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Document management — Change management for successful electronic document management system (EDMS) implementation

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

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The main task of technical committees is to prepare International Standards. Draft International Standards adopted by the technical committees are circulated to the member bodies for voting. Publication as an International Standard requires approval by at least 75 % of the member bodies casting a vote.

In exceptional circumstances, when a technical committee has collected data of a different kind from that which is normally published as an International Standard ("state of the art", for example), it may decide by a simple majority vote of its participating members to publish a Technical Report. A Technical Report is entirely informative in nature and does not have to be reviewed until the data it provides are considered to be no longer valid or useful.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights.

ISO/TR 14105 was prepared by Technical Committee ISO/TC 171, *Document management applications*, Subcommittee SC 2, *Applications issues*.

This second edition cancels and replaces the first edition (ISO/TR 14105:2001), which has been technically revised.

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Introduction

Electronic document management systems (EDMS) have unequivocally contributed to the ability of organizations to automate portions, and at times all aspects, of a business process. These technologies are successful when organizations consider that a significant amount of change will occur and that end-users, information technology, management, records managers, and archivists are all affected. Planning and/or implementing these technologies without recognizing the amount of change management typically results in systems being implemented that do not meet the organization's needs, requirements, or expectations. It is commonly recognized that without adequate planning and execution of change management, the introduction and implementation of these technologies can actually place extra burden on the end-users and organizations, at times contributing to project failures.

EDMS technologies are tools that assist the organization to improve processes where appropriate. It is critical that the organization has the ability to separate non-technology-based change from technology-based change. Planning change management, beginning with the initial project phases, results in the organization understanding what needs to change, why, and what the desired result is, without adversely impacting the end-users or the organization. Change always results in some impact; the key to change management when implementing EDMS technologies is to minimize the adverse impacts and ensure that the organization has ample time to implement the desired change in order to achieve the desired results after the technology is implemented.

This Technical Report systematically identifies and reviews the ergonomic and organizational issues and considerations associated with the selection, implementation, and work practice criteria for EDMS systems.

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1 Scope

This Technical Report defines the cognitive, physical, organizational, and human factors as they apply to usability criteria for electronic document management systems (EDMS) development, selection and implementation.

This Technical Report provides a framework for understanding the basic issues and concepts of organizational and human factors associated with implementing EDMS technologies. It describes the principles of human factors and ergonomics in their application to usability criteria for the planning and implementation of EDMS technologies, to environmental and implementation issues, and to training for long-term productivity benefits.

2 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

2.1
culture
pattern of beliefs and expectations shared by the organization's members

NOTE An organization's culture defines the way in which individuals and groups within the organization behave, as encouraged by the organization's values and beliefs.

2.2
ergonomics
human factors
applied science that studies, designs and adapts equipment, work and the environment to meet human capabilities and limitations and to enhance safety and comfort

2.3
EDMS
electronic document management systems
computer-based applications dealing with the management of documents throughout the document life cycle

[IEC 82045-1]

NOTE There is a difference between enterprise content management (ECM), and electronic document management systems. For purposes of discussion within this Technical Report, the acronyms EDMS and ECM are often used synonymously from the perspective that both require the use of core technologies along with policies, procedures, and methodologies to successfully design, implement, and manage electronically stored information. Also, both can include the use of records management applications that are sometimes referred to as either electronic records management (ERM) or electronic document/records management (EDRMS). These acronyms constantly change within the document and records management industry, therefore it is advisable to consider the technology being deployed and not only the current/updated acronym(s) being used by the product suppliers.

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