



Alberta Treasury Branches

Enterprise Document Management Strategy



Alberta Treasury Branches

(ATB) is an \$11-billion, full-service financial institution based in Edmonton, Alberta. A leading financial services provider, that serves half a million Albertans in 239 communities through 144 branches, 130 agencies, and a 180-seat Customer Contact Centre.

ATB's vision is to be Alberta's first choice for financial services in individual financial services, independent business, and agri-industry.

The Government of Alberta established ATB in 1938 to extend basic financial services to Albertans. A new era was launched in October 1997 when ATB became a provincial Crown Corporation. ATB's new course is guided by five critical success factors:

- ◆ **People**
motivated, committed and knowledgeable staff focused on sales and customer relationships
- ◆ **Productivity**
continuous improvement through processes, systems and technology to deliver quality customer service while holding costs at or below industry standards

The Alberta Treasury Branches was faced with Several Challenges:

- Document processing moving from a distributed process to a centralized function.
- Achieving funding and buy-in for the development of a enterprise document strategy.
- Establishing a solution that was scalable and would grow with the organization.
- Finding a knowledge partner who could guide the organization through the process.

- ◆ **Profitable growth**
by meeting or exceeding customer expectations
- ◆ **Customer access**
Continuous improvement in the ability to serve customers through delivery channels they want
- ◆ **Prudent risk management**
Proactively manage the balance between asset growth and asset quality through prudent risk management practices to ensure the long-term sustainability of earnings

case study



TAB

ATB is continually looking for ways to improve their business processes. As a result, loan processing was recently moved from a distributed process that occurred at local branches, to a centralized function.

Changing to a centralized process was not without its challenges, according to Duane Blahun, Senior Manager – Service Delivery.

“TAB’s people recognized our challenges and brought a wealth of experience to help us deal with these issues.”

“We had an issue with the way our on-site mortgage files were stored and retrieved. We had approximately 60,000 mortgage files alone, which were organized alphabetically; an alphabetical filing system breaks down at 6000 files, so it wasn’t hard to understand why we were encountering difficulties.”



During this time a team from ATB attended a TAB seminar, which included a briefing on Enterprise Document Management Strategies (EDMS). As a result of the seminar the concept of a corporate-wide document management strategy at ATB started to develop.

Susan Henley, Project Manager, Corporate Services explains:

“Stakeholders sometimes lose interest as soon as they hear the words “information”, “documents” or “records”. What is important to get across is an understanding of the potential for process improvement within an Enterprise Document Management Strategy. Document management encompasses document security, but goes far beyond simple support for archive control”.

Duane adds:

“A structured document management strategy defines how records flow, what information is maintained, where that information goes and how it is handled. By understanding the process, you are able to understand where your exposure to risk occurs and develop a way to control that risk. Knowledge of the process also helps to eliminate time lags, uncover security issues, and helps to resolve communication issues that arise when documents travel through an organization.”

The team saw the benefits of developing a comprehensive document management strategy, but they were faced with the challenge of justifying the expense, as explained by Susan:

“To move the project forward we focused on the workflow, streamlining, and cost reduction aspects of document management, as well as the safety and security of records. These are the benefits that people see everyday.”

The team was successful in securing funding, and saw the merit of using TAB to develop their Enterprise Document Management Strategy. Susan observed:

“TAB’s people recognized our challenges and brought a wealth of experience to help us deal with these issues. TAB conducted over 200 interviews with employees throughout our organization, to develop a comprehensive strategy that related directly to our needs.

“The end result was a strategy that was customized for ATB, through high level discussions with our strategic leaders and in-depth coverage at the ground roots level. The strategy reflects a detailed and objective analysis of what we do, how



we do it, what we produce, and what we need.”

ATB has started to implement the strategy, and has seen results that relate back to the organizational objectives for growth and customer service, as Duane explains:

“Going through this process directly relates back to our overall organizational objectives - we streamlined our operations, and we now have a better handle on risk management.

“When we first started centralizing the processing of loan documents, our commitment to the branches was a 72-hour document turnaround. Now we can make a commitment and deliver documents in 24 hours, which brings greater credibility to the business unit. More importantly, the quicker turnaround of loan documents provides our branches with the ability to provide faster and better service to our customers.

“Walking through Central Services now, you are impressed by our tight organization and the records management ability we possess. We have had some of our industry partners on-site and based on their own experiences, they are amazed at how quickly we have established such an organized processing function in the short duration of our operation.

“TAB shortened our learning curve. We are dealing in a competitive marketplace and we don’t have the luxury of time to accomplish our objectives. We are managing to be very successful, and I think part of this success goes back to the fact that we have a plan and we have the support necessary to achieve that plan in a short time frame. If we had attempted to do this project alone, we probably would be at 15% of where we are today. The next major piece is expanding the workflow to do more online, as opposed to relying on paper, which will involve the

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implementation of an Electronic Document Management solution. This will allow our branches to have instantaneous access to records.”

To which Susan adds:

“With the strategy and the resulting tools TAB built for us, we can plug into any standard records management software. Without these tools we wouldn’t have this option.”

What would Duane and Susan advise anyone considering entering into the development and implementation of a document management strategy?

Duane:

“Develop your course and stay with it. We weren’t aware of all the specific records management challenges we could have encountered, which attests back to the support that we received from TAB. They prepared us for those challenges and prepared us for what was around the corner.”

Susan’s advice:

“Something like this can be too big to accomplish by yourself. Get a partner who has been there before, who understands the problems and has implemented other businesses many times so that they know where the pitfalls lie.

I work with third party providers often in my role. From a standpoint of support, partnership and professionalism, TAB is one of the best I have worked with.”



For additional information contact:

ABOUT TAB

For more than 50 years, TAB has provided customers with comprehensive records management solutions. At TAB, we analyze the flow of information throughout customers' organizations so that we can recommend the right systems for maximum savings in time, space and money.

As the need increases to effectively organize, control and find mission-critical information, TAB designs its solutions to meet both functional and fiscal requirements, and, most of all, to help our customers grow.

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