

## MESSAGE FROM THE PARTNERS



Welcome to the second edition of our quarterly newsletter – uPTake. Thanks for the positive feedback many of you gave us about our first edition; it's great to know many of you found the content insightful.

We hope you'll find this issue just as informative. The theme is communication, which is one of the four main areas of consulting solutions we provide to a wide range of organisations. Our feature article looks at the rising need for developing and communicating internal IT security protocols; while our Service in the Spotlight section analyses the importance of appropriate written communication in business environments.

You can also discover how Business Process Modelling Notation improves communication and read about the latest industry trends for utility companies. We've thrown in a few more of those entertaining mind exercises to stretch your brain again too.

If you would like to know more about how we can help your organisation, visit our website at [pearsontrueman.com](http://pearsontrueman.com) or if you have a smart phone with a QR reader app, get there instantly by scanning the QR code on the right.

*Suzanne Pearson and Shannon Trueman*



## THE DEMAND FOR INTERNAL IT SECURITY PROTOCOLS IS ON THE RISE

**Many organisations are underestimating the threat of internal IT security breaches. The biggest information security risk to any organisation is the employee, and companies need to put into place security policies that help prevent potential breaches.**

**This was emphasised at AusCERT2012, the IT security industry's major conference in Australasia, which this year was themed 'Security on the Move'. David Braue of CSO, The Resource for Security Executives, recently reported<sup>1</sup> that speakers at the conference 'warned that security attack vectors were going to continue multiplying faster than defences could keep up, with mobile devices proving to be the favourite of modern-minded hackers'.**

Shannon Trueman from Pearson Trueman & Associates (PTA) is all too aware of this threat. 'Businesses must start to push the importance of these internal threats further up the information security agenda', she states. 'They also need to ensure policies are deployed and effectively communicated throughout the organisation'.

Smartphones and tablets pose increasing security risks. A recent survey by Juniper Networks<sup>2</sup> revealed that 9 out of 10 employees are using their personal smartphones and tablets for business—about half of them without permission from their employers.

How are these issues being addressed? 'Increasing numbers of organisations are introducing a Bring Your Own Device (BYOD) policy and engaging us to develop innovative ways of educating staff on internal IT security protocols,' Trueman explains.

'Companies are often too time-poor to organise in-house security training sessions or lose their teams on a half or full day course', she adds.

PTA recently designed an information security e-learning program for a large government department. As it was an online solution, it provided managers and employees with the flexibility to complete the training program at their own pace.

But every organisation has different needs when it comes to communicating internal IT security issues. PTA can work with your organisation to identify the best security education and awareness program to suit your needs.

- 1 Braue, David. *The week in security: AusCERT debates the threat of cyber war holocaust*. CSO Online (Australia), 18 May 2012. [http://www.cso.com.au/article/425007/week\\_security\\_auscert\\_debates\\_threat\\_cyber\\_war\\_holocaust/%20http://www.cso.com.au/article/424933/android\\_hackers\\_honing\\_skills\\_russia/#closeme](http://www.cso.com.au/article/425007/week_security_auscert_debates_threat_cyber_war_holocaust/%20http://www.cso.com.au/article/424933/android_hackers_honing_skills_russia/#closeme)
- 2 Gonsalves, Antone. *Companies Slow to React to Mobile Security Threat*, CSO (US), 14 May 2012. [http://www.cso.com.au/article/424525/companies\\_slow\\_react\\_mobile\\_security\\_threat/#closeme](http://www.cso.com.au/article/424525/companies_slow_react_mobile_security_threat/#closeme)

# THE IMPORTANCE OF EFFECTIVE COMMUNICATION

Effective written communication is an important aspect of business and personal communication. Face-to-face communication has the advantage of using tone of voice, body language and gestures –written communication does not.

Written communication has become increasingly integrated into daily life, both personally and professionally, through technology channels such as email and text messaging, and online chatting through social media and company intranet services.

If something is poorly written, uses vague terminology or does not provide concrete definitions, the communication can be confusing, ineffective or even offensive. The purpose of effective written communication is to send a message that the recipient can clearly and easily understand and therefore elicit an appropriate response.

But it takes more than good spelling, punctuation and grammar for written communication to be effective. It also needs to have a logical order, in a format and style of writing that accurately outlines the information. Most importantly, it needs to use clear language that communicates the information in such a way that the reader can understand. This requires considering the reader's knowledge level of the subject being communicated.

Effectively written communication delivers productivity, purpose and clear direction. If the written communication is successful, the recipients know what is expected and how to accomplish the required goals. If it is ineffectively written, more time will be wasted attempting to clarify the content.

PTA's communication services have assisted organisations with a wide range of communication needs, including:

- Instructional and technical manuals
- Newsletters
- Online help
- Policies
- Procedures
- Tenders
- User guides
- Web content.

As part of PTA's approach, we:

1. Listen to you and then assess your needs
2. Consider the best solution based on audience, current and future technologies, budget and timings
3. Deploy experienced, professional and skilled teams to get the job done
4. Respond quickly to develop, design and deliver materials
5. Share our knowledge with your team and transfer skills to your people.

If you would like to discuss your communication needs with us, see the back page for our contact details and get in touch.

## Mind Exercise 1

# 3RD ROCK\*



My first is in WRITE but not in DRAW  
My second is in GOAL but not in SCORE  
My third is in FIRE and also in HEARTH  
My fourth is in HAT but not in SCARE  
My last is in LAUGH but not in FUN  
My whole is the third planet from the sun.  
What am I?

Solution: back page

\* sourced from [www.mensa.org.uk](http://www.mensa.org.uk)

## WHAT'S ON

- |                     |                                                                                                |
|---------------------|------------------------------------------------------------------------------------------------|
| <b>July 3-4</b>     | Australian College of Change Management<br>– Change Management Fundamentals; Sydney, Australia |
| <b>July 15-18</b>   | PMI Research and Educations Conference 2012;<br>University of Limerick, Limerick Ireland       |
| <b>July 20</b>      | AIM – Outstanding Women's Series<br>with DR Julia Newton-Howes; Melbourne                      |
| <b>August 7</b>     | RCSA – Leadership Master class; Sydney Australia                                               |
| <b>August 15-17</b> | Australian Chambers Business Congress presents<br>– Michael J.Fox; Melbourne, Australia        |
| <b>August 28-30</b> | Australian College of Change Management<br>– Change Management for Project Managers; Melbourne |

## Oops, we slipped up!

Apologies for a slip-up in our last newsletter. We incorrectly named APQC as American Process and Quality Centre rather than American Productivity & Quality Center. Our writer has been punished with a new set of Nana Mouskouri glasses that must be worn at all times and our editors have been sent on unpaid leave.

Getting the most from PTA

# IMPROVING COMMUNICATION WITH BUSINESS PROCESS MODELLING NOTATION

**It can be challenging for businesses to get the message across that processes are not limited by organisational units, that business processes always drive people to act and start successive activities. PTA understands how important communication is within organisations. So we help our clients visualise their processes using Business Process Modelling Notation (BPMN).**

**A standard BPMN provides businesses with the capability of understanding their internal processes in a graphical notation, giving them the ability to communicate these procedures in a standard manner.**

The graphical notation helps facilitate the understanding of the performance collaborations and business transactions between their business units. This ensures that businesses adjust to new circumstances quickly.

PTA recently used BPMN combined with other services to assist one of the 'big four' banks by:

- Establishing a business process catalogue and process for evaluating compliance of processes with agreed standards

- Implementing process documentation standards and templates to underpin the establishment of Business Process Management within Commercial Banking
- Providing training to staff on process documentation methodology and standards incorporating the company's own templates, tools and methodology for managers as well as staff.

PTA can help your organisation visualise the process of activities through different units using BPMN. It shows immediately that units or a role within a unit are not alone but need each other in certain distinct steps in the process and to bring it all to the desired end. Business units, roles and people all depend on each other, which is what all companies should be striving to achieve.

PTA Happenings

## PTA IS FIRST CHOICE IN E-LEARNING PRODUCTS AND SERVICES FOR DEEWR

**PTA recently responded to a request for tender for e-Learning Products and Services for the Department of Education, Employment and Workplace Relations (DEEWR). PTA has years of experience in providing communication and e-Learning services to large organisations; their expert team ensured they were selected as DEEWR's preference within this category.**

DEEWR works in collaboration with the states and territories, having around 5,500 staff both nationally and internationally. DEEWR brings together people and services to support the Australian Government's agenda on education, employment and workplace relations. They are the lead government agency providing national leadership in:

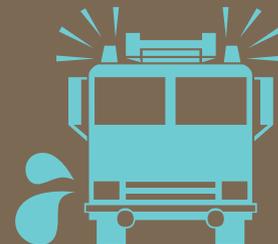
- Conditions and values in the workplace
- Education and workplace training
- Support with transition to work.

DEEWR is involved in all stages of an individual's life, including early childhood care and development, the provision of quality education at all levels, a skilled workforce with greater participation, a safe workplace and an inclusive society.

PTA is proud to be working with DEEWR to help meet their communication and learning needs through the development of e-Learning products and services.

Mind Exercise 2

### FIRE\*



**A fire engine travels five miles to a fire at a speed of 50 mph. Its tank holds 500 gallons of water but has been leaking throughout the journey at a rate of 20 gallons per hour. If the fire engine uses 496 gallons of water to put out the fire, how much water will it have remaining?**

*Solution: back page*

*\* sourced from [www.mensa.org.uk](http://www.mensa.org.uk)*

Mind Exercise 3

### ABC\*

**If CS = 38, EY = 52, GR = 79 and HW = 84, what does AX = ?**

*Solution: back page*

*\* sourced from [www.mensa.org.uk](http://www.mensa.org.uk)*

## Industry Trends

# BENCHMARKING FOR UTILITY COMPANIES

**Utility companies are beginning to recognise benchmarking as the way forward.**

The fundamental challenge of utility operations is to deliver service at a low cost, while maintaining high levels of quality. This challenge is complicated by decades of:

- Continuing deficient public investment in infrastructure
- Inconsistency of regulatory framework
- Lack of institutional accountability.

Utility companies are undertaking ways to identify opportunities in driving performance improvement while demonstrating that management practices are in line or ahead of industry standards.

Benchmarking and comparative analysis are highly effective methods to:

- Define and implement leading practices
- Identify gaps
- Increase productivity
- Increase quality
- Improve operational performance
- Reduce costs.

An effective benchmarking initiative drills down into sub-process performance drivers and provides an insight into poor performance gaps, then helps define strategies to address them.

Benchmarking helps provide an objective, quantifiable and auditable analysis of operational performance. It creates transparency, which is particularly critical to regulatory reviews of utility operations.

Performance analysis improves operational efficiency and quality in a variety of ways. An effective measurement system provides a foundation for better decision-making and realisation of tangible results, both in terms of business operational performance and IT's contribution to the business.

Performance analysis in a comparative context can be effectively applied to a variety of business environments and situations, including:

- Enhancing the operational efficiency of business processes
- Improving the cost efficiency, productivity, and quality of IT infrastructure towers
- Justifying rates through an independent assessment of performance relative to peers
- Managing outsourcing relationships and assessing performance compared with industry standards
- Providing an objective, transparent, and quantifiable assessment of operational performance.

If you would like to find out how benchmarking can improve your business operations, see below for our contact details and get in touch.

## Community

# PTA SUPPORTS HOMELESS KIDS THROUGH MELBOURNE CITYMISSION

**Did you know that on any given night in Victoria, approximately 7,000 young people are homeless? This startling fact has motivated PTA to support the non-denominational community services organisation, Melbourne Citymission.**

'We wanted to find a way to directly benefit young people in the community and we believe Melbourne Citymission provides the kind of service and support that help achieve real results', says PTA's Suzanne Pearson.

PTA directs their support to Melbourne Citymission's Frontyard Integrated Youth Services, which helps young people who are currently experiencing or at risk of homelessness.

Melbourne Citymission understands that once a young person has access to education, a job, secure housing and support, they can escape homelessness forever. So they provide young people with choices that contribute to their health and wellbeing by addressing their physical, social and emotional needs. Where possible, support is provided to help them return to their families and communities.

Since 1854, Melbourne Citymission has worked with the most vulnerable individuals, families and communities across Melbourne and Victoria. Every week they help thousands of people build a clear pathway away from economic exclusion and social isolation through a variety of services. If you would like to know more about these vital services, or contribute to the organisation yourself, head to their website at [melbourncitymission.org.au](http://melbourncitymission.org.au).

## Mind Exercise Solutions

1. Earth
2. Two gallons
3. 13

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