

Campbell Robertson– Global Public Sector Director – IBM ECM  
Anne Gardiner – US Federal ECM IT Specialist  
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# Aligning People, Process and Policy for Better Outcomes in Public Sector

## *Task and Decision Optimization*



## Caveat Emptor:

# Why use a picture when a thousand words will do ?



**VS.**

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# How do you get work done ?

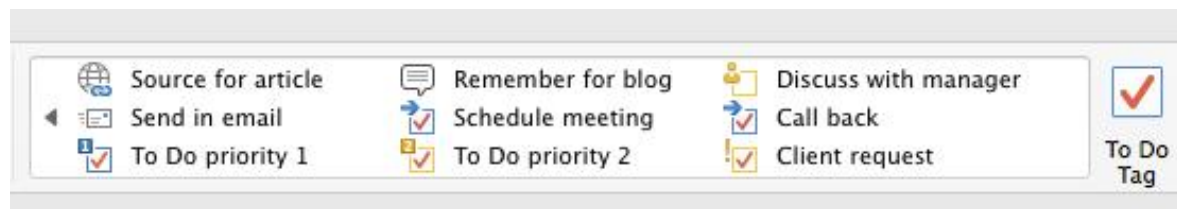
*Being Technically Rich at home*

*Being Technically Poor at work*

- ⑩ Time (Optimized)
- ⑩ Task (Outcome)
- ⑩ GTD Method, Agile Method, etc.
- ⑩ To-Do List
- ⑩ Personal Tools vs. Work Applications

What is common ?

- Context
- Organization
  - Tagging
- Workflow
- Review
- Perspective
- Documentation



# Common **goals** for most Public Sector agencies

- Increase interoperability
- Facilitate multimodal communication
- Improve Performance Management
- Enhance employee productivity
- Improve business processes
- Reduce administrative costs
- Increase Transparency



# Can you prove and sustain ...

- Impartiality?
- Integrity?
- Productivity?
- Quality?
- Compliance?

Today can you  
measure success?



## Stopping Water Cooler Decision Making

### **You cannot measure:**

- ⑩ Decision Making Process
- ⑩ Communication
- ⑩ Knowledge Sharing
- ⑩ How, What and Whom made the decision
- ⑩ Technology is not capturing process, policy or people alignment around the water cooler



## Focus on optimizing work or task outcomes

- ⑩ Task Optimization
- ⑩ Decision Making
- ⑩ Performance Reporting
- ⑩ Information in Context
- ⑩ Measuring the value of information
- ⑩ Task Flow and Management
- ⑩ Governance Strategies
- ⑩ Systems of Engagement vs. Systems of Record



## Cost to Find Paper Based Information to get work done

*The Cost to Find Information Effects Productivity and Effectiveness of Government Program:*

Number of Employees	<b>50,000</b>
Average Labor Cost per Employee	<b>\$100,000</b>
Government Workers Searching Intensively for Information or Documentation	<b>50%</b>
Time Spent Searching	<b>20%</b>
Cost of Searching for Information or Documentation	<b>\$500,000,000</b>



## Environmental Responsibility of a Program

*The True Environmental Cost of 25 tons of copy paper*

	Baseline Paper	Equivalents
Wood Use	78 tons	540 trees
Total Energy	917 million BTU's	10 homes/year
Purchased Energy	464 million BTU's	5 homes/year
Sulfur dioxide (SO <sub>2</sub> )	651 pounds	118 18-wheelers/year
Greenhouse Gases	136,985 lbs CO <sub>2</sub> equiv.	12 cars/year
Nitrogen oxides (NO <sub>x</sub> )	450 pounds	2 18-wheelers/year
Particulates	298 pounds	27 buses/year
Hazardous Air Pollutants (HAP)	49 pounds	
Volatile Organic Compounds (VOCs)	130 pounds	
Total Reduced Sulfur (TRS)	8 pounds	
Wastewater	455,004 gallons	<1 swimming pools
Biochemical Oxygen Demand (BOD)	157 pounds	<1 homes/year
Total Suspended Solids (TSS)	245 pounds	1 homes/year
Chemical Oxygen Demand (COD)	2,133 pounds	5 homes/year
Absorbable organic halogens (AOX)	21 pounds	
Solid Waste	54,150 pounds	2 garbage trucks

*Source: The Environmental Defense Fund, Paper Calculator*

# The Complexity of Enterprise Content needs to be managed

## Content creators

- Employees
- Public Sectors
- Policy analysts
- Public Sector-to-Public Sector (G2G) systems
- Citizens
- MFPs
- Capture
- Exceptions
- ERP
- HRMS

## Content types

- Social media
- Documents
- Images
- Web forms
- Video and audio
- Email
- Mobile applications
- Business applications
- Structured data

## Content stores

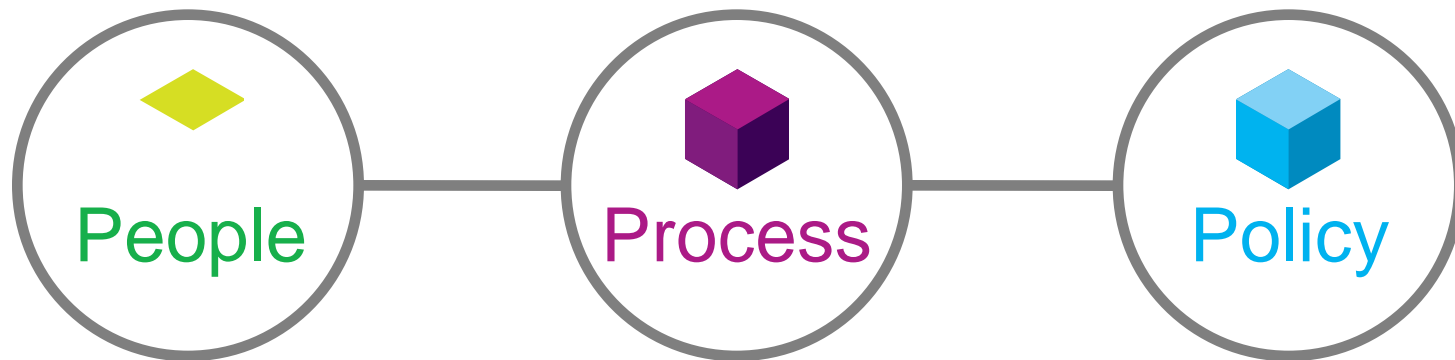
- Repositories
- File cabinets
- File servers
- Email archives
- Enterprise resource planning (ERP) systems
- Web servers
- Wikis and blogs
- Databases
- Storage devices

## Content consumers

- Employees
- Public Sectors
- Managers
- Supervisors
- Citizens
- Auditors
- ERP
- HRMS



Regardless of the form, **management is key**—  
with the need to align people, process and policy



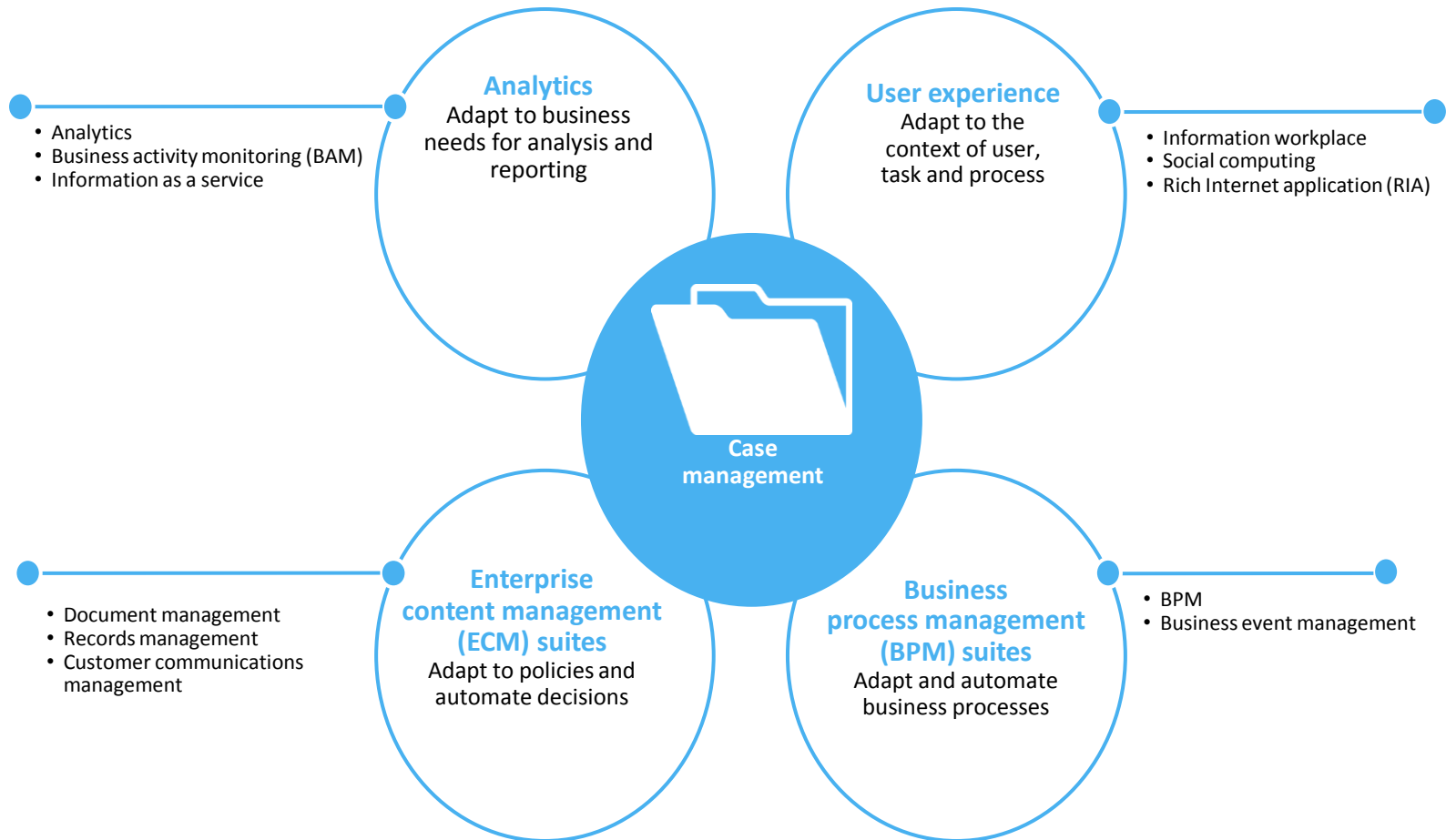
# ECM integrates people, process and policy to **improve** management capabilities

Holistic modular platform to support long-term goals:

<b>Case management</b>	<b>Records management</b>	<b>Document management</b>	<b>Search capabilities</b>	<b>Content analytics</b>	<b>Task management</b>
by providing intelligence to electronic case files for improved exception handling and decision making	by helping organizations enforce centralized policy management for retention schedules, legal preservation holds and auditing	by organizing documents for shared access by work teams and automating document processes such as review and approval	by helping knowledge workers to quickly and efficiently search for and find content	by enabling organizations to gain better insight into and correlations across content	by empowering organizations to analyze, automate and implement processes across government

# Decision and Task management

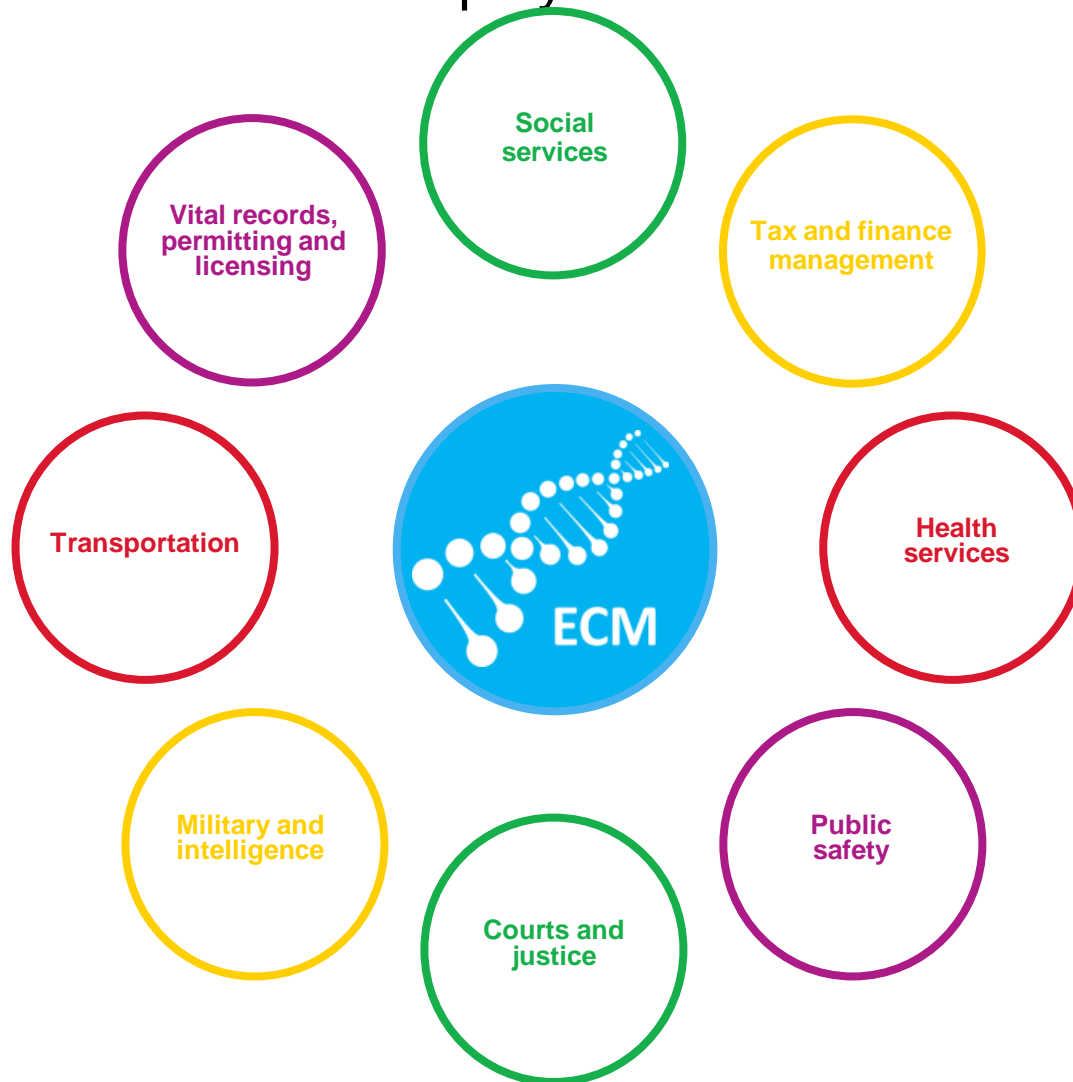
## The integration and synergy of multiple platforms



Source: Forrester Research.

# IBM ECM

Deliver proven value that helps you become smarter and attain your goals



# A US federal regulatory agency

## Building a powerful end-to-end content and case management solution

*“Now we’ve created a solution where we’re not just storing content, but helping users find it and put it to good use for decision-making. We’re creating a base of ‘trusted content.’”*



### The need

- Streamline and speed responses to requests under the Freedom of Information Act (FOIA)
- Automated the efficient identification and routing of requests or new policy drafts to subject matter experts for review
- Automate manual steps of locating and assembling for review all materials—including emails—relating to a given topic or category

### The solution

- IBM Case Manager, IBM Classification Module and IBM OmniFind provide seamless, end-to-end processing of incoming content, with particular applicability to documents requested under FOIA.
- The solution automates the manual steps of scanning, content assessment, classification, storage and Web-enablement of incoming documents for self-service retrieval from the agency’s site.
- IBM Case Manager provides a collaborative review environment using rules to automatically establish a case folder, route the material to the appropriate reviewers and ensure version integrity.

### The benefits

- IBM Case Manager dramatically streamlines resources required to collaboratively managing the tasks involved in FOIA requests, new incoming documents, policy reviews, claims and background checks
- Content remains stored in a single repository to aid in reusability and version control
- Automated classification tools enable fast, precise searches and help documents reach appropriate experts for concurrent reviews

## A US state social services agency

# Building a efficient and precise criminal background check solution

*The solution will streamline criminal background checks that are part of application review processes and will set the agency up with a platform that can support future growth.*



### The need

- This US state agency for Office of Children and Family Services needed to ensure that their Criminal History Review System (**CHRS**) efficiently, securely and effectively expedites applications for criminal background checks, ensuring that no child is placed into a home where the person has a criminal background
- Deploy a platform that is flexible to support future needs and potential solutions for other business areas

### The solution

- IBM translated the agency's requirements into an Advanced Case Management approach and recommended that IBM Case Manager could best serve the agency's needs
- IBM Case Manager will be used as the agency's platform for the new CHRS infrastructure.

### The benefits

- IBM Case Manager dramatically reduces the time needed to process criminal background check applications, helping the agency protect the children within the State
- The new ICM architecture can support deployment of efficient solutions for other business areas while remaining independent of other agencies



## A US Department of Defense organization

Enhancing the value of technology and information assets with IBM Case Manager software

*IBM Case Manager shifts the focus from multiple IT departments individually managing base technology ("blinky" lights) to allowing departments to focus on building solutions that gain the most value from critical information.*



### The need

- Cut millions of dollars from IT budget
- Make better use of the technology assets already in place
- Reuse content and improve process efficiency across operational areas

### The solution

Selected IBM Case Manager as an integral part of an organization-wide content management solution across 700,000 employees.

- IBM Case Manager is part of a broad strategy to provide a single ECM solution and then partition usage to individual departments.
- The client sees that 80-90% of all their business operations are case management based operations.
- Plans a phased deployment of IBM Case Manager to address a wide range of activities such as employee onboarding and offboarding, task management, Freedom of Information Act request management, legal case file management (e.g., inspector general performing investigation) and contracts management.
- Configured to help non-technical users create, manage and adapt case-based applications for their specific areas.

### Projected benefits

- Reduce IT costs by eliminating application silos and consolidating assets
- Streamline operations across the organization leveraging dynamic tasks and real-time access to the most up-to-date information in the proper context
- Gain greater value from critical information and leverage existing investment

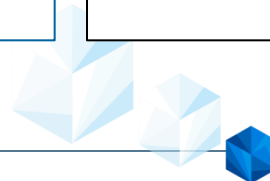
# Get the basics right and link to **processes**

## ECM

- Establish good content governance:
  - Have accountability for bodies of content
  - Give operational support
- Have good answers to these questions:
  - Who will own what content?
  - How will content be categorized and tagged?
  - Who will establish and maintain the retention policy?
  - How will adherence to ECM policies be measured and enforced?
- Don't manage all content at the enterprise or business-unit level
- Use automated processes to enforce a content management life cycle
- Leverage virtual team spaces for unmanaged, shared “working” content
- Assess policy and process alignment
- End User Cheat Sheets

## Information Lifecycle Governance

- Create a cross-functional oversight team including business, IT, legal and finance personnel as well as an executive sponsor
- Identify compliance requirements (program, regulatory, legal, fiscal)
- Draft the appropriate records management policies and processes
- Build a retention schedule and file plan
- Determine functional and technical requirements
- Select and deploy records management technology
- Communicate records management policies and processes
- Establish continuous audit and review processes
- Automate the organization and storage as much as possible
- ILG is about risk management of systems of record – different business case than that of ECM



# Demonstration