

Urgenta

ECM System Project Plan

1 December 2007

Distribution: Urgenta President, CEO, and Department Heads of Project Engineering, Human Resources, IT, Accounting, Marketing, Legal, Production, and Customer Service

Subject: Urgenta ECM System Project Plan Proposal

Attached for your review and approval is a copy of the Urgenta ECM System Project Plan Proposal.

As Project Manager, I believe this project will successfully provide Urgenta the means it needs to manage its information which is necessary for Urgenta's continued growth and ability to meet its regulatory obligations.

Should you have any questions or concerns regarding this proposal, please do contact me. To authorize the implementation of this proposal, please sign the ECM System Project Plan Proposal Approval page at the end of this document.

Yours truly,

Greg MacCormack
Urgenta Project Manager
(519) 630-8045

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Urgenta ECM System Project Plan

Executive Summary

A recent information audit discovered Urgenta is drowning in its own information. Currently documents are spread across seven information systems including email, portal, Internet, shared network drives, and personal computer drives. Furthermore, Urgenta's paper documents are in a similar state. Urgenta's current IM practices and apparent lack of any IM guidelines have led to an inability to track document versions, information duplication and, in some cases, the complete loss of information on a regular basis. This leaves Urgenta open to charges of non-compliance with Canadian and United States law, in particular, the (PIPEDA) and Sarbanes-Oxley.

Urgenta's information needs include document and records management, workflow management, business intelligence (also known as customer relations management), project management, collaboration, and Intra- and Internet content management across its three locations.

Urgenta also needs to develop IM policies within a framework compliant with Canadian and United States law, in particular, the Personal Information Protection and Electronic Documents Act (PIPEDA) and the Public Company Accounting Reform and Investor Protection Act of 2002, often referred to as Sarbanes-Oxley.

Open Text's Livelink web-top system would be ideal for Urgenta as it contains modules for document management and collaboration, records management, archiving and imaging, advanced workflow, business process management, and web content management. Open Text's Livelink system is web-top based which means it can access its information from any computer with an Internet connection and browser. This will allow for a common database for all of Urgenta's three locations and should simplify setup and upkeep of the system. The project will take about three years and cost 2.5 million dollars for hardware, software, training, and will require 50 FTEs.

This project will replace information chaos with information order and in the long run will lead to increased business and avoid regulatory or other difficulties.

Failure to implement this project successfully could see Urgenta being investigated for mismanagement of its information resources and it would be far more costly than this project.

1. Introduction

a. Organization

Urgenta Corp. is a leading manufacturer of medical equipment for patient care. Urgenta specializes in developing long lasting, dependable, quality urological products. Urgenta has grown since 1937 and now has 450 unionized and non-unionized employees distributed across three locations, including a head office in Flushing, New York, and two satellite offices in Colorado and Mississauga, Ontario. Urgenta's net sales for FY 2006 exceeded \$220 million from manufacturing and maintenance contracts with more than 40 companies, health care agencies, and hospitals across the U.S. and Canada.ⁱ

Urgenta's information needs include document and records management, workflow management, business intelligence, also known as customer relations, project management, collaboration, and Intranet and Internet content management across its three locations.

Urgenta also needs to develop IM policies within a framework compliant with Canadian and United States law, in particular, the Personal Information Protection and Electronic Documents Act (PIPEDA) and the Public Company Accounting Reform and Investor Protection Act of 2002, often referred to as Sarbanes-Oxley.ⁱⁱ

b. Audit

An information audit was conducted for an earlier project.ⁱⁱⁱ The conclusions from this audit remain valid for the Urgenta ECM project. Highlights of the audit are as follows:

Document "types"

- Product descriptions
- Administrative forms
- Marketing materials
- Presentations
- Technical manuals
- Contracts
- Confidential HR
- Customer requests
- Financials
- Reports

Information Systems

- Email
- Intranet
- Portal
- Internet
- Shared network drives
- Personal computer drives
- Databases

Information Forms

- Paper
- Electronic

Complaints:

- Inability to track document versions
- Duplication of documents/information
- Loss of information on a regular basis
- Non-compliance with regulations and policies

Audit conclusions

Urgenta needs an ECM system with a central database with Business intelligence and collaboration modules. This ECM system should be purchased as part of an overall IM initiative to create order from the current information chaos. This should include developing workflows and policies based on IM best practices and current regulations.

c. Problem

- Urgenta is drowning in mismanaged information
- Information is not life-cycle managed
- Can't find information
- Information is routinely lost
- Cannot collaborate or share information
- Not meeting regulatory and policy requirements
- No version control
- Paper records are not managed
- Information is spread throughout the organization

d. Product Evaluation

A product evaluation was conducted based on the results of the information audit and the objectives established for this project. Open Text was found to be the best product in meeting Urgenta's requirements. Some of the more significant requirements and reasons for selecting Open Text are as follows:

Urgenta needs a central content management system for its three campuses.

A web-top client would be best as it would allow access to all information from any of the organizations 3 locations as well as remote access for customer presentations.

Open Text [OT] focuses on developing a web-based enterprise content management system called Livelink. Livelink includes a wide variety of features and modules including records management, document collaboration, archiving & imaging, digital asset management, and web management modules, to mention a few.^{iv}

Urgenta needs a way to manage documents and facilitate collaboration

Open Text's *Document Management & Collaboration* module allows staff to work together on documents created by several different people, tracking changes and allowing the process to proceed smoothly.^v

Urgenta needs a central database and a way to keep information current

Livelink's *Records Management* module allows businesses to organize, track, and update records so the most accurate information is always available. Retention schedules and other legal requirements can be accommodated by this module.

Urgenta needs a database

The *Archiving & Imaging* module provides a powerful system for archiving documents when not currently in use and retrieval when necessary. It can also be used to create an image of critical databases to prevent data loss.^{vi}

Urgenta needs a way to manage its workflows across its three campuses

The *Advanced Workflow* module allows companies to streamline work processes and reduce redundancies and level of effort by allowing companies to develop e-forms and workflows for common business transactions and processes.^{vii}

Urgenta needs to become PIPEDA and Sarbanes-Oxley compliant

Open Text's *Business Process Management* module allows a company to streamline business decisions and comply with regulations.^{viii}

Urgenta needs an Intranet and Internet management tool

Open Text's *Web Content Management* module acts as a way to ensure that content on the web is accurate, up-to-date, and maintained. Unilever, a large multi-national food company, uses Open Text's web content management module.^{ix}

Urgenta needs to manage its information about customers

Open Text provides a module to ensure Urgenta has the information it needs to optimize customer interactions by creating a centralized database with contact and other details about Urgenta's customers.

e. Benefits

The benefits of the ECM project are:

- Information life-cycle managed
- Regulatory compliance
- Increased efficiency - can find information quickly
- Uniformity - use of a common system and procedures
- Facilitates collaboration and sharing of information

- Simplifies support services
- Increased business and efficiencies likely to off-set system cost^x

2. Recommendation

Open Text's Livelink web-top system is proposed as Urgenta's ECM system solution. It would be ideal for Urgenta as it contains modules for document management & collaboration, records management, archiving & imaging, advanced workflow, business process management, web content management and customer relationship management.

The installation, testing, and pilot of each phase of the deployment will be carried out at Urgenta's headquarters in New York before being rolled out to the other two locations. Livelink's web-top will speed implementation as individual desktop computers will not need to be configured. Phase 1 will consist of document and records management and workflow modules. Phase 2 will see the addition of the Business Intelligence module and Phase 3 will see the development of the Intra- and Internet content management module.

Open Text's Livelink system is web-top allowing it to be accessed from any computer with an Internet connection and browser. This will allow for a common database across Urgenta's three locations and should simplify system setup and upkeep.

3. Project Overview

Urgenta will embark on an ECM system project that will implement Open Text (OT) as its enterprise information management system with a business intelligence capability and an Intra- and Internet content management component across the organization over the next four years.

4. Objectives

The objectives of the proposed ECM project are as follows:

- Design and implement an ECM system
- Integrate all of the organization's information
- Connect all three locations
- Provide a means for information sharing and collaboration
- Comply with regulations
- Develop Urgenta standard practices and procedures
- Increase efficiency (less time looking for information)
- Raise the level of awareness about IM
- Increase business opportunities

5. Scope

Urgenta's ECM/IM project will include developing an IM system and policy framework to manage records, documents, email, portals, Intra- and Internet information to improve collaboration and compliance as well as boost sales of the company's products. The system will include the following information systems:

- Records
- Documents
- Email
- Intra and Internet
- Policy
- Customer Relations Management (CRM)

6. Project Responsibility

a. Project Manager

The Project Manager acts as the overall manager of Urgenta's ECM/IM project responsible for coordinating and overseeing the work of the Team Leaders. The PM is responsible for:

- Developing and implementing a project plan
- Establishing and setting up various project teams
- Organizing and appointing team leaders
- Coordinating team leaders
- Establishing committees and decision processes

b. Teams

There are three primary teams, the technical, implementation, and communications teams. Their memberships and responsibilities are follows:

i. Technical Team

The Technical team will be led by a Team Leader and will be responsible for the server, ECM system, and its installation, configuration and testing. The IT team will also set up Urgenta's network so it provides a simple and secure link between the company's three locations. The team will be comprised of, and be responsible for:

- IT specialist who will be responsible for server and desktop installation & testing
- Software specialist for application installation, testing & support

- Database administrator for DB development & management
- Network specialists for connectivity between three locations
- IT security specialist for system security

ii. Implementation Team

The Implementation team will consist of a team leader and will be comprised of, and be responsible for:

- Implementation Team Leader will be responsible for the implementation of the ECM system including installation, configuration and testing of Open Text's Livelink ECM system. S/he will also act as a point of communication with Urgenta's IT team.
- The ECM System Analyst manages the installation and configuration of Open Text's Livelink system and its various components
- ECM Technicians will assist the ECM system analyst and then maintain the system
- ECM Testers will test the system's various builds to ensure the system is functioning correctly and inform the Implementation team and the ECM system analyst of any errors discovered during testing

iii. Communications Team

The communications team will consist of a communications team leader with two assistants and a head trainer with two assistants as well. They will work together to communicate the direction, scope, and overall objective of the ECM/IM project at Urgenta. They will increase Urgenta employees' awareness of the value of IM and train on Open Text's Livelink system, focusing on how the system will be used at Urgenta^{xi}. The team will consist of:

- Communications Team Leader who will lead the communications team in developing and implementing a comprehensive communications plan to inform Urgenta employees of the direction, scope, and overall objective of the project as well as provide regular progress updates.
- Communications Assistants who will assist the communications team leader in developing and implementing the communications plan
- Head Trainer who will develop and then implement an education strategy regarding IM including its benefits, goals, and importance to the Urgenta Corporation. The head trainer

will also develop and run a series of training sessions on the use of the Livelink system. S/he will also work in conjunction with the communications head, IT, and implementation teams.

- Training Assistants who will assist the Head Trainer in the development and implementation of the IM education and Livelink training programs

c. Committees

The project manager is responsible for establishing the following:

i. Steering Committee

- comprised of senior management with a vested interest in implementing an ECMS (i.e. stakeholders)
- makes high-level decisions concerning budget, schedules, and organizational issues
- gives project manager direction on specific issues brought to them

ii. Project Working Group

- comprised of key personnel who represent a specific organizational area or area of interest in the ECMS
- make operational decisions relating to the configuration and deployment of the system

7. Human Resources

a. Skills Required

The following skills will be required for the project:

- Project manager
- Systems analyst
- Information specialist
- Communications specialist

b. In-House or Contracted

Urgenta lacks most of the skills needed for this project. Contractors will be utilized for the duration of the project for the installation, testing, and deployment of the system. Contractors will transfer their knowledge to Urgenta employees throughout the contract.

IT/IM skills will be needed at Urgenta after the ECM project is completed in 2011. With so many possible retirements in the next 5 to 10 years, Urgenta should seek to hire some of the contractors who have the required skills at the completion of the contract.

However, Urgenta should consider using in-house expertise whenever possible.

8. Policies & Business Rules

a. Workflow

Develop or revise current workflows incorporating the best IM practices that are consistent with the new system and business requirements

b. Procedures

Develop standardized procedures for the creation, storage, retrieval and management of the organization's information, ensuring compliance with regulations and policies

c. Policies & Regulations

Develop system business rules and policies that meet all regulations e.g. PIPEDA (personal information) and Sarbanes-Oxley

9. System Procurement

a. Purchase

Open Text's ECM system with Business intelligence module

b. Support & Maintenance

Purchase Open Text maintenance contract and utilize Urgenta staff to maintain system ongoing

10. System Installation

a. Install

- Hire Open Text technical experts to install and set up database, and Open Text's web-top Livelink system.

b. Test

- Test system hardware once installed
- Test application with default configuration to ensure Urgenta receives a functioning system
- Test once configured for Urgenta workflows and procedures
- Test at each location (3 locations)
- Ensure testing continues for each build ^{xii}

c. Configure

- configure system to satisfy Urgenta's procedures, business rules, and policies

11. Pilot Project

A one-month pilot will be conducted to test the system and procedures. Urgenta staff will be selected to test the system and provide user comments and issues before rolling it out to the organization. The pilot will be as follows:

a. Pilot

- Develop pilot
- Select appropriate pilot users
- Train pilot users
- Have users test system operationally with workflows and procedures as well as technically
- Identify operational issues, bugs, etc.

Note: It's important to select users who are keen and will forgive some problems that might still exist with the system.

b. Modifications & Adjustments

- Make changes as necessary
- Retest with pilot users

c. Finalize business rules, workflows, and policies

- Ensure compliance with best IM practices and regulatory compliance
- Submit to Project Working Group and Steering Committee for approval

12. Implementation

The project will be implemented in 3 phases. Each phase will be run as a pilot before going into production. The pilot and part one of each phase will be conducted at Urgenta HQ and then made available to the other locations before the next phase of the project is implemented. Note: some overlap is expected. As phase 1 is optimized, implementation of phase 2 will begin the build process in an effort to speed up the process since the optimisation and building of different phases will be done by different personnel.

a. Phasing

Phase 1 - Records/Document management component

- Initial build
- testing
- Fix
- Pilot
- Fix
- Rollout at HQ
- Tweak
- Rollout at other locations

Phase 2 - Business Intelligence component

- Initial build
- Testing
- Fix
- Pilot
- Fix
- Rollout at HQ
- Tweak
- Rollout at other locations

Phase 3 - Intranet and Internet component

- Initial build
- Testing
- Fix
- Pilot
- Fix
- Rollout at HQ
- Tweak
- Rollout at other locations

b. Training

Training will consist of two parts, general IM training and specific ECM training. It will consist of:

- General IM awareness training
- Open Text Livelink training
- Classroom training before using system
- On-site support when first introduced in their area

c. Ongoing Support

The following will be required during the project implementation:

- Telephone technical and operational support
- User Manual
- Intranet documents and FAQs
- Online training aids

13. Post-Project Review

A review should be conducted once the project has been completed to determine how well the project met its objectives and to identify any residual issues that require attention.^{xiii} This will be accomplished through:

a. Survey

- Anonymous
- Encourage participation by all
- Judge usefulness, effectiveness, and satisfaction

b. Interviews

- Department heads
- Experienced staff
- Newer staff (1-5 years)

c. Technical Support Statistics

- Collect system and network statistics
- Collect user support calls
- Collect maintenance calls

14. Budget

a. Capital Costs

Hardware	\$ 250,000 (3 locations)
Software Licence	\$ 200,000
Database licence	\$ 25,000

b. Operational Costs

Training	\$ 100,000
Contracted workers	\$ 300,000
ECM maintenance contract	\$ 30,000 annually

c. Funding

Total cost years is 2.5 million dollars over four years. The project will begin in January 2008 and be completed in 2011. The funding required for each year is as follows:

FY 2008	\$ 300,000
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FY 2009	\$ 1,000,000
FY-2010	\$ 1,000,000
FY 2011	\$ 200,000

The ongoing annual cost will be \$750,000 for maintenance, support, and upgrades.

d. Staff (FTEs)

2008 - 14 FTEs
2009 - 12 FTEs
2010 - 12 FTEs
<u>2011 - 12 FTEs</u>
Total - 50 FTE's

15.Schedule A

	(dd/mm/yyyy)
Start IM Education	07/01/2008
Examine Information audit and create RFP	02/06/2008
Receipt of response to RFP	02/09/2008
Vendor Contract signed	06/02/2009
First ECM systems build 1	01/06/2009
ECM pilot begins	08/09/2009
ECM pilot ends	10/10/2009
Phase 1 rollout	02/01/2010
Phase 2 rollout	01/06/2010
Phase 3 rollout	01/12/2010
Final project reports due	01/02/2011

16.Urgenta's ECM System Project Plan Approval

In order to proceed further with implementation of this proposal, the following signatures of approval are required:

President Date: dd/mm/yy

CEO Date: dd/mm/yy

Project Engineering Department Head Date: dd/mm/yy

IT Department Head Date: dd/mm/yy

Human Resources Department Head Date: dd/mm/yy

Accounting Department Head Date: dd/mm/yy

Marketing Department Head Date: dd/mm/yy

Legal Department Head Date: dd/mm/yy

Production Department Head Date: dd/mm/yy

Customer Service Department Head Date: dd/mm/yy

ⁱMark Debicki. This information is compiled from the LIS 762 ECM Final Project Scenario.

ⁱⁱIbid.

ⁱⁱⁱIbid.

^{iv}Open Text. "Livelihood", Open Text website. <http://www.opentext.com/2/sol-products/sol-pro-llecm10.htm> (Accessed November 2, 2007).

^vOpen Text. "Document Management", Open Text website. <http://www.opentext.com/2/sol-products/sol-pro-docmgmt-collaboration.htm> (Accessed November 2, 2007).

^{vi}Open Text. "Archiving and imaging", Open Text website. <http://www.opentext.com/2/sol-products/sol-pro-archiving-imaging.htm> (Accessed November 2, 2007).

^{vii}Open Text. "Document management", Open Text website. <http://www.opentext.com/2/sol-products/sol-pro-docmgmt-collaboration/pro-ll-advanced-workflow-dmc.htm> (Accessed November 2, 2007).

^{viii}Open Text. "Business processing", Open Text website. <http://www.opentext.com/2/sol-products/sol-pro-business-process-management.htm> (Accessed November 2, 2007).

^{ix}Open Text. "Web Content Management", Open Text website. <http://www.opentext.com/2/sol-products/sol-tec-wcm.htm> (Accessed November 2, 2007).

^xMark Debicki. Based on LIS 762 lectures by Mark Debicki.

^{xi}Greg MacCormack. Based on my previous essay "How to Calm an Angry Mob".

^{xii}Mark Debicki. Based on LIS 762 Lecture 26 November 2007 by Mark Debicki.

^{xiii}Mark Debicki. Based on LIS 762 Lectures by Mark Debicki.

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