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# Best KM Practices in Government

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# For the Record

By **Andy Moore**, Editorial Director, *KMWorld* Specialty Publishing Group

*It's not your granddad's government. The days of unlimited resources and foolish expenditures have passed. Federal, state and local governments are now under more of a microscope of budget oversight and stewardship than ever in history. From processes to policies, the government mantra has become "do more with less, and do it under a spotlight."*

*So, it's no wonder that all the government bodies are starting to notice the multitude of problems they have to solve. We discovered, in compiling this White Paper, that there's really no such thing as "the government market." It's a complicated matrix of information management, customer service, business process and reporting. Depending on how you look at it, it takes many forms. That's why this opening essay, usually a "summary," has been divided into two anecdotes from the marketplace—as different as they could be, yet part of the same grand matrix.*

Six years ago or so I addressed the American Records Management Association (ARMA) at their big annual convention. I think it was in Atlanta. I was the "pre-keynote" ... the keynote being the guy who led the Apollo 13 Houston mission control operation to a safe conclusion, Gene Kranz. (If you ever get the chance to hear him, go! He's a fascinating figure in history, played by Ed Harris in the movie, and his memoirs crackle with tension and greatness.)

As for me, my talk didn't crackle with anything except the donut wrappers and coffee cups of the people filing in early to find good seats. I was the warm-up act for a man who needed no such thing.

But I remember at the time being really enthused that, for maybe the first time ever, the role of records manager could start to elicit some respect within the corporate

framework. I argued that the role of the records managers in the audience—for so long relegated to the musty cellar of corporate irrelevance—might be rising to a forefront position within their companies. My reasoning, at the time, was that the corporate records repository would soon equal the corporate knowledge repository, and thus the person in charge of the records—the gatekeeper—would rightly rise to the role of information manager.

Well, I was right and wrong.

"Once you get out of heavily regulated industries, where they've been forced to comply with DoD and HIPAA rules, you don't see any records management," says Peter Auditore, VP Marketing USA for Hummingbird Corp. If you've been reading these white papers, you already know that Auditore is one of those fierce evangelist-types, who speaks plainly and is not afraid to share his opinion about the woeful lack of adequate document and records management in most businesses today. Usually it only means that some business is not performing up to snuff. But as we'll see, there are other implications lurking beneath the relatively newfound attention that good ole records management has been receiving lately, on both sides of the business and government fence.

## Playing the Other Guy's Game

There's an interesting cross-pollination going on. The private sector, accustomed to instituting technology for efficiency or value motives, is now beginning to feel the pressure of regulatory compliance and other government mandates. And the public sector, typically driven by rules and regulations, is now acting a lot more like a business, looking for ways to provide their services better and be more competitive and "citizen-oriented."

***"I argued that records managers would rightly rise to the role of information manager.***

***Well, I was right and wrong."***



**Andy Moore**

Andy Moore has held senior editorial and publishing positions for more than 25 years. As a technology writer and editor, Moore speaks with dozens of senior executives and industry experts each month. In his role as Editorial Director for the Specialty Publishing Group, Moore oversees the

contributions to the series as well as conducting market research for future topics of interest for the series.

In addition to the various Specialty Group projects, Moore is an editorial consultant and has most recently acted as *KMWorld's* editor-in-chief.

With things like the Sarbanes-Oxley Act looming and threats against peace and security a new constant, new forces are altering the way we look at records and information processing in general. One thing is certain: the stakes are a lot higher. Suddenly you've got the real possibility of CEOs going to jail on the six o'clock news. And when you think about homeland security and intelligence ... well, I don't even want to go there. I've become allergic to being scared, and that stuff scares me.

"If records managers had been given the funding they needed all along, we wouldn't be in the place we're in right now," says Auditore. "But in the last three months, we've had more interest in records management than we've ever had, from every single market researcher and from our document management customers. And there is a great deal of confusion out there." (And maybe a little panic, considering the handcuffs-on-NBC-Nightly-News thing.)

In addition to heavy pressure from above, there are also more mundane drivers for the newfound interest in records management. In the public sector, for instance, "there's a major push to reduce costs," says Auditore. "They're looking at staffing and at simple things like postage and publishing." Self-service Web-based customer service (or citizen service) systems are also popular as a means to automate certain repetitive and yet high-value functions. "All the public sector agencies are mandated to cut costs, comply to regulation and adopt organizational change and development ... these are the key factors right now." And they're all happening at the same time.

So in the public sector, the drivers for content management have historically been more or less forced upon them, but are now becoming more efficiency-, service- and value-focused. Likewise, the private sector is responding to the multiple impulses of regulation and revenue. "In the private sec-

# Taking on the Organization

tor, there is always the drive to become more competitive, and using document management to change and optimize a paper-based process is also a big part of that," adds Auditore. "Like contract management, for example. That's a hot one ..." he adds wistfully. Companies like Geico (auto insurance) have learned that faster, more automated information processing without paper can increase their competitiveness within their vertical markets, and save money at the same time.

But in this converging world, where government is looking for savings and businesses are under a regulatory microscope, who's doing the better job? Which works best, a carrot or a stick?

## Tough Conclusion

I'm sure one can find highlights on both sides, but the current state of information management in Federal agencies should be carefully and thoughtfully examined. When the INS can approve a visa for Mohammed Atta six months after the September 11 attacks ... when 340,000 change-of-address forms from the SEVIS (Student and Exchange Visitor Information System) system are sitting in a box in a basement somewhere in Washington, un-processed ... when all IT implementations in Federal government are now being reviewed by the GAO ... when someone named Malvo can get five complaints in four states in the period of a year and nobody at the FBI gets an alarm ... it doesn't look good for the Feds.

"I talk about this everywhere I go. We have paid a dear price for the failure to implement technology," states Auditore flatly. Whether or not the woes of the world can be solved through document management is obviously up for debate, and beyond the scope of this article, for sure. But it seems hard to argue that it couldn't help, in matters both great and small. ■

Andy Moore is a 25-year publishing professional, editor and writer who concentrates on business process improvement through document and content management. As a publication editor, Moore most recently was editor-in-chief and co-publisher of KMWorld Magazine. Moore now acts as a contract editorial consultant and conference designer.

As Editorial Director for the Specialty Publishing Group, Moore acts as chair for the "KMWorld Best Practices White Papers," the "EMedia Innovation" series and the "EContent Leadership" series, overseeing editorial content, conducting market research and writing the opening essays for each of the white papers in the series.

Moore has been fortunate enough to cover emerging areas of applied technology for much of his career, ranging from telecom and networking through to information management. In this role, he has been pleased to witness first-hand the decade's most significant business and organizational revolution: the drive to leverage organizational knowledge assets (documents, records, information and object repositories) to improve performance and improve lives.

Moore is based in Camden, Maine, and can be reached at [andymore@adelphia.net](mailto:andymore@adelphia.net).

As the snowbanks of Maine, crusty for weeks now with road dirt and empty Moxie bottles, melt into a special kind of adhesive mud, and the daffodils begin poking up among the old pickup truck tires and six-pack rings, I'm reminded how well hidden value can sometimes be.

Take organizational charts, for example.

Now, I'm not an org-chart kind of guy, as a rule. In fact, I hate them, as a rule. A few years ago I developed a kind-of psychotic dislike for the Human Resources profession and all who practice in it. I won't go into detail, but let's just say that I generally find HR professionals to be among the most creativity-stifling, risk-averse, imagination-free people on earth. I like lawyers better than HR people.

So imagine my surprise when I met a perfectly lovely lady named Lois Melbourne who founded a company called TimeVision in 1994 with her husband to make software that automates the process of generating organizational charts. Lois might have also restored some of my respect for HR. Or for org charts, anyway.

"We started with a relatively simple idea, which has blossomed into an awful lot of power ... which is kind of nice," says Lois disarmingly when we met. I was curious how she and her husband had settled on the creation of organizational charts as a compelling business need, since—I couldn't help myself—I didn't think they were all that important.

"And a lot of people don't think they're all that important," Lois agreed, being altogether more polite than I deserved after that crack, "until they discover what org charts can actually do for them."

## From Family Tree to Strategic Opportunity

So by now I'm hooked, and Lois proceeded to give me what-for on the subject of org charts:

"Some people start by wanting to better know what their organization looks like and who the players are," she says. Starting with the business need—namely, wanting know what capabilities and talents reside within the company and how to locate the expertise—"they sort of back into the need for an org chart," explains Lois.

"Others approach from traditionalism," she goes on. "They say, 'I need an org chart because I'm supposed to have one.'" This is the business-school grad for whom an org chart just comes with the territory. "Once they find the product, they then begin to dis-

cover the analytics power." Like those daffodils in the dirty snow, the real beauty emerges rather surprisingly: "How many people do I have in the Western division who speak Spanish? OK, now how many of those people also are skilled to do 'X'? Great, I wonder if there's an opportunity for us to better develop our Hispanic market for such-and-such ..."

So the value of this seemingly simple tool—an organizational charting tool—begins to reveal itself the more you think about it. Thought of as a management-analytics tool, an org chart can be used to fine-tune a department or re-deploy skillsets where they can be best applied from a strategic perspective.

As a direct management tool, an org chart (at least one that has been fully developed to capture the necessary data) can help identify team members for a specific project—pure expertise location in all its clean, graphic, color-coded glory.

As a human resources tool, an org chart can obviously point out people for whom there may be a promotion or re-assignment opportunity. But furthermore, it can address the dicey political ramifications that always occur when you want to cherry-pick members for a project team. "Who am I gonna p— off if I enlist this guy for my product-launch team?"

If nothing else, as a basic corporate resource, an org chart builder is potentially the world's greatest corporate directory ... complete with background, interests, report-to's and a nice color photograph to put a face to the name.

Recent events have exposed another unexpected but potentially devastating situation that could have been avoided—or at least predicted—with a properly deployed org chart tool. When the armed forces began calling up Reservists to fulfill their service obligations in Iraq, for example, it is believed that few large companies had the foggiest idea how many important skilled managers would be suddenly removed from their company. This conflict, more so than the 1991 Desert Storm operation, involved many more senior, manager-level men and women. Many companies were blind-sided as a result, with no strategy in place to re-allocate human resources.

So, thanks to Lois, I learned my lesson. Things are not always what they seem, and value can reside where you least expect it. ■

(You can learn more about TimeVision's OrgPublisher at <http://www.timevision.com>.)

# Governments Worldwide Poised to Exploit Knowledge Management

By Peter J. Auditore, Vice President U.S. Marketing, Hummingbird USA

Unlike many public and private organizations, federal, state and local government agencies worldwide were mandated by law and organizational directives during the 1990s to adopt electronic information systems. As a result, many were early adopters of the core technologies that will now enable them to implement advanced knowledge management practices and systems. Although these core technologies might sound somewhat archaic, they are the very foundation of enterprise information management systems and include document/records management integrated with search, archival and retrieval (IR) and also apply automated taxonomy, indexing and categorization capabilities. In many of these information systems in federal, state, local and municipal governments worldwide is Hummingbird's DM/RM and IR technologies, which provide the platform for document and correspondence management, electronic records, forms processing and many other e-government initiatives.

Among the factors driving early adoption of electronic information systems in government:

- ◆ Organization mandates, funding and staffing cutbacks;
- ◆ Global legislation: U.S. Government Paperwork Elimination Act, Archive Acts, National Heritage Acts, Freedom Of Access to Information Acts, Data Protection and Privacy Acts, Evidence Acts, Emergency Preparedness Acts, etc.;

- ◆ E-government initiatives, such as EDM and ERM;
- ◆ Information security;
- ◆ Internet driven demand on information access; and
- ◆ Virtual employees and distributed organizations.

Hummingbird electronic records (eRM) and document management (eDM) initiatives have not only allowed government organizations to deliver fast ROI—for example, through reduced publishing costs and even postage savings—but they have provided a platform for new and innovative business models. Simply Web-enabling a DM/RM system is saving the European Court of Human Rights \$1 million a year in postage alone, and the IRS over \$1 million in publishing costs since 1999.

Governmental agencies are now poised to exploit and further leverage information and intellectual assets throughout their virtual organizations by deploying what may be the most powerful of all integration technologies to impact the industry in several years: the enterprise information portal. Many federal, state and local government agencies have been quick to exploit the power of Internet technologies to deploy B2E intranet portals and B2C (business-to-citizen) portals. Enterprise information portals are not only one of the most important enterprise integration technologies, they also provide a powerful knowledge management enabling technology that can greatly facili-

tate advanced KM processes, such as communities of interest, expert systems and forums for best practices.

## Crossing the Cultural Barriers to Advanced KM

Perhaps the most famous knowledge management quote of all time came from Tom Peters, author of *In Search of Excellence* (HarperCollins, November 1982): "Knowledge management is 95% people politics, processes and culture and 5% technology." This was precisely why many KM initiatives failed during the 1990s: organizations deployed technology and ignored the cultural and organizational development issues that are seminal to any successful KM project or system. The non-information sharing culture of many government agencies is perhaps one of the greatest barriers that many agency directors will face. In fact, implementing a DM system may sound trivial, but it significantly changes the way people interact daily with their information and requires buy-in from users and investment in behavioral change management. Although cultural barriers will challenge IT and management, many government organizations have the infrastructure in place that can enhance and facilitate advanced KM.

Some advanced knowledge management initiatives:

- ◆ **Collaboration:** Leads to innovation of business processes, ultimately increasing organizational productivity and competitiveness;
- ◆ **CRM:** View of all information about the customer, structured and unstructured;
- ◆ **Communities of interest:** Brings people together with similar jobs and tasks;
- ◆ **Best practices systems:** Encourages business process excellence and innovation;
- ◆ **Expert systems:** Leverages thought leaders and expert experience throughout the organization;
- ◆ **E-learning:** Reduces travel and overall training costs and increases overall productivity; and
- ◆ **E-mentoring:** Leverages intellectual assets of the organization through knowledge transfer.

## Hummingbird and Government DM/RM

Hummingbird's track record in building governmental information management systems is unparalleled in the industry and many agencies worldwide rely on the robust mission-critical performance delivered with Hummingbird solutions. Many government organizations have found Hummingbird Enterprise the most cost effective and easiest to deploy of all information management systems, for many reasons:

- ◆ Superior integration with desktop applications, Windows and Notes;
- ◆ Easy to integrate with existing enterprise applications;
- ◆ Rapid deployment;
- ◆ Open database architecture;
- ◆ Web-enabled DM/RM/KM and collaboration addresses the virtual workforce;
- ◆ Fully integrated DM/RM/KM solution;
- ◆ Easy to customize for specific business processes; and
- ◆ Results in fast ROI and overall lower cost of ownership.

Along with superior desktop and legacy application integration, easy customization and rapid deployment capabilities, Hummingbird Enterprise is the choice of government today.

## The First Content Management and GIS Integration

During the 1990s many government agencies invested heavily in computerized geographical information systems designed by Environmental Systems Research Institute of Redlands, CA. GIS systems have been essential in many disciplines, including environmental, residential and city planning and development, military planning, and geological research to name a few, and now most notably they will play an ever-important role in homeland defense. Although GIS systems present incredibly rich sets of spatial and tem-

poral data, until now they have yet to be fully integrated with relevant unstructured content.

Hummingbird, Farragut Systems and ESRI have announced the first GIS-content management integration solution that leverages and extends the value of GIS implementations by linking documents and relevant content to map features. Hummingbird Enterprise™ for ESRI, a new Hummingbird solution, offers a Web-based mapping interface for document and records management and queries by linking ESRI's ArcIMS™ software and Hummingbird DM™, an integral component of Hummingbird Enterprise.

## Challenges For Government, Public and Private Business

Surprisingly, even in this digital age, the world still runs on paper. Banks still reference microfiche to check signatures, the majority of the world's scientific information is microfiche-archived in libraries, the entire

U.S. healthcare system runs on paper and faxes—and many government agencies are scrambling to implement information management systems. The Center for Disease Control and Prevention stated last year that it would be four years before a bioterrorism warning system would be operable because most hospital emergency room and testing labs still run on paper. Once in place the National Electronic Disease Surveillance System will enable analysts to search and map disease reports and lab records by scanning electronic documents provided by state and local health departments.

According to Gartner Group, less than 50% of organizations worldwide currently have an enterprise information management system and/or document management system in place. Outside of the heavily regulated industries such as legal, healthcare, pharmaceuticals and utilities, the majority of businesses are just now in the process of building their information systems. They, like some

important government agencies, are in no way ready to exploit their knowledge and/or intellectual assets and will be hard-pressed to compete in the knowledge-based economy. In addition to competitive pressures within their industry, new state and federal laws that mandate document and record retention, such as the Federal Acquisition Regulation and the Sarbanes-Oxley Act, are major legislative factors that will drive these laggards to implement electronic document and records management systems.

*A good resource on the Web for knowledge management in government is <http://www.km.gov>. It is a resource on government-oriented KM initiatives, a list server and forum for interaction.* ■

Hummingbird Ltd. is a global enterprise software company employing 1300 people in nearly 40 offices around the world. Hummingbird Enterprise™ creates a 360° view of content with products that are both modular and interoperable, including Business Intelligence, Data Integration, Portal, and Document Management. Please visit: [www.hummingbird.com](http://www.hummingbird.com)

# Government Lays Down the Law on Document Management

Throughout the 1980s and 1990s, government bodies developed PC and server-based information architectures. Though these systems successfully served particular functions, there was also a need to communicate with other departments within or between ministries or agencies. In addition, as much as 80% of documents resided in unstructured systems such as e-mail and on individual PC hard drives. This often resulted in the unnecessary duplication of documentation and labor and limited access to valuable information.

The Government of Canada recognized the need for a document management system that could liberate information stored and duplicated in multiple ministries, departments and agencies. In the late 1990s, it tasked an interdepartmental committee to investigate the requirements of such a system.

## Universal Access, Regardless of Origin

CGI Group Inc., the fifth largest independent information technology consulting firm in North America, was chosen to design, build and implement a Records, Documents, Information Management System (RDIMS). Based on the Hummingbird DM document management solution, RDIMS provides federal records employees with the ability to capture, manage and access valuable document-based information, regardless of ministerial, departmental or geographic origin.

“RDIMS allows users to classify their own records, search for records and submit retrieval requests from their desktops,” said Richard Spratt, Senior Consultant, CGI. “Putting records into the hands of users

extends benefits to people who formerly had no experience with record management.”

To make the system available on as many desktops as possible and to support online government service evolution, RDIMS uses the Web client of Hummingbird DM as its interface to provide users with full document management functionality over the government's intranet.

## Responding to Policy, Regulatory Requirements

While RDIMS improves access to documents regardless of type or location, it also ensures that access is constrained by particular rules that correspond to public policy objectives and legal constraints such as the Canada Evidence Act, National Archives of Canada Act, Privacy Act and Access to Information Act. “Many legal rules assume the existence of original, signed paper records. The law of evidence traditionally relies on paper records,” said Spratt. “As more activities are carried out by electronic means, it becomes increasingly important that evidence of these activities is available to demonstrate the legal rights that flow from them.”

As a user's responsibilities or the legislative regime governing information use change, the system can adapt without interrupting day-to-day operations. By using the browser, access privileges can be granted or constrained without the need to visit each individual desktop.

While it is expected that by 2010, 80% of the government's information will be in electronic format, paper currently remains the standard, particularly for externally facing services and systems. To compensate for the

continued reliance on paper, CGI incorporated Hummingbird Imaging to index and retrieve documents from a content-based search using built-in optical character recognition (OCR).

One long-term goal set by the Government of Canada is the movement toward the complete electronic delivery of services (EDS). RDIMS is a core technology that will allow this to happen, as most public business processes involve the construction and evaluation of document-based information. RDIMS' open architecture allows new functionality necessary for EDS, such as Public Key Encryption, to be added gradually as it becomes more cost effective to embrace. ■

**Industry:** Government

**Organization:** Government of Canada

**The Challenge:**

- ◆ Information stored and duplicated across ministries, departments and agencies;
- ◆ 80% of electronic data remained unmanaged and stored in unstructured systems;
- ◆ Legal and policy objectives were not consistently being met; and
- ◆ Relevant information was not available in a timely fashion.

**RDIMS Solution:** Hummingbird contributed Document Management, Records Management, Imaging and Workflow

**Key Benefits:**

- ◆ Cost-efficiently captures, manages and shares information in many formats;
- ◆ User interface is available in both official languages;
- ◆ Supports document life-cycle from creation to distribution, storage and archival;
- ◆ Adheres to evolving legal and policy requirements; and
- ◆ Integrates with legacy systems without record or document management capabilities.

# Managing Organizational Change: Plan, Execute, Evaluate

By Lois Melbourne, Co-founder and President, TimeVision, Inc.

“Change is good,” or so they say. The more accurate statement is, “Change is inevitable.” That being the case, how we handle organizational change is critical to the ongoing success of any organization.

Often we aren’t even aware that “organizational change” is occurring because it happens continually and, often, very rapidly. You can easily define organizational change in this way: “Anything that affects people, processes and chains of accountability is organizational change.” Something as simple as an employee requiring extended leave can have significant impact—just as a complete restructuring of an organization can derail even the strongest of teams. But, if your organization is prepared, it will naturally adapt to smaller changes and weather the significant changes.

Regardless of the size of an organization or the industry in which an organization resides, preparing for change is the same. Approach the process one step at a time

knowing that mistakes will be made, and that you can minimize mistakes by being well prepared. As you begin the process, evaluate the tools you have in place to help you and identify the tools you will need to add to effectively plan, execute and evaluate the organizational change.

## Create a Plan

In order to create a plan that outlines where you are going, you must first know where you are or, in this case, who-reports-to whom. One incredibly simple and well-known tool you must produce and maintain is an accurate organizational chart. By providing a tangible picture of the complete organization, all employees, reporting relationships and workflow processes, you have equipped your team to produce a logical, fact-based plan.

The organizational chart lays the foundation for organizational change and will con-



Lois Melbourne

Lois Melbourne is co-founder and president of Irving, Texas-based TimeVision, Inc., the leader in organizational charting software. She originally formed TimeVision as a software development company in 1994 with her husband, Ross, a technical expert and market visionary, who

possesses 18 years of human resources and technology experience.

Together Lois and Ross developed and marketed the company’s flagship product, OrgPublisher for Intranets™, a software application that ties into existing human resources-related data and automatically generates org charts within minutes.

Prior to founding TimeVision, Lois worked as a sales and marketing executive and a film production specialist focused on the human side of business and technology.

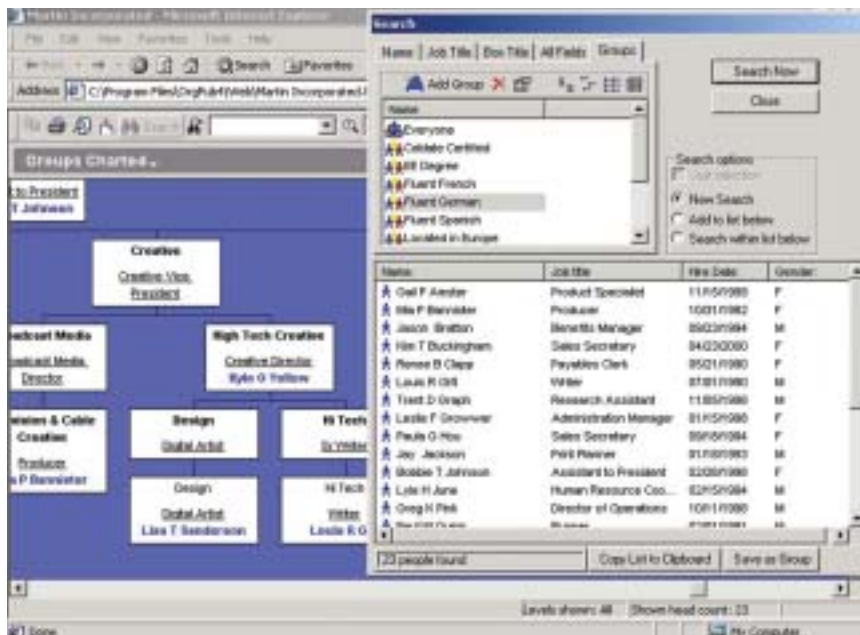
tinually help you evaluate your people-related data, people, processes and points of accountability relatively easily.

Creating an org chart can be an arduous task, but it doesn’t have to be. By using an organizational charting tool such as TimeVision’s flagship product OrgPublisher for Intranets™ software, you can automate the process of building and maintaining Web-based organizational charts by extracting people-related data from existing sources and publishing org charts to your intranet, Internet, print copy or, in some cases, common handheld devices operating the Microsoft® Pocket PC 2002 or Palm OS® platforms. Through these published charts you can perform numerous tasks, such as displaying the organizational structure, creating multiple team-based org charts, distributing accurate phone lists, maintaining critical employee data, tracking employee skill sets, performing on-the-fly analysis of people-related data and more.

Most importantly, during the entire planning stage **ask as many questions as possible**. Focus on questions relating to data, people, processes and accountability.

## Data

- ◆ Where is people-related data currently stored? Who manages or is accountable for it?
- ◆ How up-to-date is the people-related data?
- ◆ Who has access to people-related and process-oriented data?
- ◆ Is people-related data easily accessible to those who need it?
- ◆ Are reports easily generated to evaluate people-related data?



OrgPublisher automatically creates and publishes accurate organizational charts that can be easily accessed via your corporate intranet, Internet, via a common handheld device and printed.

## People

- ◆ Who reports to whom?
- ◆ Which employees have multiple reporting relationships?
- ◆ Does your organization—or *should* your organization—capture team-based reporting relationships?
- ◆ What skill sets does each employee possess? Is there a natural redundancy in skill sets?
- ◆ Should you base your organizational structure on people or processes?

## Processes

- ◆ Do workflow processes already exist within your organization?
- ◆ Are those processes clearly defined? Are they documented?
- ◆ Are processes cross-departmental in nature?
- ◆ How are process changes managed? Are there process managers or owners?

## Accountability

- ◆ What are the existing approval processes within your organization? Are these processes tracked?
- ◆ Are points of ownership/accountability established and monitored?
- ◆ Are records kept regarding process changes and points of accountability?

## Execute the Plan

Organizations typically have a geographically dispersed employee-base. Whether employees are on a separate floor, different campus, across the globe or simply mobile workers, there must be a method for distributing your plan, communicating regularly and observing the plan in action. Intranets and employee portals provide the most logical path to distribute information. Information presented in a visual format is often easier to understand.

It makes sense, then, to publish the organizational structure itself to the corporate intranet or via the employee portal. In doing so, you provide an accurate and timely picture of the organization at the same time to your entire employee-base. Consistency and accuracy are of utmost importance during times of change. Everyone in your organization will then take ownership of their own org chart box and provide input on any inaccuracies, resulting in greater data integrity overall. You can increase the ease of communication by incorporating phone lists, hyperlink e-mail addresses and photos in your Web-based org charts. In fact, your org chart can serve as an entry to your employee portal and be linked to external documents such as department objectives, mission statements or even job descriptions. During this phase of the

process, it is important to be aware of human nature and our reaction to change. Most of us don't like change, but we adapt to it readily enough if we have good information that allays our fears.

Below are just a few of the questions you should be asking yourself regarding plan execution. Focus specifically on questions regarding how you will distribute, communicate and observe the plan as it is rolled out.

## Distribute

- ◆ Does your organization distribute an organizational chart?
- ◆ Is the process of distributing hierarchical information automated?
- ◆ Is there an easy way for each member of the organization to provide feedback regarding the organizational structure?
- ◆ Can managers and employees easily update inaccurate organizational information as it pertains to their departments or themselves, such as incorrect reporting relationships?
- ◆ Are you distributing enough useful information to the employees that need it the most?

## Communicate

- ◆ Do employees have easy access to an accurate, up-to-date organizational chart?
- ◆ Do employees have access to correct contact information for all other employees in your organization, regardless of location?
- ◆ Is an intranet or employee portal in place to support a centralized location for sharing hierarchical or people-related information?
- ◆ Can managers collaborate on organizational change?
- ◆ Is there proper security built into electronic systems that protects private information from becoming public?

## Observe

- ◆ What is working?
- ◆ What makes it work?
- ◆ What is your objective?
- ◆ What are the benefits of achieving this objective?
- ◆ What can you do to move closer to your objective?

## Evaluate the Outcomes

We must evaluate our actions in order to learn from them. If we don't know what went right—and more importantly, what went wrong—then we are likely to repeat the same mistakes. But when change happens, how do you evaluate the outcomes? Honestly, some of it is subjective. What does your gut tell you? What is the temperament of your employees? Has your corporate culture changed?

On the other hand, some of the post-change evaluation is quite tangible. Using the data from your organizational chart, you can discern numerous outcomes. Your org charting tool should allow you to easily generate a “dashboard” report of statistics that you can share with organizational leaders. Analyze these statistics to ensure that future change comes about in an easier and smoother fashion.

As you evaluate the outcomes, keep in mind that you should ask questions that focus on how you will report on and analyze information regarding the organizational change. The following are some suggested questions that you may want to ask.

## Report

- ◆ Was the organizational change itself documented?
- ◆ What types of reports are needed?
- ◆ Can managers access and report on people-related information?
- ◆ Will reports be shared departmentally?

## Analyze

- ◆ Did the change help or hinder the organization?
- ◆ How are you measuring these results?
- ◆ Are any employees left without defined reporting relationships?
- ◆ Are there communications breakdowns?
- ◆ Is the process sufficiently automated?
- ◆ What additional changes need to take place, and on what do you base this decision?

## Change Again

How will your organization modify your plan to make organizational change better? This is the most important question you should ask after each and every organizational change. Experience remains the very best teacher. With every change, large or small, the experience you gain allows you to modify the process in order to better meet the needs of the organization. You will innately be more prepared, create a stronger plan, have a smoother execution and more easily evaluate the outcomes.

Change may be inevitable, but doing it right makes all the difference in the world. ■

Founded in 1994, Irving, Texas-based TimeVision, Inc. is the leading global provider of Internet/intranet-based organizational charting software used by over 1,700 companies in 53 countries. Customers include the City of Boulder, Colgate Palmolive, Dept. of Ecology Washington State, Dept. of Land & Water Conservation, Internal Revenue Service, WellPoint Health Networks and XO Communication among others. Stand-alone or combined, TimeVision's products OrgPublisher™ and OrgBuilder™ software provide the most comprehensive solutions for creating, maintaining, distributing and analyzing organizational information across the enterprise.

To evaluate TimeVision products free for 30 days, please visit <http://www.timevision.com>.

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