

Amassing a Practical Enterprise Taxonomy

The Foundation for Effective Content Alignment

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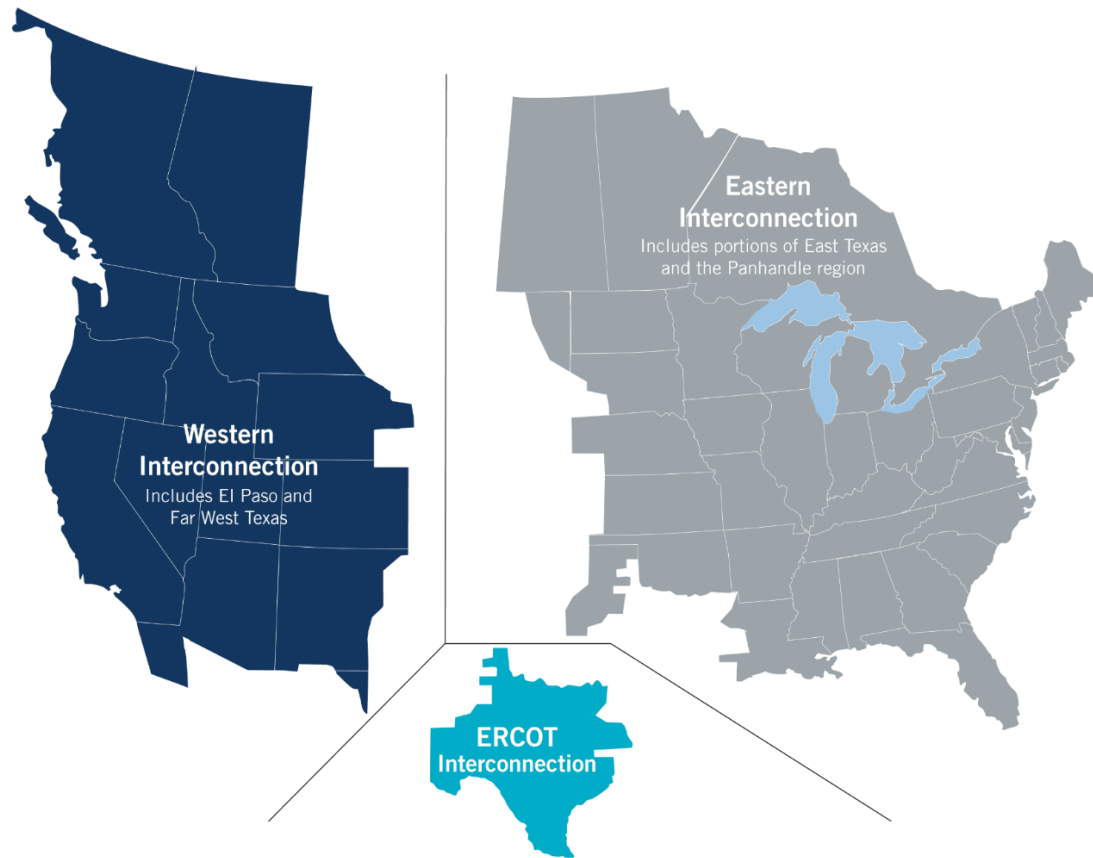
Agenda

- What is ERCOT?
- Phase I – Unaware
- Phase II – Exploratory
- Why start with taxonomy?
- Who is Access Sciences?
- What is a taxonomy?
- Development Approach
- Phase III – Moving towards definition



What is ERCOT?

ERCOT controls the flow of electricity throughout 90% of Texas

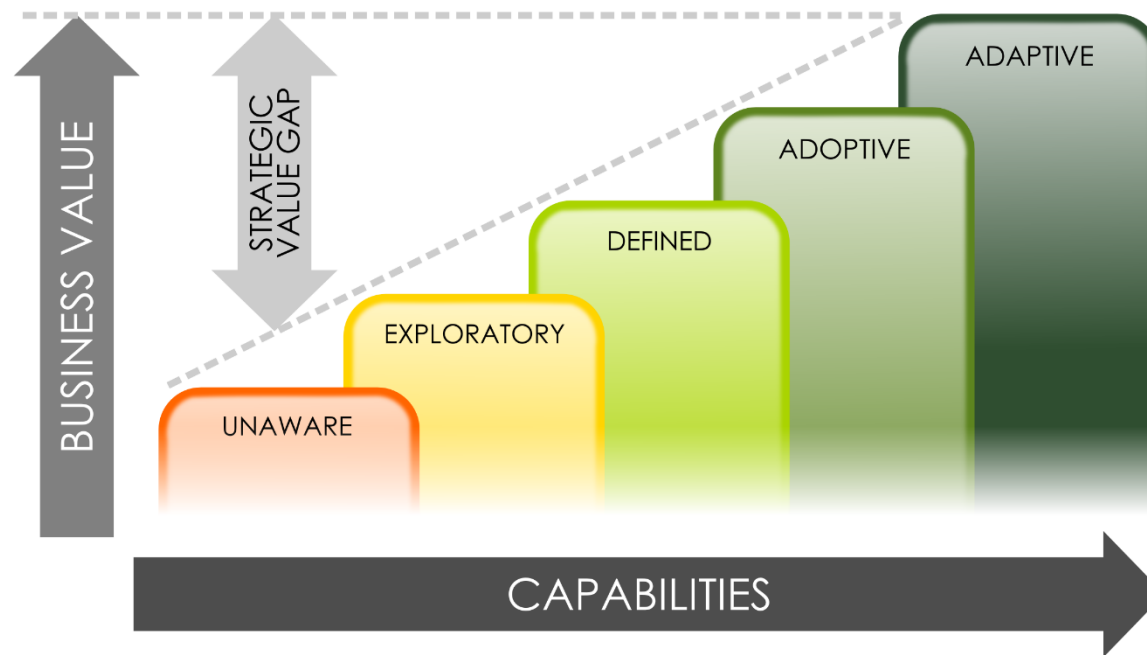


Credible information is our most valuable currency.



Phase I – Unaware

Emergent Collaboration Maturity Model



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What are the problems to be solved?



“A ha” Moment



Replacing CMS would not solve larger content alignment issue.



Phase II – Exploratory

- Cross-functional team broadened view
 - Lack of Information Governance
 - Nonexistent content models, inconsistent metadata
 - Diverse toolset and content repositories
 - Manual processes that create risk
 - Search experience is terrible
 - We save everything, delete nothing
 - Copies of content strewn across repositories
- Channels, Governance, Enabling Technologies
- Executive buy-in
 - Content Strategy Brief
 - Requested “Planning Only” effort

WORKING GROUP

External Communications

Digital Content Mgmt

Cyber Security

Development

Enterprise Info Services

Legal/RIM

User Experience

Production Support

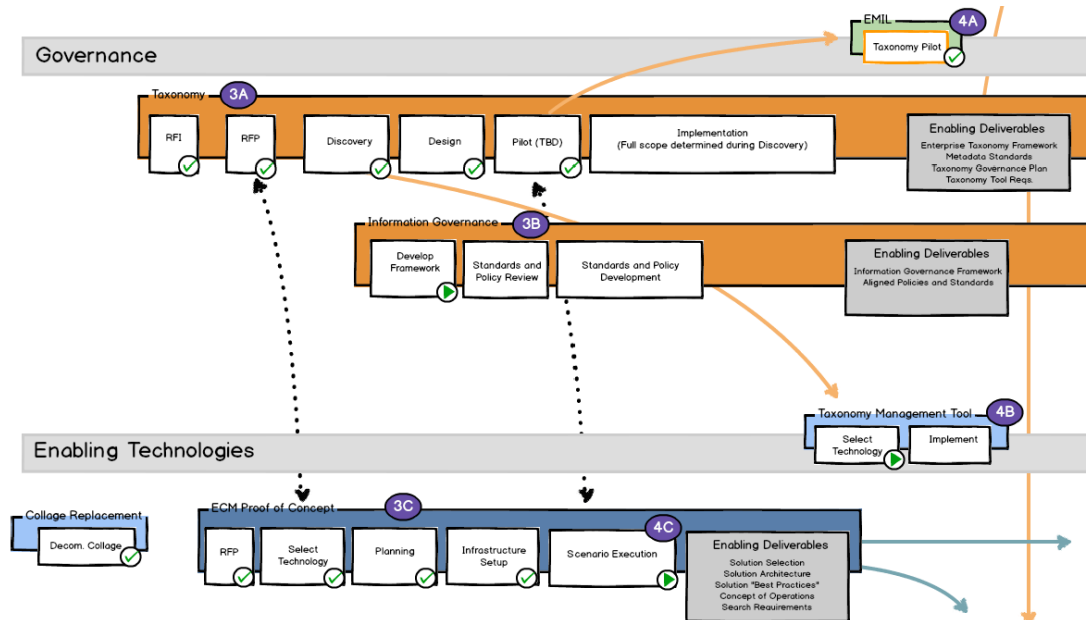
Enterprise Architecture

Project Management Office



What did we do in Planning?

- Implement Program Management structure
- Cross-repository Content Inventory
- Stakeholder Engagement and Communication Plan
- Benefits Realization Plan
- User Personas
- Site Visits
- Develop Road Map
 - User Experience
 - Information Governance
 - Enabling Technologies
- Taxonomy could be key?



“What we need is an Enterprise Taxonomy”



“Dang it Jim, I’m a Records Manager, not a Taxonomist.”

Taxonomy: Where to Begin?

- Request for Information
- Request for Proposal
- Additional Requirements
 - Retention Schedule Alignment
 - Existing Policy
 - Data Map
 - Pilot implementation
 - ECM solution integration



Who is Access Sciences?

Business Analysis and Strategy: Providing executive counsel and strategic guidance



Information and Data Governance

Plan, design, and implement records management programs to manage business processes and information assets for organizations of all sizes



Information Technology

Strategize, plan, architect, design, build, implement, and integrate solutions to business problems via the use of technology and process improvements



Change Management

Help companies navigate the untraveled road ahead by aligning the organization's structures, processes, and culture with program requirements



Managed Services

An innovative and agile full-service provider of specialized workforce, project management, and business function solutions

What is Taxonomy?

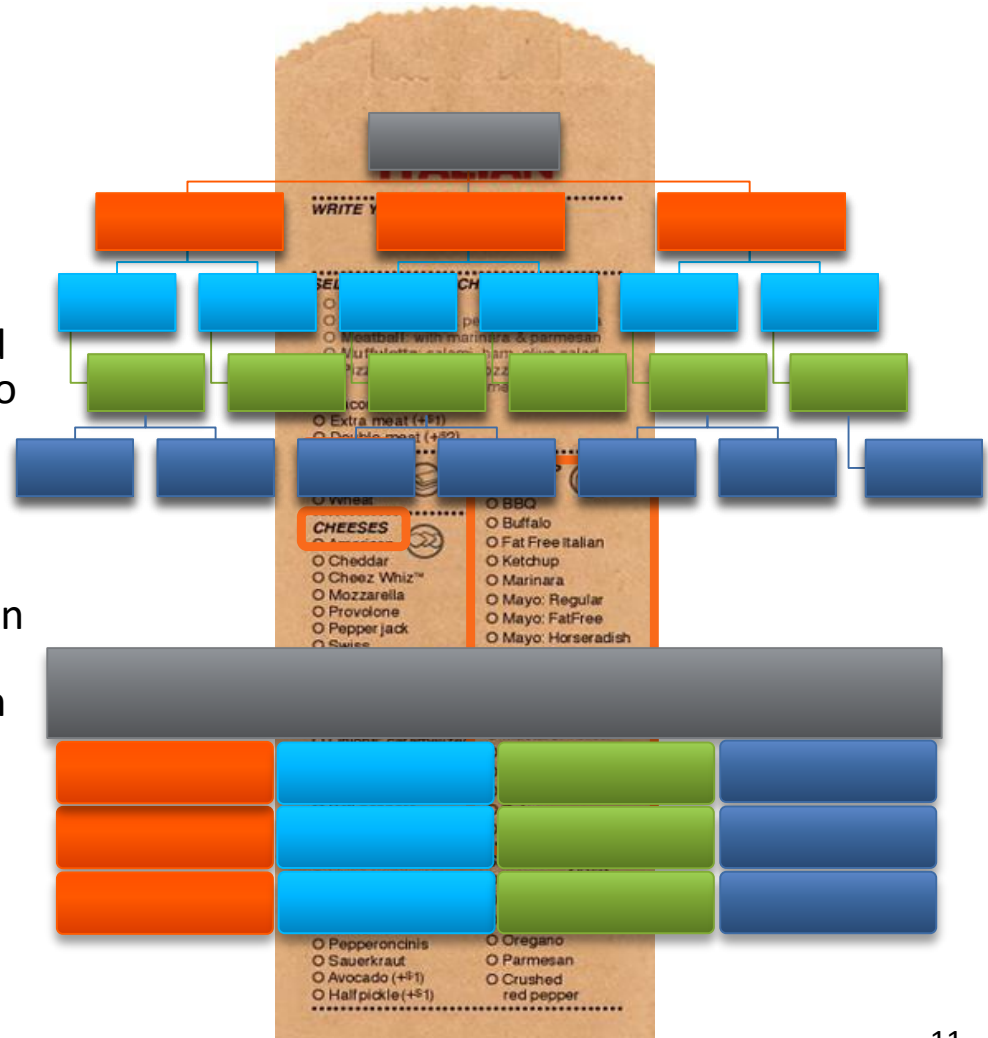
A structured set of terms and descriptions used to establish a common language and classify content in a consistent way.

Hierarchical Taxonomy

Single construct with multiple levels of concepts or terms that are pre-coordinated according to relationships, enabling users to browse via the paths in the hierarchy

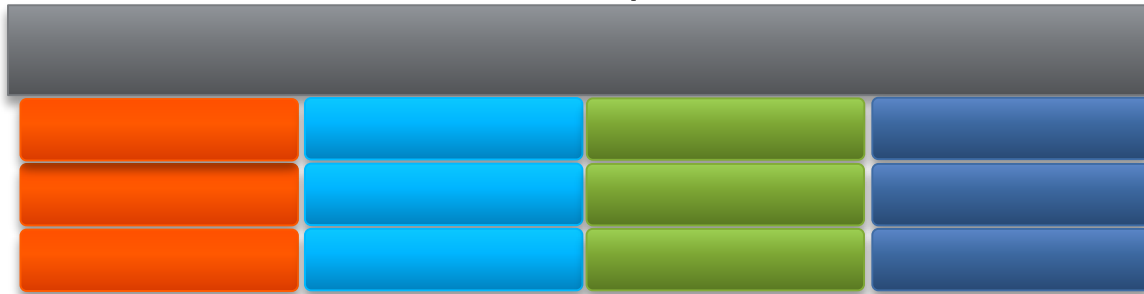
Faceted Taxonomy

Multiple, distinct concepts or terms that can be combined as needed, such as through sorting or filtering, enabling users to search and browse using multiple perspectives

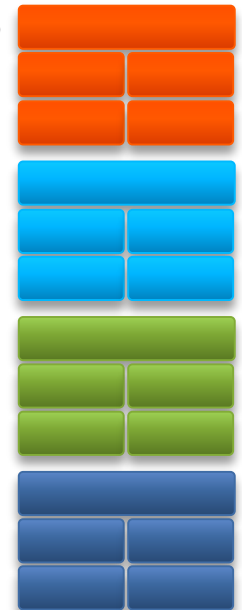


Faceted Taxonomies Provide Flexibility

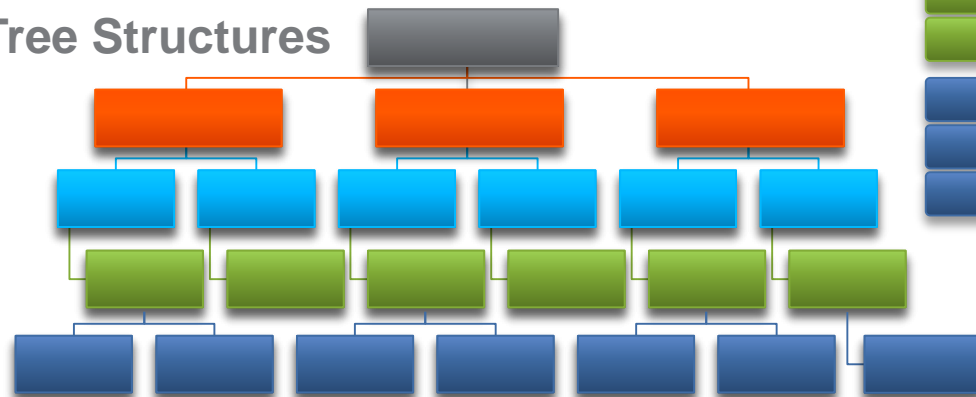
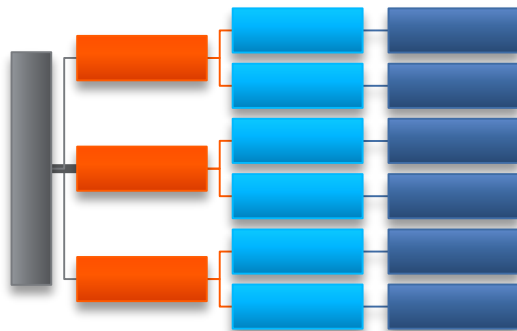
A single set of facets can be used to build multiple taxonomies



Search Refiners & Tags



Navigational Hierarchies and Tree Structures



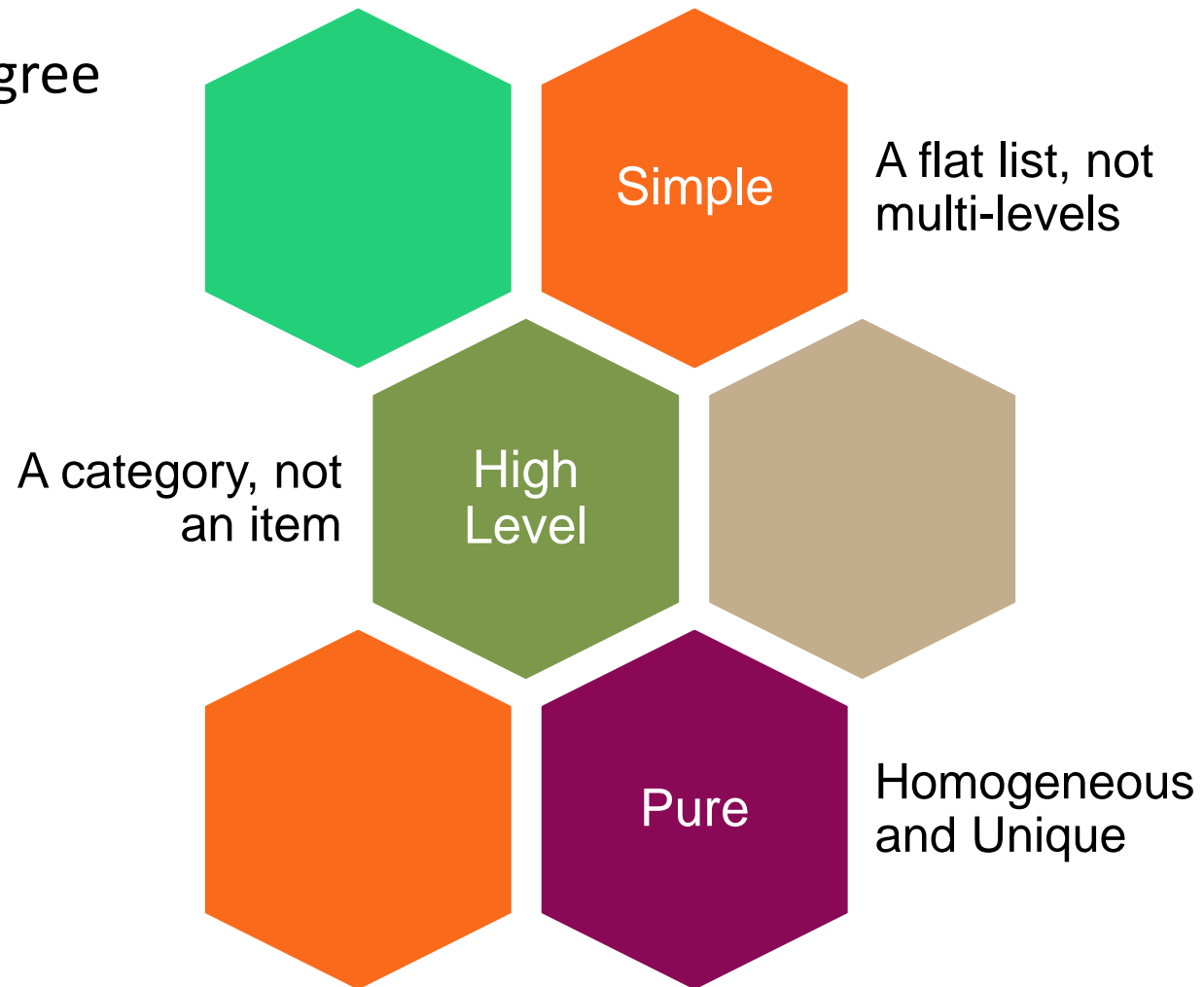
Support Multiple Perspectives



Faceted Taxonomy Best Practices

Facets are easier to agree upon, govern, and maintain when kept

- Simple
- High Level
- Pure



ERCOT Taxonomy Goals

- Define a common vocabulary across the enterprise
- Establish rules for consistent use of metadata across the organization
- Apply core tags to all digital content to improve findability
- Provide constituents multiple paths to relevant content

ERCOT is focused on aligning the people, processes and tools that enable us to meet our obligation to provide credible and consistent information to our constituents.



Creating a Sustainable Taxonomy

Academically

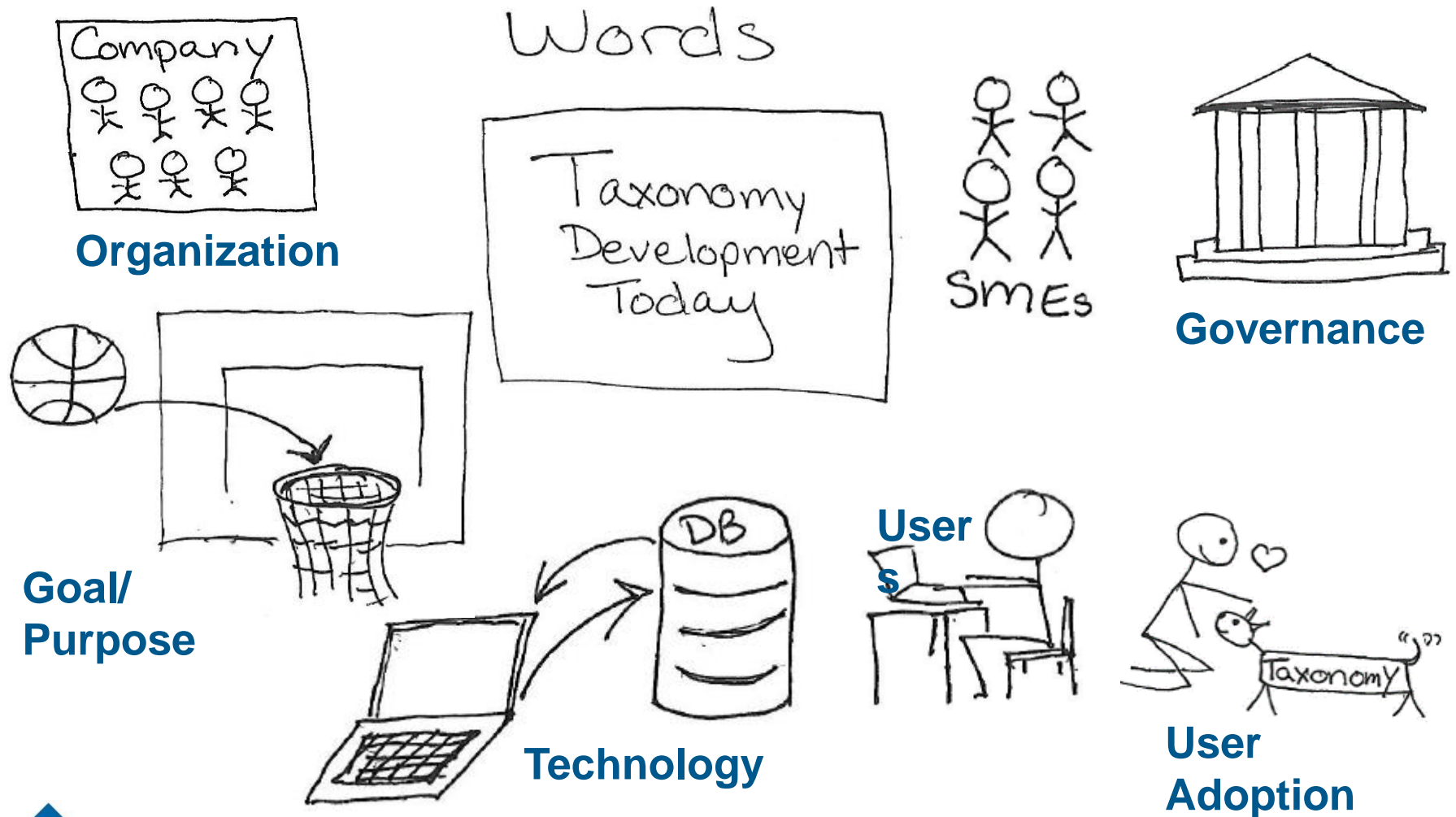
- What's important to your audience?
- What questions are they asking about information?
- What are the three clicks they need to get to their info?

Realistically

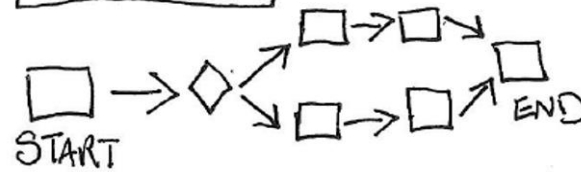
- What is your user tolerance for tagging?
- What is your IT support level?
- What will your infrastructure allow?
- How will you manage the taxonomy?
- Are there system limitations?



Our Approach to Taxonomy Development



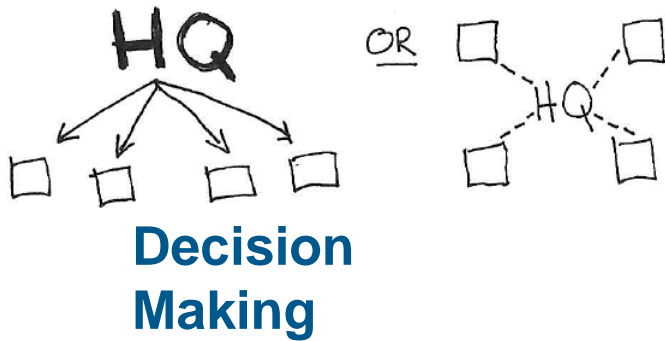
What Problem Are You Trying to Address?



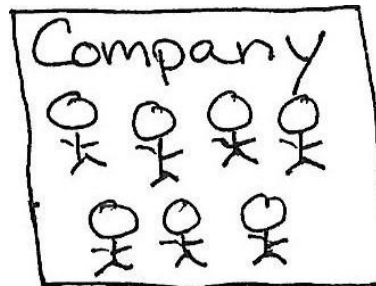
Task and Workflow Management



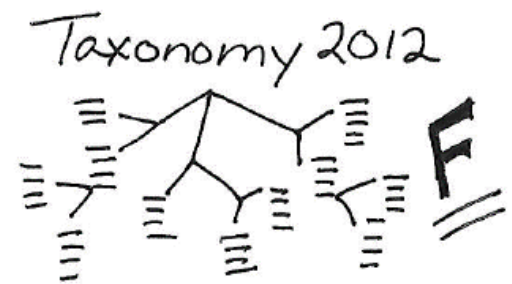
Tell Us About ERCOT



Information Management Strategy



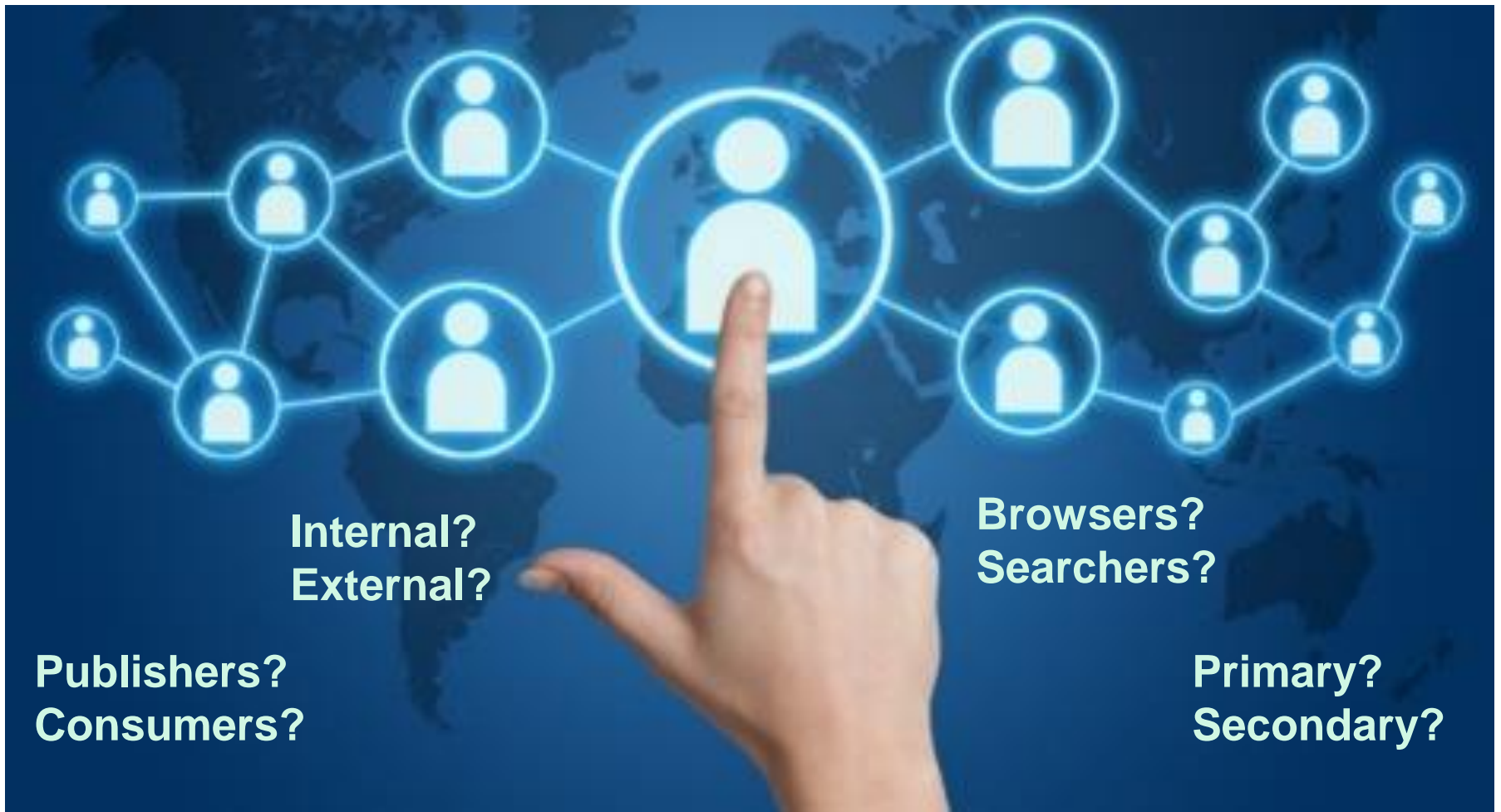
Organization



Past Taxonomy Projects



Who are your users?

A hand is pointing to a central, larger white user icon within a network of smaller white user icons connected by lines. The background is a dark blue world map. The text below the diagram asks various questions about user types and roles.

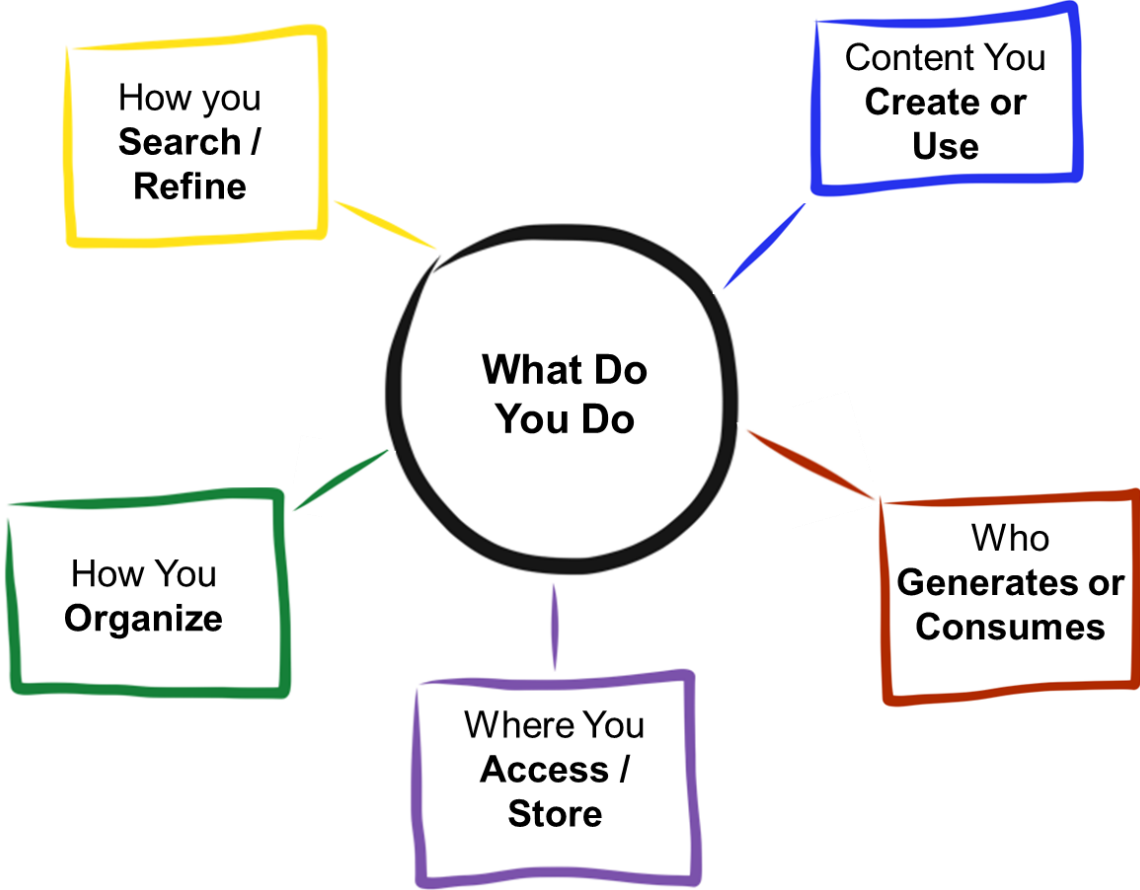
**Internal?
External?**

**Publishers?
Consumers?**

**Browsers?
Searchers?**

**Primary?
Secondary?**

Data Gathering Sessions



Guiding Principles

- Keep the taxonomy current and relevant to the changing environment of information at ERCOT
- Remain technology-neutral for use in all systems
- Ensure accessibility to a working dictionary of terms
- Keep facets lean and terms high-level
- Analyze effort vs value for facet development



Foundational Taxonomy vs Local Metadata

Foundational Taxonomy

Establishes a consistent language for concepts that cross the organization

- Supports searching across departments and teams
- Kept high level – categories, not items
- Managed by the central organization
- Auto-populate wherever possible

Local Metadata

Local Metadata

Local Metadata

Local Metadata

Provides additional, more specific metadata for departments and teams

- Supports customized views using sorting and filtering
- Can be as specific as they need based on activities and work processes
- Managed at a workgroup level



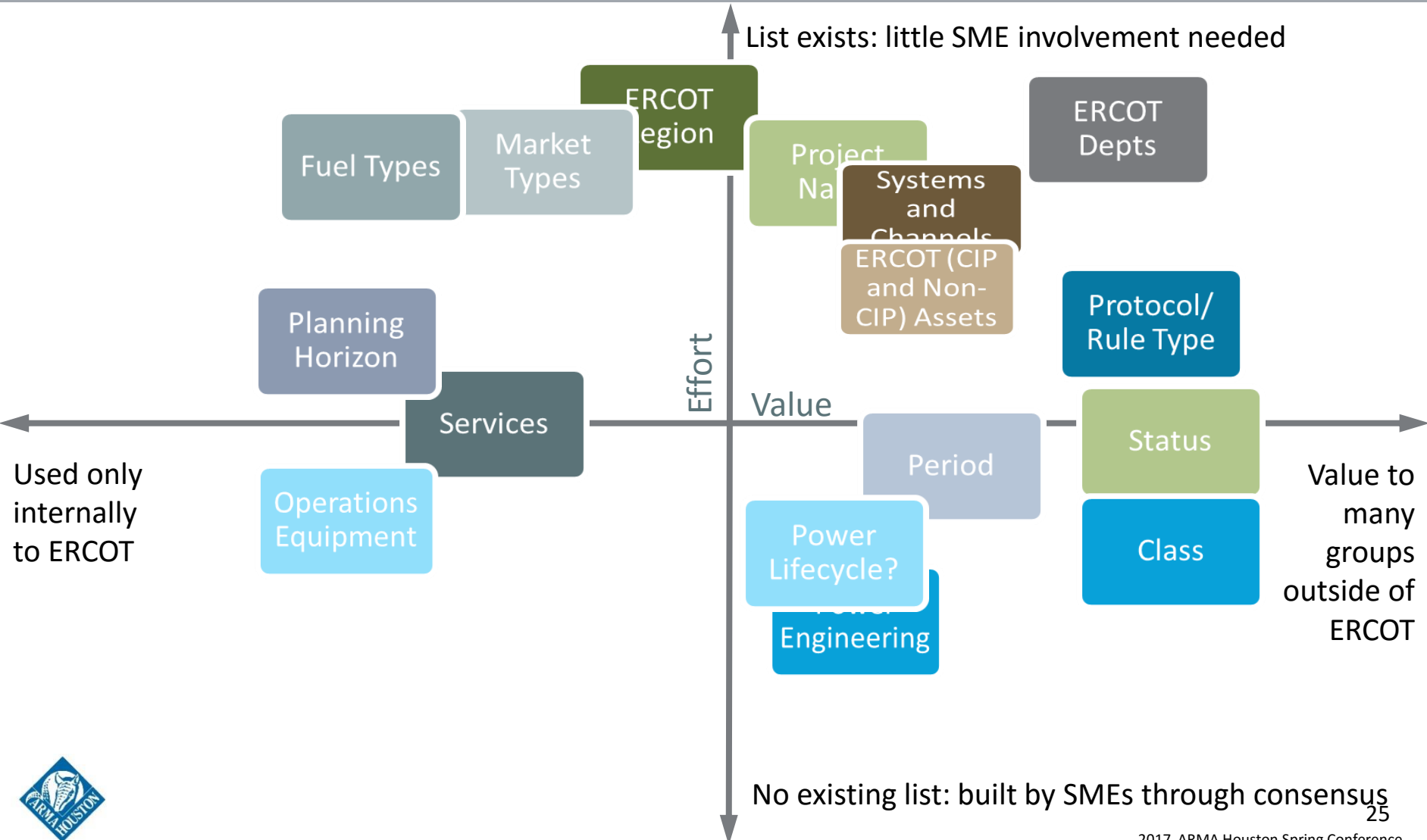
Taxonomy Facet Brainstorm

Potential Facets For Each Dimension

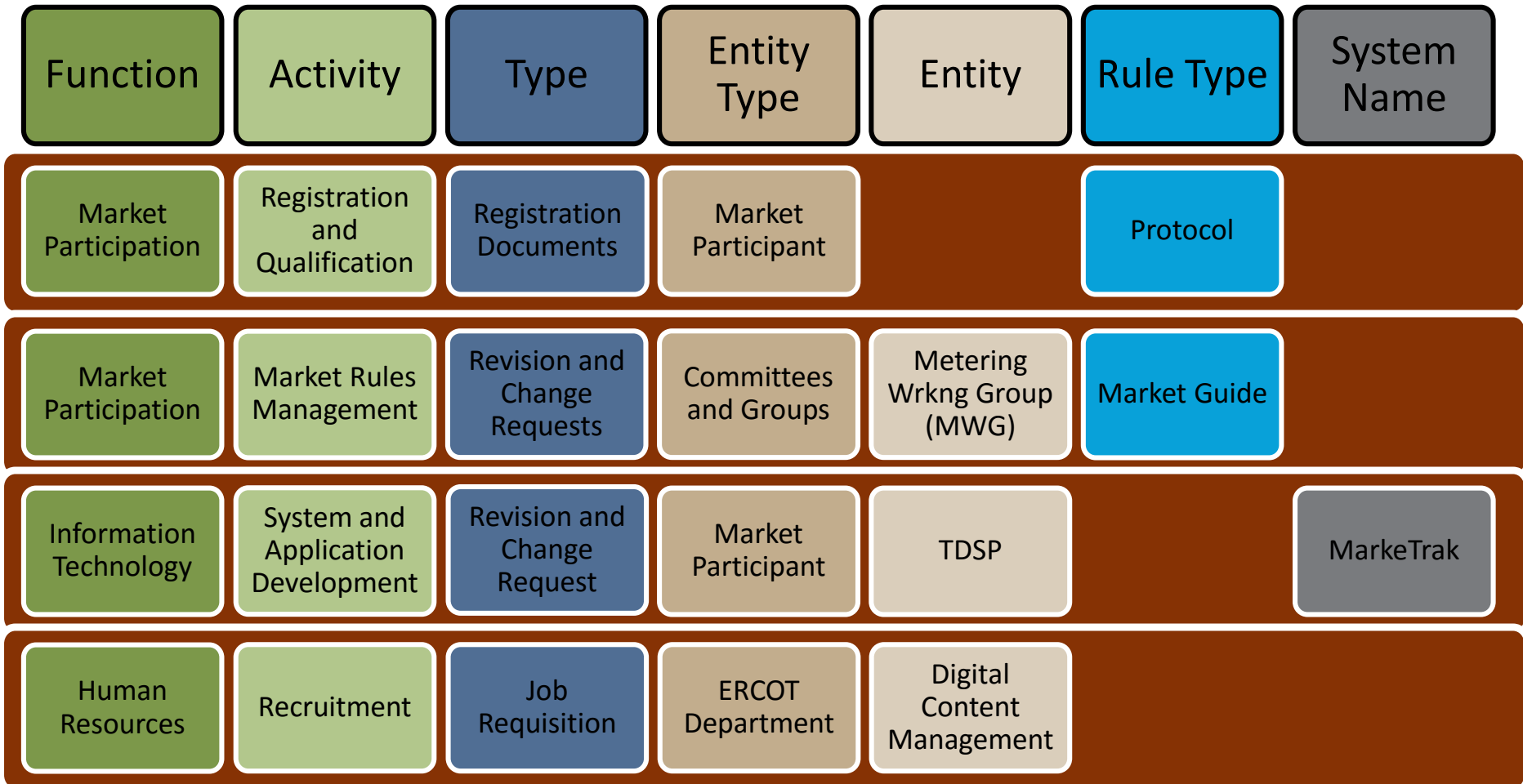
Business Process	Entity (external)	Location	Time	Products or Services	Business Objects	Power Industry Subject /Topic
Function	Market Participant Type	ERCOT Region	Period	Services	Systems and Channels	Power Engineering
Activity	Stakeholder Groups	Status / Stage	Planning Horizon	Market Types	ERCOT (CIP and Non-CIP) Assets (types)	Power Lifecycle?
Information Object	Gov Agencies	Status		Fuel Types		Market Lifecycle?
Content Type	Entity (internal)	Records Status		Project / Event		Operations Equipment
Class	ERCOT Depts			Project Name		Protocol/ Rule Type
						Protocol/ Section



Analyzing Effort vs Value



ERCOT Faceted Classification



Governing the Enterprise Taxonomy

Leadership

Taxonomy Sponsor

Operational

Tactical

Strategic

Taxonomy Review
Committee

Taxonomy Manager

Taxonomy Standards
Board

Provides expertise and
clarification

Ensures alignment with
business objectives

Endorses taxonomy
principles

Reviews and approves
changes to the values

Manages taxonomy and
facilitates change process

Defines standards and
supports implementation



What's Next for Taxonomy?

- People
 - Calm fears that providing better search takes away value add of department staff
 - Obtain buy-in around adding metadata
 - Develop governance and support roles
- Processes
 - Validate across content collections
 - Activate taxonomy governance process
- Tools
 - Expand Facets
 - Deploy taxonomy into systems
 - Implement taxonomy management tool



“A ha” Moment

Taxonomy effort helped expose need for
Information Governance initiative.



Phase III – Moving toward definition

- Information Governance
 - Roles and staffing
 - Overlapping Initiatives
 - Iterative Implementation Model
 - ERCOT Data Map, how to maximize and maintain?

