



ECM+ Maturity Model

Defining the corporate benchmark against best practices

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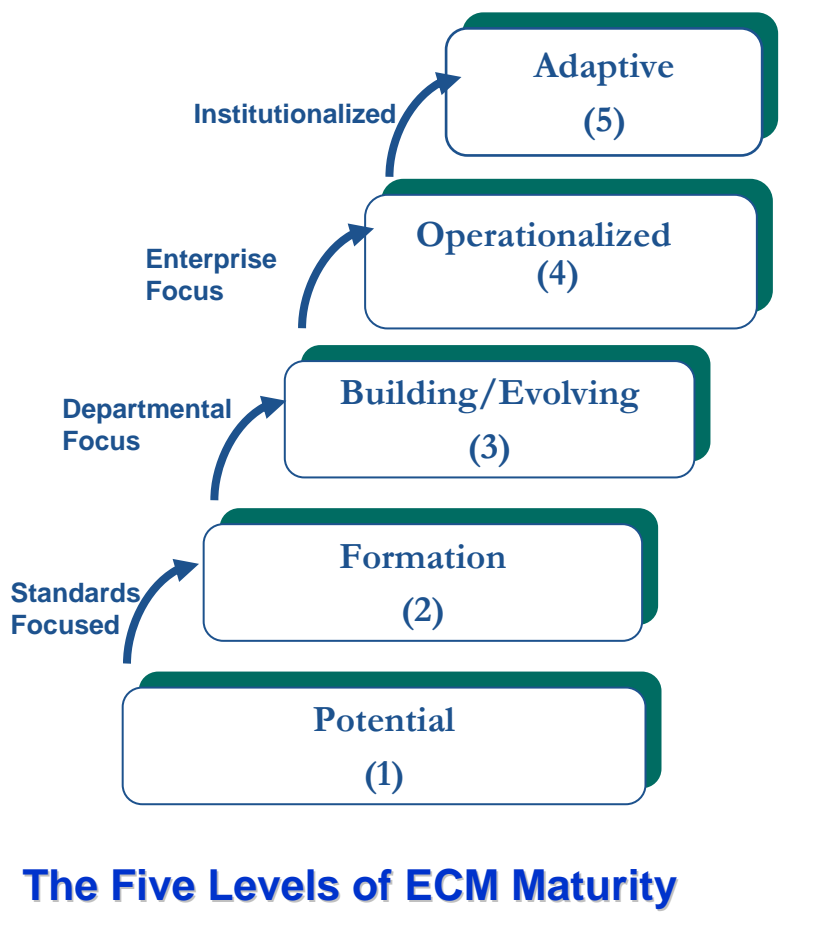


Purpose

- Level setting of ECM knowledge for project teams
 - Aligns goals and objectives and expectations
 - Improves the educational process by logically linking core components together and highlighting key interactions
 - Creates a common understanding of components
- Establish a corporate baseline for ECM and related initiatives
 - Decreases time needed for discovery and assessment of current and future wants and needs
- Prioritize goals based on known criteria and established business objectives
 - Creates an understanding of how ECM+ impacts and is impacted by other corporate initiatives



This ECM+ maturity model provides a roadmap for all aspects of ECM deployment and is designed to provide companies with tactical initiatives needed to develop enterprise capable systems. Each component of ECM+ is listed with its own maturity model within the framework.



Adaptive

With the foundation established, analysis and improvement take hold. Corporate awareness and education provide the basis for continued improvement and expanded deployment. ECM, as a foundation, provides strong compliance and financial returns based on constantly improving processes.

Operationalized

ECM begins to become institutionalized. No longer a departmental initiative, the company begins to benefit from information management.

Building/ Evolving

Departments begin to realize the benefits of the various components of ECM. Improvements based on single applications such as automating forms or key processes.

Formation

Building the foundation for the technology. Standards are developed for content policies and procedures. Compliance is often a driving factor.

Potential

Inefficiencies are commonplace and risk to the company quite high. Information is stored on corporate PCs and share drives with no information lifecycle. Duplicate information is everywhere and no change management policies exist.



Core ECM+ Components

- Document and Image Management (EDMS/CMS)
- Business Process Management (BPM)
- Records Information Management (RIM/RM)
- Electronic Forms Management (eForms)
- Web Content Management (WCM)
- Portals



Document & Image Management

Use of share drives for storing content on the network. Little to no enterprise awareness or planning. Most content on personal PCs or in company file cabinets and offices.

Standards for document management systems now in place replacing share drives. Interfaces specific to departments with no commonality. No enterprise adoption. Information still in silos at the departmental level.

Document management deployed throughout the enterprise (common architecture). Corporate governance for documents in place with standards / policies related to content easily available and understood by users. Common portal for access to each departments information resources.

Potential

Formation

Building/Evolving

Operationalized

Adaptive

Disparate and unconnected departmental document management systems. Content is in silos with no common framework for searching across departments. No corporate standards related to content location, naming conventions or formats

Migration of disparate systems to a common document management platform or framework. Standards exist for classification and all departments have access to content via document management product interface. ECM technology comes into play.



Business Process Management

Business processes are manual with some processes documented via policies and procedures at a departmental level. No formal standards for how they are created or maintained.

Application specific process automation. Processes are well documented using enforced corporate standards. Audit programs in place to track compliance. BPM may be in use departments using applications that do not have process automation capabilities.

BPM corporate standards are in place. BPM is a key infrastructure component and business process analysis becomes standard procedure. BPM spans all process types (Content, data, personnel)

Potential

Formation

Building/Evolving

Operationalized

Adaptive

Core business processes and procedures are documented at a departmental level. Processes are audited and verified. Minimal process automation at the application level.

Process automation expands from application level to departmental level. BPM standards emerge with common tools and frameworks in place for process automation tasks. BPM becomes a corporate initiative.



Records Information Management

Departmental control of physical documents with policies and procedures defined by each department. Most records stored in file cabinets and file rooms.

Standard Record Retention Schedule is developed for all corporate record types and departments. Departments "own" content while Records Department is "custodian". Written procedures in place for managing record lifecycle.

Records program is institutional. Each department assumes responsibility for records and audits are standard procedure to ensure compliance. Automated RIM procedures in place and a single application manages both electronic and physical records.

Potential

Formation

Building/Evolving

Operationalized

Adaptive

Records Management function created. Policies and procedures related to physical records retention (disposition / lifecycle) are established. Organizational standards are set and legal review established.

Records Governance model in place. Each department establishes records policies including security and duration. Legal involved for compliance. One common Records Retention Schedule for the company. RM application implemented to manage both electronic and physical records.



Electronic Forms

Paper forms used in the organization with manual routing as needed.

Automated Forms Processing of paper based forms via Intelligent Character Recognition (ICR) or Optical Character Recognition (OCR). HTML forms available via portal.

eForms fully automated with BPM and integrated with electronic signature. eForms used for non-traditional uses such as Knowledge Management. All corporate forms available via corporate portal. Information from forms fully integrated to other applications.

Potential

Formation

Building/Evolving

Operationalized

Adaptive

Paper based forms used with manual routing. Some HTML forms may exist on intranet or via partner sites.

Electronic forms implemented to replace paper based forms where possible. Automated routing of forms using BPM. Forms designed around standard vocabulary/classification to ensure data integrity.



Web Content Management

HTML Development - no management tools. All Web sites managed by requests to webmaster. Web pages are static. Web pages not handled as content or records.

Standardized Web site development tools in place. Web pages are now dynamic* and require little effort to change by Web master. IT creates standards templates.

Portal fully under WCM control and fully integrated with the ECM engine. Standard templates in place for publishing content dynamically by all applicable departments.

Potential

Formation

Building/Evolving

Operationalized

Adaptive

HTML/XML tools in use to help with the creation of websites. Information still static but modifications and design changes are handled more efficiently. No record policy for Web content. Owned by IT.

Content is stored as records and information published on the Web is stored/maintained securely in the content engine. Departments now own and modify their own Web content.

* Dynamic: Web content that changes to reflect modifications to the content that comprises the page



Web Portal

External Web site only with static web content.

Ad-hoc Web pages versus utilizing standardized Web development tools. Common look and feel for Web pages at departmental level, but no standards for consistent layout and feel at enterprise level.

Portal developed and managed using standard WCM tools. Content is dynamic and managed via templates at departmental level. Common look and feel that reflects corporate taxonomy. Full interaction with internal and external customers. Taxonomy and search are fully integrated for advanced information access.

Potential

Formation

Building/Evolving

Operationalized

Adaptive

Intranet deployed with some departmental portals in place. Content is static and no common framework exists. No search capability.

Corporate portal using common Web development tools and enterprise standards. Content is dynamic and may be updated at departmental level. Interactive content such as eForms now integrated. Rudimentary Intranet search capabilities in place. Taxonomy used for managing content and information browsing.



Enterprise Focus

- Classification / Taxonomy
- Enterprise Search
- Governance, it's not just for IT...



Taxonomy / Classification

Organic taxonomies such as folder structures on PCs and share drives. No focus commonality.

Disparate departmental taxonomies as well as content classification schemes related to document management systems. No common interface or language outside of the department.

Taxonomy drives enterprise information access capabilities. Portal uses taxonomic structure for information organization and control. Common search across all content platforms using taxonomy. Some advanced specialized taxonomies in use for specific knowledge applications.

Potential

Formation

Building/Evolving

Operationalized

Adaptive

Directory structures standardized via departmental share drives. No common framework for content organization.

Taxonomy tool standardized. Taxonomic framework created and documented. Single taxonomy is used for classifying content in document management systems. Related taxonomies share common framework.



Enterprise Search

Users search external sources using Web search engines. Microsoft "Find" within files. Database queries for specific applications.

Potential

Addition of portal search on Intranet to allow rudimentary search capabilities. Separate search engines for ECM and other repositories. No common search vocabulary or organizational approach.

Building/Evolving

Use of enterprise search engine fully integrated into portal. Common single taxonomy and federated search capabilities of all repositories returning single combined and organized result set. Ability of search engine to traverse secure content engines.

Adaptive

Separate search capability required for each content store. No aggregation of results.

Formation

Common search and taxonomy for the enterprise available via the corporate portal. Results of each search still not aggregated. Limited search of information maintained in databases.

Operationalized



Content Governance

No documented policies or procedures for creating and managing the content lifecycle. Document creator determines access and usage.

Standard templates in use for creation of policies and procedures. Departmental responsibilities created related to content creation and management. Regulatory compliance becomes an enterprise level consideration.

Governance organization expands across departments and includes enforcement / accountability standards at the departmental level. All policies and procedures are published and available via corporate portal.

Potential

Formation

Building/Evolving

Operationalized

Adaptive

Departmental policies and procedures focused on security and management of change. Documented at a departmental level.

Corporate governance organization created to develop and review standards related to content lifecycle. Oversight of key groups including legal incorporated to ensure compliance to laws and standards.



For more information

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