



## Welcome

Emma Harris // Operations Director

We have a meaty Connector to start us off in 2014. There are two articles from Michael Cousins. One of which is an in-depth exploration and explanation of Simulation and Aggregation. So if you have ever wanted to cost a process and see how much you could save if you improve it, make sure you read this. In his other article, Mike reflects on what makes an organisation sustainable.

The main customer article is a write up of the excellent presentation that Claire Lorrain gave at the 2013 Customer Experience Exchange. She talked through the University of Winchester's journey: Excellence to Lean, sharing with us some of the process improvements that the University has made. Claire gave a great presentation, so don't miss the article. The other Customer Experience Exchange presentations will be written up in future Connectors.

Andrew Ridgeley brings us up-to-date with mobile devices compatibility and other software development discussed during the December Customer Focus day. He also advises what software features will be released next.

The latest features released with version 13.5 are covered, we meet a new member of staff, who may well already be familiar to some of you and as a bit of light relief look at what some of our customers do when they aren't process mapping.

Enjoy!

Emma Harris

emma.harris@triaster.co.uk

+44 (0)870 402 1234

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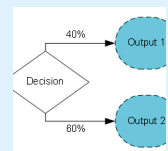
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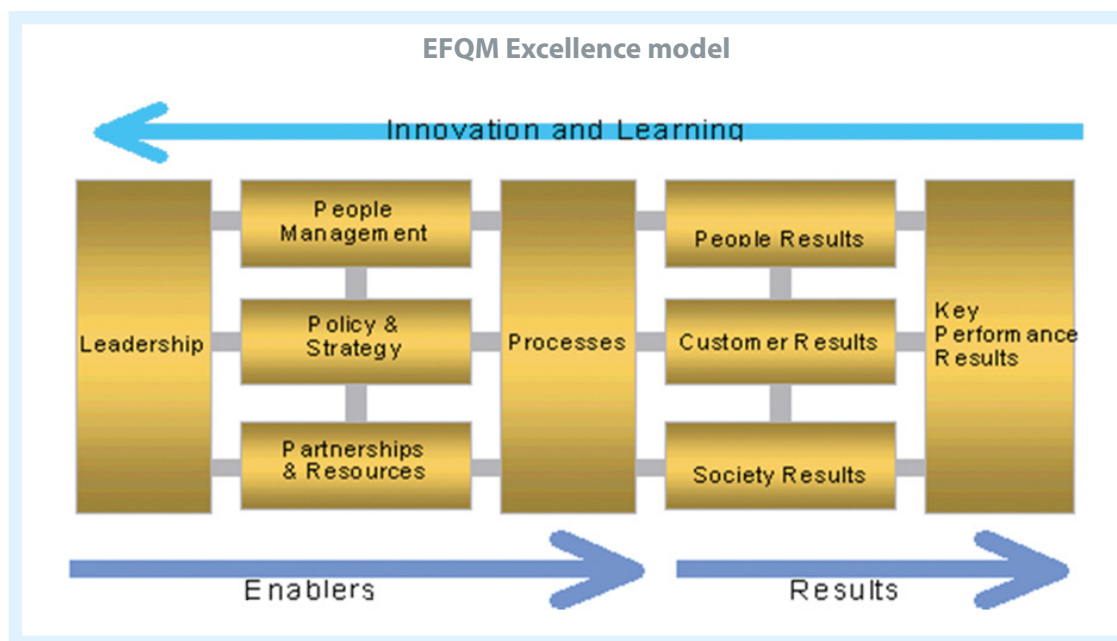
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# University of Winchester

## Winchester's Journey, Excellence to Lean

Last November, Claire Lorrain, Organisational Development Officer, with responsibility for business and process improvement across the University, gave an excellent presentation on Winchester's process improvement journey, at Triaster's Customer Experience Exchange.

Claire explained that Winchester was founded as a teaching college in 1840 and was awarded University status in 2005. In the same year a new Vice-Chancellor was appointed who, recognising the need for the University to transform itself into a business, decided that Winchester should get back to basics using the EFQM Excellence model.



Early on it became obvious that their processes were letting them down. The four faculties all claimed that they needed different processes and as academics they did not like thinking of their students as 'customers' - a dreaded word!

Their process problems, although not too bad, could be summarised as follows:

- University wide
- Bureaucratic
- Time consuming
- Too much time and effort spent correcting errors
- Too much paper, not enough online
- Lack of clarity – for both staff and students
- Too much variation (inc. between and within faculties)
- All giving rise to the possibility of a poor student experience



The University of Winchester implemented a major initiative to improve our processes with the Triaster Solution and jumped 27 places in the national student satisfaction survey.

*Claire Lorrain*

These gave Winchester a variety of problems, the most pressing of which were believed to be:

- Their systems had grown like topsy and were not felt to be fit for the future
- There was a large and growing disparity between and within Faculties
- Pressures on staffing were increasing and with it the need to get data right first time, cutting out duplication of effort
- Individualised student data had become increasingly important for funding and statutory reporting
- HEFCE required audit of data returns and imposed hefty fines if incorrect
- Student attendance monitoring exemplified problems
- There was a need to move to an integrated timetabling system
- A good student experience had become essential in a changing market place

In 2010 Claire was appointed as Organisational Development Officer and the University purchased the Triaster Solution. The University's AS-IS key processes were quickly mapped (although not at that time published to the Library) and the resulting process maps used to show senior management where processes were breaking down.

In 2011 Winchester achieved the top award of 5 stars in the EFQM assessment 'Recognised for Excellence'. Although a great result, one of the key outcomes of the assessment was to question 'what are the University's key processes and how can these be improved?

The response was an initiative to improve Winchester's processes by taking a Lean approach. Claire summarised this as :

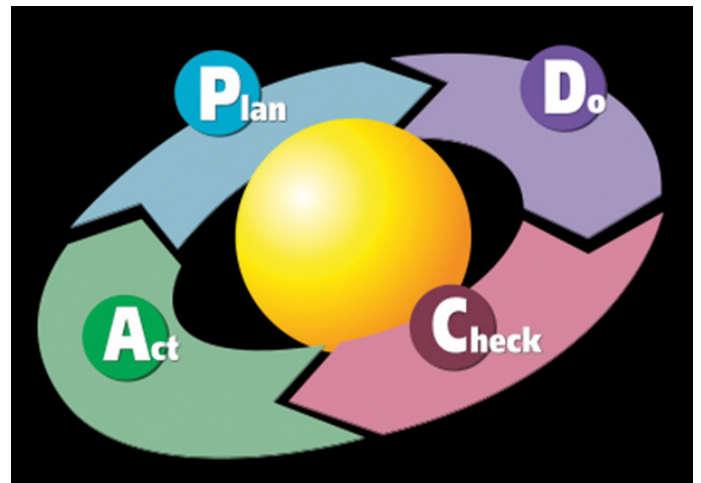
"A philosophy of work based on application of two principles:

#### 1. Respect for people

Remembering staff are our greatest asset. It is they who know what works well and what needs to be improved, and who have the ability to suggest and make the necessary improvements.

#### 2. Continuous improvement

Continuously looking at our work processes and striving to improve them."



This fed directly into the following process mapping objectives:

- To maximize customer (student and other staff) value in the process, minimizing waste. Creating more value for the customer with the same/fewer resources
- To reduce work pressures on staff and/or free up time for other work
- **Not to reduce staffing**
- Understanding of "customer value" and to focus key processes on continuously increasing it
- To change management focus from optimizing separate IT systems, staffing, departments etc to optimizing the process that flows horizontally across them
- To eliminate waste along the entire process to reduce staff time and effort

They went Live with their Process Library, making it accessible to all staff and students and made a lot of forms accessible only through the Library (for example expense claim forms and concession application forms) to ensure that everyone got used to using it.

As students and their parents now routinely 'compare the market' when choosing a University, results in student satisfaction surveys are crucial. Accordingly they prioritised improving some key processes which impacted the student experience, with student satisfaction a key driver:

- Student recruitment
- Enrolment. (This used to take from the Sunday when students first arrived, until Wednesday (4 days) but now takes 25 minutes for each student.)
- The capture and storing of data on SITS (a student record management system) and extraction for use in other core systems; to ensure completeness and accuracy in the most efficient way possible
- Module selection
- Programme transfers
- Module transfers
- Examination and other assessment processes
- Graduation
- Billing

Since implementing improvements for these key process, Winchester has jumped 27 places in a national student satisfaction survey. By 2013 when they were next assessed they again achieved 5 stars as well as a greatly improved point's score. Winchester is currently the only University in the country to have achieved 5 stars in the EFQM assessment for the whole institution.

Over the course of the improvement programme so far considerable savings have been achieved, which have been re-invested in service provision. This is enabling the University to respond to the increased student expectations arising from the increase in the fees that they are paying, whilst responding to the overall reduction in funding. It also means staff view process improvement very positively, engaging actively and requesting focus on areas they highlight as needing attention.



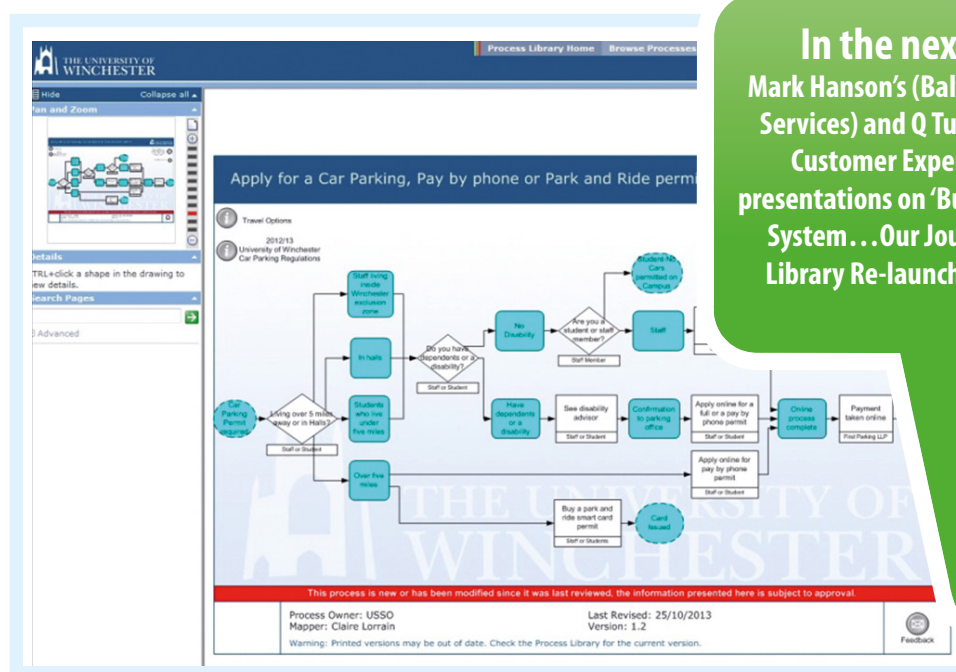


In addition the process improvement team has the authority to make minor changes without going through Committee (which takes about 6 months) and can get things done very quickly. Again encouraging staff to engage with them.

Claire talked through how the team have approached process improvement at Winchester:

- Always beginning with a clear objective
- Current process (AS-IS) mapped using existing documentation and Triaster Process Navigator
- Current process is checked to ensure full and common understanding
- Options for alternative processes are identified and analysed
- Future process is designed
- Action plan is formulated for outstanding tasks
- Project team presents new process to management and colleagues
- New process agreed and implemented
- Short follow-up events are held typically held at 15, 30, 60, 90 days and at one year

Using this approach, the procedure for cancelling a lecture (for example) was improved. It had been 'a minefield', with no-one knowing who was responsible. It took 3 weeks for responsibilities to be agreed, but these are now clear and accessible in the Process Library. The car parking policy, which had originally been written by an academic and was 39 pages of text, was so simplified - that it could be captured on just one process map.



Ownership of the processes is always given to the staff on the front line – the ones delivering the process who know it best. About 60 staff have been trained to process map, some responding better to mapping in Process Navigator whilst others, such as finance staff and academics, respond better to data exported to Microsoft Excel. This has really helped to embed the transition to Lean and meant that improvements are adopted readily and positively.

**Thank you Claire, for both a very interesting presentation and for sharing Winchester's journey in the Connector.**

# T.U.G. News

Linda Spinks presents the latest news from the User Group



Linda Spinks // User Group Chairperson

The next User Group meeting will be hosted by University of Cambridge in the new Information Services building on the West Cambridge site on 19th March 2014. I look forward to welcoming you to our great new building.

WE TELL YOU

## Education Group

Martin Fey at the University of Bristol has kindly agreed to host the next Education Special Interest Group meeting on 29th January 2014. This group is looking to discuss how it can be more useful to those involved. So if you work within an Educational institution, please consider attending to share your thoughts.

If you would like to attend either of the above meetings, please book on via the website here: [www.triaster.co.uk/events](http://www.triaster.co.uk/events)

## Engineering Group

I'm pleased to announce that Mark Hanson from Balfour Beatty Support Services has initiated a new group for Engineering customers to get together and discuss issues most relevant to their industry and working environments. We believe that some of our Defence/Manufacturing customers fall into this group based on the fact that they engineer and build products. So I'm sure similar issues around QHSE are encountered.

There has certainly been enough interest to hold an initial meeting, which Mark has kindly offered to host at his Sheffield site, and at this meeting the group will decide how often they wish to get together, the format of the future meetings and any other method of sharing ideas. It's all about what is going to help you in your roles.

The next User Group meeting will be hosted by University of Cambridge on 19th March 2014.



Customers convene for the December Focus Day chaired by Andrew Ridgeley and Chris Mawdsley.

I believe that there may be international customers that are also interested in joining the group, but unable to meet physically. So I'm sure alternative arrangements can be made for anyone who wishes to join in, whether it's by phone, web meeting or simply feeding in ideas and sharing via the User Group forum.

If anyone is interested in joining this group and being advised as soon as a date for a meeting is arranged please contact Jo on [customer.services@triaster.co.uk](mailto:customer.services@triaster.co.uk)

If you would like to host a User Group meeting please e-mail: [user.group@triaster.co.uk](mailto:user.group@triaster.co.uk)

Also, the User Group Forum on LinkedIn is the ideal place for airing your thoughts. The forum can be both clicked to from the User Groups Secure page and via this link: <http://tinyurl.com/User-Group-Forum>

If you aren't already a member of this group, please simply request to join and the group owners will approve your request.

YOU TELL US

*L de Spies*

[user.group@triaster.co.uk](mailto:user.group@triaster.co.uk)

SAVE THE DATES!  
**TRIASTER CONFERENCE**  
15th - 16th  
OCTOBER 2014

## Triaster Conference 2014

Triaster are delighted to announce the date and venue of the Triaster Conference 2014.

- **Date:** 15th & 16th October 2014
- **Venue:** Woodland Grange Conference centre, Leamington Spa, Warwickshire, UK

If you attended our 2010 conference, this is the same venue, but the centre has been refurbished in the meantime, so you can expect an even higher level of comfort.

The Conference will offer three 'streams' or types of session: Community, Business and Technical. The Community sessions will predominately feature customer presentations; whilst Business and Technical will cover areas of interest that will help you make the most of your Process Library.

It will also be a celebration of Triaster's 20th year.

Further details on the conference, along with prices and accommodation packages, will be available on our newly designed website due to be launched shortly. Triaster Customers will be given priority booking in the first instance with open booking following.

In the meantime, please save the dates in your diary.





# Triaster Software

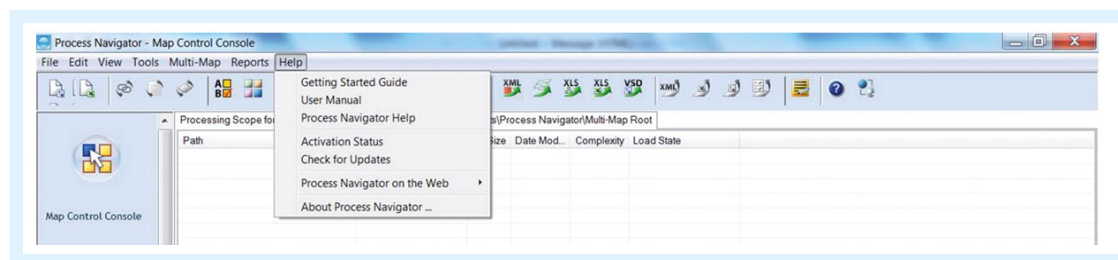
Update on the latest features released in version 13.5



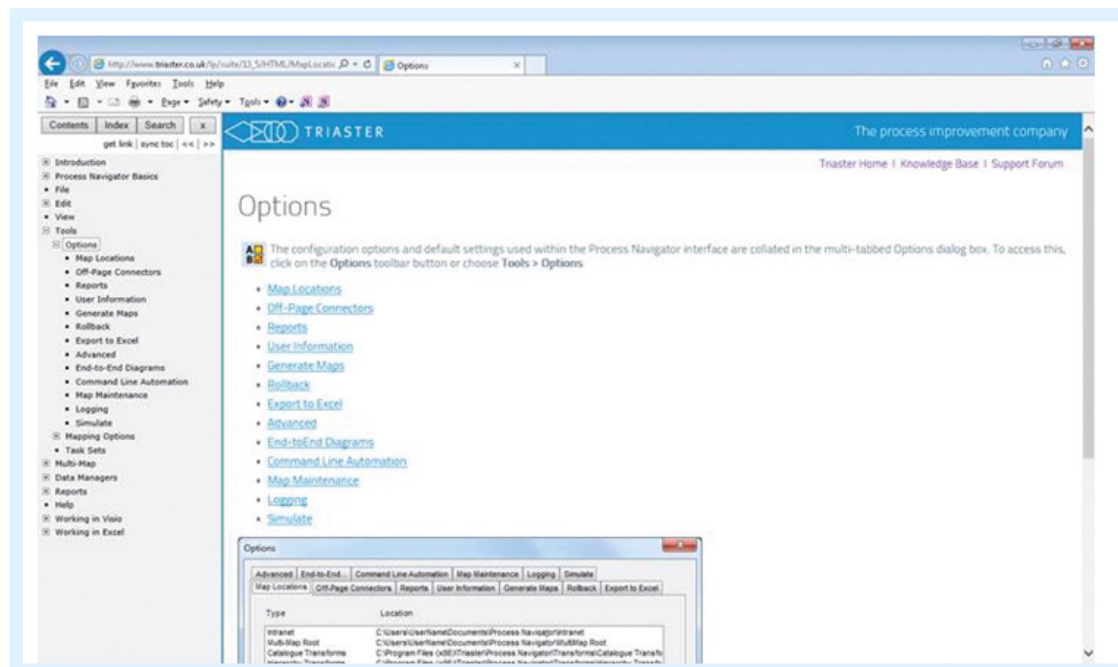
Triaster Suite 13.5 has now been released and contains the following new features:

## Process Navigator – version 13.5

Process Navigator is now fully documented in product. Version 13.5 includes a Getting Started Guide (pdf), as well as a User Manual (pdf) and equivalent online help.



All context-sensitive Help buttons now go to a version-specific, online help page. For example clicking Help on the Tools>Options dialog loads the following help file:

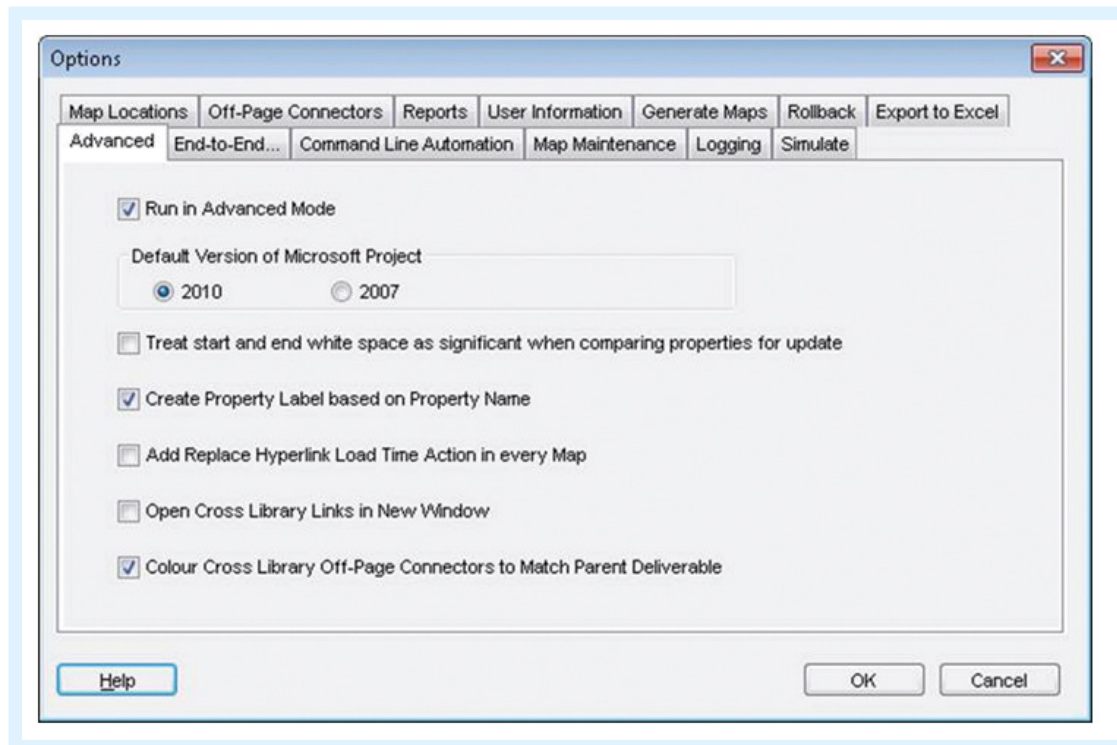


With full documentation in place, the Feature Previews option has been removed.

This approach to documentation is a great improvement over the Knowledge Base product documentation and in future will be extended to cover the full Triaster Library functionality. Following that, all product help documentation will be removed from the Triaster Knowledge Base.



An **Advanced** option has been introduced to group together all Process Navigator settings which require advanced understanding of how the software works:



Within this Advanced area, found in Tools>Options, an Advanced Mode has also been introduced. With 'Run in Advanced Mode' turned on, Process Navigator menu options are revealed for functionality which has the potential to change data or make overwrites across widespread maps, for example: 'Replace Data', 'Import Properties from Excel file' and 'Simulate and Aggregate'.

By default Process Navigator will not run in Advanced Mode - the menu options are greyed out - in order to reduce the chance that an inexperienced or casual process mapper makes erroneous widespread data changes or unintended overwrites of the process maps.

Please note that 'Advanced Mode' is simply a device for hiding and displaying menu options and toolbar buttons. It does not affect command line automation so if you have built task files to automate for example a Replace Data, then this will still work as before.

**Simulation and Aggregation has been further enhanced in version 13.5.** The major aim of the Simulation and Aggregation feature is to help derive the cost of a mapped 'as-is' process, along with the cost of several alternative 'to-be' processes. Thus quantifying the business case for change.

Please read the article (starting on page 11) explaining Simulation and Aggregation and some of the terminology and concepts underpinning it.

## Triaster Server – version 13.5

The following further enhancements have been made to the **Alerts and Approvals functionality**:

- It is now possible to configure the text and subject heading of the alert e-mails. There is also the

**Process Navigator 13.5  
can now be  
downloaded from:**  
<http://tinyurl.com/13-5-download>

option to add a hyperlink (for example, to link to a help page) and additional text (such as an explanation of the alert).

- The Library name is now automatically added to the subject of the alert e-mail.
- There are more direct links from the alert e-mail to the process maps requiring review and approval.
- It is now possible for an approver to add comments when approving a map.

The maps listed below are currently due for review.

Map Name (click to view map)	Review Due Date
<a href="#">Installation test file level 1 map</a>	06 September 2013

Help text for overdue reviews

[Review Help Page](#)

In addition, a [new report](#) has been added to the Publication Checklist reports, which gives information about unapproved maps.

[Cross-browser compatibility has been improved.](#) Before 13.5, the search capabilities of the Process Library would not work in any browser other than Internet Explorer. The search will now work on a number of browsers. This has become increasingly important as we develop the Library for mobile devices.

A [beta version of the mobile Library](#) is also available in version 13.5. If you are interesting in testing this and helping evolve the new functionality, please contact [customer.services@triaster.co.uk](mailto:customer.services@triaster.co.uk) or call Emily or Jo on +44 (0)870 402 1234.

These are also the contact details, to discuss your Library upgrade.

## PEV's Pearls of Wisdom

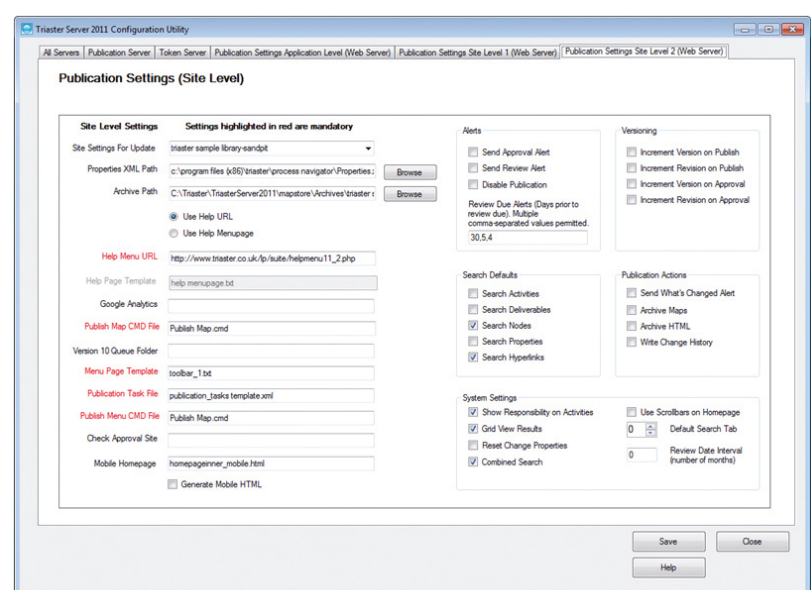
I often see people struggling with naming conventions on maps. The Triaster Methodology of noun-verb-noun is there to help not hinder however. Thinking in the following way will help. There is very little value in the tasks that are performed. These are the things that cost your organisation money. The value comes from what is produced – the deliverables. A deliverable should either be something that is produced – such as a 'signed order' or something with a significant change of state such as 'support enquiry allocated to engineer'. The rule of thumb is that activities are an instruction to 'go and do something' and deliverables 'show evidence that a task is complete'. You should be able to audit all of your deliverables.

## Did you know?

By default, the 'Process Map Search Results' tab is shown first when Quick Search results are returned. However, if it's preferable for the 'Document Search Results' to be shown first, this can be configured as follows.

In the Pub Server Config utility (shown right, see System Settings area in bottom right hand side), the values correspond to the tabs as follows:

- 0 = left hand tab shows first
- 1 = middle tab shows first
- 2 = right hand tab shows first





# Simulation and Aggregation

## What it is and some terminology and concepts underpinning it

Michael Cousins // Managing Director

The major aim of the Simulation and Aggregation (S&A) feature is to help you derive the cost of a mapped “as-is” process, and to be able to compare this with the cost of several alternative “to-be” processes so that a quantified business case for change can be provided to management. Or as one customer once put it “We just want to know how much the process costs, and how much we can save if we improve it.”

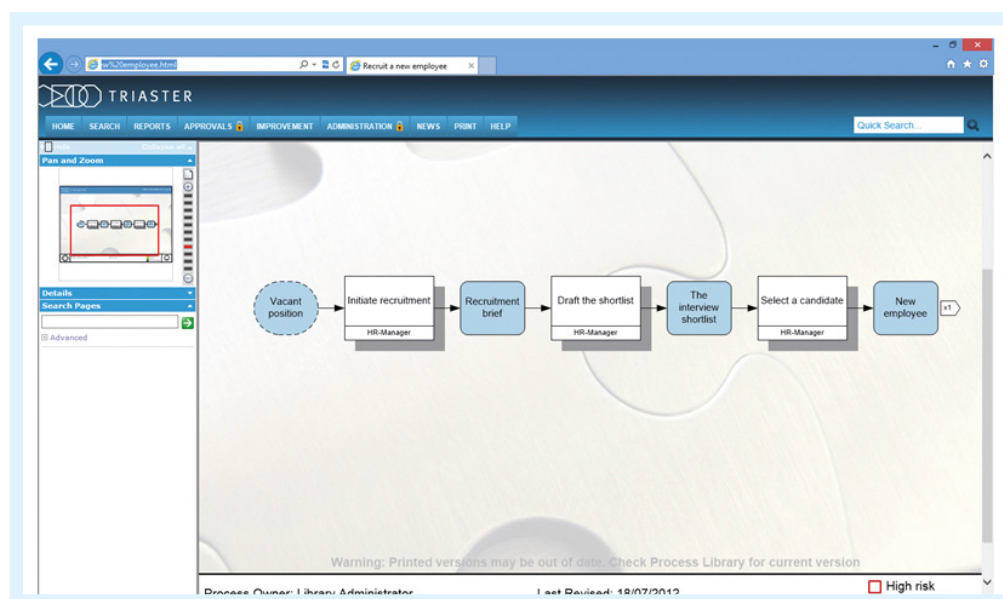
In this article, I aim to explain what S&A is, and some of the terminology and concepts underpinning it. Subsequent articles will then explore the detailed steps involved in producing the business case for change using Simulation, Multiple Libraries and Data Managers.

## Modelling Processes with Activities and Deliverables

Triaster has developed the Noun-Verb method as a way of mapping processes, and there are many benefits of this Noun-Verb approach. Importantly for S&A, it is a separation of work done (the Activities) from output produced (the Deliverables).

Activities are the “sources of cost” in your organisation, for Activities require people or machinery to perform the actions. And clearly people agree to perform the actions in return for salary and machinery requires maintenance and capital outlay. Deliverables on the other hand are not a source of cost, but are actually the “return on investment” of the costs required to perform the Activity that produced them. The organisation makes an investment when an Activity is performed, and it gets a return from the investment when the Deliverable is produced. Costs therefore are best represented as properties of an Activity, Decision or Node shape.

So, if we take the familiar case of the recruitment process (available at <http://tinyurl.com/recruitment-new-employee>) you will see that costs are stored against the Activities, not the Deliverables. You can see the properties by Ctrl-clicking on any shape.



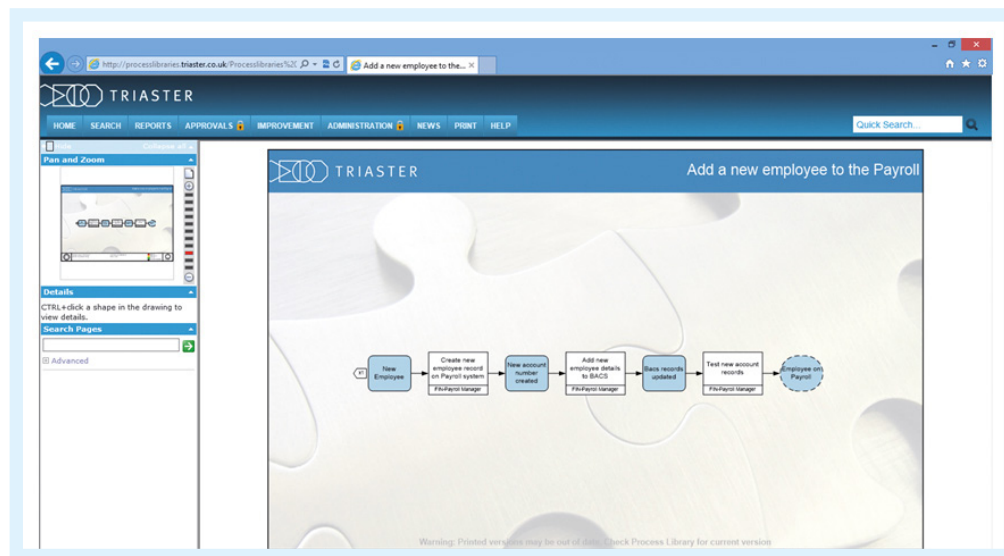
## Triggers, Sinks and End-to-End Processes

A Trigger is a start-point to a process - the 'triggering event' - and in most Triaster process maps this is documented using an External Deliverable. For example, the 'Vacant position' is the Trigger to the Recruitment process.



Sinks on the other hand are the end-points to the process.

The Sink of the Recruitment process can be found by clicking the off-page connector on 'New employee' and navigating to <http://tinyurl.com/employee-payroll>



The Sink is 'Employee on Payroll'.

A Trigger may have many Sinks, and a Sink may have many Triggers. The process that begins with a specific Trigger and ends with a specific Sink is called an end-to-end Process. Invariably, the business analyst is interested in establishing the cost (or effort, or any number of properties), for an end-to-end Process.



## The Process Seabed

The Activities in a process map often have drill-downs to more detailed process maps. The process seabed is defined quite simply as those Activities without drill-downs. In the recruitment example above the Activities in 'Add a new employee to the Payroll' are on the seabed even though they are also on the top level. By contrast, 'Initiate Recruitment', while also on the same level as these seabed Activities, is not itself on the seabed because it drills-down to a process on level 2.

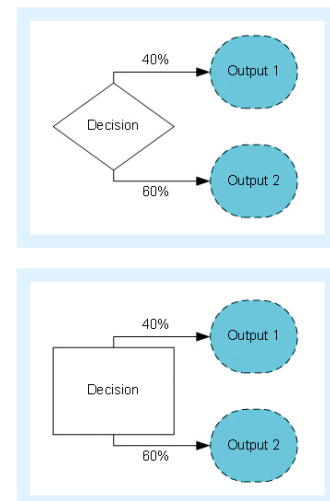
## Process Branches and Branch Likelihood

A process is said to branch when it goes one way or the other, typically after a Decision point. Such 'one way or the other' branches are said to be 'mutually exclusive'.

When there are mutually exclusive branches, the business analyst must determine the likelihood of each branch being followed, and store this in the map.

With Triaster, branches are represented by connectors between shapes, and the branch likelihood is simply added to the text of the connectors shown to the right.

Note that with 13.5 and later, any connector can contain a branch likelihood, and the S&A algorithm will interpret all branches containing a likelihood as a mutually exclusive branch whether or not the branch follows a Decision shape. So, even with an Activity as shown aside, because the connectors contain a branch likelihood, they are assumed to be mutually exclusive.



## What is Simulation?

The best way to think of Simulation is as a token being passed from one object to the next in the process map, beginning at a Trigger, and ending when it arrives at a Sink. Once a token arrives at a Sink, one 'Simulation run' has completed. The next Simulation run begins by giving a new token to the Trigger, and it passing from there through the process until once again it finally arrives at a Sink.

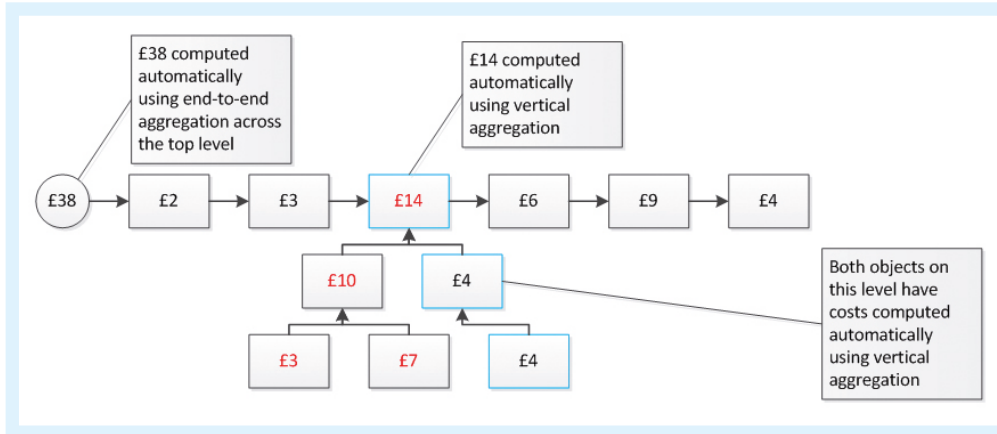
As the token goes through the process, the branch likelihoods are used to determine which branch to follow using a random number generator. Therefore, the specific path followed through the process can be different for each Simulation run. Furthermore, when branch points lead to back loops, the number of repetitions of the loop can vary too.

A computer can process thousands of Simulation runs in just a few minutes, and having done so can work out how often on average the Activities in the process are encountered (this is simply the number of tokens the Activity has divided by the number of runs).

Knowing how often each Activity is encountered for a given Trigger, it is then possible to aggregate the properties in a meaningful way.

## Vertical and Horizontal Aggregation

Vertical and Horizontal aggregation are both fully supported in 13.5. The diagram below shows the concept behind both forms of aggregation available in the Triaster solution.



With vertical aggregation, starting with the seabed, for each aggregable property, the value for the Node is calculated (which can be done because the simulation provides a frequency of occurrence for all objects) and overwrites the currently stored value. The corresponding Activity (that drills-down to the Node) then has its value overwritten and so on all the way to the top level.

Using the recruitment example, Ctrl-click on Initiate Recruitment and note the CostMax value is 500 (below left).

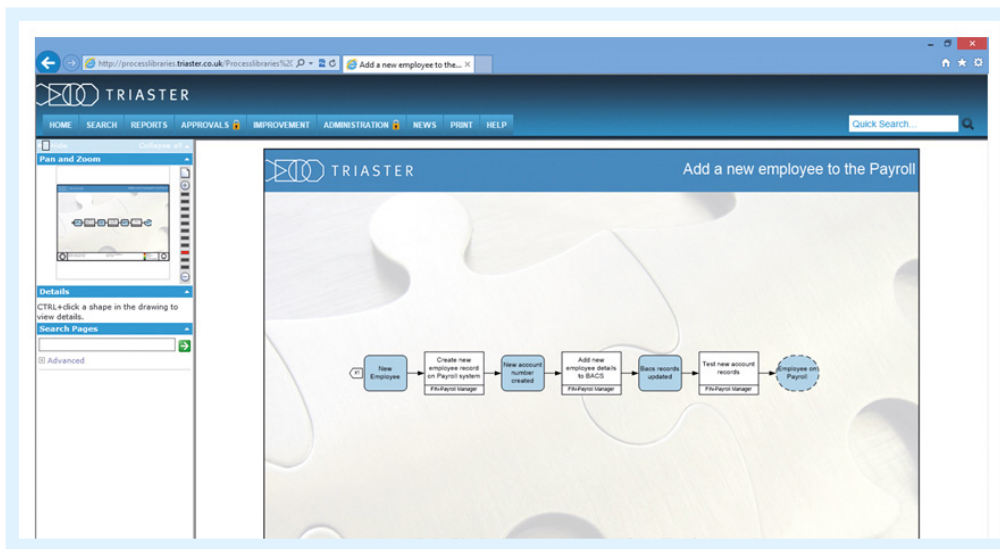


Drill-down on Initiate Recruitment and note the Cost Max value of the Node is also 500 (above right).

And you will be able to see by inspecting the properties of the 2 Activities in this map that 500 is the sum of the cost of these Activities.

Horizontal aggregation is the calculation of the weighted average of all end-to-end processes that begin with a specific Trigger. The weighting is given by the simulation results (if there is a 1 in 1000 likelihood of a specific Sink then only 1/1000th of the cost of that end-to-end process is added to the aggregate).

The values of the horizontal aggregates are stored on the Trigger itself, and prefixed 'E2E'. Ctrl-click 'Vacant Position' on the top level to see:



Note that the E2ECostMax value is not the vertical aggregate of the Node, because the end-to-end process goes through many Nodes following the off-page connectors.

What does the horizontal aggregate value represent in business terms? It is the average processing cost of the Trigger. It is telling you that every time a vacancy arises, on average it costs £4520 to recruit a new employee and add them to the payroll.

## Coming Soon...

Following the first release of S&A in 13.4, we received some really detailed and interesting feedback from the first customers to try simulating their processes, and based on this we were already able to implement a few improvements in 13.5. The S&A work is pretty hot at Triaster, we can see it will be of enormous value to customers. If you would like to work with us and have access to the latest S&A algorithm in our test releases please let us know.

There are 3 main areas of active development right now:

### 1. Branch modelling with Connector properties.

The aim with this is to allow right-click > Properties of a connector so that branch properties can be modelled. The branch likelihood, transit time, transit method and so on...

### 2. Bottom-up modelling of RelativeWeighting

This is a technical adjustment that will enable RelativeWeighting to be stored on the seabed and automatically computed for higher level processes. This should save time for the business analyst who currently has to store RelativeWeighting on all levels.

### 3. S&A end-to-end spreadsheet report

This is the end-game really of the whole S&A implementation. We want to be able to create a Data Manager that lists every end-to-end process together with its aggregable metrics.

# Mobile Devices Compatibility and More

An update on the discussions at the latest Customer Focus Day



Andrew Ridgeley // Senior Software Engineer

Many thanks to everyone who participated in the Customer Focus day held on 4th December. It was very informative to hear your views and we received comments that it is very useful for attendees to be able to understand the shape of future development.

Discussions were held on the following:

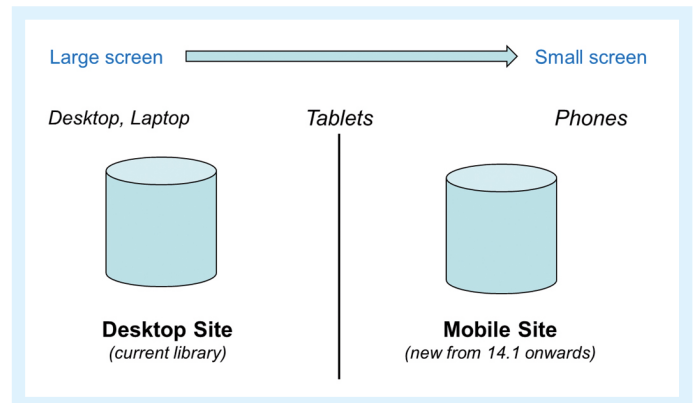
- Mobile Devices Compatibility
- Homepage Editor
- Breadcrumb Trail
- Alerts and Approvals

## Mobile Devices Compatibility

Customers attending the Focus Day had had the opportunity to view a beta test mobile library prior to the event. The feedback was positive and everyone confirmed that the designs would meet their mobile needs.

We discussed the planned interaction between desktop and mobile Process Library use. This can be summarised as follows:

1. There will be 2 distinct sites in use: desktop and mobile. The desktop site is designed primarily for desktop users and features a richer, more fully functional environment. The mobile site will be designed primarily for phone users and will be a simple cut-down version of the desktop site with reduced functionality. Tablet users may use either the desktop or mobile site, although their default is likely to be mobile. (Illustrated in diagram below).
2. It will be possible to switch between desktop and mobile and vice versa.
3. The options detailed below will be offered to customers on upgrade.



### Desktop site options

1. Replace Flash homepage with HTML5 (retaining the existing design). Chargeable.
2. Replace Flash homepage with HTML5 (complete re-design). Chargeable at a higher rate than option 1.
3. Continue to use existing Flash homepage (with alternative HTML format if already in existence). No charge.

### Mobile site options

1. Standard mobile homepage with customer's colours and logo applied. No charge.
2. Bespoke mobile homepage design or additional elements added to standard homepage. Chargeable.
3. Use desktop HTML5 homepage on mobile site. Chargeable (for desktop site design only).

Victoria Glancy mentioned Triaster's current services offer (detailed on page 20).

The following were raised as possibilities for future development:

- The homepage could contain an area for favourite maps or documents (such as Top Ten).
- A news section (similar to the Newspaper) on the homepage would be useful.
- An ability to work offline is important to some companies, particularly those that have employees working off-site.



## Beta version

There is a beta test of the mobile library available in version 13.5. Please contact Customer Services ([customer.services@triaster.co.uk](mailto:customer.services@triaster.co.uk)) if you are interested in getting involved in beta testing and helping us evolve the new functionality.

## Version 14.1

The initial HTML5 desktop and mobile homepage options set out above will be available following release of version 14.1.

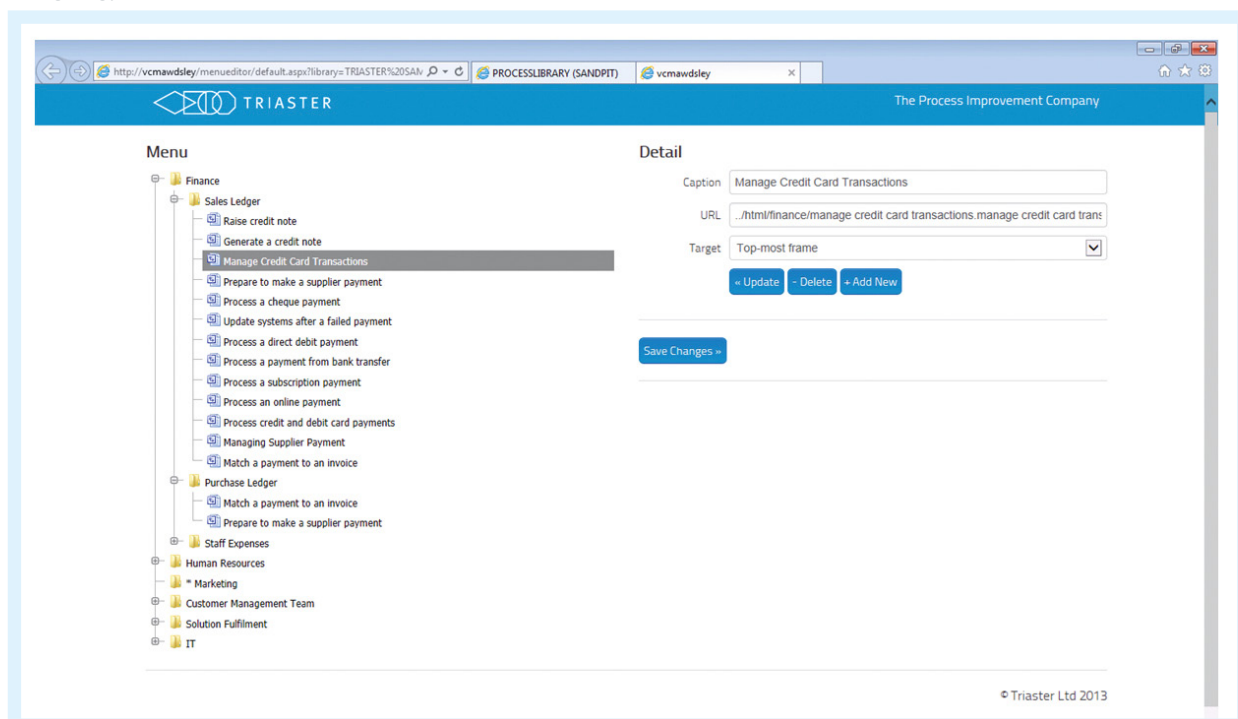
Also to be released in version 14.1 are:

- Homepage Editor (initial version as below).
- Web Interface for configurations setting (as detailed in Sept/Oct Connector, page 12).
- Triaster Library Help, extending the new approach to Help documentation released in version 13.5 for Process Navigator. Library help will be branded in your customised Library colours.

## Homepage Editor

This was demonstrated by Chris Mawdsley. The homepage menu structure is edited using a treeview (see screenshot below). This allows items to be moved, deleted and created. Overall the design was well received and it was felt the editor would make maintenance of the homepage menu much easier. The initial version will have basic functionality but future versions could contain the following features below.

- Auto-generate a menu structure from published content.
- Icons to represent what the item is linking to, for example, links to Words documents would show the Word icon and links to PDF documents would show the PDF icon.
- Ability to Undo or Rollback any changes made.
- It would be useful to choose maps from a list of published content rather than having to type out URLs.



## Breadcrumb Trail

The breadcrumb trail has been given high priority by the User Group and during Feature Prioritisation calls. It was useful to define the term “breadcrumb trail” as different people understood this to mean different things! The following definition was reached after some discussion.

1. A hierarchy of map levels will be created below the current toolbar. This will be similar format to the hierarchy display of the Triaster Knowledge Base or a shop's website.
2. A history of pages visited in the current session will be collated. This will be shown within a separate window which is launched from the toolbar. Clicking on the hyperlinks will take the user to this page. This list would be cleared when the browser is closed.
3. It will be possible to add recently viewed pages to the browser's favourites (underneath a Triaster section). This will be done by clicking on an icon within the history window.

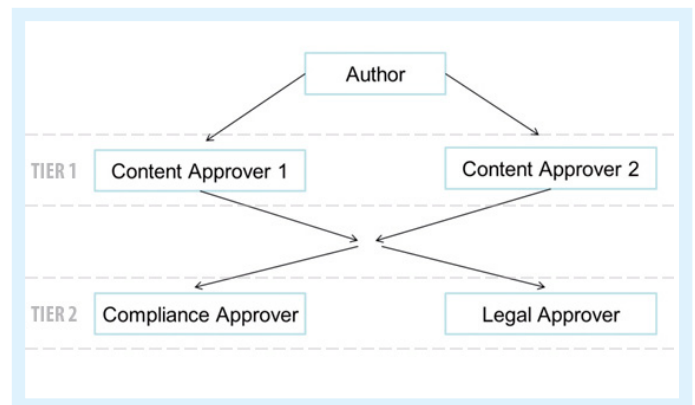
## Alerts and Approvals

Three main enhancements were discussed: Sequential Approvals, Approvals Groups and Approvals Governance. The concept of each of these ideas was explained in detail by Andrew Ridgeley. Overall it was felt that all of these enhancements would be useful and would make the Approvals process much easier to manage.

### Sequential Approvers

Some customers have many levels of approval, with up to 11 approver types. In order to help manage this, the order in which approvals take place needs to be controlled.

Approval types will be assigned a particular tier. When all approvers in tier 1 have approved a map, an Approval Required e-mail will be sent to all approvers in tier 2. When all approvers in tier 2 have approved a map, an Approval Required e-mail will be sent to all approvers in tier 3, and so on. When all approvers have approved the map it will be regarded as fully approved, and the relevant actions will be taken. See diagram below for illustration of workflow.



### Approval Groups

Some organisations would like to divide responsibility for approval amongst a number of people, rather than making a single person solely responsible (which could cause bottlenecks).

There will be the option to set up groups of approvers to which existing approvers can be added or removed. A group will have a name and an e-mail address associated with it. For example, the 'Compliance Approvers' group could have 4 approvers assigned to it and have the e-mail [Compliance.Approvers@triaster.co.uk](mailto:Compliance.Approvers@triaster.co.uk) associated with it. A map can have an approvers group associated with it rather than an individual approver.

When an approval is required, an e-mail will be sent to the group email and the approvers within the group will decide who is responsible for approval. The map will be approved by an individual as is done currently.

### Approvals Governance

Currently, maps need to be moved around manually, creating work for a Library Administrator and potentially causing confusion. For example, a map may be edited by an author before it has completed the approvals process.

The recommended setup will be four separate folders for maps: Live, Prelive, Sandpit and Draft. The Draft folder will be for development work only and will not be part of the approvals process.

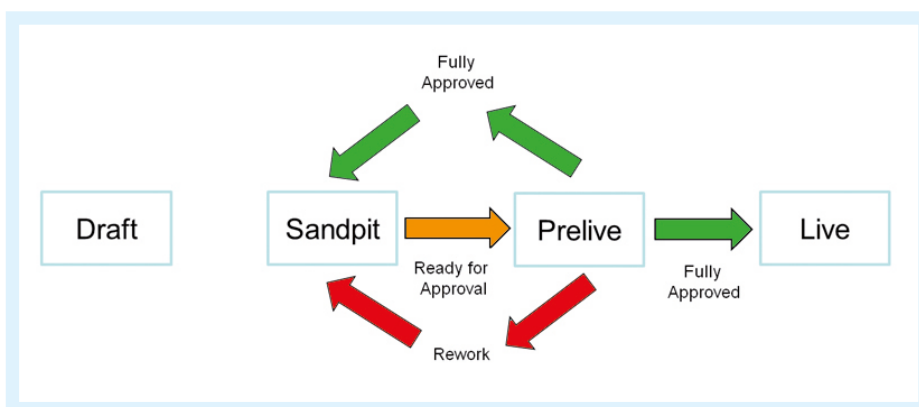
Authors will have no access to maps in either Prelive or Live.

## Workflow

1. Development of new content or experimental work will be done within the Drafts folder. Once completed the maps will be manually moved to the Sandpit folder.
2. A map will be marked by the author as 'Ready for Approval' in Sandpit, once the author has finished work. These maps will be copied automatically to Prelive on publication. Once this has been done, the copy in Sandpit will be marked as 'Approval in Progress - Do not edit' and the user may (optionally) be prevented from saving the file (if this is technically feasible).
3. Optional: Maps are copied to Landscape folder.
4. Once a map has been fully approved, it will be copied from Prelive to Live and Sandpit. The copy of the file in Sandpit will be overwritten, so it is important that the author does not edit this file while approvals are in progress.
5. If a map requires re-work it will automatically be copied back to the Sandpit folder and set back to editable mode.

It is important that each process map has its own file. Otherwise, process maps may be moved or copied incorrectly.

See diagram below:



## Reviews Due

When a map is due for review, its status would automatically be changed to reflect this. It would then appear in a Maps For Review screen (similar to Maps For Approval). The maps could then be approved or sent for review from within this screen. It would be useful to be able to attach files, such as screenshots, particularly if the map needed rework.

## Triaster Consultant Partner Programme

Triaster is establishing a team of experienced Triaster users who we call upon to deliver consultancy services. We are looking for Business Analysts and Process Mappers with the skills to fully exploit Triaster software functionality for the benefit of our customers. If you have the skills, experience and aptitude that we are looking for, we would be delighted to hear from you.



# Services Offer

Not to be missed!



Jo Dolton // Customer Relationship Manager & Emily Constance // Business Operations Manager

Until 31 March 2014, Triaster are offering a special services package to support some of the new functionality that has been (is being) released in the last year or so.

For just £7K Triaster will deliver 8 days services to cover any of the following options:

Package	What's delivered (in summary)?	No. of days
<b>Mobile Library design</b>	A beta of the Mobile Library has been released with version 13.5. Mobile functionality will be rolling out over subsequent releases. Very basic branding will be delivered as standard but for a bespoke mobile design a customisation package is required.	4-8 days
<b>Process Library Quick Search integration with Microsoft SharePoint</b>	Integration of your Library Search (Quick and Documents) with SharePoint, to display either in the standard Library format, or as returned by SharePoint.	1 day
<b>Data Manager workshop</b>	The new Data Manager is a full synchronisation engine, enabling easy data population of process map properties to create databases for reporting against. At the last User Group meeting Mark Hanson, Balfour Beatty Support Services, said, 'This is the best thing ever. I use it every day'. Don't miss out on this way to make your life so much easier, because you don't know how it works.	1 day
<b>Simulation and Aggregation training</b>	New functionality released in version 13.4 and enhanced in 13.5. Further development of this functionality is planned as set out in the article starting on page 11. At last a way to model new processes and quantify the impact on costs. The Data Manager workshop must be attended prior to this training.	2-3 days
<b>Alerts and Approvals workshop</b>	Although this functionality was first introduced in version 11.2, many customers aren't gaining the maximum benefit from it.	1 day
<b>Project review</b>	A review of your specific project and Process Library to train you on anything you are missing and advise on what services would be most beneficial to follow.	1-2 days

The services can be used at any time within 24 months after purchase; to secure this amazing offer just purchase before 31 March 2014. The price excludes VAT and expenses.

For more information and to purchase, please contact Customer Services by either e-mailing [customer.services@triaster.co.uk](mailto:customer.services@triaster.co.uk) or calling +44 (0)870 402 1234 and speaking to either Jo or Emily.

**HURRY!**  
**OFFER EXPIRES**  
**MARCH 2014**



# Meet...Chris Mawdsley

Senior Software Engineer



## Fact File

Been working with Triaster since 2000

Professionally he is most proud of ...  
The last thing he has worked on

Hobbies  
Rowing, music

Likes  
Doing development work, problem solving,  
Hawaiian shirts

Dislikes  
Woodcote, drivers that brake for traffic  
on the other side of the road, Sundays,  
Ant and Dec

Everyone at Triaster will always  
remember...  
Incredibly, his Hawaiian shirts rival  
Paul Elson-Vining's



Chris first joined Triaster in the year 2000 as a fresh faced 19 year old. We could see his talent as a developer straight away and he made a significant contribution to Triaster software before he left in 2008 for experience elsewhere. And now 5 years later we are delighted to welcome him back! He has got off to a flying (re-)start and appears to have settled right back in.

We asked him what he has been doing in the meantime and how it feels to be back?



Since leaving Triaster, I went to work for a CRM consultancy firm, where I developed and maintained a facilities management helpdesk website for a FTSE 250 company, who in turn had end users from FTSE 100 companies, including some high street banks. A few days after returning to Triaster, it felt like I hadn't left. Albeit we had moved to the office next door.

Thank you Chris, to the point certainly, but you did answer our questions - and you are a software developer!

Congratulations to Tom Hamilton from SQA who is the winner of our End of Year Quiz with the winning word: connector. A £20 Amazon voucher is on its way.

# Community Events

Jo Dolton & Emily Constance review the upcoming calendar



Jo Dolton // Customer Relationship Manager & Emily Constance // Business Operations Manager

Triaster and our customers host a number of events as listed below. Many of these events are free of charge to organisations with a Trusted Partner Licence Agreement. Of course, all Triaster training courses can be delivered on-site, if you would like to discuss this further, please give us a call:

+44 (0) 870 402 1234 or e-mail [customer.services@triaster.co.uk](mailto:customer.services@triaster.co.uk)

Date	What is the Event?	Who benefits from attending?	How will I benefit?	Location
20th & 21st Jan 2014 5th & 6th Mar 2014	<b>Triaster 2 Day Training - Creating Maps For Your Library</b>	Anyone needing to map their processes	This training course covers the basic software skills needed to create process maps with Process Navigator and publish them to your Library.  "Just a short note to thank you and the team for the hospitality & quality of the training course I attended with a colleague earlier in the month. Everything was first rate, from the warm welcome on first arrival through to the end of the course, and we look forward to further on-going training in the future." Spirax Sarco	Triaster HQ, Oxfordshire
22nd Jan 2014	<b>Release Update Webinars</b>	All Triaster customers	An executive briefing from the Triaster Team looking at new features from Triaster, what's happening in the Triaster Community and what's coming up next.	Webinar
29th Jan 2014	<b>Education Special Interest Group Meeting</b>	Triaster customers in the Education sector	Meeting users in the Education sector who are able to share, understand and solve each other's problems with process in this particular environment.	University of Bristol
3rd Feb 2014	<b>Maximising the Use of Your Latest Upgrade</b>	All Triaster customers on Server 11 or above	Now that you have had a chance to try out your upgraded Library, come along to understand the different configuration options and how they may best support your objectives.  "An excellent way of learning how to get the most out of my upgrade."  "Great for understanding the new features I received as part of my upgrade." Xtrac	Triaster HQ, Oxfordshire

Date	What is the Event?	Who benefits from attending?	How will I benefit?	Location
12th Feb 2014	<b>Making the Most of Process Mapping - Useful, Usable and Used</b>	Anyone interested in process mapping	These seminars will give you an insight into the creation of user centric Process Libraries to support business process management and process improvement.	Microsoft, London
19th Mar 2014	<b>Customer User Group</b>	All Triaster customers	<p>A great opportunity to meet customers from a variety of industries and share your views and experiences of Triaster.</p> <p>"Come along to our lively and interactive User Group meetings and gain an opportunity to influence future Triaster developments as well as getting to know some like-minded people." Linda Spinks, University of Cambridge, User Group Chairperson</p>	University of Cambridge
Date TBC	<b>Triaster Customer Focus Day</b>	Project Leaders interested in influencing the development of Triaster software & services	<p>Customer Focus Days give the opportunity to workshop with Triaster Development regarding both software and services and directly influence and impact the end results.</p> <p>"A golden opportunity to influence the development of the solution to deliver on your company objectives" Skanska</p>	Triaster HQ, Oxfordshire
15th & 16th Oct 2014	<b>Triaster Conference 2014</b>	All Triaster customers and anyone interested in process improvement	A very informative and fabulous networking 2-day event. The Conference will offer three 'streams' or types of session: Community, Business and Technical. The Community sessions will predominately feature customer presentations; whilst Business and Technical will cover areas of interest that will help you make the most of your Process Library. It will also be a celebration of Triaster's 20th year.	Woodland Grange Conference centre, Leamington Spa

## Not to be missed! Triaster Customer User Group - 19th March

A great opportunity to meet customers from a variety of industries and share your views and experiences of Triaster.

Book online at [www.triaster.co.uk/events](http://www.triaster.co.uk/events).

For more information and registration for Community Events please go to:  
[www.triaster.co.uk/events.php](http://www.triaster.co.uk/events.php)

Also, please be aware that you can sign up to receive e-mail updates on events here:  
[www.triaster.co.uk/connector/register.php](http://www.triaster.co.uk/connector/register.php)



# From the Community

Latest news and discussion

What do our customers do when they aren't process mapping?.....



**Lorna McIver**  
Jewellery making



**Q Tucker**  
Cycling



**Steve Ward**  
Skiing



**Darren Garton**  
Triathlons



**Andy Aucker-Howlett**  
Clay Pigeon Shooting



**Kerry Ann Christelow**  
Moto GP



**Fiona Crawford**  
Ballet



**Steve Moore**  
Music

Thank goodness Movember is over!



**Darren Garton**



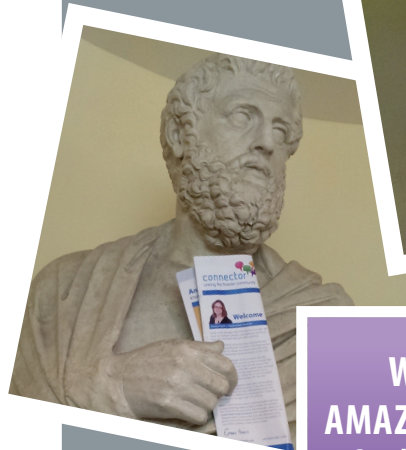
**Ashwin Jayapaul**

## Pastures New

We wish Darren Garton good luck in his new position as he moves to Rolls Royce in Derby.

## Connector on tour!

Can you guess which city Steve Odeyemi visited recently?



**WIN A £15  
AMAZON VOUCHER**

Send your answer to  
[puzzle@triaster.co.uk](mailto:puzzle@triaster.co.uk)



# Triaster Customers are Sustainable Organisations

Michael Cousins' reflections



Michael Cousins // Managing Director

So, another year has passed and we find ourselves in 2014, the year in which Triaster will celebrate 20 years of trading.

Figures show that only 35% of small businesses survive even their first 10 years, let alone 20, so there is clearly a harsh process at play that eliminates those organisations which do not balance sustainable investment with the need to generate shorter-term returns.

How is it that some organisations do this successfully and persist, while others do not?



It is very interesting for us at Triaster to observe the success of the organisations that adopt process management, and the failure of some of those that don't. Clearly, it would be absurd to claim a causal connection between corporate success/failure and adoption of process management, I am careful not to claim this. What there is however is a very real relationship between long-term sustainability, and those organisations that choose to invest in better process management. Triaster customers tend to be drawn from the group of organisations that invest in their own long-term sustainability, rather than those organisations that are driven by shorter-term goals.

The last 5 years have been punishing for many organisations that did not strike the right balance of short and long term investment choices. The UK recession that started in 2008 is now recognised as the deepest UK recession since WWII. Organisations that have survived and even thrived have done so largely because of decisions they made many years earlier to invest in their own long-term sustainability.

For example, if I try to pinpoint the investment choices Triaster made in the early 2000's that helped us trade through the last 5 years (and emerge in 2013 in fact with one of our most successful trading years ever) I have to bring it down to our investment in R&D and team building. These investments meant we went into 2008 with a strong product and a strong team.

We have continued year on year to make the investments that I believe are forging our own long-term sustainability, on-going investments in team building, in product quality and in product enhancements. These investments do not deliver financial returns for several years after, but they are the foundation of our long-term viability and success.

All of our customers survived the 2008 recession and many have thrived during the last five years; I know these organisations are thoughtful of the need for longer-term investments purely because they are a customer.

Triaster will certainly be celebrating our 20th birthday during the Triaster Conference to be held on October 15th and 16th. Please do come along to the conference; join with us and all the other Triaster customers so we can share and learn from each other the decisions we can make today to ensure our organisations persist long into the future.