



ADVANCED ELECTRONIC RECORDS MANAGEMENT COURSE

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(Duration 5 days)

This Advanced ERM Specialist Course covers global best practices for ERM implementation and related processes such as Information Audit, Business Requirements, Concepts of Operations, and Roll out.

Who should attend?

Chief Information Officers (CIO'S) Information Custodians (Archivists and Records Managers), Human Resources Personnel Data Managers, Project Officers, Accountants, Librarians, IT Personnel, Records Officers, Information Officers, PA's and Administrative Secretaries & Technical Departments Etc

**We recommend that all course attendees have a good understanding of ERM concepts such as:
Classification Schemes, Metadata, Security, Retention and Disposal before attending the ERM Advanced Course.**

Participants will cover in detail the Following key modules:

- **Manage an ERM program consisting of several coordinated projects**
- **Identify the new roles, responsibilities and organizational structure to provide**
- **governance and management of an ERM facility**
- **Develop a Business Case for ERM**
- **Identify the business requirements of the ERM system**
- **Develop and implement a Business Classification Scheme**
- **Explain the details of user groups and users**
- **Understand the impact of implementing ERM on the organization's IT infrastructure**
- **Understand Pilot Implementation / Model Office**
- **Define and explain the roll-out stage of ERM projects**
- **Recognize steps involved with sustaining ERM after implementation and realizing the benefits. (view below for more detail)**



Training Structure

Module 1 – ERM Project and Programme Management

- How the Process course fits into the ERM Program
- Reminder of why an organisation would embark on moving to ERM
 - With reference back to the Strategy workshop
- What an ERM implementation programme is
 - Introduction to the modules of the ERM Process course, within the context of the ERM implementation lifecycle
 - Objective of, and desired deliverable from, an ERM implementation programme
 - What an ERM implementation programme comprises and what it must be, and must be accepted to be
 - Including some examples of parallel projects involved
- Key requirements for effective management of an ERM implementation programme:
 - Integration with other initiatives
 - Appropriate organisation structure and team composition
 - Identified early benefits ('quick wins')
- Key elements of project and programme management in the development and implementation of a new ERM environment:
 - Scope
 - Geographic
 - Organisational
 - Legacy records to be migrated
 - Information types
 - Information classes
 - Timescales



- Impact areas
 - An ERM initiative is not just a one-time project – but the start of an ongoing programme
 - Development of records management
 - Ways of working
 - Take-up of ERM by users
 - Business processes
 - Web content management and content standards
 - Importance and cost of change management
 - ERM benefits in small and large organisations
 - Constantly evolving delivery channels
- Management levels and roles
 - Overview, including the need for senior management buy-in, and the role
 - of the CIO in programme governance
 - Governance
 - Programme management
 - Project management
 - Ongoing management of the records management function and the ERM environment

Module 2 – Information Governance

- Meaning of Information Governance
 - What is governance?
 - What is information governance?
 - When does governance matter?
- An Information Governance framework
- Elements
 - Policy, Process, Standards, People, Tools & Technology and Audit



- Factors for Information Governance success
 - Policy
 - Management roles, responsibilities and top-level approval
 - Organisation
 - Impact of information governance and new roles and structures on organization
- Implications of Information Governance for ERM
 - General
 - Governance of Records Management instruments
 - Process for governance of records management instruments

Module 3 – Business Case

- What is a business case?
- Why is it important?
- What is its purpose?
 - Why is a business case needed?
 - Linking tactical problems, consequences and strategy
 - Types of benefits
 - Quantified in financial terms
 - Quantified in non-financial terms
 - Non quantifiable or intangible benefits
- When should a business case be produced?
- What is contained in a business case?
- How is a business case produced?
- Issues and challenges in producing a business case
 - Specific issues and challenges for producing ERM business cases
 - ERM business case challenges
 - Benefits, including benchmarks
 - Costs, including estimating volumes that drive costs



- Realising the benefits of an ERM programme
 - Financial benefits
 - The relation of benefits that are quantified in non-financial terms and nonquantifiable benefits to:
 - Information sharing and access
 - Decision making
 - Management of information
 - A framework for effective benefits realisation
 - The benefit realisation challenge

Module 4 – Business and Systems Requirements

- The importance of business and systems requirements and stakeholders
- High level route-map to an ERM requirements specification
- Process of how to produce ERM business and systems requirements
- Use of standard business and systems requirements specifications
 - Including how to customise them
- Differentiating requirements
- The Model Requirements for the Management of Electronic Records (MoReq) as an example standard requirements specification
- Issues and challenges to expect

Module 5 – Business Classification Schemes

- Reminder - (summary of ERM Concepts module): what is a classification scheme?
 - Classification schemes - basics
 - Classification schemes - types
 - The characteristics of a good BCS



- Development strategy - incremental or 'big bang'
 - What incremental and 'big bang' development strategies are
 - Evaluation of them and recommendation
- Who should be involved in developing a BCS?
- Development process for a BCS
 - Phase 0: Determine the approach
 - Deployment: tree- or thesaurus-based?
 - Factors for how to design and deploy classification schemes
 - Case study situations
 - Route forward
 - Phase 1: High-level view across the organisation
 - Phase 2: Develop in detail for the Pilot Area
 - Phase 3: Pilot
 - Phase 4: Rollout
 - Phase 5: Steady-state / maintenance
- Key challenges in developing a BCS
 - Governance
 - User commitment
 - Organising meetings
 - Managing change
- Example situations



Module 6 – Users and User Involvement

- Information on users in an ERM-enabled environment
 - What information is needed?
 - Gathering the information, including tips for that activity
 - Maintaining the information
 - Entering the information, including examples via screen-shots of:
 - Setting-up a new user
 - Entering a user's metadata
 - Setting-up a user group
 - Entering a user's access rights
 - Maintaining information on users

- How to work effectively with users during and after a move to an ERM-based environment
 - Impacts on users of a move to an ERM-based environment
 - User involvement and Critical Success Factors (CSFs)
 - How to make these CSFs happen

At the outset of the programme (including selection of the ERM system and set-up of the ERM User Group)

- During analysis and development
- During the Pilot
- During implementation / rollout
- Post implementation – during 'steady-state' / maintenance

Module 7 – IT Infrastructure

- Why ERM developments have a high impact on IT infrastructure
- The ERM IT infrastructure framework
 - Introduction
 - The IT infrastructure components



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- Desktop / laptop / PDA
 - Network
 - Server / datacentre
 - The IT infrastructure architecture
 - Development architecture
 - Execution architecture
 - Operation architecture
 - The IT infrastructure capability
 - Process
 - Resource / skill
 - Hardware and software assets
- Factors which drive the level of impact on the IT infrastructure
- Implications of introducing ERM on IT infrastructure
- Desktop / laptop / PDA
 - Key issues to be considered
 - Architecture
 - Capability
 - Specific examples
 - Network
 - Key issues to be considered
 - Architecture
 - Capability
 - Specific examples
 - Server / Datacentre
 - Key issues to be considered
 - Architecture
 - Capability
 - Specific examples
- Real-life example of some ERM IT infrastructure projects



Module 8 – Pilot or Model Office

- A Pilot and a Model Office
 - What are they?
 - Introduction to the costs and benefits of each

Why run a Pilot / Model Office?
- A Pilot
 - Approach, advantages, disadvantages, conclusion, FAQs
- A Model Office
 - Approach, advantages, disadvantages, conclusion, FAQs
- Planning considerations
 - General
 - Evaluations
 - Success criteria
 - Potentially relevant measures
 - Timescales
- Training requirements by user group for a Pilot or a Model Office

Module 9 – Rollout

- Conditions that must be met prior to commencement of rollout
- ERM generic outline plan
- Typical workpackages in an ERM implementation programme
 - ERM Design
 - ERM IT Design



- ERM System Configuration
 - ERM System Build
 - Support Development
 - Training Development
 - Data Migration
 - System Testing
 - User Acceptance Testing
 - Local Preparation
 - Training
 - Communication
 - Go Live
- A 'Fallback Plan'

Module 10 – Post Implementation

- On-going activities
- Developing business processes
 - Revised procedures and processes
 - New ways of working
 - Workflows
- Benefits management
 - What is it benefits management?
 - What are ERM benefits?
 - Where to focus – typical major benefits
 - Quantitative and qualitative benefits, and dis-benefits
 - Baselining techniques
 - Monitoring performance against expectations
 - Corrective action if benefits do not materialize

User training

- On-going training for general and specialist users
- Additional training needs
- Collecting feedback on training



@-enhancement

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- Monitoring user feedback
 - Getting user feedback
 - Acting on feedback received

- System monitoring and changes
 - System monitoring
 - Procedures being followed?
 - Metadata being entered?
 - Repository being used correctly?
 - Any abuse of system apparent?
 - Workflows satisfactory?
 - Reports from system and statistics satisfactory?
 - System changes and upgrades

