

# Implementing an Electronic Document Management System (EDRMS)

Guidelines

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# Introduction

# What is an Electronic Document & Records Management System (EDRMS)?

Every organization faces the challenge of 'knowing' what information it holds and of being able to access that same information instantly. The introduction of EDRMS as an application was an attempt to 'capture' all the electronic or digital information held by an organization as well as all physical records and make it all easily accessible and secure.

All organizations seek knowledge, but knowledge is not possible without access to all sources of knowledge, that is, all information held by an organization regardless of form or content. In general, organizations hold information in three forms:

## **Paper**

Paper is often a large database within any organization and the most difficult to access. RecFind 6 includes all the functionality required to manage and access information held in paper form.

RecFind 6 also includes all the functionally required to convert paper to electronic format, i.e., images or searchable text (via OCR).

#### **Electronic**

The growth of electronic information began in the early 1980s with the advent of the first desktop computers or PCs. In the early days it was largely composed of documents produced by word processors and spreadsheets and it was a minor component of an organization's records. Today, digital information has ballooned to become the largest component of any organization's records and is comprised of multiple formats and held in multiple stores or 'silos'.

RecFind 6 includes all the functionality required to capture, index, 'store' and access all forms of electronic documents regardless of format or location.

#### **Tacit**

Tacit knowledge is the last knowledge management frontier. The real challenge is how to get employees to enter 'what they know' in an orderly and structured fashion such that it can be searched and viewed by other employees.

RecFind 6 includes the functionality for employees to enter, index and store any amount of tacit knowledge on any record, entity or person.

# Where do you begin?

Beginning is always the hard part. Several things are required for any successful EDRMS installation and include:

# **Ownership**

EDRMS is an enterprise-wide application. How can you say you have an EDRMS (i.e., control of and access to all documents within your organization) if you only have it installed in one or two parts of your organization on a small percentage of your desktops?

But, an agreement to install an EDRMS enterprise-wide requires 'ownership' of the project at the highest level. A CIO or Director or VP has to say, "Let's do this!" This same senior executive then has to declare ownership and direct the project through to its conclusion.

Who is your EDRMS project owner?

# Leadership

The Executive owner won't have time to be the day to day leader of the project. This requires someone senior and knowledgeable and reporting directly to the Executive owner. This is a full-time position; don't kid yourself that an already busy executive or manager can handle this as well as his/her other duties.

## Who is your EDRMS project leader?

# **Change in culture**

Most people don't like change; they are nervous about the impact it may have on them. Most people do not like you knowing the contents of every letter they have received or sent or, even worse, every email they have received or sent.

The first and major change is to make everyone realize that everything 'at work' is the property of the enterprise, not the individual employee. I have attached a draft email policy as Appendix A as an example of how to begin to change this culture.

The second major change in culture is to train people to search and interrogate your enterprise information store before making decisions. This can be achieved through formal training courses, seminars, newsletters and examples.

The change in culture takes time and must be 'sold'. Explain to each and every employee what you are doing and why you are doing it and what the benefits are to the employee and the organization and its customers and its suppliers. Do not try to do it in secret and do not try to 'force' it onto your workforce; if you take this route your will certainly fail.

A culture change takes time and not every employee will be won over and not every employee will be cooperative. Be prepared for this; be happy with a 95% acceptance.

However, you can lessen the pain of this cultural change by making the actual implementation and operation of an EDRMS as non-intrusive and as easy and as painless as possible. A successful EDRMS implementation should bring significant productivity gains; not productivity losses. Employees are not stupid; if they find their normal work taking more time rather than less time after the EDRMS implementation you are in trouble. Similarly, if they are finding it harder to locate information after the EDRMS implementation then you are in double trouble. A successful EDRMS implementation should always increase the productivity of your employees and significantly lessen the time taken to find information.

#### **EDRMS Product set**

This is where Knowledgeone comes to the party. We can supply a complete product set enabling you to easily capture, manage and access all forms of documents; paper, electronic, image, email or whatever. See Appendix B for detailed information of our RecFind 6 Product Suite. The Knowledgeone EDRMS products are all part of a fully integrated set; they work co-operatively from the beginning, sharing a common relational database and there is no integration required. They just work.

# **Project Plan**

Without a plan you will never know when you are going wrong. Ergo, if you start without a plan you will inevitably fail. A plan isn't inviolate; it is supposed to change as you progress and learn and react to feedback from employees and customers and suppliers. But, without a plan there is nothing to change. We give you an outline of a project plan in Appendix C.

# **Consultancy**

You can't implement EDRMS without knowing:

- 1. How you currently work?
- 2. How you want to work?
- 3. What standards and procedures you currently have?
- 4. How those standards and procedures will need to change (e.g., email policy)?
- 5. What information you currently have (or think you have)?
- 6. What information you plan to have after the EDRMS rollout?
- 7. What you plan to 'convert' and how you plan to 'convert' existing information?
- 8. How many people need training and the types of training required?
- 9. What computer/server/network resources you will need?

You also need to ask each of the key stakeholders the following 3 'magic' questions:

- 1. What are you doing now (e.g., filing pink copies) that you think you should not be doing?
- 2. What aren't you doing now you think you should be doing? and
- 3. What are you doing now that you think could be done better?

All the above require someone (suitably qualified) working full time in a consultancy capacity to investigate, document, present and eventually, gain agreement on.

Knowledgeone has developed some standard consultancy modules, (pre-implementation, implementation, post implementation and conversion) to address most of the above needs. We can either supply one of our highly experienced consultants or we can train and 'coach' one of your internal consultants to carry out the required consultancy.

## Who is your consultant?

#### **Training**

Knowledgeone has developed a standard set of training courses for all your needs. As with consultancy, we can either run the courses for you or we can train up one or more of your people in a 'train-the-trainer' approach.

You will not be successful unless you train your staff; it is major part of changing the culture and of the internal selling process. Please remember, training is not a 'one-time' task, training is an ongoing requirement to cater to onboarding new staff and to introduce all staff to new and changed features in new versions of the RecFind 6 Product Suite. Please budget for training every year.

#### Who is your trainer?

# **Appendix A**

# **Sample E-mail Policy**

# Scope

This document details the e-mail policy for the XYZ Agency. It sets out guidelines for e-mail usage by all XYZ staff members. It clearly identifies those areas where common sense is required (e.g., personal e-mails in the case of a family emergency), as well as those areas where there is no leeway, (e.g., pornography).

# **Objectives**

To make all employees aware of XYZ's e-mail policy.

To ensure that XYZ's investment in computer hardware, software and services is used in the most productive manner to the greatest possible benefit of XYZ.

To ensure that all XYZ's business e-mails are preserved and shared as corporate knowledge.

#### Overview

XYZ's e-mail system is a corporate resource and is to be used for corporate business as a vehicle for business to business and business to customer transactions. It should be viewed in a similar manner to XYZ's telephone system in that personal usage should be kept to an absolute minimum. For example, if all exchange lines were in use for personal business, XYZ would not be able to function. The following policies are to ensure that XYZ's e-mail system is used almost exclusively for XYZ business. To this end, all e-mails sent or received by a XYZ employee are XYZ property. There is no concept in the XYZ e-mail system of 'personal' e-mails.

#### **Policies**

- a) All e-mails sent or received via the XYZ e-mail system are the property of XYZ.
- b) Employees should give their XYZ e-mail address to people and organizations that are business partners of XYZ.
- c) Employees should not give their XYZ e-mail address to friends and relatives who are personal associates of the employee, not business associates of XYZ.
- d) All employees must ensure that the latest update of XYZ's anti-virus software is running on their workstation or laptop. No attachment can be opened unless the latest version of XYZ's anti-virus software is installed and operational.
- e) No attachment should be opened or stored unless the employee can positively identify the sender.
- f) No personal e-mail should be sent or received unless there are extenuating circumstances such as a family emergency or crisis.
- g) No employee may send or distribute e-mail containing non-business related material such as jokes. This includes sound files, (e.g., WAV), movie files, (e.g., AVI) or any form of such material.
- h) No employee may send or distribute questionable e-mail containing expletives or pornography.
- i) No employee may send or distribute e-mail containing derogatory, inflammatory, insulting or libelous information about any other XYZ employee, customer, associate or any other person whatsoever.

- j) No XYZ employee may conduct any business (whether personal or professional) via XYZ's email system other than legitimate XYZ business.
- k) Any XYZ employee receiving questionable material (as described above in policies 7, 8, 9 and 10) should immediately forward all such material to XYZ's e-mail administrator for appropriate action and then delete all local copies.

# **Monitoring e-mails**

XYZ has installed the RecFind 6 GEM e-mail management system. This system has been designed to capture all incoming and outgoing e-mails and to trap and report all questionable e-mails. XYZ employees should be aware that all e-mails are being monitored to ensure XYZ employees are protected and that that XYZ's e-mail policy is being adhered to.

#### Consequences

XYZ employees found to be acting in contravention of the above policies will be warned by the appropriate manager and asked not to re-offend. Employees who continue to disregard the above policy will be formally warned three times and then may face dismissal if the offence is considered to be of a serious nature. Note that any offence associated with pornography (h) or insulting behavior (i) will be automatically classified as being of a serious nature.

# **Appendix B**

#### **Short PowerPoint**

#### The Components of RecFind 6

# **History - RecFind**

Knowledgeone delivered its first document management product in 1984. It was called DocFind and it was marketed by the Burroughs Corporation for its BTOS PC range. We delivered our first records management product, RecFind 1.0, also for the BTOS range, in 1986. In 1987 we delivered our first imaging product, ImageFind. In the time between 1984 and 1994 (when we produced our first Microsoft Windows version) we combined the features of DocFind and RecFind and ImageFind into the RecFind Product Suite and produced versions for DOS, the IBM AS/400, Novell, Microsoft networks and multiple versions of UNIX.

The first version of RecFind to include full records management and electronic document management, document imaging and workflow functionality was RecFind 3.2, first delivered in 1999. This was also the version when we introduced the RecFind-Button, then a revolutionary way to capture electronic documents from within the native application, e.g., Word, Excel, Outlook, etc.

Between 1999 and today, we have completely redesigned and rewritten the RecFind product suite multiple times changing the base technology each time. The current RecFind 6 Product Suite is built and maintained as a .NET product using Microsoft Visual Studio. We produce at least one new major version or revision each calendar year adding new and improved functionality and certifying against the latest operating systems and databases.

Since 1986, RecFind has been installed thousands of times all around the world.

# Knowledgeone's RecFind 6 Product Set

The following products are fully integrated and share the same relational database using Microsoft SQL Server as the DBMS. They provide complementary functions and have been designed by Knowledgeone to work together to provide a complete solution for EDRMS for any organization, addressing all needs. Apart from your relational databases product (SQL Server) and your normal office applications (e.g., Word, Excel and Outlook) you do not need anything else. These same Knowledgeone products also integrate seamlessly to your office products, (including Office365).

#### **RecFind 6**

RecFind 6 is an easy to use information management solution for small, medium and large organizations needing to retrieve and manage corporate information, manage physical records, electronic documents and emails and apply workflow to business processes. With a rich Windows (or browser) easy-to-use interface, it includes all the features you'll ever need for imaging and scanning (plus OCRing into an indexable PDF), capturing electronic, producing standard and customized reports, business process and workflow, retention schedules, importing and exporting, integration, barcode reading, offsite records storage support, automatic versioning, check-in and check-out, tracking, security and more.

RecFind 6 provides a single software solution that handles multiple applications 'out-of-the-box' and one which can also be extended by the customer or systems integrator at low cost (in most cases without programming) without impairing its ability to continue to receive product updates from K1Corp. That is, despite extensive customization it remains a 'standard' product.

Built on the latest 'smart-client' .NET technology and seamlessly integrated with your email client (e.g., Exchange, Gmail, Office365), MS Office, Office 365 and Adobe Professional, RecFind 6 is a robust system that gives your organization improved search capabilities and efficient day-to-day document processing.

#### With RecFind 6 you can:

- Quickly retrieve your corporate information and records
- Scan and capture documents into searchable PDF's
- Effortlessly produce customized reports
- Streamline day-to-day business processes and workflow
- Utilize comprehensive barcode reading support
- Easily implement retention schedules
- Take advantage of our cost effective concurrent user model, saving you up to four times the amount on named or seat licenses
- Configure multiple RecFind 6 applications to handle almost any business requirement including asset management, HR management, contract management, complaints management, etc.

RecFind 6 can be 'integrated' to any other application in a variety of ways - either through the use of Xchange, our standard integration engine, the RecFind 6 Button, the SharePoint Integration Module, the Mini-API (a way to 'image-enable' any other application and allow it to access the documents stored in RecFind 6) or the RecFind 6 SDK.

In summary, RecFind 6 allows you to:

- Store and manage all information within a single-repository
- Emulate the real world of paper on your computer create and track file folders, documents and boxes from creation to archive
- Register electronic documents in the RecFind database of any file type e.g., MS Word, MS Excel, MS PowerPoint, Adobe PDF, many Graphics formats, Windows sound files and many more
- Manage boxes and space centres with disposal/retention schedules
- Search for paper documents, images, electronic documents and emails within the RecFind 6 database. You can run a full text search on any attached document (e.g., Word, Excel, PowerPoint, MSG, etc.)
- Allocate, monitor and manage work through the RecFind workflow module.
- Manage all incoming and outgoing correspondence; create business triggers and alerting systems.
- Scan, store, print and redisplay images, including multi-paged scanned images.
- Dynamically add fields, screens and tables without programming.
- Provide "view only" access to some users, while providing other users with full access to the record.

- Enter a complete classification system in the form of Keywords, Descriptors, Related Terms, Narrower Terms, Broader Terms, Forbidden Terms, and Scope Notes etc.
- Log all transactions including views and Administrator transactions. RecFind offers a complete Audit Trail reporting program allowing reports to be generated on who did what and when.
- Customize the user interface to a highly personalized look and feel (system wide or user by user basis) with colours and sounds.
- Design custom reports and save these report formats for regular use through the integration of Active Reports.
- Print a wide range of label formats for files, boxes, locations and Action Officers using the inbuilt module or utilize third party colour label printing software.
- Enter relevant key information and data via a barcode reader. In addition, RecFind supports the use of a portable barcode reader to more effectively track files and documents.
- Manage corporate assets; manage a range of generic applications such as Supplier Contract
  Management, HR Management, Complaint Management, Marketing-Media Library
  Management, Volunteer Management, Sponsorship Management, Customer or Client
  Relationship Management, just to name few.

http://www.knowledgeonecorp.com/products/recfind 6.htm

# **RecFind 6 Web Client**

Whereas the standard RecFind 6 smart-client can run across your LAN, WAN, Intranet or the Internet it does require a Windows PC and the .NET Framework to be installed. For most customers this is not an issue as Windows is the standard workstation operating environment.

However, we also offer a web-client that is relatively operating system, browser and device independent. That is, it will run on platforms other than Windows (e.g., Apple or Linux), devices such as smart-phones and the iPad. This RecFind 6 web-client runs in a browser (e.g., IE, Chrome, Safari and Firefox) and does not require any software to be loaded or maintained on the workstation providing a zero-cost roll-out for IT executives.

The smart-client and web-client software can be mixed in any installation, with for example, head office staff using the Windows smart-client and remote or mobile staff using the browser-based web-client.

We have also designed the web-client using advanced tools like Ajax so that it 'looks-and-feels' almost the same as the smart-client. This was done so staff could move seamlessly from one client to the other without the need for retraining.

http://www.knowledgeonecorp.com/products/recfind 6 webclient.htm

# **RecFind 6 Button**

The RecFind-Button is a simple and easy-to-use electronic document capture tool.

The Button 'sits-on' your desktop and within your Microsoft Office applications such as Word, Outlook and Excel. It allows you to quickly and easily capture electronic documents, then store and index your documents into the RecFind 6 database.

The RecFind 6 Button allows you to either create document profiles (Metadata) or search for existing document profiles.

It also includes the ability to 'Check-In' and 'Check-Out' electronic documents.

And finally, it also allows you scan in and OCR paper documents saving them in RecFind 6 as searchable PDFs.

All RecFind 6 security measures still apply when using the RecFind-Button.

The RecFind-Button supports the following applications:

- Microsoft Word
- Microsoft Excel
- Microsoft PowerPoint
- Outlook
- Adobe Professional

http://www.knowledgeonecorp.com/products/recfind 6 button.htm

#### **GEM**

GEM is Knowledgeone Corporation's fully automatic, rules-driven, server-centric email Management System. GEM connects directly to your email server (e.g., Exchange, Gmail, Office36) and automatically captures, analyzes, classifies, stores and manages your corporate emails and attachments.

GEM is unique because it takes a copy of all emails (internal and external) at the server before the user sees them (meaning nothing is ever lost) and it is fully automatic and highly configurable (Rules-driven).

Any employee (subject to their security level) can easily search for and find any email stored in RecFind 6 using the powerful search module

Retention and Workflow can be automatically allocated to selected emails as soon as they are received.

GEM works with any IMAP compliant email server including Exchange, Office365 and Gmail.

In summary, GEM allows you to:

- Easily track, classify, store, and manage emails enterprise-wide
- Meet all email compliance standards fully automatically
- Manage your email, electronic and paper documents in one system
- Find any email, enterprise-wide, within seconds
- Secure emails in a single repository
- Shorten email server backups
- Perform full text searches not only on the text of the email but on the text of all attachments
- Capture inbound as well as outbound emails (Internal and External)

http://www.knowledgeonecorp.com/products/recfind 6 gem.htm

#### RecCapture

RecCapture is Knowledgeone Corporation's fully automatic, rules-driven, server-centric Electronic Document Management System.

RecCapture automatically captures, analyzes, indexes and versions every electronic document your staff create without involving additional work for the majority of your staff.

RecCapture includes both a sophisticated security system and a powerful search function that provides instant secure access to any stored document. It is also a system where no one has the ability to delete or modify key documents.

In summary, RecCapture allows you to:

- Automatically capture, analyze, index and version every electronic document your staff create enterprise-wide
- Meet all compliance standards fully automatically
- Continually monitors specific directories and sub directories of your shared drives for new and updated electronic documents
- Determine what to do with each and every electronic document you capture
- Secure electronic documents in a single repository
- Instantly access your corporate data from anywhere in the world via the RecFind 6 smartclient

http://www.knowledgeonecorp.com/products/recfind 6 reccapture.htm

## **HSSM**

The RecFind High Speed Scanning Module (HSSM) was designed to provide the easiest and fastest way to batch scan large numbers of paper documents and automatically index and store them in the RecFind 6 relational database.

The HSSM is made up of two modules:

- 1. DocScan is the product that drives the scanner, reads the barcode on the first page of multipage documents and then organizes the scanned pages into multipage TIFF files for processing by RecScan. DocScan v3.0 for Knowledgeone is a .NET application with significantly improved functionality and performance. DocScan can scan color documents and to merge and split scanned images. It can also OCR and convert to industry standard PDF and PDF/A formats. DocScan also includes a powerful forms processing module that makes it easy to capture data off scanned documents and then automatically update the required fields in the RecFind 6 database.
- 2. RecScan captures any document type and stores and indexes them within the RecFind 6 relational database. It is typically used to capture all the images created by DocScan but can capture any object created by any other system that is stored in your shared drives.

In summary, the HSSM allows you to:

- Handle high volumes of scanning with minimal operator intervention.
- Scan and store documents in the RecFind 6 relational database using DocScan and RecScan.
- Scan both color and monochrome documents multi-page documents.
- Merge and split scanned images.
- Scan existing directories of files (previously captured by some other system) and automatically capture, index and store all file types using RecScan.
- Assign security levels for attachments and newly created document profiles.

Capture data off scanned documents using its powerful forms processing capabilities.

http://www.knowledgeonecorp.com/products/recfind 6 hssm.htm

#### Mini API

The RecFind 6 Mini-API creates links from an existing application to any object stored within RecFind's document repository.

Any 'object' means any file folder profile, any document profile, any box profile and any electronic object or image stored in RecFind 6. It allows other applications to talk directly to RecFind 6 and request RecFind to expose (i.e., display for viewing in the browser window) any object in RecFind.

It is a way to 'image-enable' any other application using RecFind to capture and store all required electronic documents and images. It is also a way to access and view the Metadata of physical documents/containers such as paper, file folders and archive boxes where that Metadata is stored in RecFind.

The Mini API can also be used with RecFind 6 to add hyperlinks to emails generated by RecFind 6. The end user can then easily click on a hyperlink in a generated email and be taken directly to the stored object in RecFind (e.g., to perform a task for workflow).

http://www.knowledgeonecorp.com/products/recfind 6 miniapi.htm

# **SharePoint Integration**

The RecFind 6 SharePoint Integration Module makes it as easy and as fast as possible to integrate RecFind 6 to your SharePoint system. You create SharePoint searches for any object managed by RecFind 6 and you can easily transfer any SharePoint object to RecFind 6 to meet compliance needs.

http://www.knowledgeonecorp.com/products/recfind 6 sharepoint integration.htm

# **RecFind 6 API/SDK**

The RecFind 6 Software Development Kit (SDK) opens the door to new ways of RecFind 6 integration. It has an array of methods that allow you to perform such operations as adding, modifying, deleting records, uploading and downloading electronic documents, retrieving lists of records using searches, and more - all while conforming to RecFind 6's advanced security system.

With this functionality available, you will be able to:

- 1. Easily integrate with existing systems and pass data between them and RecFind 6.
- 2. Design third party applications to extend and support the standard functionality of RecFind 6 (CRM, BPM, Asset Management, HR, etc.).
- 3. Extend the functionality and/or user interface of RecFind 6.

Interacting with the SDK can be done using any modern language - .NET, java, C++, or even Apps for smart phones and tablets.

The API redefines the way you interact with RecFind 6 and gives you the potential to adapt it to your organization's ever-changing needs.

http://www.knowledgeonecorp.com/products/recfind 6 SDK.htm

# **RecFind 6 eDocArchiving Module**

RecFind 6 has been traditionally used to store large volumes of electronic documents, images and emails as well as Metadata. Whereas response times are relatively 'flat' regardless of the size of the database, some sites experience problems managing backups because of the sheer size of the database.

To resolve this issue, we created the EDocArchiving Module. It cleverly allows you to move bulk electronic documents to secondary storage but, still access them from the RecFind 6 client.

http://www.knowledgeonecorp.com/products/pdfs/RecFind%206%20eDoc%20Archiving%2011042017.pdf

# **Appendix C**

# **Outline of a Project Plan**

# The Pilot Approach

For any new venture into EDRMS we would normally recommend that you select a 'needy' area (one that is hurting and would really benefit from an EDRMS) and use it as the pilot. I would also select an area that 'wants' to be a pilot, please do not try to 'impose' a pilot on an unwilling (and therefore uncooperative) population.

The idea is to bite off a manageable chunk and refine your practices and procedures before going enterprise wide. You will also use this time to determine how best to configure the various Knowledgeone products to best meet your unique requirements.

# Major components of the project plan

The following is not meant to be an exhaustive list, it is meant to be indicative of the major parts of any EDRMS project plan; use it as a top level check-list.

#### Management approval

If you don't have the approval and 'imprimatur' of senior management, you are wasting your time and money.

## Selection of pilot area

Find an area that is both needy and willing and one which can demonstrate immediate benefits of an EDRMS system.

#### Selection of the project team

The optimum team should be the team leader, a representative of the vendor (Knowledgeone or the systems integrator or Knowledgeone dealer), the IT manger or his designate and a representative from the user area selected for the pilot. The larger the project team, the lower your chances of success so keep it tight.

# Kick off meeting

This is where the project team first meets and sets objectives, dates and responsibilities. This is where you begin to define all deliverables from all parties. This is where you sign off on version 1.0 of the project plan.

#### **Pre-implementation consultancy**

This is where you use your consultant to find out exactly what you have and what you need to do to achieve your objectives.

#### **Presentation and recommendations**

The consultant prepares a structured report and presents this to the project team and the Executive owner. The report and recommendations are discussed and decisions made.

#### **Capture and Conversion consultancy**

This can start at any time after the pre-implementation report and recommendations are discussed and decisions made.

You need to list, fully investigate and document any data that needs to be captured and converted to RecFind 6.

Typically, you will be looking at electronic documents in your shared drives and indexes of physical documents, e.g., file folders and archive boxes plus other objects such as maps, photos, plans and digital assets.

You may also be looking at business classifications systems, retention schedules various policies and procedures as well as business processes that need to be re-implemented in your new EDRMS.

#### **Conversion specification**

Your IT staff or Knowledgeone or the systems integrator will take the output from the conversion consultancy and produce a conversion functional specification. Unless there is complex data manipulation involved it should be possible to capture and convert using the RecFind 6 high-level tools, the DRM and Xchange without writing any code.

#### Approval of conversion specification

Your IT and senior application staff review and approve the capture and conversion specifications. Note that all conversions are an iterative process. Always assume that there will several iterations of a conversion specification and several 'test and view' runs of a conversion before the end users are totally satisfied.

#### Training of key staff

The next phase requires that your key staff are fully conversant with the capabilities of the various RecFind 6 products. This is required because the next phase is where you determine how best to configure and extend RecFind 6 to suit your specific needs. Your key staff can't participate or contribute without prior product training.

#### Implementation consultancy

Using the output from the pre-implementation consultancy, your consultant now works with your key staff to determine how best to configure and extend RecFind to meet your needs. This involves using an installed 'test & train' copy of the software (provided free to every RecFind 6 customer) to test and pilot configurations with your data and options until the best set can be determined.

#### Presentation and review

The consultant once again prepares a report and presents to the project team and the Executive owner. The recommendations are discussed and decisions made on how best to configure and extend the RecFind products.

#### Determine hardware and system software requirements

The project team works with the IT manager and Knowledgeone (or the systems integrator or Knowledgeone dealer) to determine all hardware and systems and database software needs. Orders are placed for any required components.

#### **Develop training program**

The project team can now determine the training needs of all staff and build a training schedule around both standard and non-standard Knowledgeone courses.

#### Test converted data

A test run of the data conversion and capture processes is done with a sample set of data and the project team reviews the outcome. This process continues until everyone is satisfied.

#### Install and test RecFind components

All RecFind components are installed, configured, extended and tested.

#### Run and test 'live' conversion

A date is set for the 'go live' time and the existing 'old' data is captured and processed by the conversion program/process. The converted data is validated and signed off.

#### Train all end-user staff

#### Go live

Our now fully trained users come up Monday morning and begin using the system.

# Review

You should probably meet daily for the first week and then weekly for the next three weeks and then again in three month's time to review progress and to see how well you have done in meeting your objectives.