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Good Governance
The quality debate continues

Welcome

We hope to get you all talking with our lead article on Good Governance – a topic close to all our hearts. To add your comments to the debate, do visit our blog and post your viewpoint. For detail on how, please see page four.

Mike recaps the most exciting new Triaster platform features of 2016, as well as exploring the benefits of the Triaster Accredited Partner Programme. He also introduces new Triaster Partner, Purple.

Linda gives us an update on the inaugural USA User Group and John explains how to use the newly released Process Library themes.

We also meet…Brad Fagan, who has set us a quiz to keep us on our toes!

Enjoy!

Emma

Emma Harris // Operations Director
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Also in this issue //

TRIASTER

The Process Improvement Company

Good Governance: the Quality Debate Continues

Emma adds her opinion

Emma Harris // Operations Director

It was interesting to read the article, 'Good Governance: Putting the UK Business House in Order' in the November edition of the Director Magazine and indeed 'The 2016 Good Governance Report' released by the Institute of Directors (IoD) in September 2016.

'The 2016 Good Governance Report' is subtitled, 'The great governance debate continued' and indeed the IoD state that its purpose is to encourage the study of good governance among UK companies and stimulate public debate on the importance of corporate governance in rebuilding the reputation of the UK business community.

The debate is indeed an interesting one. It is also a source of keen interest to anyone in quality and business improvement - so all at Triaster and within the wider Triaster community.

The context for a good governance debate

The context for a debate on good governance is the dichotomy between the fact that the ground breaking UK Corporate Governance code, covering boardroom best practice, is now copied and replicated around the world, whilst the UK still continues to experience 'shocking lapses from HBOS through to Sports Direct.' (Director November 2016)

The IOD report is sponsored by the Chartered Quality Institute (CQI) and this is no surprise. The CQI Competency Framework was developed to help the quality profession address the challenges of a world in which the 'consequences of quality failure grow ever more significant' and yet there are 'still too many quality failures that cause harm to society, damage lives and waste money.' (The Quality Profession Challenge, CQI)

Another aspect to the debate, which Estelle Clark, Head of Profession CQI, talked on very eloquently last year (at her key note session delivered at the Triaster workshop, Achieving Better Processes and Systemic Improvement) is how the Quality Profession is perceived. Estelle spoke about a CQI survey of senior management which had revealed that too often senior management see the quality profession as being about box ticking, compliance, accreditation – an add-on to the core business of the organisation.

A change in approach to good governance

The 2016 Good Governance Report is about taking a step back and assessing what matters in governance and indeed whether one can measure governance.

This is building on their research report released in 2015, 'The Great Governance Debate: Towards a good governance index for listed companies', which

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examined governance from the standpoint of company directors and investors. Their main finding was that governance was organic, rather than mechanical. As much about relationships, trust and transparency as about codes and regulations.

This viewpoint chimes with both the CQI Competency Framework and also the latest iteration of ISO 9001 (ISO 9001:2015) which both have a focus on context and leadership as well as governance, assurance and improvement.

The 2016 Good Governance Report

The report's approach is to combine traditional governance indicators, with a measure of the quality of corporate governance - as perceived by stakeholders.

So both a list of objective, measurable factors drawn from public sources and a survey of stakeholders' perceptions of corporate governance.

"

The combination of these two components allows us to understand the relative importance of different governance factors as perceived by stakeholders. We then use the estimated model to build an index of corporate governance.

The 2016 Good Governance Report

The resulting ranking of the 100 largest companies listed on the London Stock Exchange as of 31 March 2016 is interesting.

Almost more interesting though, are some of the questions posed in the report by key contributors.

"

So, how does the head of a large complex organisation ensure that the operational body is fit to deliver strategy and to take account of the balance of stakeholder needs? Put another way, how do the executive and non-executive teams have confidence that the organisation does not have a horsemeat scandal waiting to emerge in its supply chain?

Estelle Clark, Head of Profession CQI

Good questions indeed.

These questions are not answered in the report, indeed that is not its purpose, but the debate is moved forward and the point made that governance cannot be reduced to box ticking and crude compliance. There are many factors to determining good governance, which must combine and align to the strategy of the organisation.

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Adding to the governance debate

So to add my viewpoint.

My viewpoint has developed from working closely with many, many dedicated professionals responsible for quality and process improvement within (mostly) large organisations over the last 16 years. It has arisen from my observations of the commitment that those professionals typically show and the hard work that they do, year after year.

But more than anything it has arisen from my observation that within their own organisations, this commitment often goes unrecognised; unnoticed even.

Also, despite often working for really big organisations, the Quality or Improvement team is often very small, just two or even one dedicated person. And they often struggle to get budget and senior support for their projects.

This has always seemed very strange to me. Surely those trying to improve the quality of what the organisation does should be core personnel? Improving an organisation is hard, it involves change, it impacts a lot of people, it can't be done from the side-lines.

Read the report
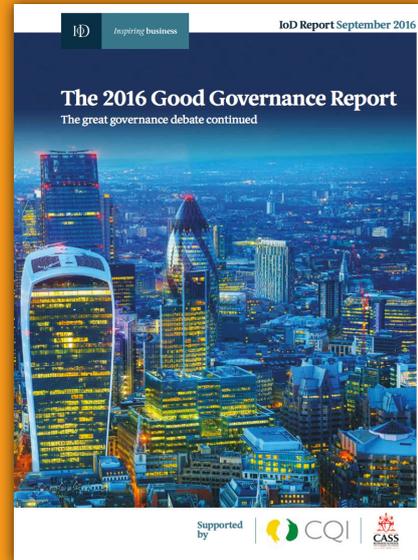
🔗 **www.iod.com/news-campaigns/good-governance-report**

So my viewpoint (which incidentally chimes with the CQI's) is that **quality must sit at the heart of every organisation**. In practice this means:

- A Director of Quality sitting on every Board

- That the quality strategy for every organisation must, as standard, align with its corporate strategy

- That every organisation's quality management system must align with their business management system – in fact they should be the same thing

Once we have this, we will have good governance.

This article has also been published to the Triaster blog. To add your comments, please go to http://tinyurl.com/tri-blog-gov and post your viewpoint.

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The Wheels of Improvement are Constantly Turning

A recap of the most exciting new Triaster platform features of 2016

Michael Cousins // Managing Director

In 2016 some very exciting software features were developed:

User Specific Permissions for the Process Library

Much Improved Cloud Hosting of the Process Library

Import and Export Design Themes

CONTINUAL IMPROVEMENT

Configuration of the Process Library via the Administration Tool

Ability to Process Map with any Microsoft Visio Template

Much Better Cross Browser and Mobile Device Support

Process Status and Process Comparison Reports

As the benefits of new features are sometimes missed as they are released, a quick recap of the most exciting features of 2016 follows overleaf.

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User Specific Permissions for the Process Library

The new permissions system allows the Library Administrator precise control over which users can access which parts of the Administration system (including Approvals). In addition, users are now able to manage their own passwords.
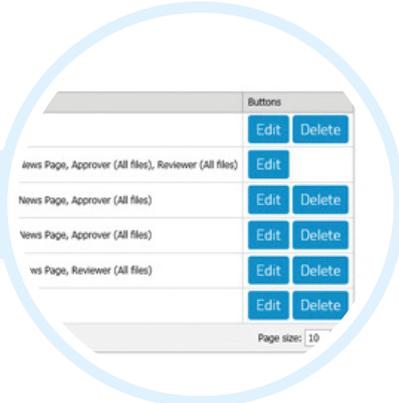
Much Improved Cloud Hosting of the Process Library

A new cloud-based hosted solution (a Microsoft Azure virtual machine) now allows very quick Process Library set-up times. This feature is of great benefit to customers who want Triaster to provide their Process Library servers, rather than using their own servers.

Configuration of the Process Library via the Administration Tool

This feature now allows library administrators to easily make changes to settings such as publication e-mail addresses, without having to access the server directly to make such a change. Only highly technical configuration changes, such as mail server details, now need to be made on the server by a technical administrator.
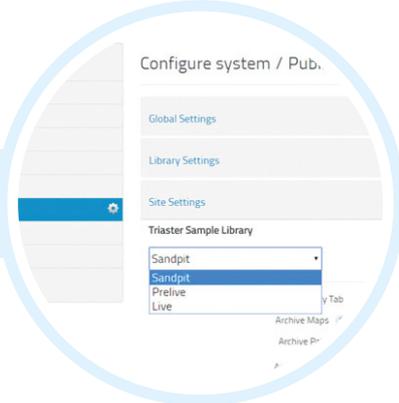
Process Status and Process Comparison Reports

The ability to automatically simulate and report on end-to-end Cost, Time, Effort, and Resources in the Process Status Report and compare potential TO-BE scenarios (proposals for change) with the AS-IS (current model) in the Process Comparison Report is an invaluable aid to process improvement.

Much Better Cross Browser and Mobile Device Support

The Triaster Process Library is now fully compatible with all Browsers including Safari, Chrome, and Firefox. It can also now be used across all mobile devices, without any reduction in functionality.
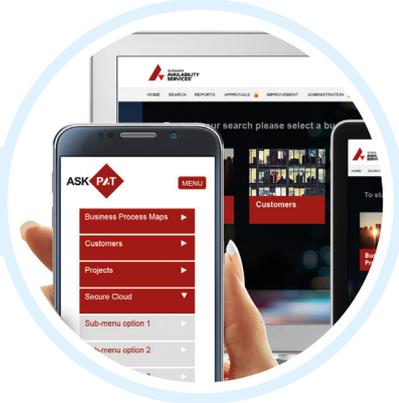
Import and Export Design Themes

Design themes can now be dropped easily onto a Process Library. With this capability, business partners and designers are now able to deploy their own designs, without the need for any liaison with Triaster.

Ability to Process Map with any Microsoft Visio Template

Triaster software now has the ability to interpret multiple different process mapping methodologies. Some of the capabilities of the Triaster software can now be applied to any Visio diagram, whether or not the diagram itself was created from a Triaster template.

For process maps that are created from any standard Visio template, where the shapes have a Master (i.e. have not been grouped or combined), and where the connections between shapes are well formed, Triaster is now able to:

Search / Report / Publish / Expose Process Metrics / Run Simulations

This applies to both newly created process maps and legacy Visio process maps. As Process Navigator now uses the Microsoft Visio file format as its native file format, there is no longer any requirement to import legacy Visio process maps.

Accordingly there is out of the box support for all the standard Visio templates, for example:

Basic Flowchart / BPMN / Workflow Diagram / Audit Diagram

How exciting is that?!

An e-mail advising of the release of new Triaster Suite features is sent to all customers registered to receive Product Release notifications and Technical Updates.

If you are not already registered, please do so here:

🔗 www.triaster.co.uk/software-releases.php

Some of these new features will be explored in depth at the Triaster event on 22nd February 2017: Breaking the Chains off the Triaster Platform. For more information and to book, please go to:

🔗 www.triaster.co.uk/events.php

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Calling Triaster Partners

Triaster Accredited Partner Programme

Michael Cousins // Managing Director

In the last Connector Jo explored how the Triaster Partner Programme is bringing added flexibility and depth to Triaster's service delivery model.

In this Connector we will look at the benefits of being a Triaster Accredited Partner and how to get started.

The Benefits

- The ability to use the Triaster platform for your customer projects

- Access to Partner demonstration libraries

- Free on-line training and accreditation

- Customer growth through the use of the Triaster platform

- Partner listing on Triaster website

- Partner marketing opportunities

- Business referral

- All at low risk...

Partner Models

Triaster have established several partner models to enable all partners the freedom to provide the services and solutions that suit them best.

Some suggested Partner models are as follows:

- Reseller: Triaster platform

- General Services Delivery: associated with the Triaster platform

- Process Mapping Services Delivery: using the Triaster mapping software

- Process Library Supply and Management: Triaster Process Libraries on dedicated Triaster servers for your customers

But we can work out the model that will suit you best.

Costs

There is no monetary cost involved in becoming a partner. Your success is our success, so we work on a revenue share model depending on who owns the sale (where it originates) and the level of revenue achieved.

Support

Triaster's Principal Consultant is available to help you with both technical and administrative support requests.

Technical support is available via phone and e-mail and UK Partners can attend a half day Partner update session covering software functionality and benefits, as well as enabling discussion and networking with other partners.

International partners will be able to join regular webinars to cover the same content.

Purple Partner with Triaster

CASE STUDY

Purple are a Triaster partner. They are an independent business and technology consultancy practice who work with organisations embarking on a change journey to support the delivery of business objectives with the correct use of people, processes and technology.

Purple are currently working with the Chartered Institute of Building (CIOB) to assist in the planning and delivery of their 5-year strategic plan. Using the Triaster platform, Purple is working with CIOB to develop a current and future state operational model; identifying opportunities for improved efficiency through process reengineering and automation via technology.

Interested?

If you are interested in becoming a Triaster Accredited Partner, please e-mail partners@triaster.co.uk to start the accreditation process.

This involves agreeing and signing a Triaster Partner Agreement and your nominated consultant(s) passing the appropriate level of Triaster e-learning software assessment.

T.U.G. News

Linda Spinks presents the latest news from the User Group

Linda Spinks // User Group Chairperson

I'm pleased to report back that the inaugural US User Group meeting went well; seven attendees joined the call at various times via a Skype meeting - although I'm told that not everyone turned on their webcams!

Following initial introductions the meeting was quite fluid - as some attendees had to dip out early and others weren't able to dial in until later. The discussion was structured around a presentation by Steve Moore, who was chairing the meeting from Microsoft in Redmond, Seattle.

Microsoft Presentation

The main points of Steve's presentation are summarised below:

- When the Triaster system was initially thrust upon him he wasn't that keen on using it, however as he started to use the system his mindset changed and he realised that making the system solve problems rather than create work for people, is the way to win them over.

- Over the past 5 years he has been in charge of the Triaster system and the updates to processes within it. At first the Library contained processes purely for compliance reasons and weren't used that much by employees on a day to day basis. Then Steve set up a "How do I?" library to provide self-help and basically give people all the tools they need to do their job. Now all the information employees need is centred on processes, which link to forms and other systems. He has made the process flows transparent, so that everyone can see exactly what happens within the process.

- One of the key features that Steve has found useful is the Triaster search engine, which he advised is much better than the one within SharePoint - which they also use for their document management. As a result he has made sure that all policy documents are in Triaster to make them easy to find. Making the system easy is the best way to ensure that it is used.

- With regards to working with various teams on their processes, Steve advised that he has everything in his Properties file and uses the approval workflow to do much of the administration for him. He is notified of staffing changes and simply uses Data Manager to update the data for the maps. This means he can make updates very quickly.

- Steve's boss is using the system a lot at the moment and loves the workflow. They find they have teams requesting to use it for their auditing requirements. Steve can see the system becoming relatively self-managing in time.

- Looking to the future, Steve has customer facing teams piloting Triaster, who he hopes will shortly adopt a Library set up to host external customer facing "How Do I?" content.
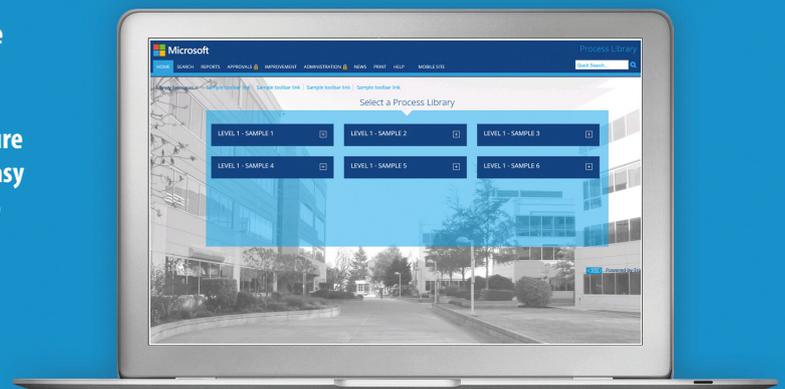
Steve's interesting presentation sparked discussion and the sharing of ideas between everyone on the call. At the end it was agreed by all that the meeting had been a very useful forum for sharing information and seeing what other organisations are achieving. Everyone agreed that they would like to attend the next USA User Group session, which will be scheduled to take place following the next UK User Group meeting.

If you would like to register your interest in attending the next US User Group virtual meeting, please contact Jo Dolton on customer.services@triaster.co.uk

As a reminder, especially for those who are new to Triaster, 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 simply request to join and the group owners will approve your request.

If you would like to host a meeting, or have any questions about the User Group please drop us an e-mail to user.group@triaster.co.uk

YOU TELL US

user.group@triaster.co.uk

Next Main UK User Group Meeting

The next User Group meeting is being hosted by Menzies Aviation at their London Heathrow offices on 4th April. Space will be limited so please book early to avoid disappointment.

You can either register via the Triaster website here:

🔗 **www.triaster.co.uk/connector-events-user-group.php**

or by e-mail to: customer.services@triaster.co.uk.

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Tech News

Branding a Triaster Process Library using themes

John Blight // Service Desk

Themes are a new feature in Triaster Server 16.4, enabling branding to be applied to Triaster Server in a simpler and more flexible way.

Prior to themes, applying such branding involved replacing numerous files in different locations within the Triaster Server installation with customised versions. Some features, such as homepages, could be made to look different for each library and site, but others would have to be common to all. A theme can be applied to specific sites, so libraries and sites can truly have their own look-and-feel.

A selection of themes is included in a standard installation, but most customers are likely to use a theme designed specifically for them.

Themes

A theme is represented by a set of files contained within a theme-named folder.

Triaster\TriasterServer2011\BrowserToolkit\themes*theme name*

These files and configurations in the main Settings file define the theme.

Triaster\TriasterServer2011\Settings\Settings.xml

```
<Settings>
 …
 <themes>
   <theme name="theme name" DisplayName="Display Name">
    …
    etc
```

Such configurations are typically overrides of site-level settings, also in the Settings file, or application-level settings that are otherwise assumed. These may include:

- Frameset definitions - the disclaimer (if used), header, toolbar and main page that commonly comprise process library webpages.

- Homepage menu type - how menu items are positioned, whether a click or hover design.

- Menu Editor configurations

- Style sheets - e.g. fonts, colours, background images, positioning of elements

Installing a theme

In Triaster Server 16.4, a theme had to be installed by manually copying the files into place, and adding its XML to the Settings file. Although relatively simple, a more convenient method was introduced in Triaster Server 16.5, enabling a theme to be imported through Edit Configuration (Administration > Edit Configuration) by those users who have access to that feature.
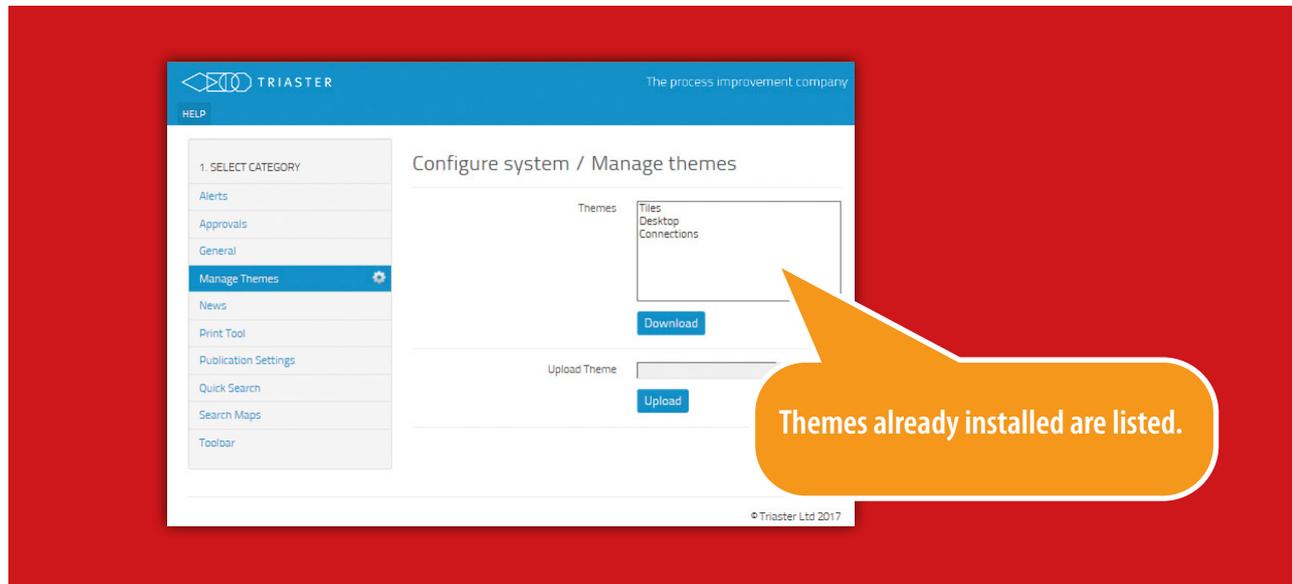

A theme for uploading is packaged as a ZIP file containing:

- the theme's files within a theme-named folder
- a 'theme.xml' file, which contains the theme's XML code for the Settings file

Associating a theme with a site

A theme can be applied to all or one of a library's sites through Edit Configuration.
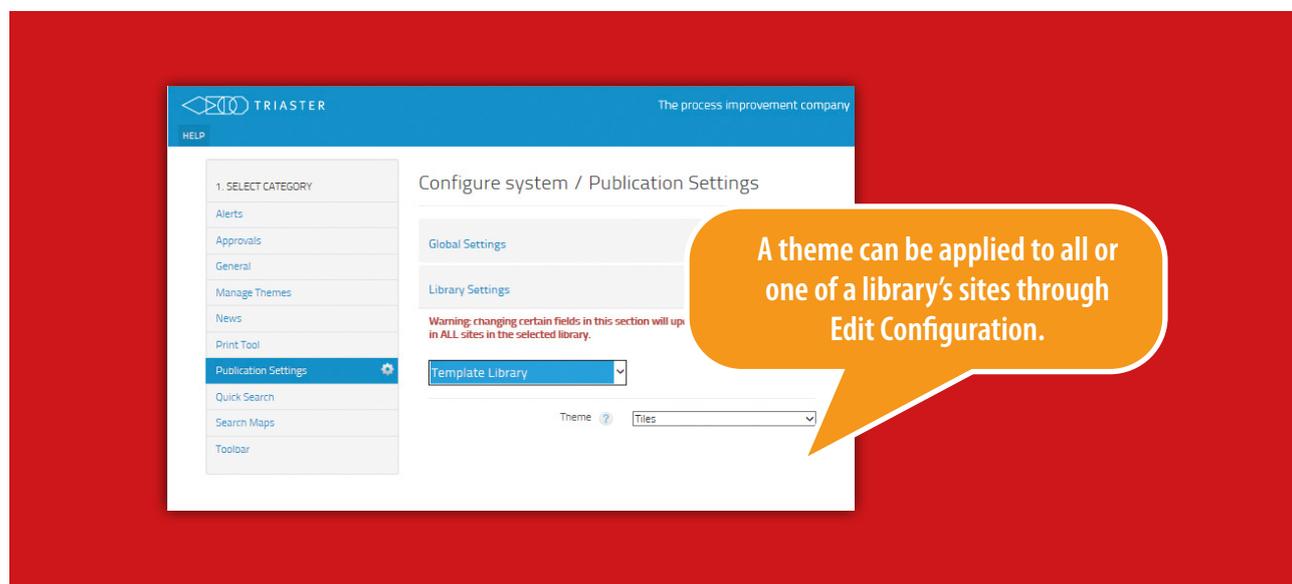
This is a site-level configuration in the Settings file.

```
<Settings>
 …
  <PublicationSettings>
   …
    <Library Name="library name">
     …
      <Site Name="site name">
       …
        <theme>theme name</theme>
```

Summary

Themes offer a simpler and more flexible way of applying branding to Triaster Server.

- Themes offer different branding for a wider range of features.
- Each library (indeed, each site) can be associated with a theme.
- A theme can be added and configured simply, through the Edit Configuration webpage.

New Triaster E-learning System

To see Emma and Paul discussing Triaster's new e-learning programme go to: http://tinyurl.com/tri-elearning-fb

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Meet…Brad Fagan

Content Marketing Executive

Brad is our new Content Marketing Executive hailing all the way from Middle Earth (the film version, not the book) – New Zealand.

For the last few years he's been on his own quest, with highlights that include studying in Sweden and living in Germany – but he has now settled at Triaster HQ in Wallingford.

It is Brad's video skills which have resulted in new weekly Triaster videos and you may have already spotted his individual touch in some of the Connector and blog articles.

And his take on working for Triaster?

"

Triaster is a great place to work. No two days are the same and in this job I have found a position where I am able to learn, grow and apply the skills I already have. I am looking forward to taking Triaster marketing to new levels in 2017 and eagerly anticipate the challenges ahead

Fact File

Joined Triaster
2016

Before that
Worked as an Entertainment Writer

Professionally he is most proud of …
Highest readership numbers at previous job

Hobbies
Rugby, writing, travelling, coaching, gym

Likes
Movies, music, gym, sport, fitness, the All Blacks, back scratchers, sleep and my wonderful co-workers!

Dislikes
Traffic, bias, people talking over me, mince pies ("the Christmas variety"), country music, and wasting money

Everyone at Triaster will always remember…
how much he wanted a back scratcher from Secret Santa

To see Brad introduce himself in person, please go to:

http://tinyurl.com/tri-new-team

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Events Summary
The full events list

Triaster and our customers host a number of events as listed below. Many of these events are free of charge; all deliver great value. Of course, all Triaster training courses can also be delivered on-site, if you would like to discuss this further, please contact 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
2nd Feb 2017 - 10:00	**Achieving Better Processes and Systemic Improvement - Webinar**	Anyone needing to implement continual improvement in their organisation	Are you struggling to find the tools to help drive continual improvement in your organisation? Using the Triaster Platform, we will explore how to drive down costs and inefficiency and drive up quality.	Webinar
10th Feb 2017 - 10:00 17th Mar 2017 - 10:00	**Customer Feature Review - Webinar**	All Triaster customers	If there is an area of the Triaster platform that you would like to run through either for the first time, or to gain a better understanding of how to use it, these webinars are for you. Each webinar concentrates on an area of the software that a customer has higlighted for focus. We look forward to suggestions about features we should cover.	Webinar
14th Feb 2017 - 14:00	**Why Triaster? - Webinar** RECOMMENDED INTRODUCTORY EVENT	Anyone interested in managing and improving their business processes	A top level introduction to the Triaster Platform. This short webinar gives an introductory tour of a Triaster Process Library and a high level explanation of how the Triaster systems enable effective management and improvement of business processes.	Webinar
13th & 14th Mar 2017 12th & 13th Jun 2017	**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.	Triaster HQ, Oxfordshire
22nd Feb 2017	**Breaking the Chains Off the Triaster Platform**	All Triaster customers and partners	An exciting event, showcasing Triaster's brand new capabilities to interpret multiple process mapping methodologies.	Triaster HQ, Oxfordshire

Date	What is the event?	Who benefits from attending?	How will I benefit?	Location
4th April 2017	**UK 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.	Menzies Aviation, Heathrow
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
TBA	**Triaster Accredited Partner Scheme - Webinar**	Anyone interested in becoming a Triaster Accredited Partner	Considering becoming a Triaster Accredited Partner? This webinar will give you an introduction to the Triaster Accredited Partner scheme and further information on Triaster's Partner model and how it can work for you.	Webinar
TBA	**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.	Triaster HQ, Oxfordshire
TBA	**USA Customer User Group**	All Triaster customers in the USA are welcome to attend	A great opportunity to meet customers from a variety of industries and share your views and experiences of Triaster.	TBA

NOT TO BE MISSED!

Breaking the Chains Off the Triaster Platform
22nd February 2017

An exciting event, showcasing Triaster's brand new capabilities to interpret multiple process mapping methodologies.

www.triaster.co.uk/events

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Community Round-Up

Keeping you updated

Looking back at 2016

Claire Lorrain, University of Winchester, with baby Ella born in June.

Lockheed Martin really put the icing on the cake of a great year with their inspired Process Library re-design – after all of their hard work they deserved to have their cake and eat it too.

A sad goodbye to Joel Evans, who has moved back up North.

Triaster celebrates Christmas!

Looking forward to 2017

A happy welcome to Matt Burrowes, who has joined our Customer Success team.

A packed events calendar!
For more information and registration please go to: triaster.co.uk/events

Community Publication

The Business Process Management Journal will be publishing a manuscript entitled, "Do Organisations have a Mission for Mapping Processes?" by Triaster Community member James Rowell, Business School University of Buckingham.

We will let you know the publication date, once we know it.

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An idea worth stealing!

Eva Newberry, Equifax UK has developed a Senior Management User Guide. This introduces HUB - their Triaster Quality Management System - to the Equifax UK Senior Management Team and explain why it has been implemented, the benefits it delivers and how Senior Management can get the best from HUB.

Eva wrote the guide and Triaster Designer, Dan Macleod, worked with Eva to make it look fantastic!

> Dan has done a great job once again and I'm delighted with the end result.

**Eva Newberry
Senior Manager - Business
Quality Assurance,
Global Consumer Solutions,
Equifax UK**

Senior Management User Guide

HUB provides GCS UK Senior ... in their roles:
- It allows us to demonstrate governance and efficient in their roles:
- Enables employees to be effective and efficient in their business.
- Puts improvement at the centre of our business.
- Provides consistent and standardised capability for all processes.
- Delivers powerful MI and reporting capability to manage our business.
- Uses business processes to manage our business.
- It is a strategic enabler for the future.

Strategic HUB

Secure · Mechanism for monitoring · Central source of accurate information · Powerful MI and reporting capability · Controlled Document Store · Strategic approach

The delivery of HUB to support and sustain Equifax's quality, compliance and improvement strategy is the realisation of a long held ideal that employees need access and control of their processes in order to manage and improve their operational capability.

Eva Newberry
Senior Manager
Business Quality Assurance

If you would like Dan to work his magic on any of your internal communications, just contact Jo on customer.services@triaster.co.uk.

INFORM · ENRICH · EMPOWER

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Beginning of the Year Quiz!

Everyone loves a quiz!

Brad Fagan // Content Marketing Executive

Happy new year, can you complete the crossword below?
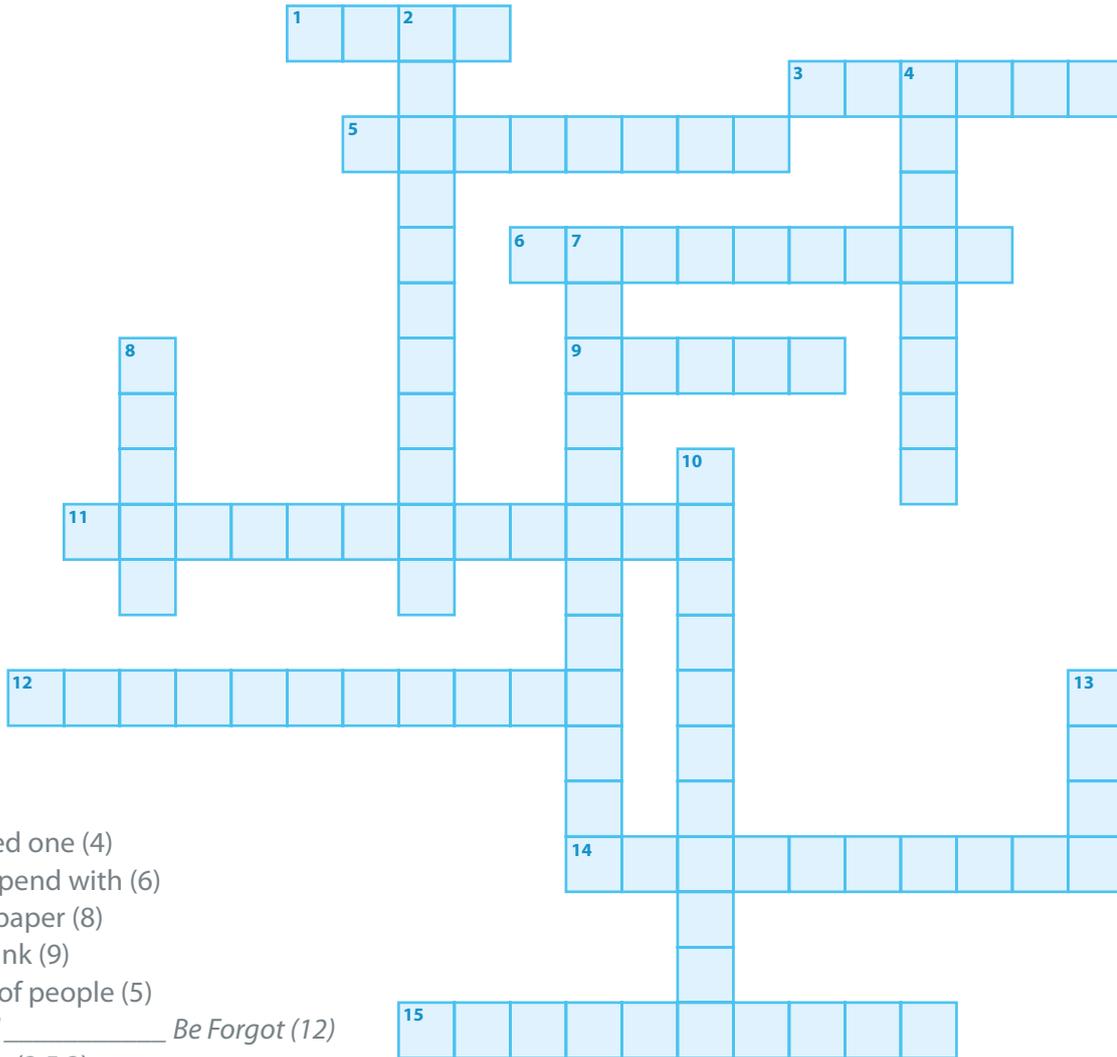
Across

1. Grab a loved one (4)
3. A time to spend with (6)
5. Shredded paper (8)
6. Popular drink (9)
9. Gathering of people (5)
11. *Should Old _____ Be Forgot (12)*
12. January 1st (3,5,3)
14. People make _____s at the start of the year (10)
15. Popular resolution a (4,6)

Down

2. Popular resolution b (4,7)
4. Time to celebrate (8)
7. Phrase said at midnight (5,3,4)
8. Move to music (5)
10. December 31st (3,5,3)
13. A noisemaker (4)

2017