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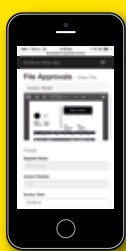


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News Corp chooses Dropbox

News Corp is rolling out Dropbox across the organization to provide its 25,000-plus employees globally the tools to better work together.

"It allows people to collaborate around all file types within the organization and with external partners," says Global Chief Information Officer Dominic Shine. "And they can do so from anywhere, in a way that they can quickly and easily adapt to."

"We need tools that are agile and flexible enough to adapt to our changing needs, and are scalable enough to use across the global enterprise," says Shine.

What we found was that people were naturally gravitating towards Dropbox, which was a tool they were already using in their personal lives."

The switch to Dropbox Business first began with a pilot of the collaboration platform among 250 employees in New York headquarters in 2014.

Dropbox is smoothing collaboration across News Corp, including in its news businesses. It's making it easier for newsrooms to gather and edit rich multimedia content. Reporters and contributors in the field can now upload much larger video files—and make those uploads happen much faster.

News Corp has big plans for Dropbox beyond making it the place where every employee stores and shares documents. Shine says the platform's flexible API means it could integrate with other platforms used in departments like sales, legal, and HR.

The company already relies on cloud solutions like Workday for HR, and Salesforce for customer relationship management.

"Dropbox has the potential to be the glue in our ecosystem, connecting a number of those key business processes for us," he says.

New entrant to ANZ ediscovery market

Legal technology provider NuLegal has signed a partnership agreement with Everlaw to sell the company's ediscovery software in Australia and New Zealand.

"Everlaw is the perfect software partner for NuLegal. Its ediscovery platform is built on cutting-edge technology that will change the way people litigate. Whilst the majority of vendors in Australia continue to offer the same review platform, NuLegal is once again ahead of the curve. Our clients will benefit from this partnership, with significant time and cost savings during litigation" said NuLegal's Director, Mark de Bruyn.

Everlaw's software offers features such as:

- a drag-and-drop visual search interface
- Unlimited analytics, such as predictive coding, email threading, and near-deduping
- Automated foreign-language detection and translation
- Tightly-integrated post-review tools to build case outlines and chronologies
- Bank-grade security with end-to-end encryption and two-factor authentication
- Cloud-driven scalability and flexibility, supporting all modern browsers and devices
- Predictable and transparent pricing

Everlaw says its ediscovery software is used by AmLaw 200 firms, over 65% of US State attorneys general, and 8 of the top 10 class action firms.

www.nulegal.com.au

UNSW develops research data archive

The University of New South Wales (UNSW) has launched a Research Data Archive to provide an institution-wide long-term storage platform.

It has been designed specifically for researchers to securely search and share data with colleagues and comply with research data policies and codes of practice.

This platform is integrated with UNSW's Research Data Management Plans and takes advantage of the advanced metadata management capabilities of the Mediaflux software platform and extensible SGI storage architecture.

The Data Archive allows researchers to keep a complete and traceable copy of their data in a durable and accessible manner.

Once files are uploaded, they are locked and versioned. Researchers can use the store to track the full history of their evolving projects and by integrating it with the self-service portal, it gives researchers direct control of who accesses their data. It also gives the University visibility on which research areas are generating and storing large amounts of data.

The move to a metadata-based store, using Mediaflux, takes care of many of the repetitive data-tagging issues faced by individual researchers and research projects; such as automatically linking project information to individual data files.

Advanced metadata tools also makes searching easier to improve re-use of valuable datasets.

"One of our goals over the next couple of years is to give researchers better tools to mine their own data and to aid data discovery across projects and disciplines" said Luc Betbeder-Matibet, Director Faculty IT Services at UNSW.

"The aim is not just to provide file storage but to support research practice at all stages of the research lifecycle. Starting with Archive Data, which is a common problem for all the projects on campus, and aligning this service with our Data Management approaches is one more step we are taking towards making UNSW a great place to carry out data-intensive research work."

The service is available to both researchers and UNSW's Higher Degree Research candidates. It is free to use and does not impose any quotas.

"By taking a strategic view of how UNSW data is managed, it is not only building on its reputation as one of the top research-intensive universities globally," said Jason Lohrey, chief technology officer of Arcitecta.

"The University is enhancing the institution's linkages with industry and, embedding data integrity and lifecycle management into UNSW's research culture."

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NBA Connects in the cloud

A critical aspect of the National Blood Authority's work - collaborating across all Australian governments to manage and coordinate an adequate, safe and affordable supply of blood and blood products and services - has become significantly easier thanks to an innovative and secure private workspace provided via Objective Connect.

As a statutory agency within the Australian Government Health portfolio, the National Blood Authority (NBA) must guarantee that strict information governance protocols are adhered to whenever sensitive health information is exchanged between state, territory and Australian Government agencies.

"Working across nine governments and over 400 hospitals, sharing information and collaborating with external parties in a secure and auditable way can be a nightmare," said Peter O'Halloran, Executive Director and Chief Information Officer of the NBA.

"Internally we had created a sound information governance framework that was controlled and compliant with legislation, government policy and best practice. However, as soon as we shared information with someone outside the building we'd lose all of that transparency and traceability in an instant," said Peter.

Objective Connect is now used across the NBA whenever there's a need to work with anyone outside the organisation. Committee Papers, tender evaluations, benchmarking data, expert panel reviews and even source-code from ICT systems developed by the NBA is all now securely shared using Objective Connect.

"There was no other option. We wanted something that would integrate into HP TRIM, gave us the full audit trails and that was IRAP assessed [*The Information Security Registered Assessors Program (IRAP) is governed and administered by the Australian Signals Directorate (ASD).*] Objective Connect was the only product that hit all those marks." Said Peter O'Halloran.

Rob Mills, Global VP of Objective Connect says: "While the public sector and industries such as healthcare and financial services want to work more collaboratively with others outside their own tightly controlled environments their key challenge is doing that in a way that does not break information governance rules.

"Objective Connect is a cloud collaboration platform that solves that by working as an extension of the existing "back office" of government and therefore applying the same set of document lifecycle and security management controls as are deployed inside the agency.

"In addition, it integrates with many popular electronic document management systems (EDMS) used by regulated industries meaning that the EDMS becomes the 'single source of truth' for documents regardless of where or why they are being accessed." said Rob Mills.

Xerox US announces corporate split

Similar to the path recently taken by Hewlett-Packard (HP), Xerox (US) has announced it intends to separate into two independent publicly-traded companies.

The two new divisions will focus separately on business process outsourcing (BPO) and document technology.

Xerox is a 25% shareholder in Fuji-Xerox, its long term joint operation with Fujifilm Holdings in the Asia-Pacific region. The impact of the Xerox (US) split on this joint venture, the world's longest running joint venture between a Japanese and an American company (Wikipedia), is not immediately clear.

The separation, expected to be complete by end of 2016, aims to create a \$US11 billion Document Technology company and \$US7 billion Business Process Outsourcing company. The company claims it will deliver \$US2.4 billion in savings over next 3 years across both companies

"Today Xerox is taking further affirmative steps to drive share-

holder value by announcing it will separate into two strong, independent, publicly traded companies," said Ursula Burns, chairman and chief executive officer of Xerox. "These two companies will be well positioned to lead in their respective rapidly evolving markets and capitalize on the opportunities that now exist to expand margins and increase market share."

"I am confident that the extensive structural review we conducted over the last few months has produced the right path forward for our company. We will now position the companies for success and execute our plan to separate them in the shortest possible time frame while continuing to focus on achieving our 2016 goals," added Burns.

Founded in 1906, the company spawned the famed Xerox Palo Alto Research Center, where many modern computing technologies such as the graphical user interface (GUI), laser printing, WYSIWYG text editors and Ethernet were developed.

New laser storage can store data for up to 13.8 billion years

Scientists at the University of Southampton UK have made a major step forward in the development of digital data storage that is capable of surviving for billions of years.

Using nanostructured glass, scientists from the University's Optoelectronics Research Centre (ORC) have developed the recording and retrieval processes of five dimensional (5D) digital data by femtosecond laser writing.

The storage allows unprecedented properties including 360 TB/disc data capacity, thermal stability up to 1,000°C and virtually unlimited lifetime at room temperature (13.8 billion years at 190°C) opening a new era of eternal data archiving. As a very stable and safe form of portable memory, the technology could be highly useful for organisations with big archives, such as national archives, museums and libraries, to preserve their information and records.

The technology was first experimentally demonstrated in 2013 when a 300 kb digital copy of a text file was successfully recorded in 5D. Now, major documents from human history such as Universal Declaration of Human Rights (UDHR), Newton's Opticks, Magna Carta and Kings James Bible, have been saved as digital copies that could survive the human race. A copy of the UDHR encoded to 5D data storage was recently presented to UNESCO by the ORC at the International Year of Light (IYL) closing ceremony in Mexico.

The documents were recorded using ultrafast laser, producing extremely short and intense pulses of light. The file is written in three layers of nanostructured dots separated by five micrometres (one millionth of a metre). The self-assembled nanostructures change the way light travels through glass, modifying polarisation of light that can then be read by combination of optical microscope and a polariser, similar to that found in Polaroid sunglasses. Coined as the 'Superman memory crystal', as the glass memory has been compared to the "memory crystals" used in the Superman films, the data is recorded via self-assembled nanostructures created in fused quartz. The information encoding is realised in five dimensions: the size and orientation in addition to the three dimensional position of these nanostructures.

Professor Peter Kazansky, from the ORC, says: "It is thrilling to think that we have created the technology to preserve documents and information and store it in space for future generations. This technology can secure the last evidence of our civilisation: all we've learnt will not be forgotten."

The researchers presented their research at The International Society for Optical Engineering Conference in San Francisco, USA on February 17.

The team are now looking for industry partners to further develop and commercialise this ground-breaking new technology.

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Making financial data talk sense

Optical character recognition (OCR) technology from ABBYY is helping Melbourne-based financial software developer FinSuite to ease the burden on financial institutions in extracting and standardising data for business loan risk evaluation and processing.

FinSuite is utilising the ABBYY FineReader SDK as a key element of BizAnalyser, it's an automated financial spreading application able to read, recreate and categorise business financial statements. BizAnalyser aims to reduce the cost and time required to analyse business financials statements on loan applications.

Business loan applications are typically accompanied by multiple years of financial statements, supplied as PDF or printed documents. Traditionally the data from these statements is manually entered into what are known as spreading tools used by financial institutions to analyse loan risk.

BizAnalyser is able to read a PDF document containing financial statements and recreate the contents, categorise each line item according to a central dictionary and produce a set of reports on the company and its performance. Alternatively if the bank or financial institution is using an existing spreading tool the data can be exported into this.

Whenever BizAnalyser needs manual intervention to categorise a line item, it takes this and learns from the decision to improve its ability to automate the process in the future.

With his previous experience spanning roles in business execution, banking and credit analysis, FinSuite Founder Bart Jesman said that his Melbourne-based start-up was "born out of frustration" with the "time-wasting" processes endemic to everyday banking – with the culture of traditional banking incumbents not being conducive to fostering innovation, in particular on non-customer facing software.

"It has been shown that BizAnalyser can reduce by at least half the time it takes to import statements using traditional methods," said Jesman. "Over time that improves even further as the software learns from previous year's import."

BizAnalyser has been rolled out globally by HSBC, the multinational banking and financial services company. It is also currently being piloted by a number of Australian banks.

In 2015 FinSuite was one of eight start-ups selected out of a pool of over 100 to take part in the Fintech Innovation Lab APAC, supported by 12 banks including HSBC.

Raymond Cheng, HSBC's chief operating officer for the Asia-Pacific, said, "Our collaboration with FinSuite, an Australian start-up, helped launch BizAnalyser, an automated financial spreading

product which improves our ability to make efficient lending decisions."

FinSuite is seeking to expand the distribution of BizAnalyser internationally. Hence the broad international language support offered by ABBYY FineReader SDK was an important element in its selection as the OCR engine. The capacity to handle CJK (Chinese, Japanese, Korean) and Arabic text was essential.

As was the ability to handle poor quality scanned documents and provide fine-grained control of OCR output.

Ideally the PDFs that accompany loan applications are pristine copies that have been digitally exported from financial software, however this is rarely the case.

"There are many cases both locally and internationally where financial institutions must deal with poor quality scanned documents, and in these cases the throughput with ABBYY FineReader SDK is much better and the OCR more accurate," said Jesman.

"ABBYY FineReader SDK also supports Intelligent Character Recognition (ICR) for hand-printed statements which will be very important in future releases, as there are still businesses that do their books manually."

In the ideal world, business and financial institutions would be able to exchange financial data digitally, but without any global standard for exporting financial statements and their individual line items, this is unlikely to occur anytime soon.

"Presently everyone is on different financial platforms, while accountants and accounting firms use a thousand different systems as do the banks and financial institutions. To standardise that is not going to be an easy task. A PDF or printed financial statement is the traditional way to communicate and that is likely to be the case for a long time to come, especially because the financials are prepared for the business at the end of the financial year, not specifically for the bank's purpose."

FinSuite has also integrated its BizAnalyser application with Moody's RiskAnalyst credit risk management software, to provide banks with financial spreading automation without the need to replace legacy software.

"ABBYY Australia are proud to be working with and supporting such innovative Australian start ups as FinSuite," said Henry Patishman, Director of Sales at ABBYY Australia.

"By utilising our world leading technology that supports 198 languages, including the highly complex Asian and Arabic scripts, our partners are able to take their innovative solutions to a very broad global market."

ABBYY tools for Smart Business

ABBYY has announced two new language-based products enabling businesses to understand and act on complex, unstructured information. Based on the newly announced Compreno technology comprehensive natural-language processing (NLP) technology, ABBYY InfoExtractor SDK and ABBYY Smart Classifier enable development of next generation smart business process applications, accelerating business decisions and insights for industries, including oil and gas, insurance, healthcare, financial services and government, among others.

"Companies have been left in the dark for far too long, unable to harness the full power of their data. This isn't due to a lack for trying, it's because they've lacked the capability to extract the facts and story lines embedded in unstructured information," said David Bayer, vice president, Compreno Suite, ABBYY.

"ABBYY InfoExtractor SDK and ABBYY Smart Classifier take data analysis to an entirely new level, allowing companies to take advantage of the critical facts and story lines that are, literally, right in front of their eyes. They can now harvest the true value of their information while reducing manual efforts, streamlining processes and making more informed decisions based on a deeper, context-based understanding of the data."

BBYY InfoExtractor is a powerful Software Development Kit (SDK) that enables enterprises as well as software developers to automatically identify and extract entities and relationships from complex text documents. It uses facts and events to reconstruct story lines in documents, providing insights that can directly impact business decisions and outcomes for professionals such as patient care providers, or financial services risk managers.

ABBYY InfoExtractor creates operational efficiency by automating the processing of complex, business-critical documents, and providing information transparency to reduce risk and optimise case/asset management. ABBYY InfoExtractor's NLP is designed to be enhanced with domain-specific ontologies to accurately extract complicated or industry-specific terms, clauses and facts. ABBYY InfoExtractor supports a wide variety of formats including Microsoft Word and XML, PDF, Tiff, JPEG and other graphic formats enabling businesses to work within established workflows.

ABBYY Smart Classifier is an intuitive classification application module that enables enterprises and software developers to overcome implementation and usage complexities that have hindered widespread adoption of classification technology, causing it to remain more of an art form than a trusted, easy-to-deploy capability.

Smart Classifier combines robust text- and semantic-based classification algorithms, an intuitive, graphical Model Editor interface, and automatic optimization algorithms to make classification dependable for information governance, email and content management, data migration and other critical processes. The Model Editor workflow interface allows IT and line-of-business users to easily create, evaluate and refine taxonomies and classification models, and adapts to organizations' unique needs by providing the most accurate categorizations possible. With simple REST APIs and support for 39 languages, including English, ABBYY Smart Classifier delivers highly accurate classification to mitigate risk, ensure defensible retention policies and organize large repositories to enhance information retrieval in global organizations.

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IRS admits email fail to House Committee



The Internal Revenue Service (IRS), the huge US government agency that processes more than 230 million tax returns annually, has revealed its inability to preserve its employees' emails and track those records down when needed.

In a hearing by a United States House of Representatives committee, it called for \$US18.5 million federal funding to help improve its processes for retaining and accessing data and move away from an approach that relies on printing and filing and the use backup tapes.

The House of Representatives Committee was formed to examine IRS processes for preserving documents in accordance with legal obligations, including internal preservation orders. It is also reviewing the agency's information security to understand how the agency secures the sensitive information filed by millions of individuals and companies each year.

It was formed following an IRS disclosure on January 15 that it accidentally erased a hard drive containing records and emails of a former senior IRS official.

The emails on the hard drive were subject to a litigation hold on materials relevant to a Freedom of Information Act lawsuit.

The destruction of documents subject to preservation orders and subpoenas has been an ongoing problem at the IRS.

In February 3, 2016, the IRS announced a hardware failure which rendered its electronic tax filing systems unavailable.

In 2015, the IRS suffered a data breach that exposed 330,000 tax returns to hackers who stole almost \$US50 million in refunds.

In a submission to the Committee, the IRS's Jeff Tribiano, admitted "The IRS has long been challenged in this area, because for many years our operations have relied on extremely outdated technology. In fact, despite more than a decade of upgrades to the agency's core business systems, we still have very old technology running alongside our more modern systems. As a result, some agency practices are not up to the level of those of a typical modern organization. A case in point is the IRS's document retention program for electronic records, which historically has relied on individual employees either archiving information on their computer hard drives and network drives, or printing records and storing them in paper files."

"A key part of our current effort to improve the management and storage of electronic records began in October 2014. In this effort, we have been in close consultation with NARA to ensure the best approach. Our interim solution has been to adopt a process created by NARA, termed the "Capstone" approach, to secure the email records of all senior officials in the agency by copying them to the network. This process for senior IRS executives was initiated in late 2014 and completed for all existing executives in April 2015.

"The President's Fiscal Year (FY) 2017 Budget request for the IRS includes \$US18.5 million in additional funding to improve

electronic enterprise records management, which includes funds to further improve our document search capability. The IRS urges Congress to approve this funding, so that we can move forward on this critically important initiative," said Tribiano.

Committee Chairman and Republican Congressman Jason Chaffet, commented: "The [US] Federal Government has spent more than \$US525 billion on IT and it's worthless. One of the questions I have here with an operating budget for the IT sector—roughly \$US2.4 billion a year—why is it that we have such poor systems?"

Konica Minolta invests in Clevertar

Konica Minolta has invested in the med-tech start up Clevertar which creates digital agents or avatars in the healthcare industry. With applications available via iOS and Android, Clevertar's products have the potential to democratise health care and are already being used to improve patient outcomes in the diabetes and aged care spaces.

Konica Minolta supports local innovation through its Asia-Pacific Business Innovation Centre (BIC), first launched in January 2014. The BIC manages the entire lifecycle of service development and incubation activities, from ideation, proof-of-concepts and pilot programs to business development and actual business deployment activities. The Australian-based Innovation and Healthcare team furthers the work of the BIC in Australia by assisting with local investments, and developing the market for overseas-made innovations and investments.

Most recently, the BIC invested in Clevertar. Clevertar is a spin-out of Flinders University in South Australia. Founded in 2012, it builds and deploys avatars or digital agents into resource intensive markets such as chronic illness and aged care.

Anna Cares is a cloud-based solution that allows aged and disability service providers to keep in contact with clients in their homes and check that they are taking their medications and taking part in daily activities.

It uses a relational agent or clever avatar called Anna who appears on an iPad provided to the client. Anna guides the client through their daily activities, reminds them to take their medications and any appointment they may have, asks them about their well-being and delivers messages by voice from the person's family or service provider.

Microsoft buys SwiftKey app

Microsoft has entered into a definitive agreement to acquire SwiftKey, developer of a software keyboard and SDK for Android and iOS devices. It intends to continue to develop SwiftKey's free keyboard apps for Android and iOS as well as explore opportunities to integrate the core technology into offerings such as Word Flow technology for Windows.

Microsoft Executive Vice President, Technology and Research, Harry Shum, said, "In this cloud-first, mobile-first world, SwiftKey's technology aligns with our vision for more personal computing experiences that anticipate our needs versus responding to our commands, and directly supports our ambition to reinvent productivity by leveraging the intelligent cloud.

"SwiftKey estimates that its users have saved nearly 10 trillion keystrokes, across 100 languages, saving more than 100,000 years in combined typing time. Those are impressive results for an app that launched initially on Android in 2010 and arrived on iOS less than two years ago.

In this blog post, SwiftKey co-founders Jon Reynolds and Ben Medlock write, "We're excited to announce an important milestone on SwiftKey's journey. As of today, we have agreed to join the Microsoft family.

"Microsoft's mission is to empower every person and every organization on the planet to achieve more. Our mission is to enhance interaction between people and technology. We think these are a perfect match."

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Department of Commerce selects ELO

The Western Australian Department of Commerce (DoC) has selected ELO Digital Office to streamline the Department's corporate records management cycle (Capture, Storage & Retrieval) and integration capabilities.

Following an extensive tender process, the DoC selected ELO as a system that "is robust, intuitive and fully integrated to assist with". It also cited ELO's user-friendly interface, modern records management functionality and its capacity to provide self-sufficient administration and an open architecture.

ELO commenced deployment of ELO's high end EDRMS solution, ELOenterprise, in January 2016.

With its six operational and two corporate divisions, the work of the department delivers a diverse array of services to the Western Australian community, including consumer and workplace protection and safety and encouraging and fostering industry innovation and growth.

Rainer Krause, ELO Australia's Managing Director, said, "Our product will provide the capability to enhance business processes as well as adding mobility solutions.

"I think that we were chosen not only because of what we have and what we do today, but also for what the WA DoC can do with ELO – today and tomorrow. We may become WA DoC's core platform, beyond Records Management."

The agreement between ELO Australia and the WA DoC includes the delivery of software, all related implementation and training services as well as professional services to migrate millions of documents into ELO from a previous EDRMS.

"We have proven that ELO's team is capable of delivering compliant solutions at Queensland Treasury Corporation and Greater Metropolitan Cemetery Trust (Melbourne)," said Charles Lattuca, Key Account Manager ELO Australia.

"WA DoC will benefit from our collaborative approach during analysis, implementation, rollout and production phases. Most importantly, WA DoC will be able to manage their system themselves. ELO has an open architecture that will save WA DoC time and money – now and in the future."

www.elodigital.com.au

Enterprise Vault 12 adds new classification framework

Veritas Technologies has announced new innovations to Enterprise Vault 12 including advanced classification. Veritas has also emphasised the importance of better visibility via a report analysing data held by global users of its NetBackup product which found over 40% of files have remained untouched for 3 years.

Using Veritas' patent-pending technology or a compatible classification engine, Enterprise Vault 12 automatically classifies ingested content including emails, files, SharePoint, instant messaging, and social media. Veritas provides customers that have petabytes of already archived information the ability to re-classify it in a manner that helps them better adjust their long-term information-retention.

Other new capabilities include:

- Intelligent Review – streamlines supervision of archived content by prioritizing relevant items for review and culling non-relevant items utilizing a continuously learning engine.
- Gated Deletion – improves compliance by ensuring archived information is deleted only if it meets current retention policies. Organizations can now perform a policy check before expiration or user deletion.
- Image OCR (optical character recognition) – enables search and discovery of archived images by extracting embedded text from images for indexing and classification.
- Enterprise Vault Search – simplifies and speeds access to

archived information with a new enhanced, intuitive interface.

Data Insight 5.1 introduces new support for Box, delivering the broadest ability to identify sensitive information across the enterprise, from on-premises storage to the most popular cloud options.

It also offers enhanced remediation workflows to make access and permissions changes as automated and repeatable as possible, with easy access via a self-service portal. Veritas is able to deliver this capability at petabyte scales, by quickly scanning billions of file attributes and user activity.

<https://www.veritas.com>

Adaptive Metadata Manager Release 7.1

Adaptive has launched Metadata Manager Release 7.1, focused on providing programmatic 'visibility with validation' for both the business –and technical processes that use the data.

With the myriad of data sources and volume present in most organizations across key functional domains such as Semantic, Database, Business Intelligence, Transformation, Legacy and OLAP it is difficult to rely on collaborative processes alone to derive proper data traceability and lineage.

To date, this intelligence gathering is being done through stakeholder communication, often taking months to achieve any level of agreement. Now, through patent pending analytics applied to industry standard models, the Adaptive Metadata Management solution can realize the promise of achieving value early and often, knowing if each life-cycle transition is correct or, if not, the actions and steps required to correct them.

Adaptive Metadata Manager Release 7.1 employs the ability to view, report and take action at any point using the platform's versioning capability, creating a historical, multi-dimensional, past, present and future state capability.

Adaptive Metadata Manager Release 7.1 combines the use of actionable dashboards, reports and social capabilities to allow all stakeholders to collaborate on their data definitions, alignment and reporting processes. Adaptive has also introduced new capabilities in R7.1 to facilitate Big Data technologies and frameworks, thereby further expanding the solution reach across both Small and Big Data. In addition, R7.1 incorporates new performance enhancements that improve search and navigation response to meet the demands of the largest data users.

<http://www.adaptive.com>

Colligo goes mobile with Azure

Colligo has added additional Microsoft Azure capabilities into the Colligo Engage Console to enable businesses to rapidly integrate, implement and operate the mobile content management platform as part of their overall SharePoint/Office 365 deployment. Colligo Engage supports federated identity management, ADFS and Microsoft Azure AD, between its Console and an enterprise's on-premise, cloud-based or hybrid user directory. This new capability improves the user experience by providing users quick access to Colligo apps through a single sign-on across all of their devices.

As part of its mobile app analytics strategy, Colligo has incorporated Microsoft Azure Stream Analytics into the Colligo Engage Platform to provide more robust app usage reporting capabilities. With Azure Stream Analytics, the user behaviour and content activity data captured by Colligo apps is continuously analysed and made available to IT administrators for monitoring user engagement and compliance, enabling them to proactively identify potential issues.

Colligo is also working with the new Azure API Management, Microsoft's turnkey, cloud-based API management solution. This means that IT departments will soon be able to utilize their existing infrastructure to deploy and manage Colligo apps.

<http://www.colligo.com>

Using Predictive Analytics to Identify Cyber Security Risks

By Bill Sweeney

In today's fast-moving, dynamic digital environment, there is no crystal ball that can tell you the form or target for the next cyber-attack. The IT product development cycle has become so fast and cantered on functionality that security is rarely in focus. Most developers assume that the layers upon which they build provide the necessary security. Unfortunately, the platforms upon which most of these systems have been built are porous, and attackers are actively looking to exploit the holes in these systems at all levels.

Since the form or morphology of these attacks can change so dramatically between iterations, CISOs must assume that some will succeed even as they continuously strengthen their defences and strive to handle the volume of alerts generated by their current tools. In fact, it is best that CISOs assume it's a case of "when we get hacked, not if."

Big data and predictive analytics show great promise when it comes to cyber defence because of their ability to transform massive amounts of data into actionable intelligence. Predictive indicators can identify new emergent risks before they result in significant losses and help your security staff deal with alert overload.

Today's cyber criminals have learned that snatch-and-grab attacks, where they attempt to quickly steal large amounts of data from a network, are easily detected by network defences such as firewalls and anti-virus, which will effectively shut down or quarantine access. Therefore, criminals have evolved a more patient approach, constructing layered software that is designed to steal small fragments of data over a longer period of time.

Because many of these pieces of software are disguised as commonly used formats -- jpgs and pdfs for example -- they often can go undetected by many systems. The industry average before a network breach is detected stands at around 200 days. The result for the victim is death by a thousand cuts.

Predictive analytics can detect these data anomalies early on, looking for new patterns of data access, including hidden data that is being 'exfiltrated' into another format and/or encrypted to avoid detection. By finding these anomalous patterns, predictive analytics help reduce a company's overall risk exposure by limiting the amount of time that it's inside the network.

One of the most common issues that CISOs face in regards

to cyber security is "alert fatigue," which results from the sheer volume of the alerts generated by cyber defence systems during the course of a given day. With predictive analytics, risks are evaluated and ranked on a sliding scale of importance. If suspicious or malicious behaviour is suspected, the analytics engine alerts the right people about the suspicious behaviour, ranking it from highest to lowest risk. Leveraging vast amounts of data, but processing it efficiently, ensures predictive analytics can provide real-time responses in contrast to older approaches that are time-consuming, inefficient and expensive.

Predictive analytics are not perfect, however, and the desire to go unobserved causes cyber criminals to mimic normal behaviour if possible. Therefore, managing the predictive analytics process requires an organization to handle the false positives and false negatives that are generated during the threat surveillance process. On one hand, the system must have a very low tolerance for false negatives since missing active threats can lead to the disaster we're trying to avoid. Conversely, they need to determine how many false positives have been received to ensure that neither the system nor the people are overburdened.

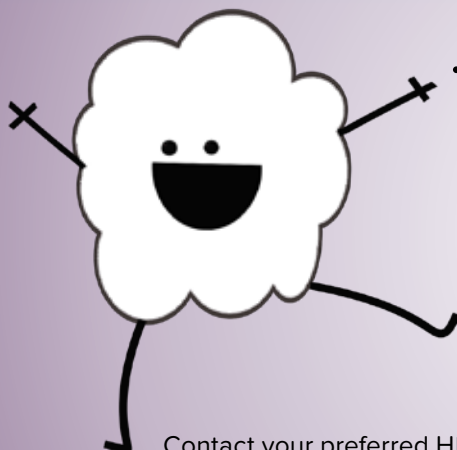
Alternatively, it cannot be too restrictive as to block out legitimate traffic, i.e. customer e-mail, etc. which can lead to reduction in profits or customer service. It is a balancing act, and how you manage the process is crucial to obtaining the best results.

With limited resources, organisations need to identify the most severe cases first by prioritizing alerts based on potential impact and then handling all alerts efficiently. One approach is to have levels of security analysts with different skill levels.

First level analysts should try and handle an alert in five minutes, otherwise escalate it to the experts who can distinguish a targeted attack from a generic attack. This way, critical resources are freed up so that organizations are only engaging the most valuable assets on the most important threats. Businesses must address both known and unknown (emergent) risks when developing a cyber defence program. Once risks become "known," a standard form of defence should be constructed. Companies need to save their most skilled resources for discovering the "unknown risks" and defending against them.

Using predictive indicators to detect the unknown risk is incredibly challenging, but by assessing losses and anomalous behaviours, businesses, along with their partners, can use big data to solve big problems.

Bill Sweeney is Chief Technology Officer at BAE Systems.



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The need for Information Management

By Nic Jefferis

How many times a day do we hear or read the word "data"? Then it is changed for "information" to avoid being used too often. If we adopt the proposition that "All information is data but not all data is information"; what does a business need to do with either or both?

The problem is that the processing of data to information is left to either the computer or an army of analysts or management reporters. Losing touch with that processing reduces understanding of the delivered result's meaning and the confidence in it.

There is a new phrase on the block of "Data driven" which means according to Wikipedia "that progress in an activity is compelled by data, rather than by intuition or personal experience" or is it just jargon for making decisions and taking actions based on insights identified and derived information from data.

I hope this is not a new strategy for a business although maybe it does need more emphasis and management attention. That attention doesn't mean more technology until the organisation really knows what it needs. The technology is there to support and do the repetitive parts but it is only as good as the data it is processing. It does mean clearly understanding what data is available and ensuring it is "right". This is where the data management aspect comes in. Whose job is it to look after data in your organisation; IT, "the department", Sharon who is the system owner? They all know different bits about the system, how the data is created, used and what the various fields and forms mean.

So is this accountability and or responsibility for "looking after" and does it really mean managing? Probably not, and an organisation may be a customer in one system, a supplier in another and a debtor in a third but with multiple data entry and definitions. Looking after must be about ensuring it all joins up, is kept up to date, is available for the operational processes and the reporting and analysis; as well as being understandable, right and not taking major effort to use and maintain. It requires a human touch not just more software. The "I" has been a qualifier in IT, which has become just Technology or Tech in the digital age, but now needs the attention to deliver real benefit.

A lot is made of "transparency" as a way of ensuring people know what is going on through shared and accessible information. This can come up against a "knowledge is power" attitude that drives a silo mentality for functions or systems where people need to work hard to understand what information is where and how it can be used. A balance has to be achieved through a designed approach that identifies the benefits of transparency within the constraints of security, confidentiality and costs.

So the data and information is a resource that is used throughout any organisation and yet unlike money or humans it doesn't have a function tasked with looking after it. While the technologists are storing it, processing it, moving it and displaying it; the value of information is in its creation, sharing and application by everyone.

Data needs to be designed, planned and controlled in a similar way to the technology to maximise its information value. This function though needs to reflect all those involved with the data including the technologists and contain people with their different specialisms.

The information management function or Centre of Excellence is needed to ensure that the right information is available for management and operations, that it is efficiently processed, derived from quality data and the users understand it and its importance to both them and others. The right information comes from the right data and context.

As the organisation and its demands change the data will have to as well. The function is needed to break down the silos and build the bridge between business functions and IT while ensuring the quality and efficient use of data. A key part of which is to take some of the load off technologists and provide consistent repeatable standards for data.

Good information doesn't come to those that wait. There is a need for proactive involvement preferably across the organisation to maximise the value of data in its delivery as information to all users when it is needed. Data and information are everyone's business but it needs a specialist team to help.

Nic Jefferis has over 30 years experience in business and information management as consultant and implementer. Email nic.jefferis@equillian.com or www.equillian.com

Majority of organizations struggle with data quality

While the number of organizations undertaking data initiatives is growing, sufficient data quality remains elusive for most, and that is affecting the ability of organizations to meet project goals or customer needs. That is one of the key findings of a new study by Experian Data Quality, a provider of data quality software and services.

In its new research study, The 2016 Global Data Management Benchmark Report, Experian finds that while most organizations believe data usage is evolving to support significant business outcomes - such as customer experience, decision making and governance - the data still is not at the quality level required to achieve these goals.

Data quality remains one of the largest issues in healthcare, particularly in advancing the use of data analytics to conduct research on healthcare protocols, treatment approaches or disease states.

In the Experian survey, 23 percent of responding organizations say their data is inaccurate, and they are seeing a high number of consequences from bad data. Further, 75 percent of organizations believe that inaccurate data is undermining their

ability to provide an excellent customer experience.

The study indicates that the level of inaccurate data mainly stems from internal challenges. Chief among them: "organizations lack the knowledge, skills and human resources around data to manage and govern it properly."

"Businesses are evolving to make more intelligent decisions based on data, but they haven't updated their data management processes to ensure they're using high-quality information," said Thomas Schutz, senior vice president and general manager for Experian Data Quality.

The study also found that:

- 84 percent state that data is an integral part of forming a business strategy.
- 75 percent of businesses believe their organization is more likely to quantify and measure data department by department, rather than across the organization as a whole.
- 75 percent find it difficult to predict when and where the next data challenge will arise.

<https://www.edq.com/globalassets/whitepapers/2016-global-data-management-benchmark-report.pdf>



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Draft data breach notification Bill

Australia's Federal Government has released a Discussion Paper as well as its Exposure Draft of Legislation to make it mandatory for certain organizations to report data breaches. If passed, the bill would require large private sector organisations and Federal government agencies to notify the Federal Privacy Commissioner and affected individuals of serious data breaches.

The Draft Bill would apply to entities that are currently bound to the Privacy Act including most government agencies and businesses with over \$A3 million annual turnover.

Writing on the law firm's web site, Philip Catania and Tim Lee of Corrs Chambers Westgarth, observe that "One key area of improvement under the new bill is the greater emphasis placed on establishing "reasonable grounds" for determining that a "serious data breach" has occurred before deciding to notify. This is an issue of critical importance, as it marks the line between notifiable and non-notifiable breaches.

"Accurate information can be difficult to come by in the immediate aftermath of a data breach incident, and assessments of the scale and severity of a data breach incident often evolve rapidly as new information becomes available.

"There are significant potential pitfalls for entities in choosing to notify individuals or publicising information before the entity has the full picture. In light of this, the introduction of an "assessment period" of 30 days to allow the entity to more fully investigate the breach seems sensible.

"It's interesting to note that, under the current drafting, the Commissioner needs to be satisfied that "reasonable grounds" exist before he can assert that the notification obligation applies. It's not yet entirely clear how the Commissioner will apply this requirement when reviewing an entity's handling of a data breach incident, given that risk assessments are often conducted under time pressure and with limited information."

Patrick Gunning and Michael Swinson at King & Wood Mallesons, note there are some important differences between the 2015 draft Bill and the 2013 Bill which lapsed when the then Labor Government entered into the caretaker period prior to the September 2013 election.

"The obligation under the 2013 Bill required entities that suffered a serious data breach to notify individuals that were "significantly affected" by the data breach. The concept of "significantly affected" has been removed from the 2015 Bill – the obligation is now to notify any individual to whom the relevant information relates, which may include individuals whose particular information has not been lost or subject to unauthorised access.

"Even if this may mean that more individuals are notified than would have been the case under the 2013 Bill, it has the advantage of practical simplicity – affected entities are not obliged to make an assessment of how significantly each individual would have been affected by a data breach, a very difficult task."

The exposure draft and accompanying discussion paper can be found at <https://www.ag.gov.au/Consultations/Pages/serious-data-breach-notification.aspx>. Submissions are due by 4 March 2016.

Cloud Email Is Gaining Traction

The cloud email market is still in the early stages of adoption with 13 percent of identified publicly listed companies globally using one of the two main cloud email vendors, according to Gartner, Inc.

A recent study by Gartner found that 8.5 percent of public companies in the sample use cloud email from Microsoft's Office 365 service, while 4.7 percent use Google Apps for Work. The remaining 87 percent of companies surveyed have on-premises, hybrid,

hosted or private cloud email managed by smaller vendors.

These are the findings of a Gartner research study based on an automated examination of a large number of publicly available email routing records.

Gartner used the email server addresses in the domain records of nearly 40,000 public companies globally, to find out which ones point to cloud email services from Google or Microsoft.

"Although it is still early days for cloud email adoption, both Microsoft and Google have achieved significant traction among enterprises of different sizes, industries and geographies," said Nikos Drakos, research vice president at Gartner.

"Companies considering cloud email should question assumptions that public cloud email is not appropriate in their region, size or industry. Our findings suggest that many varied organizations are already using cloud email, and the number is growing rapidly."

Among organizations using cloud email from Google and Microsoft, Microsoft is ahead in most industries, particularly in regulated industries including utilities, energy and aerospace. Google is ahead in industry segments with more competition and less regulation, such as software publishing, retail, advertising, media, education, consumer products, food and beverage, and travel.

"Among public companies using cloud-based email, Microsoft is more popular with larger organizations and has more than an 80 percent share of companies using cloud email with revenue above \$US10 billion," said Jeffrey Mann, research vice president at Gartner.

"Google's popularity is better among smaller companies, approaching a 50 percent share of companies with revenue less than \$US50 million."

In some industries — such as travel and hospitality, professional services and consumer products — the highest usage levels are among the companies with the biggest revenue. More than a third of companies in these industries with revenue above \$US10 billion use cloud email from one of these two vendors.

ME bank appoints new GM Data

Industry super fund-owned bank ME has appointed former ANZ Head of Enterprise Information Architecture, Annie South, as ME's GM Data – a new role responsible for extending the strategic value of data for the Bank.

ME CIO Mark Gay, said it was an important appointment given the ME's aspiration to push the data agenda.

"Global research firm Gartner predicts 25 per cent of organisations worldwide will employ chief data officers by 2017, particularly heavily regulated industries like banking and insurance," said Gay.

"Data is a strategic asset and needs to be given prominence and consideration in its own right rather than being subsumed within other technology functions.

"Data analysis has always been in use at ME for the purpose of managing risk, productivity and marketing, but new data sets are emerging and new ways of using existing data sets that can provide valuable advantages to businesses, particularly around customer relationships and behaviour."

Annie South has 15 years' information management experience with complex information environments including NAB and JP Morgan in the UK and ANZ and Telstra in Australia.

She also recently partnered with Monash University, resulting in a number of academic papers.

South said she is looking forward to building on ME's capabilities in data management and analysis and leveraging opportunities with ME's 29 industry super fund shareholders, to ultimately improve engagement with bank customers and super fund members alike.

eHealth action at Townsville Hospital

Following an accreditation review in 2014, Queensland's Townsville Hospital and Health Services made the commitment to invest in the delivery of improved system administration services. In order to support compliance of ACHS Accreditation Standard 14 - 'Health records management systems support the collection of information and meet the consumer/patient and organization's needs'; the task of better managing digital records through the use of an Electronic Document and Records Management System (EDRMS) was brought to the fore.

While not wanting to implement a full EDRMS rollout from the outset, the challenge for the Service was to find a system that provided a fit for their current needs, but was designed to be able to grow organically as they addressed additional requirements. They decided to tackle this task with the rollout of Knowledgeone's RecFind 6 EDRMS, to assist in the capture and classification of a range of corporate governance records including emails, contracts and personnel files.

According to Norvan Vogt, CIO, the Service was in need of a system that would be easy to configure and easy for the workforce to use, while also managing their ACHS Standards compliance requirements. Not all staff were desk or office bound, so a solution was needed that allowed them to manage their particular requirement without a lot of training and time away from their duties. To this end, the Service decided to upgrade its existing RecFind 5 system to take advantage of the features in the latest version of RecFind 6.

RecFind was first introduced at Townsville Hospital in 1995, as part of the RecFind rollout across Queensland Health, where it was used to manage the physical administrative files. Over the years the Service has been proactive in keeping RecFind up to date and has continually partnered with Knowledgeone Corporation for consulting and training services.

Given the excellent existing relationship with Knowledgeone Corporation, it's no surprise then, that when the Service was looking for a customizable, scalable and robust EDRMS, they looked into upgrading to the latest version of RecFind 6.

Norvan explains; "It's unfortunate that sometimes vendors aren't seen as partners. We have had a great relationship with Knowledgeone and previous versions of RecFind have always handled our requirements, so why look somewhere else?" said Norvan "It would have been a poor decision to move away to another product".

Initially, RecFind 6 was implemented in the Hospital's Executive Branch where it is used to capture electronic documents, pri-



The new Townsville Emergency Department with 97 treatment bays is one of the largest in Australia. This is part of a development known as North block which also includes a 28 bed ICU/ NICU and 34 bed Inpatient Unit.

marily governance related documents and emails, onto administrative profiles. Along with the RecFind client, the RecFind 6 Button was implemented as the primary tool to add emails and electronic documents into the RecFind 6 repository. Having the RecFind 6 Button embedded in the Microsoft Office applications makes it easy for staff to save documents, and particularly Outlook emails, directly to a virtual file within RecFind 6.

This initial implementation required the merging of multiple RecFind 5 databases before a final upgrade was performed to provide a single RecFind 6 system. Over the past 18 months additional sites have come on board, with access to each area's records being controlled via security groups that are created within the RecFind 6 security model. Following this success, the Service has extended RecFind 6 to handle some of their other requirements surrounding contracts and personnel files. Profiles have been configured for each of these record types, with each profile being the container for all related electronic documents.

Since implementing the RecFind 6 solution, the Service has found some obvious benefits – particularly around the access and use of the system at their remote sites, as Norvan explains; "We've setup access from our regional sites via the RecFind 6 Web Client, which has worked well due to its great performance over our light WAN links".

Moving forward in 2016, Norvan sees RecFind 6 as being critical to their maintaining their ACHS Standards accreditation, while playing a major role in the Service's implementation of the eHealth Investment Strategy and its Release of Information requests.



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My Favourite eDiscovery Tiramisu Recipe

By Benjamin Kennedy

eDiscovery Tiramisu, a delicious metaphor describing the layers of search applied throughout the eDiscovery process. If you've been involved in discovery in matters with electronic documents, you'll have tasted the usual flavours: requesting documents directly from key people, running Boolean searches and undertaking subjective review to separate the yolk from the white. My recipe adds an additional layer (perhaps the tastiest) to the eDiscovery treat, Technology Assisted Review (TAR) and its evolution to Continuous Active Learning (CAL). A mouth-watering moreish mouthful!

What is TAR and why is it in my dessert? TAR is the process of training a computer algorithm to classify documents by learning from samples of documents reviewed by an expert.

The premise being relevant documents have similar characteristics and irrelevant documents have different characteristics. Once the characteristics are understood the algorithm can assess other documents and can measure how close (or far away) they are from documents in the sample.

The premise being relevant documents have similar characteristics and irrelevant documents have different characteristics

I've been involved in a number of matters where we've added TAR to the eDiscovery mixing bowl in two ways. The first and more readily accepted approach is to prioritise the documents from those most likely to be relevant to those least likely to be relevant.

It's straightforward enough; the algorithm pushes documents with relevant characteristics to the front of the queue and those without those characteristics to the back of the queue. The review team gets the relevant documents first and then works their way through the ranked list.

The second method of using TAR is really an extension of the first, to leverage TAR to not review documents. As an example, on one project with over four million documents (responsive to keywords agreed with the other side.... That is a post for another day), TAR empowered our client to make an informed decision on when document review should cease.

Measuring relevance

As review descended down the TAR rankings, less relevant documents were found each day with a corresponding increase in the number of irrelevant documents found.

When we confidently measured the recall of relevant documents against review effort, we were able to forecast the resources required to uncover further relevant documents.

Armed with accurate forecasts of the value of continued review, the legal team considered they had enough documents about the facts in issue and couldn't justify the additional expense of continuing review of nearly four million documents.

So how is the use of TAR defensible to a party that must discharge their obligations to undertake a reasonable search for documents? A good tiramisu has many layers that can be tasted in each spoonful, like a good search strategy.

The first layer may ask custodians to reveal relevant documents, interviews with the IT department help locate where relevant data is stored, searches are undertaken on the data for keywords, people, and dates of authorship, analytics help to visualise, group, and de-duplicate documents and it's all topped off with a creamy dollop of TAR consumed during the review process to help get the relevant material sooner.

Each layer in the process has an impact on the next and no layer acts in isolation.

The defensibility of the search relies on the multiple enquiries made to locate documents and once we're reviewing the results, assessing the value of continued review.

In terms of black letter acceptance of TAR, you'll find American and Irish case law endorsing its use in matters with voluminous documents.

In Australia you will find expressions of willingness to embrace "predictive coding" by the Australian Law Reform Commission and more generally for the parties and courts to consider technology that facilitates the efficient resolution of issues in dispute.

In practical terms the algorithm learns from relevant documents you've been made aware of or become aware of through a natural train of enquiry

Notwithstanding I'm promoting the value of TAR, if you haven't tasted it on a case yet, you are in for something even more deliciously sweet from the next generation of document review platforms. CAL has been referred to by some as TAR 2.0 and solves some of the training transparency gaps in the TAR training process.

Proven benefits

A recent study by Cormack & Grossman measures the benefit of CAL over TAR and promotes the use of starting with the documents you know are relevant to train the algorithm – in practical terms the algorithm learns from relevant documents you've been made aware of or become aware of through a natural train of enquiry.

CAL isn't a single process; it is ongoing learning from additional relevant and irrelevant documents as review progresses. It is an element in a search strategy that combines investigative searching with document review to bubble up other documents of likely interest. It's the layer in the tiramisu that seeps through other search and review layers; luckily it has a sweet balancing flavour!

For me, CAL is significantly different to TAR due to how subtly software vendors are ingraining CAL into the review workflow and user experience.

You can't help but train the system and get the feedback – whether or not you use it. However, you tell me how many legal teams aren't going to be enticed to view documents with a high score that haven't been reviewed yet over those with low scores.

It is an exciting time to be an eDiscovery chef. The flavours are familiar with a new twist. The legal service's consumer is maturing generally and seeking out better ways of tackling common and resource intensive problems. Large document review is no exception.

With complex technology like CAL being delivered in a simple and integrated way, the consumer's expectations for greater efficiency and pragmatism when approaching document review are elevating.

I anticipate CAL and other similar technologies will become commonplace in eDiscovery, if not demanded by clients and firms to get the most out of their legal teams, in the not too distant future.

Now if you'll excuse me, I'm off to whip up another delicious dessert!

Benjamin is Manager, eDiscovery & Forensics at NuLegal, Experts in eDiscovery and eTrial solutions.
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Age of the Algos ...

By Bogdan Teleuca

As the world moves towards the big data era, society will undergo a major shift. Big data is already transforming many aspects of our life and forcing us to reconsider basic principles, as we evaluate how to best utilise big data while preventing potential harm. Simple changes to existing rules will not be sufficient to temper big data's dark side.

In their book, *Big Data* (Houghton, Mifflin, Harcourt Publishing, 2013), Viktor Mayer-Schonberger and Kenneth Cukier, propose a new role called "algorithmist." The "algos", as I like to call them, will need to be equipped to deal with some face major issues of privacy and information transparency that are at the core of this societal shift

For instance, consider the issue of privacy in relation to data collection, which typically provides its value through secondary uses. As these uses were not known when initially collected, it is hard to see how it would be possible to ask the producer of the data for their individual consent.

In protecting privacy, human freedom will become paramount. New institutions and a new breed of professionals, the algos, will need to emerge to interpret complex algorithms and to advocate for people who might be harmed by big-data usage.

The responsibility will shift from the data producer (a person who tweets, for example) to the data user (a developer of a tweet-based sentiment index algorithm). This makes sense, as it

is the data user who knows (or, should know) how they intend to exploit the collected data and they are best positioned to know if privacy rules will be broken by the applications about to develop.

An algo could help the data users to conduct an assessment whether the privacy framework and their privacy rights are respected. Moreover, the algo can help a company devise protections on how to blur the data (make it fuzzier), without destroying its value. For example, a pharmaceutical company wishing to test its models on external data, containing persons treated of epilepsy, within a certain geographical area, will maybe satisfied with a more aggregated answer (people living in the Brussels Region) instead of the granular data (full address or postcode), that can help identify the individual and hence, break the privacy framework. The algo should be able to understand the usage and the privacy frameworks in order to devise such forms of blurring, or fuzziness.

Predictions

The concept of justice is based on the principle that the humans are responsible for their own actions. In the big data era, there is strong temptation to predict which people will commit a crime and subject them to "special treatment" or, to calculate a probability, based on historical data, of what their future actions might be. For example, one might employ a model to determine which inmates released on parole will eventually return to prison.

Suppose a "target" determined by the algorithm, has a name, let's say Jimmy. Jimmy is a human person and he has a life.

By looking at his past history, or gathered data about his past events, the algorithm decides “there is a high probability” that Jimmy will commit a small felony in the next three years.

As any human, Jimmy has hopes, dreams and plans. Should the Department of Justice assign a social worker to keep a close eye on Jimmy, maybe even try to steer him towards the right path (which could be seen as some kind of harassment) or, should it respect the fundamental pillar of human rights and leave him alone, as Jimmy has not in fact committed any crime, yet?

Tough question, and I am sure there are many different opinions in relation to this question.

A fundamental pillar of big-data governance must be a guarantee that we will judge people based on their behaviour and observed acts and not by crunching data to qualify them as potential wrong-doers. Statistically, modelling historical data is not always the best predictor for a future state.

It must be the role of the algo to raise a flag when judgment made on propensity might actually harm a person.

The Black Box

Computer systems generally base their decisions on rules they have been designed to follow. They use classes of algorithms designed to perform what is called as unsupervised learning. So when a system makes a crazy decision, somebody can open and inspect the computer code and (try to) understand it.

Suppose an order to sell a million shares at half the market price was suddenly routed to execution, causing panic and trading algos to enter into a fire-sale mode. Or, a plane's automated pilot activated without any warning, descending the plane 2000 ft. in a matter of seconds. The code can be opened, logs (supposing there are any) or code inspected and eventually the program can be improved.

In recent years in the financial industry, regulatory bodies have placed a lot of emphasis on the transparency and traceability of the data transformation and calculating processes. Basically they ask to be able to open the black box or have built into it transparent materials.

The main risk of the big data applications is that they will become black-boxes that elude accountability, traceability, confidence and that they lack explanative power. To prevent this, big data will require monitoring, transparency and a new type of expertise and intuition.

The algos must be courageous enough to take this role and to be able to devise effective governance for these models.

Algo - The Professional

Let's see now how bright the future might look like for an algo or algorithmist (if you prefer the long academic name) and what role they might play. The algos must have expertise in:

Computer Science: proficient in SQL and NoSQL, in ETL and NoETL, in data warehousing and document management databases, understand small, structured data and big unstructured data alike. One might ask, how can one be an expert in NoETL, NoSQL, NoSomething? Welcome to 2015, when you can make a pretty good living out of it...

Mathematics and Statistics: not trusting them blindly will be the first condition. Statistics cannot be smarter than the people using it, but in some cases stats can make very smart people do very dumb things.

Industry experience: a decent number of years in various roles and for different organisations. They need to understand that, people do not really care about infrastructure, algorithms, models and software (although some do care), they mostly care about building relations with other people.

Algos will evaluate the selection of the data sources, their quality, and the choice of analytical and predictive tools. Algos will help people to interpret the results. In the event of a dispute, they will be given access to algorithms, statistical approaches and datasets that determined a decision.

Algos will perform audits for companies that want expert support. And, they may certify the soundness of big-data applications (like anti-fraud, stock-trading systems, etc.) Finally, external algorithmists will consult organisations and the public sector on how to make use of data in their domain.

The algos will adhere to a code of conduct and this new profession will regulate itself.

The algos impartiality, confidentiality, competence and professionalism will be enforced by tough liability rules. They will need to be called upon by courts as big data experts.

Finally, any person who believes they have been harmed by big-data predictions, for instance a patient rejected for surgery, a candidate denied a job, an employee fired, an inmate denied parole or a person denied credit, will be able to appeal to algos to assist them in understanding and appealing those decisions.

Only time will tell if the algos will become a self-regulated professional body and be the guardians of the bridge between people and data. Till then, keep calm and keep coding, it's business as usual...

Bogdan Teleuca is a Senior Risk Consultant at Business & Decision Belgium. He has a diverse experience in risk management, information management and technology within financial services in particular, banking, insurance and funds management.



Office 365 for your Australian Government Documents

By Edge Pereira

If you work in with government departments in Australia. Office 365 has great news for you. Office 365 is now certified by the Australian government to handle and store Federal documents. Before we go a bit deeper in what this represents and ramifications, bear with me while we set the baseline for the discussion.

Let me introduce to you the Australian Signals Directorate (ASD). This is a Federal agency that collect and analyses intelligence sources and provide services for data security and advice for the Australian government and Defence Force.

We are talking here about highly capable and focused security IT people in the matters of data protection and data handling. Storing Australian government data in the cloud needs to be assessed by these folks. And they just certified Office 365 for that matter.

That's very cool. And there is more ... The same certification is also extended to Windows Azure. If you're keen to see how ASD assesses the Cloud providers for regulations suitability, here's the guide. If you work with data compliance and regulation in the cloud this *is important*!

It means they have certified the Office 365 existing document controls as qualified for storing Government data. Which means, they just gave their OK that "Office 365 Controls are good for our Government. If you have documents and you plan to store them in the cloud, Microsoft is OK with us."

Now that does not apply to *all* kinds of documents. Which takes us to the next point.

Unclassified DLM Documents

Let's talk now about a document type called "Dissemination Limiting Markers", or DLM. Every time you go to a governmental agency and fill up forms (such as driver's licence or registration renewal forms) you see that they have a section called 'for official use only'. These type of documents are deemed *not highly classified* but require controls over sharing capabilities or fully prohibited by legislation or require special handling are classified as DLM. These are the ones you can use with Office 365 in Australia.

Now... Something needs to be said about Data Classification, which is a bit of a grey area and up for discussion (I am not a lawyer so take this with a grain of salt).

The catch with data classification is that each agency is responsible for classifying their own documents, including what is and what's not DLM. There is not a blanket rule addressing that.

If you are an IT professional this matters for you. While the competition is using "blanket solutions" (one size fits all) to address cloud data regulation, privacy and protection, Microsoft is actually taking the time to sit down with legislators, policy makers and so on and is addressing each one of their concerns in their legislation. By doing this Microsoft solutions aims to offer a much better granularity, item by item. An Office 365 solution will likely fit perfectly the requirements because it will address each one of them individually. We should expect to see more progress and more classification types arising very soon.

If you are a Business Executive this also matters for you. I know how busy and how focused you are trying to close the deals and selling the solution to the customer. So here's a quick list of things that are sellable projects:

- Archiving in the cloud: This certification from the Australian authorities now offers a possibility for you to engage (sell a project) directly with agencies with a pre-approved template. Show them how to move their forms to the cloud.
- Document classification transformation: Help them with document classification to match the cloud approved regulations.
- Electronic forms: Help agencies to convert their documents to eFormat, so people can fill them BYOD-style.
- Codeword Discovery: Deliver a codeword discovery and implementation on metadata to ensure automatic Office 365 data leakage protection controls and compliance to the Australian standards. A stretched goal on this can be to implement a document classification rule such as FYEO ("for your eyes only"), where only a group of people can open certain document types. Even in the case of forward this document or its link to someone else they will not be able to read it.
- Accountable Material: Setup an "accountable material", where restrictions are applied across the dissemination and distribution of a document and to make the forward originators accountable and identifiable following the new Australian metadata retention laws. (eDiscovery)
- Electronic Seal: Deliver a solution that allows sealing electronically emails in Exchange following the Australian ISM requirements.

Now, all this is a great deal of Legal/IT/Cloud "stuff". I mean, this is touchy subject. I really do! So before anyone starts saying "we can't do this!" or "such ideas are not possible because XYZ" I just to make it clear that this landscape clearly needs engagement from a Legal representative across the board. This is not an IT project, this is likely a business transformation project where IT plays a great role offering the right controls.

I dare to say that, soon in the Government-focused cloud projects:

- We will see more and more cross-discipline collaboration involving Legal, Business and IT departments...a type of the Avengers Assemble for delivery :)
- Also the expectation that things will move slow. Government regulations are massive engines and its advances are really done at their own pace and liking. Their ramifications affect nations and the way markets operate.

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Health Department bombs in Records Management Audit



A three year, \$A5.4M program to implement electronic record-keeping at the Department of Health has failed to provide “an effective and efficient records management system which delivered identified business needs,” according to a report by the Australian National Audit Office.

Despite spending eight years from 2003 to 2011 preparing to move away from paper-based records management to the TRIM EDRMS, and mandating its use as the only recognised records management system, the department continues to use a number of other record-keeping systems such as the common shared drive and the email system (Outlook). Also the number of paper files continues to grow.

The amount of space used by the departmental shared drive has actually increased from around 17TB to over 21TB since TRIM was deployed.

“These records are not consistently captured within the EDRMS,” notes the ANAO report.

As at 30 April 2015 Health staff used more than 205 other separate computer systems. Health has not assessed all of these systems to identify if they contain potential records.

It also notes a significant ongoing problem in having staff classify email as an official record and file into TRIM, as they are supposed to. The extent of the problem is illustrated by a sample of

email traffic for a single four week period in 2015 in which more than 1.3 emails were sent and 2.8 million emails received by the department. Email or SMS messages sent from staff mobile phones despite being potential business records are not stored.

Also, the EDRMS search facility does not support the identification of records attached to emails.

There have been more than 6 million documents filed in the Health’s TRIM EDRMS, implemented in 2013, yet the amount of amount of paper files continues to increase.

Health advised the ANAO that it held more than 1.79 million physical paper-based files, some 56 560 lineal metres, as at 28 February 2015, mostly stored off-site at external records management facilities at an annual cost of more than \$A720,000 . Details of these paper files are mostly listed in TRIM, although some are stored on CD and some 43,000 historical files currently in storage are not recorded in any system.

In the 2014-2015 financial year, the number of paper files created in TRIM actually outnumbered those filed digitally (14,062 vs 13,138)

The department says paper files “continued to be required in certain situations for security classification reasons, and in other instances continued to be created due to staff preferences.”

Although the TRIM EDRMS rollout was completed in August 2013, there has been no post implementation review.

The ANAO report concludes that “the Department of Health’s

records management requirements are not consistently applied and the transition to a robust digital information and records management system remains incomplete."

It notes that "Prior to implementing TRIM EDRMS, Health did not undertake any analysis of which of its business systems potentially stored official records ..."

"Health does not currently have an overarching information management framework and has not articulated how its information as a whole is managed. Similarly, Health is yet to develop an information management strategy which describes the department's current records management environment, its short, medium and long term goals, and outlines the basis for planning to meet organisational records management targets, such as the goals for paper-based records reduction."

The ANAO observed numerous instances of duplicated documents created and stored within the TRIM EDRMS, including drafts and different versions of the same document.

"Without any clear indicators or titling, this makes locating and identifying the final versions of documents difficult. Further, Health had not issued guidance to staff on the sentencing of digital records, to facilitate the authorised deletion of documents stored on TRIM EDRMS.

"A core control within TRIM EDRMS to mitigate the risk of inadvertent or deliberate deletion of files/records is the ability to 'finalise' a document as an official record. This process effectively locks the document and prevents any further alteration or deletion. Whilst Health's procedural guidance details how to finalise completed records, there is currently no requirement for staff to do so, and of the 6.3 million digital documents in the TRIM EDRMS, only 27 693 (0.4 per cent) had been finalised as records as at May 2015."

During the course of the audit, Health acknowledged that its implementation of the TRIM EDRMS project was not fully effective, and advised the ANAO that it had initiated a remediation project.

This includes appointing a senior responsible officer and use of a project oversight framework.

Following interviews with 30 Department of Health staff, some other ANAO findings included that:

- Overall, some 25 percent of the work files of interviewed staff were located on the shared drive.
- Only 23 per cent of the staff interviewed were aware of Health's

(Continued over)

Is ANAO aware we are in a post-document world?

By Stephen Bounds

This scathing ANAO Audit of Australia's Health Department highlights many issues of concern, however it does seem to embody a fundamentally old school interpretation of record-keeping which places documents at its foundation.

Record-keeping is about tracking business decisions and actions – and not simply the decisions and actions themselves, but also the information required to contextualise and justify them. This makes it fundamentally rooted in business processes. You can't effectively implement record-keeping without knowing the right points in each business process to identify those decision and action points.

Yet over and over again, we see agencies implementing EDRMS systems which do little more than attach labels and permissions controls to electronic documents, and treating this as if the technology solution is all that's required to "do record-keeping". But this approach fails as a record-keeping solution because government departments, to be frank, aren't in the 1950s any more.

We are in a post-document world. Line of business systems supporting core government business assemble screens on desktops, tablets, and mobile devices on demand from a complex and interwoven mesh of structured and unstructured data from local and cloud-based systems.

Senate Order no. 12 (the so-called "Harradine order" highlighted in the ANAO audit) is archaic in its references to "files" with the implication that all of an agency's business can be adequately captured by looking for the equivalent of a dog-eared manila folder and a label on the front. What is meant by a "file" when data is being dynamically referenced from 12 places?

It's probably true that the Health department shouldn't have reported in its Checkup audit that "all" its "files" were being tabled in the Senate (as it did in a recent ANAO audit). The ANAO remarked that Health couldn't be sure of that list's completeness as long as any shared drives remained accessible to staff. But as soon as all shared drives as locked down, EDRMS

systems become promptly filled with trivia and irrelevant paperwork because there's no other place to hold the myriad of electronic information that staff manipulate daily to do their work (assuming they don't completely give up and just open a Box account instead).

As I observed when writing about the Digital Transition Policy back in June 2013, it didn't take Nostradamus to predict there would be issues with Checkup, the self-assessment tool used by the National Archives to monitor compliance with its requirement that all born-digital records in Commonwealth agencies and departments to be handled electronically by 2015.

But I do have sympathy with record-keeping staff, who I think sometimes become convenient scapegoats for organisations that want to give the appearance of compliance through an EDRMS, while ducking the more complex question of meeting record-keeping standards across the rest of their processes and technology platforms.

The need for evidence, authenticity and integrity of records has never been greater. But trying to shoehorn everything into the document-centric EDRMS has been broken for at least 10 years, and it's not going to fix itself now.

Placing all documents under record-keeping controls makes management and disposal all but impossible, unless you empower staff to delete their own records (as Health did). However, this then removes the independent controls which are intended to ensure the integrity of business records in the first place. The only way to do record-keeping effectively is to start from the business process, and then ensure that appropriate record-keeping controls are in place for each process. It needs serious strategic attention and senior management buy in. Anything else is just operating on a wish and a prayer.

Stephen Bounds is an Information and Knowledge Management Specialist with a wide gamut of experience across the government and private sectors. As founding director of knowquestion Pty Ltd, Stephen provides strategic thought leadership in the development and implementation of modern information systems. Contact him at sb@knowquestion.com.au.

Records risk for NZ public sector

New Zealand government agencies have been given a rap on the knuckles for poor record-keeping practices in the 2014-2015 annual report from Archives New Zealand, which found that that important documents could be damaged, destroyed or inappropriately accessed as a result.

Chief Archivist Marilyn Little said it was “disappointing to see that, although the Act (Public Records Act 2005) came into force 10 years ago, barely half of the public offices audited in 2014/15 have record-keeping maturity at or above the level of a managed approach to records management.

“My strongest concerns are about the absence or ineffectiveness of reporting on record-keeping to leadership within public offices and the ongoing low levels of appropriate records disposal.”

Record-keeping audits were undertaken across 33 NZ public offices in 2014/15, with self-assessment followed up by an on-site audit. This included tertiary education providers, state-owned enterprises, and government departments.

The report found that committing resources to dispose of physical records is still a challenge for most public offices.

“The effective management of born-digital records has been hindered by a generation of fragmented approaches across public offices to records management. The legacy of this era is a complex environment in which to develop processes for disposal, transfer and the future management of born-digital records.”

“It is important to note that the audits were designed to assess overall record-keeping maturity. In many public offices this was found embedded in business processes, procedures and systems, as opposed to specific record-keeping programmes.

Some of the main concerns noted in the report included:

- public offices are not regularly reviewing and/or revising records management policies, procedures and directives. Ideally this should occur annually or biennially.
- 2014/15, there were fewer public offices monitoring and reviewing performance goals and objectives than in previous audit years. Most public offices’ self-assessments indicated that more work is required in this area.
- Some public offices have provided records management training to operational records staff, but again the lack of monitoring and regular review of training plans was a cause for concern.
- more than half of the public offices audited did not have



regular monitoring or reporting on policies, procedures and processes

- Some public offices are storing records in various semi-structured network drives and physical storage areas without comprehensive business rules, policies, or procedures. This haphazard approach exposes records to significant risks of loss and inaccessibility.

- As in 2012/13 and 2013/14, many storage facilities were managed on an ad hoc basis with few controls in place.

Under half of the public offices audited in 2014/15 have disaster recovery plans for digital records that incorporate roles and responsibilities.

Disposal and transfer processes are under-developed in nearly all the public offices audited. Disposal by systematic transfer of archival records to Archives is inconsistent. Well over half the public offices audited have yet to develop plans to create and implement policies, procedures or business rules for the disposal of records.

Many public offices had plans to replace aging document management systems with enterprise content management systems offered as part of the all-of-government solution. Some public offices have put on hold the review of business classifications or taxonomies, metadata and the implementation of disposal authorities so that these can form part of the wider implementation plan of their new systems.

The report concludes with the observation that although the NZ Public Records Act came into force nearly 10 years ago, “There has been no clear and sustained improvement over the five years of the audit programme.”

Health Bombs Records Management Audit (From previous page)

key policy document covering records management.

- A key concern expressed by 23 (77 per cent) of the interviewed staff was that they regularly experience slow response times from TRIM EDRMS.
- Staff also identified delays ranging from 10 minutes to a full working day to check documents in to TRIM.
- Only 53 per cent of staff had an awareness of Health’s Business Classification System, which provides guidance to staff on standard naming conventions for the titling of all paper and digital files created in the department.
- Only 18 per cent of documents previously identified by the ANAO as being filed within their work section were able to be located in TRIM by the interviewed staff. The ANAO observed that staff often needed to search a variety of potential title words or phrases before information or documents related to the target document were identified. The need to do so was due primarily to inconsistency in the titling of records.

The ANAO also found that the Health Department “cannot provide assurance that it is compliant with Senate Procedural Order of Continuing Effect No. 12.

“This requires Australian Government entities to create an indexed list of the titles of all relevant files, including new parts of existing files, created by them in the preceding six months (commencing on 1 January and on 1 July, respectively), and to place the listing on their website on the Internet.

“During three years of ongoing self-assessment of its compliance with this Senate Procedural Order, Health’s self-assessed rating for this question was: ‘6=Excellent’”

The department advised the ANAO that these assessments were not considered by any of its executive or governance committees. The Australian Government’s Digital Continuity 2020 Policy, recently launched by the current Secretary of the Department of Finance, Jane Halton, aims to ensure that within the next 5 years: “All agencies will make and record business decisions digitally, using digital authorisations and workflows.”

For 12 years, between January 2002 and June 2014, Ms Halton was head of the Department of Health.

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Make sure you're not a paper dinosaur or a digital disaster

By Alexandra Wedutenko and Natasha Smith,
With another year beginning many people will have cleaned out their offices, desks and computer filing systems before taking a break and starting fresh in the New Year. However some danger areas in Government information-handling in the transition to a digital records management system have emerged.

Australian Public Service (APS) employees doing any clean-up will need to be more careful than most, especially in the digital age. All APS employees are responsible for managing records; robust record management practices which clearly document the Government's business decisions (including administrative, procurement and grant decisions) are particularly important. And with the move by the Australian Government to reduce its paper-based records, they must now understand the new digital records management requirements.

This massive growth in digital records, combined with the new rules for digital records (which we look at below) and the old ones still in place, and the auditing for compliance by the Australian National Audit Office (ANAO), make this a priority area for Government agencies. So if you're looking for something to do in the New Year, a health check of your information management system should be high on your list of New Year's resolutions - and it's one you should keep.

APS employees must comply with obligations in the APS Values, the Code of Conduct, and various Acts and policies, including your agency's record management processes and the new Digital Continuity 2020 Policy (see below).

Under section 24 of the Archives Act 1983 (Cth) it's an offence to destroy or dispose of a Commonwealth record unless such destruction or disposal without relevant approvals.

The term "records" is defined broadly - it can cover hard and soft copy, writing, maps, plan drawings, photographs, sound or video recordings, or "anything on which there are marks, figures, symbols or perforations having a meaning for persons qualified to interpret them". As such, section 24 is clearly going to capture a broad range of material.

New rules for Web sites

This year has seen the establishment of the Digital Transformation Office (DTO) to provide end-to-end, streamlined and simplified digital service delivery across government. As part of this, it's released the Digital Service Standard which establishes the criteria for all existing and new Australian Federal Government digital services within its scope, such as high-volume transaction services (e.g. e-tax services) and digital information services (e.g. an agency website).

Agencies should note that the Standard may not apply to everything. For example, digital services which are unlikely to process more than 50,000 transactions per year may not be required to meet the Standard. There may also be legislative and/or technical barriers which may prevent some services transitioning to the Standard. Such issues will need to be addressed over time.

This Standard is supported by the Records Management Design Guide, which gives useful guidance on how agencies can meet the legislative records management requirements when it comes to its Web content.

In particular, the DTO notes that "content generated, captured or received using web technologies must be kept as evidence



of business activities and decision making for as long as it is required. You need to ensure this is captured in your agency's electronic records management system or in a business system."

The DTO then outlines ways in which to capture web content, manage content for ongoing access, store content and dispose of content when no longer needed.

Digital Continuity 2020 Policy

Complementing the DTO's digital transformation agenda is the National Archives' new Digital Continuity 2020 Policy, which "aims to support efficiency, innovation, interoperability, information re-use and accountability by integrating robust digital information management into all government business processes".

It covers Australian Government information, data and records, including systems, services and processes, as well as information created by third parties on behalf of all agencies. Specifically, it identifies digital information management principles and practices recommended for non-corporate and corporate Commonwealth entities, and wholly-owned companies including government business enterprises (collectively referred to as "agencies" in the Policy). All agencies are required to comply with it, and to meet its targets by set timeframes.

There are three Key Principles in the Policy:

- Information is valued.
- Information is managed digitally.
- Information, systems and processes are interoperable.

The second Principle is the most important from a records management perspective, as it requires agencies to develop end-to-end digital work processes. Its aim is for agencies to have entirely digital work processes, and keep information in an accessible digital form.

The target date set by the Policy for agencies to be working digitally (including with business interactions, decisions and authorisations being recorded digitally) as well as for agencies to have migrated information in analogue format to digital format is 31 December 2020.

So what are some of ways your record-management system could be failing? From the results of the ANAO's audits, some danger areas in Government information-handling in the transition to a digital records management system have emerged:

- Do you have an overarching information management framework? This should include a clear information and records management strategy.

(continued opposite)

3 ways to increase user adoption in RM

By Rick Martin

Records management (RM) solutions should be oriented toward supporting the jobs that people do every day. Solutions that are successful in this regard will gain traction and achieve rapid adoption within an enterprise. Through this approach, the aims of records management will be more readily and completely attained as a result of this user engagement. Increasingly, there is little debate that focusing on the end-users' jobs is the right way to set up an ECM program. The question is how to actually go about it.

Orientation toward helping the users perform their jobs can happen in a multitude of ways. The three approaches described in this article—information structure, business process, and terminology—are tried and tested ways of improving traction with users. An easy starting point is to structure the information the way in which end-users consume, work with, or think about the information instead of using a file plan. Users don't think in file plans. This necessitates engaging the end-users and understanding how they think about and use the information, an exercise that is a helpful tool when figuring out how to drive adoption.

People typically base themselves around an artefact in the real world—an address, project, employee, customer, sales campaign, and so on. Orienting information in a similar way will inherently make sense to end-user and be more effective than structuring the information around a file plan. Consider a collection of development applications submitted to a local government authority. The users within the council (e.g. the planning department) would consider the applications from the perspective of the addresses associated with each permit application. Furthermore, the users would associate not just the development permit application with that address but also the subsequent correspondence, internal documents, and final approval or rejection for development. This is an example of orienting a records management solution around the job a person does.

By contrast, a file plan or other some records management-focused taxonomy might be set up around document type (permits, correspondence, letters of approval) or a retention period. This would not support the end-users in performing their jobs. This contrasting scenario also does not map to how the users think about and use the information.

Another orientation to consider is the business process. Users trying to accomplish a task interact with the records manage-

ment solution to get things done. In a similar way to the information structure, a successful records management solution automates or streamlines pieces of the business process that the end-users are focused on completing.

One example of orienting ECM towards a business process is to support hiring a new employee. The hiring process might have multiple natural pieces to it – resume review, initial interview, technical interview, HR or fit interview, and then a final executive interview. An ECM solution supporting this process might show the progression of each employee candidate and have notifications as the candidate moves through the process. This is in contrast to simply having one folder (or one document library) where all the application forms, interview notes and follow-up correspondence reside. To support the process flow, an ECM solution might require workflow as well as, typically, an information architecture (as described above) that would also align with the process.

Another simple but often overlooked approach is to ensure use of the end-users' own nomenclature when developing a solution. Records management or corporate terminology should be kept to a minimum. Instead, the use of words that are clear and in common with users' own vocabularies (and area of focus) drives adoption. As with the other methods, this is an excellent opportunity to engage people and undertake usability testing to be sure that the final terminology makes sense to the end-users.

To be successful, you need to orient your solution toward the lowest common denominator for education levels, experience, backgrounds, and even spoken languages within most workplaces. Instead of "document disposition" ECM solutions could refer to "permanent document deletion", or instead of "retention period" a more easily understood term might be "how long we keep this document for".

The depth to which a records management team executes each approach is readily adjustable depending on the information domain being considered. For example, when determining how to structure the information through the eyes of the end-user, there are multiple tools and processes that can be used including card sorting, content audits, end user interviews, and usability testing. Each tool will improve the final solution, increasing adoption, but comes with increasing effort for the records management team.

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- Is there someone (preferably senior) accountable for your information management?

- Do you have clear guidelines for your information management, including for sentencing (i.e. identifying and classifying records according to a disposal authority) digital records upon creation? Can you incorporate version control dates as part of digital file titling protocols, which helps staff to sentence digital files correctly?

- Do you have a strong management and control framework for the finalisation, deletion and destruction of records? This should include criteria for the finalisation of records. Where files/records are to be destroyed, do you document this? Do you confirm that they are destroyed in accordance with the Australian Government Protective Security Policy Framework?

If you need to overhaul your record-management system, some of the basic features of the project should be:

- a Senior Responsible Officer for project implementation and delivery of outcomes;
- a governance framework to oversee implementation of the project;
- a performance reporting framework to assess progress and outcomes; and
- a risk management plan for the project, including a strategy and timeframe for shared drives to become accessible as "read only".

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Paperless government: why it's failing and how to fix it

By Craig Broadbent

I read an article recently about how the paperless push in the Victorian Government was apparently failing. My immediate thought was "not surprised" given the way most organisations (including government agencies) approach the transition to a paperless office.

Many people blame technology and there is more than a fair chance that the limitations in some of the technology deployed by government departments has been a factor. But technology itself isn't entirely to blame.

One size does not fit all

Most agencies implement an Enterprise Content Management (ECM) solution to achieve the shift to paperless. In my experience most ECM implementations and paperless initiatives don't think enough about who will be using these systems.

The RFP usually demands role-based rules for the security matrix. So if we know that we have different "roles" accessing our ECM solution, why do we assume that the same interface is the best way for them all to use the system?

Here is what typically happens:

The ECM projects get traction because of the records manager, who generally performs a critical but under-valued role. The records manager, who understands the importance of governance around electronic records, develops a business case to buy and implement a new solution.

The records manager usually becomes the main person driving the implementation. They spend a lot of time looking at things like retention strategies, taxonomies, security, etc. These are all very important aspects of the implementation and the transition to paperless.

Unfortunately, at the end of this process, end users are presented with a complex interface where they need to decide which folder to load the document they have just scanned (because paperless has now become mandatory) and how it should be classified. This user may be so "occasional" that they only ever load one or two documents a week/month/year, yet they have to go through the whole library structure to work out where this document should go and how it should be classified. Sure, they were shown this in training, but they have now forgotten.

Think HOW, not WHO

If we had put some work into understanding end user roles and exactly how they would be interfacing with the system, then we could have made it a whole lot easier for them to use this solution. To further expand on our example, maybe this person is a field worker: all their work is done in a mobile environment and their previously-hardcopy "paperwork" is now all done on a tablet/laptop.

Imagine if, at the end of their task, they could take some photos, fill in an online form, push a button, and have all that information saved into the ECM system in the right folders with the right classification; all without any paper required. If you made it that easy, then records would be saved correctly and paperless would start to get some traction.

Eliminating the workaround scourge

People are constantly looking for ways to become more efficient in their jobs. If your IT department doesn't think about the way your staff use their systems then your staff will just find an easier



way to do it. Dropbox has become one of the best examples of this. I know of a number of public sector agencies that have received emails from Dropbox telling them they had thousands of employees (based on their email addresses) using this service. Dropbox was looking for an upsell. But the records manager or CIO of these agencies had a heart attack. The reason this happens is pretty straightforward: Dropbox is easy to use.

Make your ECM easy to use

We have heard an awful lot about customer experience when thinking of our digital interaction with customers, but who's thinking about the experience of our internal customers when they interact with their ECM or other IT solutions?

Not many organisations take the time to consider that their internal customers should be treated just the same as their external customers. They prefer to deliver solutions "out of the box" even if it's a terrible user experience, because it's faster and cheaper. But the result is that people look for an easier way to do something. And in this new world of cloud software, purchased on a company credit card, they absolutely will find it.

So when thinking about replacing those ageing ECM solutions and trying to get traction with a paperless initiative, make sure you choose a solution where you can modify the interface to suit the user and their role in your organisation.

Consider mobility, ensuring that your approvals and workflows can be accessed via any device at any time. Sure, it still needs to be a robust ECM that addresses all those very important compliance issues, but the real value comes from getting the information in, storing it appropriately, and then being able to access it easily via any device, when and where you need it, no matter what your role is in the organisation.

That's customer experience for the enterprise, and that's how our government agencies will get success with any paperless initiative. And while you're pondering this new initiative think about this: research from Marketo has found that customising mobile and web experiences can lead to a 270% increase in content consumption. If it's good enough for your website, then it's good enough for your staff.

Craig Broadbent is co-founder and Director of Stonebridge Systems, a Konica Minolta company. As part of Konica Minolta's Content Services division, Stonebridge Systems specialises in enterprise information management and digital solutions. <http://www.stonebridgesystems.com.au/>

Leading the charge to Digital 2020

By Demos Gougoulas

A series of deadlines is looming for Australian government agencies under the Government's Digital Continuity 2020 policy which aims to have all transition to entirely digital work processes by December 31 of that year.

The first have actually already passed. By 31 December 2015 over 200 agencies, including all Commonwealth courts, tribunals and commissions of inquiry, were asked to identify paper-based business processes which must be migrated over the next four years.

From, 1 January 2016, all records created in digital format must be managed digitally.

It is estimated that 1/3 of agencies don't have digital information management strategies in place, while 40% of agencies still duplicate information in both digital and physical formats, and more than 28% of agencies are still printing information for filing.

While many agencies have a lot of work to do in migrating work processes from paper to digital, EzeScan is helping many record managers make the practice of record-keeping a function of the business process as opposed to an obligation at the end of the information life cycle.

This can begin with an appropriately designed and configured EzeScan batch scanning solution, which provides governance and compliance functions in addition to being a fast and cost-effective method to digitise, capture and register documents of all types. Its seamless integration with many popular EDRMS has made it product of choice for many records and information managers.

One of the stated aims of the 2020 policy is: "The integration of information governance principles and practices into the work of agencies".

Many agencies are currently batch processing both physical and electronic documents. Over time the reliance of physical documents is being phased out as paper based workflows are migrated to digital workflows.

Embedding records management

At the core of every EzeScan batch scanning implementation is alignment of the business process with the recording of defined information associated with that process as a record. This is allowing agencies to be 2020 ready even now.

The added value is EzeScan's ability to;

- initiate intelligent automated processes
- accelerate document delivery

- minimise manual document handling
- capture critical information on-the-fly
- ensure regulatory and digitisation standards compliance.

In production environments EzeScan can be used as the principal records tool for the capture and recording of the digital assets.

For decentralised capture, EzeScan's suite of WebApps provide records-aligned business process tools for all staff within an agency and the members of the public they interact with. Supporting both desktop and mobile devices such as tablets and phones, the WebApps ensure the digital assets are captured with the required metadata, named and filed correctly, distributed to the required personnel, initiate the correct record workflow, all with little effort and no records management expertise.

WebApp solutions include automated records workgroup capture from MFDs, digital mailroom distribution, digital file capture, file approval and intelligent barcode creation.

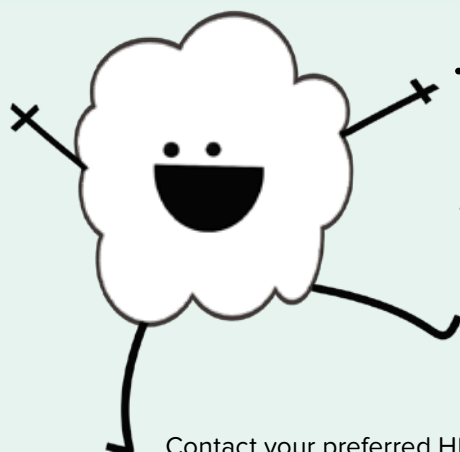
One of the latest EzeScan WebApps is the "DIGITAL FORMS ASSISTANT (DFA)". The EzeScan Digital Forms Assistant (DFA) is the ideal tool for any agency to effortlessly transfer labour intensive paper based business processes to efficient digital online ones. The web based admin interface makes it easy to create and manage web forms (such as applications, surveys, multi-choice exams and customer feedback forms to name but a few) by simply adding the required forms objects to the Web page (e.g. radio buttons, tick boxes, list boxes, lookups, grids or images).

Web forms can be accessed either internally on a company intranet or externally via the internet. Captured information can be validated in real-time with default metadata applied automatically. For every digital form submitted, the EzeScan WebApp Server can generate an XML file containing the captured data and optionally render the web form as digital asset (PDF) and automatically name and file this correctly into your EDRMS. For supported EDRMS systems EzeScan can also satisfy compliance and governance requirements or automatically trigger workflows delivering even greater business process automation.

EzeScan's ability to query and validate data and upload information across multiple applications addresses the additional 2020 requirement for interoperability. With inbuilt integration with over 20 popular EDRMS and finance systems Agencies can leverage their investment in these technologies and the assets they contain.

By use of these tools and methods, Australian government agencies can ensure that they are "2020 ready."

Demos Gougoulas is Sales & Channel Manager with Outback Imaging, the home of EzeScan. Email him at demos@ezescan.com.au



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A green highway sign with a white border. The word "Compliance" is written in large, bold, white sans-serif font at the top. Below it, the words "Straight Ahead" are written in a smaller, bold, white sans-serif font. To the right of the text are two white upward-pointing arrows. The sign is mounted on two metal poles against a blue sky with light clouds.

Compliance

Straight Ahead



SharePoint Governance is Data Governance

By Lyn Noel

Each platform and vertical industry “hires its own.” SAP teams want SAP people. Healthcare teams want healthcare experts. Salesforce teams look for Salesforce developers. Banks look for financial services people. It’s the way of the workplace. SharePoint is no exception. Being a “SharePoint person” conveys membership in a deep-dive community of technical expertise that speaks its own language, from farms and site collections to Designer workflows and Power-Shell scripts.

Being a “data governance person” is new. The discipline hasn’t been around very long, and most “data governance experts” emerged from whatever platform needed governing at the time. And the older a SharePoint deployment is, the more likely its “SharePoint governance” is to be focused on document and content management, for the simple reason that SharePoint began its life in the digital workplace as a web-based file share, and in many cases it continues to be one.

SharePoint isn’t a platform where most people expect to find a data governance expert. And yet SharePoint governance is a great exemplar of data governance, for three reasons:

Microsoft and the SharePoint community have done a great job communicating the importance of governance, so that when you go to a SharePoint Saturday or a SharePoint conference, it is an in-joke that “you can’t talk about SharePoint without mentioning governance.” Can’t beat the awareness there.

Governing SharePoint gives hands-on experience in every aspect of data governance, from the obvious to the not-so-obvious, as we’ll see below.

Effective data governance demands collaboration—not the technology, but the practice of negotiating and communicating among stakeholders that becomes second nature to every SharePoint governance lead. “Repeat after me. You have to Share. That’s the Point.”

The DAMA Dictionary of Data Management defines Data Governance as “The exercise of authority, control and shared decision making (planning, monitoring and enforcement) over the management of data assets.” DAMA has identified 10 major functions of Data Management in the DAMA-DMBOK (Data Management Body of Knowledge).

So, how is SharePoint governance really data governance? What functional principles can we see in the platform? Let’s walk it through.

The Obvious

The most obvious data governance for SharePoint is the farm administration involved with Database Operations Management. Most data governance teams would recognize the infrastructure governance tasks involved in content database deployment, database backup and restore, database-attach upgrade, and disaster recovery. Ensuring that these operations function smoothly is essential to data governance. A truly great operations team is self-governing in this regard, whether it’s the offshore admins working 24/7 shifts or the busier-than-a-one-armed-paperhanger “SharePoint dude” (or dudette) who’s running three Central Admin farms with one hand and migrating entire site collections with the other.

Think SharePoint, and you think of Document and Content Management. Managing document libraries and web pages is the most basic form of data governance, so much so that many data governance plans explicitly focus on “structured data” and

exclude unstructured content. Which is a shame, because more and more data is becoming more and more unstructured, both in documents as data models and as snapshot report extracts for ad hoc analysis. For some data governance stewards, the mere mention of such practices evokes a reflexive response. "Well, that's not governance." Somehow, data management in documents, or even managing documents as data, has become the antithesis of governance. (It might be useful to ask, "why not?")

User access and permissions is another obvious area for SharePoint in Data Security Management. Here again, many data governance plans define collaboration and knowledge sharing sites as open areas for information management, and may either govern by exclusion (financial records may not be posted to intranet portals) or by location (all financial records will be stored in SAP).

SharePoint's flexibility and granularity of permissions can tilt data security management quite far toward the front office, and well beyond the comfort zones of enterprise CISOs. Effective SharePoint governance requires (and supports) strong enterprise controls on information and data security, and these can be implemented with the same level of attention and investment one would expect of any enterprise platform.

In SharePoint, Data Development is an organic process that touches content development, content organization with folder structures and metadata tags, co-authoring and versioning, data collection and analysis, review and approval, publishing, and iteration. Often, the concept of data development arises only when a team is preparing to share their work with others and begins to focus on presentation and communication. Data development in SharePoint is paradoxically obvious (it's everywhere, adding content and data is what people do with the platform) and not-so-obvious, as it's not nearly as structured as data developers on other platforms may expect.

The Not-So-Obvious

Data governance teams familiar with ERDs and data dictionaries might not as readily recognize site collection and site structures as Data Architecture Management. However, SharePoint has a clearly defined and well-structured hierarchy of data structures, so much so that they can be easily taught to business users. Defining some basic mappings of data structures to business domain objects can be a pattern map for a business-driven logical architecture: one site collection per department, one site per project, one library per fiscal quarter, &c. SharePoint architects have to be good data architects, working with levels of structural granularity from the content database to the list field and everything in between.

Those in the know about SharePoint will associate Metadata Management with the Managed Metadata Service, as well they should. Governing a MMS term store with multiple business taxonomy owners and both enterprise and site-level term sets is an exercise in cat-herding that will have most data governance teams reaching for their data dictionaries. But the real taxonomists will dive deep into the business ontology of business-created Site Columns and List Columns. These Choice, Lookup, Person, Date, and Calculated fields are where business users can (and do) extend data models on the fly. Set some alerts on the most active sites, then watch and learn where your business is evolving, and where your governance teams can do some outreach on the fly too.

A simple change of column type (say, from text to date) or a Required field can restore Data Quality Management as quickly as it gets diluted by the fluidity of SharePoint data modelling. The adaptability of lists is one of the easiest ways to teach DQM to a business team, since they can tune their data quality requirements easily through the UI as site administrators. There may be no easier way to engage business users with their own data quality than to convert an unstructured Excel document to a SharePoint list with a source and target set of columns (text

fields for the source and appropriate data types for the target), and invite the document owners (aka data stewards) to complete the mappings hands-on. You'll have them clamouring for strongly typed data before they know what it is.

Column type changes can also be used to drive in-flight maturity and adoption of Reference and Master Data Management. Replacing a choice column in a list with a Managed Metadata column from the Enterprise Term Store is a simple way to communicate master data to business users without documentation or training. A content type from the Enterprise Content Type Hub can carry multiple columns of reference data directly into the UX layer, often making the adoption and master data change entirely transparent to business users.

Most people would reject the concept of a typical SharePoint farm as a repository for Data Warehousing and Business Intelligence Management. And yet, for many business users, their SharePoint site is their "document warehouse" and a searchable knowledge base for the intelligence they need to do business. As data governance emerges from back-office ERP and CRM systems into the unstructured world of the front office "digital workplace," SharePoint and Office 365 might start to look a lot more like the BI/DW of the future, especially if data integration and web parts can make it the UX to the Data Lakes of the Cloud.

Collaboration and Data Governance

"Many people are completely on-board with Data Governance – up to the point of working collaboratively across business units, where only roadblocks are envisioned. Data Governance is definitely disruptive but in a positive way (if approached properly). It does entail change – including organizational change (e.g., Data Governance Council, Data Stewardship Coordinating Committee, etc.). We're not talking about a guerrilla approach to Data Governance where some visionary, but under-authorized data architect tries to effect change using influencing skills!" (<http://blogs.perficient.com/healthcare/blog/2012/06/12/data-governance-vs-data-management/>)

Funnily enough, that guerrilla approach is exactly where SharePoint governance shines, and where the next generation of data governance stewards must learn to shine too. Because Big Data has escaped the twin fortresses of ERP and CRM, and it's headed to the cloud as fast as mobile developers can get it into their apps and business users can upload it to their OneDrives so they can play with it in Tableau or Spotfire. And the fastest way that data moves today is, more often than not, as a document in a SharePoint site, far beyond the reach of any enterprise data steward.

A "No, no, don't touch" approach to enterprise data governance will starve a data warehouse as quickly as it bloats the SharePoint farm with Excel extracts. Business users trust data that they own, manage, and control, so that learning to share becomes the foundation of data governance.

Data governance needs to do more than say No. It needs to find acceptable ways to say Yes to the speed of business.

Data governance demands collaboration. And the SharePoint community has learned a critical lesson for driving collaborative change across business units: WIFM. What's In It For Me? Only enlightened self-interest will prevail, and it will do so when (and only when) stakeholders engage each other directly for mutual gain. WIFM is a much more powerful driver of organizational change than any council or committee. Insofar as a Data Governance Council or Stewardship Committee can foster that sense of shared stewardship by discovering and communicating WIFM to its membership, that will be the measure of its success.

We need to Share. That's the Point. It's just good data governance.

Lynn Noel is a Business Architect and Digital Workplace Strategist at Digital Ecology Consulting, Boston.

Simple ways to achieve better SharePoint workflows



As Manager of SharePoint Consultants at Rackspace Hosting, Laura Rogers works extensively with SharePoint Designer workflows, and building no-code business solutions. Her focus is on making the most of SharePoint's out-of-the-box capabilities. Laura has written several SharePoint books, and is a Microsoft MVP.

IDM: You are presenting at the upcoming Digital Workplace Conference in Melbourne on "Seven Pro Tips to Become a Workflow Rock Star" How did you get started in SharePoint workflows?

Laura: I've always enjoyed building business forms and automating processes, so even before SharePoint Designer workflows existed, I was doing what I could within InfoPath 2003 as far as automation and logic. Then, as soon as SharePoint Designer 2007 came out, with workflows, I was all over it. I mostly figured it all out myself, since at that time there wasn't much documentation.

IDM: What are the advantages of organisations moving to Automated workflows?

Laura: When organizations start automating business processes, they save a lot of time, and make their jobs much more efficient. Think about the common situation where employees email a document or spreadsheet around with a list of information, and each person adds to it. The types of processes to automate can range from very simple like that one, where a SharePoint list with alerts may do the trick, to very complex processes where multiple parallel and serial tasks and even multiple systems are involved. There's never a lack of tasks to be made more efficient.

IDM: Should organisations be including workflow as a core part of their SharePoint strategy or is it complicated and time-consuming?

Laura: I think that organizations should keep workflows in mind

when the strategy is being planned, yes. Usually the site structure and file collaboration are the main concerns when SharePoint is first implemented. Once the business users are familiar with it, workflows typically come a little later.

There are a wide range of workflows, with varying degrees of complexity. I think that for quick and simple approvals, business users can be shown basic concepts like content approval and out of box workflows. Then, to answer your question, yes, workflows can get complicated and time consuming. But, for the bigger, more complex workflows it's about the ROI. When we dramatically improve an inefficient business process by automating it and building in accountability, the business benefits.

IDM: How significant are the changes seen in workflow within SharePoint 2013?

Laura: In SharePoint Designer, the 2013 workflows do have a few improvements. In my experience, though, the changes are not that significant to most businesses and how typical workflows are created. The improvements that were made are all fairly advanced, and include web service calls, looping, and some new string functions. Most of these concepts are a bit too complex for most business users in my experience.

IDM: What's Different between SharePoint & Office 365 Workflows?

Laura: There is currently no difference.

IDM: In your session you are going to look at "several tricks of the trade when it comes to creating successful workflow solutions." Can you give us a sneak preview of one of these 'tricks of the trade'?

Laura: Sure, one of my common tips is that I use logging as much as possible in the workflow. I create "log to history list" actions throughout the workflow, because without it, you have no information and no way to troubleshoot. To take that a step further, sometimes I even create a custom list, call it "change history", and instead of using "log to history list" actions, which store information in the site's generic workflow history list, I create "Create list item" actions to create items in my own list, logging everything that happens in the workflow. These are much more easily digested or reported off of later, compared to the built in history list.

IDM: Your session will explore how to "create beautiful workflow emails" How does this help?

Laura: Sometimes you need to include images or more advanced formatting such as tables, to make an email look nicer and more professional. There's a way to directly edit the email's HTML instead of using the fairly limited email editor in SharePoint Designer.

At the upcoming Digital Workplace Conference in Melbourne April 28-29, Laura will be presenting the following sessions:

Day 1: Making the Most of the Out-Of-Box Web Parts

Day 2: Seven Pro Tips to Become a Workflow Rock Star

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Best Practices for SharePoint Migration

By Veerendra Ankem

To successfully complete a migration to SharePoint 2010/2013 on premises or SharePoint Online (Cloud Provider under Office 365) requires good planning and analysis. Many types of migration exist, and it is important to organizations (Architects) to understand that they do not have to stick to one particular approach.

Planning for migration or upgrade

Planning is the most critical part of SharePoint migration or upgrade. The core principles of project management should be applied in this task. These include defining scope, use of a project plan with timelines and assigning tasks to each resource, i.e. setting up ownership. A complete & proper assessment taking into account of all variables involved in the migration process is required.

Each identified task must be further analysed for complexities, customisations and dependencies that are executed in the migration phase. This phase also involves ideation, learning the existing application, mapping existing features to new SharePoint features, and defining strategies needed to replace existing features with new ones.



A clear assessment & understanding of what content currently exists across an organization and what content should be migrated into SharePoint is critical and important to the successful migration. This can include content from a variety of sources, such as the following common locations:

- File shares
- Exchange Public Folders
- Legacy SharePoint (Windows SharePoint Services [WSS] 2.0, WSS 3.0, SharePoint Portal Server [SPS] 2003, Microsoft Office SharePoint Server 2007 [MOSS]) sites and servers
- Legacy document management systems
- Legacy ECM systems

The existing information architecture and taxonomy of the organisation's systems should also be audited. This includes documenting and auditing the following key areas:

- Permissions
- Users
- Features
- Customizations (including custom code)
- Integration with other systems

It is very important to identify where the critical data lies. Identifying content which is never used and not including that into migration will save time and effort. The concept of 'Garbage In, Garbage Out' most definitely applies here. It is equally important to identify the critical document stores in an organisation and audit access to that content so the security model can be carried forward into the SharePoint farm.

An Information Architecture Plan

Key areas of an Information Architecture include features, taxonomy, permissions, customizations, and integration with other LOB applications. It is very important to document how each of these key areas are handled during the project. The plan should also make it note the key contacts for each facet of the migration and how each will be planned, handled and tested.

SharePoint 2010/2013 and SharePoint Online have options allow for much more sophisticated information architecture than was possible in previous versions or in other systems. Migration provides an opportunity to re-design and restructure the architecture. For example, it is much more effective to use SharePoint 2010 metadata filtering to organise documents rather than rely on SharePoint folders to organize content. Metadata filtering does not suffer from the limitations of the folder approach, which is simplistic, does not scale well, and is not flexible enough to be able to categorize content in multiple ways. It is crucial that companies should consider how the information architecture could benefit and improve from the new feature sets. Taking advantage of new features is one of the keys to freeing SharePoint content and maximizing the return on investment of a company's SharePoint farm.

SharePoint taxonomy is a one of the important consideration for organizations migrating or upgrading to SharePoint 2010/2013. Because a central store for taxonomy terms, the Enterprise Metadata Management feature in SharePoint 2010/2013 has added this facility. This was not present in previous versions of SharePoint.

Getting taxonomy information properly tagged to documents that are migrated to SharePoint is only half of the battle - getting the information architecture to be properly used and data to be tagged according to the information governance policy of your organisation is critical as well. Long-term information architecture governance can help to improve this and result in content being better organized and searchable. Migrations that simply dump data into a loosely-defined structure or migrate into existing data structures are often considered failures because they lack any type of defined governance plan and often suffer from low adoption rates as users can't easily find the data they need.

Customization and integration

Customizations and integration with other systems play an important role in migration planning because these two things take most implementation time and effort. Because of this, cataloguing and understanding what customizations are in use is a critical part of the planning process.

In some scenarios, it is important to map all the elements of the source system to an object(s) within SharePoint. If there are no mapping points at the SharePoint end, it may be necessary to transform the data during migration or potentially add some sort of customisation to the target system.

Integration of SharePoint 2010/2013 is easier than it was with MOSS 2007, where the Business Data Catalog (BDC) feature was a read-only interface, whereas the SharePoint 2010/2013 Business Connectivity Service (BCS) provides both read and write functionality. This provides the ability to read and write information to and from external data sources, such as CRM databases, sales tables, employee details stored in oracle databases, and

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Best Practices in SharePoint Migration

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other useful LOB business systems. The data from these systems can therefore be displayed and manipulated within SharePoint.

Creating Migration Test Plan

The ability to test the migration process is critical from a risk management perspective—"test early and test often" should be a mantra during any complicated project. In addition to general migration testing, it is important to create a test plan that also takes into account the following variables:

- Custom code that needs to be ported
- Custom list templates
- Custom site templates, such as the "Fab 40" templates (these are notoriously difficult to migrate)
- Custom web parts
- Third-party web parts
- Feature mapping, including deprecated features, such as SPS portal listings

From a logistical perspective, planning for a test migration typically involves the creation of a designated test environment. This would definitely apply to any scenario that calls for an in-place upgrade. However, since most organisations are wary of in-place upgrade approaches (due to risk), many times a new SharePoint 2010 farm can be built in advance and used for the test environment. Many organizations choose to build a new farm in any case because it usually means less overall risk during the migration process. If there is a problem, the fallback plan simply involves turning off the new server and turning on the old server. Regardless, migrations should always involve the creation of a test environment and a test of the migration process.

Along with the test environment, the test plan should also include a User Acceptance Testing (UAT) phase, which allows users to test the migrated data in the new environment themselves before it's accepted as production data. Ideally, the UAT users should be chosen from a subset of the members across an organization to ensure they properly represent the type of users expected in the system. A UAT allows for issues to be identified and for the migration process in advance.

Migrating SharePoint Content

Depending on the source and target, you may or may not be able to use the native Microsoft migration approaches. For example, target environments running on versions of SharePoint older than 2007 or many SharePoint cloud offerings do not include built-in migration approaches, and must instead rely on third-party migration products or manual uploads of content. For those organizations migrating content directly from SharePoint 2007 to SharePoint 2010/2013, Microsoft does provide for two migration approaches out of the box. There are some significant limitations to these approaches, discussed below, so they would only be possible in specific circumstances.



All the outputs of Analysis and Planning phase become inputs for the migration execution phase.

Microsoft In-Place upgrade approach

The in-place upgrade approach - an individual server is upgraded in place with all content to SharePoint 2010. The process upgrades the version of SharePoint and all site content on the server at the same time. There are multiple, significant limitations to the in-place upgrade approach. First and foremost, it is the riskiest migration strategy as there is no fallback strategy if there are issues. Several other key challenges with this strategy exist:

- Migration of content to SharePoint Online (including Office 365) is not supported.
- The in-place upgrade process can only be used to migrate from WSS 3.0 to SharePoint Foundation or from MOSS 2007 to SharePoint Server 2010. No older versions are supported. This means that there is no way to migrate SharePoint 2003 content, including WSS 2.0 and SharePoint Portal Server 2003 directly to SharePoint 2010.
- The environment is completely down during the process.
- If the process is interrupted due to a problem such as a power failure, running out of disk space or some other issue, the environment could be left in an unstable and unsupported state.

The server must have minimum software requirements as follows:

- Windows Server 2008 x64 or Windows Server 2008 R2 Operating System
- Database running on either SQL Server 2005 x64 SP3 w/CU3 or SQL Server 2008 x64 SP1 w/CU2. Note that it cannot be running on a 32-bit SQL Server. SharePoint 2010 only supports 64-bit hardware.

The user account running the upgrade must have full local admin rights to all servers in the farm, including the SQL Server databases. This can go against the security best practice of isolation of service accounts.

If, after the upgrade, site functionality is undesirable, there is no way to return to the pre-upgrade state except via a complete restore of the farm.

Database Attach upgrade approach

This migration approach allows databases to be attached to a newly built SharePoint 2010/2013 farm and upgrade in the new environment. While it is less risky than the in-place option, there are still limitations to be considered:

- Migration of content to SharePoint Online (including Office 365) is not supported.
- Migration of SharePoint 2003 content (WSS 2.0 or SPS 2003) directly to SharePoint 2010/2013 is not supported.
- Granularity of migration is limited to individual content databases, which forces you to effectively migrate everything within that content database at the same time. Since many environments have all or the majority of the content in a single or a small number of content databases, this effectively means that all content must be migrated at once for those environments.
- The upgrade process often leaves site collections with broken navigation elements, strange formatting, and malfunctioning web parts. The process itself, while designed to be flexible, cannot take into account all of the factors and variations in SharePoint 2007 sites, so migrated sites can often have a strange look and feel after the process is complete; the result of this is referred to as "Frankensites." This is particularly the case for "un-ghosted" sites or sites that have been modified by common tools, such as Microsoft SharePoint Designer or Microsoft FrontPage.
- All settings in the new farm must exactly match the settings

in the original farm, and must be manually configured. This includes managed paths, web applications, email settings, quota templates, and alternate access mapping (AAM) settings. If some settings are missing, the upgrade may fail.

- All customisations must be manually transferred, including language packs custom elements (such as site definitions, style sheets, list templates, site templates, web parts), features, solutions and web services. If these are not ported properly, the upgrade may fail.

Migration using Third Party Products

Organizations that require the freedom to migrate their content at a granular level without the constraints of the out-of-the-box migration approaches should investigate the possibility of using a third-party product for their SharePoint migrations and upgrades. For example, Avepoint, Sharegate, and Metalogix Migration Manager for SharePoint have been specifically developed to help address these types of migration challenges and allows organizations to directly migrate from legacy SharePoint versions to SharePoint 2010/2013, SharePoint Online, Office 365, or as a consolidation project between multiple SharePoint farms.

These third party products for SharePoint offer significant advantages over other migration solutions and techniques, allowing for flexibility of migration between versions and farms, granular migration, PowerShell support, reorganisation of sites, templates, and databases during the process, and many other

enhanced capabilities. Some of these 3rd Party products, does not use undocumented direct writes to the SharePoint database, so using the product will not affect support agreements with Microsoft. The migration of existing business content to SharePoint 2010/2013 or SharePoint Online (including Office 365) is not a minor task. Ideally, organizations should spend time discovering and auditing the content, then creating an ideal information architecture to improve upon existing models. Finally, whenever possible, comprehensive testing before and after the migration should be performed to minimize risk. Major factors such as SharePoint customizations and external system integration need to be fully fleshed out before the migration work can begin.

Using a 3rd party tools can greatly improve this situation and frees organizations to more easily and safely migrate or upgrade their document management environments. In addition, these 3rd Party tools for SharePoint can be used on an ongoing basis to help restructure the environment, manage "SharePoint sprawl," collapse unused site collections, and enforce information governance in the long run.

Veerendra Kumar Ankem has over 15 years in IT Services Industry and over 7 years of experience with Microsoft SharePoint technologies as a subject matter expert (SME) / Technical Architect. He is a Freelance Solutions Architect & SharePoint Subject Matter Expert located at Bangalore, India.

Pre-Migration checklist

Before beginning any SharePoint migration, there are several prerequisites that should be implemented to avoid any issues during the migration process. These include:

- Familiarize yourself with new SharePoint hardware and software requirements and upgrade accordingly
- Use MSDN and Microsoft Knowledge Base upgrade articles to plan your upgrade and learn of potential pitfalls using these articles/ blogs/ posts
- Run the read-only preupgraderchecker to find possible points of failure and run PowerShell – customcomponents to find customizations
- Install all custom components in the target environment
- When possible, build out site structures ahead of time to reduce migration time and overhead
- When possible, import users to reduce migration time overhead
- Create jobs/logic to split apart large content databases and site collections to move back within Microsoft stated limitations and reconsider site structure/taxonomy as necessary for business units
- Create incremental jobs if users will still be active in the source environment and no downtime is possible (if necessary)
- Create PowerShell jobs and scheduled jobs to run at specified time
- Based on the functionality of the SharePoint API, the checked-out status of documents cannot be preserved during a migration using third-party products, so it is recommend that all documents be checked-in before they are copied

On the target SharePoint server(s):

- Configure SharePoint to accept all file types to be migrated (e.g., by default .EXE files cannot be uploaded to SharePoint)
- Configure SharePoint to accept the largest file size to be migrated (the default maximum size is 50 MB)
- Set up third-party web parts and custom content types on the target server before you migrate. If you want your sites to

look as similar as possible, you should set up any customized templates, workflows and themes on the target. Create any custom site columns that you need on the target server. If using 3rd Party migration tools, few tools will automatically migrate columns added to lists on the source, but the column type must exist on the target.

Post Migration Checklist

Following a migration to a new SharePoint farm, the following tasks should be implemented:

- If you are using a third-party migration solution, copy alerts from the source to the target environment so that they don't fire off events during the actual migration
- Run any incremental jobs created pre-migration
- Send automated e-mail to site owners or site collection administrators after the site migration completes
- Review content with site owners to ensure a smooth transition
- While not all of these variables will apply to every migration, it is important to review them before, during, and after the migration to ensure the process is smooth.

Migration Verification

Once migration is completed, as a last (but not least) step, it is important for the migration project is verifying the migrated content in the new environment. It is critical and complex to compare source and target environments after migrations.

There are very few native approaches that can be used with SharePoint 2010/2013 to validate whether or not content has been migrated. Spot checking that data exists doesn't allow for metadata, version history, and other key information to be ascertained from the source and target copies.

Third-party tools like Migration Manager for SharePoint, on the other hand, allow for a comparison to be performed, validating that the source and target environments have been correctly migrated and that all metadata and versions have been preserved.

Taxonomy Design: The Basics

By Zach Wahl



Over my years of taxonomy consulting I've often been asked to codify the best practices regarding taxonomy design. A simple search online shows that this is a common question, though one where a lot of the current answers appear outdated. Taxonomy design, as well as the information systems that leverage taxonomies and the business needs that drive them have evolved over the last several years.

Taxonomy management tools and auto-categorisation systems are more mature and easier to use. Many content and document management systems (and really, the broader set of information management products as well) have grown into suites of products through a multitude of acquisitions by industry leaders, while open source upstarts have introduced some much needed volatility and new functionality into the market. Most importantly, businesses themselves are much savvier regarding the value of their information, the needs to use and reuse it, and the reality that everyone is not just an information consumer, but a potential information creator as well.

As a result of these dynamics, many of the taxonomy best practices from a decade ago have shifted or changed. Others are as critical as ever. The below represents the core set of today's business taxonomy design best practices.

Define and Document Your Purpose - Taxonomies, despite a lot of improved understanding over the last decade, can still be somewhat esoteric to the non-indoctrinated. As such, I too often see a stakeholder group that is confused about the need for taxonomy and the value the taxonomy will provide. Every taxonomy design effort should begin with a clearly document-

ed and shared understanding of the Who, What, and Why of taxonomy. Who is our audience? What are we "taxonomising" or tagging? Why are we doing it (What's the business value that will be derived?)?

Focus on the Business User - I often tell my clients that this is the only best practice that is non-negotiable. Every design decision should come down to that which would best serve the end user. This is also why the development of personas is so important. An early stage in any taxonomy design effort should be the identification of your audience/users and a clear understanding of your "lowest common denominator" user. If you can design for that person, you will best serve the interests and needs of all your end users, be they customers, the public, your own employees, or a mix.

Understand your Publishing Process - Depending on the type of system, type of organisation, and, purpose for the system, the content creation and publishing workflows can vary wildly. Some systems have content published only by a few, full-time content strategists. Others have a fully democratised content management approach where any user of the system also has the ability to publish into it. The number of tags you can expect to have consistently and correctly applied to your content is heavily dependent on who will be applying those tags. Systems with a broad base of content publishers must sacrifice some level of taxonomy and tagging granularity for overall usability. I will always take a smaller and simpler set of tags that are consistently applied over deep and detailed taxonomy that is used sporadically. The use of auto-categorisation tools also comes into play here. A system leveraging auto-categorisation (if designed and implemented properly) will decrease tagging time and increase

consistency, allowing for a more granular taxonomy design.

Use the Simplest Language Possible - One of the best taxonomy consulting services I can provide an organisation is sometimes to serve as the outsider that doesn't recognise their internal jargon and acronyms. Internal taxonomy designers too often get overly comfortable with their own terms and concepts. I always encourage organisations to "burn down" their language into the most simple and cleanest terms possible. It is this language that will most make sense to a first-time visitor to a site, an employee on their first day, a beginner, or any other lowest common denominator. As an added value, this clean language is also the easiest to translate for internationalised taxonomies and the easiest to maintain in order to minimise long-term costs and administrative burdens.

Deconstruct your Taxonomy - One of the keys to today's taxonomy design efforts, and one of the major changes from the past, is that the concepts of faceting, along with advances in taxonomy management and information management technologies have given us the ability to step away from the "one taxonomy to rule them all" model. As opposed to a terribly deep and detailed taxonomy with a mix of different terms, today we strive for clean and simple taxonomies, each of which may power a separate metadata field in a one taxonomy for one metadata field type of model. This easily enables the concepts of faceted navigation and search now available out-of-the-box in most information management systems. It also improves the accuracy of auto-categorisation tools and creates the potential for much easier taxonomy and content governance by ensuring mandatory fields are completed correctly. Moreover, a deconstructed taxonomy design yields simpler and flatter taxonomies that are much easier for the average business user to leverage and understand.

Leverage the Wealth of Information that Already Exists - Thanks to today's analytics tools, most organisations have a pretty good understanding of user behaviours. Understanding what words people are searching on, what information they're accessing the most, and how they're navigating a site are all extremely valuable tools to taxonomy design. For instance, recognising a particular term has been searched upon more than any other can be an important key to recognising that term should be included in a core taxonomy design. Equally, knowing what your most sought after content is plays a critical role. I often work with organisations to understand that and then focus on a first implementable version taxonomy design that primarily serves that "MVP" content.

Plan for the Long-Term - We all know that no taxonomy is ever finished. An organisation's needs and strategies change, as do their mission, services, products, and employees. As a result, content is constantly in flux and a taxonomy design must be adaptive in order to address these changes. Moreover, on an average taxonomy design effort, the world of potential users will not be able to respond to it until after it is deployed. Every organisation needs to have the resources in place to capture and respond to both the active and passive feedback that will come after rollout.

Leverage Governance - Though taxonomy governance many not be the most exciting topic, it is by far one of the most critical to long-term success. Taxonomy governance will ensure a design evolves to better reflect the needs of the business and users, but does so in a sustainable manner that doesn't "break" the original **design and functionality**.

Look to Usability Best Practices - The concepts of taxonomy design and usability are rather similar. When designing taxonomy, I always encourage my clients to consider usability as well. As more and more taxonomies are "front-facing," leveraged directly for navigation and findability, this becomes even more important. Even "back-end" taxonomies need to be usable for the taggers. Traditional views of navigation and "clicks to content" hold true for taxonomy design. The days of six-level deep business taxonomies are long gone, or at least should be.

The above are the taxonomy design best practices that matter most in today's world. The core theme that runs through them is the focus on the business and the user, hence my use of the term business taxonomy. Focus on practical business value for the business and business users, and your taxonomy design effort will be off to the right start.

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The Challenge with Legacy ED(&)RM Solutions

By Paul Ricketts

Let me start by saying that I'm not in the business of knocking solutions from any vendor within the Enterprise Information Management space. All commercial, off-the-shelf solutions have a place within the global market and all suit particular requirements and purposes. Within the EIM industry, we are experiencing quite a lot of change in the way that we are required to store and manage records effectively, how we respond to discovery requests and how we meet regulatory requirements placed on us by government, industry or other authorities.

My five observations, and these are mine and not representative of the company I work for, are as follows.

- Records management is no longer a single-dimensional concept.
- Thinking about electronic records in a physical manner is no longer appropriate for the organisation
- Why do only a small percentage of the workforce have records management responsibility?
- All business information has a record context so why are only a small percentage of records managed effectively?
- Whilst the end-state of the record is important, its journey from creation through review, approval to retention and ultimate destruction and all the history that should be retained is critical for a modern records solution.

So let me explain what I mean in a little more detail.

Multi-Dimensional RM

Traditionally, the process of formally declaring anything as a record involved categorisation against a file-plan. This hierarchy defined the categories of records for an organisation and typically required 'expert' knowledge of both the file-plan and the rationale behind filing a document in a specific place. The process of formally declaring a record can become complex and as such, most users in the organisation simply fail to declare records properly. Additionally, the filing of a record in multiple places on the file-plan is usually frowned upon plus usually results in duplication of the record itself (think about multiple copies of a physical record living in multiple record containers in a warehouse)

Today, most records represent multiple contexts at the organisational level. For example, a supplier invoice received will be categorised as a record for this financial year. However, what if there is a requirement to categorise against a project, a supplier, a human-resource or against an item of equipment delivered by the supplier?

What if all of these concepts were important to the business and required different retention and disposition policies to be applied with quite-different execution dates? Additionally, in today's digital age records can be represented by both physical and electronic mediums - how are these managed discretely as records by the organisation?

The key to solving these modern records-management challenges lie with addressing the file-plan concept. Either the organisation needs to accept that records-management becomes even more complex requiring multiple-classifications to be made against the file-plan OR a different way of classifying records needs to be adopted.

The core principal behind the file-plan was to allow controlled metadata to be applied to a record in order to aid retrieval in the event of a discovery activity. This was historically driven simply because a record was typically physical - piece of paper - and no real way of automatically extracting anything useful from the physical document existed. If it is accepted that the file-plan approach as challenges from a broad-organisational perspective

and that a different approach is required, then how can this be achieved?

The cool thing about electronic records is that you don't need to consider the physical warehouse management requirements - storage is pretty-much limitless for most organisations today and a modern RM solution deals with the multi-faceted policy concept without the need to duplicate files.

Of course, for some organisations there remains a need to maintain something physical either in the short or long-term. The management of a record that exists both physically and electronically is often referred to as 'hybrid-records-management'. Again, a modern RM solution can easily deal with a record that exists in two mediums (physical and electronic) and through the multi-policy approach - can apply and manage each independently allowing short-term retention of the physical record and longer-term retention of the digital record(s).

Removing the complexities of both the file-plan and the physical warehouse container principals allows the business to define the context around which records are stored and maintained.

Everybody Should Manage Their Own

Business users need to be responsible for corporate records management! It shouldn't just be the responsibility of the formal records custodians within the organisation. There are challenges however in trying to get the broader user-base involved in the process of managing records and a level of automation is clearly required to do so. So, how do we make this happen?

Any change to the user-experience, the applications, processes or procedures involved in the creation of corporate documents is going to require some management. Any implementation that reduces this change is going to be more successful than one that disrupts the user's daily activities.

Gartner introduced the term 'Pace Layering' a few years ago and this introduces three terms; Systems of Record, Systems of Differentiation and Systems of Innovation. In the author's opinion, a fourth term - Systems of Engagement - becomes highly relevant when considering any implementation of any system to a user-base.

Within an enterprise content management implementation, particularly nowadays with the wide usage of systems such as SharePoint, the Systems of Engagement already in place should be minimally disrupted. Requiring a user to enter multiple metadata values or classifying a document against a file-plan is disruptive and the more you ask of a user - the more likely they are to reject the change in totality!

Records Management should be a non-complex and natural business function where all users in the organisation are empowered to own the records function - albeit through 'invisible' automated systems that drive the application of the right policies with minimal user change.

By leveraging some common document characteristics - its type, its location, the user, their line of business and basic metadata, rules within the system of record supporting the user-facing system of engagement can determine the right policies to apply and the way in which these policies will be enacted. Furthermore, through analysis of the content of the document, more granular classification can occur allowing a more-accurate application of policy.

Of course, automation to this degree requires some thought and work at the time of implementation and beyond but at least by applying the Gartner model - an organisation should only be required to do this once and apply consistently to any 'document' from any source. Sources in this context cover any application or system that requires the management of unstructured information.

All Should be Effectively Managed

To enable a more effective method of managing corporate records and ensuring that a higher percentage of records are retained and more users are engaged in the process there are six simple guidelines to follow:

Consider and manage the record throughout its journey and across its different states. I'm finishing writing this article on a plane in the middle of a 12-day business trip taking in Dubai, London and Hong Kong before returning home to Sydney. Imagine if during this journey I carried a camera (ok, let say an iPhone) with me at all times - to every meeting, on every plane, every car journey, every tourist attraction, every meal etc. Imagine if I didn't take a single photo during the entire 12-days but waited until I arrived home on the 12th-day and took a selfie at my front door. We are all getting old and someday, our memory is going to start to get fuzzy and eventually fade away. Imagine me in my 80s sitting in the old-people's home, rambling on about the fantastic trip I took in April 2015 and the only thing I had to prove I went was a faded image of me on my doorstep! You might be laughing or at the very least, smiling right now but the truth is - this is the way of the vast majority of records management systems in place today and most likely the very way that your organisation thinks about records management!

Remember that electronic records aren't kept in a physical warehouse. Strangely, this isn't as obvious to many people as it might seem. The author has been engaged with many organisations over the past 20 years and is still constantly surprised when he hears somebody talking about 'storing the Word-Document in a container'. Google doesn't represent information in containers and the whole wide world manages to find information so why are corporations still allowing a small team of people to insist that files, boxes and shelves are an appropriate way of managing electronic records? If a record is managed through effective metadata (automated or manually applied) and is indexed appropriately AND the various records policies enacted based upon broad business requirements there is NO NEED to think about physical warehouse requirements!

Enable record automation where possible and applicable. An easy one - asking a user to manually categorise a record against a file plan is simply, plainly and obviously NOT GOING TO WORK. Letting the user continue to work with their currently systems and application and not implementing any change to their user-experience WILL WORK but you have to enable the automation 'under-the-covers'. Delivering an automated RM capability under all of your 'systems of engagement', delivering the consistent and accurate application of policies to all information will bring the organisation immense benefit and if you're the disruptive leader driving this you will be a hero and deserve to wear a cape and your underwear outside of your trousers!

Seamlessly integrate your records systems with your systems of engagement. If you get this right, and don't get me wrong it's going to take some work to do so, you'll look back and think to yourself 'how did we ever get it so wrong in the first place!'. Then you'll remember what your legacy RM solution provider told you when you bought the software in the first place and smile to yourself quietly!

Consider how you are managing your non-documentary records, e.g. Social Media. As an organisation you publish information to your websites, to Twitter, Facebook, LinkedIn and a whole other list of different online channels. What you say through these channels is equally as important as the information you attempt to manage within your current record processes. Of course, from your marketing team you are highly unlikely to receive an internal envelope with their latest Tweet nicely printed out on a sheet of A4 paper for your records manager to nicely categorise against their file plan and store away for evermore in your off-site warehouse!

Educate your user community on the importance of good record-keeping practices. Of course, if you've read this article you'll already realise that this is completely unnecessary if you get your record keeping right across the organisation. Users should not have to think about record-keeping practices - it should happen seamlessly without any change to their daily lives!

Retain the Record's Journey

A record simply represents the end state of a piece of information. Dependent upon the system used to create the record - itself can be simplistic or complex in structure detailing minimal supporting metadata or 'everything'

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How Organisations Learn?

By Kurt Cagle

An employee quits or retires, and as he or she walks out the door, so too does the knowledge that they learned about the projects they've done, the clients they've worked with. A particular project goes badly, and all everyone wants to do is forget about it, yet even as that happens the seeds for that same failure are cast into the soil of future projects. Demos are produced for a client, but the servers get repurposed, the code gets out of date, and when a sales team wants to showcase what the company has done, they end up having to rebuild demonstrations and presentations from scratch.

Organisations have notoriously bad memories. The irony here is that most companies more than a decade old have reams and reams (and reams) of corporate case studies, Six sigma manuals in double wide binders, ISO 9000 business specifications and so forth, sitting on shelves and gathering dust. Even in organisations that are diligent about retaining information such as this, that knowledge (and where it does and does not apply in the company's particular case) is usually poorly utilised.

In the case of companies that have done business in the last 20 years, this same information is kept in SharePoint repositories filled with spreadsheets, word documents, PowerPoint presentations, PDFs - or similar systems. While this has helped somewhat to reduce the clutter in the office, and has made it possible for people who have done these things to better find them, the reality is that once the author of a document creates it and uses it for a meeting or a presentation, it very seldom gets repurposed, or even reaccessed.

This ultimately suggests that being able to save resources, while a necessary part of reusing information, is seldom a blanket solution for the problem of retaining and reusing institutional knowledge.

Rethinking Knowledge Management

The discipline of knowledge management is a comparatively recent one, and is often confused with its sibling, content management. Most content management systems are ultimately adaptations of publishing workflow systems, and are intended primarily for the production of consumer facing international property. Knowledge management systems, on the other hand are more "meta", to use contemporary vernacular - they are about capturing the information about producing that content. Surprisingly, an online service such as Salesforce do a surprisingly good job of capturing not only the specific transactions involved but also of retaining metadata commentary - notes and thoughts about clients, successful and unsuccessful projects and similar information. This works largely because they recognised several fundamental problems in knowledge management: Information must be captured when the event that precipitated

it occurs. This information reflects knowledge as it is known at the time, which even if incorrect or incomplete is usually very insightful about process. It also cuts down on the tendency of people to edit knowledge over time to better reflect upon their own actions.

Most people do not have time to do their work and to report on it at the same time. Because of that, it is usually better to capture a sentence or two that captures the essence of the situation than it is to work with an extensive multi-page report.

Entering information can only be effective if it fits well within the workflow of the person making that report. Version control systems like SVN or GIT usually force a person when checking in code to write a short summary of what the code does or is. It's a part of the workflow. If that same user has to stop and update another website, then that information will simply not get captured, because after a couple of days of that, they won't.

One of the key points from the above is that knowledge management should not be a separate tool, but rather should be integrated as much as possible with the process that people use to do their work in the first place. Unfortunately, this does not happen very often, in part because there are relatively few standards for capturing knowledge metadata, in part because most CMS systems (which often do double duty as KMS systems) currently do not provide a means to capture it.

Knowledge, Classification and Semantics

However, there's another problem that is more subtle. Most people are simply not very good at classifying, or in abstracting information down to a good summary. There's perhaps one person in 40 that really has the mindset to do something like this well, and that person is likely already employed as a librarian, lawyer, curator, analyst or information architect, or is trained to do so in the course of his or her other duties (police officers, insurance adjusters, medical workers). This is in fact one of the big bottlenecks in the growing field of metadata management.

Many knowledge workflow systems make an attempt to manage information by establishing categories that people can choose. At the crudest levels are long lists of categories that someone has to choose from, perhaps selecting multiple items. There are two variations, the first a form of type-ahead that will show you possible category keyword matches in a type-ahead, the second a tree view navigator of some sort that lets you drill down to find the category that best matches the expression.

The latter form is a very basic example of a simple semantic system - you are using the meaning of the categories (and their specificity) to better navigate the information space. For instance, if I look for a category like "animal" then I could choose this or I could select from ("shellfish", "insect", "fish", "reptile", "dinosaur", "bird" or "mammal"), then drill down along a simplified Linnaeus fashion until I get to "cat" or even breed of cat ("Russian Blue"). Of course, in a more advanced system, I could even

shortcut the process, type in the word "cat", then select the relevant breed without the need to navigate the whole information space.

Utilising classification systems like this is important, because it can go a long way towards making information searchable. Search is the key here - an organisation can only learn if it has some way to find what it has already learnt. Normal keyword searches can tell you that a document (or a knowledge fragment describing that document or report) has a given keyword, but the more that you can provide classification context, the easier it is to identify not only a given document, but those that are related to it.

Additionally, each term that you add into the classification scheme provides a means by which you can better filter out irrelevant material. For instance, suppose that you wanted to find that presentation that you did for Megacorp, Inc. on the topic of selling your solar cell units to their division in Bangalore, India last year. If you can capture company, product line, location and time, then you've filtered out a huge amount of irrelevant information. You don't need to remember which folder it's in, and if someone else created materials supporting that, then you will have discovered new material that may be relevant.

This is another important aspect of knowledge management:

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ever known about the records journey. Of course, the complexity of information retained in support of the record is highly dependent upon the systems and processes followed to create and manage the record across its entire lifecycle - from initial creation, through review and approval, publication, access, retirement and ultimately - destruction.

The more systems used across this journey and the more people involved in the processes PLUS the added dimension of metadata requirements leads to a potentially massive change in the user-experience should the organisation want to do more in the corporate-records arena. As previously described, where an automation-centric approach to records management can be adopted - minimising user-change in the process - it becomes much more feasible to capture a richer set of supporting information about the record than simply the fact that it exists and the dates when it is to be destroyed (typical of the information currently held in the vast majority of legacy records management solutions!).

The beauty of this approach is that not-only is the document managed as a corporate record - its entire lifecycle can be captured and maintained dynamically allowing the history and usage to be retrieved in the event of a discovery process taking place. The use of a semi-structured file format such as XML easily allows this to take place and in-fact, authorities such as the Victorian Electronic Record Standard has documented an appropriate schema for over a decade. Legacy records management solutions don't really provide the capability to extend to this level of dynamic management and this is where a hybrid-approach to the top-to-bottom records keeping requirements can really play a role. A dynamic record repository function maintains the record dynamically through its useful lifecycle and at the end of this process, the entire records can be passed to the legacy RM system to meet any existing record keeping policies already in place. The additional value provided through this approach PLUS the fact that all users and all records are now maintained properly should be clearly recognisable! We are all guilty of making records management really hard to achieve across the entire organisation. By just accepting what our internal 'experts' tell us about record-keeping and not challenging the arguments that have been put forward for many years - we are effectively preventing change from taking place and suffering from the inability to deliver 'Modern Records Management' to the organisation.

Consider that typically, only 5% of corporate records are formally retained and that a lower percentage of users in YOUR organisation understand how records-management works and its value you'll realise the importance of change in this area. Also, you'll understand some of the risks your organisation currently faces should it undergo some legal eDiscovery exercise or face any other litigious event. Modernising your organisation's approach to records management will go a long way to improving the percentage of records managed across your business and significantly reduce your risks.

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Knowledge does not exist independently - there is always a context in which information occurred, and by attaching that information to what is already known, your organisation has learned something new.

This is the heart of semantics - it is a system by which you represent knowledge. When I talk about semantics here, I'm referring both to the process of classification (and the tools by which you can use that classification) as well as, more formally, the W3C Semantic Web standard, which is one knowledge system (there are others, but most agree on the fundamentals).

There are signs that formal semantics is making its way into digital asset management systems, metadata management and business intelligence tools. While it is only one part of artificial intelligence, semantics provides the tools to make reasoners possible - to look at information that has been collected by various means, and then make new conclusions - new facts - based upon this information.

One additional arena where semantics is becoming important is in the creation of abstracts. An abstract is a short summation of the important points of a given document. This is not for computer consumption but rather is intended for human readers. Such abstracts are created by computers that both perform enrichment of the content and that look at the structure to attempt to isolate the highlights of what was submitted.

This is especially important for information that isn't normally highly structured, such as email, commentary on blog posts, and similar streams.

The Importance of Post-Mortems

However, for all that there are tools on the horizon for better managing the classification aspects, there's also a very big role still for human analysis, especially in the area of post-mortems. A post-mortem in the purest sense is a report upon the death of a person that describes the conditions that prevailed at the time of their death, as well as interpretations about why they died. While there may be a certain appropriateness of this metaphor in specific business situations (the client just fired you, for instance), in the business sense a post-mortem is a write-up of how people perceived that a project succeeded or failed, and the reasons why.

Again, I think that most organisations do post-mortems badly. First, the tendency with post-mortems is to put all the people involved in a project together into a room, then to hash out why a project failed (and is usually held only when such a project failed). This to me is a fundamental mistake, because it invariably becomes a search for blame, even if it in fact does not start out that way.

Instead, post-mortems should be conducted via writing, with the expectation that each participant will answer fully each of the questions asked. The fiction of anonymity can be maintained (though it is usually a thin pretext), but what is more important here is the statement that there will be no formal recriminations to anything answered by any participant (something that can and should be maintained by ensuring that such post-mortems also go up the chain to the CEO ultimately).

The post mortem is a time for reflection and analysis. What worked, what didn't? What factors were outside of the control of the individuals answering, what weren't? If a failure occurred within the organisation, who failed and how did they do so? If a success occurred, who were most responsible for that success? Why do you think they failed or were successful? If you could do certain things over again, what would you change? Why?

The post-mortem process should be done up the chain - once a manager has received post-mortems from her team, she should then create a post-mortem report of her own, which goes to her manager who repeats the process.

Post mortems are private documents - visible to those only in the immediate chain of management. Ultimately, the CEO will

also write a post-mortem, synthesising what he's received from below, for company-wide dissemination, removing names and potential identifying information but incorporating lessons learned and action items to improve based upon this information.

This does bring up another point of knowledge management.

Knowledge exists only in context, but context within organisations is usually political. This means that knowledge management is almost always political as well.

Actions have consequences, and information about actions cannot help but also carry the taint of those consequences. This means that managers in particular need to be mindful that information collected about those within the company exist at different levels of access, and that such levels of access are not necessarily related to one's job title. It also means that the ability to maintain such level of access is critical to a knowledge system.

Dissemination, Curation & Social Media

I've seen a fair number of "knowledge management systems" over the years, some organised with social media features, others more along the lines of wikis. These can be utilised for the purpose of providing "chunked" content and in general seem to be fair (if not great) at storing frequently utilized information. Most would be more effective if they made better use of classification (freeform and otherwise) rather than trying to conform to a strict hierarchy of organization, but this day is coming.

To the extent possible, such systems should be curated - authorised people should work to provide topical context and categorisation, to classify the relevance of information and to weed out what is increasingly irrelevant information. This becomes increasingly important as organisations become larger.

A related task for such curators is creating FAQs - frequently asked question collections - on various topics. Such FAQs are editorial in nature, designed to consolidate that information that people need on a given topic into a centralized location - onboarding, HR, corporate policies, events, and so forth.

Additionally, a good knowledge system should be able to incorporate external works that people within the organization produce - blog posts, conference papers and presentations, mentions of individuals or the company in external media, and so forth.

Given the increasingly central role that Twitter plays here, a good KMS learning system should be set up to identify external links from Twitter tied into people, products, companies or initiatives, present them for consideration, then turning these into "newsletters" that can then be persisted into the knowledge system. This brings up another key point for knowledge management systems:

Knowledge does not stop at the boundaries of an organisation. It's not only about how you view the world, but also about how the world views you.

The upshot of this is that knowledge management should take into account (and integrate with, as much as possible) the social media that is increasingly serving as the marketing presence for the organization itself.

The ability to learn is critical to organisations in today's world. Competition has gone from the company down the street to the company located halfway around the world, and the inability to learn can spell the difference between a company succeeding or going bankrupt.

This is true at all levels - while the CEO needs to have a clear understanding of the changing state of a business, so too do sales people, programmers, marketers and everyone else within the organisation. You learn, or you fail.

Kurt Cagle is the founder and CEO of Semantical, a consulting company specializing in data science, NoSQL and information architecture. kurtcagle@semantical.co

10 signs you may need a new document management solution

By Chelsea Bawab

Not all document management solutions are created equal. There's an abundance of products on the market designed to help organizations manage their information - but it can be hard to tell which ones are the most effective for businesses. Because of this, companies sometimes end up with systems that don't support their full spectrum of document management needs.

Here are some indicators that you need might to replace your document management solution:

There is a significant amount of manual work required for document capture. Document capture doesn't need to be painstaking work. If your capture software doesn't provide a level of automation that greatly reduces or eliminates the amount of manual sorting, data entry and exceptions processing you have to do, it's probably time to take a look at an alternative, or consider adding an advanced capture solution to your current ECM platform.

There is a low success rate for classification. Document management products that provide scanning or capture functionality and promise automatic classification are extremely appealing to businesses because of the expectation that they will eliminate the need to pre-sort documents. However, not all of these classification engines have the same level of effectiveness. If your software is averaging low rates of document recognition, you need to find a better solution. Check out a case study on this topic.

The system doesn't provide efficient accessibility options. There are two aspects to this point. One is that the right information needs to be easily accessible to the proper personnel without them having to jump through hoops. The other is that the system's security needs to be able to keep information from getting into the wrong hands. The best way to make sure both of these are taken care of is through secure user roles, which allow access to specific items based on permission settings.

The system is difficult to use, which has led to poor adoption rates. A solution is useless unless your organization takes advantage of it. If this isn't happening in your company, you need to assess if poor adoption is due to the product being too difficult to use, outdated or ineffective. If so, start looking for a more efficient solution.

There is no search function or it is not effective. Search is an essential element of document management. Your document

management solution should include a document capture application that transforms scanned images into searchable documents, as well as a document repository that supports quick, easy searches for the information you need. Read a case study on this topic.

It is unable to scale throughout the enterprise, or it is very difficult and costly to do so. Sometimes companies acquire a solution specific to a certain department or pain point. This is understandable when there is an obvious problem that needs to be solved within an organization. Trouble arises when the organization is ready to expand the solution throughout the enterprise and the software is not conducive to such a change. While the solution might have worked for its original purpose, it's now time to make a change that will benefit the organization as a whole.

Configuration is time-consuming and requires professional assistance. While no one expects the entire office to know how to configure and make changes to the document management system, making minor adjustments shouldn't require sending for reinforcements in the form of billable hours. If your system is so complex that it's costing you more in support than its saving you, it's time to find a simpler solution.

The system does not support integration with your databases or other applications. Standalone applications simply don't cut it in today's world. Businesses need to be able to leverage their existing assets in order to get the best return on their investments and run their business in the most efficient way possible. Your capture program and ECM system should both support integration with your company's databases and scanning/MFP/fax devices.

Regulatory requirements are not being met. Whatever requirements your organization needs to adhere to, you need a document management system that helps you remain compliant. If your solution doesn't provide the appropriate security features for compliance, it's time to find one that does.

It doesn't offer business process/workflow automation. While there are many reasons for implementing document management in your company, one obvious benefit is the ability to streamline processes and make your business more efficient. If your current solution isn't meeting those expectations, you should consider looking for one that will truly help optimize your processes and increase efficiency throughout the organization.

Chelsea Bawab is a communications specialist with document management and imaging company PSIGEN Software.

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The advertisement features a background collage of document management terms. On the right, there is a graphic of a purple sphere with various tools (wrench, screwdriver, pliers, etc.) attached to its base, resembling a space probe or a complex mechanical device.



The Hybridization of EFSS and ECM

By Chris Walker

Consumer and enterprise file synchronization and sharing popped up because people needed a way to easily share and collaborate on business content. This gave rise to the “Dropbox problem”, which is just stupid and ignores the real problem; organizations didn’t provide their people with policies and tools that allowed them to get stuff done. Today there are plenty of options, consumer and business grade, that provide a cool experience with the security and controls that business and IT need.

Organizations that haven’t sanctioned business grade file sync and share are foolish and open to a world of pain. If they think that their people aren’t chucking content around in the wild, well, think again. Go fix that problem, it’ll take all of 5 minutes.

The bigger problem today is figuring out what goes in the cloud and what doesn’t, and then providing access to it (don’t use this as an excuse to do nothing, start with something easy and low risk). The reality is that, for any number of reasons, not everything can be chunked into cloud based repositories. Even if an organization were committed to putting 100% of its content and processes into cloud services and repositories, that would not happen overnight. That reality means many, many organizations are going to require hybrid solutions.

The image above is not an unreasonable representation of what many organizations are faced with. It’s fair to say that even if you remove the cloud based services, organizations can’t adequately provide a single point of access to all of the on-premises content people need on a day to day basis. The problem is exacerbated when that content must be shared and collaborated on by disparate groups of stakeholders. Now add in other information governance and management requirements, such as metadata, classification, retention-disposition, e-discovery, process integration, legal and regulatory compliance, and security and the challenge is more difficult still. Toss in some cloud services and repositories and what do you end up with?

The real initial challenge was conceptually pretty simple: “I want access to content from wherever I am, using whatever device I want, and I want to work on that content with whomever I need to work on it with.”

The likes of Google, Dropbox, Microsoft (OneDrive, not SP online), Box, etc. solved that problem, but in doing so created other problems, both real and perceived. The perceived problem they created was a security one. Trust me, it’s less of a problem than most organizations storing stuff in their own data centres or networks is. The real problem they created was around information governance and management, which is a strong suit of many Enterprise Content Management (ECM) vendors.

Cloud ECM trends solidify in 2016

Cloud and hybrid ECM took off in 2015, as enterprise and government organisations looked to become more agile and mobile. However only 27% of respondents to a recent AIIM global survey had opted for cloud ECM. The majority of ECM deployments are still using on-premises technology.

The AIIM report entitled “ECM and the Cloud: My Documents or Our Documents?” notes that managing content in the cloud is on the radar for the majority of organisations. Growing demands for flexibility by an ever-expanding mobile workforce and the extended enterprise is driving organizations to embrace cloud as part of their ECM environment.

CloudRecover, one of the largest provider of HP’s Cloud backup and recovery solutions in Asia Pacific, is now working with a range of specialist TRIM/RM Solution Providers in the region to simplify licensing and deployment of TRM/RM in the cloud.

Graeme Dixon Head of Partner Business APAC, said, “The value proposition we provide is based on the management of all backend services supporting Records Manager (RM) and TRIM. We also provide scalability and a pricing model based on a simple per user per month calculation which can be adjusted quickly and easily as required.

“Users are realising that a user pays model is much easier than managing the complexities of an on premise instance of TRIM/RM and its required infrastructure such as an Indexing Server, Content Server, etc. Then there are the added headaches of software and hardware maintenance.

“We can remove all that pain,” said Dixon

CloudRecover has a close relationship with HPE and its channel of distributors and system integrators, although it be-

lieves the locally hosted Australian cloud infrastructure and the per user TRIM/RM licensing model it offers is unique.

“We are channel focussed and rely on the network of local TRIM/RM resellers to provide deployment and integration with an organisation’s existing systems.

“We also remove the complexities of licensing that have arisen with the latest version of Records Manager (RM). This has presented obstacles to some who would otherwise like to take advantage of the great leap forward in thin client usability with the new versions of RM.

“However our specialty is the cloud infrastructure that our partners rely on to provide the economy of scale necessary to make the service competitive. The work we have done to improve data processing speeds and provide high capacity links between data centres makes it a compelling offer.”

Moving a critical application such as an EDRMS into the cloud demands a robust platform. Moving users to a simple web interface is compelling but nobody likes waiting while a backend database crunches the data.

The AIIM report concludes “If you want to simply move your storage to the cloud and eliminate IT costs, static storage is fine, but if you want it to serve as a productivity tool, it must be seen as an interactive cloud, dynamically adapting and synchronizing to meet business demands.

Via the HPE Partner eco-system, CloudRecover now provides TRIM/RM licensing in addition to private cloud hosting. An introductory offer of 1 month FREE hosting offer is available via the CloudRecover website or call 1300 722 344 – Option 1.

www.cloudrecover.com.au sales@cloudrecover.com.au.

ECM vendors like EMC (prior to selling off Syncplicity), OpenText, and Oracle tried to solve the initial problem, and did a fair job of it. The big problem there was cost. In order to use their file sync and share capabilities you had to be using their repositories. Sure, you could opt for a cloud deployment, but you’re still running a full-blown ECM platform (which is not necessarily a bad thing).

Google, Dropbox, Microsoft, Box, Alfresco, OpenText, and Oracle all work on the premise that your content is in their repository. If it isn’t, oh well. Syncplicity allows access to Documentum and SharePoint content, so I’ll categorize that one as a not quite semi-open option, though it does work on-premises and in the cloud.

Accellion, AirWatch (VMWare), Egnyte, and Citrix all offer hybrid solutions that may or may not work with ECM repositories in a limited capacity. However, from what I’ve seen from some of those guys the user experience is not always, shall we say, pleasant.

Of the 10 vendors I’ve identified, not one is capable of providing secure, mobile access to all an organization’s content, and governing and managing it. Not one. Go and check out the latest Gartner (MQ) and Forrester (Wave) reports ranking the best of ECM and EFSS (silly market categorization); of all the vendors in those reports combined, not one can provide that combination of access, search, security, and governance.

Now, if a service were providing access to content in an ECM repository there would be no real need for that service to also provide all the information governance and management capabilities. Maybe I’m making the problem bigger than it really is. On the other hand, OneDrive, Google, and Dropbox have no governance/management capabilities to speak of, and what’s available from Box is 1st version functionality that has improving to do.

As far as I’m concerned:

- The initial problem has only been partially solved;
- There was not, is not, never will be a “Dropbox problem”;
- Sharing and collaborating on content is easier today than it was a couple of years ago;
- Platforms, apps, and APIs are the way forward;

There’s still a long way to go, but holy crap have opportunities for innovation and transformation opened up.

Chris Walker, CIP, is Principal/Consultant at PHIGs Information Management Consulting.



EzeScan

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EzeScan is Australia's most popular production document capture software solution and product 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. With 1000's of seats world-wide, EzeScan enables its clients to substantially reduce the cost of deploying batch scanning and data capture solutions for documents of all types. With "out of the box" seamless integration with many industry standard EDRMS and/or ECM systems, EzeScan provides the fastest most cost effective method available to digitise business processes. EzeScan solutions range from basic batch scanning with manual data entry to highly automated data capture, forms and invoice processing. EzeScan provides both centralised solutions for records professionals and decentralised business process digitisation for entire workgroups. EzeScan benefits include: initiate intelligent automated processes; accelerate document delivery; minimise manual document handling; capture critical information on-the-fly; and ensure regulatory and digitisation standards compliance.

Knowledgeone

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Knowledgeone Corporation has been a leader in the Australian Records and Document management sector since 1986 when the very first RecFind was released. Our latest product RecFind 6 is a fully-featured Enterprise Content Management solution used by customers all around the world for:

- Physical/Paper Records Management;
- Electronic Document Management; Document Imaging;
- Business Process Management/Workflow; and
- A huge variety of Information Management applications (e.g., mortgage application processing and contract management) We are renowned for the quality of our support and the robustness of our products.

We believe that RecFind 6 is both the most scalable and most configurable product in the market. Using the free high-level tools supplied, the customer can change almost anything (e.g., data model and work processes) and still have a standard product able to receive regular updates from us. The user interface for each class of user is configurable such that the user only see the data & functionality required to do his/her job.

Kapish

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Web: <http://kapish.com.au/>



As a Tier 1, HPE Software Gold 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, HP TRIM & HPE Records Manager (HPE RM). We understand that it can sometimes be an all too common problem where document and records management is seen as being just too difficult. To help improve this perception we offer easy to use business solutions to overcome the everyday challenges of information governance using HP TRIM / HPE RM. As a software and services company focused exclusively on HP TRIM / HPE RM, we work with customers to improve their everyday use and experience with the system. Designed to bridge the gap between users and technology, our software solutions are easily integrated into existing systems or implemented as new solutions. Quite simply, our products for HP TRIM / HPE RM make recordkeeping a breeze.

UpFlow

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Web: www.upflow.com.au



PSIGEN, PSICapture is an innovative document capture platform engineered to combine automation, efficiency, stability and Enterprise-class scalability. PSI:Capture provides unmatched integration

with just about any ECM or ERP platform [e.g. SharePoint, Xero, Trim, Objective etc. etc.] and allows the utmost in flexibility for deployment in large or small organisations. Whether you want a simple scan workflow or complex document capture, PSI:Capture provides a solution to meet your specific needs. Document Capture and Scanning is a challenge in any organization. With an array of scanning devices, capture needs and backend content management systems, it is ineffective to settle for multiple applications to accomplish one goal. PSI:Capture provides a single capture platform that can meet all the needs of an organisation: Use MFPs, copiers, scanners or fax | Run Database Lookups | Dynamically create libraries, folders and file names | Create searchable PDFs | Perform OCR, OMR, ICR | Complete Forms Processing and Classification | Extract Line Items | Verify using a Web based Verification platform | Act as an ECM Onramp. UpFlow are the Asia Pacific Distributors for PSIGEN, PSICapture.

Konica Minolta

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Konica Minolta Business Solutions Australia Pty Ltd is a market leading provider of integrated solutions and managed services with the power to transform the business environment. Konica Minolta Australia works with organisations large and small to provide integrated print and content management solutions and services to improve productivity, reduce costs, increase security and achieve sustainability outcomes. Headquartered in Sydney, Konica Minolta delivers expert professional services with experienced and responsive client support, in addition to the world-class service provided through its extensive network of direct sales offices and authorised dealers.

Brother

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Trusted worldwide and always with a "Customer First" approach, Brother continuously meets the needs of consumers through a comprehensive range of quality solutions. Committed to the advancement of printing and scanning technologies, Brother also offer business solutions designed to fit perfectly in the SOHO, SMB, SME and corporate environments. With a skilled team specialising in assisting their customer's corporate growth, Brother's business categories such as portable printers and scanners, commercial desktop scanners and high volume corporate printers can help businesses achieve in any industry. With resellers located Australia-wide, readily available product and a locally based product support team, Brother is always 'at your side'. Contact the Brother Commercial Division today to find the best solution for your business requirements.

ELO Digital Office

Contact: Rainer Krause – Managing Director
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Email: info@elodigital.com.au
Web: www.elodigital.com.au



ELO Digital is a truly global ECM company with Australian expertise! With subsidiaries in 48 countries and hundreds of thousands of users, ELO has become the natural choice in ECM. Having been voted ECM company of the year in 2013 and 2014, ELO was officially recognised for its comprehensive functionality, user friendly design, trend-setting innovation and modern technology. The Australasian HQ of ELO was established in 2005 and has gained an impeccable reputation on all levels of Government, the Private Sector, NGOs and Not-for-Profit Organisations.

The completely scalable product allows ECM implementations from as little as 5 users to solutions for many thousand staff members. With reputable certified business partners such as Toshiba (Australia), Iron Mountain (Australia), AMS Imaging (Australia) or Jardine OneSolution (Hong Kong) ELO customers are assured of quality implementations, successful rollouts and continued support – 24/7/365. The VERS compliant ELO product provides solutions for Document Management, Records Management, Workflow, Accounts Payable Automation, Imaging, Contract Management and mobile applications for all industries. ELO can be deployed onsite, in the cloud or as a hybrid solution. ELO is THE complete ECM solution for all organisations, departments and industries..

ABBYY

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ABBYY FlexiCapture 10 is a powerful data capture and document processing solution that provides a single point of entry for automatic and accurate conversion of forms and documents into business-ready data. FlexiCapture recognizes multiple languages and automates a variety of tasks, such as data entry, document separation and classification by type - providing the data you need, fast. Thanks to its up-to-date technology for document classification and data extraction, this software is easy to configure, use and maintain. The state-of-the-art architecture of ABBYY FlexiCapture 10 allows building solutions that meet a wide range of throughput needs - from cost-effective standalone systems for small-to medium businesses and departments to highly scalable server-based solutions for medium sized and large businesses and government projects. In addition, ABBYY FlexiCapture can be integrated with back-end systems and into specific business processes to improve overall efficiency and reduce costs.

OPEX

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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.

Objective

Phone: 1800 065 640
Email: enquiries@objective.com
Web: www.objective.com

Objective Corporation (ASX:OCL) is an established leader and specialist provider of proven content, collaboration and process management solutions for the public sector, healthcare, financial services and regulated industries. Objective's solutions empower effectiveness, efficiency and transparency, helping organisations deliver better services at a lower cost to the community.

Objective is committed to delivering tangible business outcomes for our customers. Since 1987, we have been trusted by Government and the Top 1000 corporations to deliver long-term valued business outcomes.

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As the newest member of the HPE Information Management partner community, CloudRecover is proud to offer both HPE TRIM and Records Manager in a cloud environment delivered and supported by your existing HP Partner.

While CloudRecover has over 10 years' experience as a Managed Service Provider in DRaaS and maintains over 9 petabyte of restorable data in Australia, we plan to grow the HPE information management market by uniquely offering a Bring Your Own License (BYOL) or full subscription based EDRMS/ECM solution. Our



mission is to bring the benefits of a robust Information Management and Governance solution to a broader audience.

We work with existing HPE partners, who remain the customer facing organisation, to meet the demands of many CIOs to deliver more and more applications hosted as a service.

Hosted in a Federal Government approved Tier III Australian Data Centre, our solution can dramatically reduce risk and improve productivity of your IT resources. Contact your HPE Business Partner or CloudRecover for a demonstration or more information.

Fujitsu Australia

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Fujitsu, as one of the world's leading document scanner companies for both Desktop and Workgroup scanners, offers compatibility with over 200 different document imaging applications.

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- Mixed batch scanning & automatic paper skew correction capabilities.

SignUp Software

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By automating Accounts Payable, the annual cost for processing supplier invoices can be reduced by up to 50 %. Accounts Payable automation also ensures your company meets all corporate governance and compliance regulations.

Our AP Automation products, ExFlow® AX and ExFlow® NAV are first-hand choices for companies wanting to leverage their Microsoft Dynamics investment. ExFlow is completely built into Microsoft Dynamics®. Accounts Payable work 100 % in the ERP System and the approvers in a modern web interface with full smartphone and tablet support.

ExFlow can easily manage large complex AP Processes in global organizations without the need for customizations.

Through a network of 44 resellers in 13 countries, SignUp Software has built a base of more than 500 customers, many of which are active in over 40 countries worldwide. Our solutions currently handle more than 15 million invoices annually and are cfMD (Certified for Microsoft Dynamics) AX & NAV.

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FileBound is an end-to-end process automation solution for enterprises of all sizes. FileBound is a cloud-native document management system with advanced workflow capabilities that automates the flow of enterprise work. This comprehensive enterprise content management (ECM) solution 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.

PocketJet7 portable printing power



Brother International Australia has launched its PocketJet 7 series, an A4 portable thermal printing solution engineered to offer new levels of freedom to mobile workers spanning any industry including healthcare, transportation, public safety, pest management and professional field service organisations.

The printer's operating system ensures across-the-board software compatibility, resulting in instantaneous interoperability with smartphones, tablets and PCs built on iOS, Android, Windows, Linux and Windows Mobile operating systems and is out-of-the-box ready to print, without the need for additional software development or OS drivers.

Strategic advancements including support for Apple AirPrint wireless technology on the PJ-773 model and the Bluetooth PJ-763MFi model enable users to seamlessly print from iPhone, iPad and iPod touch.

David Molloy, Commercial Sales Technical Specialist & Mobile Print Specialist, Brother International Australia, said, "With AirPrint, Bluetooth, Mopria and Windows 10 compatibility in various models*, mobile professionals can print from any iPhone, iPad and iPod touch, smartphone, tablet or PC, and in just about any physical configuration that a customer's work environment requires – mounted in a vehicle, transportable to a jobsite, carried in a case, or simply stowed in a backpack.

"Plus, there are no ink cartridges, ribbons or toners to deal with due to the range's advanced thermal technology resulting in a more reliable portable solution for any environment. In short, with the PocketJet 7, users are now free to print anywhere and anytime."

It features printing speeds of up to 8 pages per minute, extended battery life via the included Li-Ion rechargeable battery, and broader wireless communication capabilities. For easy start up, the series is available in a bundle pack which includes an AC Adaptor, Li-Ion Rechargeable Battery, and Thermal A4 paper sheets (100 sheets) - for more information about Brother's thermal paper, read the whitepaper here.

Introduced with the new PocketJet 7 series is a specially designed carry and mount case, available separately. This rugged roll case provides IP54 rated construction for 1.2m drop protection, with anti-curl mechanism to produce absolutely flat documents with legible, fade-resistant printing from the roll of thermal paper stored within. The compact case and printer can be vehicle mounted, if desired, or can be easily stowed and carried within a briefcase, backpack or work kit.

Pricing starts at \$A599.

<http://corpsolutions.brother.com.au/solutions/portable-print-solutions.html>

Acaveo File Analysis V4.0

Acaveo has announced the release of version 4.0 of its File Analysis software, including revamped modules and three new tiers of functionality.

- **nView:** Get a rapid and comprehensive inventory of your unstructured data and insights into identity and access rights with Acaveo nView. A lightweight solution that installs in minutes, nView profiles information in-place including content stored in file shares, Exchange, SharePoint sites and cloud repositories.
- **nAct:** Quickly automate routine content migration, cleanup, classification and discovery tasks with Acaveo nAct. With easy to use filters you can focus your activities on exactly the data you want, freeing up storage and improving your company's security and compliance posture.
- **nDepth:** Leverage existing infrastructure with Acaveo nDepth to find the important information hiding in unstructured data. An out-of-the-box pattern library and custom pattern building tools make it easy to discover PII and PCI.

Evolver updates redaction tool

Evolver, Inc. has announced new and enhanced features to its XLerator tool used to review and produce redacted native Excel files in a more time efficient and cost effective manner.

XLerator provides an alternative to the industry process of redacting Excel files in an image format, a process that fails to provide an accurate depiction of the information contained in an Excel native file, and may not always comply with production requirements between parties.

With the new Global Deduplication & Redaction feature, all Excel files are deduplicated during ingestion and redactions are applied to all duplicate excel files automatically. This reduces the volume of review and the risk of inconsistent redactions.

Users can find and redact the same key word across all Excel files anticipated for review. This feature greatly decreases the time spent manually applying the same textual redactions. With Inverse Redaction, users can now choose to redact "everything except" their highlighted selection. This is yet another time saver for applying redactions. Powered by MongoDB, users will experience increased speed through the entire review process. For example, 70,000 Excels can be ingested, redacted, and exported in a matter of hours as compared to days with traditional methods.

<http://www.evolverlegal.com>

Parascript Announces SignatureXpert

Parascript has announced the new release of SignatureXpert, an automated signature verification engine that processes signatures with higher accuracy to prevent fraud. SignatureXpert 5.1 universal locator capabilities enable it to be leveraged by Parascript partners in locating one or more signatures and reliably extracting these in situations where the signature location changes based upon the cheque format. With these capabilities, SignatureXpert supports the back office signature verification process needs of banks and institutions worldwide.

Using a single SignatureXpert API, Parascript system integration partners can now quickly fine-tune cheque parameters such as the signature coordinates, the number of signatures to extract, and where multiple signatures are located in relationship to each other to verify signatures on cheques anywhere in the world.

SignatureXpert also offers pre-tuned parameters to accurately locate and verify signatures on cheques from fourteen countries: Argentina, Australia, Brazil, Canada, the Dominican Republic, France, Ghana, India, Kenya, Malaysia, Mexico, Thailand, the United Arab Emirates, and the United States. The software requires no tuning or parameters set by the user on the unique cheque formats for these countries.

<http://www.parascript.com/>

MediaRich ECM for SharePoint 5

Equilibrium has announced the general availability of MediaRich ECM for SharePoint 5, enhancing media asset management for SharePoint. The latest version introduces a new 64-bit architecture that delivers faster ingestion and increased file-format support, including professional broadcast video formats - including UHD and large files.

Further enhancements have been made to the viewing tools, for video MediaRich ECM for SharePoint automatically creates multi-video for HTML5 browser and mobile device playback. Offering inline video playback and full size or screen video viewing without any third party plug-ins. This means you can view all your video content from any device easily.

For documents and images the UniZoom viewer now supports touch and gestures on touch enabled devices including pinch-to-zoom, page swipe and thumbnail swipe. Devices are dynamically detected to maximise screen real estate during viewing delivering a great mobile experience when accessing your SharePoint library.

For any company involved in Architecture, Mining, Exploration, Engineering, Manufacturing, or Construction of any kind the new UniZoom AEC dynamically updates access to all your PDFs with relative linking (Supports Adobe Acrobat or Bluebeam files), without having to physically download the files.

This feature offers quick and painless viewing of PDFs across multiple devices with "read-only" capability over as little as a 4G network. With this new feature, you have the ability to open 300+ MB PDFs that were not able to download or view before

<http://www.equilibrium.com>

Autoclassifier for Sharepoint Online

BA Insight has launched a new app version of AutoClassifier, extending automated metadata generation to cloud and hybrid environments. It eliminates the need for manual tagging of content and enhances findability, improves information governance, and enhances any business process that uses metadata.

Available immediately through the Microsoft Office Store, it addresses the metadata challenges in Office365 and Hybrid SharePoint using an app model.

The company says it allows organizations to maintain high quality metadata and a consistent information architecture automatically across unstructured and semi-structured content wherever it resides - in SharePoint Server, Office 365, or any enterprise system.

The AutoClassifier is tightly integrated with SharePoint and leverages the Managed Metadata Service (MMS) to store taxonomies and ontologies that precisely define the metadata to be automatically applied. A new feature to synchronise Term Sets between on-premises MMS and Office 365 supports consistent metadata across hybrid environments.

A free 30 day trial of AutoClassifier for SharePoint Online is available from the Microsoft Store and is also accessible by visiting bainsight.com/acforsponline.

Lexmark adds Web content/forms tool

UK developer Jadu has announce a technology partnership with Lexmark to provide an integrated web portal and digital web forms solution for users of its Perceptive Content ECM tools. The new platform, Perceptive Content Portal, is based on the Jadu CMS Web Content Management suite. Perceptive Content Portal provides secure access to content stored in Lexmark enterprise software products over the Internet, as well as the ability to capture new content to drive business processes through workflow. "This partnership brings something completely unique to Lexmark customers", said Suraj Kika, CEO, Jadu.

"Lexmark has a deep understanding of the document workflow

inside large organisations and Jadu has world class, award-winning experience delivering personalised web content and online forms for all devices.

"As a result of our collaboration, we have integrated our platforms and built a fully front to back office suite capable of enabling organization-wide digital transformation.

<http://jadu.net/lexmark>

harmonie Collage gets it all together

harmon.ie has enhanced its Collage app to provide access to topical email, together with all their business apps, documents, collaboration apps and enterprise social networks in the one place.

Product enhancements include:

- View and respond to topical emails: Surface emails organised by topics in Collage's information stream, together with updates from business apps, document storage apps and social apps... bringing all critical information into a single place.

- Launch native apps 'in context': Enable workers to respond to important updates by launching native apps directly from Collage. This critical capability allows users to complete the right task, at the right time by reducing the cognitive load inherent in toggling between apps to get work done.

- Share important updates via email and social networks: Share updates via Yammer and Salesforce Chatter, directly from Collage.

Collage combines updates from a worker's complete set of existing business apps into a single information stream -- apps such as business applications, document collaboration tools, enterprise social networks and email.

Collage then employs machine learning and natural language processing (NLP) algorithms to automatically extract common topics from these updates, so workers can filter information by important subjects, people or time.

Intergraph launches Law Enforcement RMS

Intergraph Security, Government and Infrastructure (SG&I) has launched inPURSUIT WebRMS, a cloud-deployable records management system for law enforcement agencies, worldwide.

Scalable for single- and multi-agency use, Intergraph's solution serves all facets of law enforcement operations and administration, including incident response, traffic stops, field interviews, casework, investigations, crime analysis, asset and fleet management, human resources, reporting and other functions. Initially released to early adopters in the US, the solution is now available globally.

The company says WebRMS offers capabilities beyond traditional records management systems. WebRMS Connect incorporates Intergraph's EdgeFrontier integration platform, which reduces interface costs and enables new capabilities. Business Intelligence Direct for WebRMS supplies tools for real-time operational reporting, crime and investigative analyses and performance management.

"The broad range of new capabilities, including cloud-deployment options, simpler interfacing and data reporting and analysis provide agencies with immediate and long-term benefits," said Kalyn Sims, chief technology officer, Intergraph SG&I.

Built on industry-standard frameworks, WebRMS is flexible, scalable and configurable, supporting future expansion and investment longevity. WebRMS integrates seamlessly with Intergraph or third-party computer-aided dispatch (CAD) and mobile systems for fast, easy data access and query without the need for redundant data entry. Automated, real-time alerts provide users with immediate notification of new or updated high-priority information.

<http://www.intergraph.com/webrms>

NVivo shines a light on unstructured data

QSR International has updated its NVivo suite of qualitative data analysis software which it says will allow users to capture, manage and analyse huge volumes of accessible unstructured data more effectively than ever before.

The new NVivo product options include:

- NVivo for Mac; native Mac software designed for analysing qualitative data, including social media and web content.
- NVivo 11 Starter for Windows; aimed at students and researchers who need to organise, understand and gain insights from text-based data, presented in an easier to learn and use format.
- NVivo 11 Pro for Windows; tailored to researchers who need to organize, analyse and understand a wide variety of data, including surveys, video and social media, and ask complex questions of their data.
- NVivo 11 Plus for Windows; offers qualitative research analysis software to assist researchers of all experience levels and needs in obtaining the most in-depth insights from data faster and with less effort. NVivo Plus includes major new features like the ability to organize data by themes and sentiment automatically, and new social network analysis tools.
- NVivo for Teams; exclusively designed to assist with real-time collaborative work across larger projects.

www.qsrinternational.com

Nuix context interface

Nuix is making the Context user interface and other capabilities from Nuix Incident Response available with its Nuix Investigator and Nuix eDiscovery products.

The Context interface is a fast and intuitive way to filter large numbers of items and allow the most interesting and relevant ones to float to the top. It applies built-in intelligence to group, show relationships between, and link the most relevant items for investigation or legal examination.

This interface gives customers rapid access to the most relevant forensic artifacts including internet history, communication activity, file and operating system events, and USB device access.

It enables users to build a chronology of activity across multiple evidence sources. It also extends Nuix's mapping capabilities, making it possible to generate item-cluster and heat maps based on the locations of IP addresses as well as geographical data embedded in files. eDiscovery and investigation customers will also gain the ability to ingest Logstash files and use worker-side scripting, a method for finely controlling the parameters for Nuix Workers during processing.

www.nuix.com

Reporting for HP TRIM/RM

The Electric Pen has announced the availability of The Electric Pen Reporter to create professional looking reports from your desktop with any TRIM/RM dataset.

Until now, creating reports in TRIM / RM has involved mail merge exports and messing around in Excel or using a SQL reporting tool and interpreting the vagaries of the TRIM schema. The Electric Pen Reporter produces reports with the press of a button providing summary and detailed information, calculations and graphs. Reports may be printed or exported in over a dozen formats including PDF, Excel, Word, Open Office, Web, CSV and image formats.

A banded report designer lets you build custom reports with data from records, locations, audit history, and other TRIM/

RM metadata. Dynamic Reporting allows you to drill down into details. You have fine control over the placement of report elements as well as font, colour, style. Conditional formatting is available. Graphs may be vertical or horizontal bars, columns, areas, lines, bubbles, pie, circular, financial, pyramidal, and ranges. A number of graphs are included with standard reports.

TRIM / RM security is maintained and is dependent on the person running the report and their access at the time of running the report.

A 30 day trial is available from electricpen.com.au

Brother inkjet MFCs are cloud ready

Brother International has introduced a new Inkjet Multi-Function Centre (MFC) family that works with your favourite smart devices and cloud services.

Airprint compatibility and Mopria-certification allows for connectivity with other devices through wireless networking, while the Wi-Fi Direct feature also provides the ability for mobile devices to send documents directly for printing and scanning, saving time by removing the requirement of a computer.

To reduce mistakes and wastage, documents can even be previewed and edited on a mobile device before being sent for printing with Brother's iPrint&Scan mobile app. The flagship model, MFC-J880DW, also features Near Field Communication (NFC), enabling direct connections with NFC-ready smartphones and other devices.

The Brother Inkjet MFCs are pre-installed with a Scan to Office' function which turns scanned documents into editable Word, Excel and Powerpoint documents, saving a lot of time and effort. Each has Automatic Document Feeders for easy multi-paged copying, scanning and faxing

Furthermore, efficiency can be optimised with the option to bypass the need of a computer entirely with WebConnect, which enables users to upload images and documents to popular online services like Dropbox, Facebook or Google Drive and can then be printed any time when needed.

The Brother Inkjet MFCs deliver high quality prints at up to 12ppm monochrome and 10ppm colour (laser comparable). Pricing starts at \$A99 and available from Dick Smith Electronics, Harvey Norman, The Good Guys.

www.brother.com.au

Metalogix unveils ControlPoint 7.0

Metalogix has announced ControlPoint 7.0 offers new, embedded security intelligence to deliver real-time situational awareness into suspicious SharePoint user activity to help prevent costly data breaches and leakages.

Metalogix Sensitive Content Manager with ControlPoint 7.0 provides realtime situational awareness into suspicious user activity with around the clock monitoring into what users are doing and accessing in SharePoint.

It pinpoints unauthorized access and alerts on suspicious behaviour up to, and including locking users out of SharePoint.

ControlPoint 7.0 features technology that uses real-time machine learning to analyse and detect suspicious patterns of activity in SharePoint and prevents unauthorized access to content. This technology monitors SharePoint continually and alerts on suspicious behaviour, tracking behaviour anomalies and unauthorized access based on geo-location to protect against both internal and external threats.

While other DLP solutions employ rules and techniques that amount to little more than "Ctrl + F" to find PII, Metalogix says Sensitive Content Manager provides a forensic analysis of the true nature of an organization's content.

www.metalogix.com

Where is the real value in Big Data?

By Pete Ianace

Taking a look at all the activity related to Big Data one should ask the question, how much of Big Data is actually useful. By applying just a little common sense we discover only a small amount.

I have been working with data for over 40 years and if we go back to pre-Internet days we experienced what we called data overload and we discovered then that data itself wasn't valuable but only a small slice of that data proved to have a direct impact on actual business decisions. With history in mind what has really changed in solving the most critical issue is related to finding the data that is actually useful. Well volume has certainly increased, but what is important to deal with is that much of the growth in volume comes in the form of unstructured data.

So let me start with what is unstructured data using the definition from Webopedia. The term unstructured data refers to any data that has no identifiable structure. For example, images, videos, email, documents and text are all considered to be unstructured data within a dataset. While each individual document may contain its own specific structure or formatting that based on the software program used to create the data, unstructured data may also be considered "loosely structured data" because the data sources do have a structure but all data within a dataset will not contain the same structure. This is in contrast to a database, for example, which is a common example of "structured" data.

So looking back in history we are talking about data overload with an added new twist called unstructured data, which represents much of the new volume being generated. I would suggest that companies that bring a combination of strong data analytical expertise along with a good grasp of both industry standards and compliance rules can offer precise filtering solutions that can identify the most valuable data for the user.

While there are numerous solutions emerging that address the filtering and analytics of structured data such as Splunk Enterprise that collects, indexes and harnesses all of the fast-moving machine data generated by applications, servers and devices - physical, virtual and in the cloud. In the case of what Hadoop brings to the table there are many others that have debated its pluses and minuses and I will leave that topic to them. My view is that the real challenge is to provide cost effective solutions that address the much more complex world of filtering and real-time analytics of unstructured data.

While the volume of all data types is expected to grow 800% in the next five years, 80% of that growth will be unstructured data. I would suggest that companies that possess skills and capabilities that include data modelling, analytics, OCL, and ontology have a leg up when it comes to delivering solutions that leverage both structured and unstructured data. As of today the jury is still out on who will be the players that will offer compelling solutions that address the holy grail of finding the needle in the haystack in the growing world of Big Data.

What role does ontology play?

An ontology formally represents knowledge as a hierarchy of concepts within a domain, using a shared vocabulary to denote the types, properties and interrelationships of those concepts.

Ontologies are the structural frameworks for organizing information and are used in artificial intelligence, the Semantic Web, systems engineering, software engineering, biomedical informatics, library science, enterprise bookmarking, and information architecture as a form of knowledge representation about the world or some part of it. The creation of domain ontologies is also fundamental to the definition and use of an enterprise architecture framework.

It is important because it eliminates the need to integrate systems and applications when looking for critical data or trends.

How is it applied and what are the important elements that make it all work? Ontology uses a unique combination of an inherently agile, graph-based semantic model and semantic search to reduce the time-scale and cost of complex data integration challenges. Ontology is re-

thinking data acquisition, data correlation and data migration projects in a post-Google world.

Sharing common understanding of the structure of information among people or software agents is one of the more common goals in developing ontologies. For example, suppose several different Web sites contain medical information or provide medical e-commerce services. If these Web sites share and publish the same underlying ontology of the terms they all use, then computer agents can extract and aggregate information from these different sites. The agents can use this aggregated information to answer user queries or as input data to other applications.

Making explicit domain assumptions underlying an implementation makes it possible to change these assumptions easily if our knowledge about the domain changes. Hard-coding assumptions about the world in programming-language code makes these assumptions not only hard to find and understand but also hard to change, in particular for someone without programming expertise. In addition, explicit specifications of domain knowledge are useful for new users who must learn what terms in the domain mean.

Often an ontology of the domain is not a goal in itself. Developing an ontology is akin to defining a set of data and their structure for other programs to use. Problem-solving methods, domain-independent applications, and software agents use ontologies and knowledge bases built from ontologies as data.

In the world of information management, two common terms that people use are "taxonomy" and "ontology" but people often wonder what the difference between the two terms are.

On the technical side, ontologies imply a broader scope of information. People often refer to a taxonomy as a "tree", and extending that analogy I'd say that an Ontology is often more of a "forest". An ontology might encompass a number of taxonomies, with each taxonomy organizing a subject in a particular way. A taxonomy generally is limited to a specific subject area, for example Products or Medical Conditions. Taxonomies are valuable when you want to add structure/context to unstructured information to make that information more easily searchable. For example, if a taxonomy is used to tag documents in a search index, then when a user does a keyword search of this content, the Taxonomy can be presented on the left hand side of the search results as filter options for the end user. Multiple taxonomies can be combined together as filters to make for a powerful drill down search experience. This is what you see on many leading ecommerce sites like Amazon.

Ontologies can be thought of more like a web, with many different types of relationships between all concepts. Ontologies can have infinite number of relationships between concepts and it is easier to create relationships between concepts across different subject domains. For example, you could create a relationship between the topic of "Wood" in a materials taxonomy and "Chair" in a products taxonomy. Relationship types could be "example of", "Purpose of" or "Part of". Ontologies would be used when wanting to create a more sophisticated information model that might be deployed to do advanced natural language processing or text analytics. Ontologies would allow you to better understand things like cause and effect between two concepts within a corpus of information. Ontologies can also power question answering engines: for example, if I search for "Who was the 16th president of the USA?" an engine leveraging ontologies could return a specific result of "Abraham Lincoln"

Ontology in its simplest terms

- What is the data
- What does it mean
- Where is it from
- Why do we need it – Once we know that, the real data we need is at hand.

Pete Ianace is Chief Operating Officer/Executive Vice President at No Magic, Inc. a specialist in enterprise modelling solutions.

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