

# Success Story

## Transport Canada Drives Information Management

### Open Text's Records, Document, and Information Management System (RDIMS) connects Transport Canada country-wide

The prevalent use of electronic formats has revolutionized modern business channels, and the Canadian government is no exception. Concerned about the dissemination of information through electronic means, privacy assurances, corporate memory loss due to employee turnover, and the need for real-time access to information to satisfy requests and litigation concerns, the Government of Canada (GC) championed an innovative deployment of the Open Text Enterprise Content Management (ECM) Suite to create a shared system initiative called Records, Documents, and Information Management System (RDIMS). Transport Canada (TC) was the first Canadian government department to complete a full deployment, boasting more than four million records in a single library, and 5,200 users to date at more than 117 sites: the largest single library deployment in the Canadian Public Sector.

"Transport Canada (TC) was the first Government of Canada department to complete full desktop national deployment to the enterprise and has continued to operate successfully for over eight years. With over four million records, more than 30 business process ccmMercury applications, and 5,200 users TC's RDIMS and ccmMercury is the largest single library deployment in the Canadian public sector. To implement a full ECM solution, TC was the first department to fully integrate ccmMercury with RDIMS to achieve its performance measurement challenges and unique business process solutions. ECM is now a mission critical application for the department's managers and staff."

*Chris Molinski, Chief Information Officer and Director General, Technology Information Management Services Directorate (TIMSD), Transport Canada*

TC's mission is to serve the public interest through the promotion of a safe and secure, efficient and environmentally responsible transportation system in Canada. This requires efficient information management to facilitate timely and informed decision-making among a staggering list of portfolio partners that include 15 Crown corporations, 17 port authorities, 21 airport authorities, as well as other shared governance organizations. To manage this information throughout its lifecycle and across the organization, RDIMS has become a mission critical application for TC's managers and staff.

#### Background

The GC strove to develop an information management solution that fostered a common set of requirements for all departments. Document management, records management, imaging, workflow, reporting, and e-mail integration were necessary inclusions. In 1999, when these solutions were brought together to form RDIMS, the system was regarded as unique. After conducting a pilot project, obtaining funding, and planning processes that had to encompass TC offices all across the country, RDIMS was implemented nationally in 2002.

#### Industry

Government

#### Customer

Transport Canada

#### Business Challenges

- The use of electronic media to develop and disseminate information
- Employee turnover and subsequent loss of corporate memory
- Increased demands for information from the public as a result of Access to Information requests and privacy (ATIP) concerns
- Litigation management
- The need for real-time access to information
- Risk aversion for public safety

#### Business Solution

- RDIMS shared system initiative powered by Open Text ECM Suite
- ccmMercury from WorkDynamics Technologies

#### Business Benefits

- Improved collaboration that overcomes geographical impediments
- Enhanced business processes and project management for better overall organizational performance
- Increased productivity and efficiency with real-time access to information
- Cost savings and substantial return on investment
- Compliance and litigation management

RDIMS works as an integrated set of tools that facilitates the full use of electronic documentation—from capture and storage to organization, retrieval, sharing, reuse, protection, and disposal of information—regardless of format or geographical barriers. RDIMS was implemented to better enable TC to address the completeness of corporate records; geographical dispersion and a mobile workforce; legal obligations including e-Discovery requirements; improved productivity; and aligned information management with the Government Online (GOL) initiative.

## Merging values with technology to pave the way

ECM became the foundation of TC's information management system after deployment in 2002, but a lot of work was done to ensure that employees understood the value and deployment process of RDIMS long before its launch. In effect, the GC devised a value system to guide their workforce through the project. Respect, professionalism, teamwork, and client-oriented service were values promoted frequently with regional project teams to ensure alignment with decision-making, priorities, and performance measures. Still today, TC highly recommends this practice as it provided direction, focus, and importance of scope to its employees throughout the project.

To implement RDIMS nationally, TC assembled a project team comprised of several smaller, regional groups, with collaboration from technical, functional, training, database, records management, administrative, communications, and application support staff. For instance, a communications-oriented team met on a weekly basis and was mandated to provide management direction and support, ensuring effective communications about the latest news and issues. Strong relationships between Information Management and Information Technology staff were critical to successfully managing the implementation of this monumental project.

A clear communications plan was a crucial component of the project. Presentations about the goals, objectives, roles, and responsibilities of senior management were delivered to employees country-wide, followed by committee briefings with management about next steps. Surveys were conducted to elicit feedback; workshops were held to explain key RDIMS concepts and the implementation process; posters were hung; e-mails communicating scheduled outages were sent; and a website providing detailed project information, presentations, and key contacts was created. On-site coaches provided best practices about RDIMS, sharing their knowledge with the employees. In other words, all possible measures were taken by TC to ensure that RDIMS was understood by all employees, and that potential issues were addressed prior to deployment.

With RDIMS, TC inspectors are able to access documents while travelling, ensuring access to information even when the author is unavailable. To ensure employees across the country had access to the system, thin client technology was used to provide full document management functionality to users at low bandwidth sites. For mobile users or those who work on docking stations or from remote locations, TC extended the system capabilities to provide workers with access to documents wherever and whenever they may be working.

TC also requested that Open Text partner, WorkDynamics® Technologies, integrate their workflow solution ccmMercury® with RDIMS to take full advantage of existing correspondence control processes. The ccmMercury integration offers a full electronic document management solution including routing/task, performance management, and unique business process solutions. Many business units have redeveloped their processes to take advantage of RDIMS and ccmMercury functionality to obtain improved timeliness, reliability, reporting, and accuracy. This integration successfully allowed TC to benefit from an estimated 30 additional business process applications using this combined platform with a single shared library.

## The benefit of going in the right direction

Every TC employee has ready access to RDIMS on their desktop. Users initially greeted the system with multifarious reactions, but have seen the value of the system grow beyond originally intended purposes. Significant improvements have been recognized in the turnaround time for searching, retrieving, and processing documents, like Access to Information and Privacy (ATIP) requests. The time spent for ATIP searches has been reduced for some clients from five days to as little as 30 minutes.

Searching in RDIMS, versus searching paper files, volumes, and retrieving files off-site, has resulted in significant time efficiencies. In addition, TC employees now email RDIMS references instead of attachments, which reduces system load and increases system reaction time. RDIMS references can also be attached to departmental Web pages, reducing duplication and effort to convert to HTML.

After scanning was implemented, document images were made available almost immediately, bringing document delivery times from 12 to 24 hours down to just one hour. In the records office, for instance, folders that were traditionally mailed were replaced with electronic images that could be sent via computer resulting in a more streamlined file classification plan, further improving access and retrieval times. Legal queries have benefited as a result of this improved efficiency, leading to an increase in litigation successes.

Naturally, with reduced searching and waiting times, productivity improved dramatically since the deployment of RDIMS, and version control incited collaboration cross-country. As a result, TC's RDIMS access-history shows that more than four million documents are saved in the system with an average access rate of ten times per document during its lifecycle—some documents being accessed thousands of times. Even documents that were created more than seven years ago are being utilized, further demonstrating the value and ease of the system.

However, the starkest benefits are in the figures. Prior to deployment, TC's business case assessment projected an annual cost avoidance savings of \$8.8 million by using RDIMS compared to manual printing and filing solutions for department records. A productivity savings estimate of \$1.39 million annually, based on search and retrieval time cost benefits, was also anticipated. TC now reports that RDIMS has tripled productivity savings to \$4.6 million thus far and expects further growth, staying on target to meet its annual cost avoidance savings estimate. As a result, the system paid for itself in just 1.17 years.

### The road ahead

The RDIMS initiative has been hugely successful. Although TC faced many challenges, the implementation was completed on schedule, within scope, and on budget—and boasted better-than-expected results. TC continues to review the system and is looking to align with the government's new Treasury Board Secretariat (TBS) Policy on Information Management (IM), adding better encryption to protect higher-sensitivity documents, integrating ECM with more departmental applications, and implementing Open Text Web Content Management to improve collaboration as the foundation for Government 2.0. Retention and disposal practices are also being realized, as well as IM compliance and awareness methodologies and practices.

TC is a recognized leader and subject matter expert in Information Management in the GC, and is frequently called upon to present its experience and best practices of its ECM solution to other departments, provincial government agencies, foreign governments, and others.



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