



'Fun' In 'Functional'

Factors in the Acceptance of EDRMS

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Agenda

Brief Overview
of 'Fun' in
'Functional'
Project

Data
Collection

Preliminary
Findings

Questions and
Answers



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Putting the 'Fun' in 'Functional'

- This research looks at trust relationships from the perspective of the creators and internal users of organizational information/records and relevant systems/technologies.
- Understanding how people *engage* with the information they create/use to accomplish their work in networked environments.
- Goal is to improve relationships by positively influencing the way in which individuals perceive their work practices and the tools they use to accomplish them.
- Explores some of the socio-technical factors that appear to affect the management of written and non-written information in organizations.



Research Questions

How do users interact with information systems in the different stages of adoption (initial introduction, adjustment to the system, continued use, etc.)?

How do users perceive the different functions of information systems in relation to their own personal information management?

What are users' opinions on introducing gamification elements into information systems?



Literature Review

Game Studies &
Gamification

Personal
Information
Management

Human-Technology
Interaction



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Data Collection: Site

City of
Toronto

Toronto Meeting
Management
Information
System (TMMIS)

BC
Government

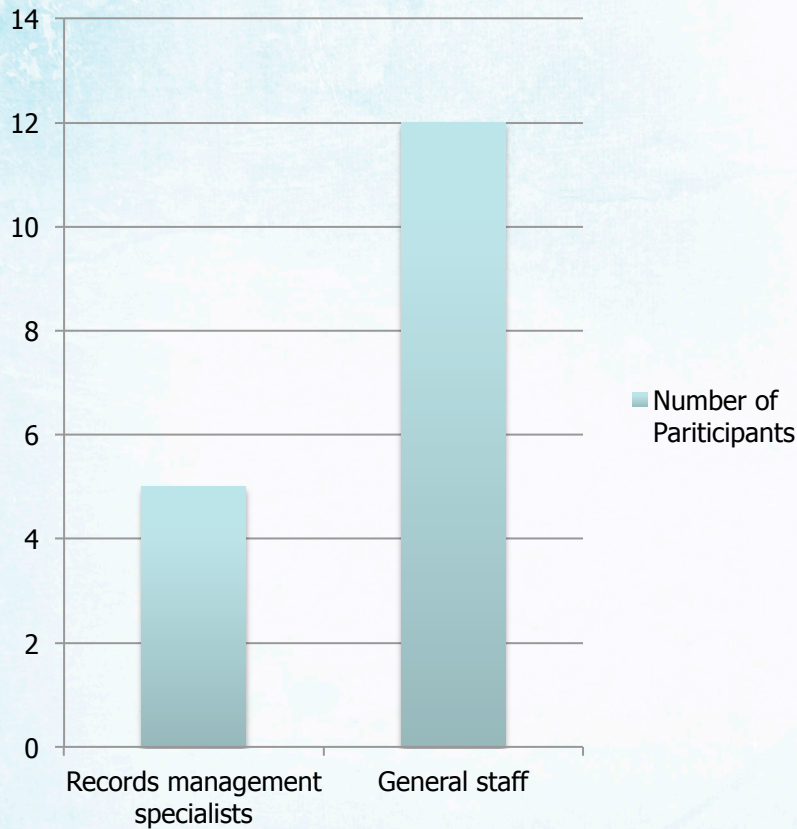
EDRMS

InterPARES
Trust

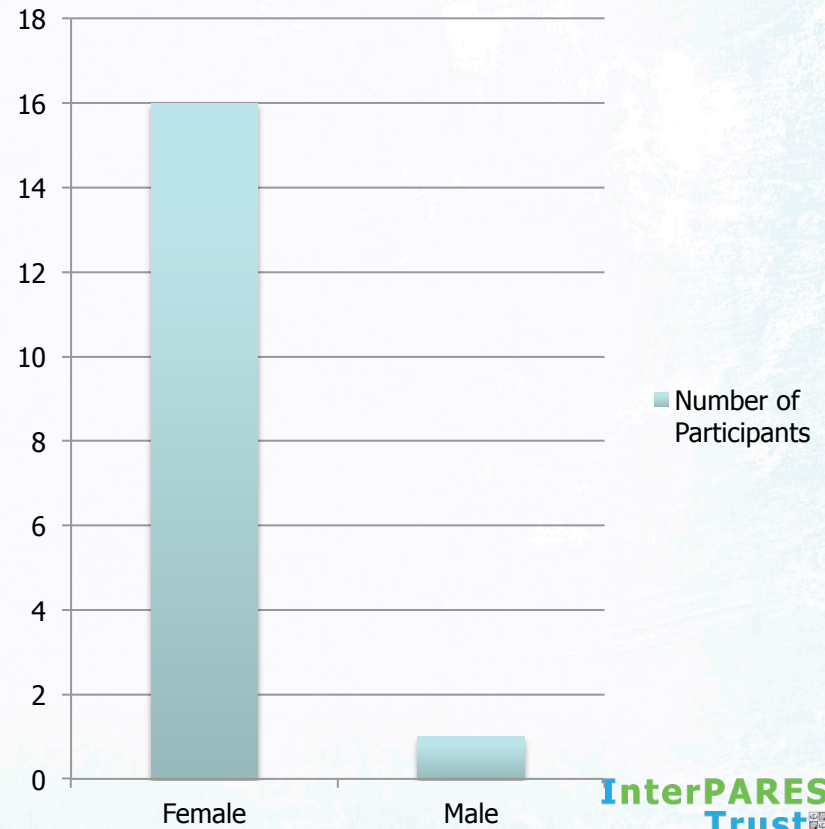


Data Collection: Participants

Occupation of Participants



Gender of Participants



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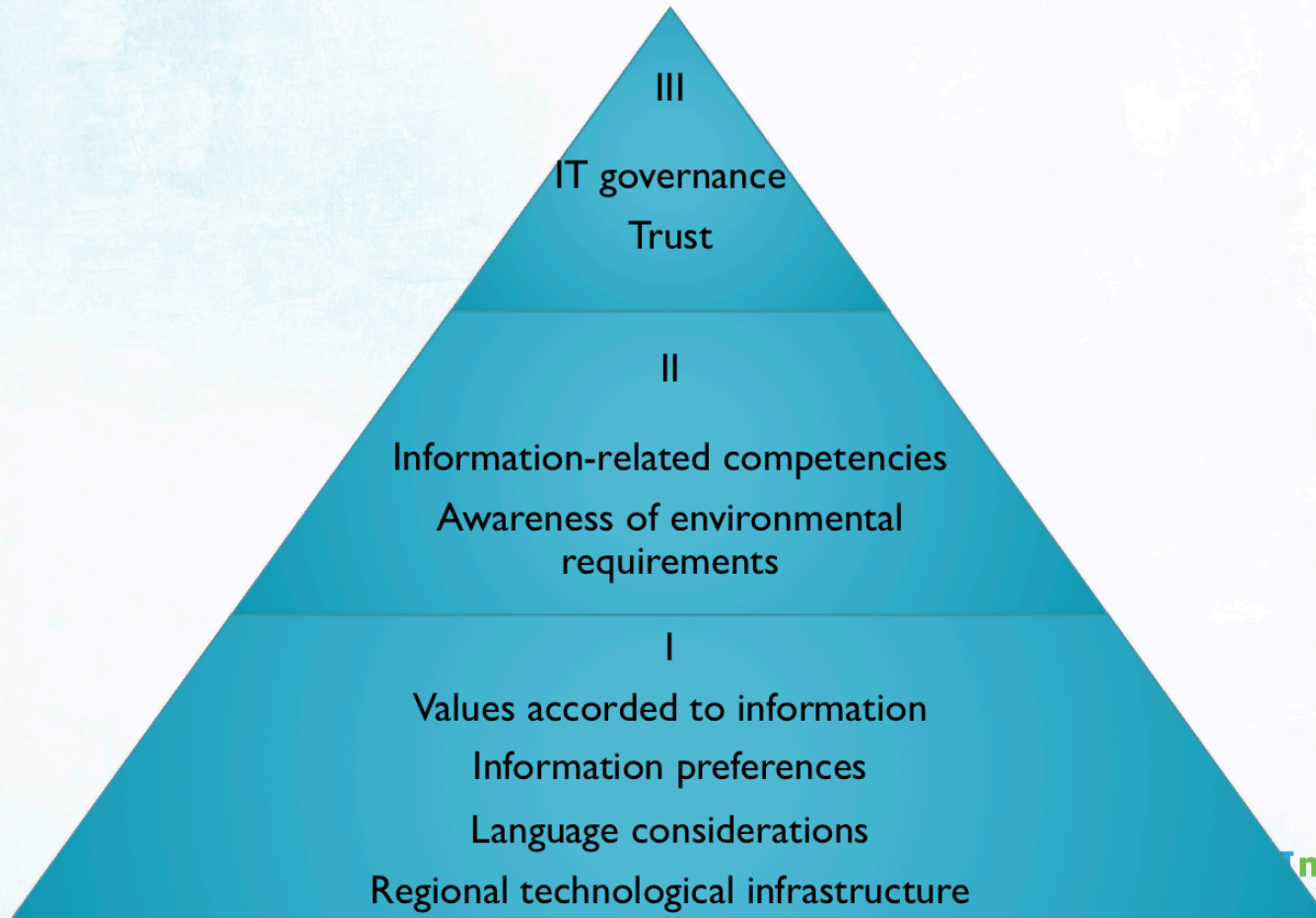
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Information Culture Framework



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Oliver and Foscarini (2014)

Value accorded to records

- **Not every records management specialist has an adequate understanding of the value of records and record management work.**
 - *Records are "meant to document the business decisions and actions of your organization, so they allow you to show that ... you've documented or discharged your duties and accountabilities."—Interviewee1*



- **Not every employee recognized the importance of records or even though they understood the value of records, they did not want to do records management.**
- Staff with different job responsibilities tended to have differing reasons for their avoidance of records management.



- Not every employee recognized the importance of records or even though they understood the value of records, they did not want to do records management.
- **Staff with different job responsibilities tended to have differing reasons for their avoidance of records management.**



– *"I would say [information management] is the actual job. ... [I]f you make cars, then making cars is your job. But for me, I think it's actually the information. It's not a physical thing, it's intangible."*

--Interviewee10

- **The high digital literacy of citizens**
- **The widespread use of social media by citizens in interacting with the council meeting.**



- **This complexity underlying the discerned value accorded to records requires records management specialists to take this complexity into consideration when navigating the records management ecology at their organization and to employ appropriate methodologies and tools to unravel this complexity.**



- **The introduction of information systems is a process consisting of several phases.**
- **The ERM is much more than a piece of software – it is also about cultural change. – Gregory (2005)**

Introduction
of the
system

Resistance

Adjustment

Acceptance

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Resistance

- *I think part of it was change, the main part, they were used to doing things their way. And, so they didn't like anybody to change what they knew they had to do, they just wanted to go ahead and do it and be left alone.*

--Interviewee7





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Understanding users

- **Human issues are predominant, fundamental and challenging in the implementation of information systems.**
 - Technophobia
 - Personality
 - Attitude towards change



Technophobia

- The degree of tech-savvy remains a significant factor influencing users' adjustment to the information systems.
 - *I thought "well, if I make a mistake, someone is going to come and yell at me and I just deal with it and I [am] just going to be still and quiet".*

--Interviewee3



Personality

– “[S]he was, **she was skeptical**, just because you know of the **insecurities** of you know, of, well **the lack of confidence** for herself...”

–Interviewee3

– “I also think the intimidation factor is **personal**, whether someone’s **competitive** or not, whether a person is **shy**, ...”

–Interviewee11



Attitudes toward change

- *They [who resisted the introduction of EDRMS] are from a generation from before computers, so they much prefer the more manual processes. And they much prefer the fact they had secretaries to do all of the filing work for them.*

--Interviewee6

- *With me, I look at change as inevitable. I think whether or not we like it, we just have to go with the flow. So with that in mind, I try to keep an open mind.*

--Interviewee14

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Technology

- ERMS must be user-friendly concerning a list of records management functionalities, including word processing, classification of records, cataloguing or registering of records, saving records, searching for and retrieving records, and distribution of records

-- Gunnlaugsdottir (2009)



Technology: functional customization

- Customize the system to the business needs of different departments.



“Work around”

- When individuals do not want to use the technology, or they have to go through painstaking process in order to properly use the technology, “they abandon it, or work around it, or change it, or think about changing their ends”

--Orlikowski, 2000, pp.323-324



Cheat-sheet

I had to cheat when I was new. I could not keep one motion type from the next straight in my head, so I had to put it in a Word document. ... I had to do that at first because it was impossible, it was so much to learn, ... And so I don't need it anymore of course, not for a while.

--Interviewee9



Types of Cheat-sheet

- Reminder for actions that are complex and not used frequently
- Short-cuts or a specific way of performing certain actions to make their use of the system more efficient
- Personalized manuals to help users map what they learned at the training to their own work



Engaging users in the development and implementation of the system

- **The participation of expected users themselves in the development and adaptation of the system will greatly boost their acceptance of the system**
- The TMMIS – a “homegrown” system and a system being constantly improved based on users’ feedback and suggestions – seems more likely to win its audiences’ hearts.



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- **A collaborative relationship is established between the general users and the development team of TMMIS, wherein the system development team constantly encourages general users to put forward suggestions, ideas or any change they would like to make to the system.**



Information/Records specialists are part of the solution

- **Records management specialists can use their “holistic view” to facilitate the implementation of the information systems and serve as the interface between the information system and users’ actual work .**



Training

- *You are sitting in a classroom working with, ... fake files, and stuff, ... that's not pertinent to your own group...*

--Interviewee5

- *So we were given training, and the focus was on the meeting portion, not so much on the bylaw part, which is I think a very specialized part of that system.*

--Interviewee10

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- **Training should be designed based on the varying business needs of the users, their IT competence, their learning curve, their learning styles, and their records management knowledge.**

- A focused training of the functions that the business departments use the most
- Adjust the content and length of the training to the IT competence of the users
- Desk-side training to reinforce what learned in the classroom
- Records management principles and knowledge



Referencing materials

- **Manuals, guidelines, wikis, and other referencing materials are invaluable resources that users can refer after the training.**



Gamification

- **Interviewees overall are interested to see gamification elements, but it has to be functional and relevant to their work.**
 - Gamification elements can be used for motivation or for reward.
 - Using gamification to organize information and make them interesting and understandable to navigate.
 - Using gamification to calculate and display achievements

Other factors

- Support by top management
- Community learning
- Pilot test



“Carrots” v.s. “Sticks”



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Thank you!

Questions?
Comments?

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