



## Welcome

Emma Harris // Operations Director

Three customer articles in this edition of the Connector. As promised we feature Mark Hanson's (Balfour Beatty Services) and Q Tucker's (Fugro GEOS) presentations to the November Customer Experience Exchange. There is also an article on another customer's experience of delivering a valuable HSE information management system to their business.

There is a very useful article by Paul Elson-Vining on making the most of the Microsoft Visio Toolbar and Tech News focuses on troubleshooting publication issues.

I have finally had to feature Emma Harris in the 'Meet...' section (having put it off for as long as possible)!

This edition of the Connector is released with the launch of Triaster's new website, which is entirely refreshed and mobile compatible. It is designed to dovetail with the Connector and make accessing relevant information easier in future. I do hope that you like the new approach. Let me know either way.

And of course I have to mention the Triaster Conference 2014. Booking is available at <http://tinyurl.com/TriasterConference> with some great early bird offers. Book now.

Emma Harris

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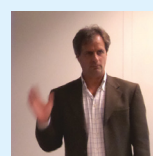
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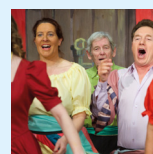
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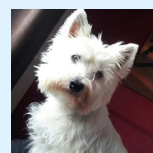
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#### The Extended Community!

We couldn't resist.



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# Balfour Beatty Services Division

## Business Management System...our journey

Mark Hanson, Management Systems Advisor for Balfour Beatty Services, was a presenter at the 2013 Triaster Customer Experience Exchange, held last November.

His insightful and interesting overview of their Business Management System's (BMS) journey has been captured below.

Mark explained that Balfour Beatty is an integrated infrastructure services group, which is split into a number of divisions:

- Infrastructure Investments
- Professional Services
- Construction Services
- Support Services

Balfour Beatty Services designs, manages and maintains power supplies, gas and water pipelines, street lighting, road improvements and repairs, public spaces and rail infrastructure.

It employs around 10,000 people and in 2012 had an order book of £5.7bn.

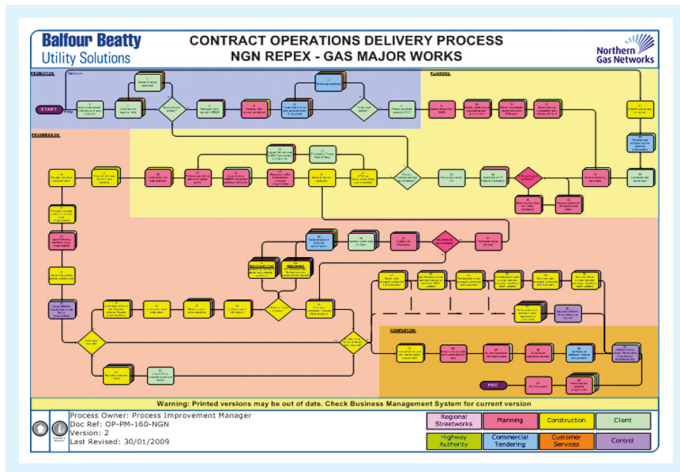
### 'Our BMS journey'

Balfour Beatty Power Networks first used the Triaster Solution as a process mapping tool (only) in order to maintain ISO 9001.

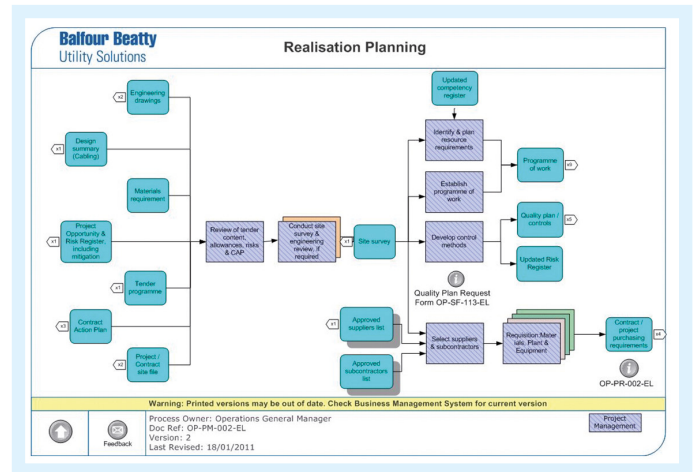
In 2008 Power Networks was amalgamated with another Balfour Beatty company to form Utility Solutions. The two companies had employed very different approaches to their process mapping and business management systems. However, following their amalgamation, the emphasis was put on 'mashing' together their two BMS, rather than a full process review. The result was very confusing for users, particularly as two styles of process maps still existed.



Mark Hanson presents to the 2013 Triaster Customer Experience Exchange.



Typical 'Utilities' process map, showing full process life cycle, usually printed on A0!



Typical 'Power Networks' process map, showing individual process, normally printed on A4/A3

As Mark said, the end result was certainly not useful, usable or (therefore) used.

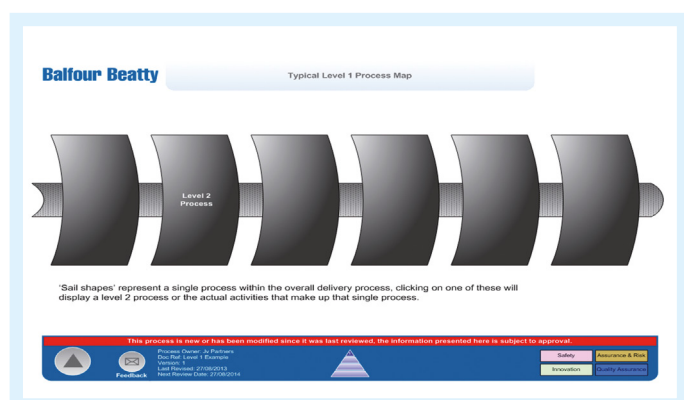
In 2010 a new MD was appointed to Utility Solutions who recognised the need for a better BMS to support Balfour Beatty's Zero Harm commitment. This committed the Balfour Beatty Group to achieving zero fatalities and zero permanently disabling injuries by 2012.

A project team was set up to design, build and deliver a new BMS to the business. A full review of all its process maps (around 600) and documents (about 1,900) was carried out. It became apparent that about 800 of the documents were owned by the document controller. These were re-allocated to their appropriate owners and the total numbers of documents were reduced to about 1,100.

All 600 process maps were reviewed and updated according to a new process mapping standard adopted across Balfour Beatty Utility Solutions. This was supported by the roll out of a new process mapping Stencil and Template. A Stage Gate Process was agreed, whereby nothing could be published to the BMS unless it has been agreed and signed off by a central team. This process was specifically designed to 'left-shift' risk away from operations.

Three Process Levels were adopted, classified as follows:

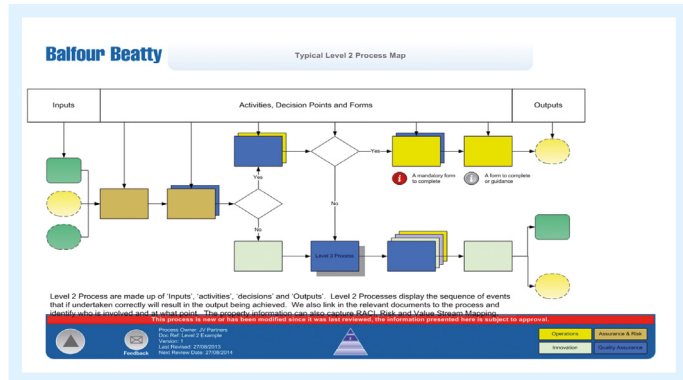
- **Level One maps:** an overview of how a Sector or Function operates.



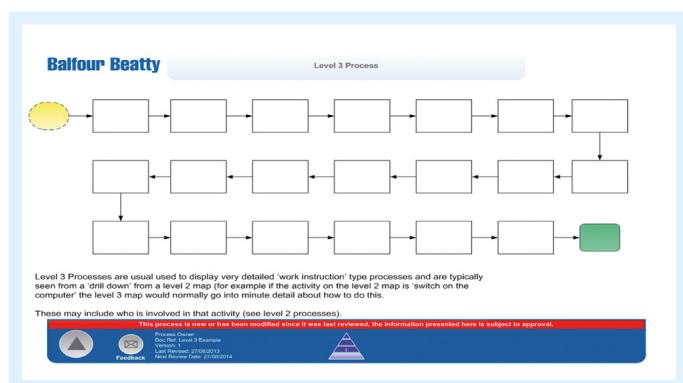
The scalability and flexibility of the Triaster Solution enables BMS' to suit multiple and ever changing requirements.

Mark Hanson,  
Management Systems Advisor  
Balfour Beatty Services

- **Level Two maps:** the day-to-day activities carried out by that particular Sector or Function. These are mainly used by those people who are carrying out the task.



- **Level Three maps:** usually very detailed (work instruction type) maps that are specific to that area or contract and can be used to assist personnel to achieve a standardised outcome.



Process Mapping 'champions' were introduced. They were given a great deal of autonomy over the process maps for their area of work, provided that they complied with the standards set.

A new front end for the BMS (or Library homepage) was adopted. Three design options were presented to the business, one of which came out on top by a long way.

The top 10 documents are updated monthly based on the number of document views; the Business Stage Gates are embedded into the process. Colours are used to indicate functions and this carries through into the process maps using coloured Activities and Indicators. The lead function is always the front Activity, with involved functions showing behind. This information is also captured as properties and so can be reported on.



Our BMS is a major differentiator when bidding for work. In one joint venture (JV) bid, the client was presented with an interactive disk containing all of the JV's end-to-end processes (linking to all the relevant policies, procedures and standard forms) thereby detailing how the work would be delivered. The nine year, £414M contract was awarded in 2012.

*Mark Hanson, Management Systems Advisor  
Balfour Beatty Services*

The new BMS was launched in September 2012 and following training to explain the system to over a thousand end users, is regarded as a single source of truth by the staff.

It has been so successful that Mark is now tasked with adding two more Balfour Beatty Services companies' processes to the BMS and possibly more in the future. This is quite a feat, 'but absolutely possible given the scalability of the Triaster Solution'.



I am a big fan of Data Manager and Simulation and Aggregation. The AS-IS and TO-BE can be mapped and simulations run against these. The business case is then in place, when you go to senior management with suggestions for improvement.

*Mark Hanson, Management Systems Advisor  
Balfour Beatty Services*





## Lessons learnt

Mark summarised these neatly as follows:

- **PLAN** your project effectively; try to map out your approach and significant timelines using a project plan.
- **ESTABLISH** your project team early on, ensure that you have the right mix of people who can assist with the decision making process.
- **COMMUNICATE** your BMS project to the wider business – and keep personnel up to date at key milestones. Your BMS relies on its users, telling people about the project early helps the engagement process.
- **DON'T** do it all yourself, getting the users involved helps them feel empowered – whilst also giving employees new skills.
- **USE** your project team to deliver key messages – this ensures a consistent message with any corporate / central communications.
- **CHALLENGE** is massively important to the success of your system, ask your colleagues to feedback suggestions and improvements - even if this is negative it will help you to improve your system!

## Winning work through your Library

Mark spoke enthusiastically about how their BMS is helping Balfour Beatty Services to win business. In a joint venture (JV) bid with CLG Developments Ltd as part of the submission, the client - Bord Gais Networks in the Republic of Ireland - was presented with an interactive disk containing all of the JV's end-to-end processes and linking to all the relevant policies, procedures and standard forms.

Their starting point for this submission was the Balfour Beatty BMS, which was then customised to take into account the specifics of the project, in particular that Irish law applied. This saved countless hours in

producing the submission (not to mention a few trees) and enabled the JV to detail its approach to the delivery of the works.



The contract was awarded in early 2012 with Balfour Beatty CLG winning the nine year £414M contract.

Balfour Beatty CLG then successfully went through both ISO9001 and ISO14001 certification with the help of the Process Library.

Balfour Beatty Services now uses this approach as standard to support tenders. It is proving very successful and therefore popular with the Bid Teams, Directors and Clients.

## What the future holds

Mark summarised plans for their BMS moving forward:

- To develop and deliver a single BMS to the Services Division based on the current Balfour Beatty Utility Solutions model.
- To embed Risk Management into their processes to ensure that 'Generic Controls' are managed effectively.
- To make full use of Triaster's Value Stream Mapping capabilities (including the use of Aggregation and Simulation) to drive process improvements and reduce cost. "I am a big fan of Data Manager and Simulation and Aggregation. The AS-IS and TO-BE can be mapped and simulations run against these. The business case is then in place, when you go to senior management with suggestions for improvement."
- To make full use of the Mobile capabilities as they are rolled out by Triaster to produce a BMS that works for all users, both office and site based.
- Delivery to the Services Division anticipated Mid 2014.

**Thank you Mark, for sharing these experiences, both at Triaster's Customer Experience Exchange and in the Connector.**

## Triaster's 2014 Conference is the not to be missed event of 2014!

Taking place at the refurbished Woodland Grange Conference Centre, it will be the informative and enjoyable event that you would expect a Triaster conference to be. There will be a choice of three 'streams' or types of session: Community, Business and Technical. The Community sessions will predominately feature customer presentations; whilst the Business and Technical sessions will cover areas of interest that will help you make the most of your Process Library.

Booking is now open for Triaster customers via our website here:

<http://tinyurl.com/TriasterConference>

Don't miss out on the early bird offers!

**BOOK NOW!**  
15th - 16th  
OCTOBER 2014

## IMPORTANT SERVICE UPDATE

### What's happening?

In 2002 Microsoft introduced a "Support Lifecycle Policy". This stated that Microsoft would offer a minimum of 10 years support for Business (and Developer) products.

On 08/04/2014 Microsoft will cease to offer updates or support for Windows XP and Office 2003, including Visio, Excel and Project.

Further information is available from Microsoft by following the link: <http://tinyurl.com/qa63fr5>

Microsoft Windows Server 2003 will continue to receive support until July 2015.

### How will this impact the Triaster Solution?

Any new software from 14.1 onwards will not be developed for or tested with Windows XP and Office 2003, we are therefore unable to guarantee compatibility.

Triaster Support will assist customers who are running older versions of Process Navigator that are still compatible with Windows XP and Office 2003. However we will not be able to log new defects with Microsoft Support, so if any new issues are found we will have to advise you to upgrade.

### What do I need to do?

Most IT departments will be working to phase out Windows XP and Office 2003. If your machine is updated you will need to re-install and reactivate Process Navigator. If the server is updated to a new version of Visio, Triaster may need to make configuration changes depending on which version of the Triaster Solution you have installed.

If your Process Library is installed on Windows Server 2003 we would recommend migrating onto a more up to date server prior to July 2015. This will require a reinstallation of the Triaster Solution.

For further advise on any of the above please contact [support@triaster.co.uk](mailto:support@triaster.co.uk) or call +44 (0) 870 402 1234.



EARLY BIRD  
OFFERS NOW  
AVAILABLE

# Fugro GEOS

## Continuing to understand and improve our customers' experience

Q Tucker's thoughtful and interesting presentation to the 2013 Customer Experience Exchange was an exploration of how Fugro GEOS are re-launching their Process Library to improve its users' experience. It is summarised below.

Q explained that Fugro is a worldwide company with about ten and a half thousand employees. It delivers measurement data. As he said, 'If you want anything on the planet measured, we do it.' Fugro GEOS is part of the Survey division.

Q is the Fugro GEOS Library Administrator. He has the following objectives for a re-launch of the Fugro GEOS Library:

- To generate staff input into the library
- To ensure only two clicks to find all processes/ documentation
- For maps to be revised for compliance
- To revise and amalgamate documents
- To bring external documents into the library, not held locally on employee's hard drives!
- To ensure all process maps and documents are compliant with PAS99 (this sits above ISO 9001, 14001 and OHSAS14001 – so compliance with all 3 standards are audited at the same time) and comply with the parent company Fugro NV mandatory policies.
- To re-approve documents and processes annually
- To create a more intuitive user experience
- To deliver a cut down version to be used offshore
- To add a 'How to' section
- To increase visitors to the library!

Q started with the Library homepage. Updating it from a rather 'worthy' design to a very interesting and relevant design.



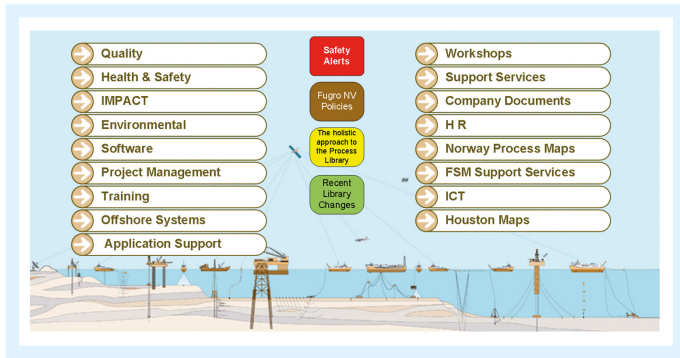
The Auditor loved the ISO 9001 clause reporting.

*Q Tucker, Fugro GEOS*

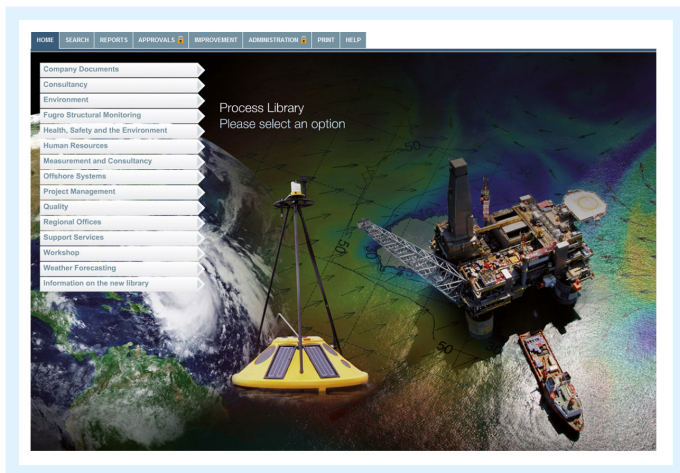


Q Tucker takes the audience through Fugro's Process Library re-launch.



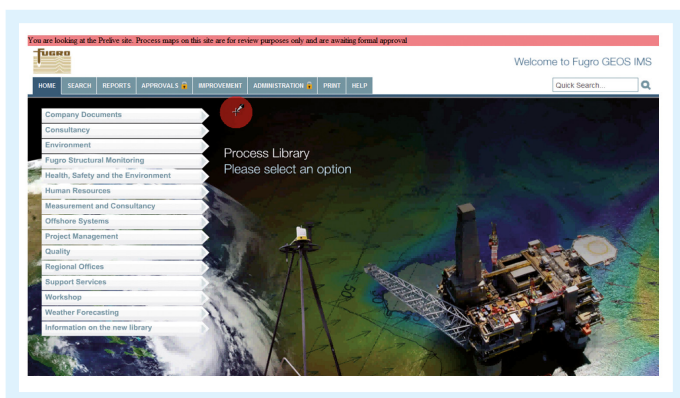


Out with the old...

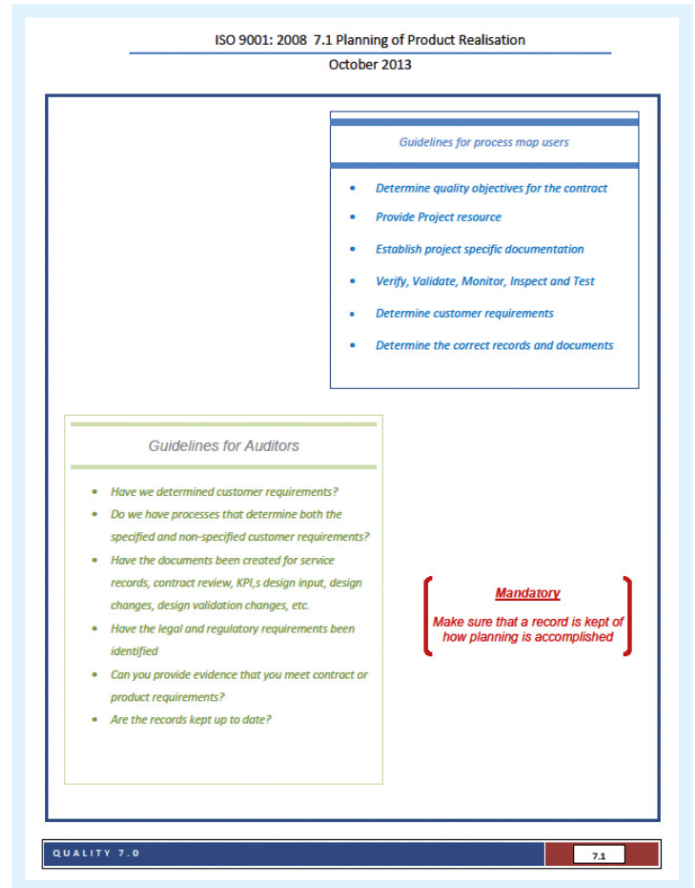


...and in with the new!

He then examined about 18 months data from WebLog Expert on Library usage to work out the changes that were required to better address users' needs. Forms and documents will be easier to find. All errors in the process maps have been addressed.



Additional information has been added to the process maps as well as guidance information for all users. Q said how easy the Data Manager feature has made adding data to the process maps and how easy this has made reporting for Auditors. He said that a recent PAS99 Auditor had loved the demonstration of ISO 9001 clause reporting.



Map	Activity Name	Link	ISO 9001 Clause	Process Owner	Level
Factory Acceptance Test-Offshore Systems	Assign tester	...	7.1 Planning of Product Realization	Ops.Manager, Offshore Systems	1
Factory Acceptance Test-Offshore Systems	Documents ready for Project Directory	...	4.2.4 Control of Records	Ops.Manager, Offshore Systems	1
Factory Acceptance Test-Offshore Systems	Passed FAT	...	7.5.1.1 Production Process Verification	Ops.Manager, Offshore Systems	1
Factory Acceptance Test-Offshore Systems	Perform FAT	...	7.3.6.1 Design and Development Verification and Validation Testing	Ops.Manager, Offshore Systems	1
Factory Acceptance Test-Offshore Systems	Prepare, check and approve FAT procedure	...	7.5.1.1 Production Process Verification	Ops.Manager, Offshore Systems	1
Factory Acceptance Test-Offshore Systems	Punch list items dealt with to clients specifications	...	7.3.7 Control of Design and Development Changes	Ops.Manager, Offshore Systems	1
Factory Acceptance Test-Offshore Systems	Remedial Work	...	7.3.7 Control of Design and Development Changes	Ops.Manager, Offshore Systems	1
Factory Acceptance Test-Offshore Systems	Schedule & agree date for FAT with client	...	7.3.5 Design and Development Verification	Ops.Manager, Offshore Systems	1
Factory Acceptance Test-Offshore Systems	Start up Offshore Systems	...	7.1 Planning of Product Realization	Ops.Manager, Offshore Systems	1
Factory Acceptance Test-Offshore Systems	Tester to review Inspection & Test Plans	...	7.3.6.2 Design and Development Verification and Validation Documentation	Ops.Manager, Offshore Systems	1
Factory Acceptance Test-Offshore Systems	Tester to review System Documentation	...	7.3.6.1 Design and Development Verification and Validation Testing	Ops.Manager, Offshore Systems	1
11 Activities					

And what are the Key Performance Indicators for the project?

- More usage and users
- Better stats in WebLog Expert
- Fugro GEOS Library will be recognised by staff as the default place for information
- Approval by top management

**Thank you Q for sharing your Library re-launch project with us.**

# Delivering an HSE Information Management System

## One customer's experience

As you know we are always delighted to share customer experiences of implementing the Triaster Solution in the Connector. Even if their corporate rules mean the customer can't be named - as is the case with the large manufacturing company featured in this article.

We are very grateful to the project leads who have spent time to share their experiences and lessons learned, in delivering a valuable Health, Safety and Environment (HSE) Information Management System (IMS) to their business.

Around October 2012 it was decided that the company's HSE System wasn't adding value to the wider business. The management system contained a huge number of documents, several of which covered the same process/policy. In summary, 'it was verbose, inaccessible and no-one outside the HSE department ever used it'.

“

**There has been nothing but positive feedback about the HSE Process Library.**

**Wow! So accessible!**

*Major manufacturing customer*

As a start point to addressing this, a team of international senior managers brainstormed their ideal HSE management system. They agreed that a key requirement was that it would be used by the rest of the business to access and understand core HSE processes. They were clear that HSE processes are not useful or valuable unless they are understood and acted upon by the rest of the business.



Fortuitously another business in the group had already adopted the Triaster Solution, although their Process Library hadn't yet gone live. They demonstrated their Process Library to senior managers who 'didn't take much convincing that this was the solution.' The main response was 'Wow! So accessible!'

Work on the new HSE Library began in January 2013 and over the next eight weeks, 169 procedures and 150 forms were reviewed. Ultimately it was determined that there were 32 core HSE processes, which needed to be mapped and published to the Process Library, along with supporting work instructions and forms.

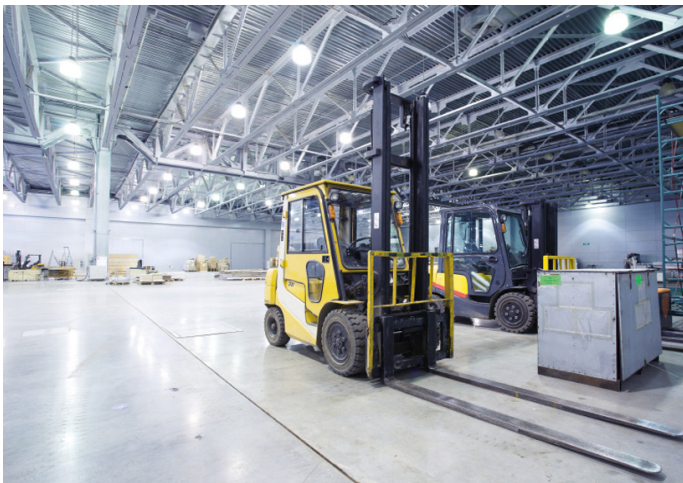




As it was agreed to launch both Triaster Process Libraries at the same time, HSE started working to the very tight deadline of a March 2013 Go Live. Ultimately this did move to April – but still meant Go Live of the HSE Library was within six months of purchase of the Triaster Solution.

The team immediately got process mapping, but on reflection they recognised that they were working too independently and this led to different styles of process mapping creeping in. A much more collaborative approach was then adopted, which focused on capturing the processes in a language and style that made sense for the wider business (rather than for HSE professionals, as in the past).

The tight deadline was quite a strain, especially on the HSE advisors who were tasked with reviewing and signing off all the processes, but whose time wasn't solely allocated to the project. Despite this the team made time to liaise with Corporate Communications to explain to the wider business that the new system was coming and how it would benefit them.



They also did a lot of user testing before going live, to ensure that the process maps were as intuitive as possible.

This meant that on Go Live there was a very positive response, with the wider business immediately using the HSE IMS and continuing to do so regularly.

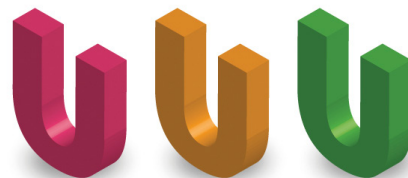
The team monitor usage with WebLog Expert and therefore know that the system is being used and they continue to communicate with users, pointing to key processes and updates made, to keep the business informed.



Since launch the system has been used to support audits, presented at a Group conference and is generating interest in other group companies. The response is always good, with users impressed by how easy it is to use and find what they need.

Coming up to one year since Go Live, both Project Leads told us, 'There has been nothing but positive feedback about the HSE Process Library.'

## PEV's Pearls of Wisdom



**Remember processes must be useful, usable and used. With this in mind think about how users will access the process maps.**

**If a process could be relevant to more than one business area, add a link to the maps from several different places on your homepage. There is no need to make several copies of the map.**

# T.U.G. News

Linda Spinks presents the latest news from the User Group



Linda Spinks // User Group Chairperson

The March User Group meeting is being hosted by University of Cambridge in the new Information Services building on the West Cambridge site, on 19th March 2014. As I write this, I look forward to welcoming everyone to our great new building.

WE TELL YOU

Please be aware that the March meeting will be the only User Group meeting this year, as the Triaster Conference in October coincides with when we'd usually next meet. As we will be catching up at the Conference, there is no need for a separate meeting.

## User Group Secretary

The User Group Secretary position has become vacant as Nicky Roisetter; University of Kent, has had to step down following changing priorities within her role. Therefore, if anyone would like to take up this important User Group Committee role, please let me know. For reference travel and accommodation costs are covered by the User Group budget; therefore it is just a matter of taking some time out to attend two meetings a year and typing up the minutes, as well as being involved in the general group decision making process.

## Education Group

The University of Bristol kindly hosted the last Education Group meeting on 29th January. All present were interested in getting more members involved and attending these meetings. The two issues raised were; do they choose to attend the general User Group meeting instead of this Education Group meeting and are smaller institutions restricted by finance? As a result of these questions, they have decided to conduct another survey, this time it will be sent out via Claire Lorrain (University of Winchester). All present wanted to invite other universities who aren't Triaster clients to the



Debate and discussion at the last User Group.



meeting, which is welcome, although such meetings will no longer be Triaster User Group meetings.

During the day the group had a break and took a short tour up the Wills Tower. Although it was a cold day, it looks like they had fun!

## Engineering Group

The first Engineering Group meeting was hosted by Mark Hanson on 12th March, at Balfour Beatty Support Services, Sheffield. An update will be available in the next Connector.

If you would like to host a User Group meeting, please drop us an e-mail with some suggested dates to [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/pv5vnkp>

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

*L de Spies*

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

YOU TELL  
US



The Education Group take some time off from proceedings to admire The Wills Tower, Bristol.

## Triaster Focus Day – 25th June 2014

The next focus day has been scheduled to take place on 25th June at Triaster's offices in Wallingford, Oxfordshire, UK. The topics for discussion have not yet been finalised, however the results from the Feature Prioritisation voting and discussion will no doubt form part of at least one of the sessions.

Space is limited at these workshops, so please contact [customer.services@triaster.co.uk](mailto:customer.services@triaster.co.uk) to book a place.

# Making the most of the Microsoft Visio Toolbar

Paul Elson-Vining helps out



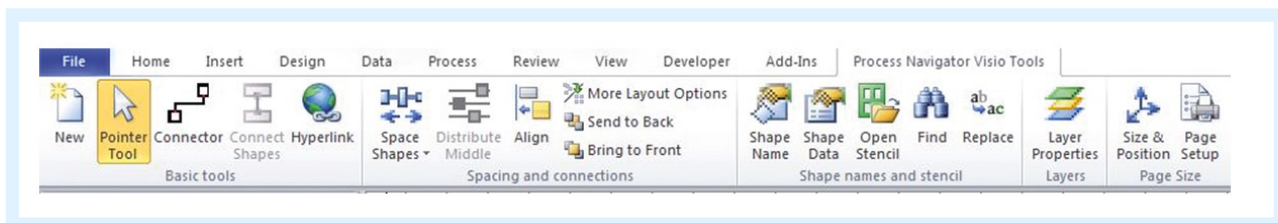
Paul Elson-Vining // Professional Services Consultant

As many of you know, I love my shortcuts and am always looking for ways to reduce the time that it takes to create process maps. So I like to make the most of the Visio tools which can be used to complement Process Navigator.

Because I found it quite difficult to find some of these in Visio 2010, I have created a customised toolbar ribbon. This can be downloaded from the Triaster Knowledge base from the following link:

<http://tinyurl.com/ohno9ah>

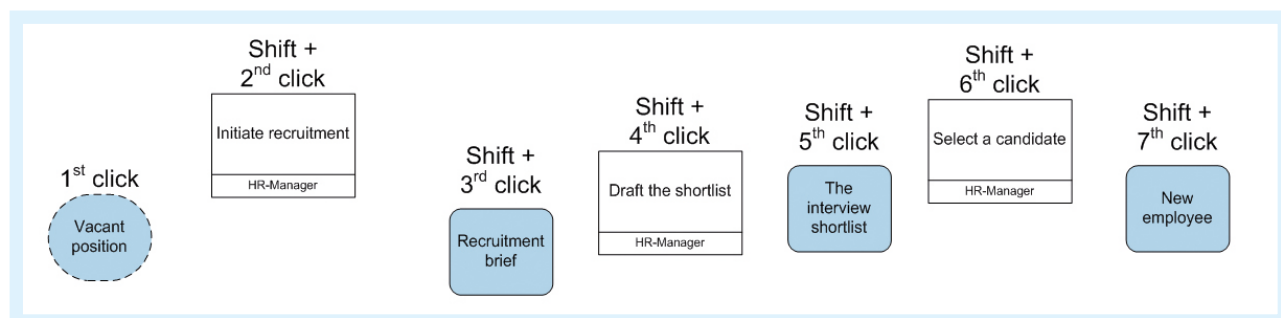
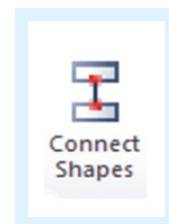
The custom toolbar/ribbon looks like this:



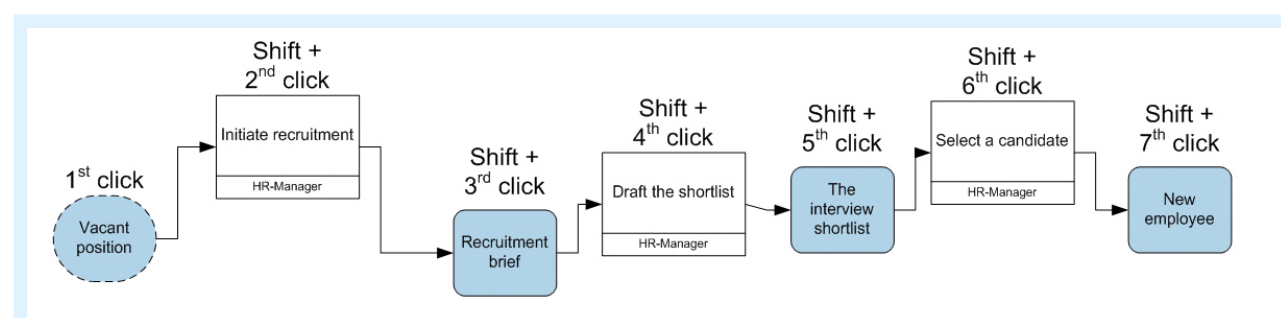
In this article I aim to explain the tools included that you may not be familiar with.

## Connect Shapes

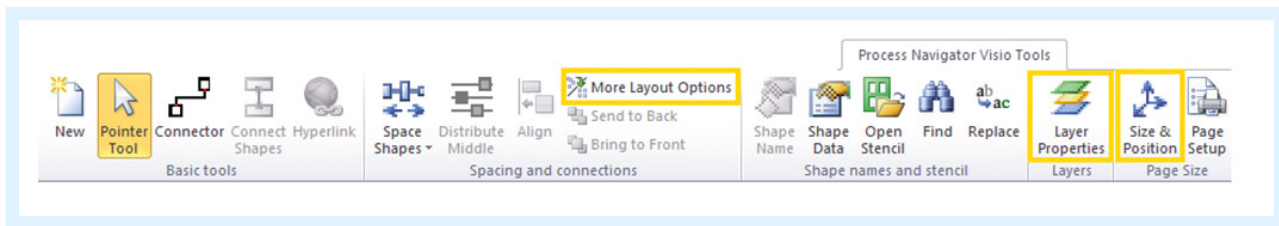
The Connect Shapes tool allows you to connect several shapes together in order quickly. Take a look at the following example:



Using the Connect Shapes tool as instructed will quickly join the shapes together as follows:

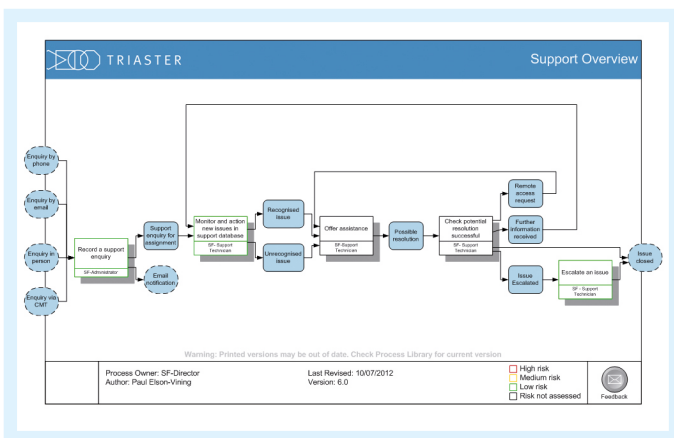


## Layer Properties, Size & Position and More Layout Options



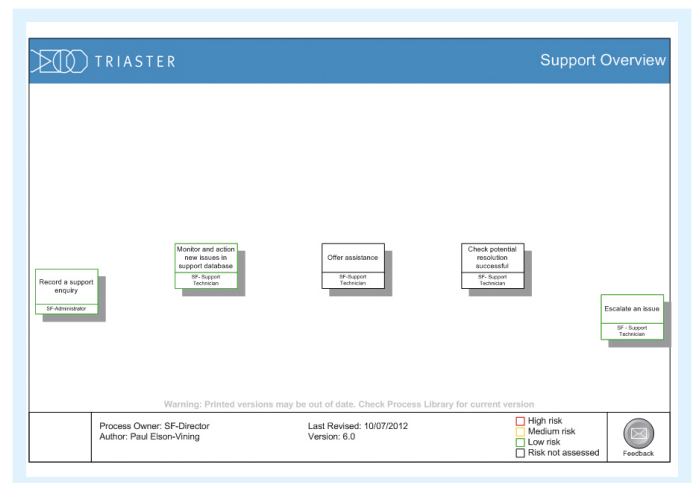
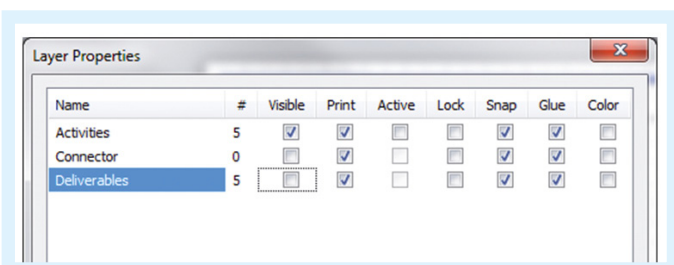
There may be times when you are mapping in an A4 or Letter sized stencil and you have 5 columns of activities but the page only allows for 4. You have a decision to make, do you break the map in to 2, add a drill down or break the rules completely and snake the process down the page? However there is another option which allows the map to fit within the confines of the page and still look neat and tidy.

Looking at the following map, it is possible to manually resize each box and move the shapes along to fit, but that takes time.

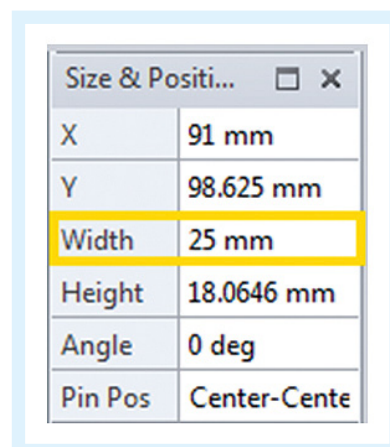


If you resize the Activity boxes and shorten the Connectors you can achieve the same effect.

Here's how to do it. Firstly we only want to view the Activities. To do this select Layer Properties and deselect the Connector and Deliverables in the Visible column to leave only the Activities visible:

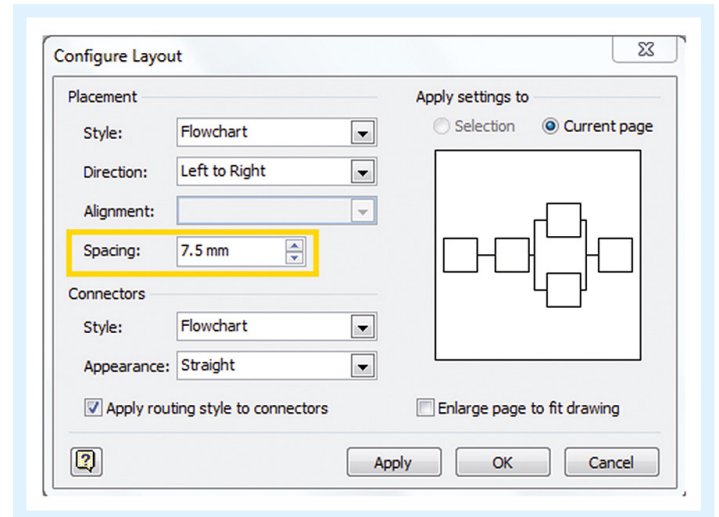


Now select all the Activities by drawing a box around them and turn on the Size & Position window. Change the width from 25mm to 23mm. Over-typing this field will resize all the boxes simultaneously.



Then go back to Layer Properties and make the remainder of the shapes visible again.

If you were to perform an auto-layout now, the map would still spill outside the edge of the page. We need to do one final thing and that is to reduce the length of the Connectors. To do this, draw a box around your Deliverables and Activities to select them. Now select More Layout Options and change the spacing options from 7.5mm (which is the standard length for Process Navigator) to 5.5mm. You will need to overtype this value as it is not available from the drop down list. To finalise, click OK and do an auto-layout.



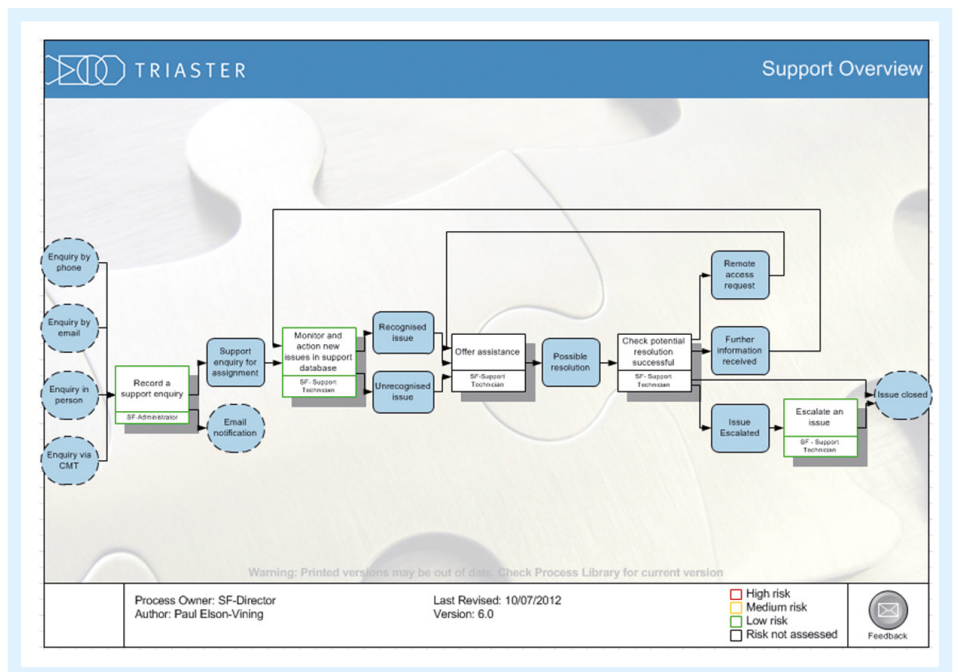
If the map still does not quite fit you can repeat the process as above and take 1mm from each Deliverable's width.

## Open Stencil

Open Stencil is particularly useful for opening a map when the stencil is missing – when you save the file the stencil will be attached.

## Shape Name

If you are doing a Replace Shape on your maps, you need to know the name of the Visio shape, to do this select the shape and click on Shape Name.



## Find

When trying to identify shapes on a page, which are listed on the Non-Triaster Shapes report, use the Find option, tick the Shape Name box and enter your search term. Visio will then highlight the shape.

To install the Visio 2010 custom toolbar select File > Options > Custom ribbon > Import/Export and navigate to where you saved the downloaded file. You do not need administrator privileges.

**Note:** If you have any customisations in your quick access toolbar already, installing this file WILL overwrite them.

In a future release of the custom toolbar I plan to add the Triaster Auto-layout and Properties tools. Do let me know of any other tools you would like to see added (and why).

Also if you have found any techniques that have saved you time, I would love to hear from you. Just click on the Connect button at: [www.triaster.co.uk/connector](http://www.triaster.co.uk/connector)



# Tech News

## Troubleshooting publication issues - the queuing mechanism



John Blight // Technical Support Manager

Triaster Server has a queuing mechanism to manage the running of publications. A basic understanding of this should help when troubleshooting publication issues, even if it just adds clarity to instructions our Support team send you.

### Triaster Services

There are five Triaster services, three of which are pertinent to the publication mechanism.

- Triaster Publication Server 2011
- Triaster Task File Server 2011
- Triaster Token Server 2011

### Publication Queue

Files associated with the queuing mechanism will be found in the 'Queue' folder.

Triaster\TriasterServer2011\Queue

A publication is initiated by a PNTASK file created in the 'Queue' folder. This is just an empty text file, the name of which identifies the library and site to be published, e.g. 'PROCESS LIBRARY\_SANDPIT.pntask'. Conventionally, such a PNTASK file would be created by running a publication through the Administration page of a library site, or a scheduled task, but other methods could achieve the same thing, even just copying such a file to the 'Queue' folder manually in Windows Explorer.

**Tip:** To check whether a mechanism such as publishing from the Administration webpage or a publication's scheduled task is creating a PNTASK file properly, stop the Task File Server service, and then initiate that mechanism. Delete any PNTASK files from the 'Queue' folder before restarting the service.

### Task File Server and Token Server services

The Task File Server and Token Server services monitor the 'Queue' folder, and if a PNTASK file is found, will add publication instructions for the associated library site to a 'PubQueue.xml' file, and then delete the PNTASK file. This should happen practically instantaneously, so

if a PNTASK file remains in the 'Queue' folder, it would suggest a problem with one or both of the Task File Server and Token Server services, perhaps one as simple as not running.

**Tip:** To check whether PNTASK files are being processed to populate the 'PubQueue.xml' file, stop the Publication Server service. Create a PNTASK file in the 'Queue' folder, and check that a 'PubQueue.xml' file is created or increased in size, and the PNTASK file deleted. Delete the 'PubQueue.xml' file before restarting the service.

### Publication Server Service

The Publication Server service takes its instructions from the 'PubQueue.xml' file, which could define publication actions for more than one site. A 'PubQueue.xml' file of 1 KB denotes an empty file, but anything larger than that suggests publication actions pending or underway. If a 'PubQueue.xml' file isn't cleared of its content, it would suggest a problem with the Publication Server service; check that the service is running.

**Tip:** Another useful indicator of publication activity is Task Manager. When a publication is underway, 'AnalystEdition.exe' and sometimes 'Visio.exe' activity is shown on the 'Processes' tab.

### Restarting services

Restarting services is often suggested when troubleshooting publication issues, but usually requires direct, administrative access to the Triaster Server. We have a simple, scripted mechanism that would allow anyone with writable access to a designated folder to trigger a restart of the Triaster services.

Do let us know if that would be useful for you, by e-mailing [support@triaster.co.uk](mailto:support@triaster.co.uk).

# Meet...Emma Harris

## Operations Director



### Fact File

**Been working with Triaster since**  
2000

**Before that**  
A tax consultant

**Professionally she is most proud of ...**  
Her part in building the Triaster Team and Triaster Community

**Hobbies**  
Reading/book club, going to the theatre/cinema, running (a very new one), Pilates, History

**Likes**  
Positive people, good food and wine

**Dislikes**  
Negative people, being ill and not being able to eat or drink much

**Everyone at Triaster will always remember...**  
She jangles everywhere she goes!  
(She always wears a lot of bracelets on both arms.)



Emma joined Triaster in a part-time capacity in 2000 when her daughter (now aged 19) first went to primary school. She quickly became inspired by the vision that Mike was developing for Triaster and set about working with him to develop and deliver on the vision. She became a Director in 2001 and since then has been involved in virtually every aspect of Triaster at one time or another.

We asked her what she is currently focusing on.



My main preoccupation at the moment is the new Triaster website. It is structured completely differently from all our previous websites, is mobile compatible and has taken far longer to go live than I had hoped. So I am delighted that it now has. This is just the start point however!

Keen Connector readers will note that the new website dovetails with the Connector both in terms of look, feel and content. The Connector has proved very popular and captures the essence of Triaster, so the aim has been to extend this to the website. The key factor about both is: it's all about new and interesting content. So, always an area of focus.

Thinking more corporately, my main attention is currently on how to make the most of the global opportunities opening up to Triaster, whilst ensuring the continued excellent customer services/partnerships which differentiate us. It is of course all about the team and employing, developing and building partnerships with the right people in the right way. One of the most rewarding aspects of my role at Triaster - as it always has been.

# 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)

Please do remember to register if you plan to join any of our webinars.

Date	What is the Event?	Who benefits from attending?	How will I benefit?	Location
13th & 14th May 2014 14th & 15th July 2014 11th & 12th Sep 2014 17th & 18th Nov 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
21st May 2014	<b>New! Feature Prioritisation On-line Meeting</b>	Triaster customers interested in impacting future development of the Triaster Solution	This on-line meeting has been set up to discuss prioritisations of Feature requests currently within the Product Roadmap.  We will ask you to review the current Roadmap and tell us your top 10 Feature requests for each area of the solution - Process Navigator and Library - to talk through on the day and prioritise for future development.  The session will be split into one hour for Library features and one hour for Process Navigator features.	On-line meeting

Date	What is the Event?	Who benefits from attending?	How will I benefit?	Location
25th Jun 2014	<b>Triaster Customer Focus Day</b>	Project Leaders interested in influencing the development of Triaster software & services	Customer Focus Days give the opportunity to workshop with Triaster Development regarding both software and services and directly influence and impact the end results.  "A golden opportunity to influence the development of the solution to deliver your company objectives." - Skanska	Triaster HQ, Oxfordshire
15th Jul 2014	<b>ISO9001:2015 Briefing</b>	Anyone interested in understanding the significant changes in the new ISO 9001 standard.	ISO9001:2015 will enhance your business and reflect changes in the increasingly complex, demanding and dynamic environments in which organisations operate. Don't under-estimate the significance of this change. Be prepared by attending this briefing on ISO9001:2015 to update your knowledge.	Microsoft, London
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
TBC	<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
Date TBC	<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
Date available on application	<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
Dates available on application	<b>Triaster Training - Technical Workshop</b>	Library Administrators, IT and Support professionals	The workshop answers in-depth all of the commonly asked technical questions about the Triaster Server installation, as well as providing plenty of opportunity for delegates to discuss their own systems.  "I would recommend the workshop as it gives the attendees a good insight into how all the elements of Triaster piece together." - Rob Fletcher, ING Direct	Triaster HQ, Oxfordshire
Dates available on application	<b>Triaster Training - Process Discovery Facilitation</b>	Triaster Training - Process Discovery Facilitation	Training that covers the skills and approaches that will enable you to successfully facilitate your process discovery workshops. (Triaster can also deliver on-site process discovery workshops.)	Triaster HQ, Oxfordshire



## Not to be missed! Feature Prioritisation On-line Meeting - 21st May

Don't miss this opportunity to influence Triaster software feature development.

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



## BQF Award Winners

Kerry Ann and Steve Arkell, Skanska UK, gave a very interesting presentation on their 'Our way of working' integrated management system at the BQF Award Winners Conference on 28th January.

On 4th March the team shared their experiences of developing the system and how sharing common processes across a number of operating units has greatly increased their productivity, at a BQF Premier members' event hosted at Skanska UK, Maple Cross House.



## He's behind you!!

It's been a busy start to the year for Karen Walker, who has been appearing in Panto! After several months of rehearsals we were all very excited to see Karen in 'Robinson Crusoe and the Pirates' – and as always it was well worth the wait. It's great to see reviews such as:

"Robinson Crusoe And The Pirates is a fireworks display of fun, dancing, singing and jokes so excruciating that you have to laugh at yourself for laughing at them. It's pacy, sharp and exquisitely timed."

"The two hours passes too quickly and there is a sense of joy to be found in the theatre from everyone, cast and audience alike."

**Well done Karen, keep up the good work; we are looking forward to next year's show.**



## Happy Birthday!

We would like to wish James Harvey, Triaster a very happy 21st Birthday. As you can see from the photo, he had an enjoyable day at work!



## Congratulations!

Congratulations to Victoria Glancy, Triaster Project Support Consultant, who recently got engaged. We look forward to the wedding!

## Triaster travels...

Both Paul Elson-Vining and Victoria Glancy have been escaping the extremely wet weather of the UK in pursuit of process mapping projects and a bit of sunshine!



*Sorry, no prizes for guessing what country the Connector has been to this month...*

Victoria has just completed a multi-stop trip from London to Hong Kong - where she met with a new prospective customer - and then on to spend a few weeks working with a customer of eight years; Woodside Energy in Perth, Australia. From there she moved East to spend a few days with Gallagher Bassett Services Pty, in Brisbane, who have been using the Triaster system for just two years and making great progress. More from them soon we hope.

This is what Victoria had to say about her trip:

*"As ever it was enlightening to see different uses of the Triaster solution within various organisations and it was great to be able to support them as they move on to the next stage of their respective projects. And yes, although it was a tiring trip, it was lovely to experience some sunshine, rather than all the rain and flooding that the UK was suffering from."*

As for Paul he was working with a new customer on their initial implementation training and consultancy workshops at their offices in Houston, Texas, in February. Unfortunately for Paul, Houston experienced a cold snap that week and even saw a sprinkling of snow. However, Paul has now followed in Victoria's footsteps as he's providing further project consultancy onsite with Woodside Energy in Perth.

## CQI event: 20th Feb

The speaker for a CQI evening event in February was Michael Cousins, PhD, FCQI, Managing Director, Triaster. His presentation was called: The 3 'U's of world-class IMS' or how Skanska achieved a BQF Innovation Award for its IMS.

The presentation made the point that the value of an IMS lies in the level of its usage. If few people use or reference an IMS, then like a painting turned inwards, it cannot possibly achieve its core purpose. People however generally only use information systems that are Useful and Usable. Mike explained how Triaster's approach ensures our customers' IMSs are Useful and Usable, and therefore Used.

**Quiz Winner**  
Congratulations to Q Tucker, Fugro GEOS, who correctly guessed that the Connector Newsletter had made its way to Rome. Your prize is on its way to you!

Judging by the feedback it was very well received:



*'So clearly explained.'*

*'I have never looked at the issue like that before.'*

*'Put a new slant on the business of IMS's.'*

*'Rare to have the top guy really understand his customers and their business.'*

*'There was no attempt to sell the product.'*

**Mike will next be speaking at the Institute of Chartered Accountants in England and Wales's Interim Management Group meeting on 20th May.**



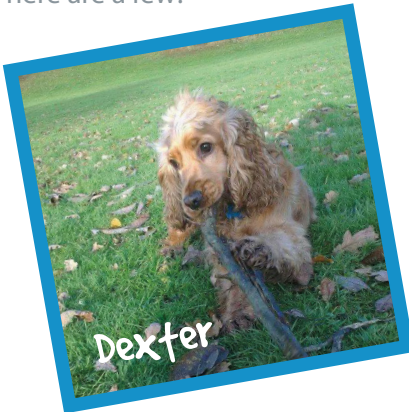
# The Extended Community!

We couldn't resist



Most people who have spoken to Jo & Emily from the Triaster Customer Success Team know that they both have a soft spot for dogs, so it's no surprise that many of the Community like to share their pooch photos with them! They think they are all adorable, so wanted to share some of the photos with you - here are a few:

Claire Lorrain,  
University of  
Winchester



Penny Hemstock,  
Openfield



Hank Helmond,  
Teledyne Dalsa

Derek Dixon, NOV



Tom Hamilton, SQA



Emily Constance, Triaster



Samantha Hammett, NorthgateArinso