



Chapter 4
Document
Life Cycle

Overview

The purpose of this chapter is as follows:-

- To describe what an Integrated publishing architecture is;
- To outline the publishing architecture and a document life cycle at the heart of the e-Cabinet vision which the technologies will have to support; This chapter will be a valuable input to the next phase of the project i.e. the detailed technical specification of the system.

What is an Integrated Publishing Architecture ?

There are a variety of technologies for producing, managing and distributing documents in paper and electronic forms. The reality is that many organisations have acquired these technologies serially and they often contain several distinct output types that must interact with each other.

Government is in a similar situation. The memoranda which are currently submitted to Cabinet in paper form can be produced using a variety of different means and its electronic source format is likely to be any one or more of the following:

MS Word
Lotus Smart Suite
Word Pro / Ami-pro

An Integrated Publishing Architecture and document life cycle (source : Gartner) describes how documents are created, assembled and laid out in the form or paper or screen.

The relevance of a publishing architecture to the Department of the Taoiseach, is that the e-Cabinet model will have new automated processes and these processes will be based around the creation of information (in the form of the Memorandum) and the routing of this information and creation of new / additional information resources in the form of Decisions, minutes etc.

Maximum automation of these processes requires a 'Publishing Architecture' to be defined which will support the new e-Cabinet and e-Meeting processes.

The detail of a Publishing Architecture will describe the 'content models' or 'structured layouts' which are necessary to support the implementation of the e-Cabinet model. Examples include the Memorandum for Government.

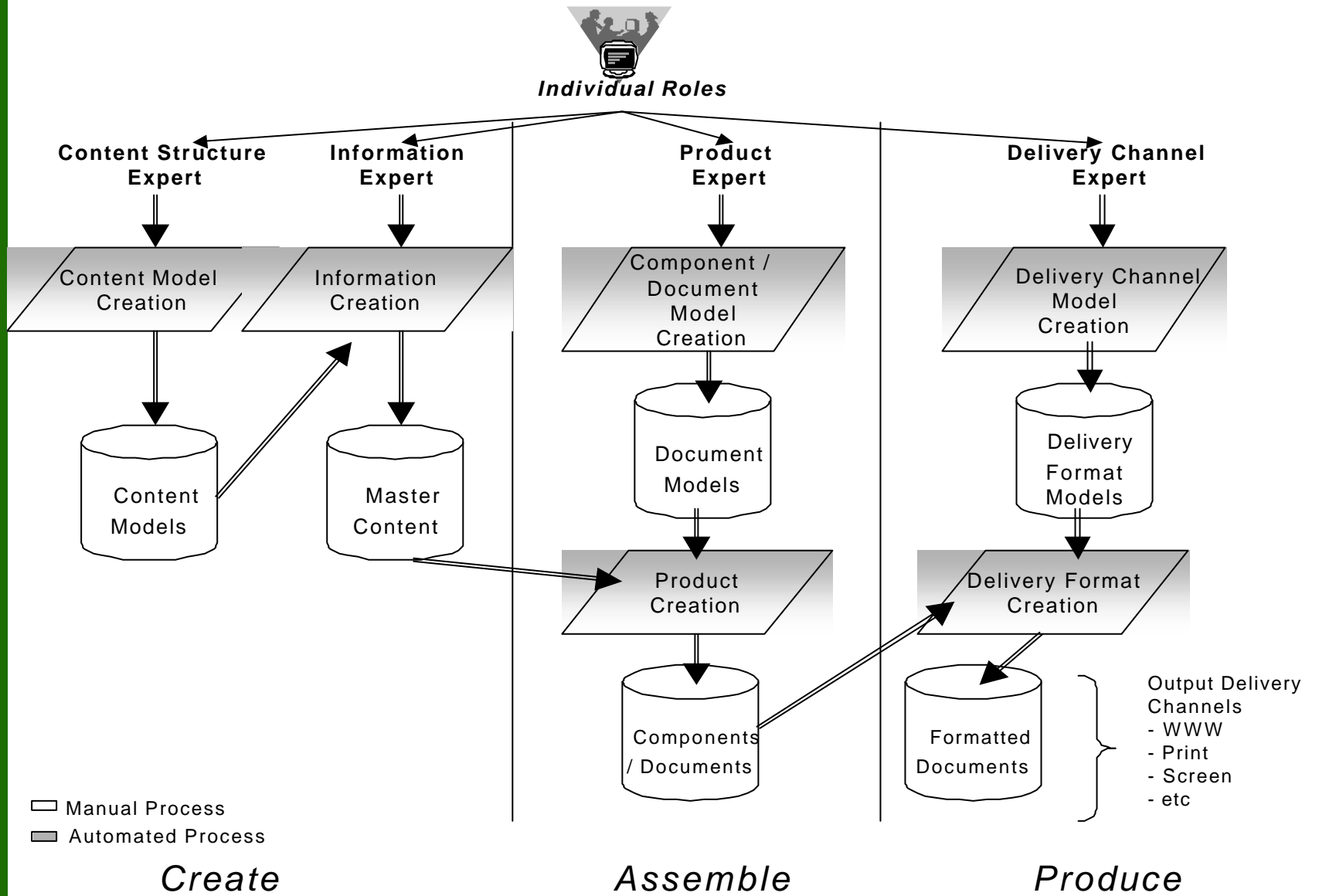
This publishing architecture will have to be specified in detail as part of the implementation phase of this project and when defined will be recommended for implementation across all Government Departments involved in preparation and submission of memoranda to Government.

A Publishing Architecture typically consists of three main activities:

Create
Assemble
Produce

Each of these is explained below:-

Integrated Publishing Architecture



Source : Gartner Group

Create

Create refers to the process of developing the structured layouts or content models into which information will be input. It also refers to the actual process of authoring the information.

Content Model Creation

This is the process of creating the structured templates into which information or content will be held. This process is an 'expert' process and is not one which is normally associated with a user of a system. In the case of the Department of the Taoiseach, there will be templates defined using the authoring tool, and Department Staff will use these to submit Memoranda to Government.

Information Creation

This is the function of actual authoring of the information or content of documents using the templates which 'Guide' the process. On Line Help should be embedded into the template to assist in guiding the user. A key impact and benefit for the Department of the Taoiseach regarding the use of content models for information creation is that the user is enabled to follow the discipline of structured information creation. The issues associated with significant change to the method of information creation will need to be handled as part of the overall change management process and in particular user training.

In the case of the e-Cabinet model the layout of the templates will be specified in detail by Content Structure experts as part of the systems implementation stage however we have laid out our preliminary recommendations in this document.

In the future as requirements for new layouts are identified, it is likely that the Cabinet Secretariat will contract for the appropriate expertise to specify any new models required. This is not likely to be very frequent once the system is implemented.

In creating templates, considerable flexibility has to be retained to cater for a wide range of content requirements. In many instances the emphasis will be on bringing key information to the fore in structured format. Greater stylistic and presentational scope will be accommodated in the detailed material which will underpin the memorandum.

Assemble

Assemble refers to how information is reused in new documents.

The overall objective of this phase is to define how the information from the create stage should be assembled into documents or sections of documents. An example here is how the draft decision text from the Memorandum to Government will be reused in order to produce a Decision. A model will need to be defined that describes the detail of the Decision.

As outlined earlier the IPA will be specified in detail by experts as part of the systems implementation stage and it is likely that the IT division within Department of the Taoiseach will contract for appropriate expertise if new models are required post implementation.

Produce

Produce refers to how information will look either on Paper, on Screen, on the Web etc. and is the last stage of the IPA. At this point documents have been created through the two stages outlined above and are now stored in an electronic repository. The way in which they will be represented or delivered to users needs to be defined to complete the IPA. These are called outputs.

The outputs are usually designed by a delivery channel expert (who is knowledgeable about screen, paper or Web layouts for example) who will develop the models necessary which control composition, layout, design and file formatting for multiple channels.

In the case of the e-Cabinet, there will be a small number of formats in the short term and these include:-

Print; and
Screen.

In the medium term there may be further requirements as follows:-

Potential publication of Iris Oifiguil notices on the Web; and
Potential mobile delivery of content to Ministers.

Creation of the outputs describes the style and layout specifications for each type of output. Styles include font, layout, order, and also other logic, which controls the display of particular content such as when and to whom outputs are delivered. Style models vary according to the output channel because items such as headers and footers do not apply on the Web but do apply when printing documents.

e.g. The style model which will be required for printing of Decisions must be defined so as to uniquely immediately identify the document as a Government Decision.

In addition the style model which will apply for printing copies of Memorandum must include non electronic identifiers for each printed copy. The Authoring Tool, which will be selected for use in the e-Cabinet, must support the creation of all document models needed.

Analysis of Documents

In this next section we discuss the documents required for the e-Cabinet model, how they will be created, edited and stored as part of their life cycle and the requirement for re-purposing, reuse and longevity of documents.

This analysis will identify what the requirements are for Cabinet Secretariat's Publishing Architecture as well as define requirements for re-purposing, reuse and longevity. These key requirements will drive the selection of the authoring tool.

Documents to be submitted to Department of the Taoiseach

The documents to be submitted to Cabinet Secretariat include:
Memoranda
Additional background material (Optional recommended as PDF attachments)
e.g. Annual Reports & Statements of Accounts (Optional recommended as PDF attachment)

Presentation (Optional – recommended as PDF attachment)
 Legislation Production System Output (Optional - recommended as PDF attachment)
 Personal Briefing Note for Minister (Optional - recommended as PDF attachment). (This will be routed directly into the Ministers personal folder for use by him / her alone)

Memorandum

The Memo will be created in external Departments and submitted to Cabinet Secretariat in the Department of the Taoiseach;

There may be a requirement to assign an internal security level which determines access rights to the Memorandum within Cabinet Secretariat itself. The Memo will require additional fields for use within the Department of the Taoiseach:-

Additional field for ‘actual decision taken text’, automatically constructed from decision text in memo but which can be edited;

There is a requirement to store the memorandum within a central repository associated with the relevant Cabinet meeting;

There is a requirement to stipulate who outside of Cabinet Secretariat can access/view it and/or have decisions on it notified to them.

There is a re-purposing requirement of print and screen format for use prior to, during or after the Cabinet meeting;

Additional Background Material

This could be any selection of supporting documentation which a Department may choose to accompany the memo;

We recommend that Departments submit an electronic version (PDF) as an attachment;

There is a requirement to store this attachment within the repository

There is a requirement to load the attachment to the Cabinet Meeting associated with the relevant memo if required;

In the case of optional presentations a template to provide assistance in preparation must be included.

Personal Briefing Note for Minister’s Eyes Only

Requirement to load into the Minister’s personal meeting folder;

Requirement to ensure it can be viewed within e-Cabinet system by the Minister only

Requirement to ensure privacy;

Not to be stored within the repository.

Legislation Production System Output

Requirement for production of legislation output for submission with Memo;

This format will most likely be XML / HTML;

Requirement to store within the repository associated with relevant memo;

No requirement to edit;

Requirement to load up to the Cabinet meeting associated with relevant memo if required;

Documents which will be created within Department of the Taoiseach

The following documents will be created within the Department of the Taoiseach.:-

Agenda

Decision

Minutes

Briefing Note
Composite Briefing Note

Agenda

The order is initially auto-determined by Memorandum type, with an optional override for Cabinet Secretariat to be able to reorder;
Agenda item constructed from Memo Title showing Minister and Document(s) description;
Need to be able to add Agenda items for which there is no submission;
The agenda will be made available on line to Departments and there is a requirement for a supplementary Agenda as items are added at a later stage.

Briefing Note

There is a Requirement to create a Briefing Document for selected Memos;
This will be linked to its agenda item number;
Reuse of in construction of the composite briefing document.
Briefing note to contain Department of the Taoiseach views on a memorandum;
Requirement to store within the repository associated with relevant memo;
Requirement to view
Requirement to edit including sign off (subject to permission, and point in time)
Re-purposing requirement is to deliver to screen or print for use prior to or within the Cabinet meeting;

Composite Briefing Note

Requirement to create a summary of all Briefings in 1 document which will be a composite document automatically created from the each briefing as follows:-
Agenda Item Number, Title and Department of the Taoiseach Briefing note for each memo;
Requirement to send by secure e-mail to the Taoiseach / Tanaiste;
Requirement to access this electronically at the meeting for use by Taoiseach / Tanaiste;
Requirement to store within the repository associated with relevant Cabinet meeting;
Requirement to edit (subject to permission, and point in time in composite format without the need to regenerate.

Requirement to have amendments made in composite briefing note automatically reflected in individual briefing note and vice versa.

Decision

This is a document constructed from the memorandum related to a particular Cabinet meeting. The format is to be aligned with Minutes format. (Decisions to be made on layout and data to be automatically incorporated with the Decision text). This is transmitted to relevant Departments and the Department of Finance. Once the minutes are approved by Cabinet they should not be editable.

Summary Advice Note

This report will no longer be needed by Departments as the information to compile this will be made available to them. Departments will have access to a composite database of all decisions as they relate to them and they will be able to use their own facilities to design their own enquiries or reports in the format which best suits their needs.

Minutes

Minutes order to generally follow the Agenda order with an option to override;
 Generation of Minutes Text from Decision (and the format will be reviewed).
 Minutes will be loaded onto e-Meeting application for Cabinet meeting;
 There is a requirement to edit;
 Minutes to be confirmed as final after presentation to a subsequent Cabinet meeting and after any amendments arising at that meeting are taken on board. Thereafter Minutes not to be editable.
 Minutes may perhaps require the chairpersons e-signature in the future;
 Paper copies must be printable for signing to facilitate archival and storage;

Inventory of Models

If we map the documents outlined in this section on to the notion of a Publishing Architecture then there is a requirement for a number of content models to be defined.

The following is the list of models which we have identified as being required for the Department of the Taoiseach's publishing architecture:-

- Memorandum
This will be authored in the various Departments using the XML based authoring tool;

The following will be created and used within the Department of the Taoiseach:-

- Agenda (Communicated to all Departments)
- Decision (Communicated to concerned Departments)
- Minutes
- Briefing Note
- Composite Briefing Note

In addition the information to create views of Decisions (formerly Summary Advice Note) will be made available to Departments.

We have outlined in Appendix III suggestions for the layout for of Memoranda which will be submitted to Cabinet. Document Type Definitions will be required on the basis of the final agreed layouts.

This layout is subject to change as the final Authoring tool will determine much of the look and feel , however the recommendations we are making regarding Metadata, Headers, field structures and the use of imbedded user Help should be implemented as they represent best practice in this regard.