



Welcome

Emma Harris // Operations Director

In this last Connector before the Triaster Conference, we give you a couple of sneaky peeks at the sessions on offer. We feature an article on Woodside's adoption of a process management approach and are delighted that Kevin Prior, Woodside Management System co-ordinator, will be giving his perspective on this at the Conference.

Michael Cousins reflects on Mark Braham's ISO9001:2015 briefing in July - which there will be another opportunity to see at the Conference - Steve Odeyemi explains one way to make the most of your Stencil and Template - other ways will be explored at the Conference - and there is also some detail on what all of the Conference sessions will cover.

In addition we cover Triaster Suite version 14.2 functionality, best practice Process Mapping, Tech News, latest events and more.

The results are now in from the 2014 Microsoft annual survey of our customers to ensure that we should retain our Gold Partner status and I am absolutely delighted to report **customer satisfaction results of 100%**. I am also really pleased by the feedback on the Connector, the general view being that it is a good balance between the sharing of information, technical detail and fun.

I hope we have again managed the right balance for this edition.

See you at the Conference!

Emma Harris

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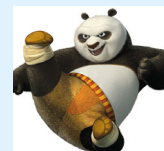
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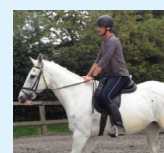
Mark Braham MCQI CQP.



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Over the Summer

What some of us have been up to...



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Woodside

Adopting a process management approach

Woodside is Australia's largest independent oil and gas company with an extensive portfolio of facilities which it operates on behalf of some of the world's major oil and gas companies. Woodside has been operating the landmark Australian project, the North West Shelf, since 1984 and it remains one of the world's premier liquefied natural gas (LNG) facilities.



With the successful start-up of the Pluto LNG Plant in 2012 Woodside now operates six of the seven LNG processing trains in Australia.

Woodside also operates four oil floating production storage and offloading vessels in the Carnarvon Basin, North West Shelf and Timor Sea. This is the largest owner-operated fleet in Australia with an excellent track record of efficiency and safety.

Woodside is continually seeking to expand its exploration portfolio, both within Australia and globally, to achieve its vision of becoming a global leader in oil and gas.

Woodside has been managing business processes with the Triaster Solution since 2008 when the Production Division utilized it to achieve the following goals:

- To create a common view and understanding of the Production division's processes at all levels by mapping the core and supporting "as is" processes
- To clarify the relationship and interfaces between all activities and outputs
- To ensure each activity captured had clearly defined responsibilities, accountabilities, risks, controls and assurance



Victoria Glancy's recent visit to Woodside showed the Triaster Solution in full swing.

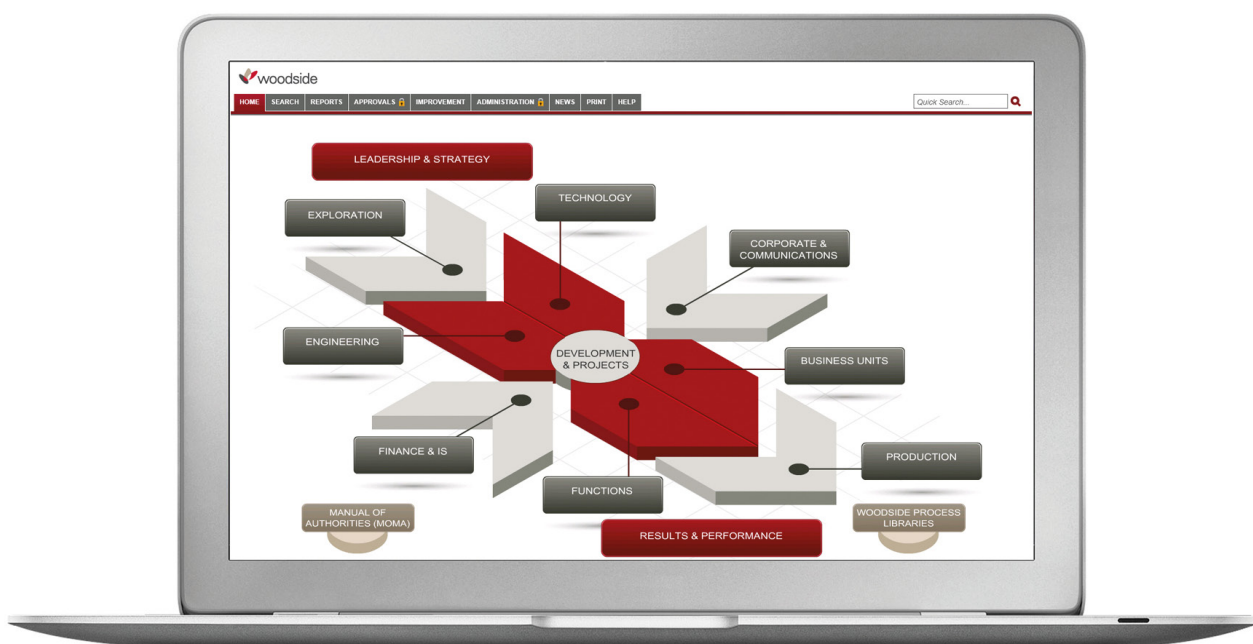
- To clarify handoffs between responsible departments and functions within the matrix organisation
- To create a basis for evaluation and assurance of current performance and identification of improvements
- To enable an increased level of standardisation and process efficiency
- To ensure accessibility to all related templates, guidelines, standards and procedures
- That the process management system adopted was user friendly, of consistent look and feel and integrated seamlessly into the division's intranet portal
- That updates to the system would be controlled in a consistent way by designing and enforcing an appropriate change control and governance model

With the implementation of the Triaster Solution, the Production Processes Project quickly achieved its objectives. By the middle of 2009, all of the Production division's processes had been mapped to meet the requirements and made available to the whole organisation via a Process Library incorporated into Woodside's intranet.

A key benefit to Woodside of approaching process change and maintenance with the Triaster Solution, was the ability to identify a responsible person for each activity carried out in each work area. An organisational alignment of process roles to job titles and descriptions was undertaken. Initially some 800 roles existed in the process libraries and this number was reduced to 120 standard roles. Position descriptions detailing individual responsibilities and accountabilities were created within the Human Resource department, based on the Responsible, Accountable, Communicated and Informed (RACI) information captured in the Production process maps.

Growth and expansion

Following an initial pilot, the Triaster Solution was implemented in other areas of the business and became established as part of the Woodside Management System (WMS) - with the Triaster Solution as the platform for supporting the capture and management of processes.



Over the years the process management system has grown to include over 20 Process Libraries which span core business functions such as Developments, Logistics, Human Resources, Finance and more industry specific functions, which contribute directly to the core business value stream, such as Subsea and Pipelines, Supply Chain and Drilling and Completions.

Where next?

In January 2014 Woodside embarked upon a project to develop an enterprise-wide, unified management system: 'Woodside Management System'. Part of this vision is for the system to link all specific business area processes with common, corporate processes. 'Woodside Management System' is one of a number of initiatives which support Woodside's core values of respect, integrity, working sustainably, working together, discipline and excellence.

In order to best support Woodside's progress in a process driven direction, a Triaster upgrade to a multiple Process Library architecture is planned.

The Triaster Solution delivers a great deal more than just a pictorial view of processes. A multiple Process Library architecture will entirely compliment the 'Woodside Management System' project by enabling:

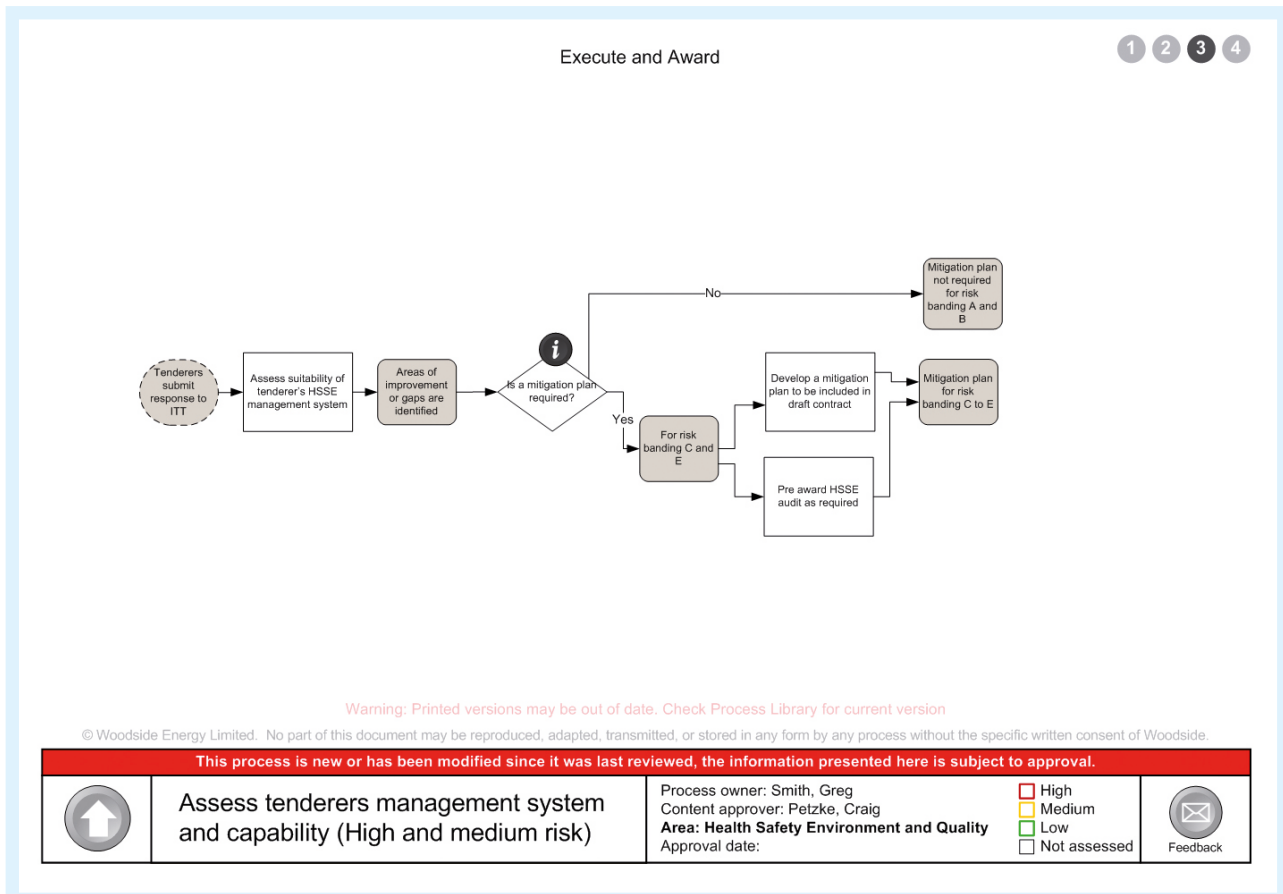
- Common processes to be inherited by every Process Library
- End users to be able to access their business division processes easily and quickly, to find the information that is relevant to them (and only that information)
- Creation, maintenance and ownership of process documentation to remain with the relevant business division
- At the same time, standardisation is supported where appropriate
- End-to-end processes to be linked across the whole business. This will support users in understanding their responsibilities under the umbrella of the corporate business value stream strategy

Delivering a multiple Process Library architecture

Triaster are currently working with Woodside to deliver a pilot Library for Health, Safety and Environment (HSE). Triaster have delivered both onsite and offsite consultancy services to assist with this pilot and the wider Woodside Management System project. An extensive review of processes and an evaluation of the content of all of the (around 20) existing Process Libraries has also been carried out.

This was alongside updating the process maps to a new, redesigned stencil and template. This stencil and template was created to align with the new governance framework being developed and incorporate the new properties required to automatically control the approval of processes. The stencil will continue to highlight risk and where supporting documentation is being linked to from process activities.

By utilising Triaster resource to focus on existing process library content, Woodside is able to focus its internal resources on developing the strategy for the overall WMS architecture and gaining buy-in from senior management. Senior management are now feeding directly into the project, to ensure that the correct high level activities have been defined. More detailed processes, from the existing Process Library content, will then be used to collectively populate specific areas. The information will then be made available to all Woodside employees for them to reference during business as usual.



HSE will be used to showcase the new management system vision from October 2014. Installed with the latest version of Triaster is Weblog Expert, an analytical tracking tool which interrogates server logs and reports on activity seen in the Process Libraries, including the maps or documents accessed. This will be useful during the implementation of the enterprise WMS to identify which areas of a process are referenced most, or indeed least, by whom and when. This will contribute to a targeted approach for continuous improvement.

Following feedback in the HSE pilot Library the WMS vision will be adapted accordingly and a final architecture defined. Triaster will be on-hand to assist, both technically and with additional resource as required, to configure the Triaster Solution to support Woodside with the configuration of its desired architecture and to support the implementation of the new WMS with effective communication and education of its end users.

We are looking forward to it.



Kevin Prior, WMS Coordinator – Development Division, Woodside will be giving his perspective on process management within a large corporation at the Triaster Conference being held on 15th & 16th October.

For more information and to book, please go to: www.triaster.co.uk/conference

Sarbanes Oxley and More

Implementing the Sarbanes Oxley compliance framework



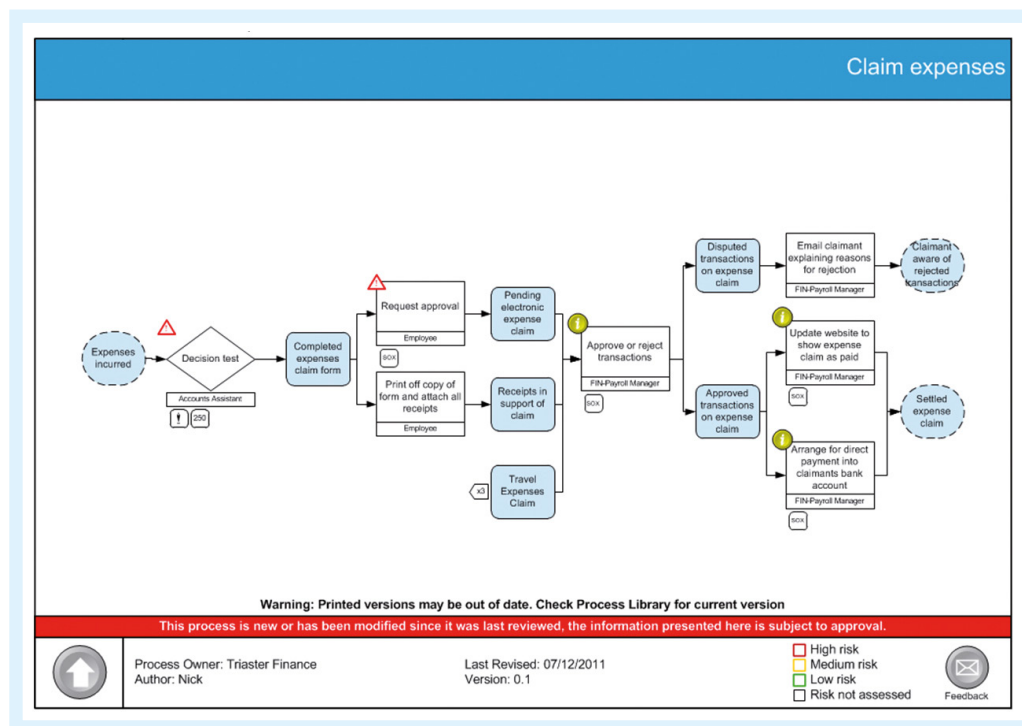
Steve Odeyemi // Project Support Consultant

Some of our customers have recently been asking how they can use Triaster to support the implementation of the Sarbanes Oxley (SOx) compliance framework within their organisations.

Firstly each organisation has to identify their internal controls within a framework which captures all the components necessary to achieve compliance. Secondly they must capture all their procedures, documents and policies and thirdly there is a requirement to capture control activities in processes.

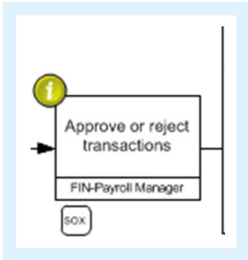
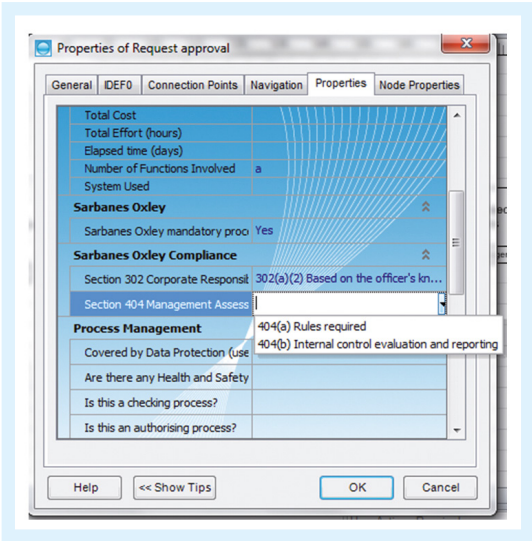
The Triaster Solution, aside from enabling the easy capture of processes and linking to document and policies, has a number of key elements which support Sarbanes Oxley implementation, such as RACI (which can be used to assign responsibility etc.), risk identification at an activity level, last review dates and a feedback mechanism.

Here are some examples of these features:



Process maps will display a SOx Data Visualisation (DV) icon against activities that are required to be compliant, in this example, to sections 302 or 404. Hence control activities can easily be identified within processes.

SOx Data Visualisation icons are enabled in the activity's property field. Alternatively customers may opt to add new control shapes to their stencils. Authors can select the appropriate or relevant SOx section from a dropdown list for that control activity. The configuration of the various sections in a dropdown list is achieved by updating the Properties.xml file with all SOx 302 and 404 sections as in screenshot below:



Authors may also add a new hyperlink circle to control activities which may be configured to connect to external systems or e-mail senior management for authorisation/authentication which creates an audit trail. In addition, a new SOx section 302 and 404 report will list all activities and control points, see example in screenshot below:

Sarbanes Oxley 404 listing by activity

Report Version 1.0, last modified 21/07/14
See Latest reports on Triaster's Report Exchange.

This report is designed to show Sarbanes Oxley section 404 against activities.

EXPORT TO EXCEL

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Map	Activity Name	Sarbanes Oxley Section	Process Owner	Level
Claim expenses	Update website to show expense claim as paid	404(b) Internal control evaluation and reporting	Triaster Finance	2
Match a payment to an invoice	Manual matching to valid account when known	404(b) Internal control evaluation and reporting	FIN-Finance Director	2
Match a payment to an invoice	Identify account and amend details	404(b) Internal control evaluation and reporting	FIN-Finance Director	2
Managing Supplier Payment	Get payment authorised	404(b) Internal control evaluation and reporting	FIN-Finance Director	2
Draw petty cash	Complete petty cash form and forward to finance	404(b) Internal control evaluation and reporting	FIN-Finance Director	2
Prepare to make a supplier payment	Check Details Complete and Register	404(b) Internal control evaluation and reporting	FIN-Finance Director	2
Claim expenses	Print off copy of form and attach all receipts	404(b)	Triaster Finance	2
Enter details and save claim	Enter claim detail onto system	404(a) Rules required	Finance Director	3
Managing Supplier Payment	Send remittance advice to supplier	404(a) Rules required	FIN-Finance Director	2

Sarbanes Oxley 302 listing by activity

Report Version 1.0, last modified 21/07/14
See Latest reports on Triaster's Report Exchange.

This report is designed to show Sarbanes Oxley 302 section against activities.

EXPORT TO EXCEL

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Map	Activity Name	Sarbanes Oxley Section	Process Owner	Level
Claim expenses	Approve or reject transactions	302(a)(4C) The signing officers-have evaluated the effectiveness of the issuer's internal controls as of a date within 90 days to the report...	Triaster Finance	2
Manage Credit Card Transactions	Reconcile Credit Card Statement with Day Log	302(a)(4A) The signing officers-are responsible for establishing and maintaining internal controls.	FIN-Finance Director	2
Generate a credit note for a customer	Zero incorrect invoice	302(a)(2) Based on the officer's knowledge, the report does not contain any untrue statement of a material fact...	FIN-Finance Director	3
Claim expenses	Request approval	302(a)(2) Based on the officer's knowledge, the report does not contain any untrue statement of a material fact...	Triaster Finance	2
Make formal job offer	Take out references			4
Make formal job offer	Send offer letter and contract to candidate			4
Identify type of	Schedule meeting with client and			

Of course, this is just an example of how specific data for frameworks and regulatory requirements can be managed through the Triaster Solution. The features illustrated above could equally be used for capturing/visualising data for **Capability Maturity Model Integration (CMMI)** or **ISO Certification**.

If you would like to understand more about how Triaster can be used to help you with such requirements, we would be delighted to hear from you.

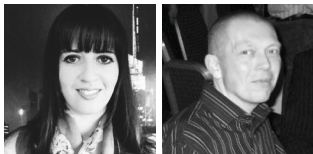
You can see more examples of Data Visualisation at the Triaster Conference being held on 15th & 16th October

The Triaster Conference 2014

15th & 16th October, Woodland Grange Conference Centre



Lewis Gabb and Dave Hill from Northamptonshire Police
Their vision for the development and transformation of a police force



Rachel Hulme and Paul Brown from HomeServe
Supporting an effortless journey for their customers



Steve Moore from Microsoft
How he approached the adoption and expansion of the Triaster Solution



Kevin Prior from Woodside
A perspective on Process Management within a large corporation



Mark Braham MCQI CQP (ISO 9001 Team Leader on the CQI Standards Panel)
Giving a briefing on ISO 9001:20

LAST CHANCE TO BOOK!
For details, please go to:
www.triaster.co.uk/conference



TRIASTER SESSIONS

BUSINESS TRACK

A roundup and demonstration of the most beneficial Triaster Solution functionality

Carma Cooper and Victoria Glancy

A walk through the main solution functionality to show you how to realise maximum benefit from the features released over the past 12 months. Will include a slightly different approach to explaining the Approvals process...

How to make the most of the Triaster Business Analysis Tools

Steve Odeyemi and Nicholas Hall

A practical and fun demonstration of Triaster's Simulation and Aggregation capabilities and how they benefit your organisation. Also covering how this functionality links with the Triaster business analysis tools such as Data Manager, Compare Sites and Improvement Launchpad.

Successfully Delivering a Useful, Usable and Used Process Library

Paul Elson-Vining and Julie Savage

Paul and Julie share their experiences of leading projects within large organisations and on how they always ensure success.

TECHNICAL TRACK

Technical Workshop focused on Triaster Server configuration and upgrades

James Harvey and Ashwin Jayapaul

James and Ashwin take you through the steps and recommended process for upgrading your Triaster Server software.

A glimpse of the future

Andrew Ridgeley and Chris Mawdsley

Andrew and Chris take a look at a new map publication format and how it provides numerous possibilities for the future of the Triaster Solution, especially in relation to those moving to a more mobile workforce. They will also share some ideas for future development for discussion and feedback.

Getting the most Useful information from your Stencil & Template workshop

John Blight and John Goldsmith

A walk through a number of Triaster Stencil and Template feature options. Some are already available and some are planned for the future. Full of suggestions about how you can better capture and display data within your maps.

There will also be drop-in areas for informal discussions, plenty of time for networking and a celebration of Triaster's 20th year in the evening.

And finally...we are delighted to announce greatly reduced rates for the products and services that will be showcased throughout the conference, **but only for those attending.**

For details and to book, please go to: www.triaster.co.uk/conference

We look forward to seeing you there.

Exclusive access to reduced rates for products and services showcased at the Conference!

T.U.G. News

Linda Spinks presents the latest news from the User Group



Linda Spinks // User Group Chairperson

The User Group is very excited about the upcoming Triaster Conference and I hope to see many new faces as well as the more familiar ones at this great event. I'm aware that there are several international customers travelling over to the UK to attend, so we all look forward to sharing ideas and experiences in person. However, for those of you who aren't lucky enough to be able to attend, I'm pleased to see more customers posting questions and responses via the User Group Forum. As previously stated, 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.

WE TELL YOU

Next Main User Group meeting

The next User Group meeting will be on 5th March 2015 and is being hosted by Lockheed Martin UK Ampthill in Bedfordshire; further details will be made available nearer the time however we will need to have everyone wishing to attend booked for it early, to enable the required security clearance.

Please note that this meeting will include the AGM at which the constitution will be reviewed and User Group officers elected. The constitution requires that there must be at least ten members present to constitute a quorum and agree changes. Constitution changes and User Group officers must be proposed in advance, so please send any suggestions to user.group@triaster.co.uk

In the meantime, we look forward to getting together at the Triaster Conference in October 2014.

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

YOU TELL US

L de Spinks

Engineering Group meeting

Here's another reminder that the Engineering Group is open to any customers working with/within the Engineering industry. Therefore even if you are working for a Defence or Manufacturing company, you may find that the area of interest overlap. The next Engineering Special Interest meeting is being held at Skanska, in Maple Cross on 13th November.

The next User Group meeting is being hosted by Lockheed Martin UK Ampthill in Bedfordshire on 5th March 2015



The User Group provides a great opportunity to meet customers from a variety of industries and share views and experiences of Triaster.

Triaster Software Development

What's been released with version 14.2?



Andrew Ridgeley // Senior Software Engineer

Triaster Suite version 14.2 has now been released and contains the following features:

Triaster Server - version 14.2

Triaster are committed to developing a Process Library which is fully cross-browser compatible as well as being mobile-friendly. The ability to design Library homepages in HTML5, which we are delighted to announce has been released with version 14.2, is a big step forward in this process.

The next step is the development of a new cross-browser map publication format which encompasses a complete re-design of the pan & zoom and properties windows. A proof of concept will be demoed at our conference ('Glimpse of the future' session) and so we look forward to receiving your feedback on this.

Library Homepages

Version 14.2 allows the use of a [HTML5 homepage](#) in place of a Flash homepage design. This has the following advantages:

1. HTML5 is **more compatible than Flash with later versions of all common browsers** and will work on mobile devices.
2. There is **no restriction** on the number of homepage levels on the 'Click' system, (limited to three in Flash).
3. There is a **breadcrumb trail** on 'Click' homepages, showing users where they are as they navigate through the hierarchy.
4. 'Hover' homepages designed in HTML5 **are easier and more intuitive to use**, than those designed in Flash.
5. **Set-up options are more flexible**, for example, it is possible to specify which hyperlinks open in a new window and which open in the same window.
6. Designing in HTML5 gives the **ability to configure bespoke hyperlinks** on both 'Click' and 'Hover' designs; these can be incorporated into the page according to your design requirements.

**Triaster Suite
version 14.2 is available
for download from:
<http://tinyurl.com/14-2-download>**



Please go to <http://tinyurl.com/omxdpsq> to see an example of the 'Click' design in HTML5.

New customers' homepages will be designed in HTML5 (unless they request not to). Existing customers will be able to upgrade their homepage when they are ready.

For existing customers, there are two options:

1. Update your Library homepage to HTML5 while retaining the existing set-up and design.
2. Take the opportunity of upgrading to HTML5 to redesign your Library homepage.

Customers who use Internet Explorer need to be aware that IE10 and above is required to get the full benefit of the HTML5 design. IE8/9 can be used but certain functionality (such as animated graphics) will be lost.

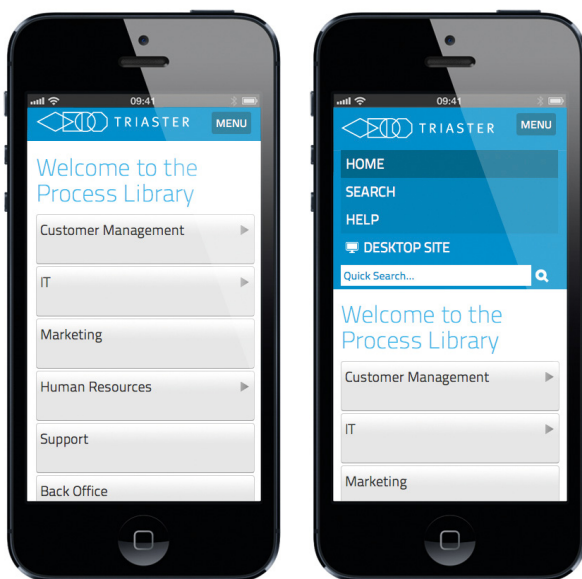
Please contact Triaster Customer Services for information on cost and further details.

E-mail: customer.services@triaster.co.uk,
or call: +44 (0) 870 402 1234

Mobile Devices

Using a HTML5 homepage will help **users on mobile devices** as they will be **able to fully navigate the desktop version**: homepages designed in Flash may not display at all on a mobile device.

Currently navigation to the Desktop view of your Process Library on a mobile phone is necessary if you wish to use tools, such as Approvals or Admin, which do not currently have a Mobile interface.



A Triaster branded Mobile interface for Home and Search was released with version 14.1. With the release of version 14.2 all Mobile Process Library views can have the desktop **Library brand colours and logo** applied.

Triaster Focus day



As always the Focus day, held on 25th June at Triaster's offices, proved to be a very informative event for both Triaster staff and the customers who attended.

The workshop began with a recap of functionality recently released in Triaster Suite versions 13.5 and 14.1 and then moved on to a full review of how the HTML5 mobile homepage will work. There was also lots of discussion around the development of the Alerts and Approvals functionality, with new options for the locking of maps in Sandpit and tiered approvals. It was decided that most customers like to have the ability to switch such additional features on or off in line with their own specific governance.

The topic of Beta testing and how customers can both benefit from early visibility, and assist Triaster in the final stages of feature development was discussed. Triaster are always pleased to work alongside our customers to develop solutions that work for them. If anyone wishes to be involved in such testing in future please do contact us.

During the afternoon sessions, the plan for the conference agenda was discussed and several improvements were noted, which have been brought forward into the final agenda.

Jo hosted a discussion and asked for feedback on the Feature Prioritisation Voting process as Triaster want to encourage as much input to this as possible. The outcome was a decision to re-write the product roadmap so that it is easier to both understand and navigate. Triaster will be reviewing the features that may still be listed, but are no longer required due to alternative features and a new voting form will be put in place that will allow for much quicker, easier voting in future.

Thank you once again to those who attended and shared your thoughts and ideas.

Please go to <http://tinyurl.com/nsewuoj> on a mobile device to see how this applies.

By default the Mobile Process Library view is switched off, but it can be configured by Library Administrators wishing to trial it. For instructions on how to do so please go to:

<http://tinyurl.com/pfeubqh>

Triaster are aware that prior to the standard use of Process Libraries via mobile devices, a number of security issues will need to be thought through and policies and protocol put in place. Accordingly release of this functionality is being tightly controlled.

Before implementing the Mobile Library we suggest that you think about:

- Security
- Who needs to access the Library and how will you restrict this?
- Does this contradict anything in your IT policy?
- How does this affect your Process Library Governance? Does your Governance Policy need updating?
- We strongly suggest that you discuss this with your IT Department as they may have other security concerns that will need to be addressed.

Compatibility

Triaster Server is now **fully compatible with Windows Server 2012**.

Process Navigator - version 14.2

Compatibility

Work on compatibility with Visio 2013 is currently progressing well. Microsoft have introduced a new format in Visio 2013 (.vsdm) which replaces the format used in Visio 2010 (.vdx), so this will take us some time to implement and test.

Process Navigator is now **fully compatible with Windows 8**.

Both Process Navigator and Triaster Server 14.2 contain various issue fixes.

Live from LinkedIn



Paul asked the question: If you were starting a Process Mapping Project again, which approach would you take, scatter gun or targeted strike?

OK, cards on the table I work for a software vendor providing a process mapping solution. Ok that's that out the way with. When working with clients I am often asked which approach to take, do we get lots of people mapping and try to bring it together as one system, or do we have a very small tight knit team that go in to an area (or process) and get it documented.

What has worked for you? Would you do it the same way if you were doing it all over again?

Prompting some interesting replies from the BPM Guru and Business Improvement groups. Go to the following links to see the replies and to have your say (if you aren't a member of these groups you will need to join first):

<http://tinyurl.com/p82b4ae>

<http://tinyurl.com/oude76c>

Welcome to the Team



A warm welcome to Isobel Witts, who joined Triaster this week as Customer Success Administrator. She will be working with Jo and Emily in the Customer Success Team. Isobel joins us from Aurora Fashions where she was a Customer Service Advisor.

Preparing for Auto Synchronisation

Paul explains a new mandatory requirement



Paul Elson-Vining // Principal Consultant

We have been talking about this for a while now and it has featured heavily in the Product Roadmap, but the time has almost arrived. Currently when promoting files through your Process Library, VDX files are manually copied into the relevant Sandpit, Prelive and Live folders. By the end of 2014, new functionality will be released automating this task through a web interface. We have had to make a number of decisions (from a technical viewpoint) on how the automation will work and this has required a change in how maps are saved.

From Process Navigator 14.1, the default behaviour for a drill down is now to link to an external file – enabling customers to be future ready, without the need to rework any files. In addition I have always advocated one map, one file, even if it is a drill down, as this makes it much easier for authors to find and change maps. With this new forthcoming functionality, this has now become a mandatory requirement. In changing to this approach, it allows individual maps to be published and approved, or marked for rework, in near to real time, which means no need to wait for an overnight publish.

For those with existing process maps, we would recommend separating these maps up into one map, one file **now**. We are aware this is going to take some time to complete, but the quicker it is started, the better the position you will be in when the new functionality is released.

There is a report available from the Report Exchange which shows files with multiple pages to help you identify the body of work required. The file can be downloaded from here <http://tinyurl.com/kbqlhbw>

Save the file to the Reports folder of Triaster Server. From your Library, then run the report to identify the list of files. There are two ways you can approach the task:

Map files with multiple pages

Report Version 1.0, last modified 24/01/2014
See Latest reports on Triaster's Report Exchange.

This report is designed to identify map files that have multiple pages. Our recommended best practice is to have a single map page per file maps between stages in response to changes in approval state.

EXPORT TO EXCEL

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File	Pages
C:\Triaster\TriasterServer\2011\mapstore\ProcessLibrary\Sandpit maps\GMTProcess Order.vdx	4
C:\Triaster\TriasterServer\2011\mapstore\ProcessLibrary\Sandpit maps\US\US.vdx	8
C:\Triaster\TriasterServer\2011\mapstore\ProcessLibrary\Sandpit maps\UT\Execute project analysis.vdx	4
C:\Triaster\TriasterServer\2011\mapstore\ProcessLibrary\Sandpit maps\UT\Initiate development.vdx	3

Option 1 – Copy and paste sheets

For illustration purposes, I am assuming our file has two sheets. Open the file and copy the contents of the second sheet using Ctrl +A. Leaving the original file open, in a new file create a new process map. Delete the Node on the page and press Ctrl + V to paste. If you have the tip windows turned on, press enter to accept the text. Any properties collected will be preserved. Save the file, ensuring the file name and the node name are the same. Revert back to your original file and delete the second sheet. If the sheet was a drill down, you will need to re-establish the link to the activity on the first page. To do this, right click on the activity, select Properties > Navigation > Advanced options. Browse to the file you have just created, ensuring 'use relative path' is ticked.

Option 2 -Export to Excel

Providing your maps do not have non-Triaster shapes, this will be easy. However, take a backup of all your

maps before you start. If in doubt, start with just a small sub-set of maps. Load all the maps identified in the report as having multiple pages and export to a single Excel file. Replace the file name in the 'filenames sheet' ...

Node Reference	Path	MapPage Name	MapPage Height	MapPage Width
AAA.000	Process Order.vdx	Purchase Order Processing	8.267716	11.69291
AAB.000	Process Order.vdx	Collate all order information	8.267716	11.69291
AAC.000	Process Order.vdx	Process order	8.267716	11.69291
ABE.000	IS.vdx	Deploy	11.69291	16.53543
ABF.000	IS.vdx	PIW	8.267716	11.69291
ABG.000	IS.vdx	Training	8.267716	11.69291
ABH.000	IS.vdx	GW	8.267716	11.69291
ABI.000	IS.vdx	Reviews	8.267716	11.69291
ABJ.000	IS.vdx	Design	8.267716	11.69291
ABK.000	IS.vdx	Install	8.267716	11.69291
ABN.000	Provide application support.vdx	Provide application support	8.267716	11.69291
ABO.000	Provide application support.vdx	Log call and provide analysis	8.267716	11.69291
ABQ.000	Initiate development.vdx	Initiate development	8.267716	11.69291
ABR.000	Initiate development.vdx	Develop software	8.267716	11.69291
ABT.000	Execute project analysis.vdx	Execute project analysis	8.267716	11.69291
ABU.000	Execute project analysis.vdx	Define System Scope	8.267716	11.69291
ABV.000	Execute project analysis.vdx	Design functions	8.267716	11.69291

...with the name of the Node and .vdx.

Node Reference	Path	MapPage Name	MapPage Height	MapPage Width
AAA.000	Purchase Order Processing.vdx	Purchase Order Processing	8.267716	11.69291
AAB.000	Collate all order information.vdx	Collate all order information	8.267716	11.69291
AAC.000	Process order.vdx	Process order	8.267716	11.69291
ABE.000	Deploy.vdx	Deploy	11.69291	16.53543
ABF.000	PIW.vdx	PIW	8.267716	11.69291
ABG.000	Training.vdx	Training	8.267716	11.69291
ABH.000	GW.vdx	GW	8.267716	11.69291
ABI.000	Reviews.vdx	Reviews	8.267716	11.69291
ABJ.000	Design.vdx	Design	8.267716	11.69291
ABK.000	Install.vdx	Install	8.267716	11.69291
ABN.000	Provide application support.vdx	Provide application support	8.267716	11.69291
ABO.000	Log call and provide analysis.vdx	Log call and provide analysis	8.267716	11.69291
ABQ.000	Initiate development.vdx	Initiate development	8.267716	11.69291
ABR.000	Develop software.vdx	Develop software	8.267716	11.69291
ABT.000	Execute project analysis.vdx	Execute project analysis	8.267716	11.69291
ABU.000	Define System Scope.vdx	Define System Scope	8.267716	11.69291
ABV.000	Design functions.vdx	Design functions	8.267716	11.69291

Cross reference the node numbers with those found in the hyperlinks tab. Then ensure the hyperlink address matches the Node name in the filenames tab.

Source Reference	Hyperlink Address	Sub Address	Description
AAA.006	Purchase order processing.vdx		
AAD.016	Collate all order information.vdx		
AAE.017	Generate credit note for customer.vdx		
AAE.011	Make a formal job offer.vdx		
AAJ.002	Initiate recruitment.vdx		
AAM.001	Select a candidate.vdx		
AAQ.009	Draft the shortlist.vdx		
ABA.014	Add a new employee to the payroll.vdx		
ABA.020	Claim expenses.vdx		
ABB.004	Claim for travel expenses.vdx		
ABB.012	Recruit a new employee.vdx		

Remove any reference to a sub address. Save the Excel file and import it into the Library.

Where the map is linked to a menu page, you will also need to update the link to reflect the new file name. Off-page connectors will look after themselves.

If you do not have the time or resources to transform your maps as one map, one file, Triaster can provide a service to convert your maps on your behalf, either on or off-site. The cost will depend on the volume of maps you have. Please contact customer.services@triaster.co.uk for a quote.

Did you know Triaster can provide off site services to convert your maps?
For a quote please contact:
customer.services@triaster.co.uk

Best Practice Process Mapping

Nick and Joel share their insights



Nicholas Hall & Joel Evans // Project Delivery Consultants

Joel and Nicholas are relatively new to the Triaster team. Both are delivering Triaster training and consultancy services, so no doubt you will see one or both of them onsite before too long.

Navigating a Process with Ease

Observing and questioning those people who carry out the tasks that make up a process, is a highly valuable exercise. We can then accurately represent the information we capture in the form of a process map. Yet doing this well is not always as easy as it sounds. Let us take you back to your Process Navigator Learner Guide:

A PROCESS

According to the ISO9000:2000 definition, a process is a set of interrelated or interacting activities, which transforms inputs into outputs.



One of our responsibilities as Project Delivery Consultants is to map our customers' processes.

This article chiefly aims to pass on some of the best practice process mapping drummed into us by Paul Elson-Vining since we have arrived!

A PROCESS MAP

A diagram that intends to clearly identify the main steps involved in completing a process, with the items used and produced when that process is complete.

When mapping processes, we consider carefully the wording we are going to use. In order to tease out the salient information from the person doing the process mapping, we recommend using open questions, starting with 'What?', 'Why?' and 'Who?' or even 'When'?

For example:

- What does this exercise produce?
- Why do you carry out that activity?
- Who is responsible for this task?
- When should this action be executed?

Imagine that an auditor is reviewing your organisation. Put yourself in their shoes. They are looking for you to say what you do - then crucially that you are doing what you say. A process needs to reflect what is done in practice.

Optimising for Clear and Useful Outcomes

It may be useful when beginning a new process map, to be reminded that activities themselves have no value. They attract a cost. It is the output – the deliverable – that adds the value.

If someone is exceptionally busy all day, 'running themselves ragged', and yet is unable to specify an outcome from their exertions, it raises a big question mark over whether what they are doing is of value to their organisation. Similarly, if there is no value attached to an activity, how can it be improved or streamlined? How can the activity be altered to maximise a tangible benefit, whether it is related to financial value, time or otherwise?

When thinking about wording deliverables, we recommend asking: "What does this activity produce?" An 'updated system' may well be the case, yet it will not be clear which system is being updated, nor what the system has been updated with. You can then ask follow up questions by finding out "what happens with this deliverable as a result?" Does someone (or a program) in the organisation do something with it? Is this information forwarded on to anywhere? What purpose does it serve?

By using such questions, you can begin filling in the blanks. Thus for example, instead of an 'updated system' your deliverable can now read 'Sales order form A13 completed on Salesforce'. A well coined phrase at Triaster is "garbage in, garbage out". It helps to keep this in mind when facilitating or creating process maps. Results matter: who wants to hold their hand up to producing the unusable, or nonsensical?

Open box, box open

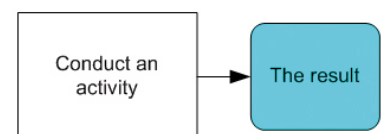
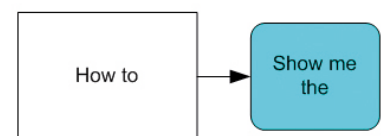
In many instances, we review process maps that have activities containing phrases such as "Open box", with the subsequent output deliverable reading "Box open". In theory, this is not incorrect, as of course opening a box, results in an open box. However, by choosing your wording carefully when questioning the person delivering the process, you can produce process maps that are so much more useful, and useable and they will be used.

If you are struggling to find the name for your deliverables, it may be an indicator that you are mapping at too low a level of detail.

How to... / Show me the...

A further useful tip when facilitating is to use the 'how to... / show me the...' test. It is a great way to check if your activities and deliverables are suitably described. When creating an activity or naming a map, we recommend silently or invisibly preceding its text with 'how to'.

When text makes sense when applying this test, you know you have a logical map or activity. As a further illustration on this, take an activity containing "Sales system updated with reference number". When we begin this activity with "how to": "how to Sales system updated with reference number", it does not make sense. Change the words around slightly so that it reads "Update sales system with reference number" instead and precede the text with 'how to'. Its purpose as an activity is now crystal clear: "How to... Update sales system with reference number".



Using “show me the...” is also an excellent way of testing whether your chosen deliverable title is suitable. Just as we preceded the activity with ‘how to...’ you can use the same method for your deliverables. Precede them with ‘show me the...’ Let’s take a deliverable with the text “Sales system updated”. Now precede this with ‘show me the...’ Can you see how this does not make complete sense? By rearranging the text, you can use ‘show me the...’ to ensure this deliverable has a clear purpose. If its title reads “*show me the... Updated sales system*”, you will immediately recognise the result, output (and purpose) of its preceding activity.

Clear as mud; how obvious is your language?

We recommend avoiding ambiguous language which can be either interpreted as an activity or as a deliverable. What does complete agenda mean to you? How could your colleagues or customers interpret it? Do you “show the complete agenda” or is it something you are tasked with doing?

Wherever possible, encourage others in your organisation to avoid using acronyms. You may be surprised how many people outside the immediate scope of your process are unfamiliar with this form of short hand. Thus, SME: subject matter expert, specialist machine engineer, or small and medium enterprises? A fast fundraiser for good causes (whether for the good of a team or external charities) is to have a tin, similar to a swear box in the office. Every time someone uses an acronym and they cannot explain its meaning, they should make a donation. It will soon mount up and acronym use will reduce.

We advise using purely alpha-numeric characters when creating maps, for two reasons. Firstly, certain characters have problems when published to HTML (such as the ‘&’ symbol and the extended hyphen, both of which upset the navigation between maps (and other maps) and maps and menus. Also if a full stop is used, it suggests that there are two pieces of information or activities which need to be separated for clarity. It also opens up the next question of how many spaces after a full stop. Depending on when you were taught to type, it may be one space or two. Language and punctuation are very powerful. Consider these two definitions:

Without punctuation:
A panda that eats shoots and leaves



An animal with a varied diet.

This time with punctuation:
A panda that eats, shoots and leaves



An animal on the run, armed and dangerous, with their food bill left unpaid!

We hope that you have found this article useful. In summary, by following the key basic approaches we have set out, you will ensure that the maps in your Process Library are not only consistent but also useful, usable and ultimately used.

If you are finding it difficult to resource your process mapping project, Triaster can provide on-site or off-site resources to assist you. Contact: customer.services@triaster.co.uk or call +44 (0) 870 402 1234.

Tech News

Trouble-shooting website requests



John Blight // Technical Support Manager

There's often a simple explanation for the failure to display a requested webpage. It may be as straightforward as the file or files don't exist, or access to them is denied because of insufficient permissions. In this latter case, we'd usually recommend file permissions are checked, assuming that page is meant to be accessible, of course.

'Triaster Server 2011 - Folder and File Permissions'

<http://knowledgebase.triaster.co.uk/help-for-it-administrators/permissions>

A customer's example

Quite recently, a customer reported that users were being prompted to log in when trying to open webpages. We knew that the file permissions had been revised on that system, so as a first step, we recommended that those permissions were checked. Nothing amiss was found. The cause was identified with the help of Fiddler, a free web debugging proxy.

<http://www.telerik.com/fiddler>

This is a powerful utility, but you don't have to be an expert to find it useful. It's installed on any PC from which web requests are to be monitored. If investigating issues with a Process Library website, this could be run on any PC used to view the Library.

In this case, attempting to open a map's webpage revealed requests to files that didn't exist, something like this.

▲ 12 404 HTTP triastertest1 /Triaster%20Browser%20Toolkit%202011/Menu/functions.js

For one of the missing files, the remedy was simply to find an instance of it elsewhere in the installation, and copy it into place. For the file depicted above, there was an additional factor, which is described in this article.

'Unexpected Authentication Prompts'

<http://tinyurl.com/mlugrnv>

It's still not properly understood why a missing file led to a prompt for authentication. It was thought that a redirect to an error page for which there were insufficient permissions might have been the cause, but this wasn't proven.

That's quite a simple example of how Fiddler can identify an issue, even to those with little technical knowledge of web requests. We've also used it to verify authentication methods when securing a Process Library website, but that's a little more complex, and beyond the scope of this article.

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 give us a call: +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
23rd - 25th Sep 2014	Operational Excellence Energy Europe	Anyone in the oil and gas industry	<p>Join Triaster and National Oilwell Varco at a dynamic pre-summit workshop on 23 September delivering a hands-on perspective for achieving a successful BPM implementation.</p> <p>The 4th Operational Excellence Energy Europe Summit on 24-25 September brings together business leaders looking at leveraging the newest process optimisation strategies. This is to help them achieve accelerated growth, reduce operational risk and transform business functions from the supply chain through to the exploration.</p> <p>Triaster is pleased to offer a 20% discount on the Economy Pass - quote Triaster_20.</p>	Kensington Close Hotel, London
15th & 16th Oct 2014	Triaster Conference 2014	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
13th Nov 2014	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
17th & 18th Nov 2014	Triaster 2 Day Training - Creating Maps For Your Library	Anyone needing to map their processes	<p>This training course covers the basic software skills needed to create process maps with Process Navigator and publish them to your Library.</p> <p>"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</p>	Triaster HQ, Oxfordshire

Date	What is the Event?	Who benefits from attending?	How will I benefit?	Location
5th Mar 2015	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.	Lockheed Martin UK - Ampthill, Bedford
TBC early 2015	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. "A golden opportunity to influence the development of the solution to deliver your company objectives." - Skanska "	Triaster HQ, Oxfordshire
Date TBC	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
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. "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	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

Not to be missed! Triaster Conference – 15th & 16th October 2014

A very informative and fabulous networking 2-day event. The Conference will offer three 'streams' or types of session: Community, Business and Technical.

Book online at: www.triaster.co.uk/conference

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

ISO9001: 2015 Briefing

Mark Braham MCQI CQP



Michael Cousins // Managing Director

It was a real pleasure to attend Mark Braham's update on the ISO 9001:2015 draft revisions in July. This event, sponsored by Triaster, was held in the excellent surroundings of the London offices of Microsoft in Victoria.

Mark is very much on the inside-track of the whole revision process, and is one of the team responsible for actually amending the wording of the standard.

Among a whole gamut of information and new learning, Mark got off the ground with something that I was very surprised at: ISO does not stand for International Standards Organisation! I would have bet my house that it did, but ISO actually is derived from the Greek isos meaning equal; the ISO is always equal. And it isn't even called the International Standards Organisation, it is actually called the International Organisation for Standardization. So, with that new learning gained in the first 2 minutes of the talk I was on a sharp lookout for new ideas and facts for the remainder of the session.

And there were facts a plenty. However, what I really took away from the talk were 3 big things:

1. A real insight into the way international standards are produced and revised
2. The increasing role and importance of "process" in the 9001:2015 draft revision
3. The greater expectations on organisational leadership to participate in quality management as a condition of attaining the required standard

Mark described how he and colleagues (all volunteers) get together in a hotel and literally plough through thousands of proposed revisions to the standard, one by one, making a judgement as to whether or not the proposed revision improves the standard. They meet for several days several times a year, and through two

Mark will also be running the update at the Triaster Conference



Mark Braham takes the audience through significant changes in the ISO 9001 standard

projected images on the wall they can see the original document and the revised document side-by-side. They then discuss the specific proposed revision and if, when it comes time to vote, you are in the room - then your vote is counted. Mark explained this can sometimes make it a bit awkward when the entire delegation from a country simply ups and leaves the room rather than participates in the debate!

I have always respected people who are able to work at the level of detail required to be successful at the standards' revisions process, but I came away from Mark's talk with a great deal more respect; these volunteers work exceptionally hard and diligently and I am personally grateful to them for all that they do.

The second major takeaway, which I know will be really good news for all Triaster customers, is that the role of "process" has been further entrenched in the 2015 revision. Section 4.4 of the 2015 DIS (Draft International Standard) is "Quality Management System and its Processes". Note that in ISO 9001:2008 it is "Quality Management System". Although as far as I am aware, the draft does not contain explicit requirements to map out processes, it is as close as can be to requiring an organisation to do so without actually saying it. It will be a rare organisation indeed that is compliant with 2015 and does not have a process library in place.

The third major takeaway was in the domain of organisational leadership. It is great to see the way in which the need for continued, active leadership is coming through strongly in the draft. Section 5, which used to be "Management Responsibility" in the 2008 revision is now "Leadership", and section 5.1 is "Leadership and Commitment". It seems the leadership of the organisation will now be expected to play a fuller role in quality management, and even be invited/expected to participate in audit reviews concerning the extent of their commitment. This, together with the stronger emphasis on process will, I am sure, make a significant impact on the usefulness, applicability and ROI of the 2015 revision.

I can't help but applaud Mark and his team for the work they are doing. The 2015 revision to the standard looks full of promise to me, and I am sure will lead to a growth in the numbers of organisations adopting it, and the benefit they receive for doing so.

Visual processes 'critical for sharp mind'

Kevin Prior, WMS Coordinator - Development Division, Woodside thought **Connector** readers might be interested in the following article about the speed of processing images and shapes (or process maps) which is a great deal faster than from verbose descriptions (or procedures).

To read 'visual process key for sharp mind' go to:
www.bbc.co.uk/news/health-28639875

Why process mapping in higher education isn't working

Peter Graham, Head of Digital Strategy and Communications, Cambridge Judge Business School sent us the following link recently, saying: '... I'm not particularly complementary about King's, but I hope I've portrayed Triaster in a positive light because I think you're brilliant.'



To see what he said have a look at:
<http://tinyurl.com/k97pr2g>



Back on the website

For anyone who has been missing the **Example Process Library** or **Example customer homepage designs** from the website they are back!

To view go to:

Example Process Library:
<http://tinyurl.com/omxdpsq>

Example customer homepage designs:
www.triaster.co.uk/showcase.php



I found the briefing very interesting.
Ian Mills, JMM Ltd via LinkedIn



Over the Summer

What some of us have been up to...

"So desperate to get in the Connector, I stole a horse..."
Q Tucker



Congratulations to **Steve and Anna Odeyemi** on their recent wedding – a bit of a surprise for us all.



Triaster at the races.



James Harvey and Chris Mawdsley taking part in the Wallingford, 'row the Seine' challenge to raise money for Helen and Douglas House and Head Case.

Emma Harris on holiday, having a quiet moment with the Connector.



Dan Macleod and 21,000 other competitors got soaked at this year's RideLondon-Surrey 100 cycling event.



The Connector with the Mallard in the National Railway Museum in York taken by **Andrew Ridgeley**, who tells us that this is the fastest steam train in the world with a top speed of 125mph.

Carma, John, Ashwin, James and Karen, have all also been on holiday, but for some reason didn't take the Connector with them.