business Knowledge - the expanding and young enterprise architecture team was unfamiliar with SharePoint and OpenText, and did not have sufficient records management knowledge to understand the key issues.

Rapid Organizational Change – the IT group was growing rapidly and did not have sufficient internal resources to take on a project of this size. The records management group was not senior enough and lacking in the resources and knowledge to undertake the project.

Solution Complexity – the selected solution was new and complex and would need stronger governance to be maintained effectively.

Risk Management – ECM solutions are very costly and potentially disruptive. To reduce the risk of a failed implementation it was important to ensure that there was sufficient governance in place at a senior enough level to make organizational decisions and gain acceptance enterprise-wide.

REQUIREMENTS

They needed outside expertise to:

- Develop a Corporate Vision for ECM.
- Define the ECM platform and how the components would work together.
- Develop an ECM Governance Structure.
- Define SharePoint Configuration and Attributes.

CHALLENGES

This engagement was challenging for several reasons:

- The attitude about the existing OpenText pilots was not uniformly positive.
- There was pressure from the government and a hard deadline to upgrade the company's records program that added additional stress on some of the internal project resources.
- There was a desire by some parts of the company to implement SharePoint before the governance was in place.
- The records program had little guidance for electronic records and little visibility or support in the organization.

- They were using a project-based methodology to implement a process-based activity – record management. If not addressed, this would impact on the long term success of an ECM solution.
- The organization had experienced significant growth over the past few years, and existed in a province where demand was much greater than the supply of high-level IT resources, so a majority of positions were filled using outside contractors. This caused some tension and reporting complexities.
- An ECM is an enterprise application that required collaboration from across the organization, and a strong governance structure to make implementation and its ongoing use successful. This made the design and implementation process more difficult.
- The ECM solution spanned two separate vendors – Microsoft (SharePoint) and OpenText (OpenText Content Server, OpenText Records Manager, and OpenText Application Governance and Archiving for SharePoint).

APPROACH

The project had several challenges because of the complexity of the solution, the constantly changing environment in which the project was occurring, and the need to ensure that the foundation records program was in place before ECM implementation occurred. To address these concerns the following actions were taken:

- There was considerable communication between the ECM project team and the Records Program Transformation team to ensure that the foundation pieces were in place and that the governance process for both would be complementary.
- There was frequent communication with the IT groups to communicate the key concepts and to engage the group in understanding the interrelationship between ECM, records management and governance.
- Key messages were sent to all the stakeholders, including the senior executive team to ensure a cohesive vision and message about the value of ECM, its governance requirements, and the need for ongoing resources to maintain quality information.

ACTIONS

In order to achieve the objectives, the following was required:

1. Conduct interviews with stakeholders and representatives across the organization about

their vision for ECM. This was reviewed within the context of other strategic initiatives and the corporate vision to develop a detailed engagement plan linking ECM with the existing Enterprise Information Management (EIM) vision and mandate.

2. Determine and quantify tools and resources currently available to support ECM. This was then contrasted with the resources needed to implement and maintain an ECM. Gaps between the current and future requirements were identified for planning and budgeting purposes.

3. Identify and position key record keeping functions across the complex solution to manage records lifecycle with minimum impact on the user community.

4. Determine features which would make ECM use easier and more accurate, to encourage adoption and improve productivity and information integrity.

5. Review the current governance structure in terms of its ability to deliver terms of IT support, Information Management and Records Management. Describe the future structure and identify gaps between current and future states. Make recommendations on how to address the gaps.

6. Describe how the ECM solution would be used at SaskPower, including which application would control specific activities and responsibilities, who would support which functions, and how the various features of SharePoint would be managed to meet both Records Management as well as usability requirements.

7. Present the key messages and activities for the ECM solution developed for SaskPower to the key executives across the organization

RESULTS

SaskPower was pleased with the results, and are in the process of implementing the ECM. The following were the key impacts of the engagement:

- A clear direction on how to implement an ECM with sufficient tools and a clear description of resources required.
- A roadmap that clarified the required activity and identified responsibility across the organization.
- Communication of the differences in a project (ECM software implementation) versus a process (the ongoing management of a Records Program) and the resources and governance required for each.

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