

BRIEFING DOCUMENTS



ENTERPRISE CONTENT MANAGEMENT

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1. Introduction

The aim of this paper is to support a constructive dialogue about electronic document management (EDM) in the HE sector by briefing senior managers about current and future issues, seeking to share learnings from the pioneer adopters.

This is not intended to be a comprehensive review, but rather an overview to establish some common key points. It focuses on administrative requirements rather than academic.

It has been informed by data from UCISA and conversations with both IT and records management staff. Records managers were consulted, because good document governance applies just as much for electronic documents as for paper.

EDM systems have now been repositioned as Enterprise Content Management Systems (ECM) that all come with workflow functionality. Within this paper we will refer to ECM. The rebranding is significant in that it attempts to move away from the concept of a document, which is associated with the world of paper. In repositioning these systems as ECM there is then overlap with web content management systems (WCM). This paper touches on this, but does not develop this in any detail.

2. Acknowledgements

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3. Context

Digital documents are more easily created, duplicated and repurposed than paper records, and policies and processes for digitally born records are struggling to maintain order. A decision also has to be made as to whether legacy paper records are worth scanning or not.

In addition, there is content that is always digital such as web content. It is not the purpose of this paper to address web content in any detail as this would extend scope into the relative merits of specific web content management systems.

Documents are both corporate and personal, and users are confused by the storage options open to them, both on-premise and in the cloud. There is also a perception that search tools will address all problems of incorrectly located documents and that filing is a discipline associated with the paper era and not the electronic.

Within this paper, we look at

- The evolution of ECM in HE
- Digital transformation and the cloud
- Business drivers for ECM
- Information governance
- Systems development options for ECM
- Support for ECM.

4. The evolution of ECM in HE

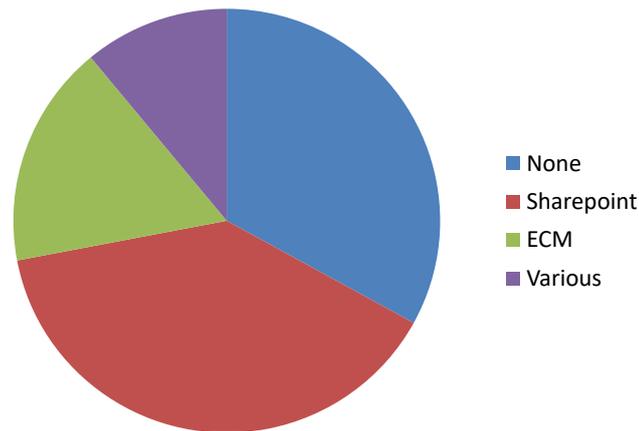
The 1990s, when electronic documents started to replace paper versions as the key record, saw the development of electronic records software as a tool to address compliance needs. The largest market place for these systems was heavily regulated industries. The systems that were developed were functionally rich, but relied heavily on users marking documents with metadata and setting retention dates.

HE Sector Uptake

UCISA's annual member survey of corporate information systems in use (2015) shows that only 17% of universities have deployed a recognised ECM solution (such as Documentum, or OpenText); 39% deployed SharePoint; 33% have no document management system; 11% admitted to a variety of systems.

Figure 1: ECM system adoption in the UK HE sector.
(Ref. UCISA 2015 Corporate Information Systems Survey)

Of 82 universities who answered what records management system they had:



Sector uptake of a pure ECM system has been poor, because the business case is difficult to make given the cost, resource and user discipline required to set up these systems.

The handful of universities who have adopted ECM have all phased their implementations and none have systems with blanket use across the institution. Resources assigned to these projects have typically been insufficient for anything other than a phased corporate roll-out.

The devolved nature of universities and their struggle with corporate processes also mitigates against easy user adoption.

SharePoint

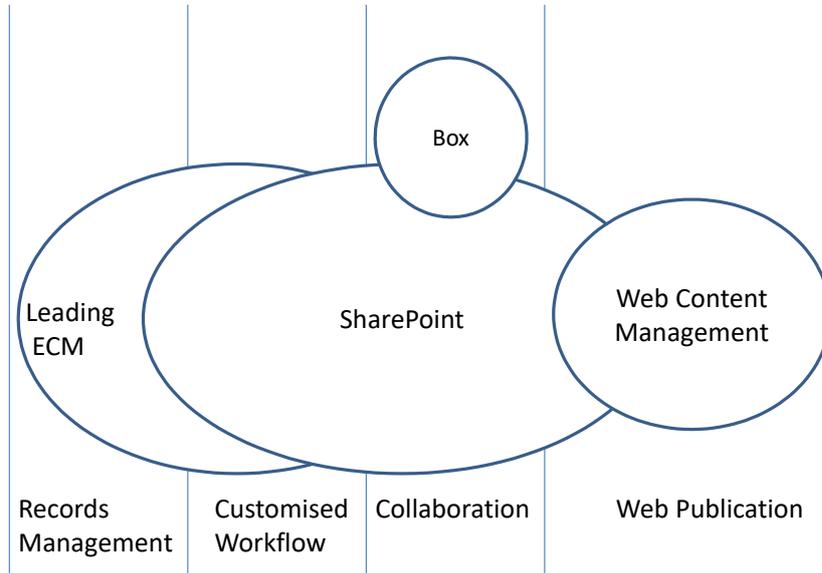
SharePoint 2007 started to emerge as a contender for the corporate records management system because it held some document management functionality, was strong on collaborative features and could be used for web publishing. It is bundled as part of the Microsoft volume license and is an obvious software choice for those universities who have adopted a Microsoft technology stack. Microsoft is also seen as a safe software choice in an industry where only a few companies manage a long life.

Historically SharePoint did not have automated retention rules whereby documents are deleted on a certain date. Therefore, early versions of SharePoint were not considered an adequate solution for heavily regulated industries. Such industries still use leading ECM applications.

SharePoint is a platform rather than an application and IT departments have struggled to position SharePoint, because it straddles a typical organisational split between desktop and applications. Additionally, SharePoint can be used as a platform for a staff intranet so it also straddles content and web content management space.

The positioning of ECM against functionality is illustrated in Figure 2.

Figure 2: Positioning ECM systems against functionality



The recent release of SharePoint 2016 as a cloud service shows that Microsoft has wholeheartedly embraced the cloud. Any university adopting SharePoint as an element of its architecture will face the opportunity and challenge of the cloud. User pressure has forced Microsoft to relent and provide an on-premise version of SharePoint 2016.

Given the rate at which SharePoint has developed as a product, the upgrade path is not necessarily straightforward and the upgrade options are as follows

- Native upgrade (simplest if little customisation involved)
- Parallel upgrade (create new databases, clean and correct past mistakes)
- Skip a version (not an option if you move to the cloud)
- Move to the Office 365 (O365) cloud.

Implementation

An issue with being an early adopter of ECM was the significant consolidation of the software vendors as illustrated in Figure 3. This also shows how some universities brought ECM for a discrete use, whereas others envisaged a corporate system. Systems bought for corporate use are more likely to still be in use than those systems bought for a single functional requirement.

Figure 3: Adopters of ECM software

<i>University</i>	<i>ECM Software</i>	<i>ECM Vendor</i>	<i>Use</i>
Leeds Beckett	Serengeti (Too expensive to expand use)	Sold to Netcall	HR records
UCL	Documentum	Sold to OpenText	Student records
LSE	Filenet (dropped by LSE)	IBM	Alumni records
Huddersfield	Wisdom (now migrating to SharePoint)	Sold to Daisy	Corporate system
Portsmouth	Objective	Objective (Aus)	Corporate system
Hertfordshire	Livelihood	OpenText	Corporate system
Glasgow	Documentum	Sold to OpenText	Corporate system

Consolidation of ECM vendors helped SharePoint gain market share because it is considered secure as regards to its longevity.

Universities who have dropped ECM systems gave reasons including:

- Too expensive for full university-wide roll-out
- Change of vendor
- Rise of SharePoint.

ECM is likely to be near the bottom of a university's "to be implemented" list unless it can make a good business case that includes better student satisfaction.

Portsmouth is the most recent purchaser of an ECM known to SUMS and it has chosen an Australian system called Objective. Objective is available across the University and is the store of choice for all documents of corporate value. Portsmouth did not consider SharePoint as it was already using Google Docs for collaboration.

5. Digital Transformation and the Cloud

Digital transformation can be defined as "Shifting from a legacy approach to new ways of working using digital, social, mobile and emerging technologies to improve the experience of customers and stakeholders".¹ It has significant implications for university IT departments.

Key emerging technologies: social, cloud, analytics and mobile (SCAM) have disrupted sectors such as retail and entertainment and have the potential to significantly alter the HE sector. These technologies have the potential to cause a switch from "Technology as servant to business process" to "Technology changing business process". This requires IT application support to adapt from creators/inventors to innovators/integrators.

SUMS would also add collaboration as another aspect of digital transformation and the increasing use of filesharing software such as Dropbox.

Of these technologies, cloud and collaboration have the biggest impact on content management.

Gartner, in its ECM magic quadrant report for 2016 states "by 2018, at least 50% of the leading enterprise content management vendors will re-architect their offerings into cloud-based

¹ <http://www.theagileelephant.com/what-is-digital-transformation/>

platforms.” Consequently, any software choice has to consider the software vendor’s strategy as regards on-premise versus cloud delivery of their software.

Microsoft already has with SharePoint 2016.

Cloud

“By 2020 I anticipate that most of my corporate systems will be in the cloud.” HE IT Director.

A decade ago, Amazon launched Amazon Web Services (AWS) and took first mover advantage. The ability to buy cloud services changed the business model for entry level businesses for example Netflix has grown its business on AWS. AWS is an example of infrastructure as a service (IaaS) which means Amazon is not replacing the end user application, but is offering companies a platform on which to build their application.

The straight competitor to AWS is the Microsoft Azure service and in 2014 Microsoft appointed the head of its cloud business as CEO (it is betting the company on cloud being the future). Microsoft’s strength is its ability to leverage its Office applications and O365’s introduction is bringing cloud market share back to Microsoft. The offer of O365 being free to universities and the fact that it now has European datacentres has led to a high take-up from UK universities.

In addition to IaaS, many software vendors are offering their applications direct to the user; this is known as Software as a Service (SaaS). Market-leading HE application suppliers such as Ellucian are offering this service.

These distinctions can get complicated; for example, Unit4 has put its new student management application on Microsoft Azure – so it is using IaaS and offering SaaS.

Cloud and HE administration

The majority of universities have adopted O365: the minority have gone with Google apps. Roll-out was typically initially for students and increasingly for staff. This brings with it access to SharePoint.

The UK HE sector has historically prized functionality over integration for administrative systems, that is the majority of universities have separate finance, HR and student record systems. We are seeing some movement away from best of breed data systems as universities look for integrated SaaS.

Examples of HE early cloud adopters for administrative systems are

- Dundee – moving finance, HR and student records onto TechnologyOne’s SaaS
- Imperial College – moving student records to Ellucian/Banner SaaS
- Birmingham – moving finance, HR and payroll to Oracle SaaS
- Many library management systems have already migrated to SaaS (only 53% of library systems are still totally in-house – UCISA 2015).

Migration

Migrating all information to the cloud is a non-trivial task. Therefore, there is an acceptance that a mixed environment of on-premise and in cloud systems need to co-exist for the foreseeable future. Consequently, there is a risk that the benefit of not running computer applications on premise is offset by complicating the flow of information. Whilst theoretically data location should not matter, pragmatically the technology to support this is not adequately developed as yet. Therefore the fewer the data flows from on to off premise the better, hence a need to think carefully about information architecture.

A further complication is that universities often customise applications. Vendors who offer SaaS will be offering some configurable features, but the scope for customisation for SaaS as

opposed to on-premise software is considerably reduced hence the earlier comment that digital transformation will move the balance away from customising the software to meet the business process to changing the process to use the software.

Adoption of public cloud or SaaS also requires a cultural shift in support services. When systems are in the cloud, upgrade control passes to the vendor, which is a benefit, but has a downside in that the user will get upgrades whether they want to or not and software vendors will upgrade the software on a more regular basis than users probably require. Universities historically have not always kept up with the latest software versions. Even in on-premise installations, there is increasing reluctance amongst software vendors to support legacy software versions and so HE IT departments need to get used to smaller but more frequent upgrades.

The cloud has the potential to accelerate change because it allows rapid expansion of new entrants or smaller market players. Moving to the cloud needs to be managed and given current constrained resources, careful decisions have to be made as to when and where best to devote resource for the best return.

6. Business Drivers

The business drivers for ECM have not been sufficient to drive it up the priority list in the majority of universities. The business drivers that have been cited historically are version control, compliance, record archives, collaboration and user expectation. User expectation is the more recent phenomena that users in the smartphone era are frustrated at still having to handle paper documentation.

Version Control

A driver in the HE sector is version control. Staff are aware of how easily electronic documents can be duplicated and independently stored, causing version control issues.

Portsmouth used this driver to get buy-in to their ECM project.

Compliance

Universities need to ensure good governance and compliance with policies is a key element. Committee papers are often the pilot area for ECM, because they are often stored and distributed as paper documents. Issues associated with large volumes and poor control arise and are visible to senior managers. Committee papers also need to be retained as a record of University governance.

Hertfordshire and Huddersfield both started their ECM projects with committee papers.

Record Archives

Student and staff records can be kept in a record management system. Whilst some universities have digitised old paper records, others have not. The argument hinges on how often records are accessed, and how much the university needs the space they are stored in. If these records are digitised the next question is how do you wish staff to access these digital records? Can linking the record store through to the student/staff record system be justified?

Hertfordshire has linked the student records, but could not justify a staff record link because the number of staff accesses to back records is small.

Collaboration

Estates requirements, for example, include the need to work with third parties for document management, as well as version control. Estates Departments need to set up/give and control document access to third party suppliers. Third party access requirements may not always be met by SharePoint/O365 (size/security limitations) and universities have to evaluate whether they need to invest in Dropbox or Box.

Huddersfield whilst moving from their legacy ECM to SharePoint still feel a need to have a Box licence for certain large file collaborations.

Users' Expectations

Users exposed to what can be achieved with technology through their smartphones and other personal devices and apps are keen to adopt new technologies to increase productivity. They are tempted to get on with this by bypassing IT Services and procuring services directly from the cloud.

Users are also wooed by the promise of more control over their systems. Users want more control and not to have to go through IT: control over who can access what documents and configuration of forms and workflows. Newer systems bring configurable workflow as standard.

7. Information Governance

Sorting information governance, developing a corporate information model and thinking broadly about how to segment content will take you a big step forward and needs to be done before determining if a system is needed or not and what level of functionality is required.

Information Governance

One IT Director made the analogy of planning permission. IT infrastructure is being commoditised, but if a business wishes to build its own house it needs to conform to standards and building regulations, for example, to ensure utilities are correctly connected and can be delivered and to ensure it is safe.

However, it is not just the systems that need to conform to planning regulations. The information housed in these systems also needs rules and categories so that the user knows in which building/room information belongs.

Glasgow has recognised this and recently set up an Information Governance Group consisting of: IT Services, FoI/DP Office, Archives and the Governance and Planning Service. One of its first actions was to write draft guidance on what systems should be used for what document types; this is given in Appendix A.

Portsmouth uses a set of 10 fact sheets to similarly educate people and also ran an 'Information Matters' campaign in 2015.

London Metropolitan has a set of principles: two of which are:

- *Reuse before buy before build*
- *Pragmatism not purity – balancing competing demands in a practical manner.*

Corporate Information Model

There needs to be a schema laying out what the key information sets are and who owns them. A good starting point of any scheme is the JISC business classification scheme (BCS) for a university. <http://bcs.jiscinfonet.ac.uk/>

A standard schema helps structure and standardise metadata.

Any project to move corporate documents from one system to another – cloud or on-premise – has to take the time to both delete unnecessary documentation AND re-structure data along process/function lines because shared drives along organisational lines have already shown limitations when a re-structuring occurs.

Time spent upfront on this will pay back longer term.

Reading deleted 30% of its Estates documents before moving all Estates documents into SharePoint.

Hertfordshire will delay its HR ECM project because the users have to undertake the work of tidying up existing documentation and it currently does not have the resource available.

Huddersfield took a year to revisit the information structures it set up in its first EDM implementation before migrating to SharePoint. It centrally controls the top level of the information structure.

8. Systems Development Options for ECM

Context

The shift to the cloud has to be factored into any decision as regards the systems portfolio a university adopts to meet its business needs. If looking to move to the cloud earlier rather than later, a university should be looking to minimise large data flows between systems.

The corporate world has moved further to greater data integration and more content management functionality than the HE sector. The HE sector will move in the same direction.

Microsoft is committed to the cloud with SharePoint 2016 developed for cloud use. SharePoint 2013 is on-premise and hence there is a migration to the cloud looming: all workflows created and customised in SharePoint 2013 will not necessarily be easily migrated.

The MoD is in the process of moving all its users to O365. It has struggled in the past with legacy systems and seeks an “evergreen” environment where it acquires services which are updated on a regular basis by the service provider.

Development Options

To help determine the right development path, a number of questions need to be asked

1. What truly needs to be stored as a document as opposed to stored as data and published as a document? (SUMS would submit that a University is largely about data with only a few areas, for example Estates and HR, where documents are necessary.)
2. Do we need fully automated retention for those records we need to keep? (If the answer is yes, then an ECM system with automated retention rules may be needed. SharePoint may suffice with some additional coding.)
3. Is SharePoint a necessary component or the only component of the ECM suite? (In the future it may be the sole component but it is not there yet unless you are prepared to compromise on records management functionality.)
4. Do I need to integrate my business application and my document systems? (If yes then a business application with document extension capability is attractive.)

These questions help you develop your requirements but then you have to be pragmatic and ask:

1. Can the university afford to support a leading ECM solution, as well as SharePoint? (In a time of constrained IT resource, fewer technologies (“languages”) for IT to support will be easier and more efficient.)
2. Should I take a bet that SharePoint will conquer this space?

The different development options are:

1. Corporate Model
2. “Best of Breed” business applications with Enterprise Content Management
3. Extend the business applications
4. SharePoint.

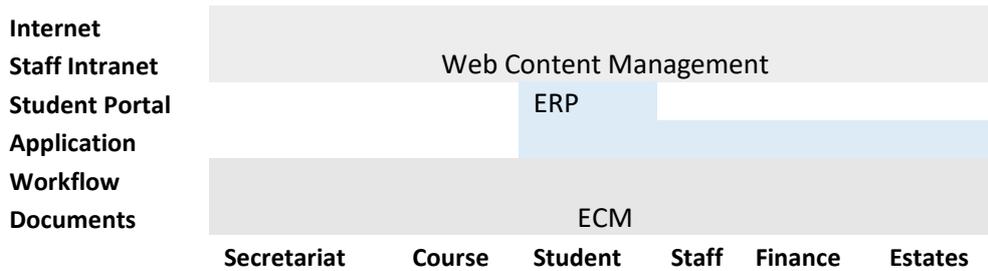
The nature of these options is diagrammatically explained below:

8.1.1 Corporate Model

The large corporate organisation will have deployed a single enterprise resource planning (ERP) system having prized integration over functionality. It is also more likely to have deployed a single system for corporate documents.

Note: in the diagrams below different colours are intended to denote the scope of different systems for example, in Figure 5 the different colours represent that the Staff, Finance and Student systems are all different.

Figure 4: The corporate model

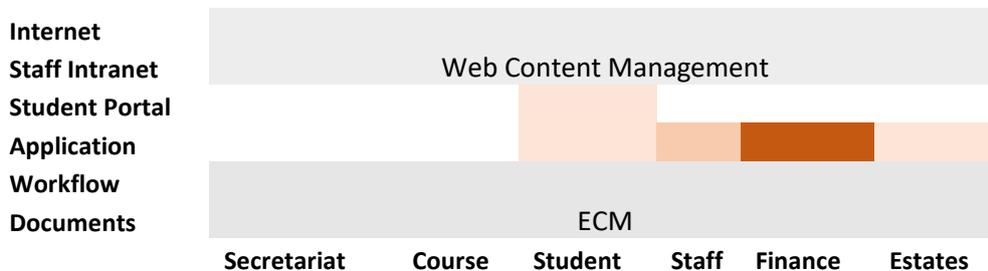


8.1.2 Best of Breed data applications with Corporate Documents

Best of breed dominates in the HE data application layer with a corporate document management system because the functionality is independent of content.

This is the strategy adopted by Hertfordshire and Portsmouth.

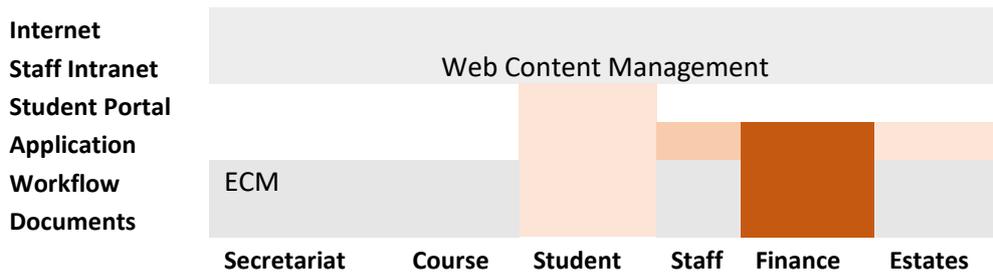
Figure 5: HE “Best of Breed” data applications with corporate documents



8.1.3 Extend Business Applications

There is also an element of pragmatism that must be recognised. There are best of breed data systems that have good document extensions, for example Leeds Beckett has deployed Banner as their student record system and there is a document management extension which is likely to be sufficient for student document needs.

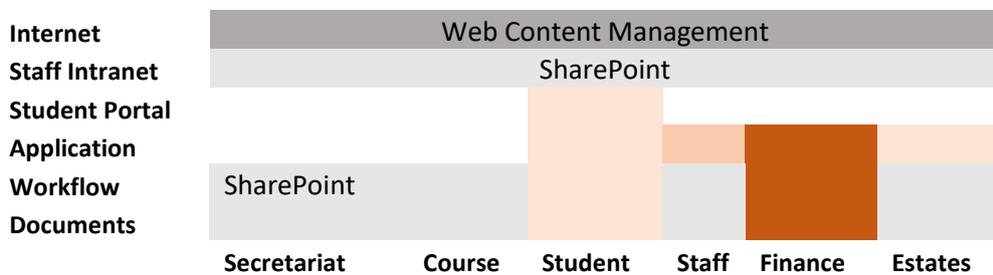
Figure 6: Extend data applications



8.1.4 SharePoint

If you think the future is to adopt, or replace your ECM with, SharePoint like Huddersfield.

Figure 7: SharePoint



Integration Options

Do not assume that everything must integrate. The cost of the integration may not be justified by the productivity saving associated with retrieving a manual record.

Consider each record type. For example, the need to access documents associated with a student record directly is likely to be associated with more staff than those accessing staff records.

Figure 8 reflects different views expressed. The answer depends on the use case, the frequency of retrieval and the number of users.

Figure 8: Use cases

<i>Functionality</i>	<i>Use case</i>	<i>Software</i>	<i>Linked to data systems</i>
Electronic record keeping	Committee records	ECM/SharePoint	No
	Student records	ECM/SharePoint/ data system extension	Probably
	Staff records	ECM	Maybe
Collaborative working and record keeping	Estates records	SharePoint	No
Customised workflow	Exam papers	ECM/SharePoint	Maybe
	Programme approval	ECM/SharePoint	Yes
Staff intranets		SharePoint	

The strongest case for integrating ECM with a corporate database has to be the student file. Proprietary student records systems recognise this requirement and have document modules to address this.

Both Heriot-Watt and Leeds Beckett, whilst keen to use SharePoint corporately, will use the Ellucian/Banner document management module of student records, because for them integration trumps functionality.

9. Support for ECM

Support Model

Implementing ECM requires a cross-functional and cross-institutional team and thereafter it requires ongoing “business as usual” support: there is a need for an ongoing disciplined approach to correct naming and filing conventions. Too many implementations have failed because systems bought have insufficient attention paid to governance, ongoing support and usability.

IT Services should decide what level of development and support it will provide to users. SharePoint is complicated because there are third party add-ons which can be bought to complement the base system such as RecordPoint for record retention functionality. There is no clear right answer, it is a function of timing, internal resource availability and skill-sets.

There needs to be a clear service level statement from IT as to what it offers: the offering needs to be based on current and future use.

Figure 9 shows some of the support models in place for SharePoint across the sector.

Figure 9: SharePoint Support Model

<i>Use case</i>	<i>HEI users</i>	<i>Support model</i>	<i>Issue/comment</i>
Replace shared drives	Reading (Estate docs)	3 rd party supported	Use internal user resource for the restructuring of the data as it needs content knowledge and restructure along functional rather than organisation lines (shared drives are often organisational)

Staff intranet	Heriot-Watt, DMU planned	Requires central ownership and support	Marketing may need to be on-board with this approach as Marketing often controls the web team and it may prefer to stay with its existing web content management system
Estates	Hertfordshire (capital projects) Portsmouth (O&M Manuals)	Central and local support	This succeeds/fails depending on user adoption and management sponsorship
Applicant, student files and case work files	Essex	Central support	
Team sites	LSE	Central hosting but user managed	Some information management training should be given to team site administrators
Specific workflow application	Essex (exam papers) Leeds Beckett (quality)	Either central IT develop or third party develop	Availability of good SharePoint developer resource and need to migrate needs to be factored in to any project plan
Record repository	Huddersfield	Centrally supported	LSE is also thinking about this and the record manager wants to assess RecordPoint functionality

SharePoint 2016 is superseding 2013 and migration resource is needed. Plans need to be in place for any customisation.

If SharePoint is chosen as the ECM then it is useful for the university to have internal skills which can be complemented by third-party developers.

Some universities are reporting that recruitment of SharePoint developers is difficult. This is not a new problem for HE IT Services and a range of options for addressing the problem were suggested including

1. If you commit to a Microsoft stack, skill all your development staff in the core features you intend to use (a lot of the Microsoft stack universities are using Microsoft CRM which requires similar skills)
2. Buy in expertise to address timing and capacity issues
3. Use your own students on work placements/interns
4. Seek a shared resource across a few institutions.

All HE institutions are under resource pressure and SharePoint teams typically only comprise two to four people. Institutions we talked to are choosing to slow development or supplement the core team with external resource rather than committing more in-house staff in this area.

Glasgow has a development and integration team of four staff to deal with the 10 services it supports using Documentum.

Records Manager

In line with changes from records to enterprise content, records managers should be renamed as corporate information managers. No matter what the title or the approach adopted, this role is pivotal

1. Setting up information structures and records retention policies
2. Educating employees about the principles of good information management

3. Working with the project managers for ECM projects.

User Adoption

The key to better digital information management is good user adoption of new ways of working – whatever systems you choose to deploy.

The charity Opendoor is held to be an exemplar of good SharePoint user adoption: achieving 86% active use of team-sites across all employees. The techniques used by them are not new, but a key success factor was the appointment of a non-technical member of staff to head up SharePoint adoption to ensure that communication and training was always completely free of technical jargon. The use case was a full implementation across the world of on-premise SharePoint using team-sites. The techniques deployed were

1. Train the trainer
2. Super-users
3. Measurement staff actively engaging with SharePoint team-sites
4. Recognition for the most active team-site.

10. Summary

HE sector uptake of document management systems (now designated as ECM) has been patchy with only 17% of universities deploying systems whose original focus was electronic records management.

Where ECM systems have been deployed as corporate systems they are more likely to be still in use than when they were deployed for a single functional area of use.

Digital transformation has the potential to change mindsets from “Technology supports the business process” to “How can technology change the business process?”.

Universities seeking to benefit from cloud services need to think carefully about their information architecture to ensure that data flows to and from the cloud are minimised. This may not be an issue as the market matures.

Users are seeing digital transformation change on their smartphone and have expectations of this in workplace administration.

Appropriate information governance needs to be in place and a corporate information model needs to be developed. If IT Services is expected to support data integration between systems, it should have some say in the systems deployed.

In developing ECM systems functionality, universities need to ask three questions

1. Do I need automated retention rule functionality for record keeping?
2. If I deploy O365 what use should I make of SharePoint?
3. Should I always integrate data systems with their associated documents?

As digital transformation occurs user support needs will increase and IT departments will have to adapt and flex by using third parties, upskilling and forming alliances.

Whatever the system deployed for electronic documents, a critical success factor is user adoption: the easier and more intuitive the system the better.

Appendix A**Mapping Tools to Document Types as per the University of Glasgow**

Document Type	Tool
Teaching documents	Moodle
Archived research documents	Arkivum
Active research documents	Research Data Sharing Own Cloud
Small projects and personal filestore	OneDrive
Large documents for external drop-off	OofG transfer service
Colleges/services/large projects	SharePoint
Administrative documents	Business Systems
Administrative documents	Documentum
My team documents	Shared drive
Personal filestore	Home Drive/My documents

Note: This is not a one-to-one mapping so for instance some administrative documents are located in business systems and some in Documentum and personal filestores can be kept locally or put in the cloud via OneDrive but this merely reflects that there is overlap in system functionality.