EDMS Project – Stage 1
Business Plan

Corporate Information Support Branch
DEPARTMENT OF TREASURY AND FINANCE

Version 0.F (16 May 2005)
TRIM Reference Number: 08/21227

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Acknowledgements

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Julie Jones, Lynne Valentine, Robert Cockerell, Marita Holding

This document has been derived from a template prepared by the Department of Premier and Cabinet and the Department of Treasury and Finance, Tasmania. The structure is based on a number of methodologies as described in the Tasmanian Government Project Management Guidelines.

For further details, refer to http://www.projectmanagement.tas.gov.au.

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</table>
1. OVERVIEW, OBJECTIVES AND SCOPE

1.1 Title:  
Electronic Document Management System (EDMS)

1.2 Objective:  
The aim of the project is to implement an EDMS within the Department of Treasury and Finance. The EDMS will replace the existing Records Management System (RecFind) and provide an effective tool for the management of emails and other unstructured information (for example, Word and Excel documents) across the Agency.

1.3 Scope:  
The project covers the replacement of the RecFind Records Management System and the electronic capture and management of email. Stage 1 will determine the capture of other forms of unstructured data i.e. MS Office Word documents and Excel spreadsheets.

Stage 1 of the project is limited to the Business Needs Analysis, Policy Development, Product Selection, Prototyping and Testing.

Stage 1 will be followed by two further stages:
- Stage 2: Migration of RecFind into the new system and EDMS software pilot; and
- Stage 3: Complete Agency-wide EDMS rollout.

It is important to note that Stages 2 and 3 are totally dependent on the outcomes of Stage 1. With particular reference to the:
- process of product selection; and
- business decision on how other MS Office documents will be captured and at what stage of the project this will be implemented.
1.4 Reason: As outlined in the Information Management Strategic Plan (July 2004) a review of the Department’s information management issues nominated the management of unstructured information as a high priority area. Unstructured information includes hard copy records, information in our email system (Lotus Notes) and information stored on our servers, for example; word documents on our shared drives. The EDMS project will see the implementation of a new [single] system to replace RecFind (the Department’s current tool for managing hard copy information) and manage unstructured data.

The replacement of RecFind at Treasury is seen as a mandatory and urgent part of the EDMS project as:

- Systems support for the Department’s Record Management System (RecFind) has declined to an unacceptable level due to the vendor’s loss of market share in Tasmania. Both DPIWE and DoE have experienced similar problems with exceptionally poor systems support.

- RecFind is a critical infrastructure system, potential system failure places the Department in a high level of risk.

1.5 Priority: Critical

1.6 Project size: Large

1.7 Project Outputs

EDMS Product Selection

Agency wide implementation of a new EDMS software application.

Replacement of RecFind.

Completion and implementation of a new corporate Business Classification Scheme.

Change management, communication and education/training plans to assist in the product implementation and improving the Department’s Information Management culture.
Stage 1 Outputs:

Scope for the EDMS implementation i.e. capture of email only and/or inclusion of MS Office documents

Business Needs Analysis complete

Tender and product selection processes complete

Policy Development complete

Initial Software Purchase

Completion of system design, configuration and acceptance testing

Note: the scoping of the EDMS implementation, the results of the tender process and the policy stage will have a direct bearing on the scope of Stages 2 and 3.

1.8 How will the success of the project be measured:

The success of Stage 1 of the project will be measured by:

1. The creation of both a business and a functional requirements document.

2. Completion of the product selection and product prototyping phases.

3. Initial Policy Development

4. Approval of the Steering Committee to continue to Stages 2 and 3.

The success of the full project will be measured by:

1. Ease of use of the selected product,

2. Agency-wide implementation of the EDMS, and

3. Agency-wide use of the EDMS.

2. GOVERNANCE

2.1 Corporate Management Group (CMG) and Executive

The CMG & Executive are responsible for policy and resourcing decisions.

2.2 Steering Committee:

Information and Communications Steering Committee
2.3 Project Sponsor: Director, Corporate Support Division

The Project Sponsor has ultimate accountability and responsibility for the project.

2.4 Project Reference Group: Director, Corporate Support Division

Director, Information Systems Branch

Assistant Director, Corporate Information Support Branch

Senior Information Officer, Corporate Information Support Branch

Information Management Supervisor, Corporate Information Support Branch

Stage 1 Business Needs Analysis Reference Group: Comprised of at least one staff member from each branch within Treasury.

2.5 Project Manager: Project Manager, Corporate Information Support Branch.

The Project Manager is contracted by the Steering Committee to deliver the defined project outputs.

3. STAKEHOLDERS AND RELATED PROJECTS

3.1 Key Stakeholders: Information and Communications Steering Committee

Corporate Management Group

Information Systems Branch

Corporate Information Support Branch

Treasury staff


Rollout of the new version of Microsoft Windows.

Additional projects will be identified as a result of the EDMS Project.

4. RISK MANAGEMENT

4.1 Major Risks: The major risks to the success of the project are as follows:

1. As this is a long term staged project, maintaining ongoing commitment and support by internal and external stakeholders.
2. The product could be seen as an imposition and keeping user focus and support might be difficult.

3. Failure to conduct an effective change management and training program.

4. Not achieving an improved information management culture.

5. Insufficient or loss of funding.

6. Project size – need to involve entire Agency.

7. Project team staffing – inability to provide skilled resources.

8. The ability of EDMS products to work within the Treasury IT environment, particularly with regards to Novell & Lotus Notes

4.2 Minimising the Risks: Steps to be undertaken to minimise these major risks to the success of the project:

1. Development of a full risk register.

2. Regular reporting of progress to the Steering Committee (ICSC) and the Corporate Management Group (CMG).

3. Appropriate and comprehensive communication strategies to ensure that all stakeholders are fully informed and engaged early (in relation to the benefits of information management) and ongoing throughout the implementation (to manage expectations and maintain interest levels).

4. The establishment of user/reference groups with representatives from various branches that can provide input/advice during evaluation and development of the project. Helping to provide confirmation of the product ‘fit’ in line with the Department’s business needs.

5. The conduct of an effective change management and training program with regular briefings and training etc.

6. The provision of skilled resources to drive and support the project.

7. The willingness of senior management to commit time and be visibly supportive of the project.
8. Robust product selection processes, including comprehensive product testing within Treasury’s IT environment.

9. Scope and develop the IT infrastructure specifications so that the selected product will operate seamlessly in our environment and effectively for the end-users.

10. Comprehensive product prototyping, including; supplier competency, supplier ability to provide comprehensive support, and the use of tried and proven core products.

11. Establishment of a close working relationship between the project team, CIS and ISB to ensure comprehensive information sharing, gathering and advice.

12. Staged implementation – avoidance of the ‘big bang’ approach, helping to gain ‘user confidence’, prove the application and overcome teething problems.
5. BUDGET

5.1 Estimated Expenditure

Stage 1:

* Note: all costs to be confirmed (particularly software costs) at the end of the tender process.

CSO 2:

Change Management and Training Officer:

Training

Tender Costs

Consulting

Software:

Hardware:

Annual Maintenance:

Stage 2

CSO2:

Change Management and Training Officer:

Consulting:

Stage 3

Software

Annual Maintenance

Consulting
6. PROJECT ACTIVITIES AND MILESTONES FOR STAGE 1:

<table>
<thead>
<tr>
<th>Id</th>
<th>Description</th>
<th>Who</th>
<th>Scheduled Start</th>
<th>Scheduled Finish</th>
<th>Predecessor (^1)</th>
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<tbody>
<tr>
<td>1.</td>
<td>Formal commencement of project: submission of draft Project Business Plan to ICSC</td>
<td>Project Manager</td>
<td>Feb 05</td>
<td>April 2005</td>
<td>-</td>
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<tr>
<td>2.</td>
<td>Research local, interstate and international Information Management products and implementation strategies and processes.</td>
<td>Project Manager</td>
<td>Nov 04</td>
<td>Jun 05</td>
<td>-</td>
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<td>3.</td>
<td>Reference Group Workshops (Business Needs Analysis)</td>
<td>Project Manager &amp; Reference Group</td>
<td>Feb 05</td>
<td>Mar 05</td>
<td></td>
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<td>4.</td>
<td>Tender Development and Release</td>
<td>Project Manager, Tender Review Committee, ICSC</td>
<td>May 05</td>
<td>Jul 05</td>
<td>3</td>
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<td>5.</td>
<td>Product selection and associated report to the ICSC &amp; Tender Review Committee</td>
<td>Project Manager, Tender Review Committee, ICSC</td>
<td>Aug 05</td>
<td>Aug 05</td>
<td>4</td>
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<td>6.</td>
<td>CSO 2 Recruitment</td>
<td>Project Manager, AD-CIS</td>
<td>May 05</td>
<td>Jun 05</td>
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<td>7.</td>
<td>Senior Change Management and Training Officer Recruitment</td>
<td>Project Manager, AD-CIS</td>
<td>May 05</td>
<td>Jun 05</td>
<td></td>
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<tr>
<td>8.</td>
<td>Test environment creation</td>
<td>Project Team</td>
<td>Sep 05</td>
<td>Sep 05</td>
<td>5</td>
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<tr>
<td>9.</td>
<td>Policy Development</td>
<td>Project Manager &amp; Reference Group</td>
<td>Sep 05</td>
<td>Nov 05</td>
<td>5</td>
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\(^1\) The activities appearing in the predecessor column must be completed before the activity described can begin.
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<tr>
<th>Id</th>
<th>Description</th>
<th>Who</th>
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<th>Scheduled Finish</th>
<th>Predecessor</th>
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<tr>
<td>10.</td>
<td>Review Policy</td>
<td>Project Manager, Reference Group, ICSC and CMG</td>
<td>Dec 05</td>
<td>Feb 06</td>
<td>9</td>
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<td>11.</td>
<td>System Configuration and Acceptance Testing (in line with the Department’s Policy/Business Requirements)</td>
<td>Project Team</td>
<td>Dec 05</td>
<td>Feb 06</td>
<td>5 &amp; 9</td>
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</table>

**STAGE 2**
Replacement of RecFind and pilot in two branches.

**STAGE 3**
Agency-wide EDMS Rollout.

**7. RECOMMENDATION**

It is recommended that the Information and Communications Steering Committee provide the authority to complete the activities as per this Project Plan.

**8. ENDORSEMENT**

**Prepared:**

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**Responsible Officer:**

Project Manager             Assistant Director

Date: _____ / _____ / _____  Date: _____ / _____ / _____

**Accepted:**

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**Project Sponsor:**

Director, Corporate Support Division
On behalf of the Information and Communications Steering Committee

Date: _____ / _____ / _____