

Case Study 14 Shared Drive Migration

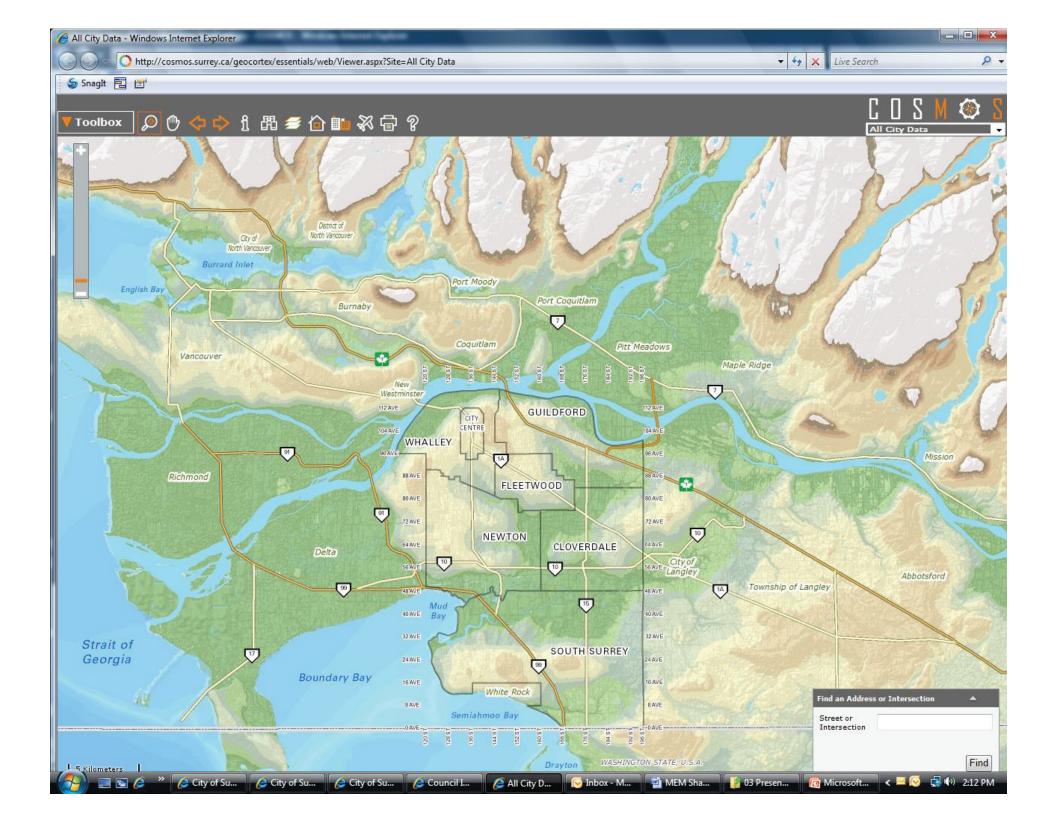
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InterPARES 3 Project

3rd International Symposium

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Surrey timeline

- 1879 Incorporated as a municipality
- 1974 Agriculture Land Reserve established
- 1993 Becomes a city
- 2008 Population reaches 452,000
 - Second largest city in BC
 - Twelfth largest in Canada
 - Growing at 1,000 people a month
- 2010 Participates as an Olympic venue city
- 2020 Becomes the largest city in the region



Organizational culture

- Low ratio of employees to citizens
 - 452,000 citizens: 3300 employees: 1700 inside workers
- "Lean and mean"
 - Citizens want value for dollars
 - Employees are also citizens
- Stable environment
 - Same Mayor and Council for two terms (and longer)
 - Many long-term employees
 - Promotion from within
 - Cooperative union environment
- Tradition of a practical "journeyman" approach now overlaid with professionals

Yester day and today











Records environment

- 1966 First file plan adopted as policy
- 1979 Records Centre opens; microfilming begins
- 1992 Records retention by-law; word processing begins
- 1996 Provincial Freedom of Information and Protection of Privacy Act
- 1999 MOA functional classification adopted; first manual published
- 2000s Large database systems implemented
- 2005 Electronic records overtake paper; scanning program begins
- 2008 RM program renewal; ECM requirements and RFP completed
- 2010 Corporate Records By-law adopted; first ECM implementation



"Everything all at once"

- Establish a records program
 - Records Census
 - Corporate Records By-law
 - Corporate Records Manual (three volumes)
 - Build staff capacity (Records Centre, Central File Area)
 - Develop a corporate-wide training program (CBT)
- Contribute to the ECM project
 - Requirements, RFP, selection committee, Council Report, contract
 - Gap analysis, use case testing, design decisions, Model Office
 - Shared drive assessment and preparation for migration
 - Change management, user training, support
 - New maintenance activities (Information model, metadata model, permissions management, electronic disposition...)



Sub-cultures

- Eight departments, 31 divisions, 117 sections, 95 locations
 - City Managers
 - Corporate Records
 - Human Resources
 - Finance and Technology
 - Planning &Development
 - Engineering
 - Parks Recreation and Culture
 - Archives
 - Library
 - Fire Services



Corporate Records

- Pockets of RM compliance
- Paper and microfilm focus
- Decentralized for active records, centralized for semi-active
- Activities passed down from one clerk to another
- Records manager a new position (2008) required for e-records
- New positions on the horizon
 - Records analysts (2), permissions manager, business-side database admin, functional application analyst (1+1)
- Lead on the ECM project until recognized as a top-ten initiative
- Working "behind the curtain"
- Archives is a "community archives" run by Parks Rec and Culture
 - Community history with little to no involvement with other BUs



Information Technology

- Maintenance focus
- See themselves as corporate services
- Journeyman, promote from within, self-taught
- Many long-term employees
- Outsource project management and business analysis
- See ECM as an application rollout



Business Units

- Pockets of RM compliance
- Managers participate in authorization for destruction process
- Clerks participate in corporate records training
- High pain point with legacy records and especially stored drives
- Preparing for and implementing the ECM marks the first corporate-wide attempt to engage with BUs at the staff level on records management
- "Everything, all the time"
- Experiment in progress



Share Drive Migration

For the organization:

- Define the organizational context
- Define the technical context

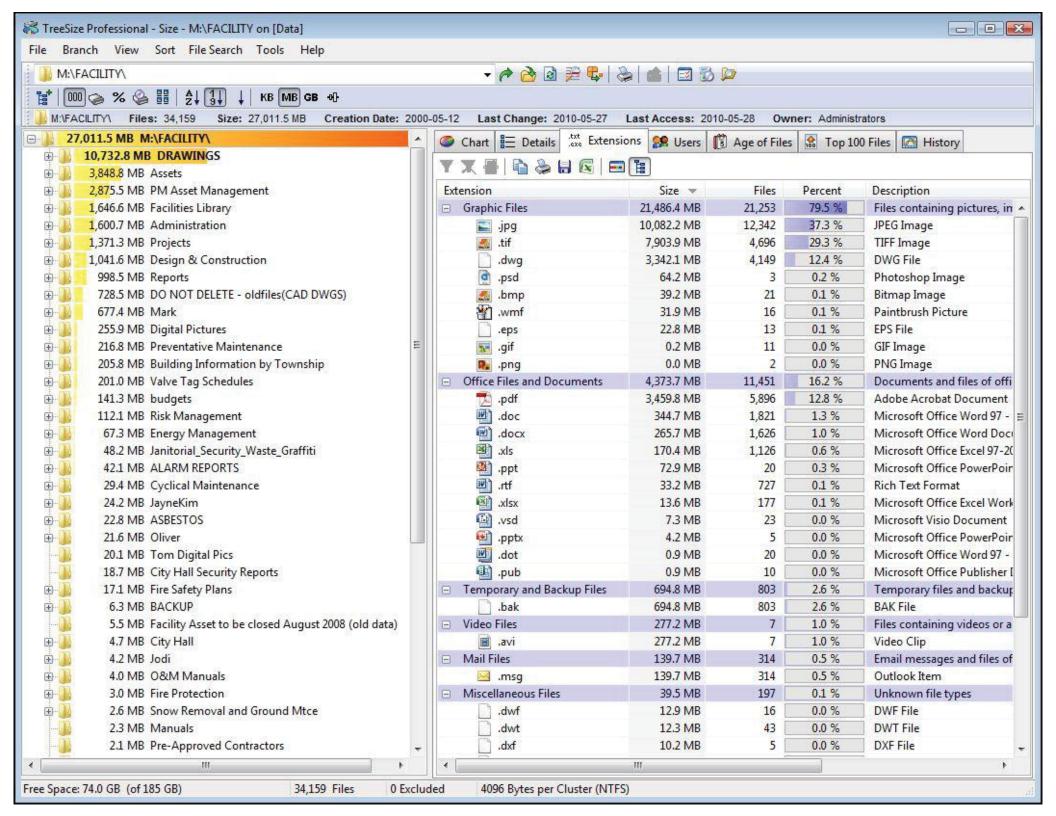
For each business unit:

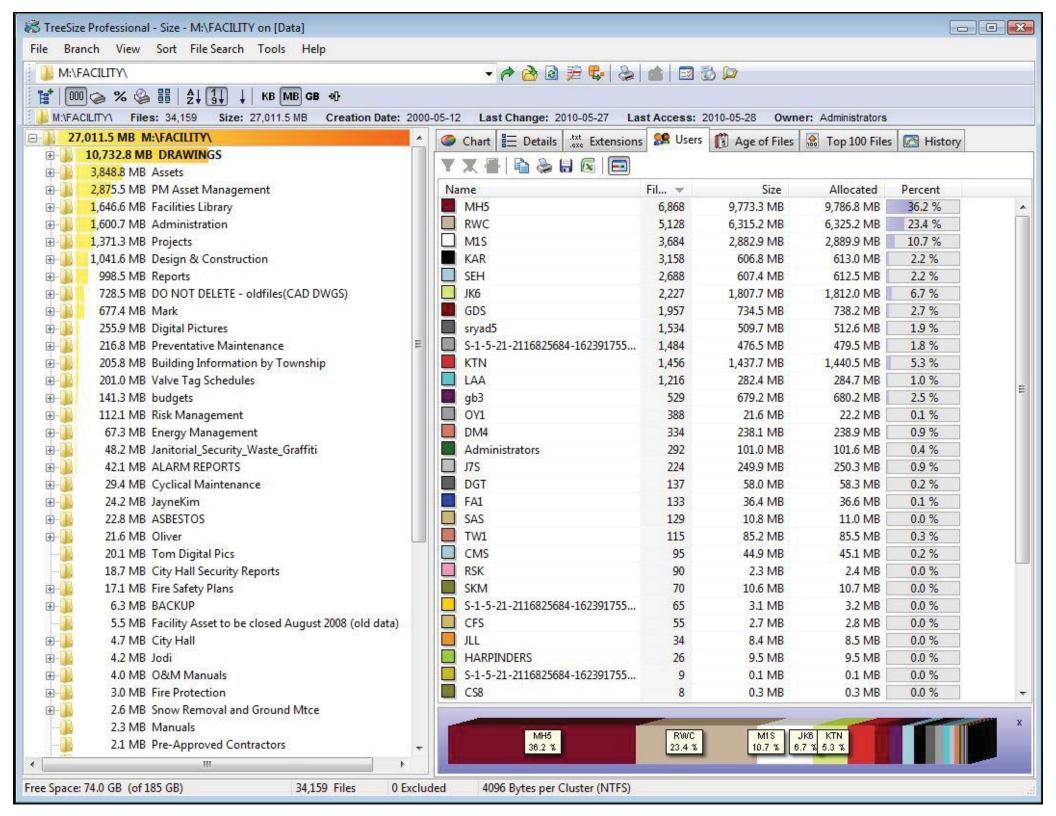
- Define the business context
 - Create Admin History, Records History, User History, Benchmarks
- Complete a business appraisal
 - Provide RM training program; build capacity; assess and sort records
- Complete a technical appraisal
 - Use new tools
- Prepare records for migration
 - Rename and classify business case
- Migrate records
 - First round, differential, missing records, decommission drives, destroy backups...

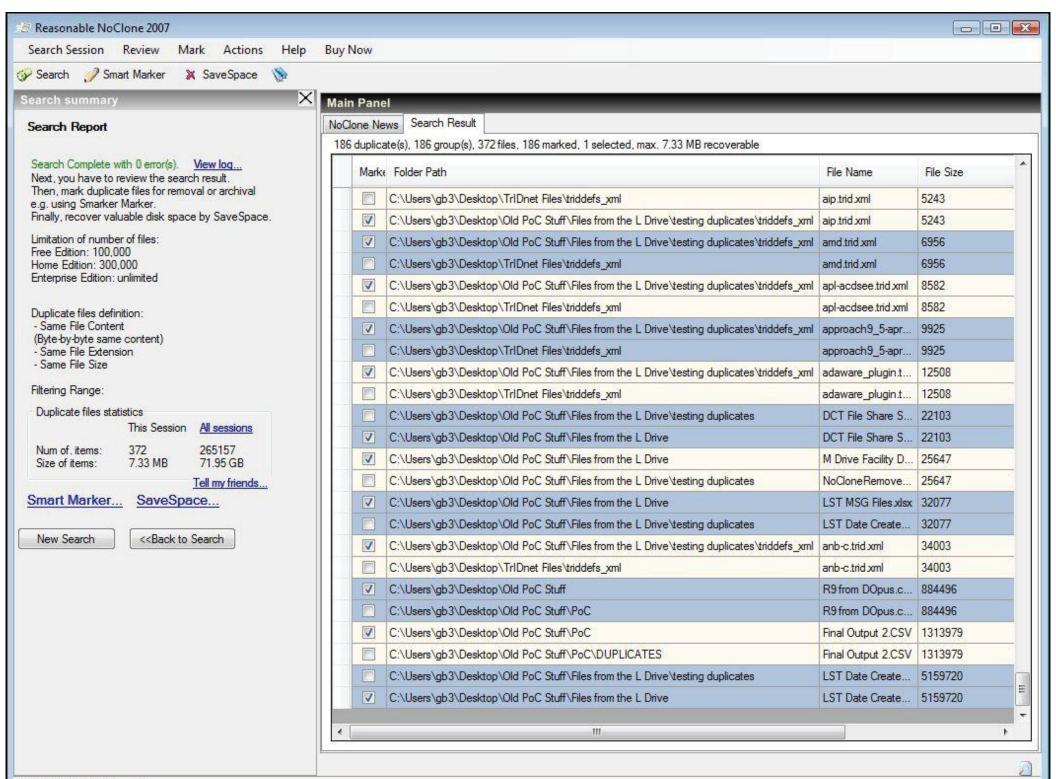


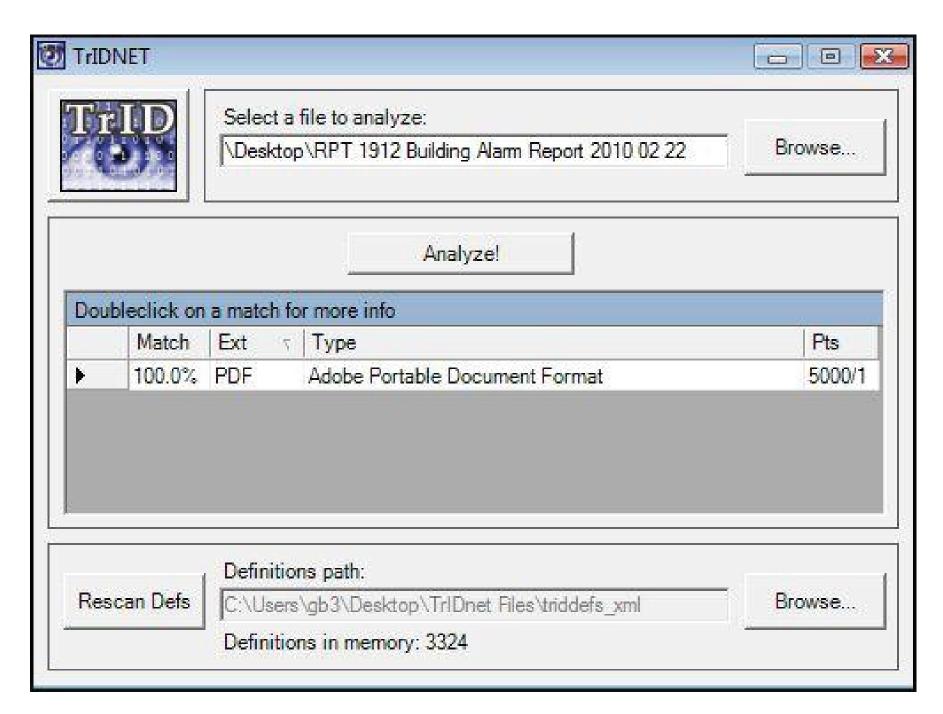
Business Case for Share Care

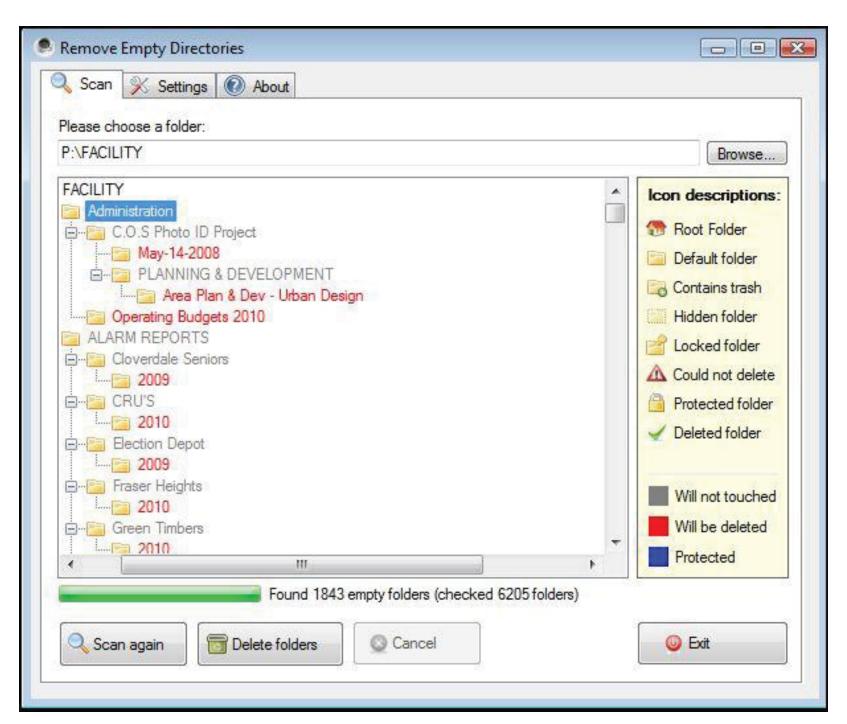
- Legal
- Operational
- Administrative
- Financial
- Historic

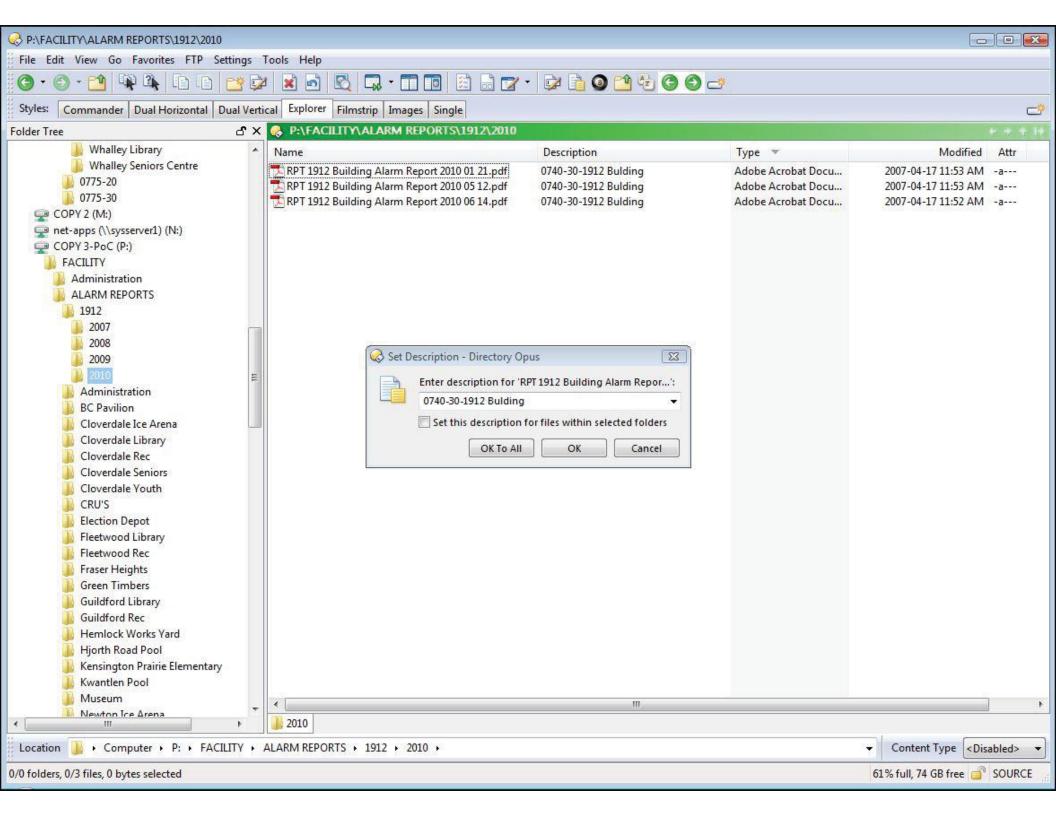


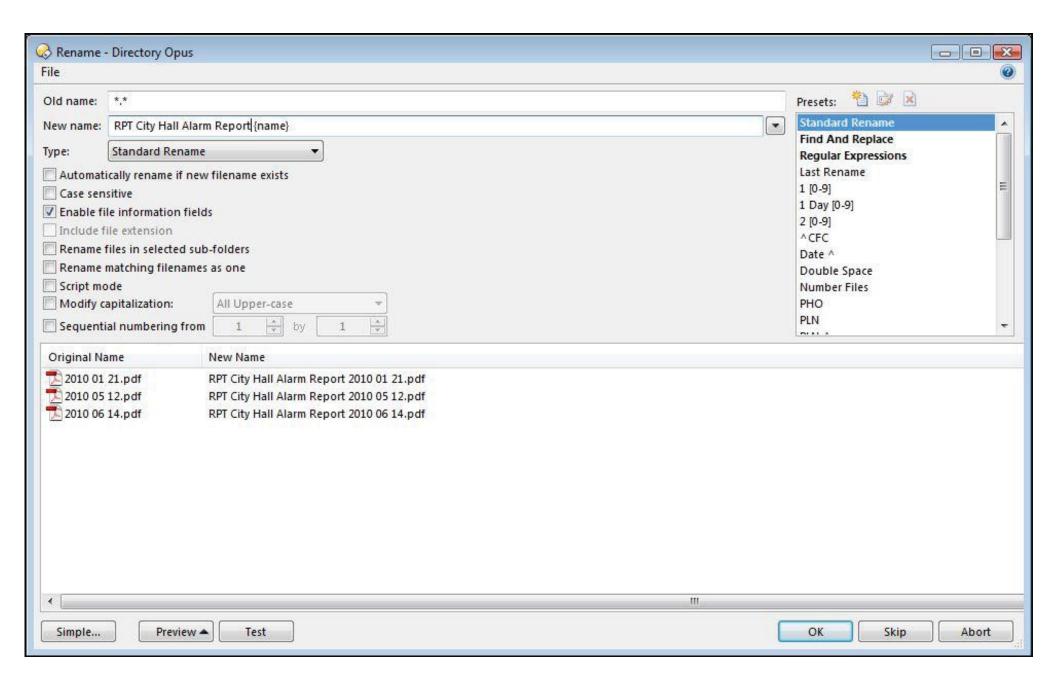














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