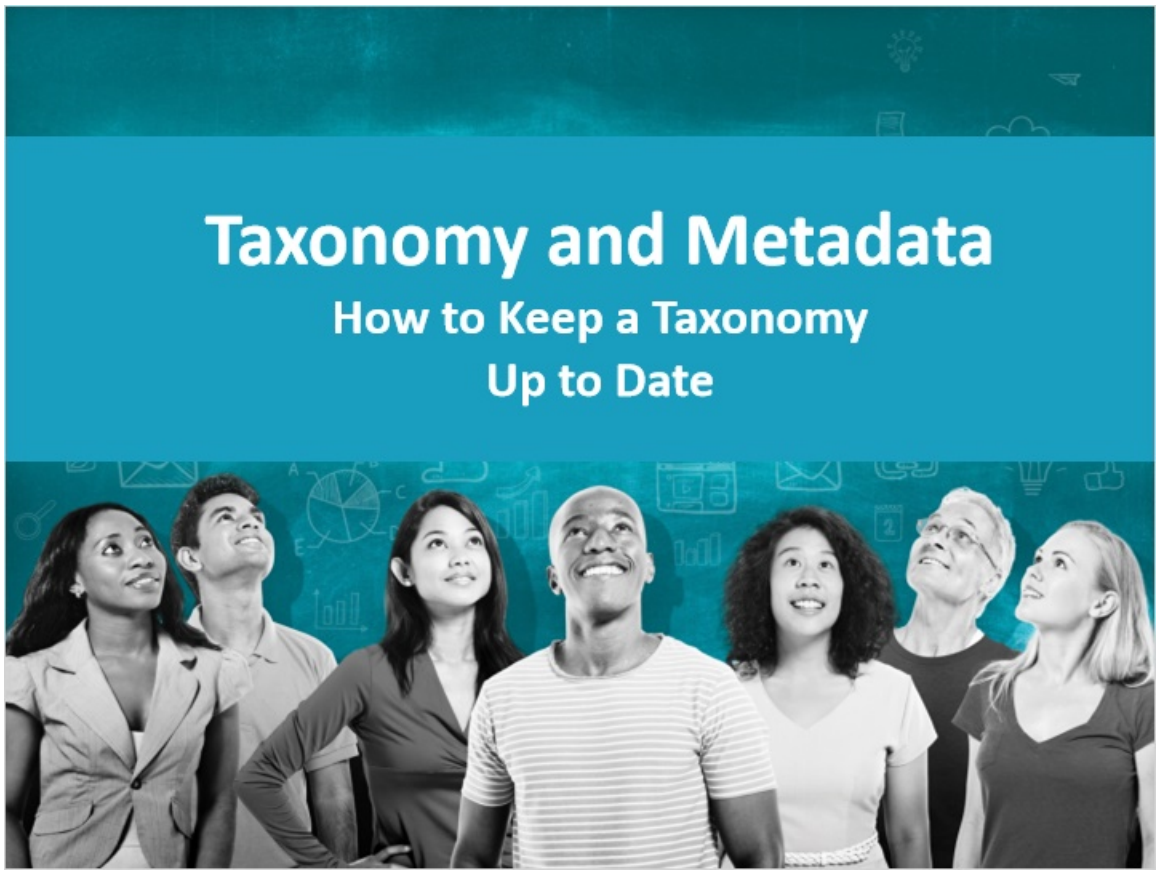
9 -TAXMET-How-to-Keep-Tax-UptoDate

1. How to Keep a Taxonomy Up-to-Date

1.1 Welcome



Notes:

Welcome to this course addressing how to keep a taxonomy up to date.

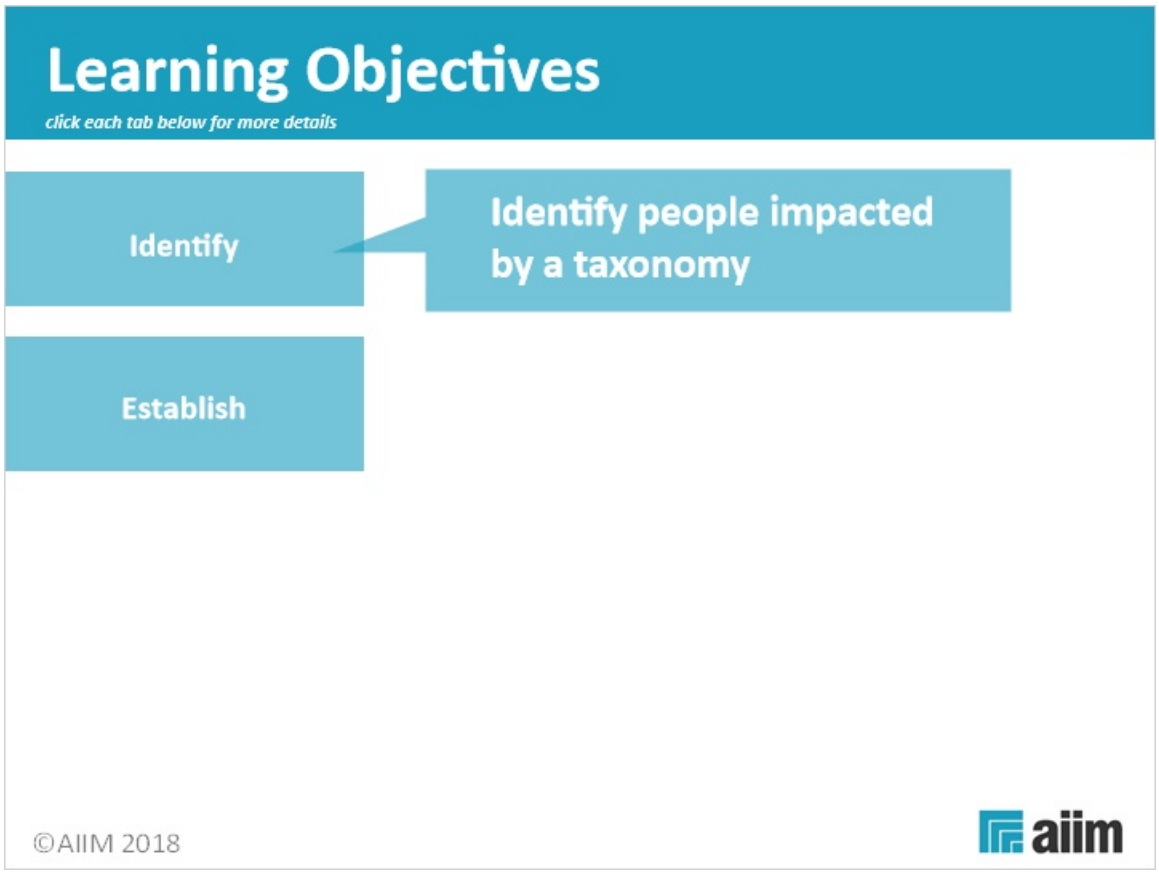
1.2 Learning Objectives

Notes:

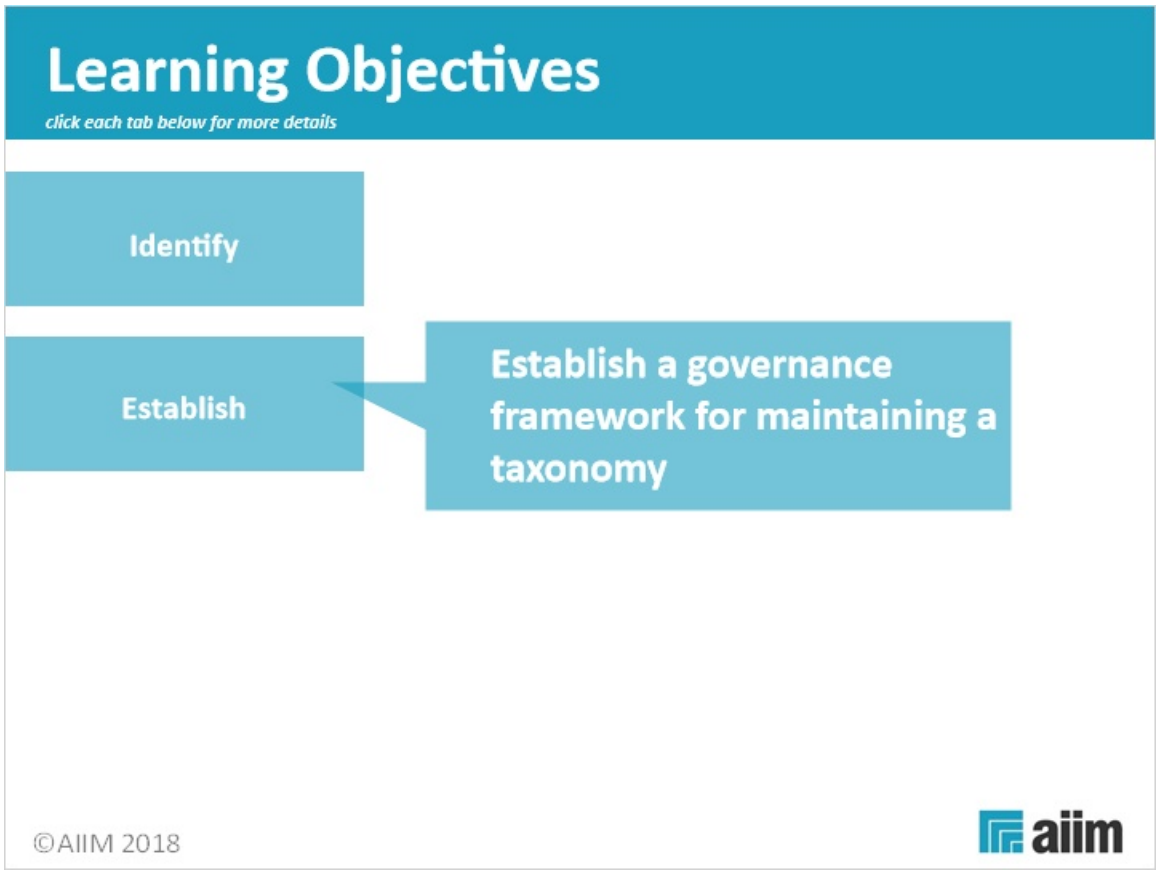
At the end of this course, you should be able to:

- Identify people impacted by a taxonomy, and
- Establish a governance framework for maintaining a taxonomy

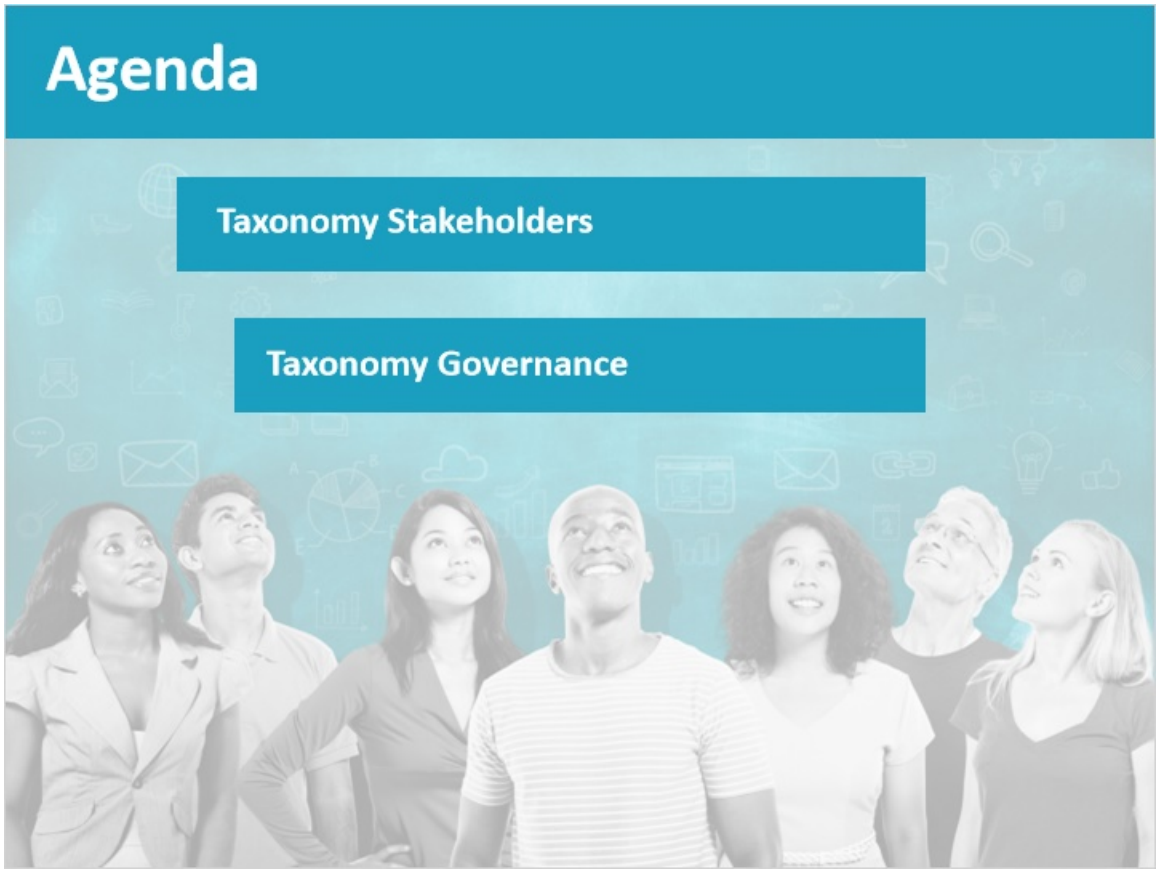
Identify (Slide Layer)



Establish (Slide Layer)



1.3 Agenda



Notes:

Let’s start by identifying people impacted by the taxonomy, or people that have an interest in the taxonomy.

1.4 Governacne: Sponsor

Notes:

A taxonomy is a controlled resource, which means that there are defined roles, processes and structures for controlling it. It is also a living resource which means there has to be a mechanism for updating it as its information environment changes. This is why Governance is such an important topic.

Ensure you know the taxonomy sponsor. THE role of a taxonomy project sponsor is to:

- ENSURE senior management's objectives are met
- HELP you prioritize
- HELP you identify stakeholders
- HARNESS support from senior colleagues
- GET you access to the people and resources you need
- PROVIDE political cover when you run into problems
- VALIDATE your business case, plan and evaluation process

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Ensure (Slide Layer)

Help (Slide Layer)

Harness (Slide Layer)

Get (Slide Layer)

Provide (Slide Layer)

Validate (Slide Layer)

1.5 Governance: Stakeholders

Notes:

As a taxonomy and metadata professional your work needs to coordinate with that of other colleagues - either because they are engaged in information work that can inform or compete with yours, or because they are significant influencers of the way that information in documents is recorded and collected. This course examines some of the more important stakeholders you might encounter.

We will explore the implications of working with them by clicking on the sections of the stakeholder wheel.

On the left we have INFORMATION ROLES:

These are fellow information professionals that you need to be aware of are:

- Information architects
- Data managers
- Records managers

On the right we have OPERATIONAL ROLES

These are operational roles that have a significant influence on how information gets documented are:

- Project managers
- Quality managers
- Compliance and risk managers

1.6 Collavorating

Notes:

Records managers are responsible for the corporate records of an organization. Corporate records are documents that provide evidence of decisions, transactions and activities of the organization, and that need to be preserved and retrieved for management, business continuity, legal or regulatory reasons.

Many records management operations including their file classification schemes, have not kept pace with the transformation from paper to digital documents, where the challenges are very different.
Electronic records management systems are very heavy consumers of administrative metadata, which are required to govern retention and disposal schedules, access, and audit trails, among other functions.
Records collections are organized through file classifications which - because they are comprehensive and cover an organization's key documents - are sometimes used as the basis for corporate taxonomies. This is usually not a good idea unaltered, because most file classifications for records have been developed piecemeal over many years, were never intended to provide a comprehensive map of an organization's information assets, but were intended primarily to help specialist records management staff to administer the records. File classifications for records are notoriously difficult to use for the general user. However they do provide a useful source of vocabulary for a taxonomist as part of the content warrant research, subject to the evaluation criteria for concepts and terms covered earlier today, and then to testing with users.
Another common mistake is to force users to refer to two locations for their documents - a document management system for non-record documents, and a records management system for records. They do have different management requirements, but from the user's point of view, work tasks do not discriminate, and will require both records and non-records for their completion. Not only should both kinds of document be available through a common taxonomy, for efficiency and usability reasons they should be available through a common interface, even if they are being managed differently on the back end.
To sum up, taxonomists will want to work with colleagues in records management to:
review the file classification scheme as part of content warrant for the taxonomy
ensure that metadata requirements for records are included in the organization's metadata framework
support common access to records and non-records through the same taxonomy and interface.

Taxonomists frequently focus on unstructured data - i.e. data held in the form of documents rather than in fields in databases. However, there are two main reasons why taxonomists should coordinate their work with colleagues in data management:

Databases supporting business applications have already done a lot of work on building controlled vocabularies to provide values for the data fields in their structured data, and some of these will overlap with the controlled vocabularies you may need in your taxonomies or metadata framework. Organization names (e.g. customers and suppliers) are an obvious example. The same organizations will appear in accounting systems, CRM systems and in working documents. If each source uses different controlled vocabularies, then there is a high risk of not being able to pull both data and documents together around a single organization.

Management information systems are increasingly seeking to make both structured and unstructured data on related topics available to decision makers, e.g. through dashboards, and this means that it is even more important to use consistent vocabularies across both domains.

"Master Data Management" (MDM) projects are typically aimed at harmonizing controlled vocabularies and metadata across the domains covered by both structured and unstructured data. There are sometimes challenges to this, because the data management understanding of metadata has a different focus from a document management understanding of metadata.

Data managers tend to focus on structural metadata describing the structure of data in computer systems, such as tables, columns and indexes. Document managers tend to focus on descriptive metadata which aid retrieval of documents, and administrative metadata which supports the management of documents in systems. In order to coordinate effectively, data managers and document managers need to establish common ground on what they understand by metadata, so that each understands the issues faced by the other.

Information architects are responsible for designing shared information spaces for easy navigation and access. In an organizational context this is usually the intranet. For external users this is often the corporate website.

Their work typically covers the site structure, the labeling and wayfinding support for users, and the arrangement and labeling of information on web pages.

There is clearly an overlap with the work of the taxonomist (in the design of a structure and choice of labels) but there are also important differences.

Taxonomists typically cover a much more comprehensive range of content than information architects and they describe it at a finer level of detail. The focus of the taxonomist is to be able to tag content for multiple means of access while the information architect focuses more on visual arrangements of content for navigation. To use a retail metaphor, the taxonomist organizes the inventory in the warehouse, while the information architect's job is much more like designing the arrangement of products in the department store.

Obviously there are many advantages to close coordination between taxonomy work and information architecture (IA) work, not least in the reuse of user research. However it would be a mistake to assume that the website structure must exactly mirror the taxonomy structure, or that the high level labels for the site should be taxonomy labels.

In IA, site labels do not retrieve content, they help a user move to a section of the website. They do not function in the same way as the taxonomy labels. So while consistency between the taxonomy and IA is good, if there is clear need for differences in terminology or structure, it should be allowed.

The role of the taxonomist is to make the information architect's job easier, not harder. There are ways in which the taxonomy can power useful arrangements of content for the information architect. For example, in Module 18 we look at a way of using the taxonomy to present virtual content libraries in helpful arrangements for the user.

Project managers are important stakeholders for the taxonomist because they are responsible for supervising the systematic collection and management of project

documentation.

They are often more informative and helpful stakeholders than managers responsible for administrative and other non-project functions, because project managers tend to work to more consistent operating frameworks, and have clearer definition about the way they document and capture information.

In project-oriented organizations, project managers are therefore responsible for large amounts of the organization's working documents and corporate records. In a very time-constrained environment they are also in a good position to give feedback on user-friendly metadata collection strategies, and useful ways of organizing documents for easy and swift access.

Quality managers are of interest to taxonomists because quality management is heavily dependent on maintenance of records and structured information, used to document, track and analyze quality standards.

External quality standards such as ISO 9001 have very tightly defined requirements for how documents should be structured and organized. To enable this information to be used and integrated with other organizational information resources, both the taxonomy and the metadata development should take account of internal or external quality documentation standards.

Compliance and risk managers, like quality managers, are heavily reliant on the preservation and accessibility of information in structured formats.

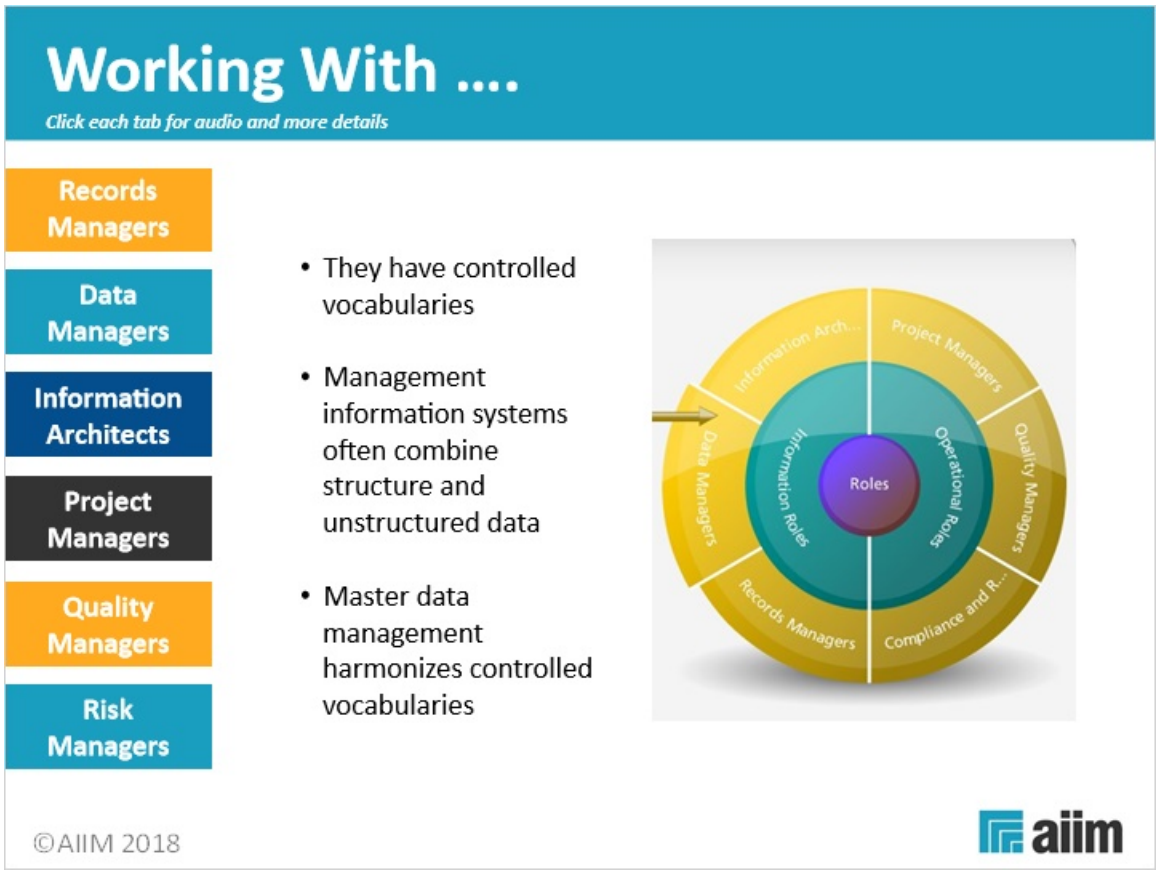
They are also interested in specific records management requirements imposed by regulatory requirements, or litigation risk.

All of these needs imply metadata requirements, either as part of the records management system, or as means of gaining access to compliance-related documents quickly - e.g. organized according to the referring laws or regulations.

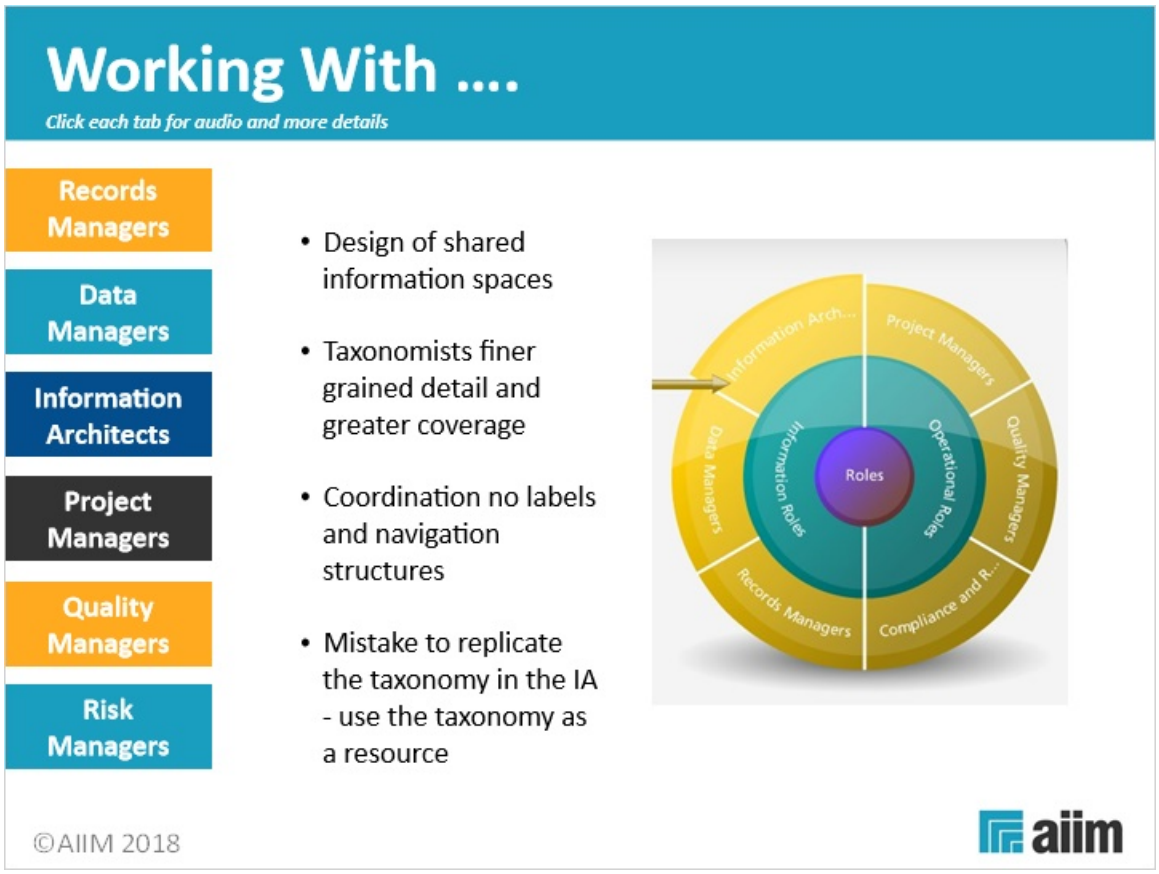
The taxonomy and metadata professional needs to be aware of these requirements and incorporate them into the metadata and taxonomy development. Failure to do so can result in competing organizing systems being imposed on the same information sets, confusing the users, and compromising the goals of both parties.

Records Managers (Slide Layer)

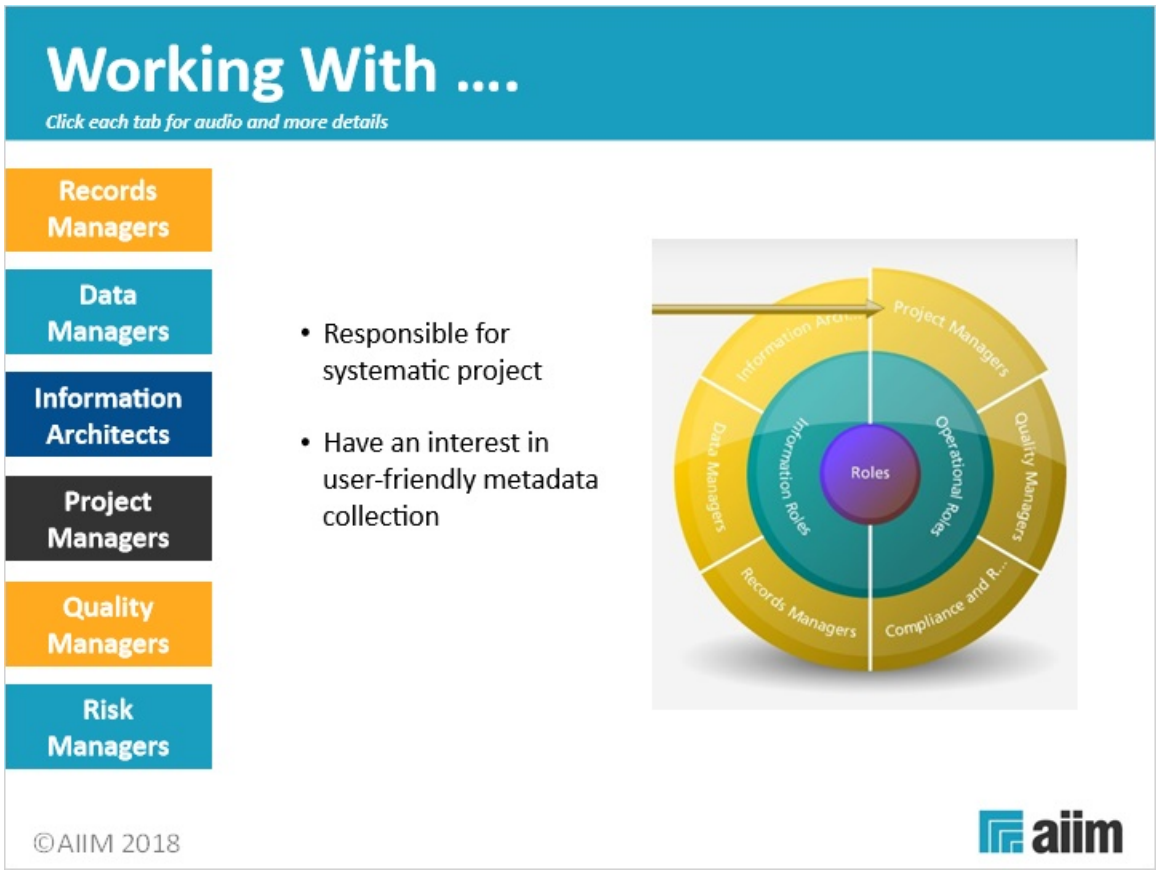
Data Mgrs (Slide Layer)



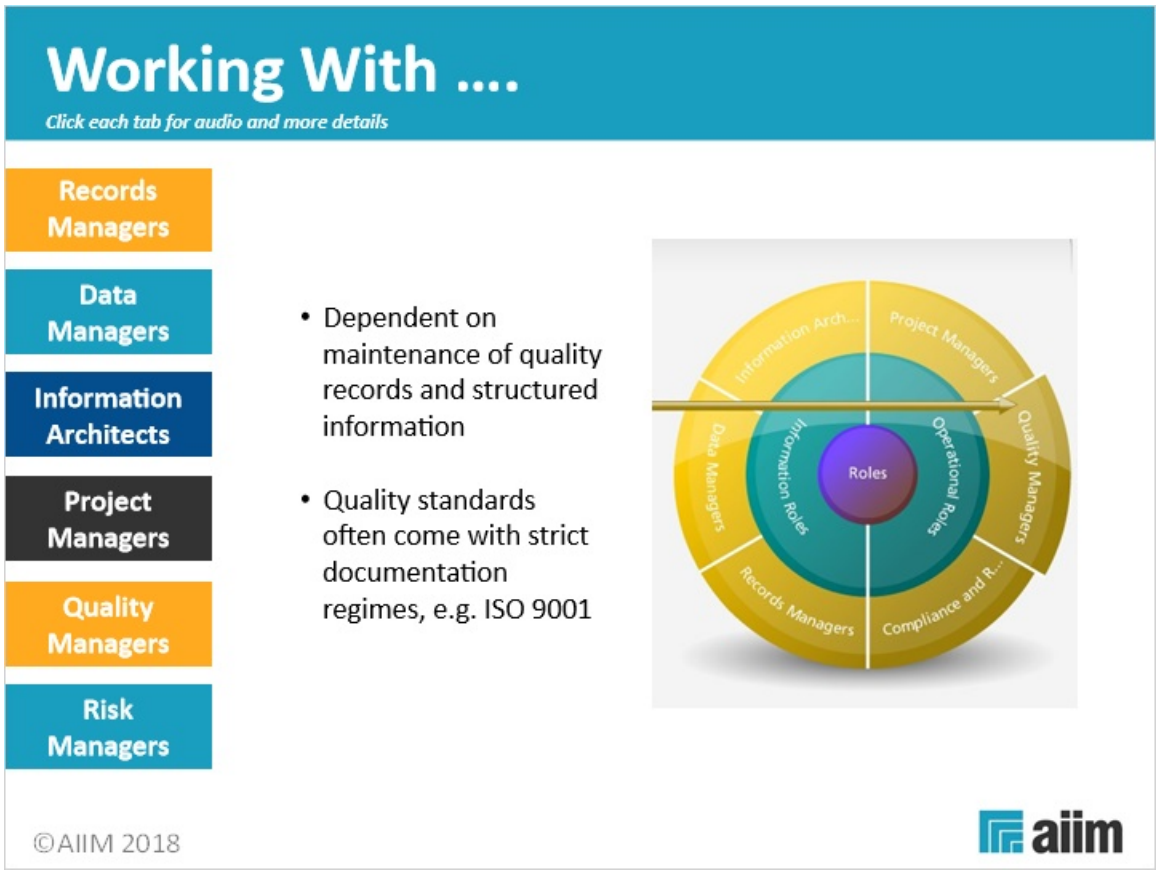
Info Arch (Slide Layer)



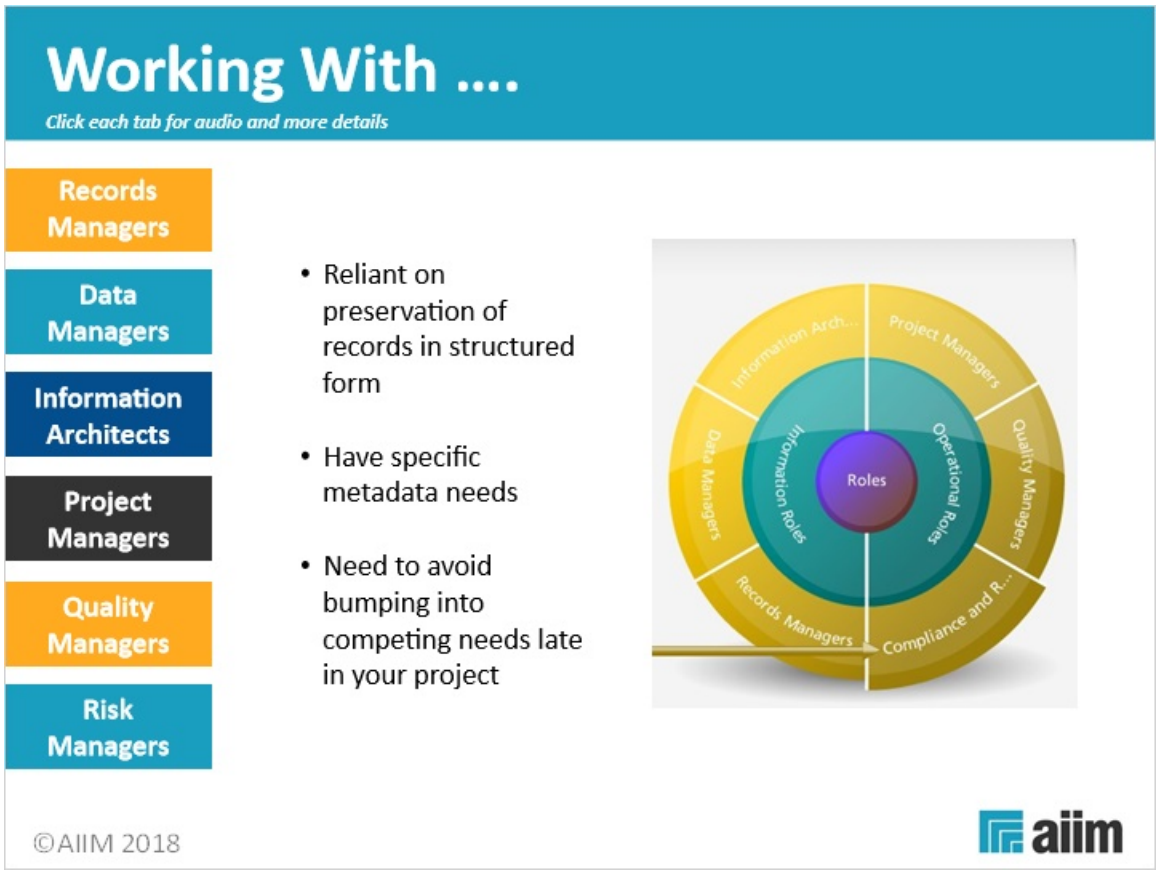
Project Mgrs (Slide Layer)



Quality Mgrs (Slide Layer)



Risk Mgrs (Slide Layer)

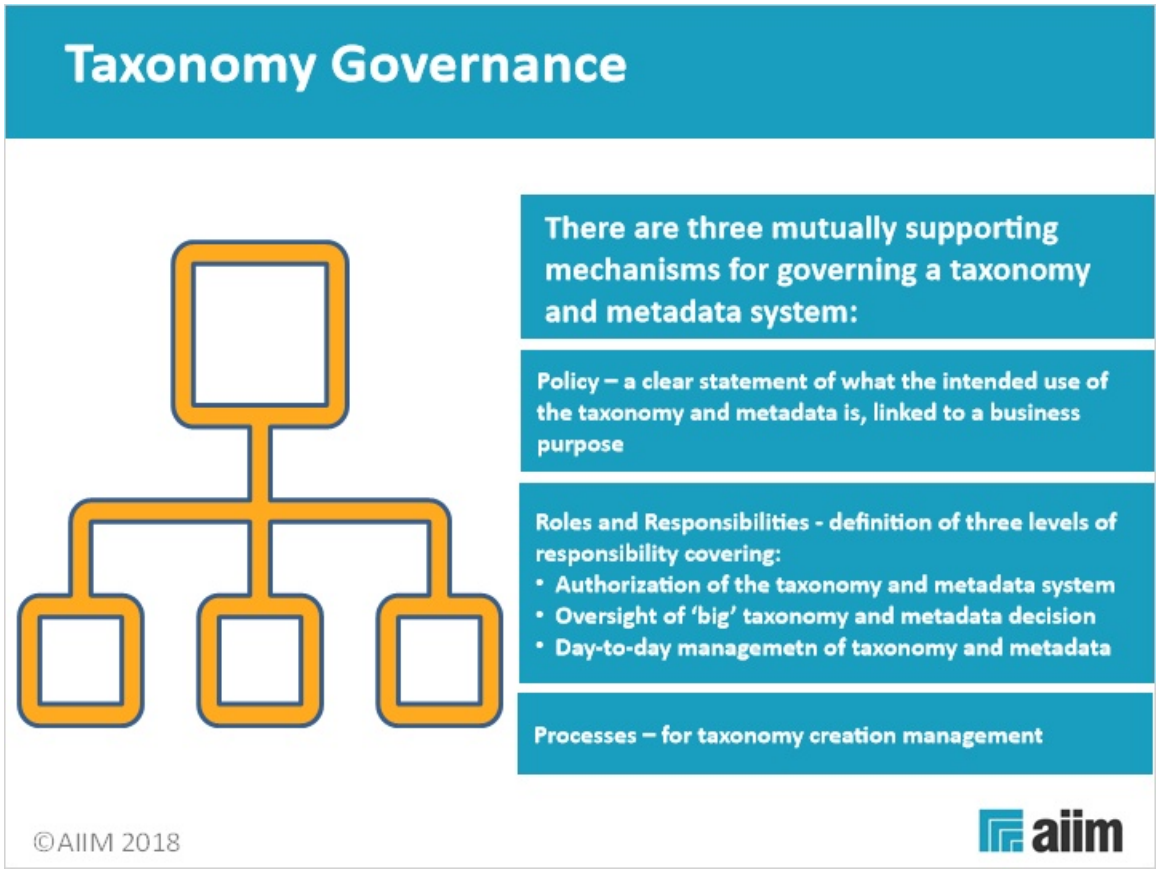


1.7 Agenda

Notes:

Let’s start by identifying people impacted by the taxonomy, or people that have an interest in the taxonomy.

1.8 Taxonomy Governance



Notes:

So far we have been looking at the people who need to be involved or consulted from the start of a taxonomy project - sponsors and key stakeholders. This final section looks at the components of a governance framework for ongoing support and maintenance of a taxonomy and metadata framework.

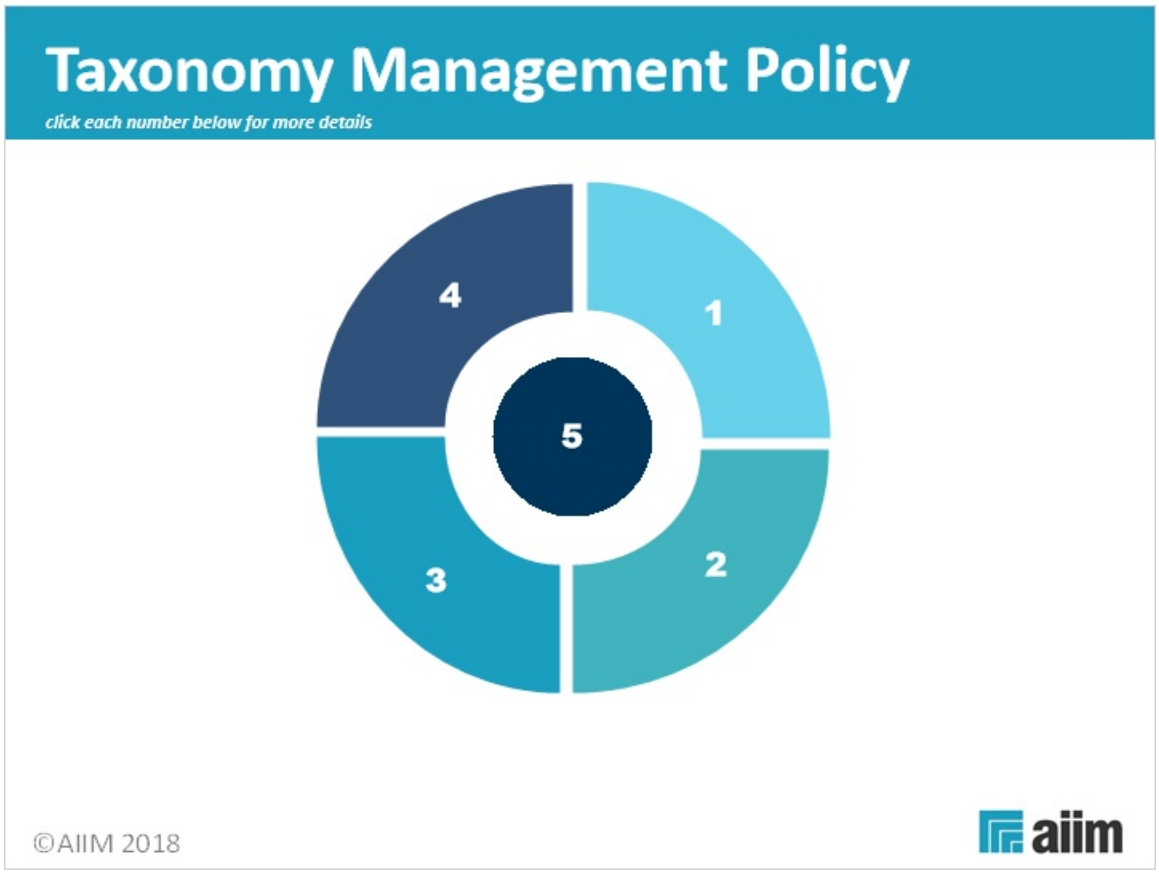
This slide introduces the three key components of an effective taxonomy and metadata governance system.

- POLICY - a clear statement of what the intended use of the taxonomy and metadata is, linked to a business purpose
- ROLES and responsibilities - definition of three levels of responsibility covering
    - Authorization of the taxonomy and metadata system
    - Oversight of 'big' taxonomy and metadata decisions
    - Day to day management of taxonomy and metadata

- PROCESSES - for taxonomy creation and management

The following slides cover the contents of each component in greater detail.

1.9 Taxonomy Management Policy



Notes:

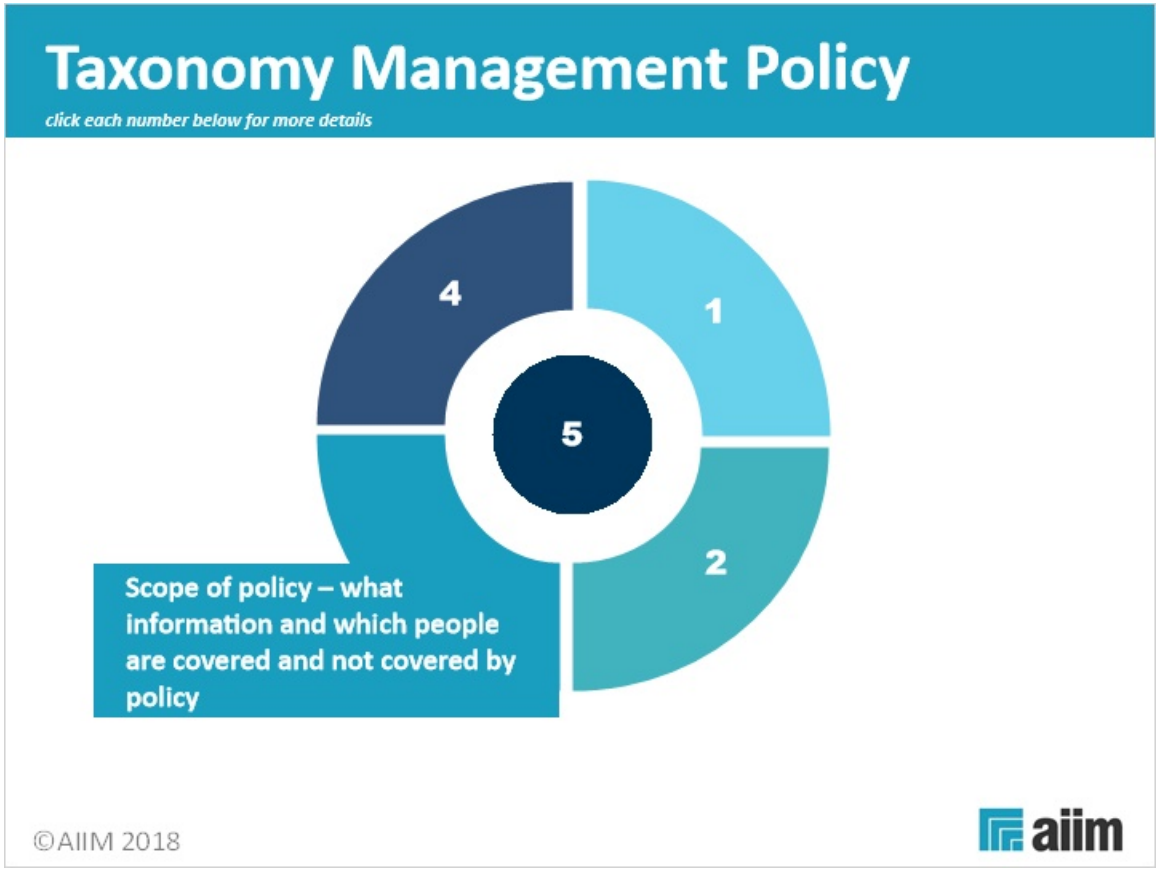
Wrapping up, let's summarize what we learned in this course. A taxonomy is a controlled vocabulary standard and a law for categorizing information. The categories of a taxonomy should be derived based on user needs, enterprise requirements and the nature of the content that you're dealing with.

When possible, start with an industry standard. There's also a lot of standard taxonomies out there that you can use and modify for your needs. Content technologies use taxonomies and other sorts of controlled vocabularies constantly. They need them to operate, to access content, to display content, and

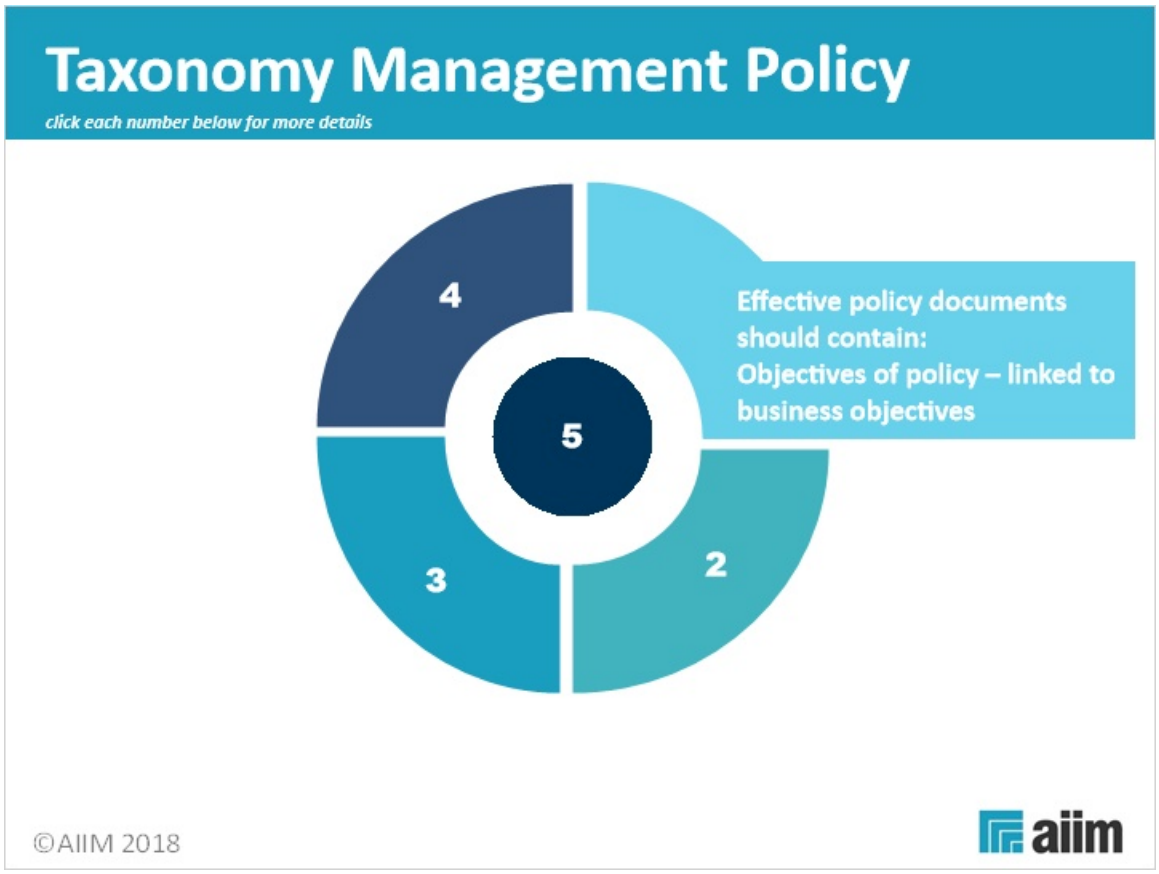
deliver things to the right user at the right time.

And finally, folksonomies are consumer-driven classification schemes that are particularly beneficial with social networking applications, but you should question the value of them for the enterprise. While they might seem like the easy way to classify your content, it won't make your information more interoperable and it won't necessarily make your publication process, your content management process any simpler. You need to establish a standard for that really to happen.

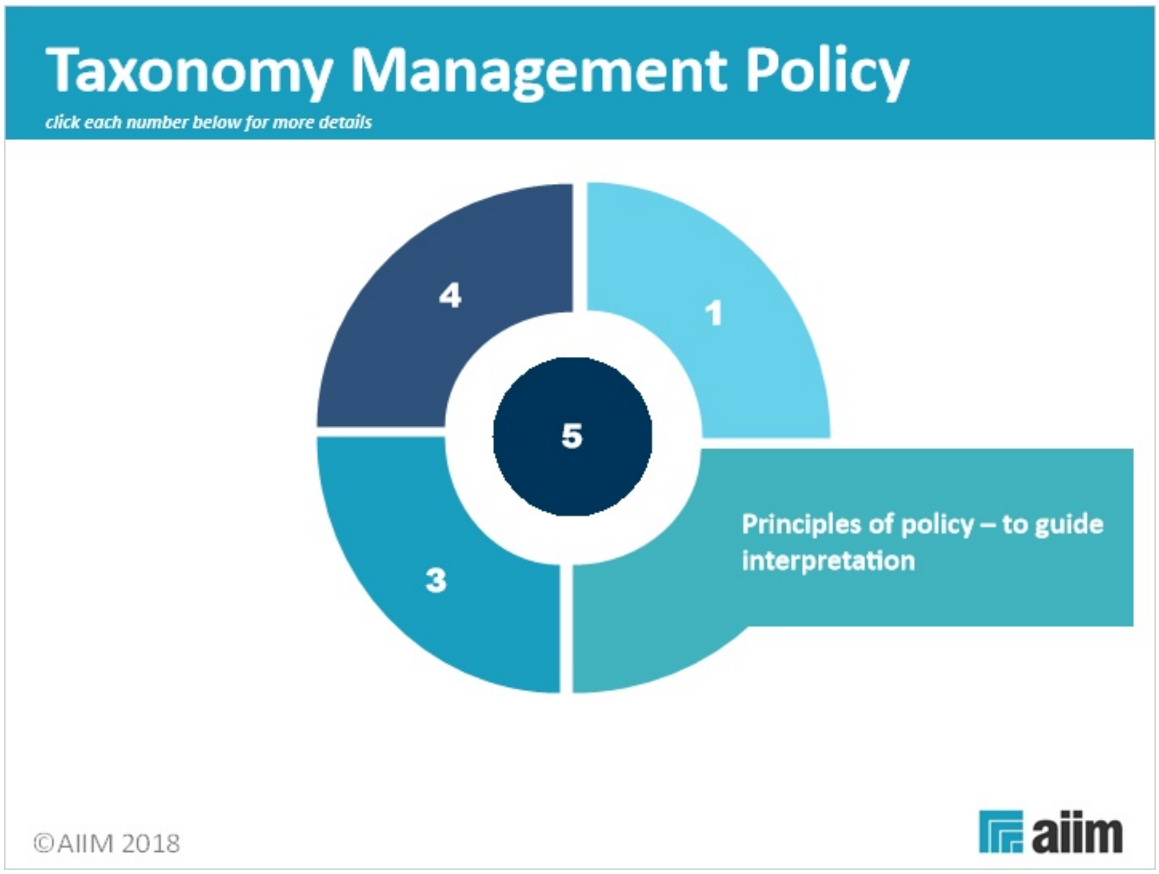
Arc 3 (Slide Layer)



Arc 1 (Slide Layer)



Arc 2 (Slide Layer)



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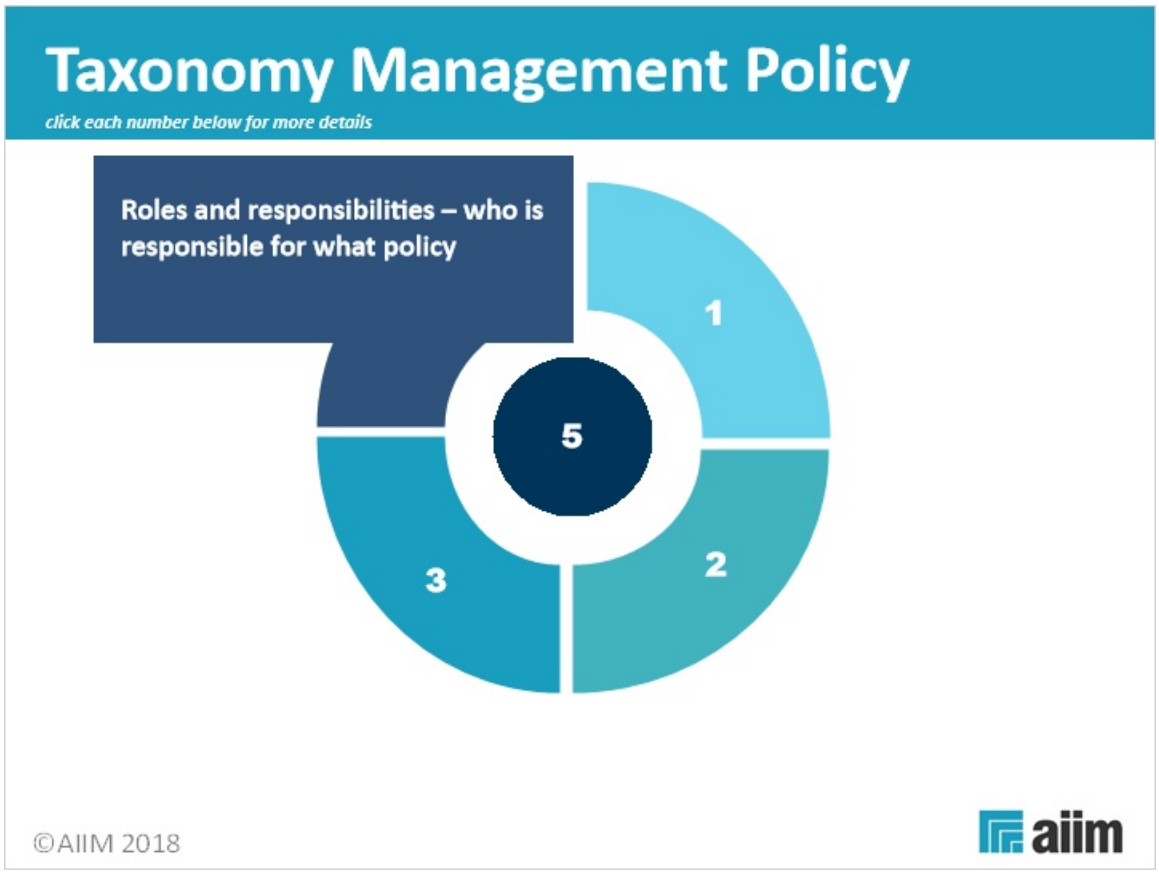

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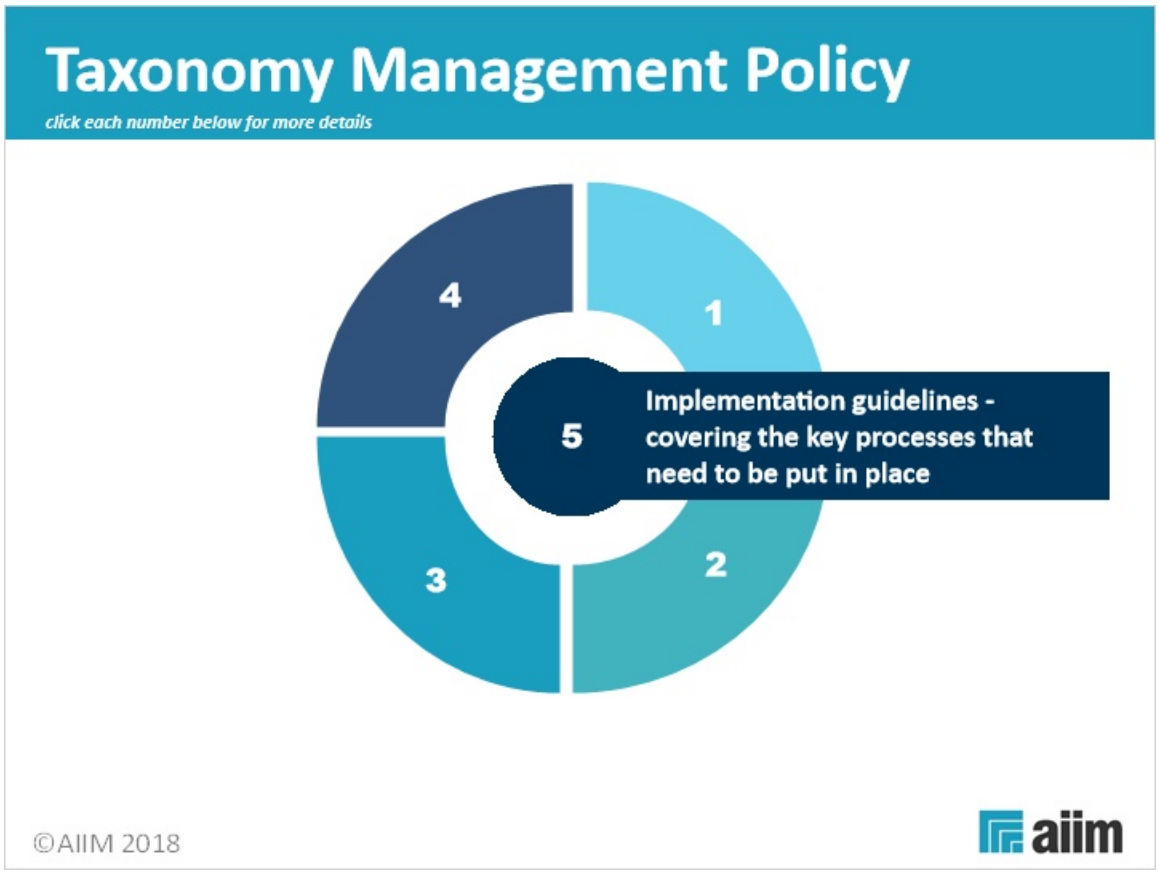
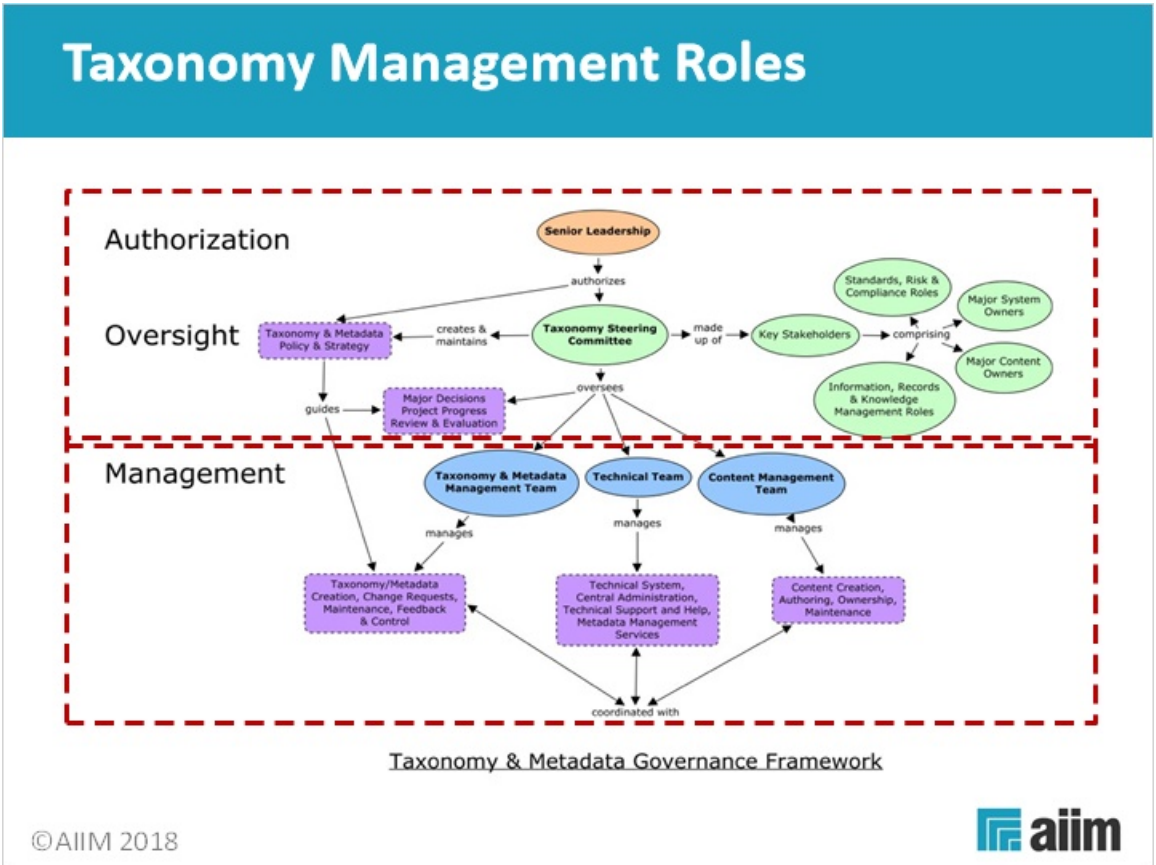


1.10 Taxonomy Management Roles



Notes:

Lets then look closer at the Taxonomy Management roles. The diagram in this slide shows the main groups of roles involved in governance of taxonomy and metadata systems. The governance framework operates at three levels:

Senior leadership - perform an **authorization** role for the policy and oversight function, and they hold the taxonomy and metadata work accountable to business needs.

Taxonomy Steering Committee - performs an **oversight** role for major decisions, and for changes to the policy and strategy.

Management roles - for Taxonomy and Metadata Management, Content Management and Technical Support, administer the day to day activities governing their domains. These three functions need to be closely coordinated.

Lets look at this in more detail:

Senior leadership teams (or C-level executives such as the CIO) do not need to be involved in the detailed management and oversight of taxonomy and metadata implementations.

However they do need to endorse and authorize the policy and strategy for taxonomy and metadata deployment and management. It is their responsibility to ensure that the policy and strategy are aligned with business needs and support them.

The Taxonomy Steering Committee is the oversight body for the taxonomy and metadata strategy and policy. It should be comprised of the major stakeholders affected or served by the taxonomy and metadata system, typically:

- Business owners of major content collections or systems to be covered by the taxonomy and metadata system
- Information, records and knowledge managers, who will have their own policies and strategies for the business that the taxonomy and metadata deployment needs to serve
- Managers responsible for regulatory compliance, standards, quality systems, enterprise risk management and business continuity, where taxonomy and metadata deployment serves a key supporting role.

The Taxonomy Steering Committee represents the business interests to be served by the taxonomy and metadata framework at an operational level. However they are not usually trained taxonomy professionals, and so their guidance needs to be strategic (what needs to be done) rather than tactical (how it needs to be done). This is why their role is described as an oversight role rather than a management or administrative role.

The taxonomy and metadata management function needs to be centralized in a single person or team and it needs to be filled by professionally qualified and experienced personnel.

Delegating this role to different personnel throughout the business will result in duplication, redundancy and ambiguity across separately managed taxonomy structures and lack of integration across the taxonomy structures and metadata schema.

However it is perfectly possible and often desirable for the management of specific controlled vocabularies to be delegated to suitably qualified owners across the organization, so long as they are managed to common standards and within a common system.

TECHNICAL TEAM

The role of the Technical Team is to support the deployment of taxonomies and metadata across the systems that utilize them. They will work closely with the Taxonomy and Metadata Management Team to ensure that:

systems and user interfaces operationalize the taxonomies and metadata elements as intended

usability goals are met through system functionality and performance

system logs and reports are generated to meet the monitoring and evaluation needs of the Taxonomy and Metadata Team

APIs for communicating data across different systems are available and functioning accurately

the Taxonomy Management Team and the Taxonomy Steering Committee receive practical and useful advice on the feasibility of, and implementation strategies for taxonomy and metadata goals.

CONTENT MANAGEMENT TEAM

Organizations can follow a concentrated model or a distributed model for content contribution and management.

In a **concentrated** model, specific employees are designated as content authors or contributors. This is most common in a web content for website or intranet context. The advantage is that specialized training can be given in authoring and contributing processes, including the assignment of metadata and taxonomy tags. It is easier to monitor and control quality of content and tagging in this case. The disadvantage is that in a fast moving and very rich information environment, delegating the content management tasks to relatively few specialist roles can create serious bottlenecks.

In a **distributed** model all or most employees have content creation rights and responsibilities. This is most common in a document-based environment. The advantage is that content can be made available for sharing and access almost instantly. The disadvantage is that it is much harder to provide detailed training, support and quality monitoring on the structure of the documents and the quality or consistency of the metadata. The usability of the system and its ease of use become critical factors - including simplifying users' tasks by using techniques such as auto-categorization (see Module 18). One approach to this problem is to designate "super-users" in each business unit, who are supposed to act as a supporting resource to their colleagues.

In both cases, it is important to be able to identify business owners for key information resources (e.g. the head of a department) who can be consulted on how their content is to be managed, and what the content management needs are, that have to be served by taxonomy and metadata. They and designated content managers or "super-users" also provide important feedback on the usability of the content contribution and retrieval processes.

1.11 Taxonomy Management Process

Notes:

For sustainability of the taxonomy and metadata system you develop, your Taxonomy and Metadata Management Team will need to define and implement two levels of process. Having these documented into procedures will support (1) clarity and consistency of communication and expectation with stakeholders and (2) the ongoing relevance, effectiveness and consistency of your taxonomy and metadata environment as your taxonomy and metadata management staff come and go.

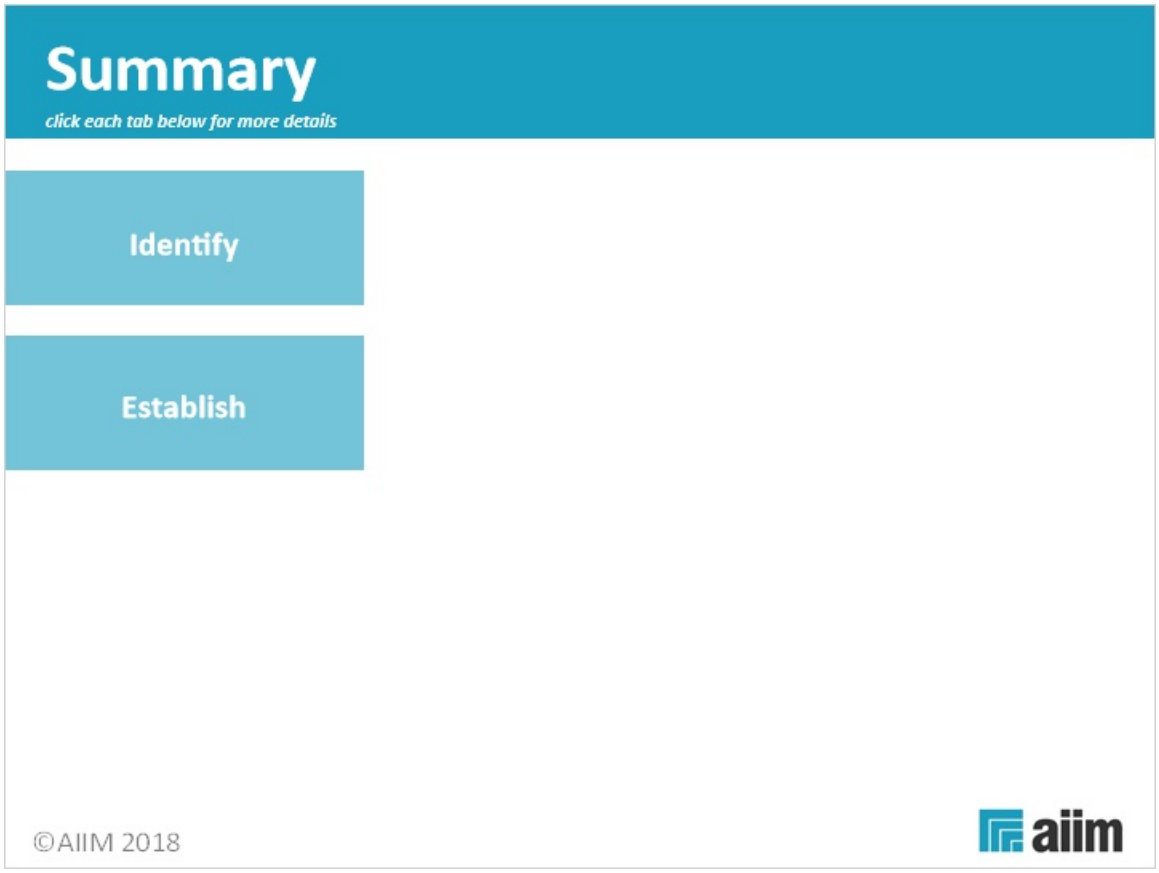
STRATEGIC

Strategic level processes are likely to be relatively infrequent but have high business impact. You will need a documented process for initiating and conducting a new taxonomy design for additional taxonomy facets or controlled vocabularies. This should ideally be modeled on the development cycle outlined in this course, except that it is likely to be much more limited in scope. All the stages of the cycle, from design to testing and validation to implementation need to be accounted for. In addition, you will need a well-defined cycle of review and evaluation of your major taxonomy structures to ensure that (1) they continue to meet user needs and (2) they continue to meet business needs.

TACTICAL

Tactical processes relate to the day to day management of your taxonomies and metadata. They cover non-substantive changes to the taxonomies and controlled vocabularies (e.g. new terms, modifications to terms), and the process for making and responding to change requests. Substantive changes to a taxonomy would involve structural changes (e.g. moving a topic from one category area to another, or creating a new section of the taxonomy) and may have an impact on content that is already tagged, so there will be a need to trigger a testing and consultation process in such cases. There may be a need for a retrospective re-tagging exercise if such a change is approved. Another routine process will be monitoring and analyzing the usage and performance of the taxonomy, and collecting evidence of usage patterns for feedback into the regular reviews of the taxonomy. An example might be collecting data on common search terms or common user tags, to assess whether they represent topics that need to be included in the taxonomy or listed in the thesaurus as alternate terms.

1.12 Summary

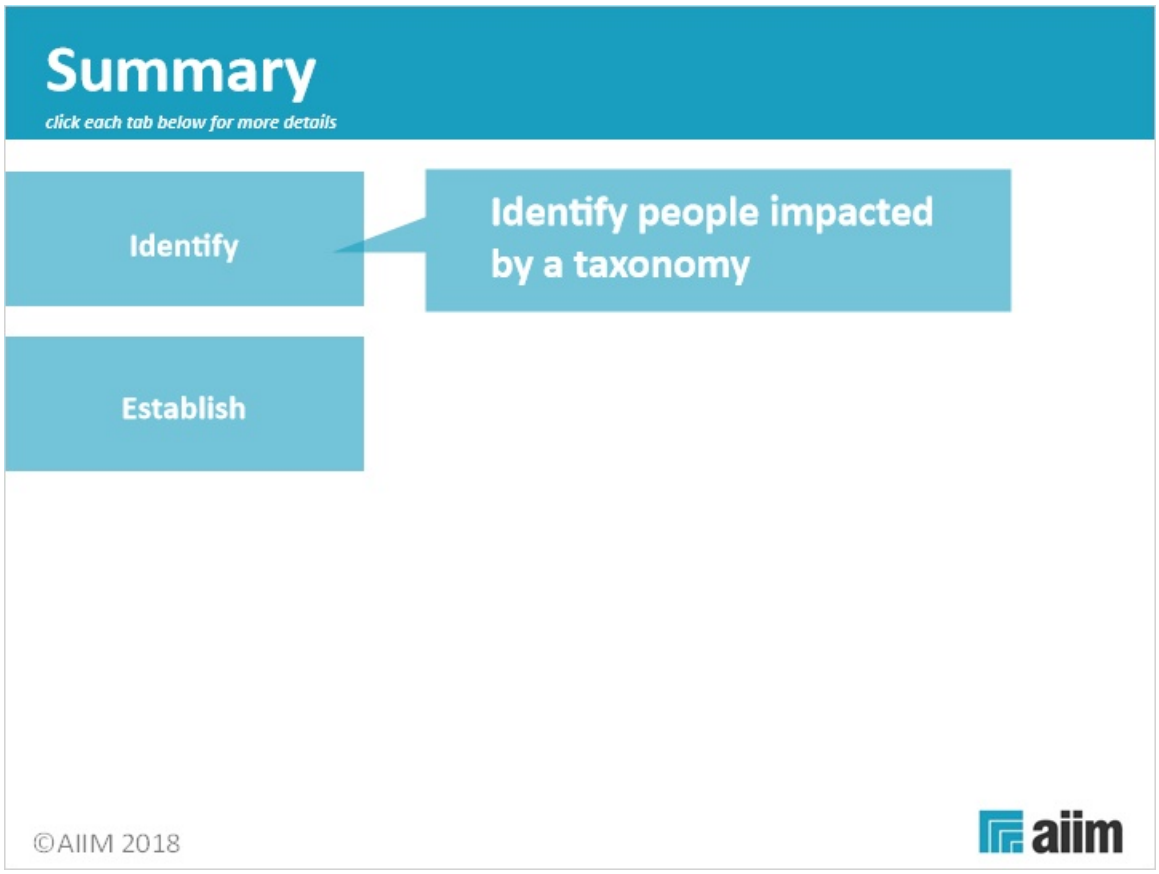


Notes:

We have now reached the end of this course. You learned to:

- Identify people impacted by a taxonomy, and
- Establish a governance framework for maintaining a taxonomy

Identify (Slide Layer)



Establish (Slide Layer)