

A full-page background image showing a worker in a dark jacket and cap standing on a steel beam of a bridge under construction at night. The bridge's structure is illuminated with warm lights, and the city lights of a city are visible in the background, reflected in the water below. A large yellow trapezoidal shape is overlaid on the right side of the image, containing the title and subtitle.

Information Management

Accelerating your journey to establishing a thriving workplace by bridging information management and digital



Managing information in today's workplace

Business leadership relies on the rapid synthesis of large volumes of information to make informed decisions. At the same time, institutional knowledge is gradually and often unknowingly evaporating from organizations as information management is handled as a tedious housekeeping item or an afterthought to our daily routine. Organizations are waking up to endless amounts of records that are spread among countless people and technologies, and often duplicated, misclassified or nearly impossible to find.

Is your organization ready to begin the journey of digital transformation starting with building a strong foundation of information management? Or have you hit a roadblock in your current information management journey and need some support?

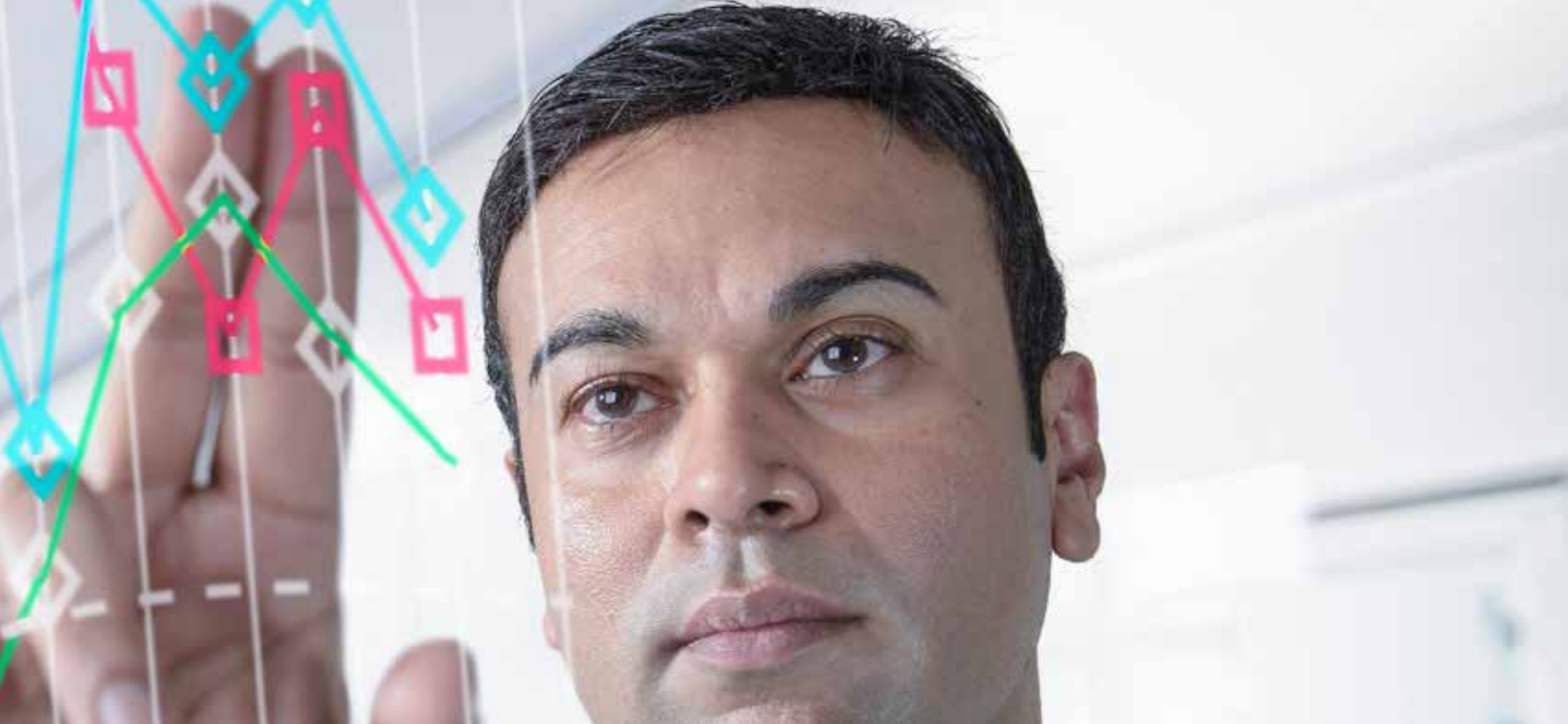
We can help.

How we will work with you

EY's Information Management team helps organizations more effectively manage their information, often with a focus on business processes that generate unstructured data, such as emails or documents. By bringing a holistic approach to information management, organizations can enhance the way they manage information in a way that also improves governance, awareness, compliance and information quality, as well as the return on investment of enabling technologies.

We strive to meet your organization's goals by following three key principles:

- 1.** We work hard to help our clients feel ownership over the process by holding interactive workshops that engage business owners and make them a part of all phases of information management projects.
- 2.** We believe, and have seen, that high stakeholder engagement drives enthusiasm and excitement around information management projects and leads to increased participation across the organization.
- 3.** We strive to be technology-agnostic during the initial stages of a project before an information management solution is selected. We want to make sure that we choose a technological solution together that's right for you after completing the necessary strategic groundwork and stakeholder consultations, rather than coming in with a ready-made solution.



What we've seen at other organizations



- **Rapidly increasing volumes of information** that organizations are unable to properly classify, store and find efficiently, leading to poor information quality and loss of productivity.



- **The mismanagement of sensitive information** in ways that do not comply with regulatory and compliance requirements and could potentially lead to information breaches or unauthorized access.



- **Low user adoption rates of information management technologies** due to a lack of proper planning, configuration, training and change management.



- **A lack of documented information governance policies and procedures**, leading to employees being unsure of how to manage, store and dispose of information properly, and not knowing who is responsible for information management tasks.



- **Information stored in multiple repositories** such as shared drives, email and intranets, leading to the retention of duplicate and obsolete information and to employees accessing and using the wrong versions of documents and difficult-to-find information.



- **Collaboration being done primarily using email**, which leads to the improper storage and potential loss of important information, particularly email attachments.



- **A lack of formal information management training**, which leaves employees feeling unequipped to complete management-related tasks and inconsistencies with how different business units within organizations complete information management processes.



Why should your organization care about information management?

Well-managed information and a properly configured information management solution will allow your organization to reap many benefits.

Streamline processes by creating efficiencies and accountability through streamlining, digitizing and automating processes

Add business value by recognizing the value of information and obtaining business value from increasing volumes of information

Enhance information sharing and productivity across the organization and externally

Strengthen governance and regulatory compliance to support proactive disclosure, eDiscovery, ATIP/FOIP, litigation and recordkeeping initiatives, including retention and disposition

Improve accountability to increase oversight through reporting and auditing of business processes and information

Boost search and find to improve productivity and information findability through a holistically managed centralized repository

Enable digital by creating a user experience customized to specific needs of individuals and the organization

Heighten security and prevent unauthorized access and use



Where are you in your information management journey?

Is your organization truly ready to implement an information management solution? Or have you implemented a solution only to find that it's not effective or that users are reluctant to use it? Ask yourself the following questions:

Are your organization and people ready?

- ▶ Are people aware of any deficiencies in how information is currently managed? Are they likely to support upcoming or recent changes?
- ▶ Do you have a strategy for how to communicate to and train key stakeholders?
- ▶ Do you have a strategy to help manage change within the organization?

Are your information assets under control?

- ▶ Do you know how many information repositories exist, and what kinds of sensitive information your organization stores?
- ▶ Is your information cleansed, de-duplicated and organized so that it's ready for migration?
- ▶ Do you have an information management architecture and defined metaadata?
- ▶ Do you have a retention and disposition schedule?
- ▶ Have you developed a migration strategy?

Do you require customization for your information management solution?

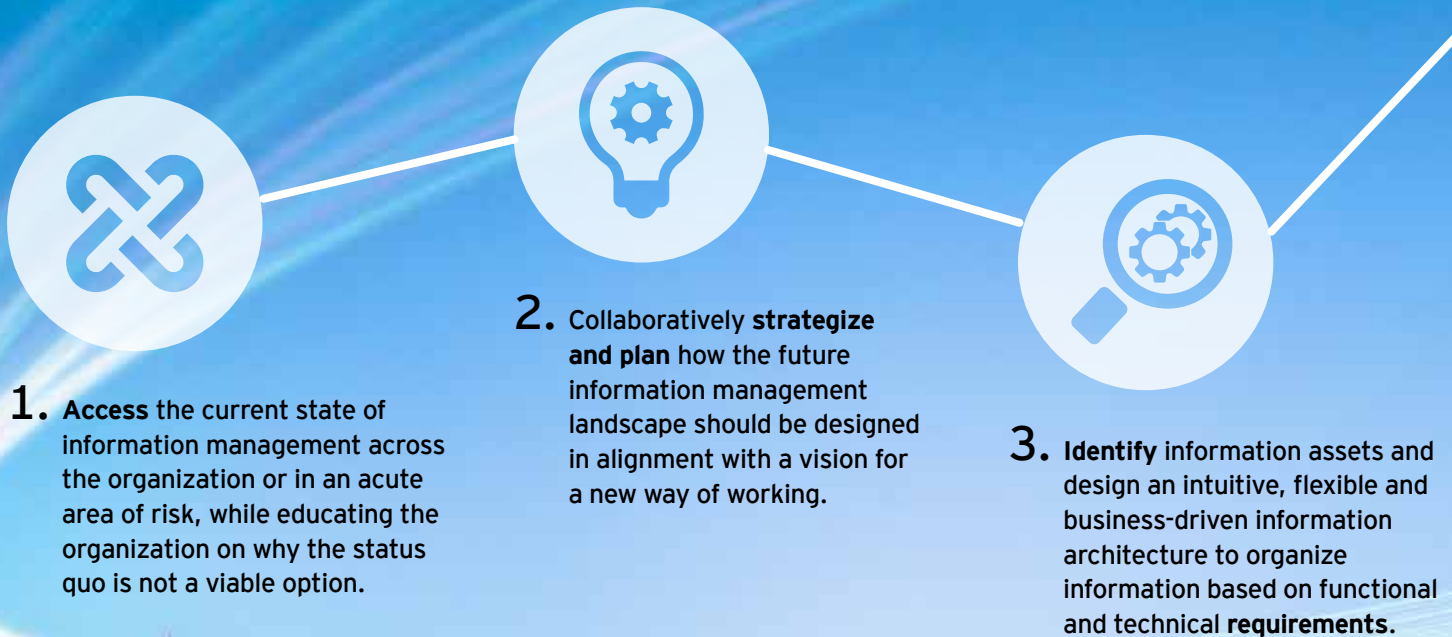
- ▶ Do you have a list of technical and functional requirements gathered from key stakeholders so that you know what kind of customizations are required to optimize your information management solution for users?
- ▶ Do you have a plan for integrating the information management solution with existing platforms?

Navigating the information management journey

Every organization's journey is different.
We get that.

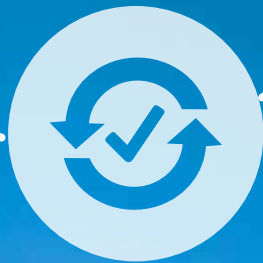
We start by listening to understand what your people need to make information management enable their daily routine and not stand in their way.

When all information management factors are considered together, from current capabilities and technologies to business requirements and operational goals, we can help you prepare a plan that launches your organization ahead at the right time at the right point in your information management journey. While this is the typical journey for many organizations, we don't believe in "one size fits all" and will help you choose the activities that are right for you.

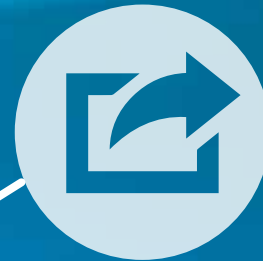




4. Evaluate potential information management solutions based on business requirements, by performing a vendor analysis, piloting a solution or doing both.



5. Develop and implement the plans, policies, procedures, training and communications required to interactively configure and onboard business users to the new information management solution.



6. Take actions to sustain and improve the solution, while measuring progress against baseline assessments.

The following are some of the services we offer at various stages in the information management journey:



1. Assess while educating

Current state assessment:

A full picture of the current state of information management to establish a starting point to measure progress while advancing information management strategic goals and initiatives

Information inventory:

An inventory of all information assets, highlighting duplicate, obsolete, misclassified and potentially at-risk information.

Maturity and risk assessment:

An assessment of information management maturity at your organization using EY's maturity model which takes into account competency areas including information and records management, change management, and governance and policies and the identification of risks based on current state assessment findings.

Third party review: A review of in-flight information management projects to determine maturity and compliance.



2. Strategize and plan

Information management business case:

Business case development related to readiness and deployment.

Information management strategy and future state:

A strategic direction and guidance to shape and improve the future information management landscape.

Implementation plan: Timelines and short-term activities required for the organization to progress towards the information management target state.

Information governance: Policies and procedures that define how information should be organized and monitored, who is responsible and accountable for various information management tasks and how to support continuous improvement.

Communications and training plan: A plan that defines how communication and training will be deployed and which stakeholders will be onboarded to the information management environment and when.



3. Identify requirements

Information management requirements:

Requirements that are used to guide future state recommendations regarding document and records management, information governance, training and future information management system implementations.

Information architecture:

A structure for classifying and tagging information with metadata to support recordkeeping, security and search.

Records management retention and disposition:

Guidance for managing retention and disposition, as well as recommended retention periods, triggers and disposition actions for information resources.



4. Evaluate potential information management solutions

Information management solution pilot: A pilot of the selected information management solution to verify whether it meets users' functional, technical and business needs.

Vendor analysis: An analysis of potential information management solutions to determine which ones meet users' functional, technical and business needs.

Sandbox environment: An information management environment for organizations to test, pilot and train prior to deployment.



5. Develop and implement

Information management business process analysis and design: Maps of existing and future state information management processes used to implement and configure current manual processes in an automated information management solution workflow.

Configuration and customization beyond out-of-box settings: Support to configure an information management solution based on specific organizational needs identified during requirements gathering.

Integration with other platforms: Support for piloting and implementing integration of the information management solution with other platforms and solutions.

Migration strategy and support: A strategy that identifies and provides an analysis of options available for migration of information into an information management solution and details a recommended approach and manual or automated migration of information.

Training and onboarding support: Phased onboarding of key stakeholder groups as identified in an onboarding plan and the delivery of training.



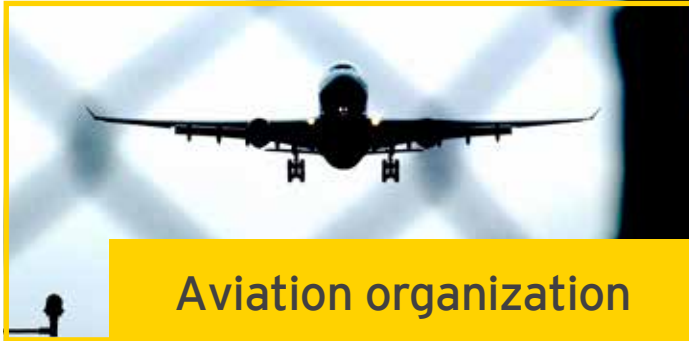
6. Sustain and improve

Continuous improvement: A strategy and recommendations detailing how to facilitate the ongoing enhancement of your information management solution.

Key performance indicators (KPIs): The definition of key performance metrics and how to use these to monitor the performance of the information management solution.

Evaluation against baseline: A reassessment of the information management current state against the initial current state assessment to determine how the new solution has addressed initial concerns and where there is room for further improvement.

What we've done for others



Problem

Our client was in the process of preparing to move to a new information management cloud solution (Office 365) but did not have a structure in place to classify their information prior to this migration so that it could be stored with appropriate security and access rules in place. They also wanted to define and strengthen information governance, including roles, responsibilities and accountabilities, to improve the quality and consistency of data inputs and outputs for their business intelligence solution.

Our services

- ▶ Conducted a rapid current state assessment of current information management practices to better understand current issues and set a baseline for all subsequent activities.
- ▶ Defined a high-level information management strategy and roadmap to provide a path forward to reach the maturity required to meet the organization's information management requirements and goals for their Microsoft Office 365 pilot and business intelligence program.
- ▶ Defined a high-level information governance and information classification strategy so that information migrated into the new solution would be properly classified and managed.



Problem

Our client was in the process of restructuring from a Crown corporation to a government- owned contractor-operated entity. As part of this transition, a business transformation was required before the share transfer to the contractor-operated company. Our team was engaged to assist with transformation activities around information management.

Our services

- ▶ Performed a current state assessment of information management to identify gaps and areas for improvement.
- ▶ Provided future state recommendations on how to move towards identified information management goals.
- ▶ Developed a roadmap detailing how to transition to the recommended future state.
- ▶ Defined high-level information management requirements to guide the selection and configuration of an information management solution.
- ▶ Developed information architecture options to assist with the classification of information.
- ▶ Conducted a proof of concept project using OpenText Content Suite to determine if this solution was a fit for our client and provided recommendations based on user feedback and leading practices.



Problem

Our client, like all federal government departments, was required to be in compliance with the Treasury Board of Canada Secretariat Record Keeping directive but did not have the resources or expertise required to plan and implement the required activities to meet the directive. They needed help developing an implementation plan that would get their organization from their current maturity to the required maturity level.

Our services

- ▶ Conducted a rapid current state assessment of records management practices to identify gaps in managing information and the steps required to be in compliance with the Treasury Board of Canada Secretariat.
- ▶ Developed a compliance plan to improve the organization's information management maturity to be in compliance with the Treasury Board of Canada Secretariat Record Keeping directive.
- ▶ Began developing information architecture, retention and disposition schedules, and information governance policies and procedures to help our client meet their compliance goals.



Problem

Our client was experiencing issues related to poor information management, including: an inability to sufficiently respond to freedom of information and protection of privacy requests, productivity loss, employee frustration, duplicate information being stored in multiple repositories, employees keeping information indefinitely due to a lack of retention policies and long turnaround times due to difficulty finding information.

Our services

- ▶ Developed an information management strategy which included future state recommendations for improving information management and an implementation plan detailing how to enact the recommendations provided.
- ▶ Conducted a pilot of OpenText Content Suite to determine whether this solution was a fit for the client and provided recommendations based on user feedback and leading practices.
- ▶ Fully implemented OpenText Content Suite, including the development of a migration strategy, the definition of an information management governance model, the configuration and setup of the OpenText environment, and the onboarding and training of employees to improve information management across the organization.

About EY

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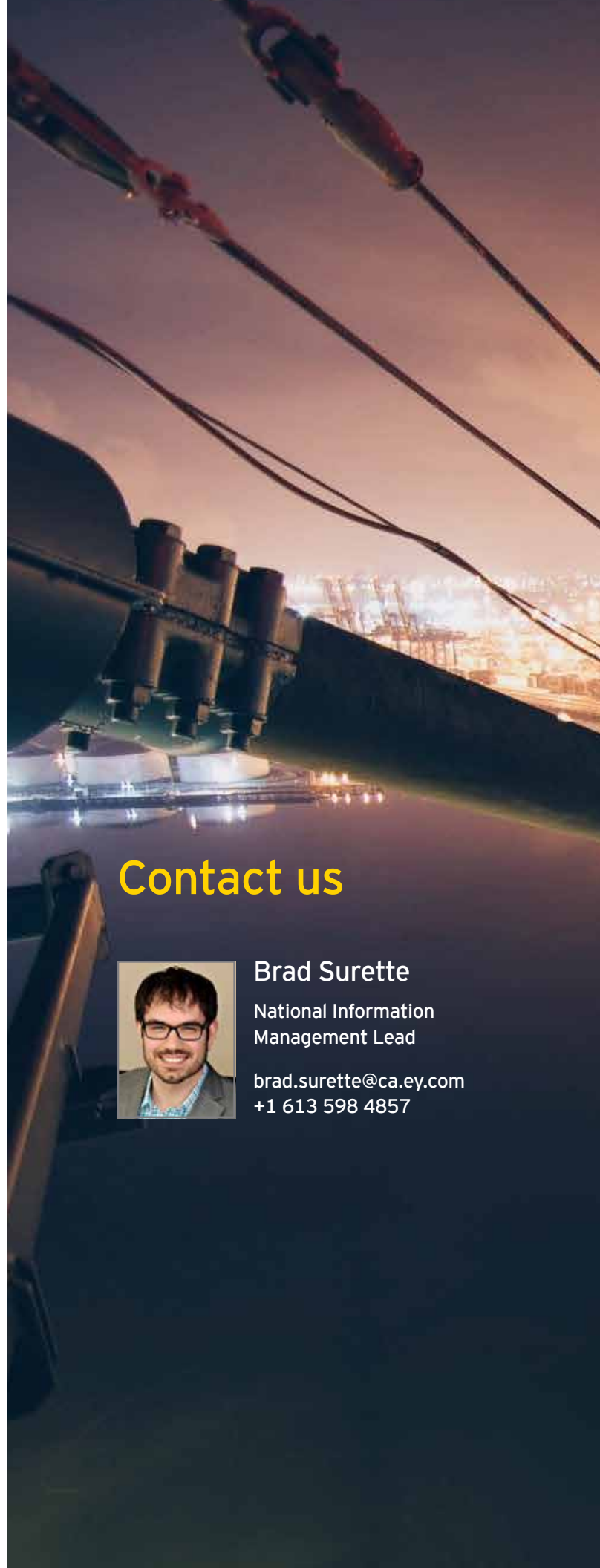
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ey.com/ca



Contact us



Brad Surette

National Information
Management Lead

brad.surette@ca.ey.com
+1 613 598 4857