



# The Office of CIO: Starting with the End in Mind – A Plan for Enterprise Deployment

## At a Glance

### Organization

Government of Newfoundland  
Labrador – Office of Chief  
Information Officer.

### OCIO Mission

A professional IT and IM capability  
aligned to support the business  
of government and citizens of  
Newfoundland and Labrador.

### Solution

Document the business rules and  
create strategic initiatives and  
policies to implement enterprise  
deployment of TRIM Context.

### Results

Creation of the Model Office and  
core TRIM configuration along with  
building the enterprise architecture  
will enable them to expedite  
TRIM deployments across  
the enterprise.

## Background

The implementation of TRIM Context in the the Office of the CIO (OCIO) of the Government of Newfoundland and Labrador (GNL) is a testament to the power of vision, strategic planning and leadership. As the agency with responsibility for IM standards, policy and leadership for all of GNL, the OCIO knew it needed to lead by example. This project began with the development of business rules and strategies for managing information within the OCIO. Planning was strategically executed with the goal of enterprise deployment of TRIM Context in mind. A core configuration was developed as the basis for future TRIM deployments and the technical architecture was designed for the enterprise.

Prior to the implementation of TRIM Context, the management of information within the OCIO was characterized by the duplication of documents on desktops, file shares and in email. Access to and the sharing of information was compromised by the lack of a central repository. Manual record keeping was the norm and a significant amount of paper was created and retained.

The OCIO recognized that their ability to comply with mandated legislation was impacted by the lack of a cohesive ECM solution. Legislative requirements included the Management of Information Act, Access to Information and Protection of Privacy Act and the Rooms Act. The collection of disparate information was time consuming and costly.

Email management was difficult to enforce and the duplication of emails was consuming a large proportion of available storage space. Typical end users were unaware of the business rules defining good

email management practices. Information collected in various lines of business within the OCIO was not centrally stored and access to information was, at times, difficult and inefficient. This project has enabled best practices for records management to be highlighted and reinforced with training.

## Solution

The TRIM Context configuration implemented in this project addressed the information management needs of the core lines of business in the OCIO: Information Management, Infrastructure Services, Application Management and Policy and Planning.

A classification plan was developed to meet the needs of the OCIO that can be modified to meet additional business needs of other departments as the rollout of TRIM progresses across GNL. The ECM solution included a classification plan that accommodated project management, procurement, correspondence and email management. This implementation was focused on meeting the need to manage all electronic information while promoting efficiency through accessibility.



## Project Management

The OCIO has a strong Project Management focus and a classification plan was implemented to enable project teams to access pertinent project related information. The version control capabilities inherent in TRIM Context allows for consistency of information sharing across team members. The provision of a centralized repository for project documents was one of the critical business requirements that was met by the implementation of this solution.

## Correspondence and Email Management

Email Management guidelines and principles were developed and end users received training in managing emails and were informed of their personal responsibility for cataloguing and maintaining public records. The integration capabilities of TRIM Context with Microsoft Outlook were utilized to support the defined business rules around email management. Duplication of documents via email was addressed through the use of the TRIM Context reference which enables documents to be centrally located and easily referenced in email communications.

## Procurement

TRIM Context will provide the mechanism for tracking invoices, Requests for Proposals and contractual resource information. Resources across the OCIO will benefit from having these critical documents centralized, managed and easily accessible to promote efficiency in the complex procurement model.

**“The ease of configuration offered by TRIM Context made meeting the needs of the OCIO an uncomplicated project. It also means that as new areas are deployed across GNL their unique needs will be able to be readily met. TRIM is proving to be a very powerful tool for us.”**

*Shelley Smith, Director of Information Management.*

## Support for IM Services Centre Initiative

The OCIO is in the process of creating a Information Management Services Centre (IMSC) to provide oversight for centralized management of correspondence and other information in the OCIO. The IMSC development is occurring in conjunction with a physical move of Information Management resources to a centralized location. The establishment of TRIM, with its complete information management focus, supports this initiative. A centralized team of IM staff will utilize TRIM to ensure that information is accessible as required.

This implementation of TRIM within the OCIO has provided the methodological approach that will be followed in order to deploy TRIM to all 5500 employees of the Government of Newfoundland and Labrador. The framework established through this project will be repeatable across all 16 government departments.

## The Centre of Excellence Model in Action

In support of the TRIM Enterprise license agreement with the GNL, TOWER Software officially opened a Centre of Excellence in St. John's, NL in July 2006. TOWER Software made a commitment to the GNL by creating the Centre of Excellence to support and guide their TRIM Context deployment team by providing a conduit for TOWER subject matter experts to address their unique needs.

The mandate of the TOWER Software CoE is to assist clients with the implementation of TRIM Context across the GNL through the addition of skilled resources to provide on-site support. The CoE provides a more direct line of communication between the client and TOWER and allows for the transfer of best practices, implementation tools and templates to both clients and local partners.

The establishment of the TOWER Center Of Excellence fosters growth of partners and generates employment opportunities in the clients' location. Symbiotic knowledge growth is promoted through having a number of TRIM implementation resources working in close proximity to each other. The CoE assists in the rapid transfer of skills to local TOWER partner Prima Computer Solutions as well as to client staff.

The CoE in Newfoundland and Labrador is staffed by a Project Manager, Business Analyst and 2 Helpdesk Resources. The CoE provides business analysis, project management services and technical support and

facilitates the provision of expert services in training, systems integration and data migration. The CoE also provides TOWER with a base for French bilingual helpdesk support.

The TOWER Centre of Excellence has worked closely with GNL resources to plan, design and execute the deployment of the TRIM Context Model Office within the OCIO. The Centre of Excellence will continue to work closely with GNL to support the deployment of TRIM Context to the 5500 users across the GNL.

## Benefits

- The OCIO is building a well managed knowledge repository.
- Employees are better able to manage email and have been trained in the legal framework for retaining and deleting email.
- IT resources are better utilized as less extraneous email is being retained.
- A standard classification plan was implemented to manage all information, including email.
- The lessons learned in the OCIO will be utilized in the plan to roll TRIM out to other government departments.
- Well defined business rules and processes were defined for the OCIO, making it more efficient and thereby improving client service. These rules were established first and TRIM was configured to support these rules.
- Timely and efficient access to information was facilitated.
- Increased sharing of and access to information by staff in the OCIO.
- Reduction in duplication of documents resulting in more efficient use of storage capacity.

## Return on Investment

The implementation of TRIM Context within the OCIO also constitutes the beginning stage of the Enterprise deployment. GNL has invested in the design and purchase of the Enterprise Architecture as well as the design of the core configuration. The decision making process throughout this project has been enterprise focused from the beginning. True return on investment will become evident as the rollout of TRIM occurs across the Enterprise. Anticipated savings include tangible costs associated with the following;

- Decreased storage space for email through the use of TRIM references.
- Decreased storage space due to reduced duplication of records.
- Decreased maintenance costs for the technical architecture.
- Reduced printing costs.
- Human resource savings as information is more easily accessible.
- Reduced duplication of effort for managing information.
- Time savings in locating information.

Less tangible but critical ROI factors include:

- Increased compliance with legislation.
- Allowing GNL to respond to requests for information in a more timely and efficient manner.
- Promotes the ability of GNL to support the business of the citizens of Newfoundland and Labrador.
- As the Enterprise deployment of TRIM continues, the local IT community will be involved in supporting this technology at GNL.

## The Future

This solution has set the stage for the Enterprise deployment of TRIM across the Government of Newfoundland and Labrador. The OCIO intends to deploy this core ECM solution on the desktops of every individual employee

in the province. This solution has provided support for the business rules pertaining to the management of records as defined by the Information Management Division of the OCIO. TRIM Context will give the employees of the Government of Newfoundland and Labrador the tools they need to follow the mandated best practices for information management.

This solution has enabled the OCIO to comply with legislative requirements, enforce email management guidelines and support the processes and best practices around the collection and retention of information.

The 200 employees of the OCIO will see immediate results from this implementation. The remaining 5300 employees in 16 departments will also reap the benefits of the framework created through this implementation.

The success of this project has wide reaching impacts on the local IT community as it provides the basis for the Enterprise deployment of TRIM Context. Prima Computer Solutions Inc and a local training partner will provide resources to support TRIM at GNL.

## Keys to Success

- Executive Sponsors at the highest level were involved in major decision making regarding the project pilot and were the first users of TRIM Context.
- OCIO structure, with all IT staff under central management.
- Business rules development and policies came first, then the TRIM system was configured to support it.