

EDRM System Implementation Toolkit

Stage 9: Measuring the results

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Stage 9: Measuring the results

Reason for stage

This stage is designed to help the project team plan and manage the process of reviewing the project at key stages and measuring the results. Has the solution delivered the expected benefits? Has the solution delivered other valuable unexpected benefits?

Definition of stage

Stage nine has been split into four steps. It builds on stage five of the toolkit where advice is given on making the business case for an EDRM solution – the benefits which a solution can bring.

Step one makes the case for conducting a review of the project at key stages and measuring the results.

Step two covers the measurement of tactical or tangible benefits.

Step three covers the measurement of strategic benefits.

Step four covers how you can feed back the results obtained into the remainder of the project.

Objectives of stage

Stage nine is designed to ensure that after reading it the EDRM project team will have an agreed method of measuring and testing for the benefits which they have claimed for the system in their business case.

This stage explains how you can review the project at key stages and measure the results achieved. You made a business case for this solution which assumed that it would bring certain tactical and strategic benefits. This is the stage where you measure those benefits.

Step One – why measure the results?

In stage two of the toolkit we advised you that as part of the Project Initiation Document you should provide an outline business case indicating the likely costs of the project and the likely benefits. In stage five we looked in more detail at the key components of a business case including the tactical benefits, the strategic benefits and the costs.

If you have predicted that the preferred EDRM solution will provide a mix of tactical benefits and strategic benefits then you should build into the project plan certain key review dates when you review whether or not you have achieved these anticipated benefits.

There are two main reasons for this. The first is for audit purposes. You invested money and staff resource in a project in order to achieve a claimed set of benefits. You should measure whether or not you achieved those benefits and produce a report, which is logged as part of the project documentation. It should contain a review of whether or not the claimed benefits were achieved and if not why not? It should also list any additional benefits that resulted from the project which had not been anticipated.

The second reason is so that, if you conduct the reviews early enough, you can learn from them and adapt your objectives and requirements for the later phases of the implementation. You may also need to change some of your project plans!

Step Two – measuring the tactical benefits

The key tactical benefits claimed for EDRM solutions include the following:

Tactical Benefits	Details
Productivity improvements	Same number of staff processing more transactions/cases etc.
Competitive gains	Enrol more students Win more research grants
Cost savings	Detailed under four sub headings below Printing and stationery Increased electronic publishing via the Web reduces print, stationery, postage, copying and filing costs
Telephone costs	Online access to documentary information at one-stop shops means questions are answered while the customer is on the phone saving call back costs.
Space savings	Moving old files offsite and capturing new documents in electronic format saves space, reduces lease costs and avoids capital costs.
Improved cash flow	Improved supplier payment controls means more funds can be kept in interest earning accounts.

All of the above benefits can be measured – particularly if the original business case included measures of current performance and targets for improvement. Some can only be meaningfully measured after the solution has been in operation for 18 months to two years. Others can be measured within 3 months of implementation.

Given the implementation plan defined in stages four and eight of the toolkit we would recommend that the first review is done three months after the pilot test and the second review during the first roll out. The second review should at a minimum cover two steps of the roll out. A third review point would be during the second roll out and should again cover at least two steps. The final review would be at the end of phase six when the corporate business processes have been rolled out and some will have been operating for 3 – 6 months. It should cover at least two processes.

Examples of productivity improvements that could be measured in an area such as student administration and student services would include the following.

- A percentage of paper forms have been replaced by electronic forms completed by students over the Web. This reduces the staff time taken to check paper forms, key data from paper forms, file the paper forms etc. The review would need to find examples of this and measure the new productivity compared to the figures captured prior to implementation.
- Paper folders holding student documentation are replaced by electronic folders holding electronic documents and scanned paper. The result should be that it takes staff less time to find the information they need to resolve a query and hence they can answer more queries per day than they used to be able to. The review would need to monitor this and compare productivity post implementation with figures obtained pre implementation.

Examples of space savings could include the following:

- As part of their RM strategy the education organisation has set up a central semi-current records management service. Departments are now encouraged to send their semi-current records in boxes to a central facility. The boxes and folders are indexed on the new system and are moved offsite to a commercial store or to a manned store run by the education

organisation.

- In addition, since the EDRM solution has been implemented new records are held in digital format in electronic folders so no new paper folders are created in that area.

The review would need to have access to the amount of office space devoted to paper filing pre – implementation and then 18 months to 2 years post implementation. The actual space savings would be compared with the anticipated savings and the review would note what new use had been made of the saved space – more staff moved in, etc.

The review should also note any additional benefits which have resulted from the implementation which had not been anticipated. In several cases organisations have reported that by moving away from small paper filing systems and redesigning processes the implementation has encouraged a move to team working with greater sharing of information and a consequent sharing of ideas for further improving processes.

Step Three – Measuring the strategic benefits

Some of the key strategic benefits claimed for EDRM solutions include the following:

Strategic Benefits	Details
Improved customer service	Meet targets for replying to student enquiries with same number of staff
Improved image	Up to date and comprehensive web site and fast response to enquiries promotes positive image of Education organisation that students want to attend
Support e–business and electronic service delivery targets	Meet targets for making all core services accessible online
Support move to process orientated team working	A detailed functions, activity and transactions review incorporating process modelling and a review of the opportunities for streamlining business processes
Meeting record keeping requirements – compliance	Meet statutory record keeping requirements and meet requirements to answer FOI requests within 20 days etc.
Improve knowledge management	Aid knowledge and information sharing by improving access to information. Staff applying for research grants can identify other relevant strengths in education organisation etc.
Disaster recovery	Ensure that vital records can be recovered in the event of a disaster

All of the above benefits can again be measured – particularly if the original business case included measures of current performance and targets for improvement. Some can only be meaningfully measured after the solution has been in operation for 18 months to two years. Others can be measured within 3 months of implementation.

You can measure whether you are achieving your targets for improved customer service by sending out questionnaires to students prior to implementation and documenting the ratings you receive and then repeating the exercise 18 months after the new solution has been implemented.

Record keeping compliance is a vital area. One of the design issues is whether you leave it up to staff whether they declare documents to be records and place them in the correct folder or whether you mandate this by designing processes that automatically meet record keeping requirements. The latter is not always possible or desirable but if you are relying on staff then you need to build in reviews to check whether there has been any backsliding or not.

Hopefully you do not need a disaster to be able to prove that your disaster recovery strategy is working. A regular review of procedures can check whether backup copies are being produced, whether digital media is being moved offsite as required and whether there are any gaps in coverage.

One of the most important if slightly more subjective reviews would be to check at yearly intervals to see whether the organisation is moving closer to the required record keeping culture where keeping records is seen as a key part of each process and a key part of every job description.

Step Four – Feeding back the results into the project

If you can carry these reviews out early enough then you can benefit from the results and use them to change the way you are managing the project if required. You may need to change some of your original requirements if the results do not meet expectations.

The first review point will really be 3 months after the pilot. You have gone through the pilot, you have conducted the test and you have moved on to the first roll out phase but you should have a review point in the plans where after 3 months you ask the contact points in that department to record results and you have a review session with them to compare the results against the expectations.

If you find the benefits have exceeded expectations then you need to publicise this widely as part of the communications plan. It will help persuade reluctant later users that it is worth the effort of preparing for roll out. It can also help you if you are struggling to obtain more project management resources if you can point to some early success stories.

If you found that you have not achieved some of the benefits you need to look for the reasons and as far as possible seek to address them so that the later phases can obtain the expected benefits. You may find that the pilot took more support than you expected and hence took longer to implement and complete and hence the benefits took longer to obtain. This can help you either make the case for more project resources or for lengthening the planned implementation timetable.

If you find that you are not achieving the productivity benefits you expected you need to review the business process design and the training process and see what is preventing you achieving the required benefits. If you identify and correct the problem then you need to adjust your training plans accordingly on future roll outs to avoid the problem occurring again.

Finally – if you find you are not meeting all your record keeping requirements then you may need to become more prescriptive and cut out some of the loopholes by tightening up procedures and giving staff less latitude. This would need to be accompanied by additional training and promotional activities to explain why tougher measures are required to meet corporate record keeping requirements.

Deliverables from stage nine

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

Step	Deliverable
1	A case and a plan for measuring the results of the project at key points in project plan
2	Reports of the tactical benefit reviews conducted at agreed milestones – after pilot; during initial roll out; during second roll out and after phase six.

3	Reports of the strategic benefit reviews conducted at agreed milestones – after pilot; during initial roll out; during second roll out and after phase six.
4	Reports of the actions resulting from each tactical and strategic benefits review conducted after the pilot; during initial roll out; during second roll out and after phase six.

Resources required to complete stage nine

The resources required to measure the results can be calculated fairly accurately. What cannot be predicted with any great accuracy is the scale of the resource that may be required to correct any problems reported back by these reviews.

Step	Resource estimate (days)	Description
1	2	Project resource to make case for measuring results and high level plan
2	10	Project resource to measure tactical benefits obtained at key milestones in project assuming measure results for two steps in each roll out and two processes in phase six
3	10	Project resource to measure strategic benefits obtained at key milestones in project assuming measure results for two steps in each roll out and two processes in phase six
4	5	Project resource to feed results back into project and adjust plans accordingly
TotalSteps1 – 4	27	

Assuming that you cover two steps at step two and three and two processes at step four then in total stage nine should take some 27 days to complete.

Tools to complete stage nine

- Word processing software
- Spreadsheet
- Process modelling software

Frequently asked questions

Question:

Why do we need to measure the results?

Answer:

Two main reasons. The first is for audit purposes. You invested money and staff resource in a project in order to achieve claimed benefits. You should measure whether or not you achieved those benefits and produce a report which is logged as part of the project documentation. The second reason is so that, if you conduct the reviews early enough, you can learn from them and adapt your objectives and requirements for the later phases of the implementation. You may also need to change some of your project plans!

Question:

How much can we measure?

Answer:

We suggest that you measure the results obtained in the pilot and in two of the early steps in the first roll out, two more steps from the second roll out and two processes from phase six. In a large education organisation there could be 40 steps or departments in each of the two roll outs so this represents just a 5 per cent sample.

Hints and tips for stage nine

1. Define your anticipated benefits clearly when making your business case in stage five. If you put a figure on the benefits then it is much easier to check whether you achieved that figure in stage nine.
2. Plan for your reviews. Your project plan developed in stage two should include provision for the recommended number of reviews after the pilot, during the first and second roll outs and at the end of phase six. Reviews are labour intensive so they should be budgeted for in advance.

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://jitic.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

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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