

# EDRM System Implementation Toolkit

## Stage 8: Managing the implementation

- Step One
- Step Two
- Step Three
  - Implementation & Support
  - Data migration?
  - UAT
- Step Four
- Step Five
- Step Six
- Deliverables for stage
- Resources for stage
- Tools for stage
- FAQs for stage
- Hints & Tips for stage

## References

# Stage 8: Managing the implementation

## Reason for stage

This stage is designed to help the project team plan and manage the implementation phases once the preferred supplier has been selected.

## Definition of stage

Stage eight has been split into six steps. It builds on stage two of the toolkit where advice is given on all aspects of project management including planning all the stages. At stage eight you need to plan and manage each agreed implementation phase with the preferred supplier to ensure that both sides carry out their roles and responsibilities to the full and the requirements are met. Stage eight also builds on stage four, step two where we reviewed a proposed implementation plan. Stage eight assumes that the project team has agreed to a seven-phase implementation plan.

- Specification
- Model office/prototype
- Pilot/s
- Initial roll out
- Secondary roll out
- Corporate application development
- Project closure and support

Step one covers the project initiation following the award of contract to the preferred supplier.

Step two covers specification and model office of the implementation plan.

Step three covers pilot/s of the implementation plan.

Step four covers roll outs of the implementation plan.

Step five covers corporate business processes of the implementation plan.

Step six covers project closure of the implementation plan.

## Objectives of stage

After reading this stage the EDRM project team will be in a position to consider their preferred implementation plan and ensure that it is realistic and adequately resourced.

This stage assumes you have chosen a preferred supplier and contracted with them and provides a step-by-step guide to managing the implementation process. This should be a collaborative process with you and the supplier acting as a team. The exact breakdown of roles and responsibilities will vary between each supplier and institution but this stage provides guidance on what to expect and how to manage each phase of the implementation.

# Step One – project initiation

Do not aim to achieve too much at the first project initiation meeting after the award of contract. This will be the first meeting after the formal procurement and contract stage so it provides an ideal opportunity for both sides to really meet each other and all the key team members and provide additional background information.

You should aim to go through the project plans and project structure, the roles and responsibilities and most importantly, agree the high level timetable for phases one to three and the meetings needed to complete all the key tasks. At the end of the meeting you should have clarified the roles and responsibilities and have a schedule of meetings mapped out.

You should have contact lists drawn up and logistical issues resolved including where the supplier team will be based when they are on site; meeting rooms; e-mail contact details, etc.

As outlined in stage two you should internally have identified EDRM contact points in each Department/business unit and should be running a user group at regular intervals at which you update all the users on the progress with the project and their roles and responsibilities. This will include agreeing with each Department/unit the preferred schedule for the roll out and which Department/s are going to be involved in the Model Office and the pilots.

# Step Two – Specification and model office

## Specification

Phase one will involve a series of meetings and workshops between the project team and the preferred supplier. The objective will be to go through all the requirements for the core system in the ITT and in particular the Model Office requirements and all the relevant responses in the supplier's tender and agree how best to meet the requirements with the chosen platform.

This step is important because in a competitive procurement there is a limit to how much detail you can get into. At this step you have to agree the screens and the detailed metadata requirements. You have to agree the final classification scheme/file plan and load the relevant class data into the system and you need to agree the folders which will need to be set up to support the Model Office tests and the user trials.

You also need to agree the detailed timetable for the Model Office phase and the exact services that you will need and the dates when users will be invited to use the solution and provide their feedback.

The preferred supplier will have their own methodology which they will want to follow and provided this includes all the tests and checks you want to make you are advised to follow this approach.

Key milestones which both parties should agree on and document in the project plan should include;

- Dates for workshops and meetings
- Date for draft specification
- Date for agreed specification
- Date for solution to be ready for supplier testing in their own environment
- Date for model office solution to be brought on site
- Date for user training sessions
- Date for user groups to trial model office and provide feedback

- Date for formal acceptance test.

## **Model office**

Once agreed it is the responsibility of the institution to make available the space required to set up the Model Office. If the institution is purchasing the hardware specified by the supplier then the two sides need to agree the logistics of this. Usually the hardware will be purchased by the institution and then shipped to the supplier to configure the software and test it at their premises. Then the hardware will be shipped to the institution and set up in the model office area.

It is important for the team to be assured that the solution is ready to be brought on site and used for training and user demonstrations. If it is not then the first user experiences could be negative and this will not help your communications and change plan. So it is advisable that the team inspect the solution at the supplier site to ensure that it is "ready for work". This will not be a detailed test but just a run through to demonstrate that the solution is stable and capable of meeting the core functions.

It is vital that the team and the designated users are trained on the system before they are asked to participate in formal testing.

The specification should detail the procedures and scripts that will be used for the test. It will specify the responsibilities of the institution to provide sample documents; agree metadata etc. to ensure that all the core functions are tested. It is also important that the specification includes the key criteria that will determine whether or not the test is acceptable. If for any reason certain key functions cannot be tested at the Model Office stage then these should be noted and agreement reached that they will be tested prior to the commencement of the live running of the pilot.

It is also important that a schedule is agreed with the user group and the supplier when users will use the system to familiarise themselves with the system and set up their documents and folders on the system with the aid of the project team, records staff and the supplier. This is a key part of the change management plan to demonstrate to opinion formers in each Department that the system can meet their requirements.

There should be an agreed way of documenting the informal feedback from users at this stage in the form of comments and requests for changes to screens and aspects of the user interface etc.

It is also important to agree what will happen to the Model Office once the test has been passed. There are several options. One is that it can be expanded to become the training module. A second one is that it can be expanded and used in the pilot. The third is that it is taken back and used by the supplier for further customisation and development and testing purposes.

At the end of the Model Office the plan should allow for a series of feedback sessions and both parties should agree what changes are needed to the core system specification and document these.

## **Step Three – Pilot/s**

### **Communications and Change Management**

Well in advance of the start date for the pilot you need to follow your change management and communications plan and the project team and the supplier need to start holding workshops with the users in the pilot department and their records management support.

At a high level you need to promote the vision for EDRM in the institution as a whole and in that department in particular. You should stress the benefits at all levels and make the point that the extra effort required in the short term to implement the solution will result in significant benefits in the medium term.

You need to ensure that the staff in that pilot department have confidence that the implementation has been well planned and is being tightly managed. You need to ensure that they feel that they are a vital part of a well planned and well supported implementation.

You should state clearly the number of users to be given access to the system during the pilot. You should define the input processes to be supported; the management facilities to be provided; the output facilities and any collaborative and business process management facilities that will be developed specifically for the pilot.

One important area to cover in the pilot and at each step of the roll outs is whether the solution is being implemented on a "day one forward" basis or whether it will include backfile scanning and/or data migration.

You should provide them with a clear indication of how the new solution will integrate with desktop office software and the line of business application/s used by that department.

You should also go on to explain what will happen at the end of the pilot – how the solution will be rolled out in their department and the support that will be available at all stages.

You should provide them with the dates for user training and an outline of what will be covered in the training session.

You should explain the process that will be gone through with their records support staff and the supplier to agree how the folders in that department will be set up on the system to fit into the classification scheme and file plan.

Finally you should provide them with the go live date and the plan for floor walking support for the agreed period and then the switch over to help desk support for technical queries and to the project team and the records support staff for other queries relating to the folder structure etc.

The plan should include provision for detailed reviews and reporting processes and should include the dates for the user acceptance test.

## **Implementation and support**

Alongside the communications and change management activities described above the project team and the supplier should be agreeing any revisions and extensions to the specification for the pilot – including integration with a line of business system – reviewing every detail of the implementation plan for the pilot and ensuring that all the milestones and check points are in place.

The following represents some of the core milestones:

- Dates for workshops and meetings;
- Dates for RM planning meetings – reviewing folders and defining folders on system
- Date to agree business process management requirements
- Date for draft changes to specification
- Date for agreed specification
- Date for solution to be ready for supplier testing in their own environment
- Date for pilot solution to be brought on site
- Date for testing integration with line of business system

- Date for any backfile conversion to be completed and data loaded on system
- Date for any data migration to be completed and data loaded on system
- Date for user and operator and records management and system administration training sessions
- Go live date for pilot implementation
- Date for formal acceptance test
- Date for end of floor walking support

Both parties need to agree how far ahead of the start of the pilot the team should go into the department to start the planning and support process and how long after acceptance the team will need to stay to provide floor walking support.

If a complex integration with an existing line of business system is required then this will extend the timescales and increase the amount of support required.

The time taken to set up the folders and agree the indexing rules will again vary depending on how many different types of records are handled by the team.

## **Day one forward or backfile conversion?**

One decision which has to be agreed is whether you introduce the system on a day one forward basis or whether you do some backfile conversion.

One example would be in student administration. You currently have a paper folder on each student linked by a number to the data records held on the student on the administration system. Should you just close that paper folder and open up a new electronic folder part and go forward with an electronic folder and a closed paper folder? Another option would be to scan the contents of the paper folder and load it into a new electronic folder for that student.

We would certainly not advise education organisations to scan old closed paper files early on in the project. The choice between the two options above will depend on the level of activity on the existing paper.

Generally speaking it is expensive and time consuming to do large scale backfile scanning and indexing exercises so we would tend towards the day one forward approach in most cases. When the system is rolled out you can then identify areas where you are retrieving high volumes of paper folders and do selected backfile scanning.

## **Data migration?**

This is a related area where an overall policy is needed and then agreements need to be made for each pilot and step in the roll out.

## **Electronic documents and e-mails**

Users will have electronic documents held in directory and folder structures on shared drives and personal drives and they will also have e-mails and attachments stored in e-mail inboxes and in various folder structures.

When you implement the EDRM solution they will have new electronic folders set up and can save e-mails and attachments and other electronic documents into those folders.

The question is – do they need to selectively review their archive of e-mails and electronic documents and save some of them into these new folders and if so – what criteria should they apply?

In many cases – if you applied a print to file policy before then the important master e-mails and electronic documents should have been printed out and filed in paper folders. If that was rigidly followed then you should be able to just adopt a day one forward policy and delete old e-mails and electronic documents unless you want to re-use them in which file them in the new folders.

If you did not follow a print to file policy then you need to review some or all of your e-mails and electronic documents and move the valuable ones across and into the relevant electronic folder and delete the rest.

This is time consuming but at least it is a one time activity and as long as you save all new documents and e-mails into the system you should not have to do it again.

## **Metadata**

You may also have metadata relating to paper records which you may need to load into the new system.

The most common case will be if you have a paper registry and use registry software to accession and track each paper folder. If you do you may wish to simply close this and hold it as an archive.

Alternatively you may wish to load this metadata onto the EDRM system and hold it as an archive file plan. You will need a separate file plan for this as almost certainly the data held for the old paper files will differ from the metadata requirements identified for your new corporate file plan and classification scheme.

In extreme cases you may wish to reindex the paper files so that they do follow the new metadata standards set for the new system.

## **Training**

We reviewed in stage four and six the options for training. You could ask the supplier to conduct all the user training or you could ask the supplier to train a set of your training staff and then use them to train the users in-house.

If you opted to ask the supplier to train your trainers and for them to then train all the users you need to be sure you have all the arrangements in place to ensure that all the required users are trained prior to the model office; pilot and all roll out steps.

You will need a room set aside with the required number of seats running the latest software. You will need a minimum of half a day of training and a maximum of a day.

If you need to train 1,000 users in 12 months then if you opt for half – day sessions and install 10 user seats you will need 100 sessions or a total of 50 days of training. If you opt for full day sessions you will need 100 days.

The supplier should work with you to agree the course content and produce the slides and train the trainers. You then need to ensure you have the right to use that course material to do your training.

We would recommend that the supplier does all the operator and system administrator training and the records management training.

The difference between user training and records management training is that records managers would be trained to set up a classification scheme/file plan and to set up folders and carry out review and disposal activities in addition to the user functions of saving documents into folders; declaring documents to be records and searching for and retrieving and viewing/printing and editing/annotating documents/records.

The difference between user and operator training is that operators would also be trained to scan and index documents into the system and carry out rescan and quality control functions as well.

## **User acceptance test**

Provided all the core requirements were tested at the model office stage there is no need to repeat them all here. The areas that should be tested here include any changes to the requirements agreed as a result of the model office tests and any requirements that are specific to the pilot including any integration with a line of business system, any new business processes and any areas that could not be tested at the model office stage. Performance tests will be required at this stage.

The details of the user acceptance test will have been agreed in the ITT and in the supplier specification. You will need to sit down with the supplier and the users from the pilot area and the records staff and agree the work needed to assemble a set of test scripts and test cases to be put through the test and to agree the dates when the test will be run and how the results will be documented.

Generally speaking you should determine the scope of the test you can run and gain agreement with the users that they can allocate the resources needed to operate the test. The supplier should then set up the system and provide the support needed to ensure that the tests can be conducted and any problems dealt with without having to stop the test.

You will be wanting to test all the input processes, the management controls and the output processes; the collaborative and business process management facilities, the access and security control and the business rules.

You will generally need to test that the system allows users, operators, records staff, supervisors and system administrators to carry out all the functions and facilities that you specified and that they are authorised to conduct and prevents them from carrying out the functions that they are not authorised to conduct.

## **Step Four – Roll Outs**

At the end of the pilot the plan should allow for a series of feedback sessions and both parties should agree what changes are needed to the core system specification and document these. More importantly both parties should review the actual timetable required for the pilot as opposed to the planned timetable and the actual resources required to support the pilot as opposed to the planned resources.

Any significant variances should be noted and the planned timetable for the first roll out should be reviewed and either revised backwards or additional resources brought in to keep to the original timetable. The plan should also break the roll out down by department/section or process so you have a defined number of steps. If you were rolling out to 40 departments you would have 40 discrete steps in your roll out high level plan and a plan for each step that should follow a generic format.

After that review has been conducted then you need to manage the roll out as a series of steps where each step is handled like the pilot. On a regular basis you should review the scope of the steps you have planned to see whether the scope of each step of the roll out can be expanded or should be reduced. Then for each step you should conduct the same three tasks detailed above for the pilot:

- Communications and change management
- Implementation and support
- Acceptance

We have changed the third task from "User acceptance test" to acceptance to signify that if you are rolling out a core set of functions there is less need for a formal test. Instead you should agree with the supplier a checklist of points to monitor progress with the roll out and provided each point has been met without incident you should accept the solution for that step and move on to the next step. Where a step involves a major integration with a new line of business system then you might revert to treating that step as a full pilot and agree to hold a full user acceptance test at the end of that step.

## Step Five – Corporate business processes

As detailed in stage four, step two, the implementation plan assumes that by the end of phase five you will have rolled out the core solution to all the departments within the scope of your project so all administrative and most core academic staff should have access to the system. At this stage you will already have partially taken ownership of the system. You will have staff trained in administering the system and records staff trained in conducting all the required records management functions on the system and the bulk of your staff trained in using the system.

Phase six calls for the development of a number of corporate business process management applications on the system that can streamline administration and provide a number of core benefits.

One of the first decisions will be – do you need to call the supplier back in to provide support in specifying and developing these applications or a third party consultancy or do you now have the skills and resources to do the work in-house?

The second decision will be validating or drawing up a revised list of candidate processes in scope of phase six. The tasks themselves will then include:

Task	Description	Comments
The first three tasks should be conducted once at the start of phase six		
1	Additional information gathering and analysis	Interviews, process modelling, areas for improvement
2	Feasibility study and options review	Review business case for improving each process and priority
3	Detailed plan for preferred option	Timetable and resources for implementation
The next three tasks should be repeated for each process		
4	Specification	Specify new process, discuss and sign off
5	Pilot	Pilot new process in one department
6	Roll out	Roll out new process across institution

As part of the information gathering task the relevant stakeholders will need to be interviewed and the current processes documented and the objectives and scope for improvement agreed.

The team will then need to review the case for implementing each business process and agree a recommended priority for each process. A high-level business case should be made for each option.

The result should be a report for the project board outlining the options reviewed, the requirements identified, the case for improving/automating each process and a recommended course of action.

If the case is agreed then the team would need to draw up a high level plan for implementing the agreed number of processes in the agreed sequence.

The team would then need to draw up a more detailed plan for each process covering the standard steps of specification; piloting and roll out. The tasks included under those headings would be as described above for earlier phases.

At the end of phase six you will have staff using the system to meet their specific team and departmental requirements and also using the system to play their role in core corporate business processes.

## Step Six – Project closure

The final phase that needs to be managed is when there is no further significant development needed on the EDRM solution and you effectively close down the project and simply continue to support the EDRM solution like any other major IT solution.

The project closure process is reviewed in stage two under project management. The support options are reviewed in stage four, step two.

You need to plan for this phase and agree the procedures with the supplier and with all your key stakeholders and then check each task off once it is complete. Agreements and obligations should be documented.

## Deliverables from stage eight

After completing stage eight of the toolkit you should have achieved the following deliverables for your project

Step	Deliverable
1	Review of roles and responsibilities
	Project team contact lists
	Outline project plan
2	Signed specification for core solution and Model Office
	Documentation for Model Office
	Training documentation
	Signed acceptance of Model Office
	Documented list of functions that could not be tested
	Agreed changes to be made to pilot specification

3	Signed specification for pilot solution
	Documentation for pilot
	Training documentation
	Signed acceptance of pilot
4	Generic or customised specification for each step
	Signed acceptance for each step
5	Feasibility study and options review
	High-level project plan
	Detailed plan for each process
	Agreed specification for each process
	Signed acceptance for pilot for each process
	Signed acceptance for roll out of each process
6	Project closure report

## Resources required to complete stage eight

The resource required for stage eight will vary depending on exactly how you have split the roles and responsibilities between the internal project team plus consultants and the supplier team. If you specified and budgeted for significant supplier services then a lot of the change management tasks should have been conducted by the supplier team and your role will be monitoring progress and resolving problems. If, on the other hand you have taken most of those services in-house then you will need the resources to both carry out the change management tasks and monitor progress and resolve problems.

Assuming that you have outsourced the training and change management support tasks then the following is an estimate of the resources required.

Step	Resource estimate (days)	Description
1	10	Project resource to agree roles and responsibilities, project timetable, meeting schedule, contacts list, etc
2	30 – 40	Agree specification for core solution; Model Office scope and timetable and closure; test scripts for users; User acceptance test
3	20 – 40	Change management and communications for pilot; agree specification; agree user support and training; User acceptance test
4	100 – 180	Project support for both roll outs from planning and specification to user acceptance test and end of support
5	30 – 60	Project support for corporate business process phase from planning and specification to user acceptance test and end of support
6	10 – 20	Management of project closure process
Total Steps 1 – 6	200 – 350	

Clearly stage eight is one of the most labour intensive stages as it involves managing the entire post contract implementation process. In total stage eight should take some 245 – 400 days to manage depending on the size of the institution and the overall scope of the implementation.

## Tools to complete stage eight

- Word processing software
- Spreadsheet
- Project management software (see JISC infoKit for guidance)
- Risk register
- Issues register
- Process modelling software
- Test scripts.

## Frequently asked questions

### Question:

Who manages the project?

### Answer:

The level of project management done by both sides needs to be agreed prior to contract. Again it will depend to some extent on the project management and budgetary resources available to the education organisation and hence to how much project management is kept in-house and how much is passed to the supplier. At one level clearly it is the responsibility of the education organisation to manage the overall project and ensure that its requirements are met. However, as a result of the contract you are delegating responsibility and risk for key elements of the project – namely the implementation of the EDRM system – to the preferred supplier. Hence in most EDRM projects the supplier will be given the task of producing a detailed implementation timetable and project plan covering the EDRM system implementation and listing the roles and responsibilities of both parties. This would be discussed and amended and agreed by both parties and then updated as required subject to agreement by both parties. Both parties may have their own risks and issues registers but normally it would be the education organisation's role to maintain the master risk and issues register.

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### Question:

How do we agree a realistic implementation timetable?

### Answer:

This is via an iterative set of processes. You start with your objectives and as realistic an assessment as possible of how long it will take to support a large scale implementation. The suppliers will comment on the timetable in their tenders. You then discuss the timetable with the preferred supplier in detail and agree all the tasks for the model office and the pilot. You agree the timetable for those two phases and at the end of them you review the timetable for the steps in the roll out based on experience. While you should always keep some pressure on timetables there is no point in trying to impose an unrealistic timetable.

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## Question:

What services should the supplier provide and what should we do ourselves?

## Answer:

See [stage four](#) for a detailed review of the options. This question is answered in the Frequently asked questions in [stage four](#). We repeat it here to make the point that you may wish to revisit the exact split of responsibilities at this stage. The preferred supplier might be very strong in some areas of service provision. Hence under change control you could make adjustments at this stage.

## Hints and tips for stage eight

1. Try and foster as collaborative and flexible an approach as possible with the supplier. You have selected them because they have expertise and resources that you lack so try and get the best from them by working as a team and sharing information with them.
2. In all cases plan well in advance and ensure that you list all the tasks you need to do and then agree the timetable rather than vice versa. The key to a successful implementation is planning and ensuring you have adequate resources to support the user through the implementation. It will be difficult to achieve these goals if you are working to an unrealistic timetable.
3. Ensure that you follow your change management and communications plans even if that does, on occasions, mean that the timetable has to go backwards slightly.
4. Ensure you have the right mix of skills to manage the project and that you follow the methodology outlined in [stage two](#).

## Additional References and Case Studies

Design criteria standard for electronic records management software application (version 19, June 2002) US Department of Defense, Washington 2002. DOD Directive 5015.2.  
<http://jitc.fhu.disa.mil/recmgt/p50152s2.pdf>

MoReq – Model requirements for the management of electronic records. CECA–CEE–CEEA. Bruxelles Luxembourg 2001.  
<http://www.ispo.cec.be/ida>

Functional requirements for ERMS 2002. The National Archives.  
<http://www.nationalarchives.gov.uk/electronicrecords/reqs2002/pdf/requirementsfinal.pdf>

For Project Management, as well as the [infoKit](#) the OGC PRINCE2 website has further details of the PRINCE2 project management methodology.  
<http://www.ogc.gov.uk/prince/index.htm>

The OJEC website for details of EC procurement procedures  
<http://www.ojec.com/>

The industry yearbook published by Cimtech provides a comprehensive list of all the main suppliers in each of the categories described in stage one, step one. It also provides a detailed management guide to the subject. Electronic document, records and content management: a comprehensive guide to electronic document, records and content management and a directory of products and services 15th edition 2004 Cimtech Ltd, University of Hertfordshire, College Lane, Hatfield, Hertfordshire AL10 9AB.  
[http://www.cimtech.co.uk/Main/Pub\\_EDRCM.htm](http://www.cimtech.co.uk/Main/Pub_EDRCM.htm)

The DIRKS Manual, Steps A – D  
<http://www.naa.gov.au/recordkeeping/dirks/dirksman/contents.html>

BSI–ISO 15489 – 2001 – Information and documentation – records management. Standards. BSI Customer Services 389 Chiswick High Road, London W4 4AL  
<http://www.bsi-global.com/>

For modelling and redesigning business processes there are a number of useful reference works available as well as the Process Review infoKit. The following are three which we would recommend.

- Dave Chaffey. Groupware, Workflow and Intranets. Re–engineering the enterprise with collaborative software. Digital Press. Butterworth Heinemann. ISBN 1555581846.  
<http://books.elsevier.com/marketing?isbn=1555581846>
- Thomas M Koulopoulos. The Workflow Imperative – building real work business solutions. Van Nostrand Reinhold. 1995 ISBN 0442019750.
- Rosemary Rock–Evans. Data modelling and process modelling. 1992 Butterworth Heinemann, ISBN 0750607394.

For guidance on the conduct of records audits, the design of business classification schemes and retention schedules you are recommended to visit the National Archives website.  
<http://www.pro.gov.uk/recordsmanagement/standards/default.htm>

Magazines which contain useful case studies describing how organisations have successfully implemented an EDM or EDRM system include the following:

Managing information and documents MiD. Infoconomy Ltd, 17–18 Margaret Street London W1W 8RP.  
<http://www.infoconomy.com/>

Information management & technology. Cimtech Ltd University of Hertfordshire, College Lane, Hatfield, Hertfordshire AL10 9AB.  
<http://www.cimtech.co.uk/>

Web sites that contain useful information on all aspects of EDRM include the following plus individual supplier web sites:

- <http://www.aiim.org>
- <http://www.cimtech.co.uk>
- <http://www.document-manager.com>

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