



Cultural Transformation through Organisational Development

Superintendent Dave Hill and Lewis Gabb on transformation at Northamptonshire Police

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Issue 21 // March / April 2015

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Welcome

A longer edition of the Connector than usual, as there has been so much to include. Even so, not everything could be fitted in. At the 'Enabling Change in the Public Sector' event, held on 5th February, speakers from both Northamptonshire Police and Gloucestershire Hospitals NHS Foundation Trust (GHNHSFT) gave really engaging presentations. We feature the Northamptonshire Police presentation in this Connector, but will cover GHNHSFT's in a future edition.

The third part of Mike's four-part series on 'Quantifying the benefit of Process Improvement' is included in this Connector. (The second part was released on our website in February and the final part will be released on our website in April).

Also squeezed into this edition is a really interesting article from John Blight, covering Stencil and Template customisations; which you might not have ever thought about, but might be just what you need. There is a not-to-be missed article on 'Going Live with your Process Library', a preview of the exciting features being released in the Triaster Suite version 15.1, and a hot-off-the-press round-up of the User Group meeting held on 5th March at Lockheed Martin UK Amphill.

And this is not all! However I will stop now, so as not to delay you any longer from reading all the great articles.

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Cultural Transformation through Organisational Development

Superintendent Dave Hill and Lewis Gabb on transformation at Northamptonshire Police

Superintendent Dave Hill and Lewis Gabb gave a great presentation at the Triaster event 'Enabling Change in the Public Sector', held on 5th February. What they covered is captured below. Unfortunately what fails to come across is their energy and enthusiasm. They are both very engaging speakers.

Introduction

Lewis Gabb set the scene by stating that Northamptonshire has a population of 640,000 people, and Northamptonshire Police employ 1,300 Officers and 1,200 Police staff.



Big Picture

Superintendent Dave Hill explained that the first round of the Comprehensive Spending Review (CSR) in 2010 cut £18.5 million from the Northamptonshire Police budget 2011-12 to 2014-15. Their response to this was to 'salami slice' where they could, but essentially to continue to work as before.

When the second round CSR in 2013 cut a further £23.5 million from their 2015-16 budget, they realised they need to think differently. They needed a Transformational Programme.



They applied to the Innovation Fund – a government fund to enable change – to implement changes in every area: **Culture, People, Strategy, Structure, Process**.

Culture

Superintendent Dave Hill explained that he is immersed in current Police culture, but even so he recognises that it needs to change. Traditionally, Police culture has been about doing. 'What are you doing? What are you going to do?' With the transformation programme they have started looking at core skills, leadership, wellbeing and talent management.

People

Traditionally the Police have recruited people very similar to those already in the force, the culture being 'if you look like me and sound like me you must be talented.' They have started to challenge this mind-set by, for example, expanding the use of Volunteers, Specials and Cadets and now have the largest number of Specials per head of population.

Strategy

This is set out in the annual policing plan, which has one overarching ambition: to make Northamptonshire the safest place in England. A new approach introduced is Agile working supported by mobile data, enabling Police and Police staff to work from anywhere. This reduces the need to go back-to-base to enter data and will ultimately reduce the number of premises needed.

Structure

Very similar services are delivered by for example, both the Police and Fire service. Significant efficiency gains and cost reductions will be achieved from amalgamating those services. In the first instance Northamptonshire Police are working towards an amalgamated team fleet.

Process

In 2013 they recognised that in order to understand their processes they would need to map them. When they asked for recommendations for a process



management and improvement solution on LinkedIn, the response was: **Triaster**.

Triaster started with the Command and Control process. Using a mix of existing Visio process maps, interviewing subject matter experts and reviewing processes, Triaster consultants have mapped the end-to-end crime process, capturing a coherent business process for publication to 'Pathfinder' – the name of the Northamptonshire Police Process Library.

This means that not only is the full end-to-end crime process properly understood and impacts can be modelled before a change is made, but also once Pathfinder is launched, everyone in Northamptonshire Police will be able to reference the correct process, together with the correct linked documents, forms etc.

Just in capturing the AS-IS end-to end process, several improvement opportunities have been uncovered; moving forward, having a system to model evidenced based policing is the goal.

Culture eats strategy for breakfast

The Police culture of just getting on with it and doing something doesn't sit well with the objective of evidenced based policing; it's felt to be too slow.

Problems are dealt with by deploying 1 + 8 (one Sergeant and eight Officers) - a quick response that everyone is very familiar with. However there is no mechanism to collect tangible evidence to measure whether this is the best method, in terms of efficiency or long term effectiveness.

However the Analyst's approach: **Define – Measure – Analyse – Improve – Control** – is just too slow for Police culture.

Ian Quinnell,
Associate Director for Programme
Management and Service Improvement,
Gloucestershire Hospitals NHS
Foundation Trust also gave a very
interesting presentation at the Triaster
event 'Enabling Change in the Public
Sector'. This will be featured in
a future Connector.

TRIASTER **Clashing of cultures...** **police**

We offer three kinds of service:
GOOD - CHEAP - FAST
You can pick any two
 GOOD service CHEAP won't be FAST
 GOOD service FAST won't be CHEAP
 FAST service CHEAP won't be GOOD

21st Century Business Intelligence Mechanism

'The Holy Grail of service delivery/ production is to achieve all three through continuous improvement and process refinement...'
 Tim Ozdemir

The slide features a red checkmark icon and an image of a human head silhouette filled with gears.



The Holy Grail of service delivery/production is to achieve all three (Good, Cheap, Fast service) through continuous improvement and process refinement...

Tim Ozdemir

Referencing the quote above Northamptonshire Police had asked the question: 'So how do we do that?'

The answer they determined was: 'By investing up-front in a 21st century business intelligence mechanism.'

Capturing their processes in Pathfinder is not only capturing a model of what happens, but also all associated forms and guidance and who is responsible.

Once the AS-IS is captured, potential changes can be modelled so that their impact is understood before they are actually made, thereby reducing the risk of wasting tax payers money on failed changes.



Triaster are capturing the Business Intelligence on which the whole Transformation Programme is built. As Superintendent Dave Hill concluded:



We're very good at Crime Intelligence; the challenge for us is capturing Business Intelligence...which is why we've partnered with Triaster.

Superintendent Dave Hill





Business Analysis

Quantifying the benefit of Process Improvement– part three

Michael Cousins // Managing Director

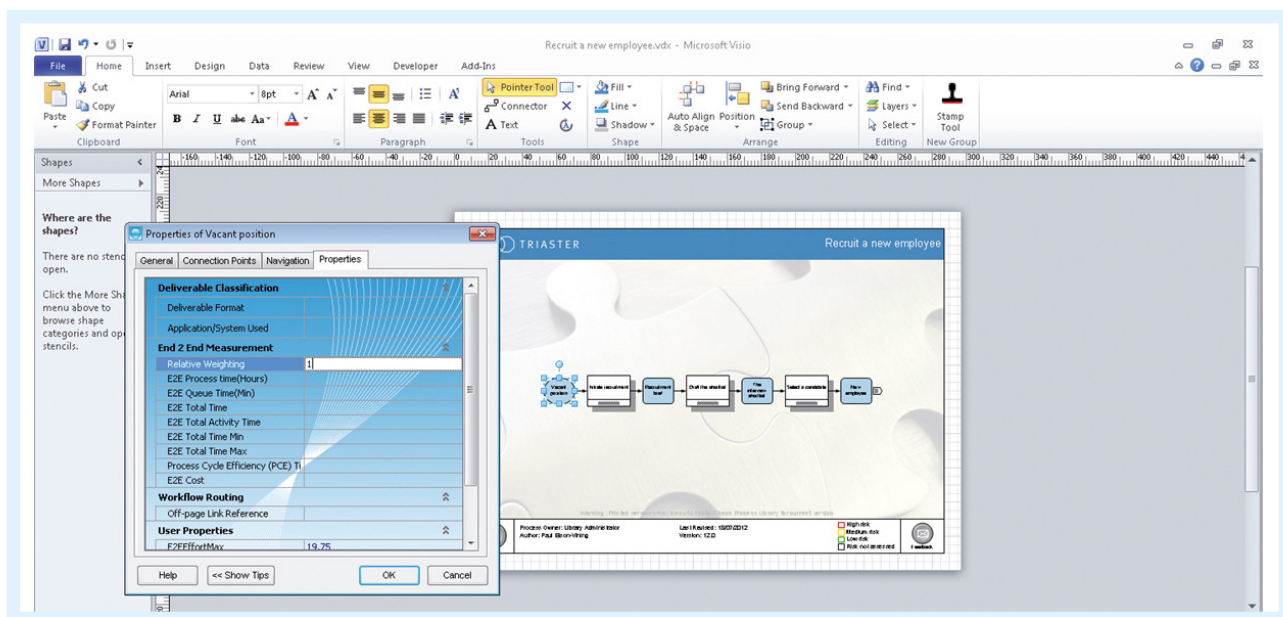
This is the third in a series of four articles setting out the steps involved in producing a business case for process improvement, based on the outcome of a simulation analysis of the as-is process, when compared with one or more variants.

Part one can be found here: www.triaster.co.uk/01-15-business-analysis.php, this describes step one: Setting up a Business Analysis Library; a ring fenced area for carrying out simulation and analysis without modifying live processes.

Part two can be found here: www.triaster.co.uk/02-15-business-analysis-part2.php, this describes step two: Creating a Data Manager so that data can be easily modified.

Step three: Simulate the process

Now we can simulate the process to get an indication of the overall end-to-end cost. In order to do this, we need to add a Relative Weighting of 1 to the triggering deliverable 'Vacant position'.



Back in Process Navigator, press CTRL-L to load all maps, then Multi-Map > Simulate.

The Simulate process will automatically aggregate the data off the seabed into the higher level maps, taking into account the likelihood of occurrence of each Activity in the process.

Once the simulate process has completed, trigger a further publish and explore the Cost properties for each of the higher level Activities.

The total end-to-end cost is given by inspecting the properties of the triggering Deliverable. At the time

of writing it is £14,188 given in the E2ECost parameter shown below and available from:
<http://tinyurl.com/qj6mhn5>

By inspecting the properties of the Node, it can be seen that £13,960 of the cost comes from the Activities on this page:

and the remaining £228 element of the cost comes from the next page in the flow (click on the off-page connector to the right of 'New employee'):

The screenshot shows the Triaster Business Manager interface. On the left is a sidebar with a list of process parameters for 'Add a new employee to the Payroll', including fields like Author, Process Owner, Approval Status, Version, and various cost and time metrics. The main area displays a process flow diagram with the following steps: 'New Employee' (a start node), 'Create new employee record on Payroll system' (a task node), 'New account number created' (a task node), 'Add new employee details to SACS' (a task node), 'BACS records updated' (a task node), 'Test new account records' (a task node), and 'Employee on Payroll' (an end node). The flow is connected by arrows. At the bottom of the main area, there is a warning message: 'Warning: Printed versions may be out of date. Check Process Library for current version'. The bottom status bar shows 'Process Owner: SF-Director', 'Author: Paul Elson-Vining', 'Last Revised: 10/07/2012', and 'Version: 6.0'. There are also risk level indicators (High, Medium, Low, Risk not assessed) and a feedback icon.

At this stage, you have:

- Isolated out a work-in-progress library to analyse the recruitment process
- Attached data to the seabed corresponding to the unit costs of each seabed activity
- Synchronised the data back into the maps
- Simulated the process
- Established a first-pass of the total end-to-end cost of £14,188.

Your brief is to reduce the cost, so the next step is to examine alternative versions of this process to see if a more cost-effective process can be produced.

We will examine this final step in the fourth and last article in this series. This will be published on our website in April 2015:

www.triaster.co.uk/triaster-for-business-analysis.php

Connector Newsletter



Do you receive e-mail notifications of Connector Newsletter releases, but would like to receive a hard copy in the post?

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customer.services@triaster.co.uk
or call +44 (0) 870 402 1234

T.U.G. News

Linda Spinks presents the latest news from the User Group



Linda Spinks // User Group Chairperson

Thank you to those of you who responded to the recent User Group survey. We realise the questions mostly applied to those who have previously been involved with the group in some way (attended meetings/posted to the forum), but all input is very welcome. We are always looking to ensure that the User Group provides the right level of support and information sharing, to all customers in all locations.

WE TELL YOU

The results of the survey were discussed at the March User Group meeting. Although it seems that the group is doing pretty well in terms of meeting expectations and that most people find the meetings very useful, it was agreed that we could do more to encourage further interaction from customers who are unable to physically attend the meetings. Options to address this were discussed:

1. Allow customers to dial in to join the main open discussions (usually an hour slot)
2. Record the main presentations/discussions
3. Bring more of the output from User Group meeting discussions forward via the Connector rather than just holding it within minutes of the meetings that may not be referred to later.

It was thought that options 1 and 3 are likely to be the most successful and useful for the most customers.

Of course, if anyone has any new ideas of things we could do to encourage involvement from more customers, please e-mail me: user.group@triaster.co.uk.

As a reminder, the User Group Forum on LinkedIn is the ideal place for airing your thoughts and raising new ideas. 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



The User Group enjoyed a productive day, and interesting tour, at Lockheed Martin UK Ampthill in Bedfordshire

simply request to join and the group owners will approve your request.

Main User Group meeting - reporting back

Thank you to Andy Auker-Howlett for hosting the User Group meeting on 5th March 2015 at Lockheed Martin UK Ampthill in Bedfordshire. I believe we all found his presentation and tour very interesting.

Andy gave the group an insight into how Lockheed Martin UK Ampthill have developed their QMS (Touchstone) with the Triaster Solution and talked through their progress so far and what their plans are for the future. He also very kindly arranged for the group to be given a tour of some of the manufacturing areas, which everyone found very interesting indeed. A full article on Lockheed Martin UK Ampthill and Touchstone is planned for a future edition of Connector.

Workshop

The group workshop on the day was a discussion around project start-up, which included questions from new customers looking to move their library into a live environment, to new projects using existing systems.

One of the main points that everyone agreed on was to make sure that your system is working and complete in some shape or form, before you open it up to any end users to review. However, you should not try to ensure perfection; otherwise you'll never Go Live.

As per the earlier feedback discussion, we will bring all of the advice and comments from this workshop through into a future Connector article. So watch this space!

Triaster update

Andrew Ridgeley provided an update on development priorities over the coming year, explaining how there are now two distinct product areas; Management System (the Process Library) and Process Improvement. He explained that over the summer, Triaster will be working through a period of consolidation; whilst customers catch up, in terms of feature usage.

Victoria demonstrated the improved Menu Editor which will be available in version 15.1 – which everyone was very pleased to see - along with the new automated Alerts and Approvals functionality.

Andrew also spoke about some of the new functionality in development for version 15.2, such as the Map Review feature and the ability to hide properties on publish. Victoria provided visibility of the new Product Roadmap, which has been moved into Excel and simplified to make feature voting easier in future. The next round of voting is likely to take place in the summer, with the next Focus Day workshop planned to be held around autumn time.

Jo Dolton ran through a general update which included the following points:

- **The Triaster consultants** are now specialising in specific industry sectors where/when practical, so that they can offer some further insights within the consultancy and training they deliver.
- **Customer Journey Assessments** are to take place over the next year, mostly via face-to-face meetings, in order to formally record the functionality being used, business areas involved and value/ROI being realised. An extensive list of questions has been created that should identify how and where Triaster can support our customers more and also enable value reports to be created that can gain/sustain senior sponsorship for your projects.
- **Triaster's Technical workshops**, although a good idea (from the User Group) these workshops have not seen the take-up we had hoped. This is mostly due to customers' IT support being involved in too many other projects to allow them to attend and learn about the Triaster Server. Also, more and more IT departments are operated by third parties and so staff dealing with enquires differ from one call to the next. It was suggested that webinars may be better suited, although these will not offer hands-on experience around the server environment. Therefore, instead of offering public courses with fixed dates, Triaster will continue to offer customer specific calls or meetings with IT contacts as required for each project.

AGM

As required by the User Group Constitution, a vote was held to elect/re-elect the User Group officers. There were no new requests to take up the role of Chair, so I (Linda Spinks) agreed to remain in this role. However, as there were no new nominations to take up the User Group Secretary role (which Jo Dolton from Triaster has been filling for the past few years) Julie Savage offered to swap roles in order to take this on and Jo Dolton will act as Treasurer in future. This makes sense as Jo co-ordinates the User Group Budget with Triaster anyway. These changes were approved by the group.

For reference, the full minutes from this meeting, along with presentation slides and the current Product Roadmap can all be found via the User Group Secure page at: www.triaster.co.uk/usergroup/

Please email customer.services@triaster.co.uk if you need a reminder of the username and password to access this area.

Next Main User Group meeting

Steve Ward of NG Bailey has offered to host the next main User Group meeting at their Bradford site, in approximately six months' time, however he will need to check room availability first.

Engineering Group meeting

The next Engineering group meeting date has not been agreed yet as it requires input from several customers who were unable to attend the main user Group meeting. Therefore, if you are working for an Engineering, Defence, or Manufacturing company, and would like to be involved with this group, please contact us so ensure you are advised as soon as a date is proposed.

We often receive feedback from customers who find it hard to get to User Group meetings because of their location. Please note that where User Group meetings are held is purely the result of which customers offer to host the meetings, so as much as we try to revert back and forth from south to north it's not always possible. The best way to ensure that you can attend the meeting and avoid travel issues, is to host a User Group meeting at your offices. We do not need anything fancy, just a room and the ability to order refreshments for which the User Group has a small budget to cover any cost involved. We do ask that the host shares their experiences of their project. So if you would like to host a meeting, please drop us an e-mail to: user.group@triaster.co.uk

YOU TELL US

L de Spinks

user.group@triaster.co.uk



Catching Up – Functionality update, February 2015

It was great to see those of you who attended the recent Triaster 'Functionality CatchUp' event; everyone had a rewarding day, as well as catching up on features they had previously missed. Many of the attendees found the session from Mike and Steve on the Simulation and Business Analysis tools of great interest, as they can now see where other areas of their business could use the Triaster Solution for improvement activities. Of course, our customers love to network, and so it was also really nice to see a few new faces and share in their experiences.

Getting the most from your Process Navigator Stencil and Template

Customisations that might be just what you need

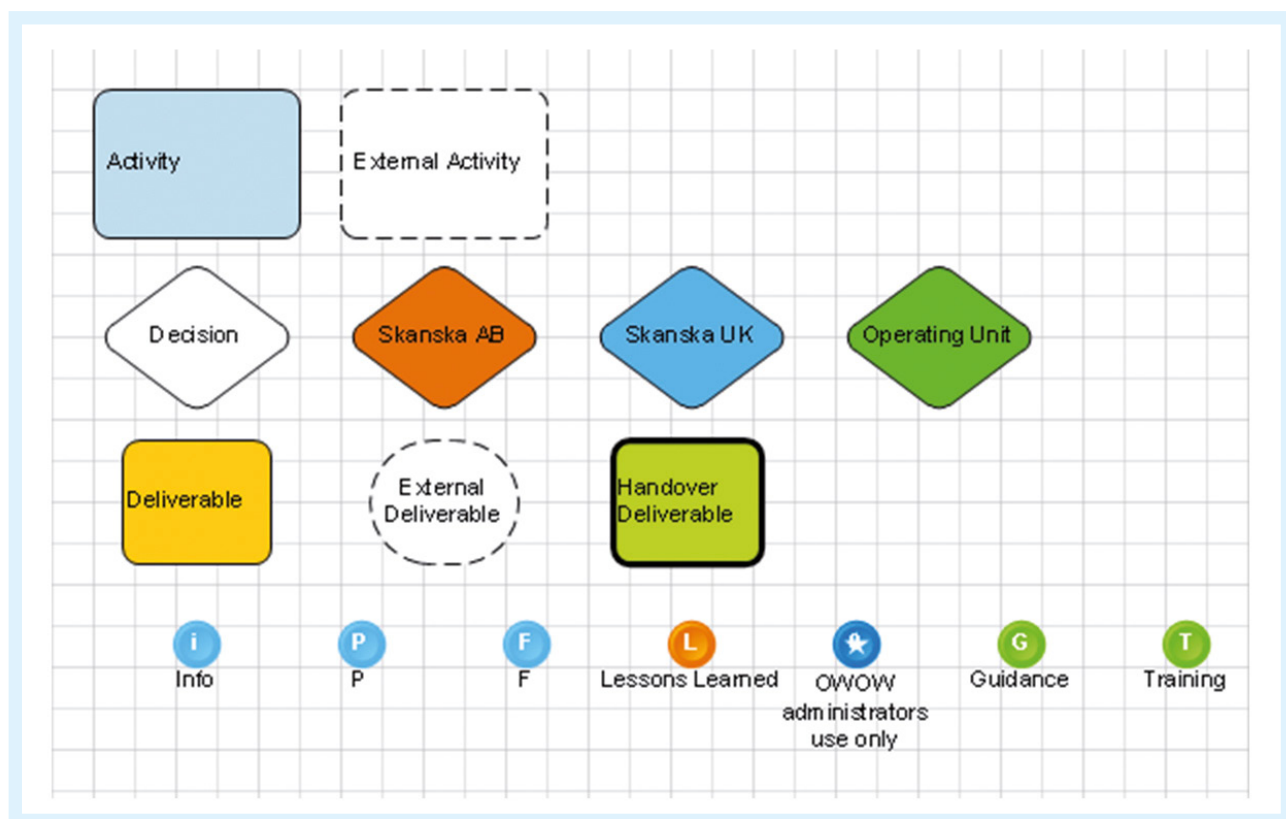


John Blight // Technical Support Manager

Our customers commonly have a Stencil and Template customised for their needs. Customisation can be variations on a general theme: branding, for instance. However, there are features that some have but others don't. This article is meant to highlight such features that may be useful additions to your template and stencil. Some may even prompt other ideas: do remember that these Visio-based features are highly adaptable, and we're always interested to hear how they may be extended further.

Shape Sub-types

Users of Process Navigator will be familiar with the main types of process elements - Nodes, Activities and Deliverables. A Process Navigator Stencil will commonly include different sub-types of these main elements too – External Activities to represent an activity that is performed outside of your organisation; Decisions to represent activities where there are alternative outcomes. Some customers even have derivatives of these sub-types.



Decisions can be colour-coded to distinguish between those that are taken at different levels in an organisation.

There can be special types of Deliverable, such as a Handover Deliverable, which can represent a Deliverable passing from one department to another.

Importantly, these characteristics are determined by a shape property, so they can be identified in reports.

Data Visualisation (DVs)

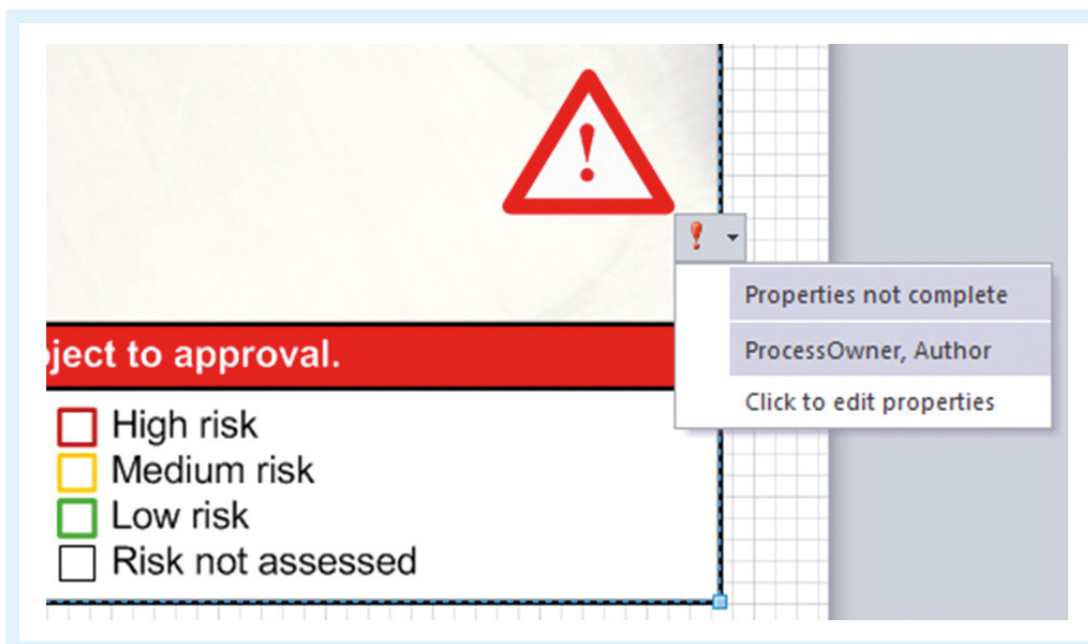
Data Visualisations give a visual indication of property values, so that attributes of note are quickly and easily seen.



This is an example of an Activity that has visual indicators for risk (associated with the border colour), cost and whether the Activity is a bottleneck. More generally, there could be a DV associated with any property, whether it's to display a value, or its visibility indicates a particular condition is met.

Mandatory Properties

There may be information that should be included in all instances of a process element: who is the Author of a map (Node), for instance. Such properties can be defined as Mandatory. If they aren't given values, there will be a visual warning.



To complement this, a custom report could be created that could identify elements for which such properties hadn't been set, viewable from your process library website.

Level Indicator

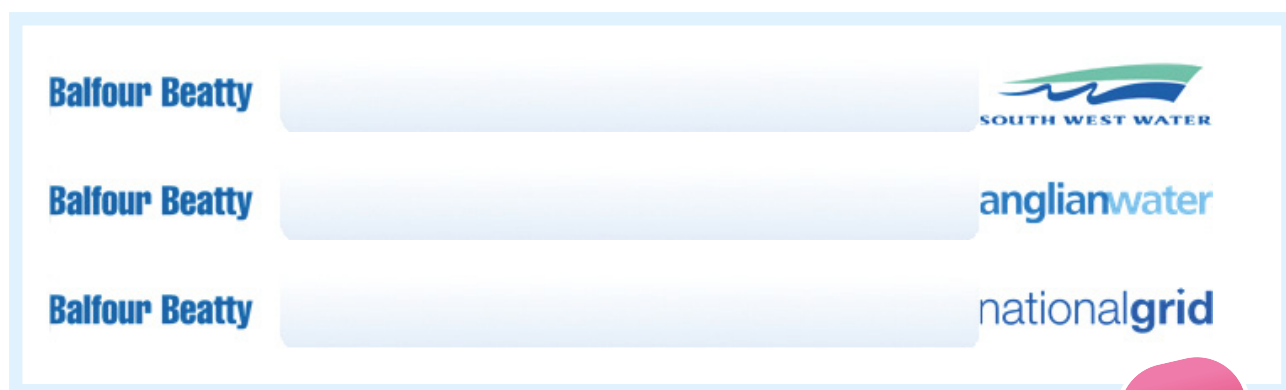
A Level Indicator is a feature built into a Node that shows the level of the map in the vertical hierarchy of processes. There is a variety of visual designs, and indeed, that design isn't limited to those depicted.



The Level is read from a property of the Node. It could be linked to the Reset Levels function in Process Navigator, and be set automatically in a publication, but could be set manually too.

Logo Builder

The Logo Builder offers a convenient method of creating a logo shape from an image, which can be added to a Stencil for future use. Such additional logos can be used to apply supplementary or alternative branding to maps, simply by dragging a logo from a stencil onto the page, and it positioning automatically.



Useful features for you?

These are all current features that have been implemented for customers, so could be added to those Stencil Templates that don't yet have them. Do let us know if these would be of interest to you. And if they've induced any of your own thoughts for new features, we'd be very happy to hear about them, please e-mail them to: customer.services@triaster.co.uk

Connector Referrals

If you refer a contact from another organisation and they sign up for the Connector Newsletter, we would very much like to send you a little gift to say thank you.

Let us know! Contact
customer.services@triaster.co.uk
 or call +44 (0) 870 402 1234

Getting to Go Live

Launching a Useful and Usable Library, that will be Used



Victoria Glancy & Carma Cooper // Client Services Team

Both National Oilwell Varco (NOV) and Sungard AS, launched their Triaster Process Libraries in January. Both project teams made full use of Triaster's communication package to communicate and promote the benefits of their new Management Systems to the rest of their organisations.

Sungard AS promoted their new Library, PAT (Process Application Tool) at a UK-wide event at Twickenham rugby club.

On launch day Derek Dixon, HSE Manager NOV posted this message on LinkedIn...

In the run up to their launches Triaster were supporting both NOV and Sungard AS. They found our 3 'U's checklist really useful, so we are now sharing them with you.

Linked in

"Just launched our, Triaster based, Global HSE Management System today. We've mapped out all our main HSE processes and policy requirements in logical easy to access and read sections with clear roles and responsibilities available at a glance.

In our business unit, we now have a one-stop-shop where the correct way of doing things (reliable forms, policies, processes and documentation) can easily be found by all staff. Quite a proud day and a key step in supporting NOV's Capture Zero vision".

Checklist to Ensure Your Library is Useful

Useful Libraries are accurate and complete; therefore you must ensure that the end-user can't find information that has not been formally signed off and that all supporting information (documents, links etc) is also accurate. In addition, blank reports can make the Library seem incomplete, so ensure that at least the Roles and Process Owner reports are populated.

NOTE: Reports can be removed from your Process Library if they are not useful.



Description	Complete
Are the latest versions of the processes available from Live with version set to x.0, approval date set and approval status removed? <i>TIP: The Unapproved Maps report will list all processes that are not approved.</i>	✓
Are the hyperlinks from process maps going to the correct documents? Are the documents the latest versions?	✓
Are there links from the Process Library to other resources? Do the links work? Do the reciprocal links work?	✓

Description	Complete
Are the restricted processes locked down? Are the restricted processes accessible by those who require access? Has the Login and Password been provided to them?	✓
Is the Change History report populated with the change history of the process maps?	✓
Run Roles report to ensure the dynamic drop-down list is as you expect. <i>TIP: At least the Responsibility column should be populated for every Activity.</i>	✓
Run Process Owner report to ensure the dynamic drop-down list is as you expect. <i>TIP: You can ensure Process Owner fields are populated by running the Map Review report.</i>	✓
Run Systems report to ensure systems populated on deliverables and drop-down list is as you expect (if used). <i>TIP: If you are capturing System data on Activities you may need your Systems report updating to show this data. Contact Customer Services to discuss this.</i>	✓
Run the Map Review report. <i>NOTE: This report shows when process maps were last reviewed and when they are due for their next review.</i>	✓

Checklist to Ensure Your Library is Usable

Usable Libraries contain content that is accessed easily through search and links to supporting documentation. Make the following checks to ensure that nothing prevents the end-user from finding the information they need. As soon as the end-user cannot find something they want, they will lose confidence in the system and revert back to their old ways of working.

Description	Complete
Check that all of the menu-page links are working. <i>TIP: Avoid populating placeholders that do not link somewhere as the end user will view this as a broken link.</i>	✓
Ensure hyperlinks to documents are working. <i>TIP: Avoid icons that do not link somewhere as the end user will see this as a broken link</i> <i>TIP: Use the List of Hyperlinks Report to test hyperlinks.</i>	✓
Ensure the document store is accessible from all areas of the business. <i>NOTE: Just because it works for you doesn't mean other areas of the business also have access to the document store.</i>	✓
Are the drill-downs and back buttons working and linking to the correct process maps?	✓
Are the User Guide and Symbols Guide available from the Help menu (if used)?	✓



Description	Complete
Is the approvals configuration set to support future approvals and review cycles? <i>TIP: Ensure the Review Interval is set on the Triaster Server. Have your approvers been trained on how to approve a process map? Is there an Approvers training guide available for them?</i>	✓
Will all the end-users be using the same browser? Can they all access the Process Library without problem?	✓
Is the Search yielding results as expected for processes and documents? Are the search results tabs named correctly?	✓
Is the link to the Process Library from your intranet site working?	✓
Run a Feedback Email report. <i>NOTE: This report lists all maps which are missing feedback email shapes.</i>	✓
Run Orphan report. <i>NOTE: This report shows all maps that have deliverables which have no parent and shows where the orphan override function has been used.</i>	✓
Run Mandatory Properties report. <i>NOTE: This report lists all maps which are missing predefined mandatory properties. If you would like a customised report please contact customer.services@triaster.co.uk.</i>	✓
Run Map Files with Multiple Pages report. <i>NOTE: This report is designed to identify map files that have multiple pages.</i> <i>Our recommended best practice is to have a single map page per file. This is particularly important for the automatic moving of maps between stages in response to changes in approval state.</i>	✓
Run the Unapproved Maps Report. <i>NOTE: This report shows any process map which has not been completely approved.</i>	✓
Run the Mismatched Deliverables Report (Priority). <i>NOTE: This report shows all deliverables that are either produced but not consumed, or vice versa, within your organisation. If a deliverable has a linked parent or is an external deliverable, it is excluded from this report.</i>	✓

Checklist to Ensure Your Library is Used

A Process Library will be Used if it is Useful and Usable, but you do also need to let the rest of your organisation know where to find it and how it will benefit them. Explain that certain information can only be found via the Library and that new processes/documents and changes to processes/documents will be communicated through the Library. Triaster's communication package really helps with this.



Description	Complete
Are the What Changed alerts working and the distribution groups set?	✓
Are the core business processes readily accessible from the menu page?	✓
Is the How To report fully populated so that staff can find processes easily?	✓
Do you have a top ten processes/documents page? Is this populated?	✓
Have the end-users been educated on how to use the Process Library to find the information they need? <i>TIP: You could create a system video as a quick reference guide for navigating the Library. You could provide lunch and learn sessions to demonstrate the Library prior to the Launch.</i>	✓
Is the News Page populated with the purpose of the Process Library and the New/Updated processes and document? <i>TIP: Write a mock proposal to show end-users how they can also give feedback.</i> <i>TIP: In the news section, put in contact details of the Library Administrator or preferred contact person.</i>	✓
Is your communication collateral lined up to support the launch including the launch date, purpose and correct URL? <i>TIP: Pre-launch teasers such as e-mail notifications, posters, etc. are a good way to get people curious .</i>	✓
Do you have an on-going communication plan set to support the next launch or snippets of success in usage?	✓

Whenever you are planning to 'Go Live', please know that Triaster is on-hand to help. We know you have put a lot of effort in getting the content into the Library, and we will support you in every way to make certain that your launch is successful!

Triaster Suite - Feature Voting

We will be running another Feature Voting exercise this summer and as previously Jo Dolton will be asking customers to review the feature requests listed in the Triaster Product Roadmap (added following customer and staff requests) and vote for their Top 10 features.

Following feedback from last year, we have transferred the Product Roadmap into an Excel spreadsheet and split it into sections to make it easier for all customers to understand what someone else has requested. This should make voting quicker and easier too. The new Roadmap will be available via the User Group secure page (for customers only) shortly; it may be something you want to start looking at fairly soon, in order to consider the types of features that are most important to you and your organisation.

Jo will be in contact with specific details about the voting process over the coming months. If you would like to vote, but are new to your project and don't usually receive e-mails from us, do drop us a line with your details.



Triaster Software Development

Coming soon in Triaster Suite version 15.1



Andrew Ridgeley // Lead Software Engineer

Triaster Suite version 15.1 is due for release in April 2015. It will contain the following features.

Triaster Server - version 15.1

Alerts and Approvals

Automatic copy of maps and initiation of publishes as part of the approvals process, introduced in version 14.3, is being significantly enhanced in version 15.1.

With version 15.1, a map can be dropped into the Sandpit site, and published into the Live site (after Approval), without anyone needing to start a publication.

It will be necessary to use our standard three site structure with Live, Prelive and Sandpit mapstore folders - most customers are using this setup already.

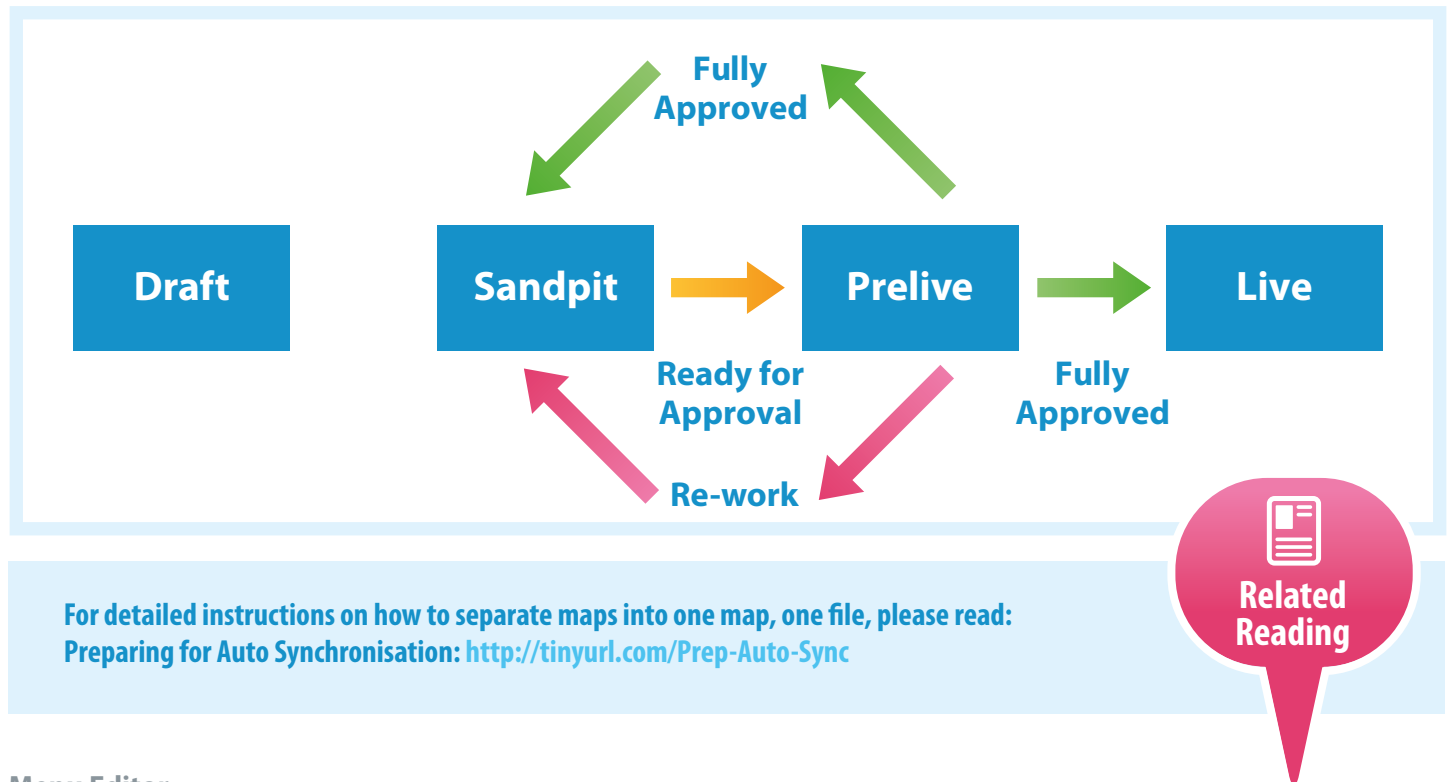
The mapping and approvals process will be as follows:

1. **Initial Content Development:** Process mapping will be done within the Draft folder (which is not part of the approvals process) and moved manually to the Sandpit folder, or directly within the Sandpit folder. Authors will have no access to maps in either Prelive or Live.
2. **Automatic publication of Sandpit:** It will be possible to configure the Sandpit site to automatically run a publication at set intervals, if maps have been changed or created.
3. **Copy from Sandpit to Prelive:** When a map is complete the author will mark it as 'Ready for Approval' (new node property which is added automatically) in Sandpit. The map will be copied automatically to Prelive when the Sandpit site is published. Once this has been done, the copy in Sandpit will be marked as 'Approval in Progress - Do not edit' and the map will be greyed out.
4. **Automatic Publication of Prelive:** Once a map has been copied to the Prelive mapstore (being Ready For Approval), a publish will be started automatically and Approvals Required e-mails will be sent out once this has completed.
5. **Re-work:** If a map requires re-work it will automatically be copied back to the Sandpit folder and set back to editable mode. Notification e-mails will now be sent to all approvers and the Author of the map, not the approver requesting rework.
6. **Approval:** Once a map has been fully approved (by all Approvers), it will be copied from Prelive to Live and Sandpit.
7. **Automatic Publication of Live and Sandpit:** Once maps have been copied to Live and Sandpit mapstores, publishes are started automatically in each of these sites.

It is vital that each process map has its own file.

A check is carried out prior to copying files to ensure each file only contains one map. If a file contains

two or more maps, a warning e-mail will be sent to the author and the file will not be copied. See diagram below:



Menu Editor

Significant enhancements to the Menu Editor are being released in version 15.1. The Menu Editor doesn't require manual editing of the the flash-menu.xml file in order to update your Library Homepage, and will include the ability to specify a photo and a position for menu items, as well as the ability to populate the menu from the existing published html content. It has been very well received by everyone who has seen it (such as customers attending the User Group meeting on 5th March).

This is what Paul Elson – Vining has to say about it:

"I don't often get this excited about changes in our software as Triaster are all about continual improvement and development, but version 15.1 is going to save literally **days** of time. This is why...

If you are using a flash menu which uses the flash-menu.xml file, you currently need to manually edit an xml file in order to link your maps to your homepage. A few years ago I wrote a report to enable copy and paste of the tag into the file, but this was still very manual and relied on you knowing where to put the tag.

With the new menu editor, accessed from the Library administration page (which requires a log in), you can see all the entries on your homepage as they currently stand. The new menu editor is intelligent in that it cross checks menu items from the homepage to that of the catalogue file (which is updated on publish and contains all the data for search and reports etc.).

```
<?xml version="1.0"?>
- <menu name="links">
  - <menu name="Level 1 - Sample 1">
    - <menu name="Level 2 - Sample 1a">
      <item name="Sample Map" url="../html/samp
    </menu>
    - <menu name="Level 2 - Sample 1b">
      <item name="Sample Map" url="../html/samp
    </menu>
    - <menu name="Level 2 - Sample 1c">
      <item name="Sample Map" url="../html/samp
    </menu>
  </menu>
  - <menu name="Level 1 - Sample 2">
    - <menu name="Level 2 - Sample 2a">
      <item name="Sample Map" url="../html/samp
    </menu>
    - <menu name="Level 2 - Sample 2b">
      <item name="Sample Map" url="../html/samp
    </menu>
    - <menu name="Level 2 - Sample 2c">
      <item name="Sample Map" url="../html/samp
    </menu>
  </menu>
</menu>
```

Before: Flash Menu File

Why is this important? If you have an entry on the homepage that is not in the catalogue, if you were to click the link from the homepage, you would get a 404-error page stating 'page cannot be found'. The menu editor will now highlight in yellow any entries which have errors in them, prompting the Library Administrator to correct them and take action. It also turns that entry red so you can immediately see the row once you 'open' the group.

That is good news already... but I have not finished yet! We now have a published content view, sorted alphabetically by folder and level in hierarchy – as defined by that in the MapStore - and you can now drag entire folders of maps and drop them directly into a menu. This may sound a simple task, but for the development team here in Triaster there were a number of big hurdles to overcome to pave the way for this. The result being, you can now publish a map and add it to the menu almost immediately, without needing to access the flash menu file at all.

Some of you may have used the beta version of the menu editor, but this had its limitations and could not be used by customers who use reference numbers or had images for particular entries. These issues have now been resolved. For those of you that want to, you can still add links to non-process maps by using the details view, or if you really must, you can still add entries in the old way manually".

Upgrade to Triaster Server version 15.1

Because each Triaster Process Library has a customised homepage design and specific alerts and approvals requirements, the configuration of the new menu editor and alerts and approvals functionality will need to be Library specific. Accordingly we are recommending that upgrade to version 15.1 takes place in consultation with the Triaster Customer Success Team. There will be more information regarding this at the time of the release of Triaster Suite version 15.1.

Process Navigator - version 15.1

The Triaster Simulation Engine

Prototype software extending the feature set of the Triaster Simulation Engine is being released with Process Navigator version 15.1. The End-to-End Process (E2EP) Object representing the end-to end process in one shape is being introduced in version 15.1. This will greatly assist Business Analysts in tabulating and quantifying the cost of changing a process.

The Triaster Simulation Engine will be further developed and enhanced in future releases, with for example the addition of a Business Improvement web front end. Anyone interested in inputting into and influencing the development of Triaster Business Improvement functionality should contact Michael Cousins directly on michael.cousins@triaster.co.uk or call him on (0)870 402 1234.

Support Team Tips

Answers to the Top 10 FAQs received by Triaster Support



James Harvey & Ashwin Jayapaul // Technical Support Team

1) Why isn't Mapping Edition available on this PC?

Before you start, make sure you've installed the correct version of Process Navigator. There's a 32 bit and 64 bit version available, and it needs to match your Visio installation, not the Operating System. Your version of Visio can be found under File > Help > Right-hand Window.

2) How do I activate Process Navigator?

Follow these steps:

- In Process Navigator, click 'Help'
- Go to Activation Status
- Click 'Enter New Activation Code'
- Click 'Launch Activation Server'
- Enter your Activation Reference* and click 'Next'
- Enter the number of months you wish to Activate
- Enter your e-mail address, confirm your e-mail address and click 'Activate'
- Copy the Code into the Process Navigator Activation window
- Click 'Apply', click 'OK'.

*If you don't know your activation reference please e-mail: customer.services@triaster.co.uk

3) Why are the Process Navigator Add-ins missing?

Make sure you've configured Visio correctly. This article shows how: <http://tinyurl.com/ojj2ehn>

4) Where is my Stencil?

Make sure you've configured your file paths in Visio to include the location of the Stencil you're using. You can also open your Stencil with the map and re-save the file to create the connection. <http://tinyurl.com/lwwtkgx> (Alternative File Locations sections)

5) Why hasn't my Library publication started?

Make sure all of the Triaster services are started on the server. If you're unable to start the service, it could

suggest a log-on error, where the password has changed for the publication account.

6) Why can't I see the contents of my map in Internet Explorer?

Try enabling Compatibility View. Switch on by ticking the broken page icon in your address bar, or press ALT > Tools > Compatibility mode.

7) Why hasn't my Library homepage updated, when I have just edited it?

The page could be cached. There are a few ways of clearing a browser cache, as set out below:

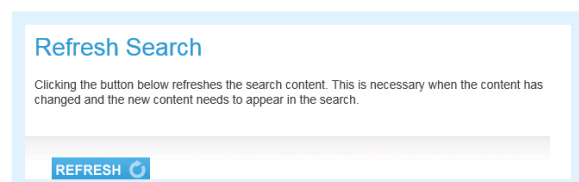
- Press CTRL+F5
- Close and re-open Internet Explorer
- Delete Browser History and restart Internet Explorer

8) How do I set my Hyperlinks to open in a new window?

If you'd like a hyperlink to open in a new window, select the shape with the hyperlink, go to Add-ins, Shape Properties and tick the 'Open in a new window' box.

9) Why isn't my Library Document Search returning any results?

Make sure that you have re-indexed your Library through the Administration page as per the image below:



10) Can we have a report based on our own properties?

If you'd like a customised report, based on your own properties, we can create this for you.

For more information please contact:
customer.services@triaster.co.uk
or call: +44 (0) 870 402 1234

Meet...Isobel Witts

Customer Success Administrator



Fact File

Joined Triaster
2014

Before that
Customer Service Advisor for Warehouse, Oasis, Coast and Karen Millen

Professionally she is most proud of ...
Picking up new things quickly and finding my Triaster family!

Hobbies
Looking after and training my young horse, Skye, decorating shoes and baking yummy cakes

Likes
Warm weather, cider, Game of Thrones, owls, foxes and chocolate

Dislikes
Rudeness, crowds, and overly spicy food

Everyone at Triaster will always remember...
That she loves stationery, and would never go anywhere without her Filofax and diary!



Isobel joined Triaster in September 2014 as our Customer Success Administrator. The Customer Success Team covers a variety of responsibilities, customer implementations, upgrades and customisations, training and consultancy requests, and organising customer events such as the Triaster Conference - to name just a few. Isobel supports the Customer Success Team with a number of day-to-day tasks and responsibilities.

We ask her to explain what she has enjoyed working on over the last few months:

“

I really enjoy my role within Triaster, especially helping Emily and Jo with customer projects. As my role is quite varied, I'm never doing the same thing one day to the next, but I particularly like helping with events and marketing. A highlight for me was the Triaster Conference in October 2014; it was great to meet members of the Triaster community and put faces to names!

As I haven't been working long for Triaster, I know that I still have a lot to learn, and I am really looking forward to doing so.

Community Events

Jo Dolton & Emily Wright review the upcoming calendar



Jo Dolton & Emily Wright // Customer Success Team

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 contact either of us by calling: +44 (0) 870 402 1234 or e-mail 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
11th & 12th May 2015 20th & 21st Jul 2015 14th & 15th Sep 2015 23rd & 24th Nov 2015	Triaster 2 Day Training - Creating Maps For Your Library	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. <i>"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".</i> Spirax Sarco	Triaster HQ, Oxfordshire
21st May 2015 23rd Jul 2015	Release Update Webinars	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
27th May 2015	Continuous Improvement: Change for the Better	Anyone working within the Public Sector	This conference focuses on exploring the theories and practicalities involved within a CI programme. A line up of expert CI practitioners and experts will discuss the benefits and provide guidance about how to apply and sustain CI successfully, ensuring it becomes part of an organisation's DNA. The event will include a number of best practice case studies, useful to delegates who are at any stage of a CI programme. Throughout the conference delegates will have the opportunity to gain greater understanding of the methodologies and tools required to make CI a reality. Don't forget to attend the Triaster presentation and visit our exhibition stand.	Manchester Conference Centre
4th Nov 2015	BQF - Process Improvement Event	Members of EFQM Excellence Model User Group	This event welcomes users at any stage of their excellence journey and as such is an ideal opportunity to share and learn from the experience and knowledge from within the membership.	University of Winchester

Date	What is the Event?	Who benefits from attending?	How will I benefit?	Location
Date TBC	Triaster Customer Focus Day	All Triaster customers	Customer Focus Days give the opportunity to workshop with Triaster development regarding both software and services and directly influence and impact the end results. <i>"A golden opportunity to influence the development of the solution to deliver your company objectives". Skanska</i>	Triaster HQ, Oxfordshire
Date TBC	Customer User Group	All Triaster customers	A great opportunity to meet customers from a variety of industries and share your views and experiences of Triaster. <i>"Come along to our lively and interactive User Group meetings and gain an opportunity to influence future Triaster development as well as getting to know some like-minded people". Linda Spinks, University of Cambridge, User Group Chairperson</i>	TBC
Date TBC	Engineering Special Interest Group Meeting	Triaster customers in the Engineering sector	Meeting users in the Engineering sector who are able to share, understand and solve each other's problems with process in this particular environment.	Skanska UK, Rickmansworth
Dates available on application	Triaster Training - Process Discovery Facilitation	Anyone responsible for process discovery	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
Dates available on application	Triaster Training - Technical Workshop	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.	Triaster HQ, Oxfordshire



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

Also, please be aware that you can sign up to receive e-mail updates on events by completing an enquiry form here:
www.triaster.co.uk/contact.php



From the Community

Latest news and discussion

Wishing Alison Felstead and Tom Banghard from one of our Defence customers the best of luck as they both move on to new roles within their business. Thank you for the lovely 'Farewell' e-mails you sent to us:



Alison: "It has been a great pleasure working with Triaster and I shall miss it. Thank you all for your help over the last few years (I imagine Triaster Support will heaving a huge sigh of relief!)."

Tom "I just wanted to thank you all at Triaster for your support, you are all great people and a lot of fun! Working with you all will be the part of my job I miss most!"

Emily has a new career

...Chris couldn't resist putting this picture together using a photo from the Triaster conference...



Congratulations to James Harvey

...of Triaster, who won the Winter Cup 2015 at his golf club...

Can you help Nick Watts from Marlin Financial Services with his query posted (by Nicholas Hall - Triaster) on the Triaster User Group forum here?



<http://tinyurl.com/kaphe2u>

Marlin's Process Library is being developed as a single point of reference for company-wide processes as well as for training purposes. As a result, Marlin's Learning & Development (L&D) are keen to make use of it for the benefit of staff across all sites.

What experiences do you have in using the library as a L&D or training tool?

Alternatively, how have you found connecting your Process Library to separate Learning Management Systems?

Congratulations to Lewis Gabb

...who recently became engaged, whilst on a trip to Prague...



Triaster recently heard that Ben Milton at Gallagher Bassett Services PTY Ltd in Australia is feeling great after having a kidney transplant on 30th December 2014. We decided it's a bit late to post a Get Well card, so thought we'd send our best for his recovery via this Triaster community page.

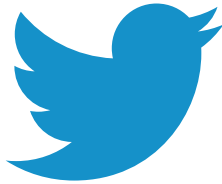
Victoria is on the run again

...at the Milton Keynes Marathon on 4th May to raise money for The Treehouse School, Cholsey. They are raising funds to build a new eco school:

www.virginmoneygiving.com/VictoriaFrancescaGlancyRunforFun



Triaster's top tweets



Aptree
@Aptreeltd

Follow

Excellent #triaster presentations today. Thank you for a very worthwhile morning @Triaster

11:27 AM - 5 Feb 2015

1 REPLY



huw_morris
@huw_morris

Follow

Most encouraging description of work to improve effectiveness at Northampton Police at mtg this am #triaster

12:05 PM - 5 Feb 2015

2 RETWEETS



Mindseye
@Mindseye_TV

Follow

Business Process Management Daily is out! paper.li/Mindseye_TV/13... Stories via @itandbusinessDE @accentureNLjobs @Triaster

6:28 PM - 10 Feb 2015

1 RETWEET



Triaster
@Triaster

Follow

Spot the Triaster consultant... #lookalike #funfriday

1:52 PM - 13 Feb 2015

4 RETWEETS 2 FAVORITES



Triaster
@Triaster

Follow

Happy #PancakeDay! We created a process just in case you forgot how to make the perfect pancake!

1:01 PM - 17 Feb 2015

Do you have news or a feature that you would like to put in Connector? If so we'd love to hear from you: customer.services@triaster.co.uk



Triaster
@Triaster

Follow

Happy @rednoseday from all at Triaster. We want to see some fun photos from our customers! @HomeServeUK @SungardASUK

11:13 AM - 13 Mar 2015

3 RETWEETS 2 FAVORITES



Triaster
@Triaster

Thanks @HomeServeUSA for making our day: 'Support from Triaster is excellent and responses are very prompt, even outside office hours.'

4:31 PM - 27 Feb 2015

1 RETWEET 1 FAVORITE

HomeServe USA made our day with this message. Well done to all the Support Team – Ashwin, James and John...

Triaster are delighted to have been nominated by Critchleys Accountant for the Innovation Award as part of this year's Oxfordshire Business Awards. These Awards have been running for 21 years in order to recognise, reward and promote the excellence of Oxfordshire-based organisations. More information can be found at: www.oxfordshirebusinessawards.co.uk



