

Holistic Information Management

Enterprise Information
Management Program

City of Minneapolis

- Introductions ...
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- What we'll cover:
 - Background on the EIM program
 - Our Conceptual Approach
 - Next Steps

Background

- EIM Policy Adopted in 2003
 - Addressing lack of enterprise governance over information management – especially electronic information management
 - Addressing gaps & redundancies in functional roles for managing information
 - Records Management
 - Data Practices Administration
 - Document / Data (Content) Management
 - Information Security Management
- A kitchen sink of IM objectives and mandates
 - First revision underway

First Four Years ...

- All departments have scheduled projects to develop departmental retention schedules
- Policy expressly said that IM requirements must be assessed and implemented into all new information system initiatives; two such experiences under our belt.
- City Coordinator made EIM one of four “enterprise initiatives” singled out for special business planning attention

Attorney Case Management System

- Updated retention schedule developed for the department
- Electronic records-management acquired
- Enterprise taxonomy / metadata development project funded
 - Mixed success

Truth in Sale of Housing

- First automated record capture implementation
- Tested the 'open architecture' capabilities of our CM/ERM system
- Will be first content to go through destruction and reporting cycle in ERM

Lessons Learned

- EIM tactics a 'hard sell' in the organization
 - Must do a better job of focusing on business value rather than just risk mitigation
- Policy makers are not on the 'same page' in their understanding of the goals and objectives
 - Blame the kitchen sink 😊
- Program managers not yet on 'same page' in our understanding of goals and objectives
 - But we're close ...

Our Conceptual Approach

- Agnostic Best Practices
- Holistic Methodologies
- Value Oriented
- Business-Process Centric

Agnostic Best Practices

- “Unlearning” individual professional assumptions
 - Many sources standards and best practices
 - Professional communities (RM, ECM, KM, Classification Science, Information Security)
 - Organizational methodologies (Enterprise Architecture, Data Quality Movement, Semantic Web)
 - Tech / Vendor-Driven (ISO, IEEE, etc.)
- ... to identify core set of practices that applies to THIS organization and circumstances

Holistic Methodologies

- Recognize how collective IM goals overlap:
 - Integrity / Access / Availability Controls
 - Stewardship / Quality Controls
 - Storage mgmt / Retention Controls
 - Usage Controls (finding, recognizing, format)
- Focus on Abstracted IM Target
 - Information Asset
- Drive toward integrated business processes
 - IM generation and capture processes
 - Usage and stewardship processes
 - Destruction / Preservation processes

Information Asset



An information asset = data that has value to the organization.

A record is a variant; an information asset that is immutable -- cannot / should not change

Value Oriented

- **Manage only what has value**
- **Owners must set value**
- **What is value?**
 - **Positive value:**
 - What do we gain by having it?
 - How much does it cost to produce?
 - What would happen if it was wrong or missing?
 - **Negative value:**
 - What are the risks of having it?
 - Is it an attractive target for unauthorized use?
 - Is it subject to expensive regulatory or legal requirements?
 - Is it taking up too much room?
 - Is it taking up too much room AND subject to e-discovery

Value Proposition?

Management should only support risk mitigation strategies that cost less than the value of the asset; or the impact on the organization if the asset is destroyed or compromised.

Business-Process Centric

- Supports multiple business contexts
 - Organizational
 - These departments operate these processes
 - Functional
 - These processes connect across these departments
- Constrains scope
 - Apply IM tactics when / where most needed
 - Control complexity
 - Refine our tools and tactics as we go
- Helps us embed IM tactics into every-day processes
- Helps us put IM processes that must remain ‘external’ into a measurable context.
 - Here’s what it “costs” to do IM over and above operational management

On the horizon

- Two pilot projects for testing integrated methodology
 - Derive content inventory from business process analysis analysis (inventory of assets)
 - Use contextual understanding to
 - Classify assets
 - Define controls
 - Engineer / re-engineer IM tactics into processes that can be managed and audited.