This manual contains the policies and procedures for the formal management of the organization and the storage of an organization's valuable content and documents that are related to business processes. The manual also outlines the formal policies and processes that enforce data quality, management, and policies, and business process management and risk management.
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Project Outline and Requirements (Week 1)

Organization Description

Organization Consultants consults with businesses to help them manage organizational change. Consulting services include planning and managing growth, rightsizing, and reorganization. Benefits include better organizational agility, a better understanding of how they are organized, and better planning for the future.

Organization Consultants has served clients for 10 years from its California office and currently employs 75 people, including 40 organizational consultants. Approximately half of the consultants operate from remote locations throughout the country and in 5 international locations. These consultants work from their homes and through Internet-based connections to the home office.

Content Requirements

Although Organization Consultants is highly qualified in organizational planning, it is not good at managing its own data during a stage of rapid growth for the company. The company has determined it needs a qualified consultant who can develop an Enterprise Content Management (ECM) and Data Governance Policies and Procedures Manual to help the company improve its management of important company data.

Proper resources have been allocated for the project, and several key goals have been set:

1. Evaluate the enterprise information infrastructure and content management processes for the company.
2. Develop processes for enterprise content management.
3. Design the enterprise information infrastructure for the company.
4. Evaluate the data governance policies and procedures of the company.
5. Develop data governance policies and procedures for the company.

As a first step in the process of evaluation, the content requirements for the company must be identified. The content requirements will include the major categories of content and regulations that might apply to the organization’s content. A review was conducted, and the following results were obtained.

Content Categories

The following major content categories were identified through a review of existing documents, databases, and interviews with the information technology (IT) manager:
Unstructured Content

Unstructured content includes any data held and processed by the company that do not have a formal format or data storage mechanism. This content may be important to the company and should be formally identified, stored, and protected if deemed to be important to the operation of the company.

- Electronic Unstructured Data
  - E-mail, instant messages, text documents, spreadsheets, meeting recordings, etc.
- Electronic Forms
- Paper Documents/Forms

Structured Content

Structured content includes information that is formally stored and processed by the company. The following major categories of structured content were identified:

- **Accounting Database:** Includes all company accounting information
- **Human Resources (HR) Database:** Includes employee records, payroll and benefits information, organization structure information, and employee training plans and records
- **Client Database:** Includes client information, clients’ organizational information (organization charts), employee structure and personal information, pay status, training information, company plans for up- and down-sizing, and consulting reports
- **Support Database:** Includes support tickets and knowledge database
- **Web:** All content for the company’s Web site, including the Web site proper and all associated databases

Associated Regulations

Some of the regulations regarding data held by the company will depend on the client organizations it consults with. The nature of this organizational consulting provided to clients will often require access to and storage of sensitive HR information from the client company, which could fall under the auspices of the Health Insurance Portability and Accountability Act (HIPAA) and/or the Gramm-Leach-Bliley Act.

In addition, some clients may have information that is protected under security regulations. This might be typical of government agencies, some of which are clients of the company. There will also be, depending on the client, contractual obligations to protect certain data according to the client’s requirements.

Data Protection

Data protection includes security and data archiving. Sensitive data must be properly protected, and the company’s data must be properly stored for disaster protection purposes.
Implementation Life Cycle (Week 1)

One of the key aspects of a successful project is the identification and use of an implementation life cycle. This section of the report will describe the life cycle to be used for this project and will present the major tasks and time line for execution of the plan.

This project is considered to be a linear project without the need to cycle between stages, so a standard waterfall life cycle will be used. The stages will include the following:

1. Requirements
2. Planning
3. Development
4. Review
5. Implementation
6. Follow-up

Stages

Each stage of the project is described below. It will be important for the project participants to understand these phases so they each will contribute and participate appropriately.

Requirements

Each of the major content areas of the company will be examined and documented. Storage requirements will be determined, and security requirements will be identified.

Planning

The complete project will be planned in detail with all participants and tasks identified with an associated time line.

Development

The ECM and Data Governance Policies and Procedures Manual will be developed by the consultant with the assistance of appropriate company personnel.

Review

Key personnel—including the chief executive officer (CEO), chief information officer (CIO), IT manager, HR manager, client support, and company consultants—will review the draft manual and assist in modifications to produce the final manual.

Implementation

Implementation will require several activities:
• Development of the ECM and Data Governance Policies and Procedures Manual
• Development and testing of systems, infrastructure, and supporting materials to support the plan
• Development and administration of training for all stakeholders who will use the systems, policies, and procedures
• Rollout to live systems

Follow-up

Follow-up will be conducted on an ongoing basis. Key systems will be reviewed to determine if the policies and procedures are working efficiently and sufficiently to meet the goals for the plan. Changes to the systems, policies, and procedures will be made as needed.

Time Line

• **Requirements**: Weeks 1–4
• **Planning**: Weeks 5–6
• **Development**: Weeks 7–12
• **Review**: Weeks 13–15
• **Implementation**: Weeks 16–24
• **Follow-up**: Ongoing after implementation
Information Infrastructure Evaluation (Week 2 TBD)
Information Infrastructure Improvements (Week 3 TBD)
Data Governance Evaluation (Week 4 TBD)
Data Governance Improvements (Week 5 TBD)
Implementation Plan (Week 5 TBD)