> On average, we've **reduced turnaround times** in some approval processes from 10 days to 2.

David Schneider CIO, NSW Department of Premier & Cabinet

ORGANISATION
NSW Department of Premier & Cabinet

INDUSTRY
State Government

USERS
500

SOLUTION
Objective ECM

BENEFITS AT A GLANCE

Efficiency: 3x improvement in approval time for Departmental Briefs

Transparency: Visibility of each step in the process plus extensive data collected

Continuous Improvement: Transparency of process promotes process improvements

Innovation as Culture: Staff pro-actively identify opportunities for process automation

Governance: Every piece of information and every process is managed according to sound governance principles and policy

Reduced Costs: Printing reduced by 80%, onsite storage reduced by 65%+

NSW Department of Premier & Cabinet leads the charge in Public Sector performance

Leading the charge in optimising public sector performance, the NSW Department of Premier & Cabinet has embedded a shift in the way the business of government is now conducted. The Department achieved a paperless office, substantially reduced office space and ultimately created a culture of efficiency and innovation.

The Department of Premier & Cabinet (DPC) leads the NSW public sector to deliver on the Government's commitments and priorities. It designs and implements co-ordinated policy, project and reform agenda across NSW Government to boost the efficiency, productivity and effectiveness of the state.

DPC had been using Objective Electronic Document Records Management (EDRM) since 2008, but many processes core to their operations, such as approving Briefs and broader ministerial correspondence continued to be paper-based.

While documents were authored from and stored in Objective ECM, they were still printed and circulated by internal mail to the people who needed to approve them, often passing across many desks until they reached the Deputy Secretaries and Secretary.

DPC processes 7,000 pieces of ministerial correspondence each year. Injecting efficiency into this process presented a significant opportunity to improve responsiveness, but required far-reaching innovation.

THE PAPER INDEPENDENT OFFICE

The first step was digitising its vast collection of paper documents, which if stacked, would reach 163 metres. This enabled DPC to implement a full 'Activity Based' working environment and electronic workflow to manage the approval of all briefs and correspondence produced by the Department.
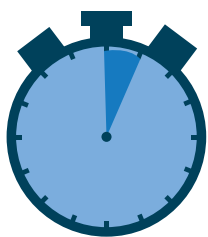
Objective

KEY METRICS
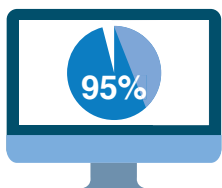
95%

**OF ALL INFORMATION
IS NOW MANAGED DIGITALLY**

PAPER SAVED

163M
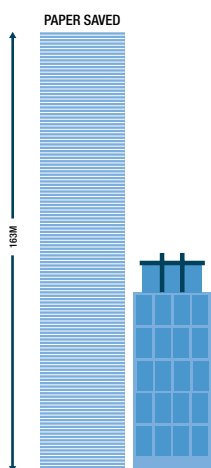
**65% LESS
PHYSICAL STORAGE
-
STACKED UP, THIS IS
TWICE THE HEIGHT OF
DPC'S FORMER BUILDING,**
GOVERNOR MACQUARIE
TOWER IN SYDNEY'S CBD

IMMEDIATE ACCESS
**NO MORE WAITING FOR
INTERNAL MAIL TO BE DELIVERED**

13,000+ PIECES OF
CORRESPONDENCE
NO LONGER PRINTED

DPC reduced its office space, eliminated paper and printing and complies with the "NSW Digital Information Security Policy" which includes new security processes and classification of government information.

While immediate outcomes of this project deliver cost savings, improve environmental practices and mitigate risks, the true value is represented by the culture of innovation that now pervades the organisation. DPC is fostering public sector reform, leading by example.

ADAPTIVE CASE MANAGEMENT

Flexibility

Known internally as EDM Cases, electronic workflow means that all document approvals are now conducted digitally, without physically circulating paper copies.

Workflow software is widely used in business for defined, repeatable processes. However in the case of DPC, the subject matter of the approvals required is broad and varied. It is not a cookie-cutter process. The extent and complexity of the approval path changes from Brief to Brief; which means traditional production workflow would not solve the problem; documenting, coding and configuring a workflow process for every approval path would simply be too labour-intensive.

DPC's adaptive workflow solution however, enables the content author to specify the approval path, allowing the same flexibility as a paper process, but with full process governance and enormous efficiency gains.

"What we've done is put the trust in our users. They determine the approval path and are empowered to make the decisions they're employed to make," said David Schneider, CIO, NSW Department of Premier and Cabinet.

The lag-time associated with transporting documents from person to person has been eliminated. The process is flexible and much more responsive to the needs of the business, and importantly, the Ministers.

Transparency

"We also get greater transparency across processes than we've ever had.

"For example, if an approver is away on leave, we can easily skip them in the process and send it to the next person in line, knowing that all actions are tracked, should there be an issue in the future or we're audited.

"Bottlenecks are quickly identified and removed," said David.

Mobility - Instant Email Approvals

"Even more powerful, is the mobility benefit. If an approver is out of the office, even for a few hours, they can still approve a document, directly from an email."

EDM Cases embraces a feature native to Objective Workflow, called Actionable Email.

With around 600 briefs submitted for approval each month, and senior executives on the critical path, DPC needed a solution that minimised the impact on their time.

EDM Cases was designed so that all of the information an approver needs is contained within the email itself, including the action buttons to approve or reject the document.

All actions are recorded behind the scenes for management reporting and analysis, auditability and governance.

Actionable Email is very well suited to executives' work practices. They can process their approvals quickly, directly from email on their chosen device, wherever they are located. They rarely need to log in to the EDM Cases system itself, as the email contains all the information they need.

"In our organisation, at the senior executive level, mobile devices are often used for email.

KEY BENEFITS

Our executives are very comfortable using email for approvals.

"On average, we've reduced turnaround times in some approval processes from 10 days to 2. We're injecting a new found agility into our operations," said David.

He attributes the efficiency gains to the cumulative effect of:

- Transparency of processes
- Flexible approval paths
- Mobile approvals

"Ultimately it means we can make decisions faster, the key to responsiveness."

APPROVAL PROCESS
REDUCED
FROM 10 DAYS TO 2 DAYS
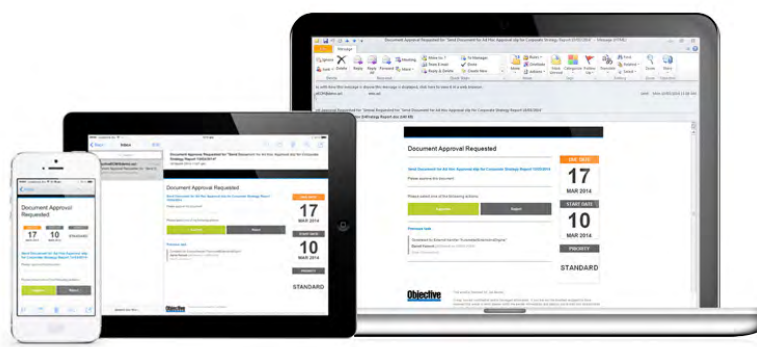
Actionable Email allows people to process their approvals quickly, anywhere, anytime.

PRINTING OF BRIEFS
REDUCED BY 80%

FACTORS FOR SUCCESS IN CHANGE MANAGEMENT

The overall program of change to implement an Activity Based Working Environment was extensive, requiring new technology and infrastructure for the Department. The digitisation of all documents was the first step. However, for the true paperless office to be successful, full enterprise-wide adoption of EDM Cases was imperative.

The three factors for widespread adoption were:

- Executive commitment
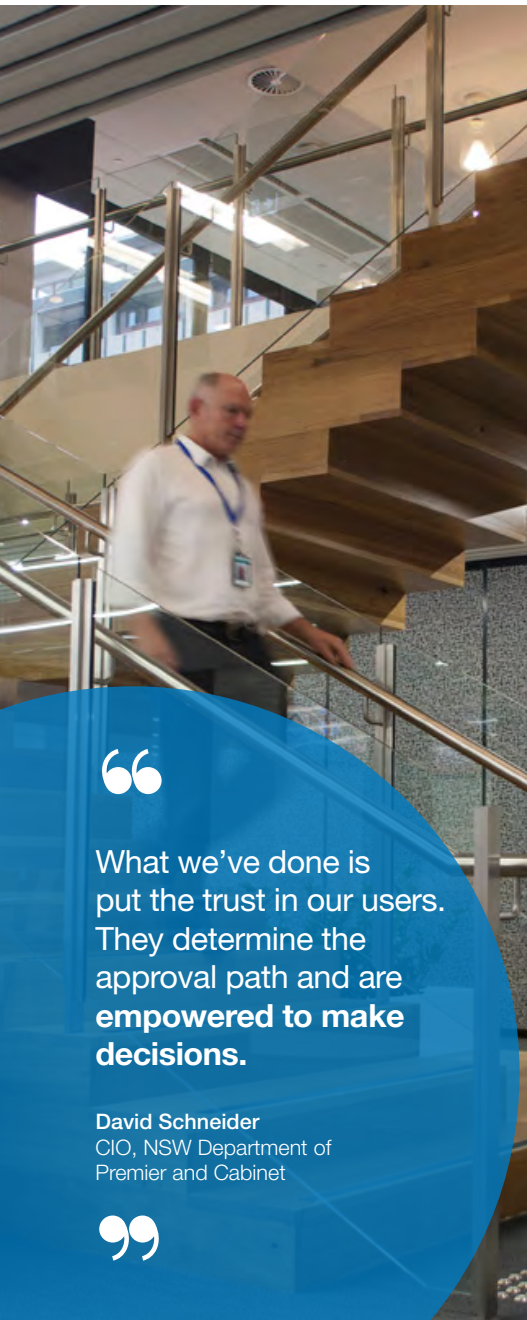- Early stakeholder involvement
- Well-considered design

"Having the senior executive of the organisation committed and involved was paramount to our success," said David.

TRANSPARENCY
ACROSS PROCESSES

| Quickly identifies **bottlenecks** | Provides a complete **history of all actions** and approvals |
| Identifies opportunities for **quality improvement** | Provides a foundation **for information and governance** |

Close attention paid to the design of the workflow was also critical. Early in the design process, DPC leveraged established relationships from previous document management successes at the Department, to involve several influential groups - senior managers, General Counsel and the high-volume users in the Briefings and Correspondence area. These groups helped define and refine the solution.

"We were able to ensure the design was fit for purpose and met their requirements, as well as get their buy-in early in the process," said David.

DPC invested 350+ project hours into change practices from posters on walls to face-to-face briefing sessions, in-house videos, digital communications, plus guides on the intranet as well as Objective's eLearning modules.

"However, the overall technology focus for EDM Cases was light-touch, as the system was quite easy and intuitive to use," said David.

Objective eLearning modules were customised to DPC's business practices. Topics were presented by roles in the process and content was embedded with real-life scenarios and standards, such as DPC's naming conventions.

Design of the workflow and in particular, the Actionable Emails, meant people's engagement with the system was positive and intuitive. People were also buoyed by the efficiency gains.

"It really has been embraced by the users," said David.

EDM Cases is now used as an approval workflow for any document-centric process. It can be used by anyone in the organisation, from any DPC device.

"We're now seeing people initiating workflows for traditional paper processes, without a central push to do so. For example many people now use EDM Cases to submit HR forms that need approval and timesheets," said David.

FUTURE

Following the successful uptake of EDM Cases, DPC is planning a number of enhancements and extensions including:

- Extending workflow into the Premier's Office for electronic approval.

- Investigating Objective Connect for sharing documents with other agencies, to support virtual teams with better collaboration.

- Providing deeper functionality from mobile devices, such as editing and annotating documents from anywhere, anytime.

"We plan to continue to innovate our processes and help drive the public sector reform agenda by example," said David.

> **"**
>
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>
> **David Schneider**
> CIO, NSW Department of Premier and Cabinet
>
> **"**

ABOUT OBJECTIVE CORPORATION

Objective Corporation (ASX:OCL) creates information and process governance solutions that are effortless to use and enable organisations to confidently advance their own digital transformation.

Designed for regulated industries, these solutions turn the imperative of compliance, accountability and governance into an opportunity to streamline business processes and deliver the innovative services that customers expect.

With a heritage in Enterprise Content Management (ECM), Objective's expanded solutions extend governance across the spectrum of the modern workplace; underpinning information, processes and collaborative work-spaces.

Through a brilliant user experience, people access the information they need to progress processes from wherever they choose to work.

Objective