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OFFICE 365 INFORMATION GOVERNANCE CHECKLIST

5 BEST PRACTICES FOR IDENTITY GOVERNANCE AND ADMINISTRATION

How AI is Redefining Contract Analytics.

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Governing the new cloud workplace.

Busting the Myths of Digital Transformation.

Classification Systems vs Taxonomies.

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CM simplifies licensing, V10 release update

With version 10 of Content Manager due out in the second half of 2020, Micro Focus has announced a new subscription pricing model for the ECM platform popular at all levels of Government in Australia. In a webinar to announce the product roadmap for 2020 and beyond, WW Senior Director, Secure Content Management Solutions for Micro Focus David Gould noted that almost half of customers worldwide for Content Manager are in Australia.

Gould said government users have been asking for a new subscription pricing model for some time. They will now be able to move from a perpetual licensing payment with an annual support payment to an annual subscription license. Microfocus is also simplifying the number and variety of license types to reduce these to just three: one for an administrator/power user, one for a knowledge worker and a free read only license for simply providing access to records.

Support for Office365 will be a major feature addition for Content Manager 10 due out later in 2020. This will allow a standardise Office UI integration across desktop and online editions and use of OneDrive for collaboration.

Improved Elastic Search integration will include Index Scheme improvements and performance improvements for Document Content extraction.

Further along in 2021 Micro Focus intends to add capabilities for File Analysis of Content Manager data to identify sensitive data, content for classification and candidates for disposition.

Future editions will also introduce enhanced disposition capabilities with privacy-centric and business-centric workflows.

“Privacy initiatives have exploded across the world,” said Gould, “with new regulations introduced in Europe, California, South Africa, Turkey, Canada and many more on the way. After the introduction in California now 36 of other 52 US states moving privacy legislation through.

“As the premier records management solution in the world, Content Manager can provide a critical element in solving issues around privacy management.

“Deletion and retention are two of the most important data management issues today.

“Retention is massively important in GDPR, as is forced deletion of content at end of phase. Content Manager can handle FOI requests so it can manage privacy, data retention and successfully delete content.

“Unfortunately, many organisations aren’t turning to their records people to manage privacy,” said Gould.

Xinja banks on Box

Australia’s new mobile phone only bank Xinja has chosen the Box cloud document management platform to deliver customers’ bank statements and account data via a portal.

Xinja’s financial lending team will also use Box as a way of managing documents with customers.

“We’re offering a new way to bank, a true alternative to Australia’s big four banks. Having happy customers goes a long way to helping us break the high-cost, high-profit model of Australian banking.” said Greg Steel, Chief Information Officer at Xinja.

“To achieve this customer-centric goal, we have chosen Box to help create an elegant and responsive experience for our clients.”

SAP provides Xinja’s core banking system. Xinja’s architecture is entirely built on the cloud – with no on premise data centres. All data resides on Amazon Web Services.

Head of Architecture Rohan Sharp said, “We have implemented solutions in months where legacy banks would take years. Yes, that’s a result of our size and scale, we can make decisions quickly. But it’s also a direct result of the fact that our technical landscape is modern, decoupled and simple.

“We have a solid digital foundation in place that we will be able to build on over the coming years. As we identify and roll out new features our platform will be built out to support them.

"It has always been a goal of Xinja to give our customers access to their own data. Open banking is central to this. I look forward to the day that creative fintechs can use Xinja’s services to provide value-added services to our customers – in a highly secure way.”

Document security will be provided via Box KeySafe, Box’s encryption key management solution; Box Zones, which enables data to be stored locally within Australia; and Box Governance, to ensure compliance and regulation requirements are met.

The COVID 19 Remote Working Paradigm Shift

By Paul Hovey

An interesting set of dominoes is waiting to topple in response to the COVID-19 pandemic. As government and business respond by encouraging, then compelling staff to work from home four things are going to happen in inevitable sequence:

Domino 1) The "Oh dear – what now?" phase – 1-3 months from today

1) ICT departments and business will need to work together rapidly to understand clearly what business use cases can be serviced by the existing remote working model in place in their business.

2) If 100% of services are candidates for work from home as COVID-19 response and 40% of the workforce use cases can be met – the existing designed ICT capacity might be for 5% of the workforce, this would represent a capacity increase requirement of 700% over the existing remote worker solution. That will need to be delivered in the next 4-6 weeks FROM TODAY for some businesses.

This will knock over the first domino, as virtual desktop environment that are on premise rarely scale well, the next viable option is using a cloud based virtual desktop from Microsoft, Amazon e.t.c. – whilst there is a security risk that needs to be considered in this context, given the scale requirement (700% or more in ICT terms – overnight) there are really no other options to meet the business requirement. The shock waves this will create in ICT power structures will be a fascinating tale of its own.

Domino 2) The "How does this work" phase – 3-6 months from today

Once the workforce is enabled from a technology perspective, who has a laptop, who can access all their business applications through the remote desktop/application solution, how do we work together.

Usage of workplace collaboration tools will need to be taken up in very mature approach, morning video conference team meeting calls, Microsoft teams' folders for collaboration, work package WIKI's, etc.

This is not a "we should use this technology" it will be a "In order for the business to continue – we Need to use these remote collaboration tools effectively." There has never been a compelling event to drive people to use these tools effectively – COVID-19 and a large portion of the workforce being forced to remotely work is that compelling event.

Domino 3) The "Hey, this is working, what now?" phase – 6-9 months from today

Once the COVID-19 panic has passed and everyone is cleared to work from the office again, the penny will have dropped in all workplaces. Bosses who for years insisted, staff can't be productive working from home, the clock watchers will be proven wrong, the most stubborn personalities will have been forced to make this paradigm work for 1-3 months and be effective with collaboration tools. Business processes around collaboration tools will be in place, the bumps in the adoption will be ironed out, there will be a large portion that is now effective – potentially more efficient, not being in the office.

That part of the workforce will now be able to ask, with authority of their productivity track record of the last couple of months "I want to work from home full time" or even part time and this will create a change in the workforce if even only 50% of the staff returning to the office ask for this – it is still a significant number of the workforce.

Domino 4) The "Hey, there's an opportunity here!" phase – 9-12 months from today

Once the C level sees – by force of this compelling event that 40% of their workforce don't need to be in the office – ever – this leads to 2 final and obvious conclusions:

1) Why do we need to pay for all of this office space?

2) If we are paying for all of these FTE and it doesn't really matter where they are, do they need to be onshore, or can their positions be outsourced?

As part of phase 2, the "How does this work" a side effect will be documenting business processes which makes outsourcing labour easy.

The outcome from all of this will be:

All psychological, technical, business process and even HR (insurance) barriers to letting staff work from home should be broken as a result of COVID-19

The long term effect will be a number of organizations using this as opportunity to outsource a large portion of their workforce in the wake of COVID-19 – which will be quite likely as this is already showing to create financial pressures on global stock markets – so there will need to be cost cutting responses to that pressure.

Clearly, this is just one of the outcomes of the Covid-19 pandemic, there are going to be many others, but from an internal company structure perspective – not external market factors, which will reshape the marketplace significantly – this is going to be a change that reshapes how businesses work well into the future.

Paul Hovey

Owner at Utilis Business Services
www.utilisbusiness.com

Governing the new cloud workplace

By Cassandra Bisset

Gartner's transition from Enterprise Content Management to Content Services demonstrated the maturing business needs and demands on software capabilities to address information management and flows – whether your systems are cloud or on-premise.

After hundreds of projects in Public Sector, Financial Services and Pharmaceutical industries, we've had a hike in feedback from CIOs and heads of business still raising challenges in transitioning to Cloud. We're also at the height of concern on the risk relating to over-reliance on staff to classify and manage corporate information in a compliant manner. So many organisations are still dependent on policy documents outlining obligations to their staff and annual declarations for staff to confirm they understand their obligation.

How are organisations supporting staff to do their jobs and providing appropriate governance and systems underpinning the business? Even with an Enterprise Content Management system, staff store information in the wrong place, revert to C Drives and Shared Drives and have a huge amount of high-risk content trapped in email or scattered across business systems. The idea of manual filing isn't working out so well...

Similarly, how do leadership teams get a clear picture of where the risk is in their organisation, or if things are indeed well managed? Our team of international specialists have developed EncompaaS to manage information governance across organisations – without all the historic headaches or traditional integration or user driven classification and filing. But let's get to the topic of automation, because it does tend to be contentious...

When the idea of autoclassification started to come up regularly some 10 years ago, it was relatively unpopular for a couple of reasons. Some technology was hit and miss, other technology relied on highly complex and static rules engines, which were difficult to tune. However more to the heart of the problem, people overall had a serious distrust of technology doing the work. Things have changed for the most part as our exposure to consumer grade software is greater and software is so much better, but for an even bigger reason – organisations need to put their precious resources where they count the most.

There is an alarming increase in statistics reflecting the growth of content globally to date and the exponential predictions of scale in the next 10 years. Regardless of which graph or research house the charts come from, they all show a shallow curve, heading to a very steep climb with no stop in sight. With unstructured data being 80-90% of data growth created within an organization, it's a big problem needing a sustainable solution – now.

EncompaaS is designed to solve these challenges across on premise and cloud systems with modern visual policies, automated at scale. Bringing compliance, governance and a path to help organisations move stale content, archive and retire content of business systems, all meeting compliant policy.

Doing this in a way that specialist Records, Knowledge or Governance teams and the business system users themselves are comfortable with is vital. Building trust with business stakeholders is such a critical aspect of software innovation. EncompaaS provides visual guides to show exactly what's happening with information, run simulations, and a choice to start with a supervisory model.

Over time, the supervisory approach can progress to an audit model, spot checking and providing proactive models to escalate areas of anomalies for review back to the governance team.

So many organisations still need to get their core foundation in place to support their business growth goals. The challenge of human effort to go through old data sources, or to apply compliance to applications with traditional approaches has become unachievable.

EncompaaS as a platform gets this job done defensibly and transparently, totally governed by your organisation. Once underway, we know you'll love to see how you can start to leverage data value with EncompaaS Apps to cut through complexity and help your teams get the best out of their information.

Cassandra Bisset

Technology Evangelist, EncompaaS

www.encompaas.cloud/

Report: Compliance in Doubt at Australian Public Sector Agencies

Highlights of the Public Sector Records Readiness Report 2020, conducted by research firm Ecosystm on behalf of AvePoint. To View the Full Report, click HERE

A survey of 100 records management professionals across the Australian public sector – including local, state and federal government departments and agencies – has revealed that many agencies are falling behind in their compliance journey without fully realising it.

The study explores the current state of Records Management in Australian government agencies, along with the priorities and challenges for records management professionals.

It found that 60% of respondents said they were very confident, and 40% said they were somewhat confident that their agency's systems were managed according to applicable records management compliance standards.

Yet, when asked if they had transferred all eligible records to an archival authority in the past 12 months, a key component of compliance, only 23% answered affirmatively.

In addition to this, only 31% have updated information governance practices and policies, which suggests many agencies may be approaching records management with outdated methodology and processes.

While most government departments, agencies and councils are using records management for email, few have implemented a search and retrieval system for digitised documents.

Alyssa Blackburn, Director of Information Strategy at AvePoint, commented "It was interesting to note only 50% of agencies are at completion in the digitisation of hard copy records. Given strong mandates from many jurisdictions, this is clearly still an area where organisations are struggling. The paperless office might still be a way off!"

Government agencies are phasing out physical record storage, but the survey found that it will take upwards of a decade to move to a situation where the vast majority is held digitally. Today 63% of records are stored electronically by government departments in Australia — but survey respondents forecast that will rise to 86% in five years and 96% in ten years.

Ecosystm analyst Tim Sheedy observes, "A growing proportion of records are likely to be stored electronically over the next 5-10 years. This is supported by the fact that most agencies are already digitising hard copy records — only 16% haven't yet started that process. Whether this process will help to phase out paper-based records or will actually extend their life is not yet fully understood."

Despite an increasing ability to automate records classification, one of the barriers to records management compliance identified by the survey was the failure to utilise this technology.

Over two thirds of all records at organisations that were surveyed are being classified manually – either by users, or more often by records managers. 21% of records are not classified at all, and 11% are classified automatically.

"It's definitely clear that classification is still what is driving the records management process and that classification is mostly happening manually, either by users or records managers. Information growth really dictates that this is an unsustainable model and automation will need to replace these manual processes, said AvePoint's Alyssa Blackburn.

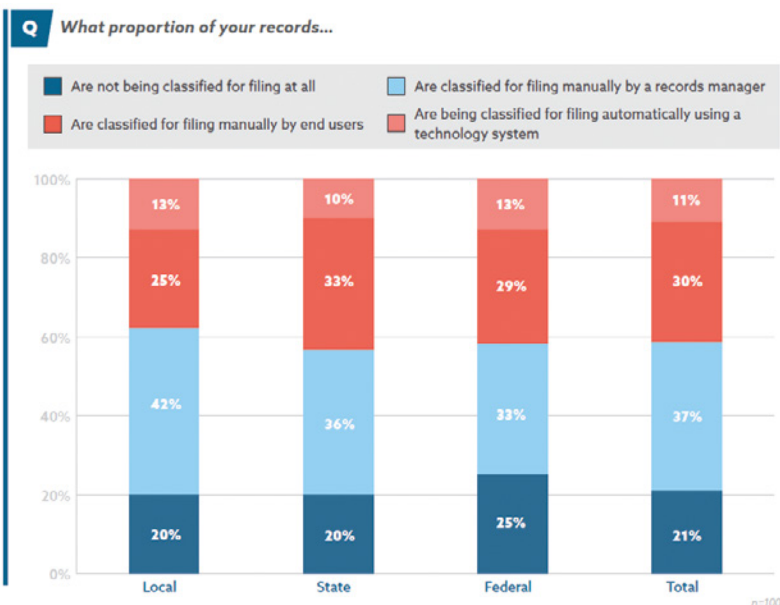
"We can already see how the manual classification model is problematic with 21 percent of records not being classified at all! For successful information management, records managers must look to new technology like machine learning and AI, as opposed to manual processes.

"This is where AvePoint's solutions can really help."

Other findings in the report relate to:

- How Government Agencies are Embracing Public Cloud Systems
- Adoption of Cloud-Based Email
- What are the Business Challenges to Good Records Management?
- What are the Biggest Challenges to Adhering to Applicable Records Management Compliance Standards?
- What is the Level of Oversight that Records Professionals have over Business Systems that hold Records in their Agency?
- Are Agencies meeting Compliance Requirements for Transferring Eligible Records to an Archival Authority?

To View the Full Australian Public Sector Records Readiness Report 2020, click HERE



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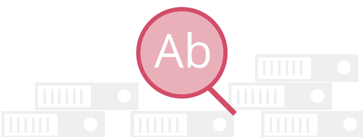
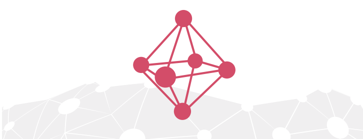


Document Archiving
Captures paper documents and converts them into searchable digital files that include metadata, and which are optimized for digital archiving and records management processes.

Accounts Payable Automation
Automated invoice processing can help make AP departments more productive, and offer significant potential for immediate savings and fast ROI.

Mailroom Automation
Replaces time and cost consuming manual work for input-management by digitising, sorting and intelligently routing all incoming mail in one smart software application.



Document Classification
Automatically identifies various types of documents based on their layout, text or images.

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- Reduce document and data related Costs — usually by 50%
- Accelerate Transactions
- Fast ROI — usually 3 to 6 months
- Increase Visibility and Control
- Optimisation of data quality
- Reduce Operational Costs

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ID theft risk at NSW Births Registry

An audit has found significant gaps in the controls over unauthorised access the NSW Registry of Births Deaths and Marriages (BD&M), leading to increased risk of unauthorised information leaks.

The Register is accessed, added to and amended through the LifeLink application. Most BD&M staff use LifeLink as part of their day-to-day work.

BD&M moved from the former Department of Justice to the Department of Customer Service (DCS) on 1 July 2019 as part of NSW Machinery of Government changes.

The Department of Communities and Justice (DCJ) manages the databases that sit behind LifeLink and contain all the data in the Register. This means that DCJ manages the controls which protect the databases from unauthorised access. While DCJ is responsible for managing the databases, a third-party vendor hosts the databases on their servers.

BD&M authorises midwives and other hospital staff, funeral directors and marriage celebrants to have access to eRegistry; an online portal that enables them to upload registration and supporting documentation relating to birth, death and marriage registrations.

BD&M routinely audits LifeLink user access for both BD&M and Service NSW staff to confirm whether staff members are assigned the appropriate level of access and to ensure that access has been disabled where required. BD&M policy is that access is removed on an employee's last day or when staff are due to take at least four weeks of leave.

During the audit period there were 12 staff members who left BD&M and there were two instances where LifeLink access was not removed on the staff member's last working day. For these staff, user access was removed three and five days later.

The auditors found that there are currently insufficient restrictions placed on the ability of staff to export and distribute information from LifeLink.

"Although some BD&M staff are required to export and distribute information as part of their regular duties, it is important to have controls in place to mitigate the risk of unauthorised access to and misuse of information from the Register."

The report makes nine recommendations including increased monitoring of people with access to the data base and strengthened security controls.

The full report is available HERE

Trace Casual Workers Through COVID-19

Humanforce, a Sydney based global provider of workforce management solutions, has released a free Employee Trace Tool to help all businesses manage and protect their casual employees and the community through the COVID-19 outbreak.

The Employee Trace Tool provides employers with enhanced visibility over their casual workforce during any period where COVID-19 may be present in the community.

The tool, which works in conjunction with any source of timesheet or roster data, enables businesses to quickly and easily ascertain which employees worked on what day and time, in what location, and with who.

"Identifying the presence of COVID-19 and who has been exposed to a known carrier will be critical in helping limit the impact of the virus. Businesses have a duty of care to not only their patrons and customers, but also staff to ensure that they can rapidly notify personnel of any exposure so that they can take appropriate action, including self-isolating, if needed," said Bruce MacKenzie, Managing Director and Founder, Humanforce.

"Our aim with this new Employee Trace Tool is to assist all businesses that employ casual workers to make informed decisions in these critical days, weeks and months ahead."

Ai Group found that in 2018 2.6 million people out of 12.5 million total people working in Australia were employed on a casual basis.

And the nature of casual work means that an employee could come in to contact with a very high number of community members and co-workers during a shift, or across the course of a week.

Humanforce's Employee Trace Tool will make the difficult and onerous task of tracking down anyone who has had contact with an employee who has a positive diagnosis, or anyone who worked a shift where a member of the public was found to have COVID-19, much easier and quicker for employers.

"Humanforce has made the Employee Trace Tool available for free to any business, anywhere in the world, to support responsible COVID-19 responses, keep casual employees and patrons safe, and minimise the business impacts of this crisis," Bruce added.

"As COVID-19 spreads, employers of casual workers need to have adaptable processes – facilitating flexible working and shift-swapping, to ensure that they are properly staffed no matter the circumstances.

"Should casual workers find themselves in isolation, having to stay at home to look after school children or fall ill – this can have a significant impact on their employer. Businesses need to have systems in place that enable easy shift swapping to limit normal business disruption," added Bruce.

"The Humanforce App processes shift-swaps easily online, lessening the burden on employers to scramble to find cover when staff are unable to attend work."

Employers wanting to access the Employee Trace Tool can find out more HERE

Advance tackles Government Archives with OPEX and AI

A major project to digitise a massive archive of HR records for a large Victorian government customer has exploited the AI and next-generation OPEX scanning capabilities at imaging bureau Advance Record Management, headquartered in Geelong.

The agency was facing the challenge of dealing with years of paper-based records relating to current and former employees.

While implementing a modern digital HR application can prevent this issue moving forward, it doesn't solve the problem of historical archives containing payroll records such as leave forms, employment contracts, assessments and related correspondence.

That typically means paper records sitting in a Manila folder in a compactus somewhere or inside an archive box in a warehouse.

Advance, one of Australia's biggest OPEX customers with 7 of the US manufacturer's state-of-the-art scanning systems included in its fleet of offerings, employed three Falcon Scan Stations running full time for 6 months to capture the entire archive.

Once captured, the data was then intelligently analysed and classified utilising TCG DocProStar, Swiss developed software that uses a powerful combination of algorithms and technologies to automate the information extraction procedure.

Advance founder Peter Newland cites the efficient "one-touch" OPEX scanning workflow and autoclassification capabilities of DocProStar as the main factors behind bureau's successful completion of such a major government back-scanning project.

"The OPEX scanners are designed to improve throughput while significantly reducing or eliminating labour-intensive document preparation," said Newland.

As documents are scanned on the OPEX scanners, operators can view these digital images in realtime to ensure proper capture and identification. This reduces time-consuming and costly rescans later in the process.

OPEX document scanners are able to scan a wide range of irregular, folded, and damaged media without the need for careful stacking, jogging, or document repair.

"Other machines on market will take more pages through but you need more support staff to feed them. Having a single person in charge all the way through means better auditing and quality control so easier rectification.

"With one person responsible for preparation, scanning and correcting exceptions, you don't end up with the blame game when there are issues.

"This means the end customer can has a higher degree of confidence in the whole process as there are not so many touch points," said Newland.

The TCG DocProStar software platform was also integral to the project.

DocProStar captures and normalises all document and data types, understands what information to extract and then acts, using AI and RPA to provide straight-through processing.

After encountering the Swiss developers of the software at a European conference, Newland deployed the platform at Advance in 2019.

The software is hosted on local servers to satisfy Australian government requirements for data security.

"This is very powerful and complex software that can identify and classify a wide range of documents, from invoices to any type of form, contract or correspondence," said Newland.

"Large organisations no longer have the appetite to send large projects offshore for rekeying.

"DocProStar allows us to use AI and Machine Learning to simply the extraction of data from unstructured documents. It does this very accurately and very quickly while eliminating human error."

The AI smarts were critical in a lengthy backscanning project as documents change and evolve over time. Being able to identify a scanned payslip or a leave form, even though the information is presented differently as formats change over 10 or 20 years, was a critical advantage provided by DocsStarPro.

Advance also provided a searchable platform for the agency to host all the scanned and classified data.

Peter Newland established Advanced Record Management in rented quarters in North Geelong, in 1994. The firm now has 9,000 square metres under storage, more than one million boxes and 30 employees.

It provides document management solutions to a wide range of customers across Australia, including off-site storage, document imaging, and online content management.

The company also offers data protection services such as tape vaulting and online back-up capabilities.

"Converting hard copy to electronic is a critical element in Digital Transformation. It's much more in tune with the way people want to work today," said Newland.

Byron Knowles (l), OPEX Manager of Business Development APAC and Peter Newland, Owner, Advance Record Management.

Process Intelligence - The Next Leap Forward in the Intelligent Business

By Scott Opitz

Everything accomplished in an organization requires a series of business activities, which together comprise a process. Whether the organization is a hospital, bank, manufacturer, or any other type of business, its level of success is directly tied to how well it performs and manages its many business processes.

However, today's business intelligence (BI) and data discovery tools provide organizations with only the most basic insight into its processes – even critical business processes directly related to improving customer interactions and loyalty, building better quality products, mitigating risk, ensuring compliance and more.

The key problem is BI tools generally do not provide analytics in the context of an overall business process. While BI and data discovery tools can provide point-in-time measures or key performance indicators for a given task, they cannot provide answers to such critical questions as:

- What overall business process(es) is this task part of?
- How does the performance of this task impact the other tasks within this process?
- Are the performance quality and timeliness acceptable? If not, is the root cause due to problems with this task or other tasks earlier in the process?
- Is this task being performed each time the process is executed? If not, why not?

Business transformation and operational excellence cannot take place without answers to these questions. Those answers can only be found through a new, process intelligence platform that goes beyond BI tools to provide a deeper, holistic understanding of the entire process and how the performance of each task affects other tasks.

While process intelligence is not intended to be a replacement for BI, it is the next evolutionary step in analytics that provides new, advanced capabilities essential to monitor, analyse, and improve an organization's critical operational processes. No separate BPM or process modelling tools are required. It provides the ability to access and analyse data about individual instances of a process to monitor both effectiveness and compliance – even when the individual tasks are performed on multiple back-end systems of record.

For example, a patient entering an emergency room is one discrete element in a process spanning multiple departments and systems of record. After arriving, triage is performed, after which the patient is assigned a room and then a doctor; evaluation and treatment occur; the patient can then be either admitted or discharged.

Some sections of the process can be dynamically adjusted, such as when the triage process shows a patient is low urgency and sent back to the waiting room or high priority resulting in the patient being placed ahead of those already receiving treatment. Other steps in the process may need to be strictly followed to ensure patient safety and some may represent a dependency on outside entities (e.g. specialists, lab services, radiology, etc.).

Clearly, an organisation's ability to understand and manage each type of process and each individual process instance is directly related to its ability to understand exactly how processes are executed at various points in time, under different operating conditions. Unlike traditional BI solutions, a process intelligence platform will provide this deeper level of understanding, which in turn enables the discovery of new opportunities to optimise operational performance across virtually every industry, from healthcare providers to financial services companies and manufacturers.

Beyond process intelligence's ability to understand what your data means in relation to the performance of multiple steps of any business process, there are three key benefits that a process intelligence platform delivers that today's BI tools cannot match:

Understanding processes that span multiple operational systems.

The complexity and diversity of real-world IT systems are one of the key reasons why BI, BPM and process analysis technologies fall short when it comes to understanding and monitoring business processes. Process intelligence must be able to discover operational processes where individual process steps are executed on multiple back-end systems of record, and where no system of record or BPM, workflow or other process automation technology provides central orchestration of the process – even when the process definition is either unknown to operations personnel or incorrectly documented.

These challenges require the combination of a powerful data integration platform and a sophisticated process state engine. The combination of these technologies allows for the discovery and harvesting of data artefacts left behind in the multiple systems of record when any process is executed and manages the correlation of this data based on the process context.

Improve the effectiveness of a process.

Using process intelligence an organization can identify exactly where waste, inefficiencies, and loss (in time, effort and resources) are occurring throughout a process and take timely action to mitigate these obstacles and bottlenecks.

For example, a hospital can find answers to how long a patient is in each step of an emergency room visit, a financial institution can know how many mortgage applications are currently waiting at each step and how that relates to how the previous process steps were performed, or an organization can know what percentage of invoices followed the prescribed process path and for those that deviated understand why.

Some of the questions are best addressed by using an overview of the entire process. In other cases, understanding how subsets of process instances behave will provide better insight into how well the processes are being executed and where opportunities for improvement exist.

Determining how often the recommended process flow is followed (process compliance).

Process intelligence identifies when and where exceptions to the expected or prescribed process occur, for example when activities are skipped completely, done out of order or repeated. This analysis needs to be highly interactive and allow the user to drill down into the process data to gain a deeper understanding of the operation. By understanding how many exceptions occur at each step, analysts can better understand the areas in which to focus and make fact-based personnel or process changes.

By combining BI with process intelligence organizations can gain greater operational insights into process performance and compliance, based on actual operational data gathered from each instance of a process and not blind assumptions arising from the limited perspective of BI tools. This new analytic depth, down to the process level, is an absolute must-have to achieve new levels of efficiency, effectiveness, and compliance – breakthroughs that may well remain undiscovered using other BI tools.

Scott Opitz

President of ABBYY Process Intelligence

www.abbyy.com/timeline

Workplace data privacy - are phone conversations fair game?

On the heels of Google announcing half a billion people talk to its voice assistant every month and the rise of business voice apps like Alexa for Business and Oracle AI Voice, there is now a global surge towards voice in the workplace.

In Australia last month, Telstra signed a deal with ASX listed voice AI platform Dubber enabling business customers to monitor calls across any device, joining Optus, Cisco Webex calling and over 100 global telcos offering customers this AI monitoring service.

However, data privacy concerns remain high around voice assistants, with Apple, Amazon, Google and Microsoft all apologising and backtracking on their use of voice data in late 2019. Now, new research of more than 3,000 workers in Dubber's Big Voice report has found that less than half (46%) of Australians are happy for their employer to be analysing their conversations in real-time, even if it helps to provide business insights, well below more advanced markets like the UK (56%) and the US (53%).

When asked about their views on recent news Apple and Skype employees listen to people's Siri and Skype conversations to, as they claim, "improve their product", the majority of respondents (62%) said they are totally against anyone listening to their conversations without their prior knowledge or consent.

In contrast, 60% of global business workers believe voice technology will become more prevalent in their work life and are seeking automated features like the ability to identify instructions on phone calls to automatically schedule meetings, save phone numbers or set reminders and share notes.

Dubber CEO, Steve McGovern, said: "More than 1000 voice recordings captured by Google Assistant were leaked without users' knowledge, each one allegedly containing personal data, private conversations and identifying features about the voices thereon."

"Google's case has cast a spotlight on the security of voice recording storage and access protocols across the world. Voice recordings are becoming increasingly integral to business operations today - whether you're capturing voice data for regulatory reasons, to track down an incident or breach in contract, or to build AI applications and measure your customer sentiment. But while capturing human conversation has never been more essential, it can be detrimental if it finds its way into the wrong hands."

New research from Australia's Dubber has revealed that despite nearly nine in ten (86%) Aussie business workers reporting that applying insights from voice data would be helpful across their business, over three in five companies are not doing so, missing the opportunity to enhance their operations.

Voice data capture allows business phone conversations across the entire business to be recorded and transcribed (voice-to-text), unlocking new streams of business intelligence - from compliance and quality assurance to sentiment analysis and alerts for customer service and dispute resolution.

McGovern believes the industry is starting to see the game-changing benefits that voice data analysis can provide for businesses big and small, but many are yet to actually start capturing and applying insights:

"We are only at the tip of the iceberg of what voice data capture can provide at scale. Speech intelligence is a new field of analytics and is the final frontier of data to be mobilised for strategic purposes. It can unlock detailed information on consumer sentiment, issues management, call outcomes and many other variables, helping drive better customer service, improving knowledge of client needs and ultimately increasing business performance.

"Our platform is opening up a new world of insights for businesses across the globe with the ability to record not only contact centre calls but also calls taking place across the organisation."

Pain points

Dubber's Big Voice Data Report 2019 surveyed 2500 business workers across Australia, UK and US (850 in Australia) and revealed more than half of Aussie managers (51%) had experienced miscommunications with a colleague or client due to a lack of an information trail. Similar proportion (49%) said they'd lost or forgotten important information because it wasn't captured. This was the biggest issue for those across the regions working in legal services (59.1%) and the financial services & insurance (57%) industries.

Of those who thought it would be useful to capture their business' voice data, over half of Australian business professionals (56%) said it would help to reduce risk, monitor processes and eliminate errors in details and communication within the office environment while a two fifths (44%) said it would be helpful to easily search past phone calls for keywords.

A similar proportion (45%) said it would be helpful to have discussions on record to help with dispute resolution. Similarly, a quarter of those surveyed said capturing voice data would be useful for regulatory and compliance matters, and to reduce the risk of fraud.

Aussie's love a yarn, but do they want them on record?

Two-fifths of those surveyed (46%) are happy for their work phone to be recording and analysing their conversations to assist in making immediate decisions. Over half (58%) also think voice technology will become more prevalent in work life and think it would be helpful if their phone could identify instructions and automatically schedule meetings, save phone numbers and key details or enter addresses into maps.

Outside of work, Australians reported they are generally comfortable with having their phone calls recorded, particularly for fraud reduction reasons (78%), ahead of improving customer service (74%), helping a business improve operations (67%) and for training purposes (64%).

"There is so much potential, yet voice data is often excluded from conversations around transformation and big data. As Industry 4.0's technologies advance, businesses need to advance with it and begin to capture valuable insights through their business conversations," added McGovern.

NSW Councils score poorly on Cyber security

The NSW auditor general has called for the Office of Local Government to develop a cyber security policy to ensure a consistent response across councils after finding 80% don't have a cyber security framework.

"The Office of Local Government within the Department of Planning, Industry and Environment should develop a cyber security policy by 30 June 2021 to ensure a consistent response to cyber security risks across councils," recommends Auditor General Margaret Crawford.

The report details the results of the 2018–19 financial audits of 125 councils, ten county councils and 11 joint organisations in NSW.

It notes ongoing deficiencies in information technology controls, particularly around user access management. It also found many councils do not have IT policies and procedures and others do not identify, monitor or report on IT risks.

"Cyber security management requires improvement, with some basic elements of governance not yet in place for many councils," the report concludes

IT Governance was identified as one of the leading high-risk issues, along with cyber security management and IT general controls, including user access management, program change management, and disaster recovery planning.

The audit found 71% of councils didn't have IT policies in critical areas such as disaster recovery and business continuity. Of those that do, 25% were not reviewed in line with the council's scheduled review date to ensure they are up to date.

43% of councils were found to have insufficient password controls and more than a third without adequate user access removal controls.

Meanwhile, the audit found 80% of councils had no formal cyber security policy or framework, 84% didn't budget for cyber security and 67% have not recently performed penetrations testing (cyber-attack simulation)

"We continue to report deficiencies in information technology controls, particularly around user access management. These controls are key to ensuring IT systems are protected from inappropriate access and misuse," Ms Crawford said

Office 365 checklist for information governance

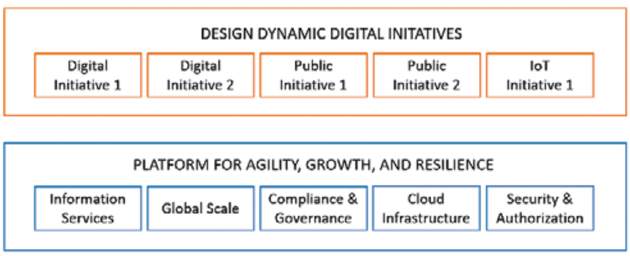
7 questions you need to be able to answer

By Atle Skjekkeland

Office 365 information governance is about better managing information assets, not just ensuring compliance. I have below tried to summarize some of the most important requirements for improving information governance for Office 365 and beyond.

Question 1: Are you able to ensure information availability, completeness, and trustworthiness?

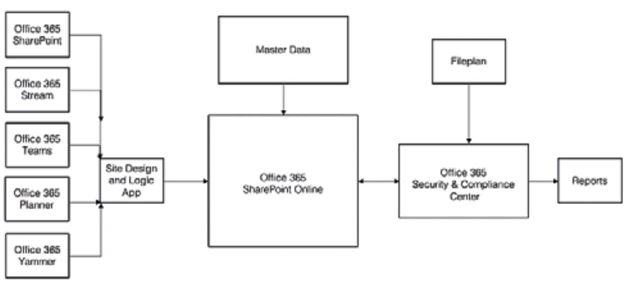
The more content silos you have over the information lifecycle, the more difficult it is to ensure information availability, completeness, and trustworthiness. It doesn't make sense in the cloud era to install a new information silo based on purpose (e.g. publish to web) or value (e.g. records management). Organizations need instead secure and compliant platforms that manage information with apps and components on top of it. This reduces operational risks and costs, - as an example, the annual cost of a leading legacy content management system for 2,000 staff is often higher than the annual cost of Microsoft E5 Advanced Compliance for 20,000 staff...



Source: McKinsey

Question 2: Is it easy for users to find information per business unit, country, etc.?

Metadata is key to finding information, and without this it will be difficult to find information per business unit, country, etc. in a cloud tenant. If you set default metadata on Office 365 sites, then information uploaded or stored to these sites will automatically inherent the metadata. Search can then be configured for progressive filtering of search results using the metadata.

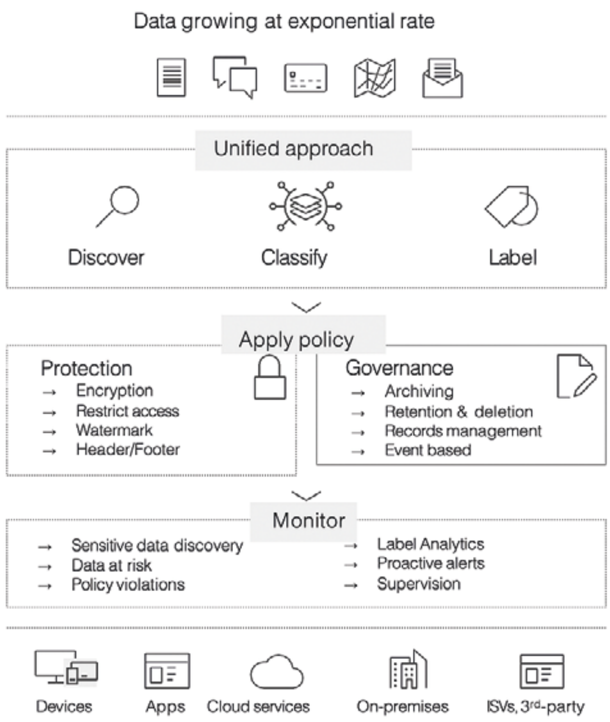


Question 3: Is it easy to identify the owner of Office 365 sites and files per business unit, country, etc.?

Same as above, - you will need a site configuration solution for setting default metadata on sites, but also a site directory listing site owner, business unit, country, etc. The site configuration could be self-service using Office 365 out-of-the-box Site Design and Logic App to put metadata and governance on sites created manually by staff, or automatic when creating Teams, Planner, Yammer, and Stream. Another option is to establish a corporate service to set up Office 365 sites for staff using the PnP framework.

Question 4: Are you able to ensure that important information is protected and secured?

Office 365 Sensitive Information Types, Retention Labels, Sensitivity Labels, and Data Loss Prevention are some of the Office 365 out-of-the-box E3 features that will help you protect and secure important information. Check out my previous post about this, and below is an image summarizing it.

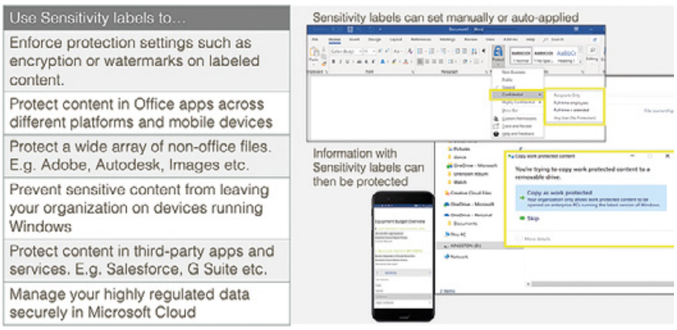


Source: Microsoft

Question 5: Are you able to stop users from sharing or downloading highly sensitive information?

Office 365 Sensitivity Labels can be manually or auto-applied to sensitive information for better protection, or you can use Office 365 Sensitivity Information Types to automatically identify sensitive information such as credit card number, social security numbers, and passports using out-of-the-box or custom classifiers. Office 365 Sensitivity

Labels enforce protection settings such as encryption or watermarks on labelled content, protect content in Office apps across different platforms and devices, and prevent sensitive content from leaving your organization on devices running Windows.



Question 6: Are you able to ensure compliance with relevant regulations, e.g. GDPR?

Users can manually apply Retention Labels on information, or you can automate this based on storage location, content, metadata, and/or machine learning. A Retention Label for records management locks and retain the information as required, but also ensure deletion at the end of the retention period when required. This ensures compliance with e.g. GDPR requirements for data minimization and storage limitation.

Question 7: Are you able to discover relevant information in a timely manner to support your litigation processes?

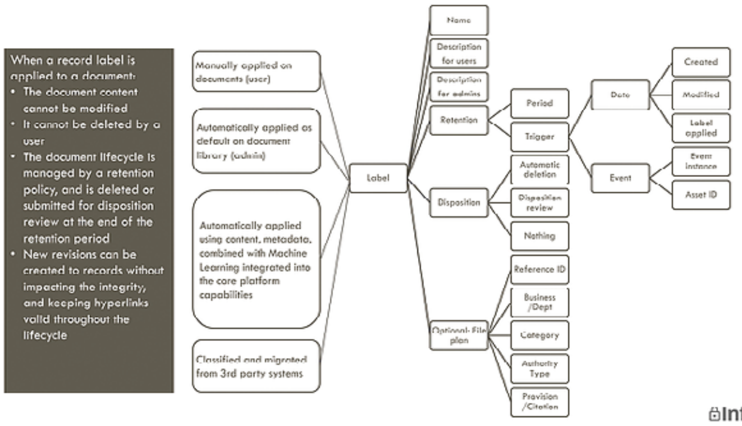
Office 365 out-of-the-box comes with a lot of features to support the discovery of relevant information, e.g. eDiscovery, GDPR subject access request. Establish a process for handling this using the Microsoft Compliance Center. Use Microsoft 365 Compliance Content Search to find all relevant information across your tenant in support of litigation or to establish a Legal Hold on information. For GDPR subject access requests, use Microsoft 365 Compliance Center Data Subject Request to log, search, and respond to request from people wanting to know what you have of data about them.

Feel free to contact us if you need help establishing an information governance and protection strategy for Office 365 and beyond.

Atle Skjekkeland is CEO of Infotechtion, a vendor-independent boutique consulting firm specializing in improving and automating information protection and governance in Office 365 and beyond.

www.infotechtion.com

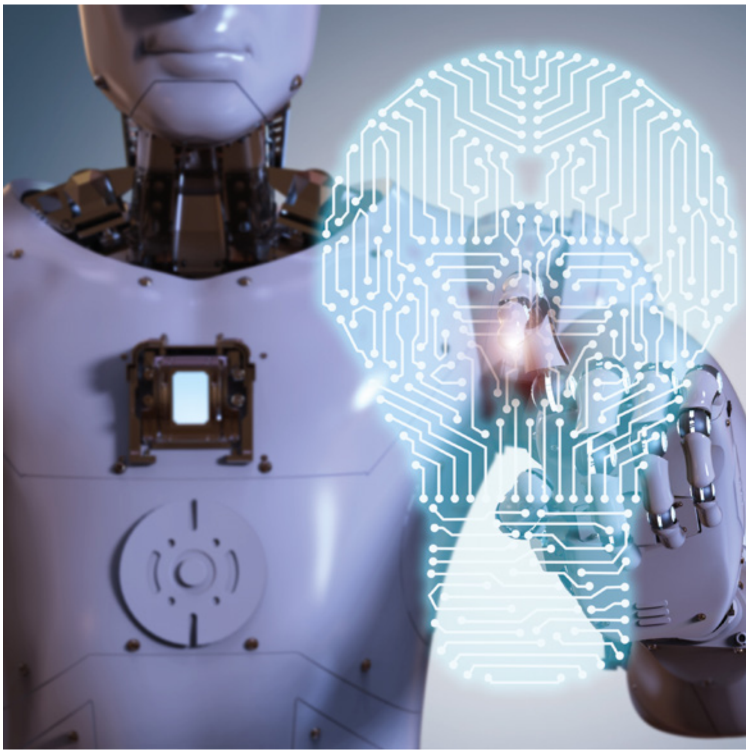
RECORDS MANAGEMENT IN OFFICE 365



Let's Get Real about RPA

By Chris Brown

Now that robotic process automation has been a buzzword for a while, it's descended from the Peak of Inflated Expectations into the Trough of Disillusionment for many.



Before achieving anything that is truly revolutionary, innovative technologies often cycle through a period of hype, a process Gartner branded and illustrated in its "hype cycle."

The cycle depicts a path that winds its way up to the "Peak of Inflated Expectations" followed by the inevitable freefall into a "Trough of Disillusionment."

But eventually, the hype levels out and the genuinely game-changing innovations can start to reach their real potential via "The Slope of Enlightenment."

Robotic Process Automation (RPA) is a good example of a technology suffering from the weight of the expectations that surround it – and a lot of misunderstanding about what it really can do. The answer is, a lot. But not everything. And it's important to be realistic about what lies in between before you invest.

While the technology is a legitimate game changer, it doesn't replace the need for data extraction or a document management system.

There is a lot of confusion around the relationship between these parts of the process and we get a lot of questions: "Why can't the bots do just it all?" Or, "Why do we need a bot at all?"

These are good questions. So in the spirit of helping you reach the enlightened slope a bit sooner, here's an introduction to help you understand the where RPA can help, when to avoid it, and when to run for the hills screaming with your fingers in your ears.

What RPA Can Do

For structured and repeatable tasks, the "bots" of RPA can help you reap major productivity gains and virtually eliminate errors, with time savings you can leverage to save money and do more:

- Re-purpose your staff to bigger and better things for your organization, including younger employees you may lose if you don't
- End the need to hire additional staff for these tedious, repetitive tasks
- Increase customer satisfaction by using RPA to make comprehensive customer information quickly and easily accessible to your reps
- Make management decisions with more information in less time
- Leverage your newly streamlined processes for competitive advantages
- Stop your employees from drawing comparisons to Office Space

In fact, for document-related processing, capabilities like optical character recognition (OCR), document classification, invoice line item extraction, database look-ups, barcode recognition, and patch code recognition are all specific forms of RPA that are part of our ACE algorithm – you don't need to recreate the wheel trying to replicate these with RPA.

Where RPA Fails

When RPA is applied to unstructured processes with variable data and/or "what if" scenarios, RPA is virtually useless. RPA can only replicate a 100% repeatable process. It can't think. That is where machine learning (ML) and artificial intelligence (AI) comes in.

However, RPA can be used to either "feed" data by ML, AI or even other specialized RPA applications already built (e.g. OCR) by automating extraction or "being fed" structured data from these applications to automate portions of the workflow.

Separating the Help from the Hype

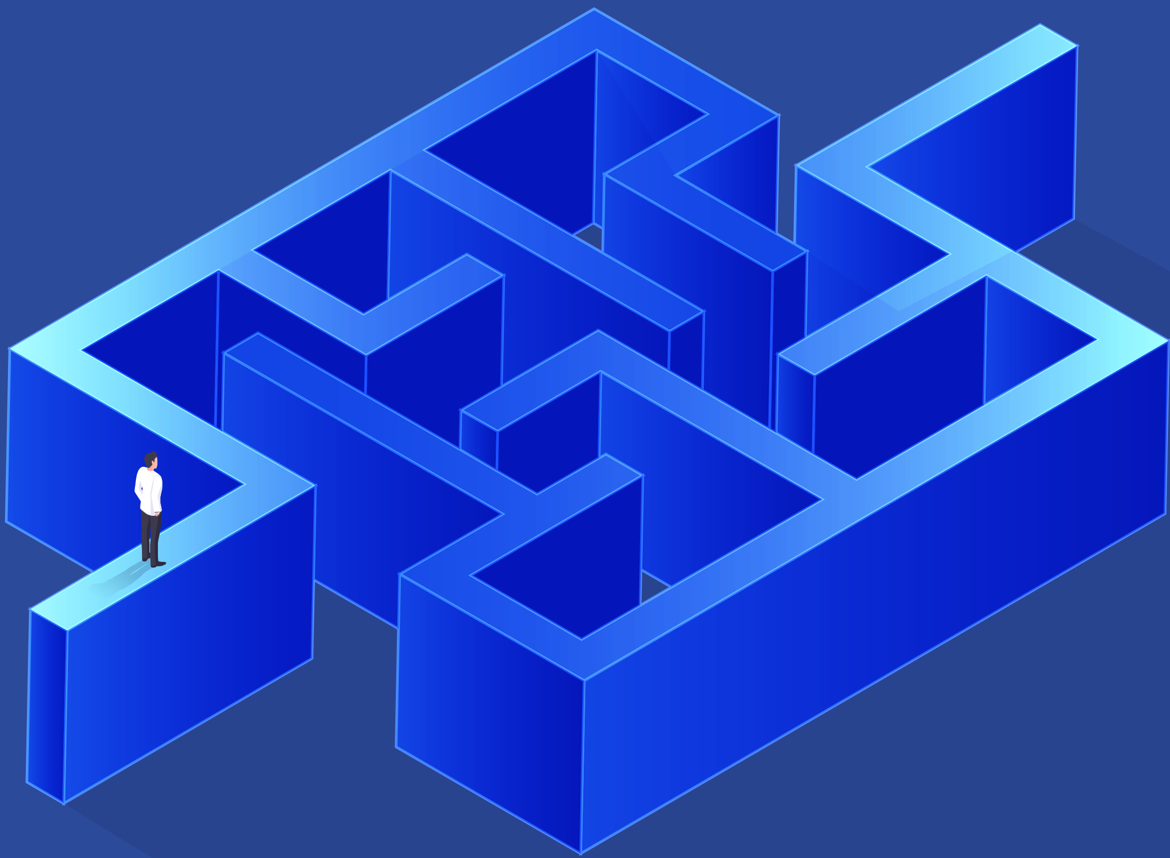
Don't listen to anyone who tells you that RPA can replace workflow or business process automation (BPA). This is they kind of hype that can leave you hundreds of thousands of dollars poorer, just to find that RPA can only automate a tiny portion of your application – while potentially leaving you stuck with hundreds or thousands of hours of professional services on top of the software licensing costs.

As in the early days (read: still today) of enterprise resource planning (ERP) systems, such grandiose RPA installations are likely to fail in the early stages, abandoned and relegated to the dustbin of broken technology dreams. Run.

Chris Brown

Business Development Manager at PSIGEN Software

https://upflow.com.au/



Basing Enterprise Architecture on Business Strategy: 4 Lessons for Architects

By Rod Dilnutt

We commonly accept that Enterprise Architecture is informed by business strategy. This assumption is deeply embedded in our mainstream methodologies, so why do so many architectural projects go wrong at great operational and financial cost?

Our research at The University of Melbourne has found that there are four fundamental preconditions that must be assessed before commencing any architectural development:

- Is there a well-articulated and agreed Business Strategy?
- Does this Business Strategy provide clear direction?
- Is the Business Strategy robust and have the flexibility to respond to rapid change?
- Business strategy creates legacy ICT

These factors were first identified in the early 1990s however, many organisations have not heeded risk warnings and if we are to maximise the return on investment from EA now is the time to adopt some simple principles before proceeding to develop any architectures.

Let's look at the issues in turn.

Is there a well-articulated and agreed Business Strategy?

Common sense tells us that there must be a Business Strategy before commencing EA development. However, Gartner (2016) reported that "two-thirds of business leaders are unclear about what their business strategy is, and what underlying assumptions it is based on".

If the Business Strategy does not exist or has not been clearly articulated, agreed and widely communicated then it is no wonder that any EA will struggle to be fit-for-purpose.

Lesson: The architect must clarify the business direction so that the EA is built on solid foundations.

Does this Business Strategy provide clear direction?

The problem of formulating business strategies and plans in a way that does not provide any clear actionable direction for EA been recognized for a long time.

EA includes: platforms, application portfolios, operating processes, people structures and infrastructures however, there can be a tendency to pronounce strategy in abstract terms.

This can be very difficult to interpret for subsequent EA design and deployment. For example: "general statements about the importance of "leveraging synergies" or "getting close to the customer" are difficult translate into concrete capability.

Lesson: As EA intends to bridge the communication gap between business and IT stakeholders, facilitate information systems planning and thereby improve business and IT alignment the architect must ensure the fundamentals are clearly articulated.

Is the Business Strategy robust and have the flexibility to respond to rapid change?

Even when organizations have clear and actionable business strategy, this strategy is often unstable, frequently changing and unable to provide a steady basis for planning IT. We live and work in a world of rapid change.

This turbulence can originate from many sources including advances in technology, changed social values, regulatory obligations and marketplace expectations. Internally, changes in strategy, leadership, and operating models increase the challenges to create robust yet responsive EA.

Lesson: The architect must risk assess this volatility and plan accordingly. This will always be a challenge but 'forewarned is forearmed' and the current focus on agility is helpful here, and activity must be planned to avoid anarchic islands of capability.

Business strategy Business strategy creates legacy ICT

Finally, there is a paradox in that after being developed and deployed, ICT typically exists in organisations much longer than the business strategies or strategic initiatives they were intended to support.

Even when organisations have a rather clear, actionable and stable business strategy, this strategy often requires highly specific, ICT components to create competitive advantage however, these may have limited shelf-life as technology and management innovations overtake their usefulness. Thus, creating the perennial problem of legacy ICT or 'alignment traps'.

Lesson: Take a long-term view but be prepared to compromise to create business opportunity

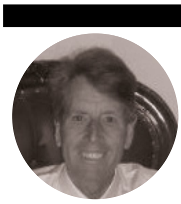
The role of the Architect

Each of these four areas require the architect to engage closely with business leadership. Only through close engagement will alignment of Business strategy and EA be achieved.

In some architect functions this will require a rethink of the role and development of engagement strategies and skills. A starting point can be to use the following risk assessment framework as a communication tool to provoke discussion and better understanding.

The assumption that business strategy is the basis for EA needs to be risk assessed and evaluation of these four factors can provide the architect a sound place to start and open the dialogue with business leaders.

Identification of the four problems associated with business strategy informs that assuming business strategy will provide the clarity and direction required to anchor EA as a value-adding business asset creates a significant risk exposure. However, this can be overcome by a simple risk assessment.



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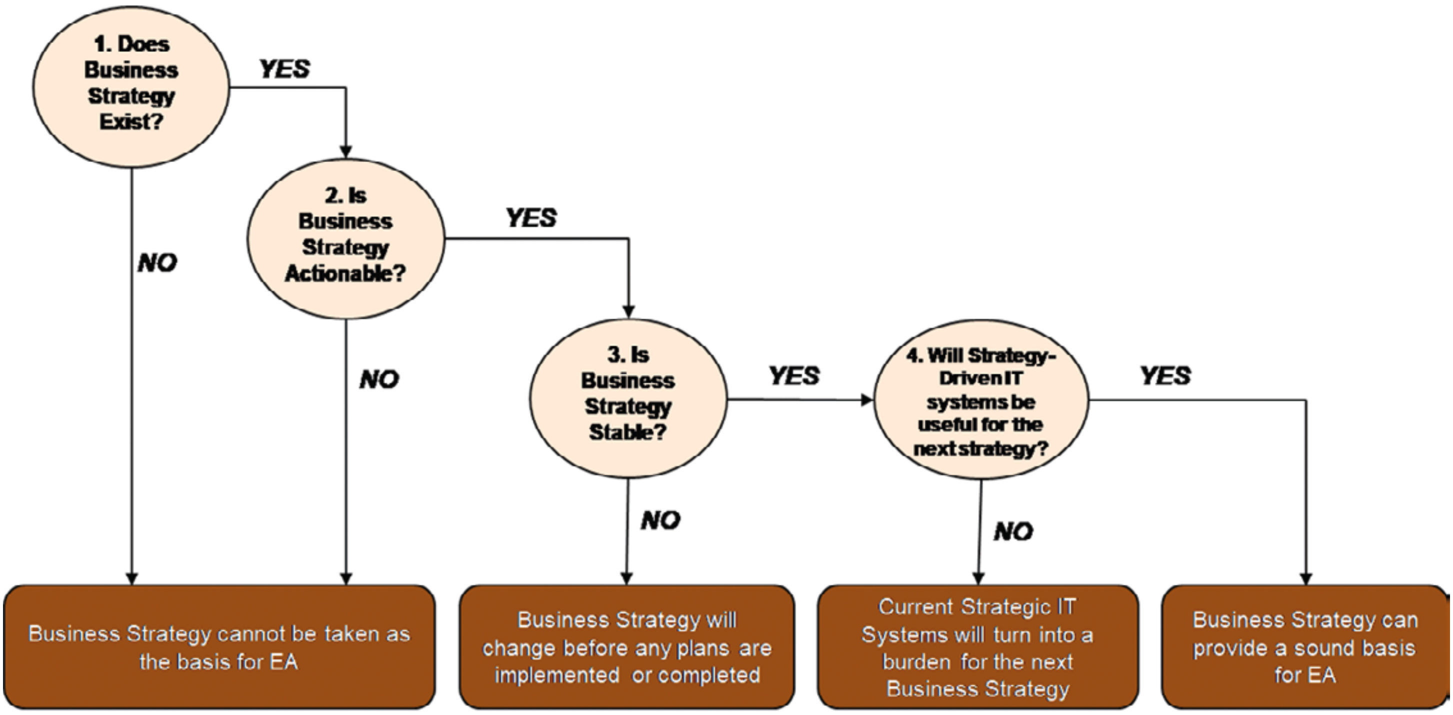

Business Strategy – EA Risk Assessment

Turnbull autobiography leak prompts investigation

A remarkable breakdown in document security saw a PDF copy of former Prime Minister Malcolm Turnbull's autobiography widely distributed on the weekend ahead of its official release on Monday, April 20. A staff member at the office of Prime Minister Scott Morrison has been found to have distributed the pirate copy.

The publishing company is now reportedly pursuing all 59 people who received a pirated copy of the memoir from Mr Morrison's adviser, Nico Louw, in the next stage of a civil legal action to identify a wider network of people.

Publisher Hardie Grant believes an ebook of the of the memoir was hacked and then made available online and then distributed widely as a PDF. Ebooks are typically distributed in the EPUB file format, an XML-based e-book publishing standard. "From that, the Liberal party team decided it was fun to distribute to as many people as they could," Sandy Grant, CEO of Hardie Grant, told Inq.

DRM protection on EPUB books is not difficult to remove, so it would not have required a very sophisticated hack. The free Calibre EPUB reader, for instance, offers a plug-in called DeDRM that advertises its ability to remove the DRM from Kindle ebooks, Adobe Digital ePubs and Adobe Digital Editions (v2.0.1) PDFs

A commercial software tool called Epubor is available from a Chinese firm based in Wuhan. The ebook format conversion software from Wuhan Jindu Technology Co., Ltd, offers drag and drop removal of DRM from EPUB or Kindle books. According to the firm's web site, "The majority of eBooks (sic) retailers are using Kindle DRM, Adobe Adept DRM, Nook DRM and Apple Fairplay DRM. However, there are still some non-mainstream DRM types."

There are many standalone software and cloud-based tools offering EPUB to PDF file conversion. Zamzar is an online file conversion tool that automatically removes metadata providing information on the date of creation and date of modification when converting into PDF format, so that data would not be available to the forensic team investigating the leak of A Bigger Picture. Zamzar also does not seem bothered by DRM. It will not convert a PDF that requires a password to open, but if the PDF only requires a PDF to edit it will happily convert into EPUB and back to an unencrypted PDF retaining a hyperlinked table of contents and any images contained in the PDF.

Forensic investigators attempting to trace the source of the leaked copy of Mr Turnbull's memoir will have professional forensic software that enables them to see further into the document metadata than provide by examining a PDF document's properties.

Brendan Read, Executive Director | Forensic at advisory firm KordaMentha, said, "The process of identifying whether electronic information had been obtained without knowledge of the controller or has been altered from its original state is not necessarily an easy job and requires a thorough investigation using appropriate forensic tools."

A former detective from the Queensland Police High Tech Crime Investigation Unit, Read has over 15 years' experience in giving evidence in criminal and civil cases. His is also a Committee Member for Brisbane chapter of the Association of Certified Fraud Examiners (ACFE)

"To identify if a document has been modified or data has been compromised you need to conduct a thorough digital investigation. Digital investigations can be similar to fraud investigations in that you may need to work backwards. You identify where the money ended up and work back. The same can be true for digital investigations. By working back you develop a timeline of activity to determine where the source of the document may have come from or at what point the document may have been tampered with.

"Electronic documents themselves are open to being tampered with. The digital information which is embedded in a document to describe details about how it was created etc (document metadata) can be subject to manipulation. This information is not always visible to the standard user. Like the iceberg which only shows a portion of itself above the water, it is what lies beneath the water which is of particular interest to forensic investigators.

"There are various tools available online which can allow a person to modify the metadata of a document. When these changes occur to the document is possible that little clues are left behind. Sometimes these clues are hidden beneath the water and are embedded in the document or on a device that the document existed on.

"Using specialist forensic tools these clues can be identified and verified to provide important factual information about the authenticity or legitimacy of a document. It is important to use multiple forensic tools to maintain the integrity of your investigation and any findings," said Read.

The Australian Publisher's Association (APA) has written to the Prime Minister with its concerns over the security breach.

"During a government lockdown that has caused the most difficult economic crisis for a generation, a senior economic adviser in your office has sent to more than 50 people unauthorised copies of a book printed in Australia and published by an Australian company forced by that lockdown to make people redundant and to cut hours and salaries by 25%. "It is likely that members of your party, including members of your government and their staff, have created and distributed well over1000 copies of the book without either payment or permission. Although the Treasurer announced in the same week that '...it's only fair that those that generate content get paid for it...', ministers in your government have reportedly treated this unauthorised copying as trivial. These actions have caused immediate harm to one Australian publisher. The muted response by your government now risks long term damage to every copyright owner in Australia."

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Metadata really does make Digital Transformation easier!

By Conni Christensen

When you're pushing a particular barrow, it's good to validate your arguments. So, over the holidays, I caught up with a few Gartner reports to confirm their take on the link between metadata and digital transformation. I've extracted a few (not so random) quotes so follow my line of thinking:

Gartner on Digital Transformation

Digital transformation has put data at the center of every organization. Businesses are awash with data. They struggle to identify what is most important and what actions to take (or avoid).

Top 10 Data and Analytics Trends, Nov 2019

On the Value of Metadata

Metadata is information that describes various facets of an information asset to improve its usability throughout its life cycle. It is metadata that turns information into an asset. Generally speaking, the more valuable the information asset, the more critical it is to manage the metadata about it, because it is the metadata definition that provides the understanding that unlocks the value of data.

Gartner Glossary

And on Metadata Management

Quantifying the importance of data assets and providing transparency in the uses of data, in support of data governance and data security, are becoming core data management requirements.

Metadata management is therefore emerging as a core technology-enabled discipline for data and analytics leaders.

The State of Metadata Management Jul 2018

By now you should have reached the conclusion that metadata management is a critical component of your digital transformation strategy.

But when it comes to on executing that strategy...

Many managers today find it hard to stay aligned with strategy, not because they don't understand or aren't committed to the strategy, but because they don't fully understand how to carry it out in the continually changing and uncertain operating environment.

Top Insights for the C-Suite 2019-20

And this has been our experience. Most organisations fail to execute their digital transformation strategy because they don't know where to start. It's hard to add value to your content if you don't know what content you have and how to classify it.

So how to execute your strategy?

Defining language and establishing standards is the starting point, but many CIOs find this a major challenge:

■ It's a non technical discipline which requires a considerable body of knowledge, so...

■ There's a world-wide shortage of business language and metadata specialists.

■ It's time consuming, but it's a prerequisite for any form of content management .

■ Business users will be highly critical of the business language, but

■ They wont actually use it because they don't have enough time to classify or tag their content, so...

■ Metadata quality will be an issue for any transformation project.

Let's rethink the business model around this and consider a different approach so you can take advantage of work that has already been done by specialists.

Outsourcing Metadata Management

Outsourcing language development will enable you to execute your strategy faster and start tagging your content with high value metadata.

You think you're different but essentially you're much the same as most other organisations. You build stuff or deliver services, employ staff and contractors, manage finances, litigate, regulate, enforce...the same as everyone else.

Through cloud based management tools you can access taxonomies that meet industry and government standards, and ontologies which link taxonomies to information protection and retention rules - all of which can be easily customised to your specific line of business.

It's a highly cost effective solution. In fact, you can now outsource all those things that you would have to employ someone to do, if you can find a person or team of people to hire, and which would take you years to build.

Automatic Generation of Metadata

Metadata tagging, done by humans, is costly. Most people hate tagging and will find ways to avoid doing it. It is time consuming taking one to five minutes to manually tag each piece of content. Mostly it is done very badly (inconsistent, inaccurate and incomplete).

The business case for automated tagging is compelling. In one night a machine can tag what it takes a human over 250 years to do. And the machine will tag consistently and completely, delivering fit for purpose metadata.

The return on investment is immediate. The first benefit is findability, and the means to sort, filter, group and refine information. But metadata is the gift that keeps on giving. With high quality metadata you empower your digital transformation initiatives in multiple ways:

■ providing context for additional processing such as appraising for records and applying retention and information protection rules.

■ enabling interoperability and data sharing between systems

■ triggering workflow and event processing

■ enabling business intelligence: analytics, data mining, business performance management, benchmarking, forecasting...

To requote from Gartner:

> It is the metadata definition that provides the understanding that unlocks the value of data.

Conni Christensen

Founding Partner, The Synercon Group

www.synercon.co

iCognition wins $A2.3M DFAT Deal

Also reports strong growth in EDRMSaaS.Cloud

The Department of Foreign Affairs and Trade (DFAT) has awarded Canberra-based Information Management and Governance specialist iCognition a new multi-million dollar contract.

The win adds to iCognition's success in the Federal government market with contracts including National Archives of Australia, Department of Agriculture, Water and the Environment, Department of Infrastructure, Transport, Regional Development and Communications, Department of the Treasury, Department of Education, Skills and Employment.

The $A2.3 million DFAT deal covers the renewal of software licences for Micro Focus Content Manager, the department's electronic records management system. iCognition beat out three other bidders via the Whole of Government Software Licensing and Services (SLS) Panel, due to the company providing the best value for money for the services.

iCognition has also announced new success for its Software-as-a-Service Content Manager offering, EDRMSaaS.Cloud, with multiple contracts transitioning Micro Focus Content Manager customers to the cloud by the end of this financial year.

Newly on-board with the iCognition EDRMSaaS.cloud is the oldest Australian-owned financial services company Perpetual Limited. Perpetual offers a broad range of investment, superannuation and retirement income products. iCognition consultants initially undertook an Information Management & Governance strategic review for the Australian investment and trustee group, resulting in a recommendation to move the existing TRIM system to the cloud as an upgraded solution.

Their existing TRIM system has multiple integrated satellite systems that are being upgraded by the Perpetual outsourcer, Fujitsu. iCognition is providing the entire Content Manager solution in a highly secure Azure-based environment, which they will manage for a three contract.

Additionally, Tasmania's Department of Primary Industry, Parks, Water and the Environment has also recently adopted iCognition's EDRMSaaS.Cloud after an exhaustive open tender process. This SaaS service is scheduled to go live in May 2020 and will involve 1200 users transitioning from network drive usage to the iCognition EDRMSaaS service that includes Content Manager, and iCognition software; RM Workspace and RM Workflow.

These iCognition products have been mature for some time. The ACT Government has relied on Information Management and Governance solutions from iCognition since 2003, with RM Workspace providing easy collaboration as the approved interface for Content Manager.

Transition to EDRMSaaS

iCognition is also transitioning many small to medium organisations to the cloud, such as the Canberra-Goulburn Catholic Education Office and The Geo Group Australia, Australia's largest provider of private correctional services.

"The benefits of cloud are proven. iCognition successfully transitioned 2100 TRIM users at University of NSW to our cloud service, EDRMSaaS.Cloud. This service has been in operation for over 20 months now and consistently meets all Service Level Agreements, including the availability SLA," said Nigel Carruthers-Taylor, Principal & Director, iCognition.

iCognition's Electronic Document and Records

Management System-as-a-Service (EDRMSaaS) represents 20 years of iCognition experience, intellectual property and practical knowledge. It is a high quality Software-as-a-Service offering that is based on the number one EDRMS used in Australian Government, Content Manager (formerly known as TRIM). It can also include iCognition's award-winning RM Workspace for secure web-based end-user access and collaboration, Office365RMBot for fast and easy information governance of Office 365 information, RM Workflow to deliver easy-to-use Content Manager workflows, and RM Public View for publishing and sharing to non-Content Manager users.

Security is driving organisations to move to their Content Manager/TRIM systems to the cloud, as many organisations struggle to keep these systems updated, patched and configured to best practice and the latest security requirements. iCognition has responded by developing a government standard highly-secure and robust platform through Microsoft Azure Central, which is encrypted end-to-end, and is delivered with iCognition's innovative solutions that provide the opportunity to re-tune application security for a more secure and usable solution. The overall result is a highly secure, robust cloud EDRMS that is fully assured and delivered with stringent SLAs. The EDRMSaaS.Cloud service sets new standards for resilience, ensuring high availability and disaster recovery from a global cloud delivered from client-selected sovereign regions.

Organisations such as UNSW, Perpetual Limited and Tasmanian Dept. of Primary Industries are realising productivity benefits and getting better value for money from their corporate information using this iCognition approach. Taking the pressure off organisations' IT and records management staff with a platform that is up to date, upgrading and innovating each client's solution as a service is paying immediate dividends.

Govern Office 365 using Content Manager

"Our clients are facing an information tsunami created by apps like Teams, SharePoint, Exchange and OneDrive. The Office 365 integration will be achieved using iCognition's new codeless Office365RMBot microservice," said Nigel Carruthers-Taylor.

Office365RMBOT is an Office 365 to Content Manager microservice that harnesses the capabilities of the Microsoft Power Automate platform with Content Manager. Office365RMBot provides codeless integration between Content Manager and Teams, SharePoint, Exchange and OneDrive, as well SAP, MS Dynamics and social media feeds. Incorporating this microservice into any Power Automate flow provides a single configurable platform for integration without developers and messy integration projects. It provides fast, agile outcomes, flexibility to make changes, and simple upgrades.

Driving an information management strategy using process automation can achieve quick and sustainable returns and is a key tool to manage information generated in Office 365.

Capture records from TechnologyOne

iCognition Pty Ltd, has successfully implemented the TechnologyOne to Micro Focus Content Manager (CM) integration at Hutt City Council, NZ. iCognition has added this product to their RM Solutions suite under the name of RM TechOne Connector.

RM TechOne Connector is now in production at Hutt City Council and working well the Council is very pleased with the result. RM TechOne Connector product is now a released product in the market, and we encourage organisations using TechOne and CM to contact us to discuss how we can deliver compliance and regulation for their TechOne solution.

Other recent wins have included state government clients in NSW, Queensland and Tasmania, Rous County Council; the Financial sector; Universities and Catholic Education sector.

For further information contact info@icognition.com.au

Signing an agreement to adopt iCognition's EDRMSaaS.Cloud, (l to r) Nigel Carruthers-Taylor, Principal & Director, iCognition, Dr John Whittington, the secretary at Tasmania's Department of Primary Industry, Parks, Water and the Environment, Joe Mammoliti, CEO, iCognition)

PSIcapture unplugs the pipeline for Goode Rentals NZ

Auckland-based Rental & Property Management company Goode Rentals has solved a headache in data processing for water charges utilising a sophisticated capture solution from PSIGEN.

Implemented by the digital solutions team at local resellers Sharp New Zealand, the PSIcapture solution has greatly simplified the payment and processing of water charges, which had become complicated as the tenant only pays for the volumetric water used and the landlord pays for all fixed charges on the water notice.

Founded in 2009 to offer clients a complete and professional rental property management service, Goode Rentals caters for the full spectrum of the rental market.

This requires streamlined processes and accurate, timely data availability for both landlords and tenants. Goode Rentals uses the Palace cloud-based property management solution to manage and maintain the rental properties' data and documents.

One of the key services that Goode Rentals offer landlords is to manage the payment and processing of water charges. This becomes complicated as the tenant only pays for the volumetric water used and the landlord pays for all fixed charges on the water notice.

This process takes considerable time when dealing with hundreds of water notices from different water suppliers like Watercare, Veolia and Waikato District Council.

Goode Rentals was using a service that took 4-7 days to enter invoices into the Palace solution, and they were finding documents missing or inaccurately entered for the property. This in turn, required the administration team to track and double check all the items. They would also need to remediate any incorrect data thus causing the team and key stakeholders a lot of frustration at the inefficiency and increased business risks.

They knew that to manage their growth, they would need find a solution that provided timely and accurate results.

Goode Rentals worked closely with Sharp New Zealand's (PSIGEN local resellers) digital solutions team and they were presented a solution that dramatically reduced the need for double checking, tracking and reviewing all water rate notices that were entered into Palace.

This was achieved by capturing emailed and hard-copy water rate notices which were scanned on Sharp MFPs and sent to a predefined email account.

The PSIcapture solution automatically identifies the new documents and processes them; autonomously extracting the key vendor and property information, fixed water charges, volumetric water charges and the previous and current water meter readings. All valid documents are then migrated using the Palace Property Management API to make them available within minutes to the Goode Rentals administration team, who can action in their Palace Document Flow process and any document that is identified as not being a water rate invoice is flagged and sent back to a user for review.

Today, Goode Rentals have peace of mind knowing that the hundreds of water rates notices that they receive monthly are processed accurately, and are available in the Palace solution within minutes, not days. This all happens seamlessly without all the headaches and loss of hair.

"Goode Rentals operates in an extremely competitive property management environment," said Mr Darryl Goode, Founding Director.

"By partnering with SHARP New Zealand, the team at Goode Rentals were able to gain more time to focus on their customers and achieve timely and accurate information to support the management of the water billing processes for a property."

The property managers at Goode Rentals are now more efficient and significantly happier. Since moving to the new service there have been zero errors. Tenants are being invoiced earlier and the landlord knows that Goode Rentals is supporting their interests and investments.

Darryl Goode (l), Founding Director, Goode Rentals and Steven Chenery, Managing Director, PSIGEN ANZ distributor Upflow

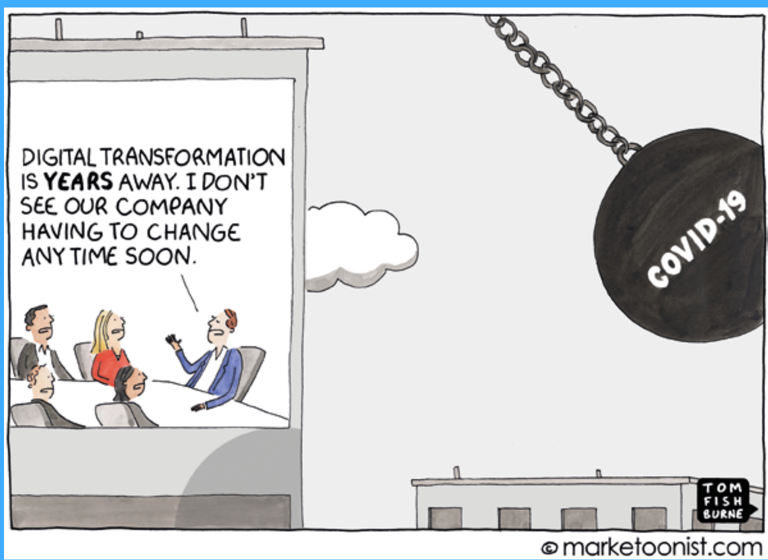
Digital Transformation Survey 2020

The COVID-19 crisis has underlined the importance of digital transformation in 2020, and provided another impetus to organisations to revamp their entire digital approach in addition to the risk of being disrupted and replaced.

In an increasingly digital-focused environment, what steps are today's organisations taking to transform the way they conduct business and interact with their clients and partners? How far along are they in the process of integrating the enormous variety of cutting-edge digital tools into their strategy?

To analyse this ever-evolving digital landscape IDM is undertaking this survey in partnership with Australia's Institute for Information Management (IIM) and industry sponsor Sypht. To analyse the ever-evolving digital landscape IDM is undertaking this survey in partnership with Australia's Institute for Information Management (IIM) and industry sponsor Sypht.

Take a few short minutes to complete the survey to contribute your insights and expertise and go in the draw to win a $A500 Gift Voucher. All survey results will be anonymised before a report is delivered on the findings.



Digital Dividend for Georges River Council

A lengthy ongoing program of digital transformation at Sydney's Georges River Council delivered dividends when the COVID-19 crisis hit in March 2020.

"We were in a very privileged position in the sense that we had the program for our digital workplace pretty much ready to go when the pandemic hit," said CIO Fresia Segovia.

"We would have liked a softer launch, but it gave us the impetus to roll it out in around a week."

Georges River Council had undertaken a two year program to consolidate existing business systems after the amalgamation of the former Hurstville and Kogarah City Councils in 2016, combining two vibrant, ethnically diverse communities of over 150,000 residents and businesses close to the CBD, Sydney Airport and Port Botany.

The actual transition plan initially had 108 projects scheduled for completion over a 24 month period.

A further 20 projects were added in 2017/2018. This included a migration to TechnologyOne, OneCouncil and Content Manager for records management within hybrid cloud architecture.

"Through that decision-making process, we also prepared Council to be ready to take advantage of software as a service (SaaS), and the leadership team supported the decision in enabling architecture to support SaaS," said Segovia.

Following the completion of the council amalgamation program in 2018, another three year program commenced to further embed digital operations.

"In the past 30-month period we also established a hybrid cloud architecture, which enabled us to uptake effective and efficient solutions which could be activated when required. If we decide later that we don't need them, they can be decommissioned. Change is much easier than it used to be with respect to on-premises installation."

Remote working

"Around 300 Council staff are now working from home and the infrastructure and tools they need to do their jobs was available from the outset. This includes Office365 and the council's SharePoint Online intranet, known as Rivernet, which has been live for over two years.

Microsoft Teams for collaboration had been fortuitously deployed in December 2019, along with CM9 Web to allow records management to be undertaken via web browser, so all staff have access to their records anywhere at any time from any device.

"One of the things we did have to initiate when COVID hit was dedicated training for staff to help them adapt to working online.

GEORGES RIVER COUNCIL

"I believe digital literacy is the biggest issue, in a sense that you can have all the best systems in the world, but if people aren't comfortable or don't know how to use them, then you're still failing them," said Segovia.

"We completed about 263 inductions and we're still going. Achieving a good result has to be when staff say 'this is great', not when we say we rolled it out.

"Another thing we did was expand our connection to the Internet by doubling the bandwidth to alleviate any pressure points and ensure a smooth experience."

The push to the cloud has also seen the adoption of LGSS Pulse for corporate reporting, another software as a service provider. Both councils had previously used the PinForce ticketing system for council rangers; one was on-premises and the other was cloud-based, so Georges River Council moved both to cloud.

Council also migrated to the QGIS free and open-source cross-platform GIS mapping application.

Essential Services

Staff running essential services are still working from Council offices. These include areas such as regulatory services, and our front-line staff and corporate services are needed to keep our Local Government Area (LGA) well maintained and also provide vital employment in the Georges River.

Unlike Australia's State and Federal governments, which have postponed all sitting days during the COVID-19 crisis, Georges River has elected to continue holding Council and Committee meetings which are streamed online with community participation via Skype.

Community interaction is a critical aspect of the next wave of Digital Transformation initiatives underway at Georges River.

This will address the large number of manual PDF forms that must be downloaded from Council's website, filled out and then submitted in person or online.

Digital workflow has been enabled through an application

"We want it to be known that we're a digitally progressive council and we are looking to provide these digital services to our community." - CIO Fresia Segovia.

management framework utilising Content Manager workflows integrated within TechOne to enable automation of responses and deliver applications to the correct council officers. This also ensures all applications are related back to the individual property listing. Current printers are Konica Minolta and Canon scanners with CapturePerfect software.

A program is now underway to migrate all of these forms, so they are able to be completed online using TechnologyOne's eLodge system.

Georges River is also preparing to be among the early wave of NSW councils to allow Development Applications to be lodged via the NSW Government elodgement portal in the July-September quarter.

"COVID-19 has, in a sense, helped, because there is still an obsession over signatures, an obsession with paper and I think COVID is motivating people to get to the point where they want to engage with Digital Transformation instead of obsessing over printing and signing documents," said Segovia.

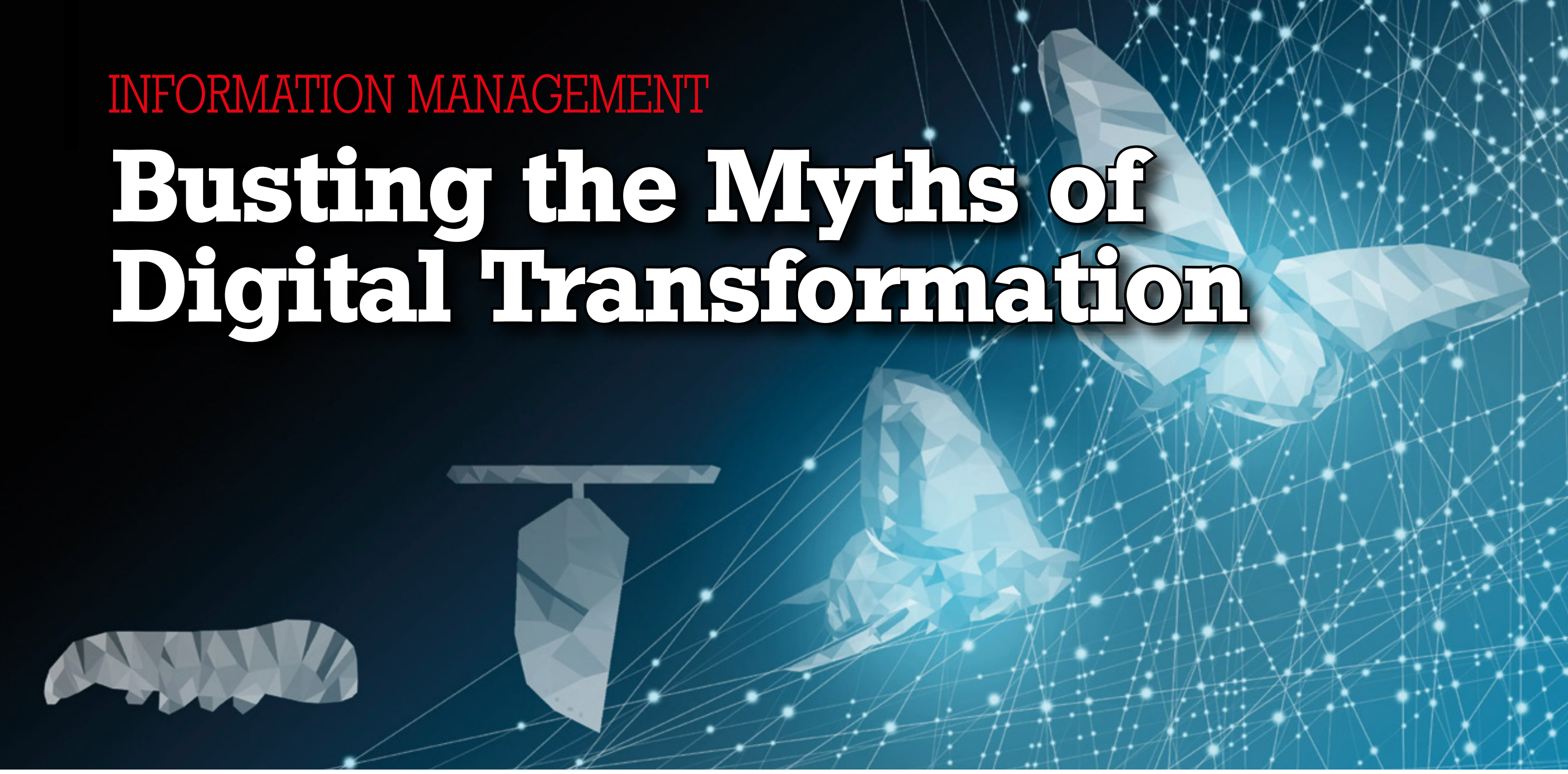
"We want to make sure that our actions deliver a relevant and viable digital infrastructure framework which will pave the way for future digital advancements, benefiting our community, customers and staff."

"Since proclamation, the staff of Georges River Council have been working diligently towards a unified city that is a great place to live, work and visit.

"We are regarded as one of the highest performing merged councils in NSW, with a resilient and skilled workforce, engaged community, strong governance and a clear strategic view of the future.

"As a now well-established organisation, we can focus outwards and start positioning the LGA and our Council as a strong and influential entity in Greater Sydney and NSW," said Segovia.

Busting the Myths of Digital Transformation



By Didier Bonnet

Digital Transformation is getting the world-wide attention it deserves. Executives in every industry and country are seeing opportunities to improve their businesses and sensing threats if they don't. Although this attention is spurring action, it also comes with plenty of bad information and questionable advice.

Many leaders, guided by pre-digital assumptions or listening to slick, but less-than-thoughtful, "experts," are buying into dangerous myths. These myths can blur executives' strategic vision and promote implementation approaches that don't work.

What are these myths? We have been studying digital transformation for ten years – long before digital transformation became a "thing." We have researched hundreds of companies and published a book that helped shape the last five years of conversation on the topic.

We've seen these myths and the harm they can do. The seemingly simple solutions they offer can lead to dangerous consequences. Here are seven of the most common myths we've heard.

Myth 1: Digital transformation is a technical challenge.

This is dangerous because it feels so true. Our findings are very different. Many companies are adopting many new technologies, but few are doing it well. Digital Masters, the best companies we identified at digital transformation, excel at two broad classes of capability: digital capabilities and leadership capabilities.

They build digital capabilities by embedding the right technologies into the right parts of their customer engagements, operations and business models. They also build strong leadership capabilities to drive the transformational change that leads to business results.

While both are important, we've learned that leadership capability is paramount. It turns technology into transformation.

Technology does not create value on its own. It only enables value when you use it to improve the way you do business. Leadership capabilities -- vision, employee engagement, governance across silos, IT/business collaboration and raising digital competencies – are essential to driving value-creating transformation.

Myth 2: Digital transformation is primarily about customer experience

Customer experience gets a lot of attention, for good reason. If you can make your customer experiences intuitive, more business will come your way.

There are many powerful and media-friendly stories of B2C companies changing the way they engage with customers. But they often miss the point of what makes the transformation possible.

An essential source of advantage in digital transformation is largely hidden from view. It comes from transforming operations. If your company can streamline the way it works, clean up its product and customer data, or make operations more agile, this will create myriad innovation opportunities.

Digitally transforming operations not only creates efficiency, but also enables new innovations in customer experiences and business models.

Myth 3: Digital transformation is about bottom-up innovation.

We've all heard stories about edge innovation or relying on worker experiments to transform how a firm operates. But, our research found no cases of true bottom-up transformation. All Digital Masters had strong top-down leadership. This is a prerequisite for the transformative vision or cross-silo governance that drives true change.

The "let a thousand flowers bloom" strategy leads to just that. A thousand unconnected, and often dying, flowers.

Bottom-up engagement is still important, and it happens productively when employees buy into the vision and suggest innovations. But, with few exceptions, digital transformation must be driven from the top.

Myth 4: Hiring a chief digital officer is a "fire and forget" way of hitting the target.

Digital transformation, like every transformation, needs a leader. A senior person who can drive real organizational change, not just technical innovation.

Many companies yielded to the temptation of hiring visionary and fast-talking technical gurus. These gurus often have a short shelf life. They set vision and launch initiatives but do not have the power, resources or cultural context to drive effective transformation.

Other companies tasked their CIO to drive digital. This works in companies where the CIO has the vision and capability to drive business change, but often fails.

Others asked a business leader to drive change. This works if the leader can envision and drive new ways of doing business, but often leads to missed opportunities and a biased transformation focus.

Whoever it is, the digital leader needs top-level support to mobilize resources and overcome organizational hurdles.

Myth 5: Digital transformation is too fast for our IT organization

Digital is fast, but our IT unit is slow. We still hear this from companies around the world.

Many leaders still try to manage digital activity without involving the IT department. The truth is that we've seen very few digital transformation successes that do not include the IT organization.

You may be able to design apps or implement a clever cloud-based front-end system. But, for sustainable transformation -- for systems to connect with legacy data, for processes to flow efficiently and securely, and for scaling the digital initiatives that drive business returns -- you will need close cooperation between IT and the business.

That means changing the way IT works, and how it works with business leaders. IT must become more agile, and leaders more business-focused, while business leaders become more technology savvy and willing to engage more strategically with IT leaders.

Myth 6: Digital transformation is about radical business model innovation

With many stories of industries being disrupted, it can be tempting to assume that only radical business model transformations are worthwhile. But these are the hardest and most risky ones to achieve.

It is essential to understand the likely extent and time-frame of disruption in your industry. Industry disruptions are typically long cycles, especially for industries working in physical products.

We've seen a learning curve with Digital Masters where companies first get good at digitally improving their existing businesses before they leap into radical business model innovation.

One common myth is that if you're not driving a strategic platform in your industry you will be left behind.

In reality, not every company is in a position to become a platform leader. For those that are, the process is complex and uncertain, requires heavy investment, many experiments and course corrections, long-term commitment, and a solid dose of luck. Can your company deliver that?

Whether or not you consider radical business model change, there are many smaller opportunities in digitally-modifying or digitally-enhancing your business model. These innovations are lower risk and lower cost but can yield tremendous value and learnings in aggregate.

For example, can you provide subscription services instead of waiting for orders? Can you use data to understand a customer's risk profile or potential buying patterns, so you can price your offerings better or personalize the sales process? Can you add a per-usage model to your core offering?

Business model innovation can be a great source of value creation, but first understand the timeframe of disruption and be realistic about your organizational ability to respond without damaging the existing business.

Myth 7: Digital will be slow to change my industry. I can afford to wait

Being complacent about the stability of an industry is equally dangerous. We've identified Digital Masters in even the most traditional and stable industries such as mining or agriculture. Why? Because digital transformation success is more about leadership drive than it is about industry structure.

Many CEOs fear current competitors mastering digital transformation more than they fear clever start-ups. Others think it is better to wait and be a fast follower.

Truth is, you need to be hyperaware not just of digital plays from your industry but also players and innovations outside your industry altogether.

The best approach is to create strong strategic awareness and vision, and then start taking action to improve your digital and leadership capabilities. With digital masters in every industry, non-master companies must rush to catch up even as their best competitors accelerate ahead.

Breaking the myths of digital transformation

Myths about digital transformation abound and there is no shortage of media attention amplification. The main lesson is: don't buy the hype! Make sure your team challenges the myths, traditional industry assumptions or silver bullet solutions.

Our research with hundreds of companies shows that digital transformation is more of a leadership challenge than a technical one. The right way to manage transformation is to understand what is happening, set a clear vision, engage everyone in that vision, and then continually invest, steer, and readjust to make that vision a reality.

This works in every industry. Use the myths positively to drive conversations and challenge common thinking, but don't believe them as truths. Buying into the myths is like following an old map in a fast-changing city. It'll get you somewhere, but not where you want to be.

Didier Bonnet is Professor of Strategy and Digital Transformation at IMD Business School, in Switzerland and EVP Digital Transformation, Capgemini Invent. He is widely published and is co-author of Leading Digital: Turning Technology into Business Transformation.

Didier Bonnet

Affiliate Professor of Strategy and Digital Transformation at IMD Business School

Griffith Uni tackles O365 Governance

Griffith University will partner with Information Management and Governance (IMG) specialist iCognition to use the firm's new Office365RMBot to capture, manage and govern information created by Office 365 across the enterprise.

"The number one question we are currently being asked is how to manage and govern information created in Office 365. Our clients are facing an information tsunami created by apps like Teams, SharePoint, Exchange and OneDrive. We have an answer for this, and now we are about to prove it", said Nicholas Fripp, iCognition Principal Consultant and Account Manager.

"We are excited to kick off this Office 365 information governance project with Griffith University's Manager, Productivity & Information Management, Gabrielle Ingram, and her team", said Fripp.

"We will initially integrate SharePoint to Content Manager, and we have a longer-term aim of integrating various other Office 365 applications to Content Manager so that Griffith University can contain the information sprawl created by SharePoint, Teams, Exchange, OneDrive and other Office 365 apps."

The Office 365 integration will be achieved using iCognition's new codeless Office365RMBot microservice. Office365RMBOT is an Office 365 to Content Manager microservice that harnesses the capabilities of the Microsoft Power Automate platform with Content Manager.

"This service underpins Office 365 apps and allows Content Manager to become the trusted information source to manage the risk of information sprawl, the build-up of storage costs and leakage of sensitive information causing reputational damage to your organisation," said Fripp.

Office365RMBot provides codeless integration between Content Manager and Teams, SharePoint, Exchange and OneDrive, as well SAP, MS Dynamics and social media feeds. Incorporating this microservice into any Power Automate flow provides a single configurable platform for integration without developers and messy integration projects. It provides fast, agile outcomes, flexibility to make changes, and simple upgrades.

Toyota Finance NZ simplifies Loan Processing

Toyota Finance New Zealand Limited (TFNZ), a regional subsidiary of Japan-based automotive finance company Toyota Financial Services Corporation, has selected Ephesoft to accelerate its automotive loan application and settlement processing. TFNZ will deploy Ephesoft's Transact content capture and data discovery solutions to its loan operations team in order to automate the classification of proprietary loan application forms and ancillary documents to expedite data extraction – delivering a more streamlined loan validation process.

"For a financial organization like TFNZ, the digital transformation of loan processes is most importantly a customer service initiative," said Stephen Blay, General Manager Operations at Toyota Finance New Zealand Limited.

"Ephesoft will enable us to integrate an innovative, cloud-enabled solution that uses machine learning for enhanced document and data management, ultimately making it simpler for our staff to help customers secure financing for a new vehicle. This partnership will also enable our loan operations team to shift their focus on manual data handling to strategic customer support."

Ephesoft Transact leverages artificial intelligence, machine learning and cloud-based web services. TFNZ will run the solution in the cloud, integrating with its own loan origination system, to bring smart capture data extraction and classification capabilities to its employees and customers. TFNZ proprietary documents such as application and direct debit forms will be classified and extracted to assist with validation and loan finalization. Supporting documentation, such as proof of income and proof of address, will be identified, classified, extracted and validated against core application data, resulting in a faster and more accurate loan validation process with fewer customer touchpoints.

Penrith gears for growth with Dynamics365

Penrith Council is undertaking a cloud-first digital transformation that will streamline the delivery of services to a rising population and at the same time lift the quality of those services. Over the next few years Penrith is slated for massive growth with the opening of the second Sydney airport and its surrounding aerotropolis.

Jane Howard, ICT operations manager has been with the Council for three and a half years and leads the team delivering the digital transformation underway. Howard says that the program of work has a customer focus front and central. "That's very, very important. We want to be able to deliver agile, innovative, and efficient services through technology," she says.

"Our vision, is for the customer to be kept informed, and receive feedback through the duration of the requests they've made of council, until finalised."

In order to deliver against that vision Penrith has deployed Microsoft Dynamics 365 Customer Service, initially to support interactions with customers regarding their waste management services. Previously customers with a query – a collection had been missed; a bin had been damaged – needed to call the council's waste service provider. In a typical year as many as 80,000 such calls would be received. When Penrith Council recently renewed its waste services contract, it wanted those tens of thousands of requests to be made via the council's Customer Experience centre. By integrating Dynamics 365 Customer Service with the waste contractor's own computer system it is now possible for customers to raise requests on the Penrith Council portal – My.Penrith.City (in Dynamics 365 Customer Service) and have that directly communicated to the waste contractor's system for action, and each truck or crew also have mobile solutions available to hand.
According to Howard; "Since we went live in July, we registered 16,000 requests from our customers. The majority are still received by our Customer Experience team by phone, but we've undergone a recent campaign

MinterEllison Takes AI approach to Document Review

MinterEllison, the international law firm headquartered in Australia, is successfully using iManage RAVN to streamline an enormous document review project for one of its clients. The project – which involves a financial services institution undergoing remediation – requires MinterEllison to review more than half a million documents over a six-month period to identify which items need further follow-up by the client.

"The data we received from the client was largely unstructured and uncategorized," said Matthew Franks, AI and Emerging Technologies Lead at MinterEllison.

"From a review perspective, that meant our reviewers would have to look at every single document in that set of half a million files."

iManage RAVN provided a smarter way forward for the firm. The Artificial Intelligence (AI) engine powers products like iManage Insight and iManage RAVN Extract, which can automatically understand, organize, and extract key data points from within documents.

"As the client sends over batches of documents, we can use RAVN to automatically classify them as a particular type of document," said Franks.

"That lets us immediately identify the documents that are relevant to our review, and filter out the irrelevant ones."

After documents are classified, they are passed along to a specific review form that extracts the key bits of information for that particular document type.

When MinterEllison's reviewers log into the firm's review platform, the most relevant documents have already been surfaced and presented to them for review, with all key pieces of data present.

Using iManage RAVN to assist with the review process allows MinterEllison to approach the task in a much more efficient – and cost effective – manner.

"If we were doing this review process entirely manually, we would need significantly more full-time employees (FTE) working on it," said Gary Adler, Chief Digital Officer at MinterEllison.

"RAVN will reduce the number of FTEs we'll need to use on this project, which we estimate will create close to $A2,000 in savings per day for our client across a six-month period.

"This efficiency aligns with our digital transformation strategy of providing better value to clients while empowering our lawyers to focus on higher-value activities, rather than laborious tasks that are better handled by AI."

The MinterEllison legal operations team focused on process, people, and technology to help create an end-to-end, automated solution that it could use for document review projects.

Local iManage partner Phoenix Business Systems assisted with the RAVN implementation.

trying to channel-shift customers from the traditional 'phone-up council', to registering them online. This channel is now growing, since starting the campaign and is becoming very, very effective."

Customers are provided with a request identification number and once the request has been fulfilled or addressed the waste contractor's system alerts Penrith's Dynamics 365 Customer Service system and an email is automatically sent to the customer.

"Our point of difference is that we look holistically at end to end business processes to deliver the best possible customer experience."

Penrith is also progressing a second Dynamics 365 project with Dynamics 365 Field Service that will support its field services crews with mobile access to data and information systems. Currently in user acceptance testing the system will support council crews working on many community services such as tackling graffiti, fallen trees, and maintenance of fencing, buildings, parks and roads.

"We're integrating regular maintenance data from our assets system for scheduling and work order management.

"We also receive the requests coming in directly from customers, either via the portal or our Customer Experience team.

Global Government Data Leaks tripled

According to Atlas VPN research compiled from various publicly available sources, the number of exposed government and individual politician records increased by 278% when comparing the first quarters of 2019 and 2020.

During the first quarter of 2019, there were over 4.5 million breaches of individual politicians' records or government bodies globally. Meanwhile, in 2020 Q1, the number of leaked records skyrocketed. It reached over 17 million and representing a growth of nearly three times.

In March 2020, The Dutch government disclosed losing two external hard drives. Both of the drives had personal information of over 6.9 million organ donors stored.

Earlier in February, records of 6.5 million Israeli citizens voters were leaked online. A website for the app, used by Prime Minister Benjamin Netanyahu's party to communicate with their voters, had a security flaw, allowing it to view personal information of the voters.

The same month, the government of Quebec, Canada, admitted suffering from a data breach. Possibly leaving records of 360 thousand teachers exposed. By using stolen credentials, hackers were able to get into a database, where information of former and current teachers of Quebec province was.

Working Effectively while Working Remotely with Enterprise Search

By Scott Parker

The working world is experiencing an unprecedented spike in remote work. "We're being forced into the world's largest work-from-home experiment and, so far, it hasn't been easy for a lot of organizations to implement," says Saikat Chatterjee, Senior Director, Advisory at Gartner.

"In a recent webinar snap poll, 91% of attending HR leaders indicated that they have implemented 'work from home' arrangements since the outbreak, but the biggest challenge stems from the lack of technology infrastructure and lack of comfort with new ways of working."

At the centre of these challenges are employees not having a consistent and reliable way to reach the information they need to be well-informed. In some organizations, this is happening quickly and even starting to threaten business continuity, especially as more employees begin to rely on the digital workplace to be productive.

Enterprise Search in the Digital Workplace

Any knowledge-intensive organization of significant size probably has a digital workplace that includes what could be referred to as enterprise search (even if they don't call it that).

Maybe they downloaded an open-source kit that provides employees with a rudimentary way to query across sources using keywords. Or maybe they've chosen the ecosystem of a large technology company like Microsoft, Google, or IBM, which tend to exclude content and data stored outside of the ecosystem.

Now, faced with a sudden surge in the importance of quickly accessing essential information, regardless of its source or format, companies are realizing that these solutions fall short.

Regardless of the initial path chosen, there are some fundamental requirements that must be seriously considered to maximize the value of an enterprise search investment.

These requirements include the following:

- All enterprise content and data across time, locations, and languages must be securely available for employees to access without the need for risky data migration projects
- Data security and access control must be rigorously enforced by default
- Relevance and information accuracy are a must for users to do their work properly and swiftly. This requires different types of linguistic analysis, preferably provided out-of-the-box to save time in implementing enterprise search.
- Classification-by-example powered by machine learning algorithms must also be available out-of-the-box for scenarios where a rules-based approach does not suffice
- The user interface must be flexible and agile to support solutions for multiple use cases across the organization

These capabilities provide significant benefits for employees in the digital workplace in several different ways. Let's take a look at some of the key benefits.

Employee Productivity

Having a robust enterprise search solution in place allows employees to quickly find the document, content, and information they are looking for, rather than spending time trying to contact other employees and disturb everyone's workflow. This enables people to save crucial time, which can be channelled into more productive work.

Knowledge Sharing

According to data collected prior to the current spike in remote work, Fortune 500 companies were already losing roughly $US31.5 billion a year by failing to share knowledge.

Much of this "hidden" knowledge could be extremely useful in providing new hires with information that is not widely known by other employees within the organization.

Making sure this knowledge is explicit and findable lays a foundation for a much more efficient workforce.

Enterprise search enables organizations to surface the know-how and experience of senior managers so that the knowledge of the organization does not remain hidden when the employee leaves.

With an enterprise search solution in place, your current or future employees can easily access this information and continue doing their work with ease.

Information Access

It's difficult to know with any certainty how much productive time employees are leaving on the table just because they cannot find the desired information or content they are looking for.

According to a benchmarking survey done by the folks over at IntraTeam, users within only 25% of organizations surveyed are satisfied with the internal search functionality.

And that was before everyone was suddenly displaced from their offices and forced to use online tools for the majority of their work.

Having a robust digital workplace structure in place means easy access to information. Enterprise search in the digital workplace provides a central place to look for all files, documents, presentations, spreadsheets, weblinks, and other rich media.

This makes it extremely easy for team members, irrespective of their location to access information from any device quickly.

Competitive Advantage

Consistently well-informed employees can also provide better service to customers and offer better turnaround times. Since they are saving a lot of time, they can focus on the things that really matter and contribute to the business's success more effectively.

The old phrase "Make hay while the sun shines" reminds us to make the most of our opportunities while we have the chance.

In the current world health climate, with travel restrictions becoming more prevalent and events being cancelled or postponed, now might be the ideal time for organizations to invest in tools and technology that directly drive operational efficiency.

The positive impacts in terms of business continuity, cost savings, and employee empowerment can be enormous.

Scott Parker

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Compu-Stor DTS drives ahead with distributed capture via Kodak Alaris

Compu-Stor has deployed a Kodak Alaris Info Input Solution for web-based, distributed capture, the first deployment of the solution in Australia following its launch in 2019.

Established in 1987, Compu-Stor is the largest privately-owned information management company in Australia. It offers end-to-end records management solutions to customers across both the public and private sectors from three locations in New South Wales, Western Australia and Victoria. As part of its drive to continuously transform and reinvent the business, extending its services beyond records management and document storage, Compu-Stor set-up a new division, Digital Transformation Solutions (DTS).

From its bases in Perth, Sydney, Melbourne and Manila, Philippines, DTS provides a range of outsourced services including document scanning, indexing, mailroom services, professional services, workflow automation solutions and hosting, to customers nationwide. The company's relationship with Kodak Alaris spans two decades. It operates a 22-strong fleet of Kodak branded scanners running with Alaris Capture Pro Software for batch capture as well as data extraction and delivery to repository and business applications.

Rapid growth and demand for its services prompted the company to leverage technology that would enable workload to be split across multiple locations, for example, once images were scanned in one operation, it was easy for the indexing to be handled in another.

"With volumes growing exponentially, we made a business decision to continue to capture data from our non-government customers locally in Australia, and for our remote teams across the business to manage the indexing process," National Operations Manager, Frank Sulfaro explained.

"Alaris Capture Pro Software provides excellent imaging, indexing and output capabilities and we continue to leverage that solution for jobs wholly processed in Australia. However, staff reported that the refresh rate of the images hosted locally was too slow, so we needed to find an alternative solution that would deliver a faster refresh rate outside of the local set-up to ultimately increase productivity at that location," he added.

Just as Compu-Stor decided to research an alternative capture solution, Kodak Alaris launched Alaris Info Input, a web-based and mobile capture application that is easy for workers who regularly scan across different departments or locations to implement and use.

"We operate Kodak scanners across the business, and our preference was not to switch to an alternative vendors' solution. Our primary objective was to ensure that we minimised any disruption and did not incur additional cost to our ongoing operations," said Sulfaro.

He added: "The timing on this was ideal, we didn't have to look around. The existing long-standing relationship with Kodak Alaris, the fact that the Alaris Info Input Solution would resolve the issues we had, coupled with its competitive pricing, was very attractive to us."

Alaris Info Input enables faster capture and access to

information – at the office or remotely – which has eliminated the issue of any delay in workers across the business in accessing scanned images. Compu-Stor continues to run Alaris Capture Pro software in parallel with Info Input Solution.

"Speeding up the image refresh rate was our primary objective," said Sulfaro. "Our staff operating remotely are now able to access scanned images in realtime, which has dramatically improved productivity."

He cited efficiency as key to ensuring the business remains competitive and that its costs are in line with the marketplace.

"We are now processing jobs much more efficiently than before. Because output is much faster, we don't need as many people working on the same job to ensure we meet customers' SLAs. That has delivered additional business benefits around ensuring we remain cost-efficient."

Another advantage of adopting a solution designed to work seamlessly with scanners from Kodak Alaris has been the ability to get up and running very quickly. The learning curve has been minimal.

"Our team are very experienced operating the Kodak scanners and Alaris Capture Pro Software, our workflows remain the same and migrating to Alaris Info Input Solution has not been a massive challenge," Frank commented.

Both software solutions offer intelligent features such as the ability to automatically extract key data from documents, reducing processing time, and barcode reading abilities to seamlessly manage challenging documents. The company has been able to leverage many of these capabilities from day one and has not had to adapt legacy processes or do things differently in order to maximise throughput.

"It's provided us with greater visibility of workload across the business, helping our teams across all locations to better collaborate and work together," said Sulfaro.

Further business expansion is part of the company's strategic plan. It intends to expand its physical presence across the country and is considering a number of cities with the potential to open new branches. Importantly, the Info Input Solution provides Compu- Stor with capacity for further growth. The software is supplied on a concurrent user licensing model which means it's very easy to flex and scale as the business needs

Kodak Alaris targets AI-based solutions to spur growth

A focus on the burgeoning market for Intelligent Applications that incorporate Smart Distributed Document Capture is promising a bright future for Kodak Alaris, according to Leonel Da Costa, Managing Director, Asia Pacific Region, Alaris, a Kodak Alaris business.

Leonel Da Costa, Managing Director, Asia Pacific Region, Alaris.

"The growth opportunity is in complete solutions that combine Capture Pro Software with our scanning hardware, plus OCR, plus Robotic Process Automation (RPA). This is the great opportunity today. It is not in standalone scanners on software products." said Da Costa.

"Our INfuse Solution is gathering momentum in the market today and one of the main reasons is that we are engaging new solutions partners that are integrating with specific software applications. Many of these solutions incorporate Artificial Intelligence."

Introduced in 2019, Kodak Alaris' INfuse Smart Connected Scanning Solution is a combination of hardware (Alaris INfuse AX scanners) and software (Alaris INfuse Management Software) that enables MSPs, ISVs, and integrators to deploy a distributed scanning ecosystem alongside their business process solutions.

Alaris INfuse AX scanners offer PC-less scanning and enables operators to kick off workflows with the touch of a button. The device even informs the operators if scanned images were properly indexed and routed properly at the point of capture, so that the operators can catch and address any mistakes right away. Alaris INfuse AX scanners support Alaris EasySetup technology, reducing device configuration tasks to scanning a single QR code. ISVs, integrators, and MSPs can set up end users, configure devices, and manage the entire fleets of scanners from Alaris remotely through the Alaris INfuse Management Software.

"Many of our partners are now exploring how to develop new applications with INfuse at their core that will expand the scanning marketplace. These are very different from the traditional scanner business. At the end of the day it's about a business application, it's not about the hardware," said Da Costa.

iFLYTEK, a Chinese company well-known for AI, is providing an intelligent grading solution for smart assessments in the education vertical in China with Kodak i3000 Series Scanners. Kodak Alaris has also commenced a relationship with a cloud-based accounting systems provider that is looking to rollout an INfuse-based solution across the Asia-Pacific region.

"There are many manual processes in accounts payable and receivable. With INfuse we can eliminate a lot of manual exceptions and give realtime feedback to users. Distributed scanning also eliminates the problem of moving documents from one part of the organisation to another, providing saving in time and costs," said Da Costa.

"We are committed to finding new business with new technologies over the next 3-5 years as the penetration of AI and RPA expands opportunities for image capture. The company is continuing to invest in our technology to allow for better integration with these platforms. The challenge to our partners is to explore new opportunities beyond the legacy scanner business.

"In my view we are still at the beginning of the curve. We have two initiatives currently underway to integrate INfuse with RPA. We have just closed a worldwide agreement with UiPath which will enable us to work closely with their partner ecosystem, and are also working with another RPA vendor in Japan to develop a trial of an RPA solution for small to medium business that we expect to have ready to rollout out across the globe in 2021."

On the hardware front, Kodak Alaris also plans to launch new entry-level 70-90ppm A3 scanners in the second half of 2020, and is also working to establish Managed Content Services in Australia.

These will offer the ability to extend the Managed Print Services offered by traditional MFP vendors such as Konica-Minolta, Ricoh, Kyocera and Toshiba, to manage dedicated document scanners.

"The market is moving from centralised to decentralised scanning so the ability to enhance ease of management in these scenarios will be increasingly important," said Da Costa.

To further the reach beyond network connected scanners, Kodak Alaris has also developed a software agent to allow USB connected scanners to be managed as effectively as network printers are today

"The rise of cognitive technology, working together with robotic process automation (RPA), will drive the next wave of growth in enterprise capture over the next 3-5 years," said Da Costa.

AI-POWERED RECORDS MANAGEMENT

Castlepoint Systems is a Canberra start-up which began in 2012 as a consulting company, working with government on information compliance. Founding CEO and records management and security expert, Rachael Greaves has a vision to change the way the world manages information so that people, communities, and companies are safer and smarter. The Castlepoint technology is a single solution to automate records management across entire organisations. Using Artificial Intelligence (AI), it acts as a single pane of glass to find, relate, manage, and audit every record in a network, no matter what system it is stored in.

As businesses adapt to the 'new normal' with widescale working from home, we talked to Rachael about best practice in a remote environment to overcome challenges of information security and compliance. This is likely not a temporary challenge, a survey by Gartner released in April 2020 showed that 74% of the 317 CFOs and Finance leaders surveyed now intend to have more than 5% of their employees work permanently from home. Enterprises need a new paradigm to remain smart and safe.

IDM: How should enterprises respond to the sudden shift to working from home?

RG: Organisations may find themselves restricted by their current processes as they seek to balance business continuity with information security and compliance. When the workforce operate in remote environments, businesses have less control over the security of their information. One likely challenge will be confidentiality, as people work on less secure home networks. Integrity will be affected, as less oversight leads to more mistakes and malpractice, and availability will be affected, as people work offline, or use unapproved systems to store or share information.

Now is absolutely the time for organisations to get control of their high-value and high-risk data. Identifying these assets is the essential first step in protecting them. Organisations need to know where it is, and what is happening to it – every edit, share, download, preview, and deletion. This is critical in being able to catch breaches early, and guarantee integrity in the future.

Controlling and managing information effectively right now is going to be hard. We know that centralising control of all of the content that a distributed workplace produces is not feasible. People need to use too many systems, and those systems won't all integrate with a central EDRMS. So, in the old way of working, we would need to convince the workforce to centralise the records themselves – copy them out of their working systems, and into the EDRMS. This hasn't worked since we first started using digital systems in the 90s, and I really don't think it's going to work any better now, in a pandemic. But the technology now exists to make records management, even on cloud systems, completely automated and invisible to users. No more copying or moving data out of productivity systems into a central EDRMS. No more work for users to 'make a record', if they remember to, and if they have time. We have had our hand forced – right now is the most important time to make proper records, as this is a seismic, global event which will have enormous future implications. But now is the time we are least likely to make them. This is a very problematic paradox, that can only be solved by shaking off old thinking.

IDM: Will COVID-19 lead to a new paradigm for managing information and compliance?

RG: We hope so. Traditional methods of controlling information have not been effective for a long time. Data is growing at exponential rates, and regulatory requirements for information (and penalties) are increasing year on year. Even before the mass decentralisation of people and data, information was spread across dozens or even hundreds of systems, and in many formats. There is so much information, in so many places, subject to so many rules. Too many systems still try to centralise that data. There are lots of excellent EDRMS products, but an EDRMS will never capture more than a small percentage of an organisation's records. There are great products that connect business systems to the EDRMS, but only maybe half a dozen systems at most, which is just not enough to get coverage of that evidence of business. And most of those solutions need users, or records managers, to determine correct records classifications and sentences themselves with metadata or rules engines – and they need connectors or agents, or otherwise have impacts on source system configuration and supportability.

I think we all recognise now that automation is the only way to manage the 'scale challenge' in information and records management – not just scale of data and systems, but scale of regulation. Information and records control is a lot more than just sentencing. There are dozens of Acts and Regulations with information rules in them that will apply to any one organisation, especially once you start crossing geographies. Rules about security, handling, access, auditability, and quality control.

And I don't think that the pandemic is going to make regulators more lenient and forgiving of ineffective information management. If anything, the situation has thrown poor records control into sharper relief, as productivity and business continuity have taken hits in the organisations that need them most.

IDM: How does the Castlepoint solution help organisations move towards this new paradigm?

RG: Castlepoint provides command, control and compliance over all information, in every system, through a single pane of glass. It reads, registers, classifies and manages information from all systems in a network, using AI. Basically, it's an information asset register for every single record. It captures all the metadata; classifies the record automatically against the Records Authorities; flags the risk and value information; captures every audit event; and extracts all the meaningful key phrases and named entities.

Once we have all that data, we can actually understand it and control information holistically for the first time. We can find anything, and we can 'stitch together' meaningful records from all across the network. For example, we can link all the records for a person, or a project, or a procurement, and manage them as an aggregation. We can use the audit trail data to prove the integrity of a record, and to trigger alerts or processes based on events on the items. And of course we can sentence, and manage the lifecycle.

I think the biggest way we are helping agencies and organisations move away from that old model is just to remove the barriers to modernisation. We architected our solution from the outset to have no 'blockers' – user impacts, records manager overheads, technical challenges, high costs, long complex projects to set it up. Organisations are feeling the hurt more and more of non-compliance. We sort of got away with it for a long time, but we can't much longer. We have to meet our obligations, and now we have a realistic way to do that.

IDM: How realistic is intelligent automation for data management generally, and how does Castlepoint compete with some of the world's largest software vendors?

RG: Automation works and it's ready to use now. We have been providing fully automated AI for records and information management to clients since 2018. Artificial Intelligence for records control is fairly straightforward – Natural Language Processing is an established technology which is very good at parsing content, and rules-as-code is not a new idea. The trick is to use it in a sustainable way. Supervised machine learning is not turning out to be a sustainable or scalable model – it needs too much training data, and too much intervention. We call it a 'Mechanical Turk' – it looks like automation, but it needs humans, inside the machine, working hard all the time to keep it moving. And this is not the sort of work records managers should be

Rachael Greaves, Co-founder and CEO of Castlepoint Systems.

doing! There are too few records managers in organisations, and their skills are too valuable, to spend all day labelling documents and writing new rules.

We don't exactly compete directly with any technology we have found so far, although of course we keep looking! I'm sure there is someone having a conversation just like this in Mandarin or Spanish right now, and we just haven't found them yet. At the moment, we seem to be the only ones who are addressing that triple-threat of records, security and eDiscovery, for all regulatory rules, using true automation, and across all systems and formats. And we are doing it without centralising or duplicating data, integrating tightly with other systems, or using complex rules engines. Our solution as I said is architected from the ground up to be 'all upside' (full compliance, full coverage) with 'no downside' (people, budget and systems impacts), and it won't be long before others join the party I hope. It's the best and the fairest way to approach the business need for organisations of all types.

We are experiencing really great success and we are growing rapidly. We're really proud of our client implementations, and the list is growing rapidly beyond Federal and State government into industry here and overseas. We have clients across Defence industry, higher education and even aviation, to name a few. The Castlepoint team is growing to support this and I'm proud to say we have tripled our headcount in the past few months as a result. We think Castlepoint will be the technology that evolves the industry. We are seeing huge interest right now as a result of the pandemic, as organisations are under more pressure, but have lower appetite for spend and risk. Because we can implement in only a few days, fully remotely, we have been able to help a lot of organisations to get that handle on their risky and valuable data really quickly, so that they can get some control back in a really uncertain time.

Throughout May and June, Rachael Greaves will be hosting a series of webinars to help government and industry navigate through the challenges posed by COVID-19, interviewing a range of experts from Government and industry. Go to http://www.castlepoint.systems/free-educational-videos/ *for more information and to register your attendance.*

Eight Ways Data Governance Builds a Positive Company Culture

By Emily Washington

Increasing amounts of data and its ability to support a competitive advantage has changed the way businesses function today. Enterprises can use data to improve operational efficiency, build brand reputation, mitigate risk and fraud, enhance the customer experience, and even boost revenue.

As businesses continue to ingest this data to generate massive amounts of intel, data governance has become paramount to help with data's availability, usability, integrity, and security. According to Raconteur, the entire digital universe is expected to reach 44 zettabytes this year. Without a program in place, organizations will struggle to glean the trustworthy information they need, when they need it, and in a way that provides value.

An organization that commits to a comprehensive data governance program will likely experience a seismic shift in company culture. Data becomes the focal point and business users realize that data is the key driver to support business goals. When this happens, organizations start to notice a wide variety of beneficial changes.

Cross-Departmental Communication

Effective data governance promotes an all-inclusive culture by creating a community approach to data. It encourages collaboration between data owners and data consumers, giving both business and technical users complete clarity into their data. This team approach to data understanding encourages cross-departmental information exchanges between IT and different lines of business, empowering disparate team members to work together defining and documenting data. With a team approach, staffs develop new skills, for example, business users learn basic data analysis skills while the IT department develops an understanding of how different departments operate. In addition, companies build consensus regarding data assets, which minimizes confusion and ensures appropriate data usage.

Meeting Business Objectives

Organizations have multiple priorities. Key among them is turning data into meaningful business insights that are supported through data governance. Increasingly, companies are implementing enterprise data governance and integrating self-service data analytics, minimizing reliance on IT for reporting and enabling business users to take an active role in data analysis. By educating business users about the source, use, and meaning of data, organizations can increase engagement in analytics to enhance business intelligence, expand productivity, save time, serve customers, achieve business objectives, and generate positive ROI.

Meeting Regulatory Compliance

Data governance helps organizations track technical data lineage to ensure regulatory compliance. Technical data lineage conveys data storage procedures, data combinations, and data transformation processes. By exploring these details, businesses can identify where personal or protected data may reside, learn how that data changes over time, and reconcile data inaccuracies to comply with regulatory policies and reassure users their data is safe and trustworthy.

Building Trustworthy, Reliable Data

Data quality helps eliminate data errors, encourages data use, and enhances data value. That is why data quality is now considered a core component of a successful data governance program. When business users have confidence in their data, they are more likely to use it for strategic initiatives and to improve operational efficiency. Trustworthy data helps craft a culture of growth, innovation, and industry firsts.

Creating Cooperation

A key component of every data governance strategy is building data catalogues, which require enterprise-wide participation and cooperation. Data catalogues provide an audit trail for data by identifying data owners, stewards, and subject matter experts, instituting a culture around data so users know where to go when they have questions about information. As a result, any disagreements or conflicts about data are quickly solved because people within the organization know whom to contact with discrepancies or questions.

Enhancing Innovation

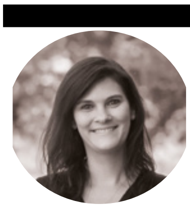
Data governance promotes stronger data management strategies to better inform business practices. When business users can quickly develop trustworthy and meaningful insights from their data, they can create new, customer-centric products and services to spur organizational growth. Employees want to be part of a growing business with a prosperous culture that encourages growth and innovation, which makes them feel like they're part of the greater whole. In addition, flourishing companies attract and retain top talent.

Strengthening IT Infrastructure

Organizations are often hesitant to move away from legacy data management tools and processes. However, businesses can't implement effective data governance with antiquated IT tools. Investing in modern, integrated technologies and implementing the appropriate training and oversight empowers employees to leverage data and also creates a modern IT infrastructure that mitigates technology failures in the future. When a company invests in the right resources, it creates a culture of continued improvement.

Increasing Productivity

With an enterprise-wide data governance program and integrated tools, technology does much of the heavy lifting, freeing up time for everyone in the organization to focus on more important tasks. Business users can access and analyze data most critical to them more easily, allowing IT to focus on other high-value projects, opening up additional lines of revenue, and, ultimately, creating a modern culture centred around data. As the business and technology landscapes rapidly change, turning data into meaningful insights becomes increasingly important. Data governance can positively influence company culture, enabling businesses to improve employee engagement, business outcomes, and brand reputation. Data governance can ensure a company's core values are more than words on a page -- rather, they define the organization.



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The Future of Past Email is PDF

By Chris Prom

Archives around the world are filled with handwritten letters and typed memos. But what about correspondence of a later vintage? How should governments, universities, business, and archives ensure the future generations can access and render email?

In 2018, this problem led the archives and records community to assess options. With support from the Andrew W. Mellon Foundation and Digital Preservation Coalition, a working group authored a comprehensive report, The Future of Email Archives, looking at the many ways that messages can be captured, preserved, and rendered. The working group noted that some archives and libraries choose to preserve and represent email within platforms that use email-specific formats such as MBOX, EML or PST. Others maintain or emulate old email environments. A few store messages in XML formats. These approaches require a relatively high level of technical development or support.

Archives, libraries, and other memory institutions have experimented with these approaches, but have not widely implemented them as production services. As a result, many organizations are simply storing format specific email archives as unprocessed holdings. For this group, email to PDF offers a relatively straightforward migration pathway, with demonstrated downstream benefits.

Why PDF?

One may ask: Why should PDF be considered as a potential target format for archival-quality, preservation-enabled emails? That's a good question. Answers can be grouped under two headings:

■ PDF addresses gaps and risks inherent to current email formats and migration pathways

■ PDF includes rich data structures that could fully accommodate the diversity of email content and metadata. Completely self-contained, PDF (and especially PDF/A) is designed to capture text and graphical content for archival purposes. It includes extensive provisions supporting renderings (e.g. of email content), arbitrary files (e.g. email attachments), source data (e.g. IMF), metadata (e.g. header fields), and data to verify authenticity (e.g. digital signatures), all in machine-readable form with full capture of semantics and provenance information.

■ Email-to-PDF provides a migration pathway for readily disseminating aggregated email messages independent of email applications. It would preserve many of the essential attributes of the message, including header metadata, in an easily distributable format that can be opened on any device that includes a basic PDF reader.

■ A standardized application of PDF technology can serve as a stable and structured means of bundling extractable email source data, universally usable archival-quality renderings including attachments, and provenance metadata.

Email to PDF migration leverages existing standards and a diverse vendor community

■ There are many use cases for preserving, searching and reusing email from commodity services.

■ PDF allows the ability to integrate interoperable email preservation tools into existing, widely used tools such as email servers and clients.

■ Email as PDF could be ingested, stored, preserved and disseminated from established, widely implemented repository systems that are already in use in government, academic, public, and corporate archives and libraries.

■ Since the PDF format is so extensible and widely implemented, a common understanding of best-practice for archiving email with PDF would facilitate development of email-specific viewers to provide browsing and searching functions similar to those that exist within email client applications.

In short, the "email archiving in PDF" concept seeks to build on widely implemented standards and technologies. It would allow individuals and institutions a pathway to migrate email into the most widely used format for the distribution of text documents.

PDF possibilities

PDF is, of course, a marketplace leader in universal document presentation. But there is a catch.

While PDF is integrated into many email systems, current outputs typically amounts to little more than a digital printout. Attachments, metadata, context, and sometimes, even searchable text are missing. Simply "printing to PDF" fails to meet the specific needs of institutions archiving volumes of complex email messages, at least as currently implemented.

How can institutions ensure authenticity, completeness, privacy, security and other needs, especially when working with thousands or millions of messages, when most header metadata and attachments are lost in the conversion?

In 2019 the Mellon Foundation funded some additional work to come up with the beginning of a solution. We assembled a small group of experts, some in email archiving and others in PDF. Members included representatives of the Library of Congress, the National Archives and Records Administration, university and state archival institutions, and several PDF technical experts.

The group identified and documented the essential characteristics and technical requirements for converting email into PDF. The work will soon be published as a set of fundamental requirements for archiving email. The recommendations set out an approach to considering ISO 32000 Portable Document Format (PDF) technology as a model for capturing email for long-term archival purposes using open, ISO-standardized technologies.

Following the publication of Requirements for Archiving Email using PDF, the working group developing these recommendations will seek additional funding to extend the exploration into a superset specification for PDF, oriented towards the specific needs of email archiving. At present, we are exploring many options, and we are very interested to get thoughts, suggestions, and feedback. I'm only an email message away: prom@illinois.edu!

Chris Prom

Fellow of the Society of American Archivists.

5 best practices for identity governance and administration

By Lara Bender

"I can hardly wait for the next access certification review!" said no one—ever. But you can help turn this around with a well-managed identity governance and administration (IGA) program.

IGA is the branch of identity and access management that deals with making appropriate access decisions. It allows your company to embrace the benefits of hyper-connectivity while ensuring that only the right people have access to the right things at the right times. When it's done right, IGA makes security easier and gives you valuable insights about employee activity and needs. When it's not done right, it puts your company at risk and is perceived as an annoying waste of time. Unfortunately, the not-done-right version is the norm today. So, what does a strong, successful IGA program look like? Here are five steps for best practices, along with examples to illustrate what works and what doesn't.

1. Make identity your foundation

In a well-managed IGA program, access decisions are based on identity, which is the foundation for all security. You probably think of identity as the defining attribute of people—your employees, business partners, and customers. But identity isn't limited to human beings. We have a customer in Australia who raises sheep, some for medical purposes and others for meat or wool.

The company needs to track which animals go where, so each sheep has a corporate identity. Maybe you don't have sheep to track. But do you have servers, applications, and devices? IoT-connected appliances or vehicles? These things also have identities. An identity should be assigned to anyone or anything that uses or transmits your company's information. So the first step in establishing a successful IGA program is to identify all your identities and determine what information they can access. Then you can refine your access decisions based on the amount of risk the information contains.

2. Create a strategic plan

Once you've inventoried your identities and mapped their access points—a process infinitely more efficient if it's automated—you need to make decisions about which permissions to keep and which to change.

Each organization needs to determine its priorities. You should consult with all stakeholders and create a strategic plan for identity management, making sure you include all of your systems, cloud-based and on-premises. Create a common decision-making framework based on risk.

Many companies like to start with privileged accounts, including root accounts, which belong to administrators and can get into your critical systems and make changes. Because these accounts can do so much, they are a high-value target for attackers.

Privileged accounts should be limited in both number and scope. Many organizations learn the hard way that they are not. At a healthcare company we work with, a root account holder working on the claims database made an error that shut down the company's operations for an entire day. It was just a mistake, but it led the company to look into access privileges. It found 100 other account holders who could get into this same sensitive database—far more than necessary.

Any account with unneeded access privileges is a security liability. The more sensitive the information they can get to and the more they can do with it, the higher the risk.

Who determines whether someone should have access to an application or database?

A common myth is that it's up to the IT department. But IT has no way of knowing whether John in sales needs to see quarterly revenue figures for his department, or which people in DevOps need to understand a patent you're working on. These decisions should be made by business managers and application owners, with risk-appraisal assistance from IT.

3. Build an agile system

Companies are not static. They spin off assets and acquire other companies. They reorganize departments, shifting people into new roles without informing IT. Partners, contractors, and customers come and go. Service accounts are set up to do their thing and are then disabled—or all too frequently, forgotten. People quit, people are hired, people are fired.

Change is constant, but security often lags behind. Why? Because companies tend to limit their access updates to a time frame set by compliance regulations. Making your quarterly or semiannual deadline may keep you legal, but it also gives hackers months of freedom to exploit loopholes, any one of which could lead to a devastating data breach.

Why risk it? Today's technology allows you to set up an adaptive governance system that detects and responds to role changes as they happen. It puts the information in front of the right decision makers and makes it easy for them to respond.

In a world of software-as-a-service and instant updates, this is the kind of model people expect. When it comes to security, you don't ever want to be behind the curve. If you build an IGA program that can scale to include all of your identities and is flexible enough to accommodate the reality of constant change, it will serve you well for years to come.

4. Help stakeholders make decisions

The truth is, line-of-business managers and application owners find reviews a pain, and who can blame them? They're working overtime to do the best job they can with limited resources. Then this extra task pops up, asking them to review the access of the same people they reviewed three months ago. "What is the point?" they grumble under their breath. But they dutifully turn their attention to the form at hand.

The business manager knows her staff. She quickly scans the list and sees that the names are right. Some people are using apps she doesn't recognize, but they probably have a good reason for it. She'll ask them—someday when she has time.

Here's someone who just switched to a different department, but maybe he needs to use our database to finish up a project—better not leave him high and dry. Most people have access to many files and apps. Are they using them all? Who knows? They're getting their work done, so he'll give them the benefit of the doubt. She clicks Select All, Approve, and is done for another quarter.

The application owner doesn't personally know all the people using the apps he's responsible for. How could he? There are hundreds. He makes a half-hearted effort to check a few profiles. Nobody seems obviously wrong.

How is he supposed to make these decisions? Why did they give him this task, especially now, when he has to prepare for a presentation this afternoon? He clicks Select All, Approve, done.

Certification reviews can get better—really

This is the reality of certification reviews. How much do you think they are improving your company's security posture?

It doesn't have to be this way. Managers are lax not because they are lazy, but because they lack pertinent information to make informed decisions. You can use your IGA system to help them. Instead of sending a form with a list of names, look at the analytics your system provides - hopefully on an easy-to-read dashboard. You may learn that of a manager's 50 employees, 47 are using all the apps and files assigned to them on a regular basis.

But two also have access to high-level financial information. Do they really need it? Another worker doesn't seem to be using the information assigned to him at all. Has he moved to a different role?

Rather than sending the manager a list of 50 people to review, you send a list of three. And you explain why you need her to review these three. Now she feels like a valued member of a team, instead of a robot commanded to perform an unsuitable task. She is more likely to cooperate and less likely to complain.

Back at your dashboard, you notice an application that requires two levels of approval, but the person managing the first level always gives approval within two minutes. So why not save him some time and cut out that level?

And that business manager who says she doesn't know which apps her people are using? Show her. Maybe they've abandoned an old, inefficient piece of software and downloaded something new. Maybe there's a more secure enterprise solution the manager can find to increase productivity.

Analytics are your friend

These are the kinds of insights your IGA program can provide when you put it to good use. Study your analytics to find anomalies and outliers that require human intervention, and streamline and automate the rest. Actively seek information that will be useful to managers, and communicate it in plain English instead of technical jargon. If you do these things often enough, managers will stop saying access review is a curse. They may even come to see it as a blessing.

So will other stakeholders, including your IT security team, compliance managers, and auditors. Because the governance system is adaptive, making changes along the way as people are hired, take on new roles, or leave, these stakeholders have an up-do-date, accurate picture of roles and access at review time—or at any time.

Instead of spending countless hours collecting and analyzing data, they have all the information they need on a dashboard that gives them a bird's-eye view—or as much granularity as they want. That means they can make more confident decisions using fewer resources. One client reduced the number of IT staffers reviewing entitlements from 14 to seven. Intelligible dashboards also allow the security team to literally "show" executives the organization's progress in improving safety while simultaneously reducing the burden on employees.

5. Don't forget unstructured data

Managing access to applications is important. But what about the information the applications contain? What about all your emails, PowerPoint presentations, Word docs, videos, podcasts, voice recordings, pictures, and sensor data? Shouldn't you be cataloguing this information, assessing its risk, and determining who should have access to it?

You should, though few organizations are doing it at this point. But they can't ignore it forever. Unstructured data—information that doesn't fit neatly onto a spread-sheet—is accumulating like an avalanche as people increasingly use technology to communicate information. If you can't track this information, how do you know it's being transmitted and stored securely?

Credit card and Social Security numbers may be lurking in your apps and back-office files without your knowledge. If someone has sent any of this information in an unencrypted email, you already have a de facto data breach on your hands. It happens, perhaps more often than you think. But if you know what your information contains, you can prevent these kinds of problems.

An IGA system can analyse your unstructured data and alert you if it finds files that look like they contain credit card numbers, dates of birth, Social Security numbers, or other confidential information. When that happens, let the appropriate managers know so that they can delete the information or move it to a more secure location. Then create rules to automate the process. If managers weren't grateful for your help before, they will be now. Nobody wants to be responsible for a data breach.

Collaboration is key

In today's hyper-connected world, having a strong, well-managed IGA program is essential. To be effective, it must be comprehensive, covering all identities and applications on-premises and in the cloud, and unstructured as well as structured data.

Above all, it must be flexible, expanding, and contracting in concert with the enterprise at all times. You need to manage it to provide your managers with useful insights instead of burdening them with unsuitable tasks.

If you follow these IGA best practices, you will lower your company's exposure to risk and be able to show them the analytics to prove it. You will be able to explain not only what needs to change, but why it needs to change.

Security will shift from being a top-down, unwelcome process to an enterprise-wide collaboration. In an ever-changing, fast-moving world, a state-of-the-art IGA program is your best hope for achieving stability.

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AI is Redefining Contract Analytics

By Andrew Pery

Contracts are the engine of a business. About 90 percent of organizational spending and investments are governed by the terms and conditions embodied in them.

Organizations continue to be challenged in identifying and extracting value from their contracts.

A Harvard Business Review article found that while "contracting is a common activity, it is one that few companies do efficiently or effectively. In fact, it has been estimated that inefficient contracting causes firms to lose between 5% to 40% of value."

The process of efficient identification, extraction and analysis of contractual clauses and business terms is essential not only to mitigate compliance risks in an increasingly rigorous legal and regulatory environment but also to ensure optimal utilization of trading agreements.

Traditional approaches are insufficient to meet evolving demands

The conventional approach to contract formation is designed "as protection against the possibility that one party will abuse its power to extract benefits at the expense of the other…economists call this the hold-up problem: the fear that one party will be held up by the other." One particularly salient example is the inclusion of "termination for convenience" clauses in agreements that allows a party to terminate the contract without cause which may "create perverse incentives for suppliers to not invest in buyer relationships."

Is there a better way to contract formation? This topic is the subject of an analysis by McKinsey & Company in their article: "*Contracting for performance: Unlocking additional value.*"

The foundation of their analysis is that:

"The majority of organizations invest relatively limited resources in contract development and vendor management. In fact, across industries, total procurement operating expenses are typically less than 1 percent of total spending. By under-investing in this way, companies are overlooking a significant source of value: suboptimal contract terms and conditions combined with a lack of effective contract management can cause an erosion of value in sourcing equal to 9 percent of annual revenues."

A new framework for generating greater value from contracts

To remedy such inefficiencies one may consider a fresh approach to contracting based on an "environment of trust—one in which they are transparent about their high-level aspirations, specific goals, and concerns."

Within such a new framework, contracts ought to incorporate mutually agreed upon key performance indicators and periodic reviews of supplier performance relative to negotiated business terms (e.g. pricing, discounts, incentives).

Moreover, monitoring supplier performance against negotiated business terms and industry benchmarks requires periodic review of contract terms, including matching supplier invoices against negotiated terms, identifying potential discrepancies in earned discounts, assessing supplier performance, and determining negotiating tactics in order to secure more favourable business terms.

Optimizing contract analysis with artificial intelligence

Given the sheer number of trade and supplier agreements that organizations need to manage at any given time, it is important to consider how advances in AI technologies may streamline contract review and analysis. AI based contract review accelerates and streamlines document analysis in the following areas:

■ **Contract Discovery**: AI streamlines contract discovery and the migration of contracts from multiple channels to a system of record, which typically includes Contract Life Cycle Management and/or Content Management systems, to: a) identify and validate key terms, b) normalize entities into a system of record, and c) streamline tedious and labour-intensive linear contract review processes.

■ **Obligations and Compliance Analysis**, such as the Accounting Standards Board (ASC 606) revenue recognition analysis. Developed jointly by the Financial Accounting Standard's Board (FASB) and International Accounting Standards Board (IASB), the ASC 606 standardizes revenue recognition when public or private companies enter into contracts for the provision of goods and services.

■ **Evergreen Contracts**: Gartner estimates that 60% of all supplier contracts automatically renew without buyer knowledge simply because the buyer does not initiate proper notice of termination. Many of these evergreen contracts have very specific requirements for cancellation, often with 30, 60 or even 90-day limits before the date of the automatic renewal by which a party must cancel. AI technologies are able to extract the start date, renewal date, notice period and any other requirements for cancellation and then connect those dates to a system of record to give the organization a fair chance to analyse whether to renew before the cancellation time limit expires.

■ **Matching Purchase Agreements and Invoices**, that evaluate, identify and extract negotiated performance obligations from supplier agreements such as volume discount, rebates missed and other incentives, and match them to invoices received to help minimize the impact of contract leakage. Monitoring supplier performance enables organizations to optimize their supply chain and negotiate more favourable terms with preferred suppliers thereby reducing cost of goods.

AI technologies for contract analysis are powered by Natural Language Processing (NLP) technologies and algorithms. NLP helps read and analyse textual information, infer meaning in context, and determine which parts of the document are important by analyzing the co-occurrence of text and their relationships within and between documents. It's this understanding that transforms content into intelligence:

"AI software can easily extract data and clarify the content of contracts… It can let companies review contracts more rapidly, organize and locate large amounts of contract data more easily, decrease the potential for contract disputes… and increase the volume of contracts it is able to negotiate and execute."

Understanding the meaning of business-critical documents substantially impacts business-critical processes – the ones that are key for driving revenue, reducing risk, or both.

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Reducing Your Biggest Digital Transformation Risk

By Lee Bourke

Continuous change has always driven good organisations forward. These organisations realise that successful change projects happen only when the human beings involved are kept safe and engaged. Remember organisational change only happens when one or more people change.

Digital Transformation was quickly becoming normalised in the modern workplace and then COVID-19 hit and it has become a strategic necessity for many. This means that all organisations are now having to deal with larger programs of change than ever before. It is important to support employees, at any level, through the change process caused by these transformations or you risk having failed projects.

From a human perspective, change is not for everyone. We all function differently. Some members of your organisation will naturally fight transitions, especially when their day to day working lives are fundamentally affected. But statistics say that after the initial hurdles and adjustment, on average 80% of any organisation will move on and find their feet in a changed environment. Employees need to see how these changes will impact them and their success. Will it make their job easier? Will they have more opportunities? What will the long-term benefits be for them?

Here are some suggestions to help your organisation maximise the chance of successful change.

1. Don't underestimate your people – they feel it.

It's detrimental to motivation, work satisfaction, and atmosphere. It could be the start of a collective sentiment that has a greater negative impact. Creating an environment where your employees feel empowered to share their ideas and initiate change, often leads to better outcomes.

One of the best ways to engage team members is to involve them early, even in the decision-making process for the changes. This lets them know the driving purpose for the change and lets them feel a sense of ownership.

If they are given ample opportunity to express concerns, necessary changes can be identified, and risks can be managed. Trust and openness are key factors within a changing organisation.

2. Training and workshops on new processes and systems are essential. Don't expect your employees to only learn on the job. Give them time and space to understand their new roles and tasks. It's a perfect opportunity to explain to them the reasons for the change. It can also boost morale. Motivate them by demonstrating how the new ways are more efficient and easier for them. Allow them to explore, ask questions and come back with problems as they learn to adapt. There are so many digital ways of delivering and supporting a training program. Try using video's, online forums and wikis to deliver on demand coaching and learning.

3. A couple of the major drivers of staff satisfaction are financial reward and the feeling and prestige that comes from doing a good job. If you witness a genuine effort to work with the changes and adapt to suit your new business model, why not reward them? These rewards can be financial or otherwise.

Offer them target based monetary rewards to help the transition happen efficiently, and with more enthusiasm if you believe it will drive the changed behaviour. And don't forget to acknowledge good work and good attitude when you see it.

4. Reorganise teams and workspaces. Try new pairing or teaming strategies to mix things up a bit. For example, make teams more cross-functional and more age and experience diverse. This can be a positive and refreshing change at any time but doing it when larger more serious changes are happening can help your staff engage with, and learn from, others during a time of uncertainty.

5. Continuous reflection, discussion and communication will let your employees know that you care about their happiness at the workplace. Arrange quick team updates and meetings regularly to let them know how things are going with the changes. Give them a chance to bring any issues to attention. Be accessible and in touch constantly.

6. Acknowledge the old systems, policies and work patterns. Employees may find it hard to accept that all their hard work and dedication on projects in the past, are gone without recognition. Instead of eroding the past, managers should actively recognise how the past got the organisation to the present. By showing employees that their work in the past is still appreciated, employees may be happier to embrace the new ways.

7. Provide the leadership the team need, when they need it. Unfortunately, some of the team may struggle to make the changes needed to deliver the companies objectives no matter how much training or communication is delivered. It is vital that leaders make the strong decisions around these resources when the decisions are needed. These decisions may include instigating performance management, reallocation of the resource creating the risk and possibly even termination of the resource if they will not get onboard with the change after all avenues to engage them fail.

Utilise the "Champions" that rise to the challenge of implementing the change whilst keeping the normal operation running. Support them and let them drive quality project outcomes.

Lead by example when needed. At times you may find the team struggling with the enlarged workload. This is a great time to roll up the sleeves and help. Team members will follow a positive leader who is happy to contribute at all levels of the project.

Your organisation will thrive in these times of change so long as you are transparent and communicative. Uncertainty or confusion in your staff will decrease performance and morale. There is a direct correlation between staff involvement in a change and their commitment to making it work. If you really want the investment in your Digital Transformation projects to start paying off quickly, make sure your employees are involved and enjoying the journey.

Lee Bourke

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Classification Systems vs Taxonomies

By Heather Hedden

Is a taxonomy the same as a classification scheme or system? Or, to put it another way, is a classification system, such as the Dewey Decimal System, a kind of taxonomy?

Both of these kinds of knowledge organization systems have the feature of arranging topical terms in a hierarchy of multiple levels, without having related-term relationships or necessarily synonyms/non-preferred terms, which are features of thesauri. So, it appears as if the only difference is that classification systems have some kind of notation or alphanumeric code associated with each term, and taxonomies do not. The differences, however, are greater than that.

Classification systems

The codes/notations in classifications are not merely shortcut conveniences. They represent a way to divide up the area of knowledge into broad classes, sub-classes, sub-sub-classes, etc. The codes/notations are not an after-thought but are planned from the beginning of the design of a classification system. The classification is comprehensive; everything in the subject domain is covered with a classification code + label. There is often not a lot of room for expansion, except for a few unused sub-unit codes in each area for new topics. The word classification means to put into a predefined class or grouping. The approach to classification is thinking “where does this go?” (Digital documents may go into more than one classification.)

Classification systems are not just used in libraries, but in corporate settings too, such as for research literature or detailed manufacturing product catalogues. The standard for defining knowledge organization systems for interoperability on the web, the Simple Knowledge Organization System (SKOS), developed by the World Wide Web Consortium (W3C), recognizes classifications systems, by having a designated element for “notation.”

Taxonomies

A taxonomy is a kind of knowledge organization system that has its terms hierarchically related to each other. The starting point in creating a taxonomy might be a few top terms or facets, but then the focus of taxonomy development is on the specific terms needed, rather than the division of a domain into classes and subclasses, etc. What this means is that the terms do not have to comprehensively cover the subject domain in an abstract manner. Rather the terms have to “cover” the topics appearing in the body of content to be tagged with the taxonomy.

The taxonomy is used for tagging or indexing, not for classification or cataloguing. So, rather than thinking where (into what class) does this document go, the question is, what is/are the main topic(s) of this document. The topics might not fall into neat balanced hierarchies. For example, an intranet taxonomy might have a term for Temporary employees, because there are some human resources policies dealing with this topic specifically, but have no term for Full-time employees, since that is the default, and the term would not be useful (and likely inconsistently tagged).

Different mindsets

Lumpers and splitters are historically two opposing viewpoints in categorization and classification: whether you "lump" items into large categories, focusing on the similarities, or "split" items into more smaller categories, focusing on the differences. Of course, there is often a combination of both approaches, but it is my feeling that the design of modern taxonomies tends to involve more lumping, whereas the design of classification systems has involved more splitting.

One of the challenges of working with subject matter experts (SMEs) in building a taxonomy is that SMEs, as experts in their domain, may tend to think of how to classify their domain, and propose a taxonomy that resembles a classification system, even if it lacks the codes/notations. So, it’s very important to provide precise guidelines to SMEs contributing to a taxonomy, explaining that the terms are intended for tagging common topics that appear in the content and are for limiting/filtering search results, and that full classification is not necessary.

Students of library science may also tend to think of classification systems as serving for taxonomies. They learn about classification systems when they study cataloguing, and subject cataloguing is also about where the book or other library material belongs (often literally, on the shelf). So, even librarians need training on taxonomies and the taxonomy mindset if they want to become taxonomists.

Heather Hedden

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Taxonomy vs. a Classification System

Classification Systems

- Have codes
- Don’t have synonyms/alternate labels
- Comprehensive and balanced coverage of a domain
- Designed to be browsed hierarchically, top-down
- Built for a domain but independent of specific content
- Provide for limited expansion, within the structure
- A single hierarchy

Taxonomies

- Don’t have codes
- Often have synonyms/alternate labels
- Just the terms needed and may be hierarchically unbalanced
- Designed to be browsed, searched, or may not be fully displayed to users
- Custom-built to include the topics in the content to be tagged
- Can grow and adapt without limits
- May have polyhierarchy (term appears under more than one broader term)

The Consequences of Underfunded Records Management

By Michael Schloman

We recently undertook a survey of Records and Information Management Professionals across Australia, which found only 5% claimed they have enough budget. If you believe your department is underfunded, one of the driving factors could be that your understanding of records and information management is very different from that held by your C-level executives.

A different understanding leads to different expectations, so it's important to be able to communicate to your executives what records and information management is, and what value it brings to your business.

To do this, it's important to distinguish between records-focused projects and information-focused projects. These terms are often used interchangeably but there is a key distinction between them.

For example, a records management project may be purely focused on bringing an organisation into compliance and have very little short-term return on investment.

An information management project, however, may involve making information more searchable and discoverable, which can have an immediate impact on staff productivity and return on investment.

When you're looking at getting funding for a project, it's important to define what the focus of the project is and what the expected business outcomes are in order to be on the same page as your executives.

It's also imperative to effectively communicate what the potential hazards are of under-funding records and information management, which we'll dive into.

Underfunded Records Management will be more expensive in the long run

It should be obvious that the long-term costs of an inadequately resourced and underfunded records management department will often far outweigh the short-term savings.

A problem that many records professionals deal with is as the volume of organisational information increases, so does the amount of work they are required to do, however their funding and headcount does not increase proportionately. This means that they are left with no choice but to cut corners in their work, leading to a reduced quality of work with key components in the records management process being ignored. If corners are cut and records management processes are not up to scratch, costs can quickly blow out when responding to Freedom of Information Requests. Last year the Department of Defence came under fire when it claimed that it would take 142 hours to process a standard FOI request, with 45 hours dedicated to search and discovery.

The office of the Australian Information Commissioner (OAIC) released data last year showing a 13% increase in staff hours devoted to processing FOI requests, as well as a 15% increase in costs of processing in 2018-19 compared to 2017-18.

Inability to quickly adapt to changes in technology and regulations

The records and information management industry is constantly evolving as new technologies emerge. However, in order to keep on top of these trends and have the flexibility and resources to adapt records management processes and implement new technologies, records teams need adequate funding.

As technology rapidly changes, state and federal regulations have also seen shifts. The National Archives of Australia (NAA) as well as multiple state bodies have recently loosened their restrictions on retention and disposal requirements, opening up new ways in which organisations can compliantly manage their records.

For example, in response to these regulatory changes we have seen some government agencies migrate from a traditional eDRMS to SharePoint managing their records entirely using the Office 365 Security and Compliance Center.

Of course this solution will not work for every agency, but as technology and regulations evolve so will the different approaches organisations can take to managing their records. However, without the right funding and resources organisations will not have the agility to shift their approach in response to these changes.

More time and money spent on search and discovery

As we briefly mentioned earlier, without proper records and information management processes in place, costs can scale rapidly when searching and discovering information. This isn't just the case when responding to FOI requests, as how easily end-users can search and locate information will have a direct impact on their productivity and the bottom line of a business.

A common problem we see in government agencies with underfunded records departments, is choosing to keep records in perpetuity instead of correctly disposing of them at their disposition date.

This is due to a lack of confidence in their records system and processes, which creates a significant problem when trying to search and discover information during an audit, or simply during standard business operations. Moreover, without proper records management, information may be lost or deleted or take a significant amount of time to discover or assemble from incomplete records.

There are many examples of this, one of the most prominent being the Department of Home Affairs which was reported as having poor record-keeping and information practices by auditor-general Grant Hehir, which date back over 10 years since before the merger of customs and immigrations agencies.

The problems that have plagued the agency over the years include an inability to locate documents and key records forming part of a series. A records and information management action plan had been proposed to address these issues, requiring an investment of two extra staff and $A320,000. However, these proposals were ignored and the problems for the agency continued. This should serve as a case study in how poor and underfunded records management can create severe long-term problems for organisations.

More Stressful Audit Process

If you're stressed during an audit, chances are your records management processes are not up to scratch. You're scrambling at the last minute to try and find important documents or assemble complete records out of incomplete information, because you haven't invested enough into establishing quality records management processes. If you're record-keeping is up to scratch, undergoing an audit shouldn't be a scary or daunting experience. You will be able to quickly search and discover completed records to give to your auditor.

Key Takeaways to Tell Your Executives

If you're looking for funding for your department or project, here are the key takeaways to communicate.

■ There is a difference between information and records focused projects. Records focused projects can often have little short-term return on investment, unlike information focused projects.

■ The long-term costs of underfunded records management far outweigh the short-term savings. The inability to locate documents and assemble complete records comes at a cost not only during an audit or FOI request, but also during everyday business operations.

■ You need to be able to quickly adapt to regulatory changes. As changes are made to regulations, organisations need the agility to be able to quickly shift their records management processes to respond to this. Without adequate funding and resources, you will not be able to adapt to these changes.

If you are struggling with a lack of in-house resources in your records and information management team, or are looking at undergoing a new project, our consultants are here to help. We'll be happy to answer any questions you may have.

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FileBound is able to be deployed in organisations of all sizes and features capture, document management, workflow, electronic forms, analytics, mobile access (IOS and Android) and much more.

It presents in a single, easy-to-use application that manages business processes from beginning to end and reliably connects people and information.

FileBound provides organisational efficiencies, drives out manual paper-based processes to decrease costs, increase productivity and support compliance with internal and external mandates.

FileBound users have the flexibility to create a variety of solutions from complex AP automations to simple document archival and retrieval processes.

Kapish
Tel: (03) 9017 4943
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Web: kapish.com.au

Kapish is a member of the Citadel Group (ASX: CGL). Citadel solve complex problems and lower risk to our clients through our tailored advisory, implementation and managed services capabilities. With over 250 staff nationwide and an ability to 'reach back' and draw on the expertise of over 1,500 people, we are specialists at integrating know-how, systems and people to provide information securely on an anywhere-anytime-any device basis.
Servicing both large and small, public and private sector organisations across all industries, our team of highly qualified staff have global experience working with all versions of Micro Focus Content Manager (CM). It is this experience coupled with our extensive range of software solutions that enable our customers and their projects to be delivered faster, more cost effectively and with more success.
At Kapish we are passionate about all things Content Manager. As a Tier 1, Micro Focus Platinum Business Partner, we aim to provide our customers with the best software, services and support for all versions of the Electronic Document and Records Management System, Content Manager. Quite simply, our products for CM make record-keeping a breeze

EzeScan
Phone: 1300 393 722
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Web: www.ezescan.com.au

EzeScan is one of Australia's most popular production capture applications and software of choice for many Records and Information Managers.
This award winning technology has been developed by Outback Imaging, an Australian Research and Development company operating since 2002.

Solutions range from centralised records capture, highly automated forms and invoice processing to decentralised enterprise digitisation platforms which uniquely align business processes with digitisation standards, compliance and governance requirements.
With advanced indexing functionality and native integration with many ECM/EDRMS, EzeScan delivers a fast, cost effective method to transform your manual business processes into intelligent digital workflows.
EzeScan benefits include:

- initiate intelligent automated processes;
- accelerate document delivery;
- minimise manual document handling;
- capture critical information on-the-fly; and
- ensure standards compliance.

INFORMOTION
Tel: 1300 474 288
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Web: informotion.com.au

INFORMOTION is an innovative professional services organisation specialising in the design and implementation of modern information management, collaboration and governance solutions – on-premises, in the cloud or hybrid.

INFORMOTION's workflow tools, custom user interfaces and utilities seamlessly combine to deliver compliance, collaboration, capture and automation solutions that provide greater business value and security for all stakeholders.

We can help you map and successfully execute your digital transformation strategy.

Boasting the largest specialist IM&G consulting teams in Australia with experience that spans over twenty years, INFORMOTION consultants have a deep understanding of business and government processes and the regulatory frameworks that constrain major enterprises. Our compliance experience is second-to-none.

INFORMOTION is a certified Micro Focus Platinum Partner and global Content Manager implementation leader. We are also an accredited Microsoft Enterprise Business Partner, Ephesoft Platinum Partner and EncompaaS Diamond Partner.

OPEX
Contact: Byron Knowles, Business Development Manager - APAC
Phone: +61 484 596 470 (m)
Email: bknowles@opex.com
Web: www.opex.com/document-imaging

OPEX is a recognised global technology leader in document imaging, high-speed mailroom automation and material handling. Since 1973, OPEX systems have provided performance enhancing workflow solutions and cost-effective results to thousands of organisations worldwide.

OPEX systems are designed for a wide variety of industries including financial services, insurance, healthcare, government, retail, non-profits, utilities, telecommunication, service bureaus, educational institutions, and fulfilment operations.
OPEX has developed innovative prep reducing scanners that address the root causes of workflow issues our customers face. Minimising preparation, paper handling, and other manual tasks not only improves efficiency, but also results in superior transaction integrity and information security.

As documents are removed from envelopes/folders and scanned, operators can view each image to ensure it is properly captured. This prevents time-consuming and costly re-scanning later in the process.

Moving image capture upstream also reduces information management risks.

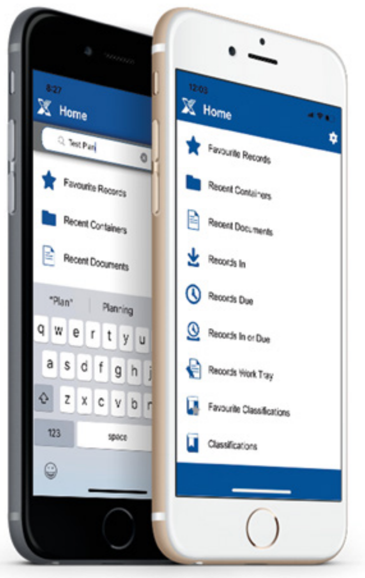
UpFlow
Phone: 1300 790 360
Email: info@upflow.com.au
Web: www.upflow.com.au

UpFlow is a channel-first provider of Document Capture, RPA, Document Management, Workflow, Electronic Forms and Integration software products and services.
UpFlow distributes and resells products such as PSIcapture, Flow Integration Platform, Ratchet-X RPA, Doc Mgt and FileBound.
PSIcapture is an innovative document capture platform engineered to combine automation, efficiency, stability and Enterprise-class scalability.

PSIcapture provides unmatched integration with just about any ECM or ERP platform [e.g. SharePoint, Xero, Trim, Objective etc.] and allows the utmost in flexibility for deployment in large or small organisations.

Ratchet-X is a mid-market Robotic Process Automation solution that provides attended or unattended Bots for the automaton of enterprise work.
Flow is a fully featured Integration Platform that can connect an exhaustive list line-of-business systems with each other.
DocMgt and FileBound are Document Management, Electronic Form and Workflow platforms that deliver exceptional ROI for most work automation projects.
If you want to add high quality business automation products to your list of products and services then contact UpFlow today.

Kapish goTRIM Pro for mobile CM



Kapish has announced the latest goTRIM Pro release which is compatible with Content Manager 9.4 and iOS13 and is now available for download now from iOS and Android app stores

This release is backwards compatible with the previous goTRIM Pro release, so mobile users can update their app at any time, independent of the server-side update.

The new release includes expanded security features including additional encryption capabilities.

The latest version of goTRIM Pro supports the federated authentication method of oAuth. Specifically developed to work with Citadel-IX (Content Manager as a Service offering), this new security feature allows organisations to use oAuth for user authentication for goTRIM Pro.

Kapish goTRIM Pro 3.01 server connection settings (including Gateway URLs, passwords, user names, PIN code etc.) are now stored encrypted on the device. This will significantly improve the security of the application as the server module connection details are not directly stored on the device's memory in plain text.

The 'Open in Native' option now opens the offline checked-out documents in edit mode. This feature will enable users to automatically navigate to the edit mode of the document without manually searching and opening the document from another application.

There are also more credential management features in the new release.

The user experience has been improved with the addition of new Edit Mode enhancements and the ability to previewing email content.

The latest version of goTRIM Pro previews email contents on iOS devices. This allows users to preview emails seamlessly in eml and msg formats on an iOS device.

There are also improvements to the date display for offline records and offline records' property dates are now populated correctly.

Kofax/Brother In Partnership

Brother International has announced a partnership with Kofax, providing an embedded solution on selected Brother laser printers, multifunction devices and inkjet models.

Dedicated Brother Sales and Technical Pre-Sales teams will be trained to deploy Kofax ControlSuite and empower organizations to manage, secure and govern documents with unified print management, capture and document security.ControlSuite is the next generation print management, capture and document security software solution – simplifying and enabling central management and governance of content flowing through mobile and desktop devices, email and print streams. ControlSuite also actively manages, secures and governs virtually every aspect of document distribution via printing, scanning, routing and storing throughout the enterprise – across any combination of hybrid systems, technologies and devices.

ControlSuite pairs well with Brother's SMB laser devices and enables enterprises to securely manage and govern documents, supporting compliance by automatically generating audit trails that track documents and how they're accessed and used.

Scan to ECM workflow

Konica Minolta Australia has launched Dispatcher Phoenix, a workflow solution for organisations of all sizes

Dispatcher Phoenix provides businesses with the opportunity to distribute documents directly to content management systems via its powerful, automated processing features, batch scanning and indexing tools, and direct connectors to other vendors' systems.

Research shows employees spend considerable time on recurring tasks as part of their everyday office work. This might include documents that need to be scanned, processed and delivered to one or more destinations, another department, or to a line of business system. These tasks involve a lot of manual intervention at each step, which results in lost productivity.

Featuring direct integration with Konica Minolta's bizhub MFP control panel, Dispatcher Phoenix streamlines document scanning, indexing, processing and routing using a visually enhanced display.

Dispatcher Phoenix can help employees store, process and access critical document processes and keep business running smoothly, and is useful for sharing files with teams securely and conveniently.

Dispatcher Phoenix includes connectors to leading content management systems and cloud storage solutions such as SharePoint, OneDrive, Box, Dropbox and Google Drive.

Additionally, a desktop workstation application is available that will work with any manufacturer's high-speed scanner, offering a variety of pre-scan options including automated document separation.

It also supports a workflow scheduler, which lets users run workflow checks at specific times.

AI for Procurement

ElectrifAi has announced the release of ProcurementAi, a cloud-based SaaS product utilizing AI to provide realtime actionable insights into spend and contract data.

Using advanced machine learning technology, ProcurementAi uncovers insights into spending, savings and risk, enabling business leaders to make better strategic decisions and move faster than ever before.

This includes analyzing costs in "tail spend" which have, up to now, been nearly impossible to address. Because the technology connects contract and spend data together, CFOs can continually monitor and ensure that what is happening with company spending and suppliers is actually what should be happening.

The new product offers the ability to understand and direct spending strategy from a dashboard. In the past it has been nearly impossible to have a complete, extremely accurate view on this level of information.

Historically the most significant hurdle for CFOs has been the global, distributed nature of systems with this data. ElectrifAi's technology offers actionable insights no matter the complexity of the underlying spend and contract data.

ProcurementAi delves deeply into this data to identify cost patterns and link them to contractual terms, allowing for more favourable negotiations with suppliers and vendors. The product also scours every contract to look for unseen risks using over 50 advanced AI models to recommend savings, efficiency and risk reduction opportunities.

https://electrifai.net/

Esker Fuji Xerox partner on AR

Fuji Xerox will now market Esker's cloud-based Accounts Receivable automation solution in the Asia-Pacific (APAC) region. The two companies already collaborate on accounts payable (AP) automation.

As a certified Pan European Public Procurement Online (PEPPOL) Access Point, Esker processes, sends and receives invoices to any recipient within the PEPPOL network. This accreditation is key to Fuji Xerox customers in Singapore, where the government has adopted PEPPOL for B2G document exchanges.

"Building on the success of our initial partnership with Esker in the AP space, we are now able to expand our cloud-based solution offering to include invoice delivery," said Amane Inoue, corporate vice president and executive general manager, Advanced Industrial Services Business Group, Fuji Xerox Co., Ltd.

"Esker's e-invoicing and regulatory expertise, particularly in regards to PEPPOL, gives us a competitive advantage in the fast developing world of mandating structured e-invoice exchange."

As part of the agreement, the solution will be marketed by Fuji Xerox along with consultation, implementation and support provided by Fuji Xerox.

Brother unveils Mobile Scanners

Brother Australia has released two new mobile scanners, the DS-640 and DS-940DW, featuring a small footprint.

They are compact and lightweight devices that are so portable, they can slide right into your laptop bag or briefcase. Each of these scanners is bundled with Kofax Power PDF and Nuance PaperPort SE 14.

These USB3.0 powered scanners can scan up to 15 pages per minute, as well as manage a wide range of document types including A4, ID cards and receipts. The flagship model, DS-940DW, has a built-in Li-ion battery that allows for scanning without a power supply, and also has the added perks of Wi-Fi connectivity, an intuitive LCD panel, and an expandable microSD card slot for higher volume scanning needs.

This scanner works seamlessly with your mobile devices using Brother's free mobile iPrint&Scan app, eliminating the need for a computer, and providing a truly mobile experience. Convenient and space saving, the DS-940DW also offers two-sided (duplex) scanning, while the unique "U-Path" paper feed means documents feed through without needing any extra space behind the scanner.

The top of the range DS-940DW is $A299 while the DS-640 is $A199

Claris Connect targets SMB workflow

Apple subsidiary Claris has launched workflow automation platform called Claris Connect designed to drive digital transformation for small to medium sized businesses (SMBs). With nearly 50 connectors at launch, including some of the world's most widely used enterprise applications like Trello, Slack and Box, Claris Connect eliminates the need for custom coding. Yet it also provides powerful features like conditional logic, approvals, code blocks and custom connectors.

It can integrate and automate all critical applications whether in the cloud, on-prem, and even on-device. .Apps can be selected and connected easily to get advanced automation up and running in minutes.

Access powerful tools like data transformation, approvals, and webhooks for custom API integration. Use JavaScript to add custom server-side code and leverage built-in logging, flow control with conditional logic, loops, error handling, and versioning. Pricing begins at $US99 per month.

https://www.claris.com/connect/

Hyland enhances Document Filters

Hyland has released new capabilities to its Document Filters product offering, which now supports more than 550 file formats, of which over 75 are supported for high-definition renditions.

New capabilities and support within the latest releases includes:

- Text and metadata support for Apple iBook file types, Apple PList binary files, EPUB ebook file types, and Quattro Pro Spreadsheet files
- High definition support for NCR images, MS Project Gantt Charts, Microsoft Windows Clipboard (CLP) files, Microsoft Outlook for Mac OLK15MsgSource files, Paint Shop Pro images, Windows Cursor images, X-Windows-Bitmap images, X-Windows-Pixmap images, and WordPerfect Graphics (version 1)
- New API for extraction and processing of hierarchical bookmark information
- New API for the extraction and processing of static PDF form data
- Added option, DETECT_MACROS, that outputs a metadata value if macros are detected in MS Office documents
- New API to allow for adding common annotations such as notes, lines, shapes, polygons, and stamps. When added to PDF output, annotations are created as native PDF annotations, that a user can interact with and modify
- New API to allow the control of graphic effects on a per page basis

www.DocumentFilters.com

Simplify Email Security and Compliance

Docscorp has announced a new integration with secure communications provider RPost that simplifies and automates email security, e-delivery proof, e-signatures, and privacy compliance.

cleanDocs and RMail, working together, combine the best of each service into one Microsoft Office 365 Outlook interface. The products' predictive technologies simplify the user experience for both senders and receivers of sensitive emails and documents.

This integration transforms secure communications. It brings the main RMail service features - Registered Email certified e-delivery proof, dynamically simplified email encryption, and e-signatures - right into cleanDocs email.

For security and compliance staff, this combination adds more to their data leak prevention and anti-phishing strategies with cleanDocs recipient address checking and advanced metadata cleaning; and with RMail's specialized Anti-Whaling impostor email "spearphishing" protection.

For IT departments, this combination minimizes desktop add-in complexity, creates easier connections to document management systems, arms end-users with e-delivery tracking, and proof visibility and simplifies the recipient email encryption experience to minimize calls for help to IT support staff.

www.rpost.com/docscorp

Office 365 Connector for eDiscovery

FTI Consulting has launched a universal Microsoft Office 365 connector, which eliminates unnecessary steps during the transfer of Microsoft Office 365 email and files to eDiscovery platforms and supports efficient e-discovery in litigation, investigations and other matters.

By allowing legal teams to keep documents in their native formats during e-discovery processing, analysis and review, FTI Technology's Office 365 connector saves time and reduces the complexity of moving documents from multiple sources into a single platform. When legal teams must extract documents from Office 365 or other repositories in response to such a matter, they use applications to connect their eDiscovery platform to the data source. These applications typically translate the files from their native format into a unique type for eDiscovery processing, analysis and review.

This process can be cumbersome and adds excess time and cost, while introducing the potential for certain data to be lost in translation.

FTI Technology's connector maintains Office 365 files in their native form, removing excess steps from the process and ensuring that lawyers can see every element of a document, including those that are only visible in the original format.

www.fticonsulting.com

OCR Tool Brings AI to Email Security

Trustifi has incorporated a new AI-enabled feature into its email encryption and DLP (data loss prevention) solution that also features an integrated OCR tool that scans email attachments such as images and PDF files.

The tool recognizes elements such as a scan of a credit card or a screenshot of a financial statement, and }categorises those attachments as sensitive. It then automatically encrypts the attachment, reducing the opportunity for employees/individuals to mistakenly transmit confidential material unprotected.

This new capability improves security for organizations that typically send classified, sensitive, or personally identifying data via email, especially in verticals such as healthcare, retail, and financial services. The OCR scan is especially useful in thwarting instances of phishing - one of the most common ways that hackers infiltrate commercial data stores across-the-board. Trustifi's OCR feature leverages artificial intelligence and machine learning, building an ongoing base of images to be flagged and encrypted.

www.trustifi.com

Process Discovery for RPA

RPA vendor Automation Anywhere has launched an artificial intelligence (AI)-driven process discovery solution that discovers business processes and creates bots to automate them with a single click.

Automation Anywhere's Discovery Bot uses AI and machine learning to automatically capture and analyse user actions to uncover common, repetitive process steps as employees navigate between business applications. It then prioritises automation opportunities by potential return on investment (ROI) and creates RPA bots to automate them – accelerating the process automation journey.

Research by Automation Anywhere shows that nearly 80 percent of manual, repetitive front-and-back office business tasks that can be automated, remain undiscovered. Traditional, manual process discovery methods are slow and time consuming and the ROI is uncertain.

The new, intelligent, automatic process discovery technology is built on top of the company's cloud-native intelligent automation platform . As a zero-client solution, it can be easily deployed across the enterprise and allows business users, IT and developers to collaborate via the same web-based interface and reduce the time spent understanding business process workflows.

Fujitsu introduces compact scanner

Fujitsu has announced the release of the fi-800R,a compact A4 versatile image scanner for front office use

Fujitsu developed the fi-800R to assist both booklet scanning and continuous ADF document scanning. The device includes software to correct skewed documents one at a time as well as check document orientation and sort documents for simplified pre-scanning operation.

Equipped with a dual path mechanism, the device comes with return scan, perfect for scanning passports and ID cards, and U-turn scan, suitable for continuous scanning. The scanner automatically switches to the appropriate path depending on the location that documents are loaded so that users can complete scanning a mixed batch of documents at once without any interruptions to switch the paths on the scanner or profile settings in the software.

The return scan functionality lets users scan documents of up to 5mm thick from complete start to finish in front of the scanner. Designed for reception use, the device easily scans identification documents such as thick plastic cards or passports, as well as folded documents, all without carrier sheet use. Documents are ejected from where they were originally scanned in, letting users scan and retrieve documents efficiently.

Equipped with automatic document feeder (ADF), the fi-800R scans A4-size documents continuously at a high speed of 40 ppm/80 ipm (colour, 200 dpi/300 dpi). With this scanning method, U-turn scan, documents are placed in from the top of the device and eject again from the top.

The fi-800R is available for $A1,099 (ex GST).

Solving the employee underpayment problem

Australian technology start up NoahFace has announced the general availability of its eponymous time and attendance technology platform, NoahFace, which enables organisations to accurately track and report employee attendance and comply with the new Fair Work Act Award changes which came into force on March 1, 2020.

The Fair Work Commission (FWC) new annualised wage arrangement means employers in multiple awards categories must create, and for seven years, retain accurate records of hours worked (and non-paid breaks) by salaried staff, and any extra pay for overtime.

Non-compliance with the award is a breach of the Fair Work Act 2009 and in addition to the adverse publicity and other employment risks, civil penalty provisions also apply. The roll call of local and national businesses that have underpaid employees in Australia in the last twelve months is extensive.

The NoahFace platform authenticates and verifies staff using its iPad-based facial recognition software, allowing annualised salary staff to be monitored for start, break and finish times. The platform is standalone and able to be deployed quickly. It easily integrates with workforce management and payroll systems, streamlining processes and lowering business costs.

The platform can also be used to monitor time and attendance for hourly based staff, and enable access control solutions.

According to NoahFace founder and CEO, Geoff Cropley, many thousands of organisations across key vertical sectors including finance, legal, retail, hospitality, local government and telecommunications are not yet ready to comply with the new regulations and could face significant penalties for non-compliance.

"Until now employees have relied on their employers to meet their obligations, but the extent of the reported wage theft incidents over the last twelve months show that this is not working. The new Fair Work Act requirements for organisations to implement stringent record keeping measures which will minimise the opportunity for payroll mistakes and underpayments," said Cropley..

Ross Heron, CEO of Australia's Payroll HQ, said, "The NoahFace platform provides a simple and frictionless solution for employers, and a non-intrusive solution for employees that helps protect workplace culture and engagement."

www.noahface.com

Adobe Sign adds SharePoint Integration

An updated to the Adobe e Sign e-signature platform has enhanced integration with SharePoint and now offers the ability to create and embed reusable digital forms that can be filled and signed indefinitely, suitable for collecting information and agreements from a large number of people internally or externally.

Adobe Sign web form URLs can be shared in any way, including via text message. Web forms don't require the recipient to have access to email or have an Adobe account, which can be useful for collecting data from brand new users.

Completed web forms are saved as PDF and stored in SharePoint. Form fields can be mapped individually to a SharePoint custom list column name, so that the collected data can be searched or manipulated further.

By integrating with Microsoft Power Automate, specific fields can also be mapped to trigger downstream actions.

Additionally, the built-in Adobe Sensei technology helps build forms more quickly by detecting form fields based on a thorough analysis of the document.

With these new capabilities, a construction company could send forms to thousands of field workers via text message without requiring email access. Recipients could then conveniently fill and sign web forms on mobile and the final agreements and data would be populated automatically into SharePoint.

Omni-channel publishing for O365

A new Teams offering from workplace software Social-Chorus promises a "Publish once" platform for Office365 that delivers content to any employee endpoint - Outlook, SharePoint or Teams - as well as to digital signage or any other digital workspace.

The central point of publishing allows targeting and re-targeting across the employee endpoints as well as unified insights and analytics.

"The combination of SocialChorus with Office 365 allows our comms team and functional leaders to publish, target and streamline delivery of content and information to all caregivers - across our Microsoft endpoints," said BJ Moore, CIO, Providence St. Joseph Health.

"The unified analytics give us the ability to show how communications are driving our strategic initiatives, including our digital transformation. We look forward to having real-time insights into workforce performance from the SocialChorus platform."

"More and more of our customers are looking to create additional efficiencies, streamline systems, and provide more insights and intelligence from analytics. The integrations between SocialChorus and Office 365 offer this for today's digital workplace," said Mike Ammerlaan, director, Microsoft Office 365 Ecosystem at Microsoft.

www.socialchorus.com

Document scanner is invoice oriented

Epson has launched the WorkForce ES-500WR document scanner bundled with two software packages, Epson's ScanSmart Accounting Edition Software and Nuance Power PDF.

Designed for small business and home users, the ES-500WR scanner has been specifically designed to streamline the processes of organising and sharing financial documents. Epson's ScanSmart Accounting Edition Software delivers advanced accounting document management tools to easily preview, email, upload and organise receipts, invoices, financial documents and more. The receipt manager function can automatically extract data from receipts and invoices, and export to QuickBooks Online or Excel.

The automatic file naming and receipt recognition tool, with machine-learning capabilities, identifies important data such as vendor names and logos, and streamlines the process of storing and finding critical data and documents.

With versatile scanning features, the ES-500WR scanner allow users to wirelessly scan two-sided reports, business cards and receipts to laptops (PC or Mac), tablets and smartphones and easily scan to cloud storage accounts or to searchable PDFs and editable Word and Excel files3.

In addition, Ultrasonic Double Feed Detection is included to prevent missing pages as well as features such as Dynamic Skew Correction. With speeds up to 35 ppm/70 ipm and a 50-page Auto Document Feeder, the compact ES-500WR scanner breezes through stacks of documents from business and ID cards to extra-long invoices and more. The scanner includes TWAIN drivers for simple integration with virtually any document management software, enabling users to save time by directly scanning files into their existing workflow.

In addition to the ScanSmart Accounting Edition Software, bundled with the ES-500WR, Epson has also introduced a standard edition ScanSmart Software which makes it easy for users to scan, organise, email and upload important documents to popular cloud services.

The Epson WorkForce ES-500WR s $A699 including GST.

www.epson.com.au/products/Scanners

Ephesoft launches Transact 2020.1

Ephesoft has announced the launch of Transact 2020.1 with two add-on modules: Cloud HyperExtender and Mobile.

Highlighted features in Ephesoft Transact 2020.1 include:

■ Web Services: Additional API web services are available with Ephesoft Transact 2020.1, providing enhanced programmatic functions within Batch Classes and Document Types. These APIs allow customers to maintain similarities between document types and index field extraction rules at a much larger scale for those large Batch Classes.

■ Magnification Mode: Magnification Mode enhances text magnification on both the Classification and Validation Review screens. This allows easier view options for users, which will review and validate efficiently.

■ Importing Global Document Types: The Import Batch Class dialog box now includes new options for handling Global Document Types in the Batch Class import process. This upgrade preserves the administrator's preferred Document Type in the host environment and maintains all index fields and extraction rules as defined during the Batch Class import.

Also included in this release are two add-on modules: Ephesoft Cloud HyperExtender and Ephesoft Mobile.

Customers typically use the Cloud HyperExtender to increase performance by off-loading the OCR function into the cloud. OCR is the most power-intensive process, so by pushing data up to the cloud, users can process their content up to 10 times faster.

Ephesoft Mobile provides an easy and reliable way to ingest and upload files into Ephesoft Transact from any mobile device, accelerating workflow and business processes. Ephesoft Mobile uses your mobile device's camera to capture documents.

ephesoft.com/products/

Appian Accelerates Enterprise Automation

Appian has unveiled the latest version of the Appian Low-code Automation Platform.

The latest version of Appian delivers:

■ Full-Stack Automation - Orchestrate workflows across people, bots, and AI (even in the absence of APIs). .

■ Intelligent Document Processing (IDP) - Appian extends automation with artificial intelligence through the new Appian IDP, a pre-built accelerator using Appian AI services for out-of-the-box document understanding. IDP uses machine learning and artificial intelligence to instantly and accurately "read" and extract text and data without the need for any manual effort or custom code.

■ Powerful Governance - Appian now gives the Automation Center of Excellence a built-in cockpit for total control over the coordination of enterprise process automation technologies. Web and mobile dashboards manage all automation processes and exceptions.

■ Enhanced DevOps - The latest version of Appian provides additional built-in safeguards to ease application changes and maintenance. The new Deployment Approval feature reduces the friction, manual steps, and human error that exist in current deployment methods and provides the governance required to adopt automated deployments for controlled environments. .

■ Instant Mobility - Appian's latest version supports Android Q and Apple iOS 13, ensuring compatibility with the latest platforms for all mobile users.

Kofax ControlSuite gains TotalAgility

Kofax has updated its ControlSuite print and capture software solution to provide full integration with Kofax TotalAgility, to provide more comprehensive cognitive capture, transformation and process automation capabilities to ControlSuite users.

Kofax TotalAgility delivers cognitive capture and process orchestration, applying artificial intelligence (AI) to unstructured content to streamline information-intensive processes by building greater efficiency, visibility and control into operations and reducing manual labour and potential for error.

This results in reduced costs, improved cycle times and enhanced regulatory compliance.

Most operational processes include printing significant volumes of documents that often contain sensitive company or protected customer information. Unmanaged print jobs or failure to include secure print management controls can lead to compromised data and failure to adhere to compliance regulations.

ControlSuite boasts a broad range of multi-channel input sources including desktop, Web upload, email and scan - and a large ecosystem of integrated business system connectors.

It actively manages, secures and governs virtually every aspect of document information distribution via printing, scanning, routing and storing throughout the enterprise - across any combination of hybrid systems, technologies and devices.

Common use cases include:

■ Accounts Payable Automation - extract information from captured documents, code and approve, and send data to ERP system for payment.

■ Digital Mailroom - receive all documents into a single ingestion point, automatically classify, extract and understand, and route to appropriate department for processing and storage.

■ Application Processing - capture employment, loan and enrolment applications, automatically extract key data, run business rules on that data, and route for internal approvals.

■ Case Management - ingest captured documents into a case and manage that to completion, for use cases such fraud investigations, insurance incident management, healthcare treatment, legal, customer service, and other unpredictable processes.

www.kofax.com/Products/controlsuite

What is the impact of a poor data culture?

By Nicola Askham

In this article, I want to look at how a poor data culture can impact on staff in your organisation. This could also be described as a lack of data literacy in your organisation.

All too often I come across organisations who have a very poor data culture. By that, I mean, that they don't really think about data at all. I see this improving all the time but awareness levels are still low.

Some industries (those where they make, move and sell things) I can understand that perhaps the focus is on the thing that is being made, moved or sold and less about the data around these processes.

However, for many service industries like financial services the products aren't tangible. The products don't exist in the real world, they are only data and yet many such organisations still suffer from a poor data culture.

It's absolutely vital that we get everyone in our organisations, whatever sector we work in, to start thinking about data, and the impact that poor data is having on our organisation. So in this article, I want to consider the impact a little more.

Identifying a measurable cost to your organisation is fantastic, but if you found examples of poor data culture how are you going to measure that? To be honest, it's not something that often gets mentioned in a business case.

I can't tell you how many times over the years I've had people tell me that part of their job is to fix and cleanse data. I can think of one instance in particular when a student actuary was spending two weeks every quarter, cleansing and fixing a spreadsheet before it could be loaded into one of their complicated actuarial models.

I was aghast that he was wasting eight weeks every year fixing data in a spreadsheet. This person had been doing the role for 18 months and had been told that this cleansing and fixing the data in the spreadsheet was part of the process that had to be followed!

Actuaries are very intelligent and possess impressive analytical and statistical skills. Do you think it's good value for them to be removing duplicates from spreadsheets or reformatting data in spreadsheets? I certainly don't.

This is just one example but I think it's fair to say that there are probably intelligent individuals doing monotonous routine tasks like this in most organisations What impact is this having? You have a company not able to fully benefit from these skills and added to that these individuals are going to get disenchanted with the role and be less productive or even worse may look to move to another organisation.

Sadly I see this on so many occasions across all sectors and business areas. Where individuals tell you that there's no point telling you about their data quality issues because they've been there forever and nobody is ever going to fix them. This defeatist attitude not only creates a poor data culture but soon impacts the culture of the whole of the organisation.

Think how much more engaged and efficient your staff would be if they didn't have to fix broken data or poor quality data before they could do their 'real job'.

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I've come across loads of similar examples over the years, but I was keen to see if other people's experiences were similar. I asked for input on LinkedIn earlier this month and had some great responses.

Obviously, this article has to be a digestible length so I'm not able to include all of the examples but I wanted to share with you some of the impacts on culture that were disclosed. Don't forget to keep reading to the end because I've saved the best/worst one for last!

Many examples raised the common issue of a culture of tactical or short term fixes that create data issues and build or reinforce data silos. This means that organisations are then not able to take advantage of new technologies to use that data, some people shared examples of investment having been made in Artificial Intelligence or Machine Learning Tools to then find that the data wasn't good enough to use them.

One example mentioned the care sector, one with a heavy dependency on people but which doesn't take the time to train them in the importance of data. This results in well-intentioned people but poor quality and poorly managed data. The management then can't rely on that data so seek workarounds, perpetuating the poor data culture, increasing inefficiencies and increasing staff turnover.

And the final example is a sad but excellent example of what can happen if you neglect your data culture. Someone shared that a 3 year regulatory reporting project involving approximately 100 people and significant investment in technology had failed because of a lack of data culture. Data analysis and data quality had been de-scoped from the project and the end solution would not work because of poor data quality.

The person described the situation as like trying to make a chocolate cake without any chocolate - an excellent analogy. This culture took its toll and the individual concerned ended up resigning taking their valuable skills to another organisation.

Please take these examples as a useful warning. It does not have to be this way, if you get it right a good data culture will empower your organisation to see data as an asset and managing data as an asset will enable you to use data to focus on and deliver value.

One of the respondents, to my request for input to this article, summed up the situation nicely: Leaders need to work to create an environment that is conducive to a behavioural shift and that is what a good data culture does. It is the foundation of successful change.

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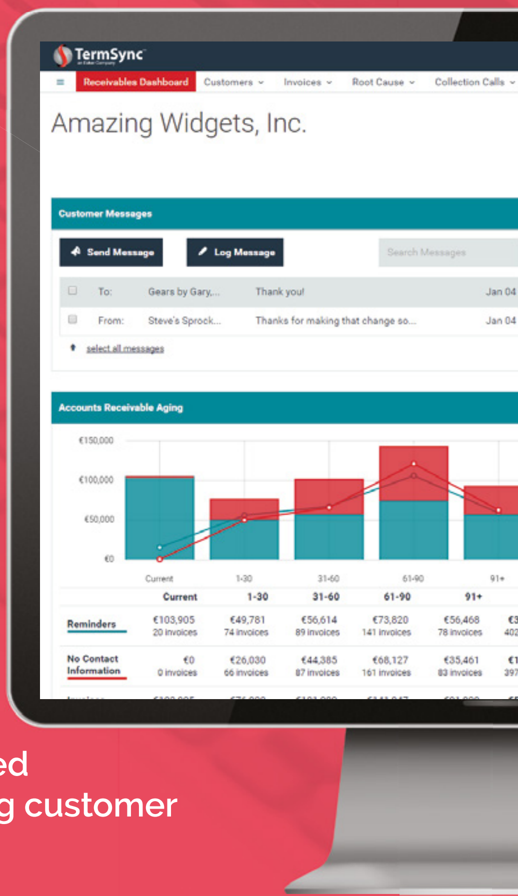

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