

INFORMATION SERVICES - A TRANSFORMATIVE VIEW

Information-based, Information-driven.

*A Conceptual Model for Enabling Effective Information Problem Solving
in Government Organizations*

Latest update: 29 October 2012

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The Nature of Information Use is Changing

Personal Holdings → Corporate Holdings

Paper-based → Digital First

Dispersed Sources → Comprehensive Data sets

Government is transforming to an environment and culture where digitally held, corporately-managed, appropriately accessible information is a core asset of increasingly knowledge-based organizations.

Client needs are transforming as well. They want more comprehensive information, from a variety of sources, available from a single service.

- Published Information
- Departmental Records
- Corporate History (Knowledge)
- Current Events
- Data and Information from a complex web of sources

The Information Problem

Clients don't simply have "information needs" – they need to SOLVE PROBLEMS – and they need timely access to the right information sets in order to solve those problems.

We aren't simply storing and accessing – or simply enabling clients to store or access information. The work of today – and tomorrow – requires very different skills from the work of yesterday. Clients need the support of information professionals who can enable them to solve business problems.

The problem should define the activity – it's not about offering a suite of services, a "service catalogue" – it's about being able to help solve a problem, using whatever tools, processes or resources are necessary.

“We aren’t here to meet your needs – we’re here to help solve your problems.”

It’s empowering – for you and for your clients.

Therefore...you need people who can solve problems on your Information Services team.

Your organizational charts are most likely aligned with work that was designed to meet a fixed series of needs – needs that are dwindling, if they are still required at all. Many of your job descriptions will be aligned with work tasks that do not align with the modern problem-solving era.

Client Information Needs are Changing

- “Give me a **word cloud** that encompasses all information stored in RDIMS over the past week, month and year. I want to see what our department is thinking about, and how it changes over time.”
 - *Assistant Deputy Minister*
- “We’re starting a new regulatory assessment. Get me:
 - All **consulting reports/recommendations** in the past 3 years – across all departments
 - Published **current best practices** in other governments and industry.
 - Current and recent **news articles** that describe politically “hot topics” and trends.
 - An **aggregated Twitter feed analysis** of what Canadians are saying and thinking about this area.
 - A list of **blog posts** from key thought leaders, both nationally and internationally.
 - *Director, Regulatory Affairs*

These are reasonable and realistic client information needs. Is your information organization prepared and able to meet them?

Moving to an Information Services Approach

People and Processes: Information access, resource management and systems activities will no longer occur in silos, but will be enabled by a team of information experts, coming together from various disciplines:

- Library Services
- Information Management
- Knowledge Management
- Business Analysis
- Current Events (Communications)
- ...and others

NONE will continue performing their current functions without change.

Information Services – A Conceptual Model

Information Services			
	Information Access	Information Resource Management	Information Systems
Answers the Question:	How do I ACCESS information (of all types) to more effectively perform my core duties	How do I MANAGE information (of all types) to ensure accessibility, and to comply with all relevant GC and Departmental requirements?	How do I ENABLE seamless and efficient <i>access to and management of</i> the information required by this Department to meet the PAA requirements through the effective use of technology?
Potential Areas of Responsibility include:	<ul style="list-style-type: none"> • Reference and Research • Training • Consultative Client Liaison • Promotion and Awareness • Knowledge Management - retrieval • Open Data • Business Analysis 	<ul style="list-style-type: none"> • GC DOCS • Open Data • Records/Document Management • Consultative Client Liaison • Recordkeeping/Lifecycle Management • Knowledge Management – classification and storage • Virtual/physical information resources – dev & mgt • Compliance, Monitoring, Auditing 	<ul style="list-style-type: none"> • Enterprise Architecture • Application Design • Taxonomy Development • Federated Search • IT Security • Help Desk
Oversight Office (Policy, Standards, Project Management, Governance, Performance Measurement, etc.)			

What this model IS / IS NOT

- This model is **NOT** a simple rebranding.
- It IS a complete **TRANSFORMATION** of how Information Services are applied.
- No more operational silos (Library, KM, IM, RM, Sharepoint, Newsfeed, etc.). These organizations cease to exist.
- No more locational silos (HQ, Regional, Departmental). Information Services are offered in a fully virtualized environment. When an Information Services team member leaves the organization in City A, the new hire may live in City B.
- Everything is built and delivered from one cohesive team, working in a matrixed, information-driven environment.

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Potential Areas of Responsibility include:	<ul style="list-style-type: none"> • Reference and Research (published and non-published, traditional and new media) • Training • Promotion and Awareness • Knowledge Management - retrieval • Open Data • Business Analysis 	<ul style="list-style-type: none"> • ECM (GCDOCS, RDIMS, etc.) • Open Data • Records/Document Management • Recordkeeping/Lifecycle Management • Knowledge Management – classification and storage • Virtual/physical information resources – dev & mgt • Compliance, Monitoring, Auditing 	<ul style="list-style-type: none"> • Enterprise Architecture • Application Design • Taxonomy Development • Federated Search • IT Security • Help Desk
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Information Services – Leader’s Office

Shared/Centralized	Centre of Excellence	Co-located
Organizational Alignment		
Vision & Strategies		
Leadership & management of team		

Information Services – Oversight

Shared/Centralized	Centre of Excellence	Co-located
	Policy	
	Project Management	
	Governance	
	Change Management	
	Performance Measurement / Standards	
	Communications Strategy	
	Information Services Transformation Strategy	
	Strategic Planning Activities	

Focused on developing oversight capacity for new Information Services organization.

Information Services – Access

Shared/Centralized	Centre of Excellence	Co-located
Nationalize Collections	Collections Development	Personalized Info Access
Nationalized Training	Reference/Research	(concierge services)
Branding	Knowledge Management	- Research ops
Emerging Technology	Single Window	- Training, coaching ops
National Intranet	Information Mining	- Info Service Advisor
Business Analysis		- Outreach ops
Marketing / Outreach		
Open Data		
Research/Info Mining Contracts		

Core client-facing portion of organization. *Highly virtualized.*

Information Services – Resource Management

Shared/Centralized	Centre of Excellence	Co-located
Digitization	Acquisitions	Physical Site Renewal
Nationalized Processes	Technical Info Services:	Circulation
Disposition - Decisions	- classification	Collection Maintenance
Preservation	- metadata	Disposition - Ops
Archiving	- processing	Document Delivery
	Interlibrary Loans	
	Information/Data Repositories	
	Compliance, Monitoring, Auditing	

Core operations portion of organization. Expected to include KM, IM, RM, DM, LS, Sharepoint, etc. – all “information” of the organization.

Information Services – Systems

Shared/Centralized	Centre of Excellence	Co-located
Systems Architecture	Taxonomy Development	
Information Applications	- incl. Classification	
Federated Search	- incl. Metadata	
Systems Optimization		
- Electronic Resource Mgt toolkit		
- Personalized client access toolkit		

Focused on enabling Digital Self-Sufficiency – where possible and reasonable.

Building Information Services (1/2)

- The Information Organization
 - Define core competencies – problem solving
 - Review/ renew organization
 - Review/ renew job descriptions
- Optimizing process
 - Assess your processes, and what those processes require of your clients
 - When (almost) ALL waste is “classified waste”
- New Business
 - Supporting people in working in a paperless environment – supporting the transition to digital
 - Expertise in available tools
 - Reliable and trusted EDRMS (central)
 - You understand the system differently when you train from a problem-solving focus – you should be training on how the tool improves business processes
 - You need to understand your clients’ business
 - GCDocs for Business Transformation – how to apply it, not how to use it.

Building Information Services (2/2)

- Transform Regional Networks to a National Service
 - **Single Window**, equitable service, optimized access for all
 - **Rebranding** around Information Access, Information Risk Management
- Optimize Acquisitions, Rationalize Physical Collections, Digitize
 - **Nationalized acquisitions** to reduce duplication, optimize procurement of e-Resources
 - Share information collections **nationally**
- Leverage Technology
 - **ECM as a resource – NOT a repository**
 - **Federated Search** of Published Digital Resources
 - **Single Window** National Intranet Site
- Guidance and Engagement
 - Ruthless enablement of **self-service** – *where it makes sense*
 - Increased focus on knowing your clients' business– **portfolio management**
 - Extensive use of social media/**video blogs** – clients telling clients how to optimize information use – saving time, becoming more effective
 - **Performance Measures** to ensure your activities align with critical client information access and risk management requirements

Next Steps

1. Ensure that you **KNOW the business** of your department – the DPR, RPP, social media commentary, mainstream news coverage. Are you certain that you, and all of your team, are fully aware of the business challenges that your clients – researchers, policymakers, scientists, etc. are facing, and where your department is going? Are your services in any way tailored to meet those business needs? If you could be dragged and dropped into any other department, then I would suggest that the services you provide are not useful to your clients.
2. **Schedule meetings** with three of your key stakeholders – have a conversation about their information problems. Are the formal information services structures within your organization set up to ensure your clients are successful in meeting their key outcomes?
3. Look at the **vision, mandate and structure** of information services within your organization. Are they designed to solve the problems of 2020 or 1980?

End of Deck

Thoughts?

Questions?