



Objective

OBJECTIVE CASE STUDY AUSTRALIAN DEFENCE ORGANISATION

ORGANISATION

Australian Defence Organisation

INDUSTRY

Public Sector

BENEFITS AT A GLANCE

- Increased record capture
- Compliant recordkeeping practices
- Efficient document handling
- Effective correspondence management
- Reduced cost of storage
- Holistic view of archiving activity
- Collaborative document authoring

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Faced with the inefficiencies of multiple disparate information and records management systems, along with rapidly increasing volumes of electronic information, the Australian Defence Organisation embarked on the largest electronic document and records management implementation in Australia.

The controlled management of information assets is vital to ensure its effectiveness, to improve efficiencies and enhance productivity for over 50,000 users.

The Australian Defence Organisation (ADO) is a geographically dispersed operation comprising of the Navy, Army, Air Force, research, administration and logistics groups, totalling 70,000 employees. Together these groups work to a common goal - to defend Australia.

Due to the high profile and potentially high consequences of the ADO's operations, effective decision-making is crucial to achieving its goals. The need for timely access to complete and accurate information together with accountable

and legislatively compliant information management is all-pervasive. As with all organisations, increasing volumes of electronic information challenges its ability to provide a complete view of essential knowledge for sound decision-making.

CHALLENGES FACING ADO

Prior to embarking on this project, the ADO used a range of disparate systems, both electronic and manual, for storing and managing physical records, electronic documents and email. This presented a number of challenges for the ADO:

- Maintaining and supporting a multitude of systems was costly.
- Information and data could not be shared between systems.
- The ADO's ability to leverage its vast information assets was restricted.
- Evidencing documentation to support decision-making was difficult.

This exposed the organisation to legal risk and further, the organisation did not always completely satisfy the Federal Government's recordkeeping requirements.

“The implementation of Objective across the ADO will reap further **benefits** in **control** and **access** to information.”

Mr David Blanch

Director Records Management Policy,
Australian Defence Organisation



“To address these problems, we needed a standard solution across the enterprise,” said David Blanch, Director Records Management Policy for the ADO’s Corporate Services and Infrastructure Group (CSIG).

“The sheer size of the ADO means that the efficiency and productivity benefits gained are substantial.

“By reducing technology stove-pipes, such as information trapped in email systems with no other means of access, we gain far greater transparency of our corporate information to underpin decision-making at all levels. This results in significantly improved effectiveness throughout the organisation.

“The diversity of the ADO’s operations means we have people performing the same roles but working in different divisions, organisations and locations around the country,” said Mr Blanch.

“We needed to reduce the cost of duplicated effort by enabling collaborative document authoring across regional boundaries and simultaneously capitalise

on the vast bank of knowledge our people possess by providing the ability for these people to share information.”

In addition to electronic information, the ADO had enormous stores of paper records - over 32km of shelf space in Canberra alone. Integrating the management of this electronic and paper information was critical to the project. A single system capable of managing both physical records and electronic information was required.

The final challenge facing the ADO was ensuring legislative compliance. Accountability of information is crucial for Defence. As people are frequently changing jobs, the capture of intellectual property and corporate memory is essential.

SEARCHING FOR THE RIGHT SOLUTION

The overall goal was to find a solution that would streamline all of its existing systems and to implement a standard solution across the whole of the ADO. CSIG was tasked with finding a solution that could provide:

- Consistent management of both unstructured electronic and physical

records through their entire lifecycle, from creation to sentencing and archiving.

- A user centric ‘one-stop-shop’ for management of physical and electronic documents.
- Compliance with the National Archive regulations, Australian Standard AS 4390 and subsequent International Standard ISO 15489.
- Flexible and highly secure control of access to information.
- Faster and easier retrieval of information, be it electronic documents or physical records.
- A scalable solution capable of presenting a single logical repository for corporate records over a highly dispersed and substantial user community.
- Better management of the authoring lifecycle of electronic documents.
- The ability to automate processes such as document approval cycles.
- A platform upon which to automate other core business processes within the ADO.

The ADO conducted a 16-month evaluation of possible systems to meet its broad technical, business and compliance needs,

as well as organisational fit and the ability to develop a long-term relationship with the supplier.

In a competitive tender process, it selected an enterprise-wide, intuitive, scalable and maintenance friendly solution from Objective Corporation as its corporate standard.

Objective is used in a variety of applications (see table below).

BENEFITS OF THE CHOSEN SOLUTION

Objective offered, in a single product, the breadth of functionality required to meet the complex requirements of the ADO. Objective worked with the team from CSIG to provide the required recommendations and subsequent support for the Department's solution.

Objective offered a comprehensive and flexible solution that enabled the ADO to manage both paper and electronic records such as emails, word processing files,

spreadsheets, PDF files, project plans and more, within a single logical repository.

In addition, it provided the capability to manage and standardise the business processes supporting the ADO's information management.

The solution is designed to support information throughout its life-cycle for all kinds of information applications, from analysis to administration, from policy to procedures.

"Objective provides us with usable information searches, Defence-strength security and audit trails, solid workflow capability, scalability and richness in overall functionality," said Mr Blanch.

At an enterprise level, the ADO is improving efficiencies through implementing a standard set of policies, procedures and practices for information and records management.

It is reducing costs in a number of areas: the cost of managing, storing, archiving and moving records and the costs of IT support for multiple, disparate systems.

The solution substantially reduces the time staff spend searching for records, freeing up their time to focus on areas of professional competency.

In a phased approach, the ADO is progressively implementing Objective across the organisation. While it is a single solution for the enterprise, Objective is used in different applications from enterprise-wide records management to knowledge management for fighter plane testing, from quality assurance compliance to maintenance of Navy vessels.

TRAINING AND CHANGE MANAGEMENT

Implementing a solution in an enterprise the size and scope of the ADO brings with it many challenges. The role of the CSIG is

DIVISION	APPLICATION	BENEFITS
Defence Headquarters and supporting elements	<p>Enterprise Records Management</p> <p>Objective is used to meet the records management requirements of the entire ADO ensuring it complies with Australian and International Standards AS 4390 and ISO 15489.</p> <p>Records are stored in a centralised repository and authorised staff are provided with capture and management privileges for corporate files: electronic, physical and email.</p> <p>Approximately 200 registry staff manage corporate file creation, tracking and sentencing, with many more having access to these records.</p>	<ul style="list-style-type: none"> Increased record capture Compliant record keeping practices Efficient document handling Effective correspondence management Reduced costs of storage Holistic view of archiving activity Collaborative document authoring
Aircraft Research Development Unit (ARDU)	<p>Knowledge Management</p> <p>A mission and safety critical system, Objective is used as the backbone for discovery and input of research data.</p> <p>200 pilots, engineers and technicians are using the portal based solution to manage and track all project information generated from aircraft testing: project plans, test plans, results and data from flight tests on aircraft such as fuel consumption, load patterns etc.</p>	<ul style="list-style-type: none"> Significantly improved access to research material in any format Knowledge is easily re-used for current and future projects Elimination of duplicated effort enhances productivity and efficiency

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ANZAC Ship System Maintenance Office	<p>Electronic Document and Records Management</p> <p>Objective is used to manage all files and correspondence associated with the maintenance of ANZAC Class Frigates.</p> <p>This application includes capturing physical correspondence such as scanned images and managing electronic documents and records relating to ship maintenance.</p>	<ul style="list-style-type: none"> Version control ensures only most current documents used Formal management of documents results in improved accountability Transparent capture of information into the corporate record
Defence Science and Technology Organisation (DSTO)	<p>Quality Management and QA Compliance</p> <p>Scientists, Engineers and IT specialists use Objective within DSTO to adhere to Quality Assurance methods in their development of project documentation for Defence research and development projects.</p>	<ul style="list-style-type: none"> Comprehensive version control ensures easy QA compliance Efficiency gains in storage, control and retrieval of project documents Staff freed to focus on professional competencies rather than administrative tasks

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to achieve the ADO's goals for secure and standards-compliant records and information management. The team has adopted a strategy that emphasises training and change management to assist in developing a culture of information and knowledge sharing.

Objective was engaged from the beginning of the project to provide consultation expertise for the analysis and design stage, configuration recommendations and the actual implementation of the initial solution within the ADO.

Objective continue to provide specialist expertise to assist in extending the solution to subsequent groups across the enterprise.

THE FUTURE

Establishing and maintaining a mutually beneficial relationship between the ADO and Objective is crucial for implementing a project of this size and both organisations are committed to achieving common goals. Objective's ongoing commitment to research and development ensures that the solution will cater for the ADO's future information management needs.

“Objective's Upgrade and Support Program protects the ADO's investment in software, ensuring the most current version of software is available,” said Mr Blanch.

“Furthermore, the extensive and secure environment in which Objective is used at the ADO, means we are able to provide valuable feedback to Objective for the evolution of their product.”

While further expansion of the solution is an immediate goal for the ADO, investigating optimal application of Objective's software is continual.

“Progressing the implementation of Objective across the ADO will reap further benefits in areas of improved capture of records and corporate history, as well as greater control and access to information,” said Mr Blanch.

Future development will focus on the integration of Objective in specific ADO knowledge management solutions and capturing of information from e-business systems into the corporate Defence record.

ABOUT OBJECTIVE CORPORATION

Objective Corporation (ASX:OCL) is an established leader and specialist provider of proven content, collaboration and process management solutions for the public sector.

Our solutions empower public sector effectiveness, efficiency and transparency, helping governments deliver better services at a lower cost to the community.

Through direct customer engagement, Objective is committed to delivering outcomes that have a positive effect on the public sector, its citizens and the community.

Since 1987, we have been trusted by Government and Top 1000 corporations to deliver long-term valued business outcomes.