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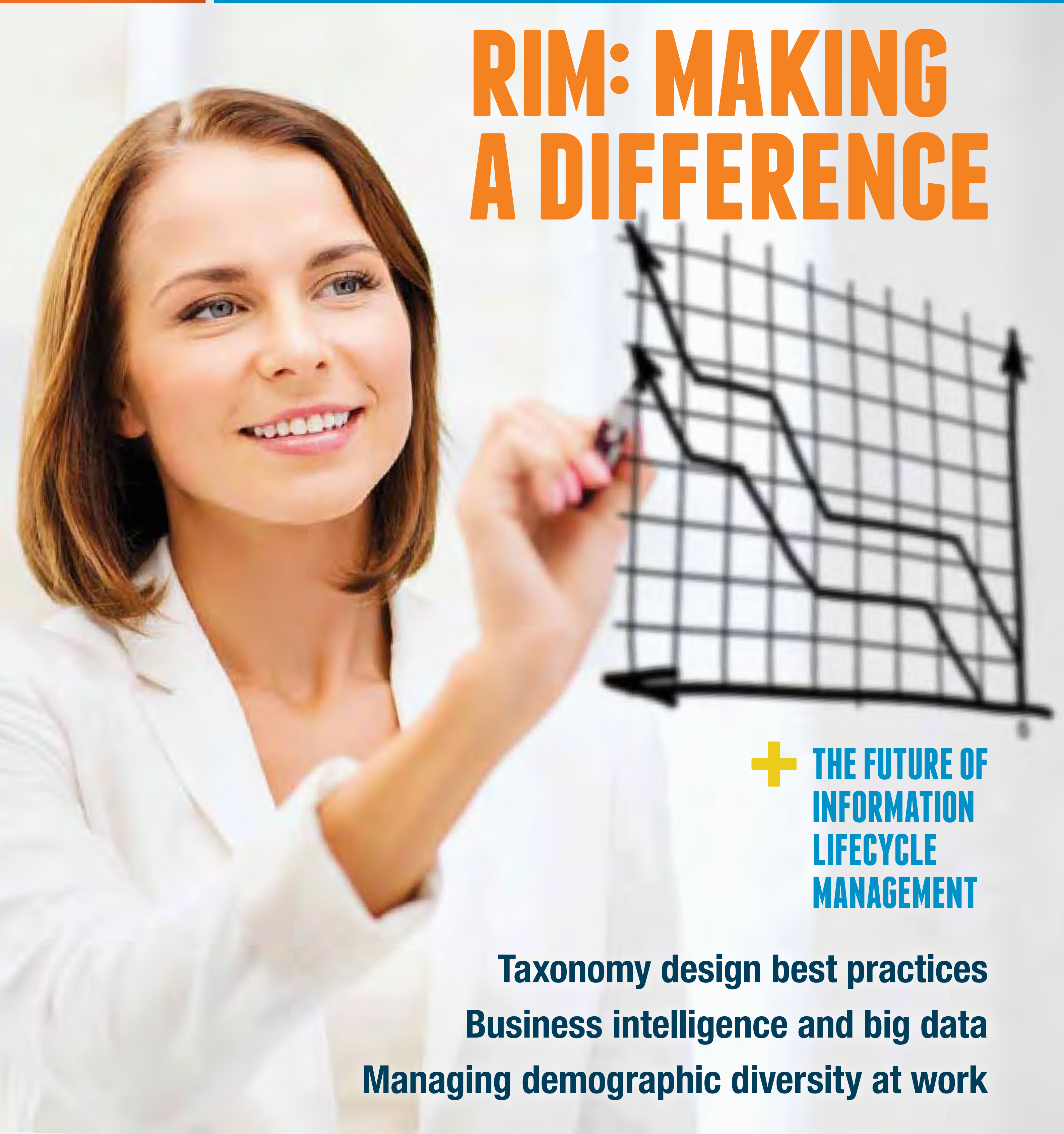
iQ THE R·I·M QUARTERLY

Professionals Australasia



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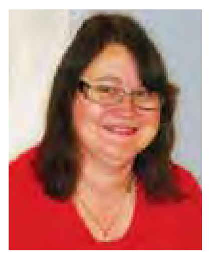


Debbie Prout, Chairman of the Board, RIM Professionals Australasia

Tips for making a difference

The theme for this *iQ* 'Making a Difference' is one that has had me thinking. As I am reaching the end of my career I often look back and wonder if I have made a difference. Have I influenced change and have my previous employers benefited from my having worked for them? I think the records manager's role is one that has the potential to have a major impact on an organisation. The records office is often the entry point for all information coming into an organisation; what we do with the information means the difference between good service and bad. We need to be able to decipher the information and ensure it is directed to the right area in the most efficient manner.

We often get caught up in technology and legislation but forget that the primary role we have is ensuring information is captured and moved to the right people in a timely manner to ensure that correct decision making can be done. A good records manager will have the ability to interpret correspondence and ensure it is captured, catalogued and filed. The way that we do this may have changed but the theory has not. Do we make a difference? Absolutely, who do staff go to when they can't find something? Our skills are just as relevant today as they were 50 years ago.

Often I hear records management professionals complain about how difficult it is to get senior management to understand why recordkeeping is so important and why they should allocated sufficient resources. So how do we get the support we need? These are some tips that have worked for me:

A good records manager will have the ability to interpret correspondence and ensure it is captured, catalogued and filed

- **Be more proactive:** Get out and talk to staff often – the little changes you can influence will lead to bigger ones.
- **Educate others:** Often there is a lack of understanding from senior management as to why records management is so important. Tell them about the risks associated with bad recordkeeping. Use good examples of where bad recordkeeping has had major impact on organisations.
- **Promote and market good recordkeeping:** The days of the introverted records manager are over – we need to spend more time out there servicing customers and promoting and marketing good recordkeeping.
- **Keep up to date with the changing environment:** Be aware of the changes in the environment so that you can advise and recommend business improvement.
- **Get involved, join a professional association:** By networking with your colleagues, you will often learn new tricks and potential ways in which to influence your workplace.
- **Be loud, proud and passionate:** Be positive at all times, people respond well to those who are excited by the work they do.
- **Don't be afraid to speak up:** If you see something that's not right, speak up and be accountable, be confident in your skills.
- **Find ways for records management to assist with business improvements or solutions:** Anything that can demonstrate business improvement will gain the attention of senior management. Work with departments to understand their business and how records management can assist them to do things better.
- **Think innovatively / smarter.**
- **Develop and motivate your staff:** Well-educated and motivated staff will lead to a positive workplace which than leads to better output.

In conclusion, yes we can make a difference but we need to challenge ourselves and look at how we can do things better. Our industry is continually changing and getting more complex everyday, but by becoming better educated and more willing to try new things I think we can still make a difference.

Debbie Prout
Chairman of the Board

Kate Walker, Chief Executive Officer, RIM Professionals Australasia

Start thinking about your CPD now!

In 2014, there will be a strict audit on all returns for continuing professional development (CPD). Professional members of RIM Professionals Australasia who do not submit a CPD return (or contact me for exemption) will lose their professional status. Returns need to be emailed to kate.walker@rimpa.com.au. If you complete your return online in the members only section, you also must email (as above) to advise you have completed online.

Professional status, identified by your post-nominal ARIM, MRIM or FRIM, sends a clear message to others that you possess and maintain the competencies of professionalism, up-to-date expertise and risk management required for practice.

To maintain Professional status, you must complete your CPD return annually.

Each year you must submit a declaration confirming that you've met the requirements for CPD

THE CPD PROCESS

The RIM Professionals Australasia Board sets a minimum number of points that a member must achieve to fulfil their CPD obligation each year. Members then can participate in a self-selected variety of learning activities that attract a nominated point score.

Members are responsible for planning and defining the professional learning activities that are relevant to their own discipline, experience and direction. Members are also responsible for the assessment and recording of their CPD points in keeping with normal professional CPD practice. RIM Professionals Australasia requires its members to deal ethically and responsibly with their performance and self-assessment of CPD.

RIM Professionals Australasia expects members to be able to explain the relevance of any CPD activity undertaken for their professional development. Learning may take place in many different ways and each member will have areas of learning that they consider a priority.

Each year you must submit a declaration confirming that you've met the requirements for CPD.

CPD points are recorded over a financial year cycle. When membership commences after the beginning of a financial year, accreditation can still be achieved at the commencement of the new financial year by the submission of a verifiable log of CPD activities that meets the required points quota.

CPD AUDITS

RIM Professionals Australasia will conduct audits to ensure compliance with CPD requirements. A random sample (a minimum of 5%) of the members who have signed a CPD declaration will be asked to submit evidence to supplement the log book return. It is the responsibility of members to justify their claims for CPD including the relevance of an activity to their professional development.

Members need to retain documentation to demonstrate that they have engaged in the CPD activities claimed. This documentation should be kept for three years. Members who are unable to substantiate their CPD claims under audit will have their Professional status withdrawn.

EXEMPTIONS

Members who wish to retain Professional status and are prevented from complying with CPD requirements because of illness or special circumstance may apply for exemption from the CPD requirements for one year. The application for exemption will be made initially to the CEO of RIM Professionals Australasia. If an application for exemption is rejected the member may appeal to the Chair of the Board. The decision of the Chair of the Board will be final.

➲ For any queries about CPD, please contact me at kate.walker@rimpa.com.au.

WORLDWIDE NEWS

First Australian to head ICA

David Fricker, Director-General of the National Archives, has been elected as the first Australian president of the International Council on Archives (ICA) based in Paris.


David Fricker

Mr Fricker will take up the four-year position in October, when the current president, Martin Berendse from the National Archives of the Netherlands, vacates the role.

Mr Fricker has been with the National Archives since January 2012. Prior to this he held a senior executive role in ASIO and, throughout his career, has worked for government and corporate organisations as well as running his own consultancy company.

"I feel very privileged to have been appointed as president-elect of the ICA," he said. "It is recognition of the key role Australia plays in the international archival community and, in particular, our partnerships with Asian archival institutions.

"In this digital world, it is vital that archival organisations work collaboratively on a world-wide basis to face the challenges posed in preserving electronic records and making them available in a form that fuels the new digital economy. In recent years the ICA has transformed itself into a stronger, more focused and inclusive organisation and is poised to become even more influential across all spheres of industry, academia and government."

Mr Fricker has been on the executive board of the ICA since 2012. He is also currently serving as president of the Forum of National Archivists (FAN). The forum meets within the framework of the ICA conference and develops high-level strategic responses to the contemporary challenges of managing archives.

Hong Kong Ombudsman hammers government over public recordkeeping failures

Hong Kong's official Ombudsman has flayed its China-backed government for failing to enforce legislation for creation, preservation, access and disposal of public records by the region's 80 government departments and 400 "advisory and statutory" bodies.

The 62-page, document[1], for the most part diplomatically worded, speaks boldly of "inadequacies in Hong Kong's public records management regime", lack of legal backing, limited coverage, lack of transparency and failure to manage electronic records.


Ombudsman Ms Lau Yin Hing

The report describes other jurisdictions' laws and regulations as examples for the Hong Kong Legislative Council to follow, repeatedly highlighting Australian and New Zealand programmes and processes for public record management.

The study was issued in March by the Office of the Ombudsman, Hong Kong, Ms Lau Yin Hing, JP. Eight years before Britain relinquished the colony in 1997, the Office was established as "the city's independent watchdog of public administration", its on-line boast an aspirational: "We identify mistakes and urge for prompt correction".

No legal backing

The department responsible for official records and archives managements is the Government Records Service (GRS) which, despite issuing "Mandatory Records Management Requirements", has no legal backing for enforcing compliance, the Ombudsman declared, adding: "There is no regular and independent auditing of bureau and department records management practices."

The report despairs at official unconcern over legal authority. It protests: "GRS has required that departments establish, by end 2015, their business rules for records creation and collection. As at December 2013, only three have fulfilled the requirement. Compliance by all by the deadline is doubtful."

It reveals that failures to create records have been reported by the media and discussed in the Legislative Council. It comments: "In some cases, even though the GRS considered disciplinary or administrative action necessary, the departments did not agree and the GRS did not pursue matters further."

The Office cites the NZ Public Records Act's provision for regular audits and $5,000 or $10,000 fines for contraventions of its requirements.

The Ombudsman deplores the Government's "failure to manage electronic records". Applauding recognition of emails as official records, it goes on: "Most departments are still using the print-and-file approach to convert e-mail records into printed form for management, storage and archive purposes."

ERKS nowhere in sight

The Government had been studying electronic record keeping systems since 2001, the Ombudsman says, continuing: "More than a decade has elapsed and full implementation of ERKS across Government is still nowhere in sight. Such tardiness and inability to catch up with the times means that more records may fail to be captured and lost for ever."


Mr Simon Chu

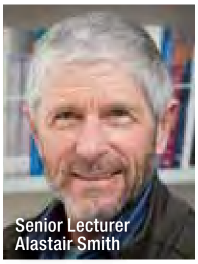
The Australian Digital Transition Policy is recommended as providing "digital recordkeeping for efficiency". The report points out: "(Australian public) records that are created digitally after 2015 will be accepted for transfer to the National Archives in digital formats only."

Hong Kong reaction to the Ombudsman's finding has been slow but strongest commentary came from Mr Simon Chu, a former Director of the GRS who retired in 2007 an outspoken critic of public sector recordkeeping practice and Government lethargy.

He was reported in Hong Kong's *Apple Daily* newspaper blaming the GRS for failing to set up effective electronic archives and mail management systems. He described parts of history as "falling into a black hole".

In another message, Mr Chu commented: "The Ombudsman just published a direct investigation report slashing once again the appalling situation of records and archives management in the Hong Kong government. We have come a long way but there is still a long way."

Early NZ academic Web pioneer steps down


Senior Lecturer Alastair Smith

An early pioneer in exploitation of the World Wide Web as an academic information resource, Alastair Smith has retired after 25 years as senior lecturer in the School of Information Management at Victoria University of Wellington.

His research focused primarily on the evaluation of information sources, and on the use of web metrics to assess the impact of websites, Information Studies Programs Director, Dr Brenda Chawner, recalled:

"He has made his mark primarily by teaching the program's reference courses, most currently Information Resources and Client Services, and Online Searching. He began teaching when technology for online searching involved a modem and a telephone and he offered our first course on Digital Libraries."

Before joining Victoria University in 1989, Mr Crawford worked at the National Library of New Zealand and, earlier, with the Building Research Association of N.Z. Dr Chawner remembered: "As he liked to tell students at our annual orientations, he began his library career at the bottom by helping install the waterproof coursing at Auckland Central Library when it was built in the late 1960s."

He managed several library listserves with the Library and Information Association of New Zealand/Aotearoa (Lianza). In his retirement notice, posted unannounced on-line, Mr Crawford remarked: "I had thought that by the time I'd retired, email discussion lists would have become obsolete, and librarians would have moved to a 21st century social media platform such as Facebook or Twitter. The fact that this hasn't happened either means that email lists still have a useful communication role to play, or that NZ librarians are technological laggards. I'll leave you to decide which."

Councils deliver better community outcomes with Objective ECM

Recently local government organisations such as Sutherland Shire Council and Redland City Council in Australia, as well as Tauranga City Council, Gisborne and Nelson District Councils in New Zealand, have transformed their information management strategies with Objective ECM 8.

Objective ECM 8 has been engineered to allow local government organisations to easily migrate from their legacy Electronic Document and Records Management Systems (EDRMS). Redland City Council recently completed phase one of its data migration from TechnologyOne ECM, Sutherland City Council are migrating from its legacy Lotus Notes/Domino.doc system, Nelson City Council and Gisborne District Council migrated from OpenText eDOCS and Tauranga City Council migrated five million documents from Dataworks to Objective ECM 8.

Silos of information exist in many organisations, presenting challenges to key business processes, and impacting the ability to meet business and legislative requirements. Objective's ECM solutions are engineered to unite information and seamlessly integrate with core business applications, while meeting specific local government requirements.

IRMT launches RM Benchmarks for Open Government

The London-based International Records Management Trust has launched its *Benchmarks for Open Government and Trustworthy Records* guidelines for information management "in support of government openness" aimed particularly at Third World legislatures.

Launching the publication at the International Council on Archives annual conference in Brussels, Belgium, last year, IRMT Deputy Director, James Lowry, called the benchmarks "a simple tool for good practice in record management".

He said: "Using the means of verification, users can assess how their government or organisation is performing against the benchmarks, building up a picture of strengths and weaknesses that could be used to inform policy, planning and resource allocation."

The benchmarks, available on-line[2], open with commentary saying: "In many countries, government records are not managed to meet international standards. In some, even basic records management controls are not in place, particularly where the uptake and use of digital technologies has outpaced government capacity to manage digital records.

"If governments are to be transparent and accountable and citizens are to engage with their governments meaningfully, then on-going access to reliable, accurate and authentic records is essential."

Governments and organisations could use the tool to identify areas for improvement in support of openness and accountability, the paper says, adding that the document "sets out benchmarks in the broad areas of institutional/ regulatory frameworks (laws, policies, standards and infrastructure) and capacity (staffing, education and training) in three stages: basic, intermediate and advanced".

The tool is available in English, Spanish and Portuguese. A French-language version will follow, Mr Lowry said.

E-ARK gets $12M to save digital data

A UK university project to create an electronic 'ark' for digital and paper-based archives from a multitude of systems across Europe has received a $12m cash injection from the European Commission.

Digital preservation specialists at the University of Portsmouth (UoP) lead the project involving more than a dozen major institutions including five, core European national archives.

The university's Professor David Anderson says: "Years of data across almost 30 countries have been stored using different methods and systems. The problem is growing because of the colossal quantity of electronic data generated

daily. Our objective is to reduce information loss due to poor methods of keeping and archiving records by providing one common, robust approach."

The European Commission has backed the southern England university to create E-ARK (*European Archival Records and Knowledge Preservation*), a "revolutionary method of archiving data that is set to become the gold standard across Europe", a UoP media release[3] said, adding: "The system will ensure current digital archives, including big data, are future-proofed."

E-ARK was launched at the Instituto Superior Técnico in Lisbon, Portugal, on February 4. The group plans to spend three years creating a pan-European standard archival process supported by guidelines and recommended practices that will cater for a range of data from different types of source including record management systems and databases.

Three Kiwi taonga for UNESCO Memory

Three New Zealand *taonga* (treasures) have been inscribed on the UNESCO Memory of the World register for preservation in perpetuity including the family's fought-over archive of Mt Everest conqueror Sir Edmund Hillary who died in 2008.

The collection was bequeathed by the explorer to the Auckland Museum but arguments between his children and Sir Edmund's second wife, Lady June, initially clouded the bequest before the widow relented. She and five other board members quit the Himalayan Trust established by Sir Edmund to help Nepalese communities.

Sir Edmund's first wife, Louisa, and their daughter Belinda, died in a 1975 light aircraft crash as they flew from Kathmandu to meet him in the mountain village of Phaplu, where the trust team was building a hospital.

After Sir Edmund's death, Lady June tried to sell family Rolex watches, one of which was given to him after the 1953 ascent. Peter and Sarah Hillary, Sir Edmund's children by his first wife, stopped the sale in court and the watches became part of the Hillary Archive, along with the knight's collection of documents, photographs and other artefacts.

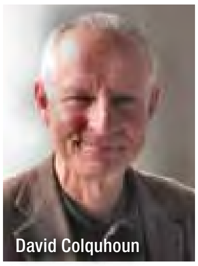
With the Hillary Archive were inscribed the original score and lyrics of the New Zealand National Anthem, *God Defend New Zealand*, and the 25 linear meters shelf-space of the literary and personal papers of Dunedin poet, editor and patron of the arts, Charles Brasch (1909-1973), held by the Otago University's Hocken Library in Dunedin.

The NZ committee has called for inscriptions for 2014, pointing up the centenary of the outbreak of World War I. Submissions to the register close on 31 August.

Hillary Archive photograph showing the triumphant climbers relaxing back in Kathmandu, Nepal, with the expedition leader, Sir John Hunt, 23 days after the conquest of Mt Everest.

Dream job, but now David's caught another bug

He had the dream job but now David Colquhoun, lately Manuscripts Curator at New Zealand's top heritage institute, Wellington's Alexander Turnbull Library, is chasing another dream. After 25 years helping historians, researchers, archivists and authors with their researches, he has cut lose and joined them. "I caught their bug," he jokes.



David Colquhoun

At the formal farewell at the end of March, Turnbull Chief Librarian Chris Szekely highlighted David's "exemplary record of contribution to the documentary history of New Zealand" and announced his appointment as adjunct scholar to the library: "We will not be losing him or his frank, forthright expertise."

After what David describes as an "aimless youth", he got to grips with history at Auckland University in the 1980s, earned a first class honours degree and discovered the treasures of the "Turnbull", as Wellington aficionados know it, while researching his degree thesis. "It's a wonderful place. I knew then that this was the sort of work I wanted to do."

But first came a couple of years as a junior at Archives New Zealand's brand new facility in Auckland. Then he was promoted to head the new Arrangement and Description Section at Wellington headquarters, followed by a stint as research officer at the Waitangi Tribunal, the arbitration court for Māori land claims.

"But then, in 1989, this Curator of Manuscripts job came up at the Turnbull and I got it; my dream job. I've been there ever since and have loved it." The library is part of the National Library of NZ.

David, 62, has worked for three Turnbull Chief Librarians, Jim Traue, Margaret Calder and Chris Szekely "all different, all good to work with in their different ways". He has worked with many of New Zealand's leading historians and authors, among them the author of the popular *Penguin History of New Zealand* and other major works, historian Dr Michael King … "a fine man, a great loss" … who died in a 2004 motor accident.

David knows he's taking something of a leap into the dark. "I realise that being Manuscript Curator of the Alexander Turnbull Library is much more important than writing books but after being involved with studies by so many interesting people, I've begun wanting to do my own."

He has been enjoying writing stories for Wellington community newspapers based around Turnbull holdings. Some of these have been collected into his book, *Wellingtonians*, published in 2011. Three years earlier, he produced *As If Running on Air*, the definitive biography from the journals of Kiwi athlete Jack Lovelock, 1933 world record holder over a mile who took the 1,500-metres gold medal at the 1936 Berlin Olympics in world-record time.

Now David also has an e-book on the National Library website, *Personal Perspectives*[4], a collection of extracts from the multitude of people's diaries held in Turnbull's archival stacks in cellars beneath the library.

He has several new writing projects on the go[5]. "Articles are not so difficult, books are another matter. But the bug has got me," David explains happily, adding: "It was a hard decision to leave a job I have loved. But, I want to do more writing and research before I get too old!"

FAR LEFT PHOTO: AUCKLAND WAR MEMORIAL MUSEUM

Iron Mountain acquires data protection firm

Storage and information management company Iron Mountain Australia has acquired data protection firm Tape Management Services (TMS). With the acquisition, Iron Mountain will assume responsibility for TMS's significant customer base.

Founded in 1997, TMS provides customers with solutions for storing, accessing and managing their media.

"TMS is a strong, privately owned business that delivers trusted and dependable services to organisations throughout Australia," said Matie van Coller, Iron Mountain's general manager for data protection services. "TMS succeeded in building a blue chip customer base, on the back of their service reputation. Iron Mountain will continue to provide secure, attentive storage services and expert advice."

New information governance professional certification introduced

ARMA International is introducing the Information Governance Professional (IGP) certification. Those who earn this certification will have demonstrated their competence for working closely with executive officers responsible for the organisation's legal/compliance, information technology, and lines of business activities to implement an effective IG program.

Individuals must meet eligibility requirements for education and experience and pass a timed, 140 multiple-choice question exam to earn the IGP certification. Six competency domains will be covered:

1 Managing information risk and compliance

2 Developing the IG strategic plan

3 Developing the IG framework

4 Establishing the IG program

5 Establishing IG business integration and oversight

6 Aligning technology with the IG framework

➲ For more information, go to www.arma.org.

British Foreign Office opens public record hoard, but no media

The British Foreign and Commonwealth Office is in the gun over a vast cache of historic records it has held secretly for decades and only recently agreed to release to the Public Records Office in Kew. One report puts the number at 1.2 million files, at least one of which may itself contain 2.9 million documents.

Revelations in London's *Guardian* newspaper, available on-line[6], say that the Foreign Office planned a conference for invited selected historians and archivists on May 9 to explain how it will finally unload the "records that it has unlawfully held for decades" but has banned media or members of the public.

The Guardian also alleged that since its original disclosures last year, an inventory of the files posted on a Gov.uk website[7] had been cleared of references to records on spies Guy Burgess and Donald Maclean that filled more than four meters of shelving. The FCO had denied that references to the spies, who passed thousands of confidential documents to the Soviet Union during the Cold War, had been removed to deter requests under the Freedom of Information Act, the paper said.

Some of the hoard appeared to date back to 1662 information about England's involvement in slavery. Some 19th Century files detailed British attempts to suppress the trade.

Existence of the Foreign Office cache came to light last year after successful London High Court "British torture" challenges by a group of Kenyan citizens among the thousands caught up the1950s Mau Mau insurgency.

Other items identified in the on-line Gov.uk inventory of the Foreign Office holding include records of British claims on the Falkland Islands and the 1982 war; German-language documents about the Holocaust that may have been removed from postwar Germany; and files from a Foreign Office's Cold War-era propaganda unit known as the "Information Research Department" concerning Northern Ireland during early 1970s "troubles".

One file has the title Australian War Crimes, the *Guardian* revealed, while another is entitled Nazi War Criminals in Britain. There is a file about the disgraced publishing tycoon Robert Maxwell and a batch of documents said to contain "communications with General Gordon; fall of Khartoum", the Sudan siege that ended in 1885 with the slaughter by Islamic tribesmen of British hero General Charles Gordon and his entire British and Egyptian garrison.

⇛

Sarah Welland takes first $10,000 ARM scholarship

Inaugural winner of New Zealand's biggest information and archives scholarship, Nelson records and archives consultant and information management lecturer Sarah Welland, plans a study of "the role, impact and development" of community archives.

Sarah Welland

She spoke to *iQ*, still shaken by the $10,000 award: "The news is still sinking in, but I greatly appreciate the honour of being the inaugural scholar. I hope I can do the award justice."

The scholarship is being offered annually by the Ian McLean Wards Memorial Trust, honouring the "outstanding contributions to New Zealand's documentary heritage" by the former NZ Government Chief Historian, Ian McLean Wards, a life-member of the Archives and Records Association of NZ, who died in 2003.

Sarah noted happily: "It's a lovely coincidence that Ian Wards was born in Mapua, just across the Waimea Inlet from Nelson."

Sarah plans to use the award for research travel and assistance mostly during the first, on-site phase of her study. "I want to address the gap in archival knowledge by comparing viewpoints of those who manage community memory at the grass-roots level, and those who have a more theoretical perspective of community archives.

"I have been interested in the role of community archives for some years. I started a still-thriving local history collection for my own rural community back in 2004.

Inspired by Ketelaar

"However, it was an Archives Master Class with Professor Eric Ketelaar at Victoria University, Wellington, last year that consolidated my thinking about community archives, particularly since a lot of the discussion dwelt on questions I had started to ask myself; questions neatly summarised lately by a volunteer at the Nelson history collection 'why do we need community archives, and why are we doing it?'"

Sarah is co-director of Lindisfarne Information Consulting Ltd, specialists in records management consultancy, and a lecturer in information and library studies at the Open Polytechnic.

Memorial Trust chairman, Dr Brad Patterson, described the Welland study as "extremely timely, the future of community archives being very much under scrutiny at several levels". Sarah agrees, saying that while the number of community archives is growing, questions were being asked of their role and future development and little research had been published in New Zealand.

Dr Patterson announced that applications for the 2014 scholarship were likely to be called in September.

NZ seeks 'data management opportunities'

An industry group to advise government on future use of shared business and personal information has been established in New Zealand led by a former Treasury and World Bank executive, John H. Whitehead, a Companion of the New Zealand Order of Merit.

Called the New Zealand Data Futures Forum, the initiative looks towards the country becoming "a world leader in the trusted use of shared data to deliver a prosperous, inclusive society," a media release said.

Mr Whitehead launched the project at the Official Statistics User Forum in Wellington in late March. He told the conference: "The forum aims to understand future opportunities in data management."

In mid-February, NZ's Finance Minister Bill English and Statistics Minister Maurice Williams announced establishment of the forum as "a working group to advise ministers on how the collection, sharing and use of business and personal information will impact on public services in the coming years".

Mr English said: "It's important that we keep thinking ahead to develop the technical and legal frameworks that will be needed for us to continue to meet public expectations as technology develops." This would be the roll of he forum, he said.

Mr Williamson added: "New Zealand's thinking is already reasonably advanced in this area and we are well-positioned because we have few layers of government and privacy legislation is in a single place at the national level." ❖

➲ The forum has established a website at http://www.nzdatafutures.org.nz/, a LinkedIn blog at www.linkedin.com/groups?home=&gid=6642243 lead by the Director of Relationship Management at the Department of Internal Affairs, John Roberts, and a Twitter account at #NZDFF

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5 For more info, see David's website www.davcolq.co.nz.
6 TheGuardian: www.theguardian.com/politics/2014/mar/17/foreign-office-excludes-public-records-day?INTCMP=ILCNETTXT3487
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Coming up in the August issue of *iQ*:

What's next?

iQ considers where records and information management is heading as a resource, an industry and a profession, and how it got to where it is.

Articles due Tuesday 1 July 2014

Dismay at Archives NZ over closure, resignation, management review

A New Zealand decision at the end of last year to close down its $12 million government digital archive project, G-DAP, may forecast long-term changes to the structure of the national archives, Archives New Zealand, and the National Library of NZ, industry observers fear.

By **Mike Steemson**

Since the 'stop', characterised by the Parliamentary Opposition as a '$10 million blow-out', a domino of events has created dismay amongst Archives NZ staff and the Kiwi records and information management profession.

An information management industry source commented unhappily: "The Government still has its sights on the awful example of the Canadian merger of its national library and archives. The institutions have completely different tasks. The Canadian merger has been a professional and cultural disaster."

Kiwi concerns focus on a government plan, the 'Active Archives Initiative' – to re-site the nation's founding Treaty of Waitangi documents from Archives New Zealand's 1990s specially strengthened Treaty Room to a 'purpose built area' in the newly-refurbished National Library building – which has been postponed. No new date has been announced and an Archives exhibition scheduled to mark the transfer has been scrapped.

There are also concerns about another Archives-led exhibition around the Centenary of the 1915 ANZAC Battle for Gallipoli due to be held in National Library display space next year, which has also been abandoned.

CHIEF ARCHIVIST RESIGNS

Chief Archivist and Archives General Manager Greg Goulding has resigned without explanation or previous notice. He has been replaced by the former Internal Affairs General Manager, Policy, Marilyn Little, on a 12-month contract.

Chief Archivists' departmental head, Department of Internal Affairs Information and Knowledge Services Deputy Chief Executive Sue Powell, is scheduled to leave the post this month after only 18 months in office.

A Department of Internal Affairs office and its staff, not associated with archives, has moved into the recently-opened reading room area of Archives NZ headquarters building.

The Government has called for a review of Archives NZ initiatives. At the time of the G-DAP stoppage, Parliamentary Opposition Associate Arts, Culture and Heritage spokesman Grant Robertson, said he had papers showing that three years after the project's launch "the cost has almost doubled and the program is in crisis".

"MORALE IS LOW"

He went on: "A large number of (Archives NZ) staff have resigned and morale is low because of 'uncertainty' over its future. There has been 'poor' communication, 'unsatisfactory' documentation, 'loosely directed' resources and contractors who have no 'formal reporting' process. It is a shambles and there is no new archive system in sight."

Mr Robertson said: "The understanding of key issues among the leadership team at the Department of Internal Affairs is described as 'low' and there is a 'lack of organisational support or understanding of the importance of the program'.

"This is exactly the warning that was sounded when the National Government decided to merge Archives New Zealand into Internal Affairs. The important constitutional and archival role has been compromised by a merger that was never properly justified."

Department of Internal Affairs Chief Executive, Colin MacDonald, denied Labour's cost 'blow out' claim but announced the Government management 'review' ordered by Internal Affairs Minister, Chris Tremain, to consider "any changes that might be necessary".

On the 'low morale' challenge, Mr MacDonald commented: "I respect the excellent work done in Archives New Zealand and want to be sure that the professional staff there are supported."

RIM PROFESSION REACTS

Professional association leaders expressed dismay at the G-DAP closure. RIM Professionals Australasia NZ Branch President, Paula Smith, posting on the RIM listserve, called for support for the project, commenting: "Now is the time for reflection and refocusing, it is not the time for blame. G-DAP has always been an incredibly ambitious project, delivering a digital archive for government isn't easy – if it was, everyone else would have done it by now,"

Archives and Records Association of NZ (ARANZ) President, Theresa Graham, was "alarmed that this critically important project" had been stopped but added: "I'm confident that this program can be rescued and re-invigorated."

After a meeting with DIA Deputy Chief Executive Sue Powell, Ms Graham reported Ms Powell's 'surprise' at Mr Goulding's resignation. At the time of writing, Mr Goulding had not responded to *iQ* requests for a meeting.

The controversy blew up just days after a totally unconnected announcement of a European Commission grant of $12 million for a three-year contract to create an 'electronic ark' for preservation of endangered digital and paper-based archives. The program principals closely mirror those identified by Archives NZ for the G-DAP project.

The E-ARK (European Archival Records and Knowledge) project was described as a "revolutionary method of archiving data that is set to become the gold standard across Europe to ensure current digital archives, including 'big data,' are future-proofed." ❖

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TAXONOMY DESIGN BEST PRACTICES

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. Here are today's taxonomy design best practices.

By **Zach Wahl**

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. Here is 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 documented and shared understanding of the Who, What, and Why of taxonomy. Who is our audience? What are we 'taxonomizing' or tagging? Why are we doing it (ie, 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

Every taxonomy design effort should begin with a clearly documented and shared understanding of the Who, What, and Why of taxonomy

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 behaviors. 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. We leverage interviews, workshops, analytics, and an array of user testing and validation techniques to hear from as many potential stakeholders and users during the design process as possible. That said, in most cases there will be many more people in a potential user set that don't see the taxonomy until after is has been 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.

These 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. ❖

This article was first published at www.enterprise-knowledge.com/taxonomy-design-best-practices.

ABOUT THE AUTHOR

Zach Wahl is the founder and principal of Enterprise Knowledge, LLC. Enterprise Knowledge is focused on the delivery of innovative knowledge management solutions with a focus on taxonomy, governance, strategic road mapping, and project management services. Zach has nearly 20 years' experience leading programs in the knowledge and information management space. He has developed his own taxonomy design methodology, has authored a series of courses on knowledge management, and is a frequent speaker and trainer on the subjects of information governance, web strategy, and taxonomy design. His experience includes projects for a broad spectrum of clients, ranging from the US Department of Health and Human Services (HHS), Department of Defense (DoD), and Department of Energy (DOE) to the International Monetary Fund (IMF) and Nike.

Records management, information governance and the future of information lifecycle management

Isn't information governance just a different name for records management?

By Don Lueders

Hard as I try, I simply cannot make myself understand how information governance isn't just a different name for records management.

I'm sorry, I know this is probably offensive to a lot of people. 'Information governance' has taken over just about everything. Even ARMA (formerly the Association of Records Managers and Administrators) now describes itself as simply 'the authority on information governance'. Its entire mission statement reads: "To advance information governance principles and practices, and to support the ongoing development of information governance professionals."

Few people would question Gartner's authority on all things technology. Here's Gartner's official definition of information governance according to Debra Logan[1]:

"Information governance is the specification of decision rights and an accountability framework to encourage desirable behavior in the valuation, creation, storage, use, archival and deletion of information. It includes the processes, roles, standards and metrics that ensure the effective and efficient use of information in enabling an organization to achieve its goals."

I honestly fail to see what part of that definition distinguishes it from traditional records management practices.

Think back 30 years or so. Back then, virtually all unstructured information was managed in non-electronic form. The vast majority of it was, of course, on paper.

LET'S LOOK AT THE FUNDAMENTALS

Think back 30 years or so. Back then, virtually all unstructured information was managed in non-electronic form. The vast majority of it was, of course, on paper. What were records managers doing with this information back then? Encouraging desirable behavior in its valuation and creation? Yes, certainly. Storage and use? Absolutely. Archival and deletion? You bet. Those are fundamental records management services.

And, of course, this work included managing the processes, roles, standards and metrics that ensured these non-electronic records were used in the most effective and efficient ways possible.

And none of this changed over the next few decades as more and more information was converted to an electronic format.

So that begs the question, "Were we doing information governance back then or are we still doing records management now?"

Cohasset Association, ARMA and the Association for Information and Image Management (AIIM) recently released their biennial Information Governance Benchmarking Survey[2]. In it, the authors provide the following definitions for 'records and information management' and 'information governance':

"Records and information management (RIM) is information lifecycle management – the management of information from its creation through its active and inactive phases and concluding with its final disposition.

"Information governance is emerging as a comprehensive platform for managing information. Cohasset defines information governance as establishing the policy-level rules, investment priorities and accountabilities for managing the lifecycle of information."

In my nearly 20 years as a professional records manager, I can recall creating countless policy-level rules and all sorts of investment priorities for my customers. And accountability – knowing the provenance of a record, knowing where it is and who has access to it and knowing what internal and external lifecycle management requirements applied to it – was always my primary concern.

So, again, I fail to see what has changed.

But let me be very clear. I have no argument with the term 'information governance'. I actually like it as a description for the work records managers perform. But here is why I believe it has the potential to cause significant damage – damage beyond what most information professionals across all industries seem to understand or want to admit.

TIME IS RUNNING OUT

The results of the Cohasset/AIIM/ARMA survey this year were – as they have consistently been in every previous survey – simply appalling. The distinguished panel of survey co-authors did a good job presenting many of the findings in a positive light, but some results simply can't be ignored:

- Over 60% of respondents indicated that eligible electronically stored information (ESI) is not regularly deleted.
- Only 5% of respondents reported automated disposition processes for all their collaboration tools (eg, project sites, SharePoint), while 62% had no automation or did not know.
- Less than 10% of respondents considered management of 'new media and locations' (eg, cloud services, mobility, social channels) at their organisation mature.
- Information lifecycle management in the application development lifecycle was considered mature by only 13% of the respondents.

ABOUT THE AUTHOR

HarborPoint Information Management, LLC founder Don Lueders is a Certified Records Manager (CRM) and a Certified Document and Imaging Architect (CDIA) with over 20 years of Enterprise Content and Records Management (ECRM) experience. Don has worked extensively with numerous records and information management solutions and has been working closely with SharePoint since initially supporting the Microsoft development team as they began to integrate records management functionality into their MOSS 07 platform.

Prior to founding HarborPoint, Don was Director of Compliance Products at a leading SharePoint ECRM products and services company. Don is also the owner and author of the popular blog, SharepointRecordsManagement.com.

- Only 8% of respondents report that records management metrics at their organisation are mature.
- Only 12% indicated that records management planning is integrated with application decommissioning.

Use whatever labels you like, but these are *records management problems* and they will only be resolved by records management professionals applying traditional information lifecycle management practices using state-of-the-art technologies and innovative, next generation records management methodologies.

And time is simply running out. There is no way to escape it. Despite all its inherent risks, cloud computing, to one degree or another, is the undeniable future of information technology. As the findings of the Cohasset survey show, most of the information lifecycle management methodologies we've used for on-premises environments the last few decades have failed us. We simply cannot apply these same methodologies to information stored in the cloud. If we do, the massive volumes of information created and stored there will quickly overwhelm our organisations and we will *not* be "playing a game of catch up", as the Cohasset report suggests. Catching up will become impossible. ❖

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HAPPY BIRTHDAY WWW

10 THINGS YOU NEED TO KNOW ABOUT IT

The World Wide Web was, apparently, founded on 12 March 1989. Now, London's *Independent* newspaper has celebrated the web's 25th birthday, by publishing a jokey feature[1] '10 things you need to know about the web, including how much it weighs'. Mike Steemson gives a summary...

Comms writer, James Vincent, told readers: "It's made it through growing pains and those awkward teenage years and is, supposedly, in the prime of its life. Although not everyone thinks that this is the case including Tim Berners-Lee, the inventor of the web." But he listed the 10 'need-to-knows':

1 The web is not the Internet: It's one of the applications that use this connection, others include Skype, email etc, to deliver data in the form of web pages.

2 The web was nearly called 'Tim': Berners-Lee first outlined his ideas for the web in a scientific paper in 1989 calling it the 'mesh', though he also considered other names including one in honour of himself – TIM, or, The Information Mine.

3 The web was born on an Apple computer (sort of): After Apple's founder Steve Jobs was booted from the company in 1985 he started up rival firm NeXT. It was on a NeXT computer that Berners-Lee first set up the World Wide Web.

4 The Internet was born free – but it might not continue that way: The Internet was designed with no centralised form of control. Berners-Lee was thinking in the same way when he unleashed the web to the world for free. Everyone from Google to Facebook and Amazon make billions off the back of it but some people, Berners-Lee included, think the era of the free Internet is under threat.

5 The first ever website is still running: The first ever webpage was one that explained what the web actually was. Berners-Lee created info.cern.ch in 1991. The site has not been constantly accessible since then but in 2013 CERN[2] restored it[3].

6 Soon you'll be able to make .horse your homepage: These gTLDs (generic top-level domains) are the bits of web addresses that come after site names. Soon there'll be wilder examples including .horse, .ninja, .bike and .singles.

7 It's called 'surfing the web' because of a mousepad: A Bronx company library staffer came up with the phrase in 1992 when looking for a title to an article she was writing for the company journal. She saw a mousepad with a picture of a surfer on a big wave and the image just clicked.

The Web's first picture

8 Like civilizations, the web has different 'ages': So far, Web 1.0 and Web 2.0. Web 3.0 will be known as the 'semantic web', one that adapts to information in different contexts.

9 The first photo on the web was a joke: It was a picture of CERN's house band, a comedy quartet who called themselves Les Horribles Cernettes. Berners-Lee uploaded the picture in 1992.

10 The Internet weighs about as much as a strawberry: A computer science geek at Berkeley University, CA, calculated that filling a 4GB Kindle increases its weight by a billionth of a billionth of a gram. Scaling this up gives a 50-gram weight for the Web – although this calculation was based on the size of the web in 2006. It's probably nearer to a whole punnet by now. ❖

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No end in sight:
Protect corporate information assets with information governance

With an Information Governance (IG) platform in place, your business can feel confident that your information assets are secure, even if they're in the attic.

By **Pierre Van Beneden**

At home, do you practice fear-induced information storage? That's when the need to protect yourself against the unknown outweighs your desire to clear out the clutter. If so, you certainly aren't alone. The average person doesn't know the rules, if any, that pertain to the retention of their important documents so they tend to go overboard, storing old tax returns in the attic – just in case – where they become the next generation's problem to dispose of. And they're certainly not under lock and key, because who would be interested in your old papers, anyway?

Then there are personal records whose content becomes important only after the originator dies; life insurance, financial trusts, or a last will and testament whose sole purpose is to speak for you after you're gone. However, once the dictates of our will are fulfilled, most of us would be content to have even that document destroyed. The idea that there are records that need to live in perpetuity is not something the average person has to deal with.

We may not care what happens to our records when we're gone because we know that in the great scheme of things we're only specks of sand on the beach of history. That said, our records are often of interest to someone else. For instance, in the United States there are state government-dictated information lifecycle regulations that cover a *person's* lifecycle. These regulations go from cradle to grave – literally. For instance, the *Massachusetts Statewide Records Retention Schedule 02-11* (as of August 2012 and in effect until superseded in case you are curious) dictates the following:

story snapshot

Mismanaging the lifecycle of information assets can have serious consequences. An IG platform enforces desirable behavior in the creation, use, archiving and deletion of corporate information assets in a secure environment.

- **Birth returns:** Documents the official recording of all births … **Retention period:** permanent.
- **Marriage returns:** Documents the official recording of all marriages ... **Retention period:** permanent.
- **Death returns:** Documents the official recording of all deaths … **Retention period:** permanent.
- **Patient autopsy records:** Documents the forensic examination of patients to determine the cause of death. **Retention period of final report:** permanent.

Governments aren't the only entities obligated to keep records forever; businesses may need to as well. And while the legal ramifications of disposing of information assets prematurely may not be terribly onerous for a private citizen, they can be devastating for a corporation, as can holding onto the information too long. The citizen hopes they can put their hands on the right tax return, if necessary, but they're pretty confident it's there somewhere. Corporations need to know precisely how to access a record, and they need to be equally certain that unauthorised parties cannot.

Companies retain vast amounts of information related to customers, employees, product plans, and more, because it's extremely valuable. It can fuel new product development based on buying patterns, drive product innovations based on customer feedback, or uncover new opportunities based on regional variances. However, timing, as they say, is everything, and *mismanaging* the lifecycle of information assets can have serious consequences. The magnitude of those consequences is why companies are expanding their records management efforts into a more comprehensive platform of Information Governance (IG). IG enforces desirable behavior in the creation, use, archiving and deletion of corporate information assets in a secure environment.

MANAGING THE LIFECYCLE OF THE CONTENT

IG can be a challenge, though, when there are records that need to be permanent, because permanent is, well, forever. In a world whose economy relies on planned obsolescence, there is very little that lasts forever. So how do you manage a lifecycle that never ends? In the early days of technology, you could count on a certain level of backward compatibility for your business applications. It was considered good business to ensure that customers could continue to use the assets they'd created with an earlier version of an application. But after some number of major releases, it wasn't unusual for backward compatibility to fall by the wayside. Some application advances were just too valuable not to go forward with, even at the expense of a current customer. When that happened, it wasn't unheard of for records created with an earlier version to become orphans; stored but inaccessible by the very application that created them. Now multiply that problem by the number of business applications at a given company and the scope of the task of IG becomes staggering.

In addition, records management is no longer just about physical documents and Word files. IG covers records in all kinds of forms; email, instant messages, voicemail, Skype calls, Twitter, video etc. The proliferation of formats exacerbates the problem of application obsolescence in ways no one could have predicted back in the day. Because of the wide variety of sources, formats and producers, the content can't be stored in a single repository. The comedian Steven Wright said, "I have the world's largest collection of shells. I keep it on all the beaches of the world." It's an apt metaphor for where corporate information assets are stored. They may reside in Enterprise Content Management (ECM) systems, cloud storage systems, archives, or on personal computer hard drives or network shared drives. Trying to put all that content into one repository would be impossible—and expensive. IG ensures that you can manage your corporate "collection of shells" effectively and securely. The key is to separate the meta data of the record from the content itself. That way, the lifecycle of the content can be managed independently of the application used to create the content.

BEING PREPARED FOR CHANGE

The private individual who practices fear-induced-information-storage may also embrace the philosophy that there are only two sure things in life, death and taxes. Businesses have to take a slightly broader view to include *change*. They know that a policy that dictates that a record must be maintained forever is subject to change, and they need to be able to act quickly to update that policy or the company will not only spend unnecessary funds on storage, but may run afoul of a regulatory overseer or litigant. Policies buried in spreadsheets and managed by lawyers in ivory towers do not offer the accessibility or flexibility needed to react to changes. Good policy practices need to execute automatically, to go beyond retention and disposition to incorporate the continuous stream of laws and regulations, rules behind electronic discovery and holds, data privacy protection, audit trail management, and a comprehensive approach to information lifecycle management.

A platform for IG should enable a business to:

- Be prepared for emerging requirements such as information lifecycle management and data privacy.
- Ensure compliance with the cross-jurisdictional variations in policy.
- Gain central visibility to critical compliance rules and procedures as well as business requirements.
- Define IG policies for defensible disposition.
- Provide secure single click access to information from any application or mobile device, regardless of where the information is located.

ABOUT THE AUTHOR

Pierre Van Beneden, Chief Executive Officer at RSD, brings over 25 years' experience driving growth at software companies through leadership and a results-focused approach. Prior to joining RSD, Pierre was VP EMEA for Adobe Systems Inc. From 1995 to 2001, Van Beneden was with Lotus Development Corporation where he served in a variety of executive roles. Prior to his time with Lotus, Mr Van Beneden spent almost a decade at Oracle Corporation driving global growth strategies.

- Respond faster with an easy interface for updating policies and validating changes.

Unless your business is brand new, it is likely to be managing its own attic full of stored documents. And if they need to be retained permanently, archived like autopsies in Massachusetts, you can't afford to lose sight of them. It's unwieldy to manage the policies for physical assets separately from those associated with your electronic information, so make sure your IG platform lets you do both.

All businesses, from the self-employed individual to the multi-billion dollar corporation, are subject to some level of external oversight, and you have to maintain records in accordance with those rules and regulations in order to protect your business. The cost of unforeseen litigation is unpredictable; putting records on hold, defending disposition, eDiscovery. Businesses need to be deliberate and proactive to protect their information assets from the unknown. When you and I do that, we're practicing fear-induced information storage; when a business does it, it's called mitigating risk. With an IG platform in place, your business can feel confident that your information assets are secure, even if they're in the attic. ❖

MANAGING DEMOGRAPHIC DIVERSITY IN AN EVOLVING PUBLIC SECTOR WORKFORCE

As workforce demographics change, people retire later, and Baby Boomers find themselves working alongside Gen X, Gen Y and now Gen I, a paradigm shift in management techniques needs to – and is – taking place.

By **Suparna Chatterjee**

story snapshot

How can we make a multi-generational workforce productive?

How can human capital be enhanced by leveraging harmony in a divergent workforce?

How as a manager can we bring them all together and progress to meet our departmental mission?

A rapid change is occurring in workforce demographics across the globe. In the USA, the percentage of workforce between the ages of 60 and 65 is growing faster than any other age group. By 2030, around 55 countries are expecting that those aged 65+ will form at least 20% of the total population. Japan is ageing faster than any country in human history and the 'one child' policy in China is also creating a talent crisis for the coming decades. However, India is currently poised to harness what is termed as 'demographic dividend' with 70% of Indians under the age of 35. The demographic disaster is hitting us hard and along with countries like Italy, Russia, Spain and Japan, Australia is also anticipating a declining population of the prime working age group over the next 30 years. It is evident that we have not produced enough future taxpayers to support our enormously large welfare bill!

Economic volatility is leading the government to encourage staff to continue working long after their expected retirement age. A not-so-hidden secret in the workforce is the co-existence of different generations extending from the Traditionalists (born before 1946), to the Baby Boomers (born 1946-1964), to Generation X (born 1965-1978), and Generation Y (born 1979-1995) with the latest inclusion of a brand new generation called Generation I (from 1996 onwards).

Most departments are hanging onto experienced workers, in part because they are worried about losing tacit knowledge that will walk out with them, but mostly because the government keeps extending retirement age to ease the pressure on the government purse. Even after 55 years, workers overwhelmingly like to continue due to the de-evaluation of their retirement entitlements. Long gone are the days when one would retire somewhere in their fifties, go on world trips and enjoy the setting sun while out fishing with a glass of wine in hand. Assessing risks and in making decisions about whether money on hand is sufficient, retirement periods are only getting extended. The situation gets no better as leading automotive companies like Ford, Holden and Toyota shut their factory doors, sealing the fate of the manufacturing industry. With the hyperinflation of house prices and mounting mortgages ranging over millions of dollars, Aussie couples are delaying their plan to have kids. We have on hand ageing Australia with a melting pot of different generations working together in all sectors.

While age brings experience and wisdom, it can also signal lack of up-to-date skills. In addition health problems increase with age, along with less motivation and career satisfaction emerging. In many government departments, as retirement age goes up, we have worried managers busy working out how to get a grip on the challenges of this 'whole new world', and hanging on to older staff with their life experience while still attracting and retaining the young and restless Gen Ys and the bold and beautiful Gen Is.

Empirical data collected from generational studies determines that young employees and fresh graduates, with their dreams, unfulfilled desires and hopes, are more likely to change employers and job, if unsatisfied. Studies have also found that they lack the sense of loyalty that was once shared by the previous generation and that they are more motivated by personal satisfaction drawn from their salary, nature of work and work conditions.

Yet variance can exist even within a generation. A typical example of the differences within a workforce – a Baby Boomer shares an altruistic observation with a Gen Y, who has an I-pod still attached to his ears; Gen Y only offers a distant smile in response, as he hasn't heard what was said, but Baby Boomer feels she is being ignored! The 'digital natives' (Gen Y), born with technology and the internet can't survive without it. They have grown up in a technically driven world, not learning how to dissociate from their computer and technology; they want to communicate anytime and everywhere, making decisions quickly and easily.

One of the critical elements is that in many organisations, workers in the age group of 50-65 years often perceive younger workers as a threat in maintaining their roles due to technological change and the knowledge gap.

In managing and leading teams, my observation is that while a Baby Boomer may prefer more direct interaction and put their hands up in favour of face-to-face meetings, Gen Y may enjoy working alone, and even when at meetings they may be tapping along on their iPad and other mobile devices looking ⇛

up social updates or perhaps information pertinent to the meeting, while dutifully the Traditionalists may continue to use their notepads and pen.

The 'then' and 'now' concept of time has created a sectional divide of 'us' and 'them' in our work environment. While use of technology may be a challenge for one generation, the challenge itself becomes more attractive for the other. This leads to a different overall engagement for a different generational cohort.

How as a manager can we bring them all together and progress to meet our departmental mission? Like it or not, this issue is now at the heart of most organisations. The generation gap that was a formidable challenge for parents only, confined within the domestic walls, has now made its way into the corporate world. Managers are faced with the difficult task of building a productive team, where staff respond differently and no one-size-fits-all solution will ever work. Greater age diversity in the public sector can often be paradoxical as workers from different age cohorts clash as a result of divergent work styles, values and belief systems. The challenge is therefore how to make a multi-generational workforce productive. How can human capital be enhanced by leveraging harmony in a divergent workforce?

Gradually, a paradigm shift in how work gets managed in most government departments is happening. Historically, we have seen a focus on core business time with a mandatory requirement of working those hours, and gradually we are seeing more and more job advertisements that demonstrate an agency's flexible working arrangement. Business is stepping up and allowing more concessions for staff to manage both work and life without compromising output quality ie, as long as work gets done and service doesn't suffer.

The 'then' and 'now' concept of time has created a sectional divide of 'us' and 'them' in our work environment

Departmental policy now allows for the use of work gadgets and technology to manage personal matters within reasonable bounds. In this changing time, social media plays a major role in leading change across the globe. We find more parliamentarians across politics now connect with voters via blog, Twitter and Facebook, tweeting daily updates, and expressing views not just on political matters but everyday events.

Engagement is also noticed by government departments making their debut entrance into the social network arena. Australians are using social media for business purposes; with it also emerges a need for the management and preservation of the contents of what a department is blogging, tweeting or chatting, and increasingly this is becoming a real challenge.

With the nature of business changing rapidly, including the use of current technology, a marked difference is noted in the skill-set requirements and a need for technically savvy employees in the work place.

With the Australian work sector facing a real challenge in terms of an ageing workforce, attracting the new generation with a combination of such policy changes may be a step in the right direction, but is it enough to attract them and to hold on to them and nurture them to build our future?

WHAT NEEDS TO BE DONE?

Researchers have categorised four aspects in the workforce environment that enhances the motivational potential score (MPS). These are:

- **work content** (skill variety, job challenge, wholeness of a job)
- **work context** (supervising culture, co-workers and social support)
- **autonomy** (treating workers with value)
- **feedback** (paradigm shift in communication style).

Over the years, in government departments a demography change in the managerial role is happening, Gen X and Y are gradually taking the baton from their predecessors, the Traditionalists and the Baby Boomers. With the generation gap closing in, we also notice a change in the attitude of managing younger minds in the workplace and ways to enhance the motivational potential score.

Through inspirational leadership from team leaders and managers, focus is now shifting towards innovative workplace solutions rather than just policy change. Work-life balance is not just a luxurious thought anymore but an everyday reality that has been implemented in various ways across the sectors. Designed to encourage regular work breaks, various activities with the focus on physical exercise are higher on the list and on the increase. Office workers are seen working in groups either at lunch time or after work, or in agency subsidised gyms, not only finding a fine balance between work and healthy life but also marking the beginning of a more flexible work environment. These sessions not only help workers to stay fit but take them outside their workplace and encourages them to get to know each other better in a relaxed environment.

Corporate encouragement towards workplace health and wellbeing programs aimed at changing behaviour and improving the health of employees – like building 10,000 steps per day to prevent Type 2 Diabetes, increase cardio vascular disease etc – are now undertaken regularly with over 100 countries participating… the aim is to 'get the world moving'.

Participating in similar corporate challenges to build steps together establishes a healthy competitiveness aimed towards a fitter workforce that also keeps the young mind engaged along with the old. There is also clear evidence that a range of departmental measures taken to boost physical exercise for employees, irrespective of age, shows staff have genuinely benefitted and satisfaction surveys reveal that incorporating physical exercise as part of one's work routine brings more mental stimulation and a desire to accept challenges.

Gone are the days when dedication was sought through the number of years spent with an employer, often badged under loyalty, with director general's signed certificates given out at a retirement party for their commitment. Longevity was a good quality then, but now it is measured in the competency and skills demonstrated by a staff member maybe over many agencies and in various roles.

Employers accept that they are engaging job hoppers and are willing to make the workplace more attractive through various incentives to keep employees longer. Work culture now suggest that workers do not remain in their jobs for a long time and young minds want to make a difference with their work in society, for humanity and for global issues. Participation in Earth Hour and riding to work are just two of the measures adopted by departments to address global issues of the day.

Working with the latest technology but wisely to ensure compliance with sector regulations is how most departments

operate. Managers need to look for different ways that will work with different people – eg, while some workers would continue working in paper format, helping them to move into a mixed environment of both paper and digital would be a significant change, while others may prefer to operate in digital format only.

Departments however need to be careful not to alienate the older generation as they get busy in building innovative measures to retain younger staff. Encouraging mentoring in all directions – both top down and sideways – will not only harness skills but the leveraging of existing staff strengths; it will also establish a healthy working relationship. Quite often we see young promising staff get early promotions and then, rather than succeeding, they crash, burn and fall; these young managers would benefit from coaching to grow into their roles.

Empowering employees through active feedback mechanisms establishes open and honest communication. While in the past, managers relied on annual performance management and linked it directly with salary increases, the focus is now to consider regular communication to talk more openly about career aspirations and goals.

Performance management meetings have developed more into a corporate window of opportunity for an employer and employee to exchange views, and to be motivated, rather than simply get another job. This leads to a discussion on the ways that staff see their aspirations fulfilled in their work group or in their department.

Constant feedback keep the millennial (Gen Ys) satisfied. Departments now spend more time to harness the soft skills in their leaders and managers so that they are thinking more broadly and outside the box when they are hiring and retaining their staff. Not all people are capable of learning all the skills and knowledge range in a department and, in moving forward, it is important that a leader understands this, and therefore invests and plans an individual's development accordingly.

There are many simple yet effective ways established in departments to boost team morale. Everyone wants to feel happy in their workplace and finding reasons to celebrate together has been in practice for many years.

Celebrating birthdays with morning tea in the workplace is a long-established routine, but here's an interesting twist put into place by some young minds ready to step up to the challenge of building a more cohesive team. Drafted in a life-like legislation format, the 'Cake Act' they devised contained various clauses outlining the occasions where a cake would need to be purchased; subclauses to ensure that additional supplements like savouries might be required for some special occasions; and exceptions to be applied if the person was in any financial crisis or happened to be a school based trainee! ⇛

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She has been in the fields of information management around 20 years and worked across several government departments. Over the years she has seen the diversity in age group, the varying skill-sets, different backgrounds and their exchanges in the workplace – sometimes argumentative but mostly productive. In this article, she shares her observation noticed in organisational approaches to address this demographic diversity and the rationalisation that goes into such diversity management.

With the continual flow of staff, training becomes a significant issue. Government policy encourages school children completing year 11 and 12 to gain work experience through school-based apprenticeships; this is a good program to attract young minds from school and train them for the public sector. It informs the students of the requirements of such a work environment and the remuneration involved.

Departments now undertake a lot more staff satisfaction surveys and formally capture employee observations during their exit interviews, subsequently implementing changes in a more transparent manner and in order to make a meaningful change.

In acknowledging that the workforce is rapidly changing and with it the definition for service, we have already taken our first step; this is evident in the recruitment and planning strategy employed across the government sector that pursues flexible work practices. A conscious choice is soon to be made which will see more in the retention of young minds while still motivating and preserving older staff members and together making a journey beyond the yester-years and into a 'brand new day'.

As we continue to evaluate ourselves and our working trends, creating more career opportunities, updating our policies and more use of technological smarts, we will create a more conducive work environment that offers future prosperity. However, to some extent, the reason for an organisation's success is its focus on building a positive environment and in particular making it a fun place where workers want to work and keep coming back irrespective of their age. Trust is the primary block of all relationships and, with different generations trusting each other, they will continue to build solid bridges between the world of work and experience in order to match skills provision for the evolving needs of service and business. In allowing honest communication, where reflection on each other's performance could be undertaken, irrespective of age, staff could be nurtured to boost innovation, development and also be more productive. It is hoped that a good understanding of the workplace will help us to develop and plan strategies that are to be implemented to address age diversity issues within a department.

The enormous demographic change in our workforce has happened, and it will continue to happen. In continuing our journey with the 'emergent workforce', which crosses age groups, gender, race, and geography, a paradigm shift from 'formal' to 'informal' management practices, from 'rule' paradigm to 'fairness' paradigm, with an emphasis on learning and development and from 'routine' system to experimenting with special project opportunities, needs to be the mantra for the day. This is a challenge for all of us, a challenge to be inclusive as well as diverse. And if we do not acknowledge and address it, we cannot expect to transition from the days of our lives 'then' to the days of our lives 'now', and into the 'future' days of our lives. ❖

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Business intelligence and big data: Realising the value

That Francis Bacon's quote "Knowledge is power" (1597) has endured for more than 400 years says there is keen interest in how to realise power from knowledge. 'Business intelligence' and 'big data' promise to deliver great knowledge to organisations, but how can value be realised?

By **Suzanne Jones**

Dave Wells describes 'business intelligence' as "the ability of an organisation or business to reason, plan, predict, solve problems, think abstractly, comprehend, innovate and learn in ways that increase organisational knowledge, inform decision processes, enable effective actions, and help to establish and achieve business goals". This has been an area that is attracting increasing interest. Since the global recession of the early 21st century realising value from data has been particularly compelling.

Business intelligence to a large extent relies on data. 'Big data' describes data sets that are too large or unstructured to be managed by traditional methods, often due to the aggregation of data sets from multiple sources. Rapid growth of data is partly due to the number of devices enabled with radio frequency identification tags, contributing to the 'Internet of Things', providing for "highly mobile, location-aware, person-centred, and context relevant operations and transactions" (Chen et al p. 1168). Another source of growth is unstructured and semi-structured data such as that generated by social media.

Big data sets tend to have characteristics of volume (size of the data set), velocity (data that is moving very fast) or variety (unstructured data).

story snapshot

The discussion will describe the need to:

- break down functional silos
- focus on strategic decision-making
- be customer-focused
- manage risk with governance, and
- keep and measure value

Throughout this discussion, unless otherwise specified, Business Intelligence and Analytics (BI & A) will be used to describe business intelligence and the manipulation and analysis of data sets that supports it.

WHAT VALUE CAN BE REALISED?

In a recent survey undertaken by *The Economist* for global consultancy Capgemini, three quarters of participants said their agencies were data driven, and nine out of 10 agencies considered that information is the fourth factor of production, along with land, labour and capital. That value can be achieved from BI & A is clear, and confirmed again by a substantial international study reported by LaValle (2011) where it was noted that top performing organisations use BI & A five times more than lower performers, and for the predominant reason of fostering innovation. BI & A has the ability to create multiple new business products and service opportunities for both established companies and entrants.

The World Economic Forum in a 2012 report declared that big data is a new economic asset.

Opening up government datasets as part of a trend towards 'open government' is a key focus in facilitating innovation, as well as supporting accountability and transparency. This has generated enthusiasm around the world for not only its potential to empower citizens and deliver better services, but also for its ability to generate significant economic value. Research suggests open data could support the addition of hundreds of entrepreneurial businesses as well as helping established companies to segment markets, define new products and services, and improve the efficiency and effectiveness of existing operations. The US Weather Service making their data available to provide a 'data bonanza' is a good example of this phenomenon[1].

The role of SMEs (small to medium sized enterprises) in the innovation process is very important, most SMEs have to innovate to create competitive advantage and survive. New Zealand is characterised by SMEs accounting for 97% of businesses and employing nearly a third of all employees. This is similar to Europe, where SMEs employ 95% of the workforce and contribute to more than 50% of gross domestic product. SMEs are consequently very important to the national and international economy, but tend to lack capital for significant ventures such as engaging in BI & A. They are vulnerable to staff changes due to existing institutional knowledge held by a few, and could be advantaged by better access to data and its analysis.

It is difficult for small agencies to justify the expenditure on BI & A initiatives, however there is potential to combine open data with SME data supported by businesses offering analytical capability. This is combined with flexible and scalable cloud-based computing which is suited to supporting both the sharing of datasets and new business opportunities.

Clearly BI & A is of enormous significance which is unlikely to diminish. Therefore what are the challenges related to achieving value from BI & A?

CHALLENGES TO REALISING VALUE

In order to define whether or not value is achieved, it would be necessary to define what represented value to the agency and the customer, and that would require appropriate business alignment and business processes. Challenges to realising strategic value are as follows:

- **Breaking down functional silos**
  Breaking down both data silos and the silos that result from traditional models of thinking better enable knowledge to be shared across an organisation. This requires awareness that *data comes in different forms*; from the data in data warehouses to the data generated by social media and that stored in document management systems. This often necessitates a cultural change requiring strong awareness and skilled leadership by managers.
- **Focusing on strategic goals rather than just tactical**
  It is very easy for organisations to narrow their focus to being data or technology driven rather than strategy driven. Managers still need to *ask the right questions* to access insights provided by BI & A.
- **Being customer focused rather than company focused**
  Too often BI & A efforts have been spent in exploring how customers have been acting rather than in anticipating how they will react *in the future*.

BREAK DOWN FUNCTIONAL SILOS

Increasingly data analytics is moving away from the information technology (IT) function and into the business. A strategy driven data initiative requires a high level partnership between IT and the business, one to articulate strategic goals and one to deliver and align to the goals. IT staff can quickly reduce a data initiative to one that is technology driven and confusing to senior managers. Without business and IT alignment deriving high value from BI & A is difficult. O'Reilly and Paper talk of a 'managerial data revolution' where all stakeholders become active in an organisation's data processes to effectively support insights of senior managers with 'data-driven strategic intelligence' (p. 3, 2012).

There are emerging career opportunities but not enough people with the required skills to fill new and growing roles. Hal Varian, Chief Economist for Google said, "So what's getting ubiquitous and cheap? Data. And what is complementary to data? Analysis." A lack of skilled managers is compounded by an issue of competing priorities for managers; therefore managers are not focusing attention on realising value from BI & A.

The McKinsey Global Institute predicted that by 2018 the United States would have an unmet requirement for 1.5 million managers who would know how to analyse data for decision-making.

FOCUS ON STRATEGIC DECISION-MAKING

Managers can receive a lot of useful data about their organisations and market, and yet readily misinterpret what they are provided by paying attention to many other less significant factors. Decision-making based on analysis of data still requires senior managers to both pose the right strategic questions, and to interpret the data.

Senior managers can have a tendency to surround themselves with 'yes-men' who confirm their view of the world and filter out factual evidence if it does not support their view. People also tend to engage in a mental process known

as anchoring; information first received is given more weight than subsequent information. Bias in decision-making has fuelled dialogue by behavioural economists, who highlight that we are often not as rational as we think we are. The more senior managers can understand their own innate biases, develop decision-making systems and processes and engage in reflective thinking, the more likely value from data can be realised.

Ways of making data readily consumable can be achieved with techniques such as data visualisation and simulations, by applying analytics within business processes and by using advanced modelling and forecasting techniques. Monitoring of real-time data (data with 'velocity') better supports the ability of managers to act based on what Davenport et al. (p. 44, 2102) call 'hunches and hypotheses'. Business acumen is still critical, the right questions need to be asked and heuristic reasoning is important, ideally based on an understanding of innate biases. The financial crisis of the late 2000s resulted in enormous costs to the economies of many countries and negatively impacted many families. The governing boards of many financial service firms made poor decisions catapulting the world into global recession. This was not due to a lack of data, but primarily poor decision-making.

Increasingly data analytics is moving away from the information technology (IT) function and into the business

Kahneman, Lovallo & Sibony (2011) report a McKinsey study that showed that when there was a focus on eliminating bias in decision-making processes, business investment returns were 7% higher.

BE CUSTOMER FOCUSED

It is now possible to engage in more of an online 'conversation' with customers.

O'Reilly and Paper suggest that organisations view data as a 'facsimile of life' (p. 5, 2012) and actively engage with the customer and their data to identify opportunities to develop a more meaningful relationship. Much of the data belongs to the customer, and is in essence on 'loan' to the agency for a single purpose. A recent article in *The Economist* notes that an ability to test assumptions with customers is also of enormous advantage to start-ups. Better customer engagement helps to mitigate a potential issue where the concerns of the agency may replace the concerns of the customer, ultimately reducing profitability in decision-making.

A recent McKinsey report notes that consumers also have a lot to gain from the availability of data. Consumers can access sites that offer price comparisons for goods, and can share reviews of products and services, and even offer suggestions for their improvement. The report estimates that opening up public and private sector data to support big data analytics could add $520 billion to $1.5 trillion per year in consumer products.

A very simple but compelling example of effective engagement with customers is 'Design by Humans', an online community for graphic t-shirt fans, which includes a Shirt of the Day promotion, a user-driven daily deal and t-shirt competition. It relies on engagement with a community of artists to design the t-shirts, and on a broader community to vote online for most popular design. The voting data provided by the community inform the choice of the design produced for sale, and the choice of the daily deal. The content and product is completely integrated with the community and rights to the artwork are retained by the artist.[2]

In engaging with customers it is important to manage reputational risk, privacy and security.

Social media supports new forms of interaction, and the generation of substantial unstructured or semi-structured data presents new opportunities, and new challenges to managing customer interactions.

Effective governance promotes a focus on realising strategic value and managing risk

REPUTATIONAL RISK, PRIVACY AND SECURITY

That privacy is of increasing interest to consumers is indicated by an example from popular media. In New Zealand a search of online news site Stuff[3] revealed that in the 12 months to end January 2014 there were more than 50 references to privacy. This more than doubled from the previous year, a clear indication of increasing public interest. The public sector has to be concerned with the data it collects, and also the data it authorises other organisations to collect and how all this data is stored and used. If consumers become skeptical about the ability of industry to self-regulate for consumer privacy, or if they feel government is not protecting their interests, they will request stronger legislation to protect their rights from abuse. The New Zealand government response to such interest has been to establish a Data Futures Forum – a working group of government and industry experts to advise on potential issues around the collection, sharing and use of data[4].

Aggregated datasets make it more likely that identification of a person will inadvertently happen, for instance a dataset containing information about a population in a small geographical area, or about individuals with unique characteristics may lead to identification of an individual. Privacy breaches may also be widely reported via social media as well as traditional media, making organisations vulnerable to threats to reputation given the potential for consumers to provide wide and influential commentary. Managing reputational risk is another compelling reason to consider the customer first.

Security is also a necessary component of data governance, to ensure that information is not altered, that authentication related to identity has integrity, and that access is only provided to those that have a right to it. However privacy breaches often happen due to human error rather than lack of security within a system.

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Suzanne Jones is currently Knowledge Manager at the Electricity Authority in New Zealand. She has a strong background in managing information and communication across a range of sectors. She currently sits on the NZ Government Information Strategic Leadership group.

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GOVERNANCE

Effective governance promotes a focus on realising strategic value and managing risk. However data governance is still at a low level of evolution, and effective governance will potentially require organisational change, with a focus on information quality, security and privacy.

Data standards support information quality and are still evolving, in both a national and international landscape. Wayne Kubick in commenting on health data noted that "it is extremely challenging to meaningfully merge and combine data into a single research database, because the content, context, and structure of such data from different sources is so heterogeneous" (2012). In New Zealand there are government enterprise architecture standards to support interoperability of systems and the release and reuse of public sector data; these also include standards from international bodies. The government standards also support the harmonisation of standards with legislation such as the *Privacy Act* (1993) and the *Public Records Act* (2005).

Governance would also support the development of policy. The development and implementation of an information policy that included retention would determine when to destroy data if it should no longer be kept for the purpose that it was collected. What's more, if data is deleted the algorithms that support analytics function better, supporting more current analysis. A strategic perspective against the specific needs of the agency aided by policy will include lifecycle management of *all* data. Data governance may exist with a fairly narrow definition, but effective governance requires an understanding of the wider data and information environment.

KEEP THE FOCUS ON ACHIEVING VALUE

To achieve value a roadmap needs to be in place to move an agency from an aspirational stage where a case is being made for the investment in BI & A, to an experienced stage. There are a number of models that can support an agency to assess how mature its BI & A is. An experienced stage from a maturity model perspective would for instance comprise:

- information governance and policies
- data architecture, over structured and unstructured data
- data currency – real-time quality data
- data management
- analytical tools based on needs of users.

To achieve a transformational stage, or a stage where substantial experience exists and business processes have improved with the primary focus on realising more targeted value, requires management capability and a deep use of analytics.

At an early stage it is important to focus on the biggest value returning opportunity to keep the focus on supporting a common goal and to reveal the value of effective data use.

To achieve value from the investment manager's need to be able to understand the economic benefit received by BI & A. However, it is far easier to measure the costs than the benefits of BI & A. A study of agencies by Popovic, Turk & Jaklic (2010) revealed that when benefits are articulated they tended to be benefits related to information improvements, rather than managerial benefits which is where key strategic value can be achieved. Consequently it was rare for value to have been realised in these areas. This is reinforced by Hopkins et al (2010) where they note survey results that reveal the biggest obstacle to value realisation was lack of understanding of how to use BI & A to improve the business.

Analysing BI & A implementations from a maturity model perspective can enable an agency to quickly identify where to focus its efforts to realise value.

Some organisations, such as SMEs, may only expect a low level of maturity; others may require and demand more. Assessing an agency's maturity quickly determines where an agency needs to be to meets its strategy and where effort may need to be placed to realise value.
It enables an organisation to understand the answer to some key questions:

- Where is the reporting and analysis being done?
- Who is using the analysis?
- What is driving BI & A?
- What strategies for use does the organisation have?

Daniel H. Burnham, American 19th century architect said "Make no little plans; they have no magic to stir men's blood and probably themselves will not be realized".

And very importantly,

- What is the business value?

However it is important to acknowledge that many agencies are still struggling with adoption of enabling technology to support initiatives.

The value of business intelligence and big data is clear and widely acknowledged. It has potential to create economic value by creating new business opportunities, enabling experimentation and supporting innovation in products and services for large and small enterprises. However to realise value requires an organisation to break down silos within the organisation, to have skilled managers and staff who know how to ask the right questions, and to focus on the customer. Governance across all kinds of data, structured and unstructured will support a focus on realising and measuring strategic value whilst managing reputational risks. ❖

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TRANSFORMING BUSINESS, MAKING LIFE SIMPLE

After attending the Gold Coast TechnologyOne 'evolve' conference held from 18 to 21 February, the author was inspired to write this article to inform record information professionals of the potential for and the realisation that an ECM mobile and open source solution is here, regardless of product and/or company. With no association with TechnologyOne, and not knowing what to expect from this conference, she was impressed with their strategy and new vision 'transforming business, making life simple'.

story snapshot

No one knows about making a difference better than TechnologyOne, Australia's largest enterprise software company and major supplier of Connected Intelligence (Ci) platform and 11 service categories, writes the author (see her interpretation in Figure 1).

Speaking in front of 1,600 attendees at the conference, Executive Chairman Adrian Di Marco revealed TechnologyOne Cloud and Ci Anywhere software as a service offering. "We've seen huge uptake in companies going to the cloud," he said.

Responding to this demand has required TechnologyOne over the last couple of years to redesign their software and update it to the meet the very different requirements of cloud services.

The speed of TechnologyOne's transformation and their innovation in creating a wide range of new web applications was showed cased over three days on the Gold Coast. It looked like something out of Star Trek *with its five-year mission: to explore strange new worlds, to seek out new life and new civilizations, to boldly go where no man has gone before*. It was obvious that TechnologyOne had certainly been on a voyage of 'innovativeness' and has certainly been exploring new trends and taken a quantum leap to 'evolve', engage, enhance and empower business.

A NEW CLOUD-READY CONTENT MANAGEMENT SOLUTION

One noticeable area of change is around the TechnologyOne Enterprise Content Management (ECM) solution with its catchy slogan of 'One place to store, one place to search'. It is a cloud-ready content management solution that provides an holistic approach and interoperability between all service categories as shown in Figure 1.

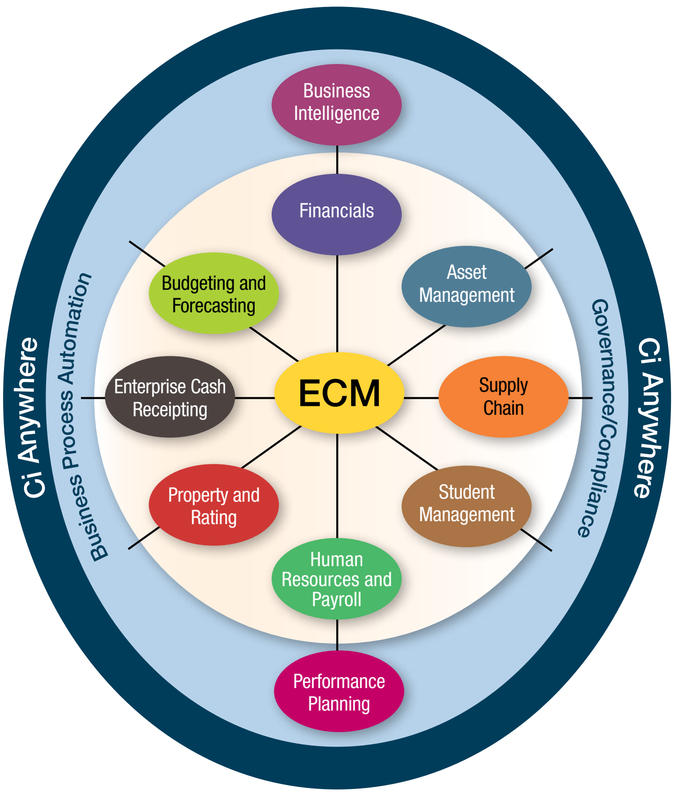

Figure 1 – TechnologyOne, Connected Intelligence (Ci) and 11 categories

TechnologyOne's new ECM solution is able to automatically capture information, collect appropriate metadata to enable information assets to be effectively managed, workflow enabled and providing a single place to store, profile, retrieve, view and secure documents *'anywhere, anytime and on any device'*.

TechnologyOne's ECM solution is moving the goal posts and changing the playing field. It reflects the move towards an 'information centric' approach. One that can utilise process centric workflow modeling and the concept of 'virtual information asset' management. Making a difference by 'transforming business and making life simple' is not just a catch phase it is a reality. It provides the ability to interact from any mobile device such as tablets, smart phones, laptops and PCs. It not only allows one to quickly retrieve data from any mobile device, it enables a user to view and navigate screens, documents, content and more importantly a user can now capture and submit new data, documents, images, voice and video content.

A HOLISTIC APPROACH TO CLOUD INFORMATION MANAGEMENT

In today's business world agility is everything. TechnologyOne Cloud and Ci Anywhere software as a service offering provides the ability to interact from any mobile device. It is creating a useable setting for the contemporary working environment. It enables mobile working as it only requires a web browser interface and is breaking down the barriers of traditional records management activities that depended on the business knowing how to register documents into a records management system.

TechnologyOne's ECM (as seen in Figure 1) is the nucleus between TechnologyOne's 10 service categories. Eight of these service categories are to be found within the inner circle with the other two being Business Intelligence and Performance Planning sitting outside the inner circle, as they provide the tools for business analytics, dashboards and reporting across the enterprise. In Figure 1, the key drivers are Business Process Automation and Governance/Compliance. They are the glue between the front and back office providing the business rules, security, workflows, profiles, links and single holistic view between each service category and module. And all of this sits within TechnologyOne Cloud and Ci Anywhere software as a service offering.

REGISTERING AND CAPTURING METADATA AT BIRTH

As I sat through the various conference sessions, demonstrations and presentations, I observed that registering content is at the birth of the data/document capture process, thus fulfilling the 'appraisal' activity and new proposed requirements for ISO 15489-1 which identifies 'appraisal' as being the key upfront activity for the creation, management and disposition of records. A single view is achieved through metadata capture, the use of profiles, standardised naming conventions and multiple indexes to link data/documents across all service categories, thus applying appropriate business rules for addressing accessibility, security, changing business rules, policies and governance mandates. This is a giant step in the right direction and a candid move by TechnologyOne.

Linking up with ISO 30300

From a strategic level it would appear that the TechnologyOne ECM solution goes a long way in supporting drivers for agencies to meet the 'management system for records standards governance framework' in accordance with ISO 30300 (see Table 1).

The primary focus of the ISO 30300 is aimed at executives/management to provide leadership in achieving benefit realisation from its data, information and record assets in real time especially in areas of evidence-based processes, risk, compliance, security, quality etc. Moreover, ISO 30300 promotes the need for executives/management to enable tight integration between business processes, technology, systems and provide a disciplined approach to the creation, capture, control and management of data, information and record assets. Finally, whilst not spelt out in so many words, the ISO 30300 framework should be transportable to cater for the 21st century evolution as the landscape will continue to evolve.

MANAGEMENT SYSTEMS FOR RECORDS STANDARDS (MSR) – GOVERNANCE FRAMEWORK ISO 30300	
Fundamentals & Terminology	ISO 30300 Management system for records – Fundamentals and Vocabulary
Requirements	ISO 30301 Management system for records – Requirements
	ISO 30303 Management system for records – Requirements for bodies providing audit and certification
Guidelines	ISO 30302 Management system for records – Guidelines for implementation
	ISO 30304 Management system for records – Assessment Guide

Table 1 – Management systems for records standards (MSR) – Governance Framework ISO 30300

AHEAD OF ITS TIME

As previously mentioned, from my observations TechnologyOne Cloud and Ci Anywhere software as a service offering reflects a move towards an 'information centric' approach. The concept of automatic capture of information, collection of appropriate metadata, profiling and linkages to enable information assets to be effectively managed is like building an internal 'semantic web' providing the potential to locate and integrate all related information automatically. This is a quantum leap to 'convergence' which tends to occur in technology, when there is an advantage to consumers in having multiple functions available to them through a single device or service.

AN EXAMPLE OF INTEROPERABILITY BETWEEN ECM, SERVICE CATEGORIES AND MODULES

A key message that was reinforced over the three days 'evolve' technology**one** 2014 user conference was that the TechnologyOne Cloud and Ci Anywhere software as a service offering aims to provide the foundation for business to meet global competition, experience the benefit of mobile working and the power of a single, integrated enterprise solution. TechnologyOne is providing the tools to automate and streamline the entire lifecycle of a business activity to generate efficiencies. It achieves this by making timely, accurate and relevant information available '*anywhere, anytime and on any device*' to enable sound business decisions. Thus placing the business in a position to respond to changing demands and enable continuous improvement in the delivery of services that both meet and exceed customer expectations.

This key message caught my imagination and I began to visualise how I could I blend key ISO standards and creative

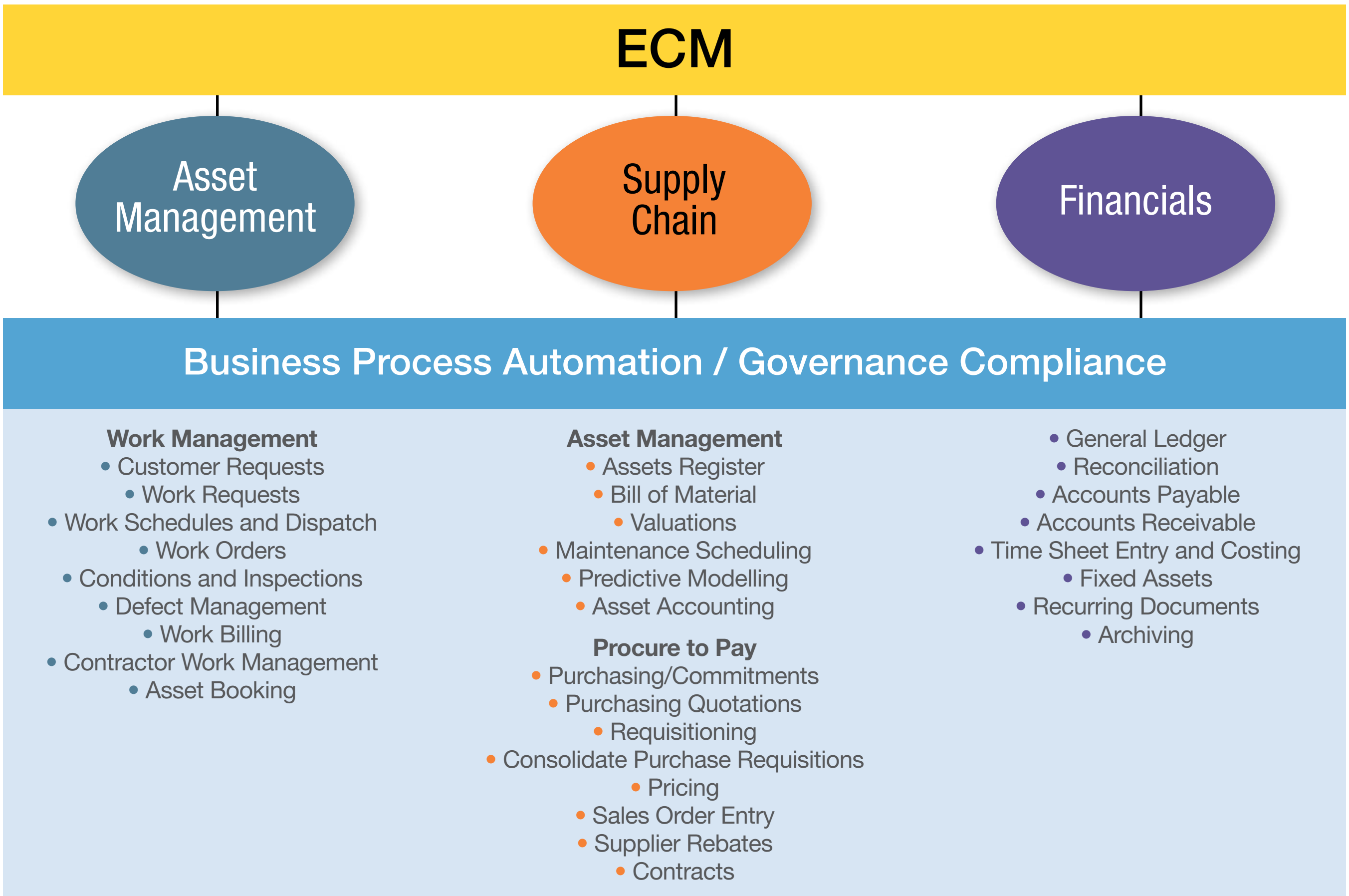

Figure 2 – Example of Interoperability between ECM, Service Categories and Modules

thinking to graphically articulate this so that the wider record information professional audience could better understand how they might use similar approaches for any business environment.

In Figure 2, we see an example of interoperability between ECM, service categories and modules that might be used in my hypothetical workflow scenario 'taking a staff request for a vehicle head light to be fixed (see Figure 3). The TechnologyOne service categories identified are Asset Management, Supply Chain and Financials. Related modules are Work Management, Asset Management, Procure to Pay and Accounts Payable. Figure 2 reflects the AS/NZS ISO 16175 Principles and functional requirements for records in business systems.

AN EXAMPLE OF A HYPOTHETICAL WORKFLOW SCENARIO FOR MANAGING A VEHICLE DEFECT

In Table 2, we list six steps. These steps represent a high level overview of the workflow for managing a vehicle defect. This workflow is based on a staff member phoning in to request a vehicle head light to be fixed. This is then translated into a workflow model (see Figure 3).

STEP	PROCESS
1	– The process starts with the customer service who takes the details and generates the customer request. A record is automatically generated in ECM and appraisal of the record is generated based on the work request type and am initial retention period is applied.
2	The customer request is escalated to the asset manager. A work order number is created. A stock check of item is undertaken, there is no stock. A requisition is raised to purchase new stock. Requisition is approved. A purchase order is raised and sent to supplier. Stock is received. Asset register is updated, eDocket and Invoice checked and forwarded to Accounts Payable for payment. Maintenance schedule created. Staff member notified.
3	Account manager receives requisition to purchase stock and approves request.
4	Accounts Payable receive eDocket and approved invoice to pay supplier.
5	Maintenance fix headlight. Asset register updated. Work order closed. Customer request closed.
6	ECM record closed. Along the way any documents have been automatically captured in PDF and saved against the record. All metadata is collected and wrapped around record and appraisal of record reassessed. New retention updated.

Table 2 – Hypothetical workflow scenario high level steps

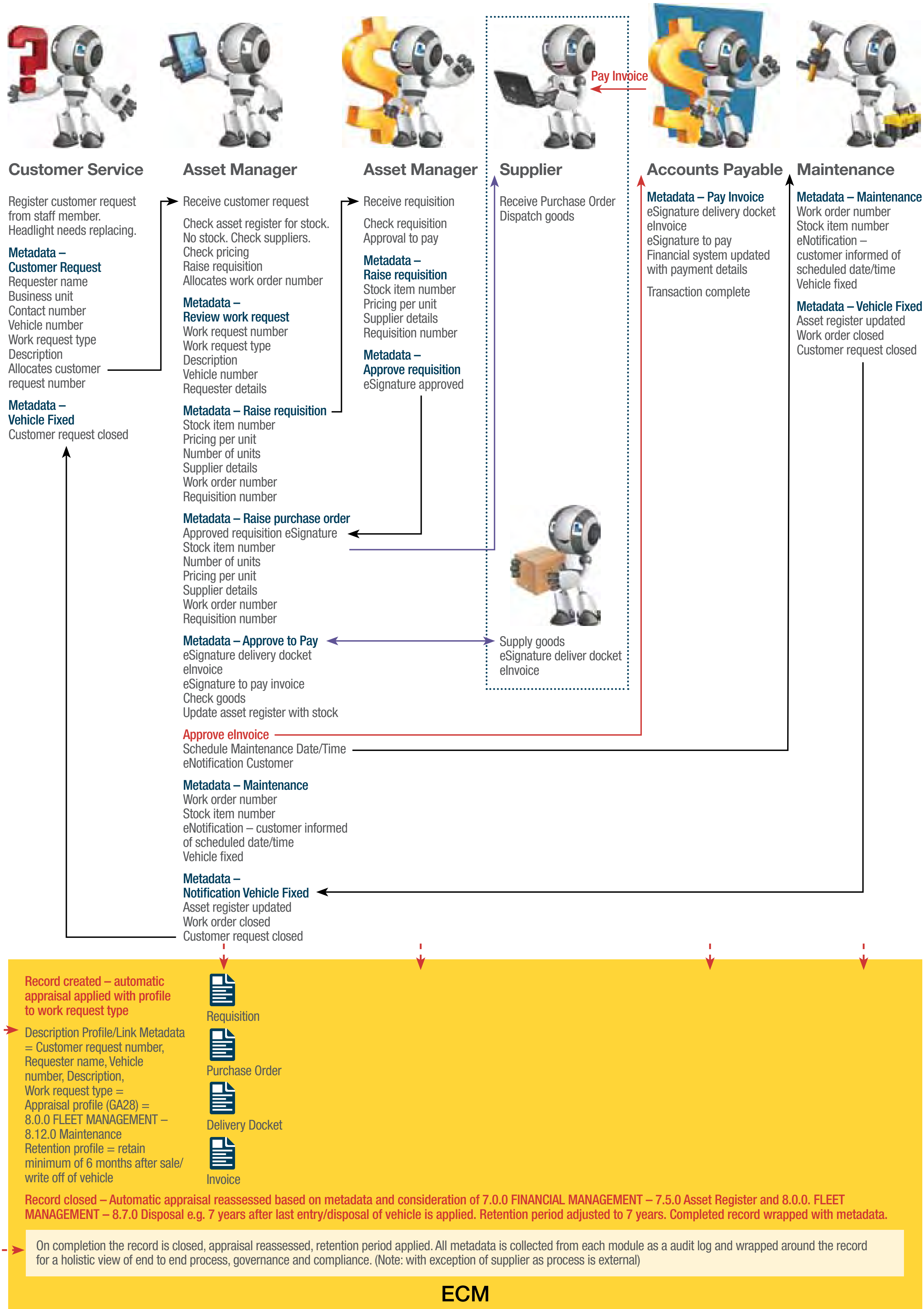

Figure 3 – Workflow lifecycle and ECM

In Figure 3, we are presented with a process centric view of my hypothetical workflow scenario along with touch points, systems and people involved in each step. Figure 3 also reflects the ISO/TR 26122:2008 MOD – Information and documentation – Work process analysis for recordkeeping.

The aim of Figure 3, is to capture and conceptualise the ECM solution by showing a record being created at birth with automatic appraisal being applied via profiles and links to the work request type. The business process automation and Governance/Compliance layer is providing the business rules, security, workflows, profiles, links and single holistic view between each service category and module.

You will note that other than the supplier (as this process crosses the boundaries), you can see that for each step in the process 'metadata' is being captured and/or applied as the process goes through the steps. From the asset manager we have a number of documents being created and/or received and there are three end points. One is Accounts Payable, and once payment is made their role in the process ends. The maintenance process ends once the vehicle is fixed and the asset register is updated, work order and customer request are closed. The final end point is the closing of the customer request. Once this is closed the record in the ECM is ready to be closed. Prior to closing the record all metadata is wrapped around the 'record' (object) the original appraisal is re-assessed and validated against the metadata life-cycle and a new retention is applied as needed and the record is closed.

IN CONCLUSION

Adrian Di Marco said at the 'evolve' technology**one** 2014 user conference "The cloud is not for the faint hearted". I believe the possibilities for record information professionals are just beginning. Our role must continue to evolve and, as can be seen from my hypothetical workflow scenario at Figure 3, we could be collecting more data about our records in the form of wrappers than ever before.

Whilst the 'evolve' technology**one** 2014 user conference did not showcase the 'engine room' of the ECM solution the mobile working concepts inspired the imagination. I cannot wait for the next generation 'ECM' solutions. I am hoping that it will be something like the *Star Trek* voice activate search engine, ask it anything and it will verbally respond – leading us to the source of information. Today the Cloud tomorrow the Stars – 'Beam me up, Scotty', I want a front seat on this journey. ❖

ABOUT THE AUTHOR

Linda Shave is a researcher, consultant and analyst in areas of virtual information asset management, business process management, workflow automation, corporate governance and risk management.
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NOT THE 6 O'CLOCK NEWS

Here, our authors describe a scenario where a terrible accident provides the impetus for change. They outline the obstacles that a RIM professional might face, the steps taken to reduce risk, and give an explanation for how such a situation can offer the chance to make a difference.

By **Michelle Linton** & **Kevin Dwyer**

Aimee walked in the door after work. The house was dark and quiet. Good, she'd beaten Ben home. A few minutes of 'me' time before he gets in. She flicked on the TV in the bedroom to catch the news as she changed out of her office garb. Accident in the suburbs, building site explosion and fire, two dead.

A fleeting sadness crossed her mind for the dead and their families, as it did every time she saw something similar. And then she caught the words 'Mason Holdings'. Ben's company.

On the screen she could see the building and rubble. The reporter was talking about an infringement of safety conditions. Lucky more people hadn't been killed.

Ben wouldn't have been on site she told herself as she felt the panic rising. He's the construction manager. He doesn't actually do anything dangerous. Doesn't actually get his hands dirty.

His mobile went to voice mail. The text message sat unanswered. She sat in the dark waiting, wondering what to do next. And then, "Hi. You've seen the news. Don't know that I'll get home tonight. I'll call you when I can."

Tears streamed down Aimee's face and she sobbed uncontrollably. She cried for what might have been, and what was for the two people who didn't make it home tonight.

HOW DID IT HAPPEN?

The next week was really just a blur. Ben spent long hours at work sifting through the trail of paperwork, trying to answer the puzzle of why and how the accident happened. WorkCover and the police demanded answers. He'd never so much as had a traffic infringement before, and now he was being treated like a criminal. There were isolation interviews, his computer was possessed and office turned over. Aimee caught most of the story

on the nightly news, or through the papers. Ben was simply too exhausted and confused by the end of the day to have a coherent conversation with.

With Mason being a large national company, the journalists were keen to keep the story on the front pages. There were plenty of people who wanted to see the company held responsible, and naturally people deserved answers. The safety record of Mason was good, but it was easy to find plenty of people to provide evidence of near misses. Why so many? The public demanded an explanation, and the investors wanted reassurance their projects were secure.

Ben, when he finally talked, said it was a result of a contract variation. The process for safety inductions had been changed. Normally the contracted company was responsible for safety inductions on the services they provided. The supplier did not want to complete the inductions and requested Masons to complete the inductions or allow them to outsource the inductions. Ben knew that he had authorised a variation to the contract approving the outsourcing. But the supplier claimed in this case it was Mason's responsibility. The investigation revealed that the variation document was not passed on to the project manager, so no one authorised the company supposed to be conducting them for this supplier and Mason's did not conduct them either. The new recruit didn't really stand a chance that day; not understanding the unique conditions of the site and its risks. And the second person just happened to within the range of the blast that was caused.

Aimee saw Ben suffering every day as he struggled to live with his responsibility in the whole scenario.

With their own contracts, it just felt like turning a blind eye because they didn't know the solution, when they knew important information was not being managed well.

EVALUATING THE RISK

"Yvonne, how do we handle contract variations?" Yvonne was Aimee's boss, and the records and information manager in a government department.

"You're thinking about Ben aren't you? You know the records policy instructs people to save the contract documents into the EDRMS."

"I know that, but we know people don't put them all in. And even if the original contract is there, all the variations, emails and phone conversations won't be." Aimee's face showed how concerned she was.

"Look Aimee, I know it's a worry for you, what Ben is going through. And it would be great if people did put everything in the EDRMS, but they just don't listen to us. If we had more staff we could pursue people, but as it is we're up to our necks just scanning the backlog of physical files."

Yvonne was trying to be comforting. "Besides which, it's not the same for us you know. None of our contracts are about life and death. We just don't have the same risks."

Aimee knew working for a government department was different to a construction company like Mason. Their department focused on policy and administration. But her mind was still uncomfortable. She just wasn't sure the situation and risk wasn't exactly the same. The word 'risk' played on her mind for the rest of the day. Ben's role as the construction manager meant that he had to identify the risks to the company. She remembered a conversation about how he evaluated risk.

"I measure them," he said, "against the standard risk criteria. Every organisation is at risk of financial, physical, environmental and reputation loss when something goes wrong. Physical could be loss of assets, like buildings, or it could be injury or death."

"Basically I work out all the things that could go wrong on a project, and then if that event did happen, what the impact on the company is. For instance if a contractor does a poor job then they have to pay for the rework, but it still has a financial impact on us because the building will be delayed in being sold. And plus then it gets out that we don't get projects finished on time, so our reputation is lowered with investors."

"Other times we might have to make a big payout to investors or contractors because we didn't manage a risk." He had smiled then. "Don't worry babe. We're pretty good at it after all these years."

FIGURING IT OUT

That's what bothered Aimee. The assumption that 'we're all right'. With their own contracts, it just felt like turning a blind eye because they didn't know the solution, when they knew important information was not being managed well. After all the cost to the department whenever they hit the papers, both financially and reputation wise was colossal.

And then there were always staff who disappeared after an uncomfortable event. Sometimes it was the stress, and other times they were shown the door.

Lunch with Legal. Aimee decided that was the place to start. Yvonne couldn't complain that she wasn't attending

to her own work, and she could get a better understanding. Brian and Margot happily agreed.

Aimee explained what had happened and how she was worried that they didn't have their own contract records captured in the EDRMS. "Well," said Brian, "I don't care whether they are on the shared drive or the EDRMS, but all in one place would be nice. We can usually tell we are missing bits and pieces, but it takes us simply ages to piece everything together."

"Problem is, people really hate the EDRMS," Margot said with a shrug that indicated she thought it was a waste of time.

"I know everyone likes to do their own thing, and it would take a big effort to make it all run smoothly. But surely the directors are worried about the costs of poorly managed contracts?"

Margot and Brian exchanged sideways glances. "Look Aimee, I know they could be more efficiently managed, but unless it's a really serious issue we don't get directors involved. They are happy as long as we get the information to them. I guess they are used to that being a fairly slow process."

This was getting a bit precarious, thought Aimee. She'd have to tread carefully. Obviously Legal were feeling vulnerable about their own responsibilities here. She pondered a moment. "The case last year, where the website company claimed they had fulfilled their contract, and we said they hadn't. That ended up all over the papers for a few days didn't it, because the information on the site wasn't secure? What was the problem there?"

Brian sighed. "Yes that was ugly. They were contracted to supply a secure site, but there were technical problems and there was a series of email and letters about it, and how it was going to be resolved. It took a while to be discovered, and there were many gaps in the information when we tried to find the trail of evidence. The whole project had taken ages which meant people had moved on. Finding their emails and all the other documents was painful."

"Didn't the director end up on national news over that, trying to placate people?"

"Yes and she was pretty upset with us because we didn't have the facts to give her. Just muddle and guesswork." Margot was looking uncomfortable now. She added quietly, "That was when Fran left. She couldn't hack it any more after that one."

At the end of the day Legal were accountable for all the contract management, but it was obvious that despite the pain it caused they didn't see the EDRMS as the solution. As Aimee discussed more with Brian and Margot she could see that they took it for granted their division's role was to deal with this type of problem. There were no proactive suggestions from them on either how to gain more commitment from the director or the staff.

They were also clearly unfamiliar with how to use the EDRMS beyond basic file registration and document storage. At least there was one positive of the system for them – the automated retention.

THE SOLUTION

Aimee ran a report to see just how many contracts were in the EDRMS. All she had to go on was the title and the results looked poor to her. There were a variety of odd titles in the Contract and Agreement classification. From the title it was impossible to tell if many were actually contracts, and then a sprinkling of other documents throughout the classification system had 'contract' in their title.

Definitely a clean-up job for Records, and teaching people to use the right classification was needed. That was just a patch though, she knew from experience. She would nag and educate, and some people would comply, but without grinding vigilance on her part, any change in how contracts were stored would evaporate over time.

"What makes people consistently and correctly repeat the same practice?" she mused.

"I know! Immediate reward." Aimee smiled at a fleeting vision of herself running around handing out chocolates every time someone registered a contract. That wasn't going to be quite the solution, but she realised that the reward of being able to manage contract issues was too far down the track for the people creating the contract. Many of them would have left by the time a problem arose, and it was likely they viewed that as the reason the Legal team existed.

Aimee knew she'd found her reward. The contract number empowered the contract creator. Generating that number was the one absolute in each contract process.

No, it would need to be something that provided a reward in a short time.

"Can you take me through setting up a contract?" Aimee asked Yvonne.

"Well, there is a variety of types. I'll do the two most common for you."

Aimee listened carefully. There was a clear process for each contract type of who had to approve what and how Finance raised a ledger item for a contract. Naturally Yvonne saved her contract to the EDRMS, but the implementation of a contract worked equally as well if the contract was saved on a C Drive. All the signatures were on the physical copy.

What was consistent was the registration of every contract in the Contracts Register. That's where the contract number was generated. As well as the signature the signatories had to mark progress of the contract approval in the Register. Without that contract number, everything came to a halt.

Aimee knew she'd found her reward. The contract number empowered the contract creator. Generating that number was the one absolute in each contract process.

Yvonne listened patiently, nodding her head. "Yes, you're right. We could make a record type in the EDRMS and imitate the Contracts Register." More thought, more nodding. "That would force at least every initial contract to be registered in the EDRMS. But …"

Yvonne presented the insurmountable obstacles: getting the parties to accept the EDRMS as the Contracts Register, training people on the new process, capturing all the additional documents, getting the directors support. Aimee focused on her memory of Ben's recent accident.

Yes, there were obstacles. Yes, it would be difficult. There was a clear choice, however. To succeed despite these obstacles or to fail because of them. And she had within her grasp the first step in reducing risks and not appearing on the 6 o'clock news. She knew she was the one with the opportunity to make a difference. ❖

ABOUT THE AUTHORS

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Michelle is a Learning & Development professional with 24 years' experience in the planning, design and delivery of training programs. Michelle has developed and delivered innovative, outcome focused EDRMS training for over 30 government and private organisations since 2005. Michelle's pragmatic approach to learning strategies leading to application adoption has been enthusiastically welcomed by the industry, and she is a regular speaker at RIM events and contributor to industry magazines. Linked Training is the training partner in the REX project which was awarded the J.Eddis Linton Award for Excellence – Most outstanding group in 2010.

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Kevin is a Change Management professional with more than 30 years' experience in the planning, design and delivery of change management programs. Since 2001, and the establishment of Change Factory, he has been involved in many Change Management projects ranging from re-engineering of customs processes to reduce risk to creating and revising performance management systems to improve customer service outcomes at five-star resorts. His first EDRMS project was as the Change Management partner for the REX project which was awarded the J.Eddis Linton Award for Excellence – Most outstanding group in 2010.

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“I just put it in the bin”

Training staff in the basics of record keeping can really make a difference – for example, it could help you avoid a situation where a departing staff member thinks it's OK to throw all of their records in the bin when they leave!

By **Kylie Welch**

I just put it in the bin.” Sometimes over my years in records management, when I hear this, I have to remind myself that some people still think its OK to just put their official business records in the bin.

When I first started working in the records management sector and heard the word taxonomy, I thought we were discussing taxidermy. As records managers we have learnt a unique language. We have learnt so much about how to manage records; we may sometimes forget that staff may not know – just as I didn't know what a taxonomy was – the basics of recordkeeping.

Having trained over 500 staff over the years, I now know that it's best to start with the basics. How many of us have heard horror stories about disgruntled staff members who have been angry at having to leave an organising and have thrown *all* of their paper records in the bin, thinking it's OK? Our job as trainers/record managers is to make sure that we have done enough training and have a good enough relationship with all staff that they know how to manage the records they deal with on a daily basis. So how is this done?

RELATIONSHIP IS KEY

One thing I have learnt over the years is the fact that relationships are important. Make sure staff know your name. Let them know that you are there to support them, not reprimand them. Allow staff the freedom to ask all kinds of questions. You will find that this will be one of the most effective steps you can take to ensure staff begin to understand their recordkeeping responsibilities. Make them feel welcome when you are with them.

WORK WITH STAFF FROM INDUCTION

Working with staff from the start of their journey within your organisation seems to be the best way. We could start by ensuring records management 101 training has been incorporated into the induction processes within your organisation. If it is face to face, ensure that you have your appointment booked with new staff within the first month of them being at your organisation.

If they see your appointment, they will immediately assume that records management training is important and highly valued by the company. If workshops are how you train staff, ensure you have a process with your Human Resources department to receive the names and email addresses of new staff so you can invite them to your workshops.

SO WHAT ARE THE BASICS?

When training staff either one on one or within a workshop, keep it simple. We can quickly lose someone's attention by using records management speak or jargon – eg, the word taxonomy is OK to use later on in their journey with the organisation. Initially, for example, it could pay to introduce the idea of the file classification structure (taxonomy) as a filing cabinet and show them the drawers, the folders within, then the paper within that and finally the context of the paper which could then lead me to the difficult subject of metadata.

While teaching the basics, you could cover topics such as general responsibly, compliance, the management of paper and electronic records, what they can and cannot destroy/delete, email, vital records and maybe even business continuity. It does pay to make it fun with icebreakers and easy activities such as using the file classification structure as a puzzle for staff to rebuild or getting them to make boxes etc.

CONTINUED SUPPORT

Ensuring staff feel supported throughout their time at your organisation is important. We can do this by sending monthly emails or newsletters to staff or putting relevant information on the intranet (eg, end of year – time to have clean out). Getting out of our offices and visiting people can also be an effective way to maintain that all important relationship. Make sure you take jelly beans or something fun to leave with them if you have the budget to do this. In my experience, giving sweet rewards whilst reminding staff of the benefits of good recordkeeping goes a long way.

IN SUMMARY

In summary, keeping a relationship with staff is the most important success factor when you are tasked with training staff. Ensure they know you are accessible, help them with basic or complex records management processes and remain friendly and approachable. Work with staff from induction. Remember to cover the basics often. If a staff member comes to a workshop in January but doesn't need to send paper records off-site until July, be prepared, they may need a refresher course. Continual support is important. We have to be reminded that staff may feel silly asking even the simplest question. If they feel they have your support no matter what the question, they will feel more comfortable approaching you and your team. ❖

ABOUT THE AUTHOR

Kylie Welch has been working as a Records Management Advisor since 2009 and has trained many staff over the years. She has also created many helpful records management training resources and is always happy to share information.

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RULES OF THE ROAD FOR CULTURAL CHANGE – PART 2

Joseph M Juran's 'Rules of the Road' provide specific actions to be taken that facilitate the acceptance of change. They also help to establish an operational mindset from which to lead projects or other activities that require changes in how individuals think and act. Rules 1 to 5 were explored in the last issue of *iQ* – here are the rest, along with some additional practices of conduct that help to facilitate and accelerate cultural change.

By **Craig Grimestad**

RULE 6 WEAVE THE CHANGE INTO AN EXISTING, ACCEPTABLE PART OF THE CULTURAL PATTERN

The less 'foreign' the change appears, the easier it will be to implement and continue going forward. This can be done by inclusion or by extension. RIM program changes can be included in traditional business activities such as multi-year business plans, internal audits, training (including annual training refreshers) and personal performance reviews.

RIM program implementations or changes can also be represented as logical extensions of what is currently being done. In an office environment, individuals are already processing and storing records – both paper and electronic. So even if you lack meaningful governance, it can be said that there is prior activity – you are 'managing' records. Who would not agree with a company's efforts to standardise records retention practices to facilitate records access and security, with reduced expense?

story snapshot

Joseph M Juran's Rules of the Road

1. Provide participation to the recipient society
2. Avoid surprises
3. Provide enough time for the recipient society
4. Start small and keep it fluid
5. Create a favorable social climate
6. Weave the change into an existing, acceptable part of the cultural pattern
7. Provide a quid pro quo
8. Respond positively
9. Work with the recognised leadership of the culture
10. Treat the people with dignity
11. Keep it constructive

RULE 7 PROVIDE A QUID PRO QUO

I'll give you something you want for something I want. This happens all the time in union negotiations. Juran told of a classic example in his video series. He told the story of the US railroads transitioning from steam power to diesel power locomotives. Included in the crew for a steam locomotive was a fireman whose job it was to put coal in the boiler and monitor the steam pressure gauges. Well, the diesel locomotive has a diesel engine, not a steam engine, and therefore there is no need for a fireman, right? Well actually the unions maintained that the fireman was still needed in the diesel locomotive to protect public safety. It seems of course that the unions really were trying to protect jobs even though they said they were advocating for public safety (recall rule #5 – Establish a favorable social climate … In this case the union tied the status quo to a popular social movement [public safety]). In the end the benefit of the diesel was so great that, to move forward with that change, the unions got their quid pro quo – a fireman in the diesel locomotive crew.

It is rare for a quid pro quo to be of the magnitude of retaining a fireman in the diesel locomotives. For RIM, some, if not many, quid pro quos are actually consistent with improved governance. The culture may seek to have the official version of the Official Record in place they can access, as a quid pro quo for giving up personal databases of record copies. That should be consistent with your plan anyway – to establish Official Records repositories for your company's records. The remaining issue would be one of timing – to establish the Official Records repositories and have them functional before requiring the elimination of personal repositories.

> *The culture is sure to ask questions and identify issues to be resolved. Keep a positive outlook and respond positively to the problems raised.*

RULE 8 RESPOND POSITIVELY

The culture is sure to ask questions and identify issues to be resolved. Keep a positive outlook and respond positively to the problems raised. Remember those experiencing change are commonly experiencing feelings of uncertainty – Do I need to do this? Is this really necessary? If I delay, will I get away without participating? What exactly must I do? Am I doing it the right way? In addition to responding with the correct information, you want to exude confidence in the task and in yourself that sends two messages: The change must be accomplished, and you are capable of providing the leadership to accomplish the change(s).

RULE 9 WORK WITH THE RECOGNISED LEADERSHIP OF THE CULTURE

This may be a bit of a surprise, but there are actually two leadership lists you need to concern yourself with. The first list, as you would expect, follows your company's organisation charts – those in positions of authority for the business functions of the company, responsible for the employees assigned to perform those activities. The second list is often overlooked, but may actually be the more important one. This is the list of individuals that the 'society' has established as its leaders - the 'go to' people, the 'trusted advisors', and/or the 'make sure you check with them' people. These individuals may never show up in a supervisory capacity, but the society knows them and looks to them for guidance when dealing with change. This is often of highest importance in areas where directors, managers and/ or supervisors have been assigned based on managerial talent, without significant departmental job experience, or in-depth knowledge of the job activities of the workers in that area. Sometimes there is even a bias toward rejection of changes advocated by the formal leadership, because they 'haven't walked a mile in my shoes' and 'they don't know what they are talking about'.

It might be a good idea for you to make up your own 'cultural leadership organization chart' where you identify those individuals across the company selected by their local society to provide leadership and guidance. Treat these people right, and you will bias your project for success. Get these folks on your team and you will be surprised how many good ideas can be made better, and how quickly change can be implemented.

RULE 10 TREAT THE PEOPLE WITH DIGNITY

It is always appropriate and helpful to treat everyone with respect and dignity. First and foremost it is the right thing to do, but secondly you need everyone to become compliant and you never know who might also have the capability and opportunity to be helpful and give you a boost. The more an individual feels respected, valued and involved, the more likely they are to be a willing participant and to be forthcoming in identifying problems and opportunities that they are aware of. I digress, but back in the 1920s there was an experiment conducted at a Western Electric factory called the Hawthorne Works (Juran was there, working for Western Electric), where management was testing the effect of light in the workplace on productivity. The assumption was that with better lighting the workers would be more productive. What happened was that worker productivity improved whether the lighting was improved or worsened. Turns out that as the workers started feeling important and respected, with all of the interest shown to them, they gave their best effort regardless of their environment (this phenomenon is called the Hawthorne effect). You want everyone's best effort? Treat everyone with respect and dignity.

RULE 11 KEEP IT CONSTRUCTIVE

There are always a lot of reasons, explanations and excuses for non-compliant situations and difficulties in becoming compliant. To the best of *your* ability, stay away from the blame game and deep dives into 'woulda, coulda, shoulda'. Focus on fixing problems, setting the path forward, and *enabling* all individuals and departments to become compliant. If individuals and departments are able to be honest about non-compliant situations without being 'punished', they will be much more open and forthcoming about their situations, enabling a more rapid achievement of compliance.

GUIDING PRINCIPLES 1 & 2

Here are two additional practices of conduct to facilitate and accelerate cultural change. Out of respect to Juran, instead of rules, let's call these guiding principles.

GUIDING PRINCIPLE 1: LEAD WITH TRANSPARENCY

There are some that advocate sharing information on a 'need to know' basis. My response to that is "How do you know what I need to know?" I have found it most useful, when making decisions for projects and programs, to explain my reasoning for making those decisions. For the Support Team (as we learned for Rule #2, the Support Team is where your horsepower comes from. This group includes members that organisationally have responsibility for the activities of the recipients).

It allows them to not only agree with your decision but also to have confidence in your thinking process and your future decisions (even though you have not yet made them). For others in leadership on the project or program team, providing your reasoning allows them to align their thinking with yours, it empowers them to make supporting decisions, with confidence, using the same reasoning when it is their turn to make decisions. Consequently, this reduces the number of questions that need to be brought to you – freeing up valuable time. It also is helpful as training for sub-leaders participating in the project. Training them in how to think problems through and make decisions prepares them for greater leadership roles in the future. Finally, it is quite possible that the reasoning may be faulty and needs adjustment. Explaining the why behind decisions allows others an opportunity to provide alternative reasoning, leading to a better and stronger final decision, which may well prevent problems or issues down the road. If you have 'blown it' in the past (see discussion of Rule #2 – Avoid Surprises), 'Leading with transparency' is a way to help restore your leadership's confidence in you.

GUIDING PRINCIPLE 2: VALUE DISSENTING OPINIONS

When given leadership responsibilities, one is always concerned for having the best available information from which to make decisions. The concern is that 'you don't know, what you don't know'. It is difficult (did someone say impossible?) for one individual to have a complete understanding of all of the facts, issues and opportunities that come into play for a given decision. Therefore you want to establish a climate where there is a free and open exchange of ideas, even if you have already started down a given path. When the majority of the team (or perhaps just you) have settled on a course of action, it is still important to listen to those who have concerns or flat out disagree. Some might consider those who raise their voice in opposition, disloyal or a troublemaker. The truth is they might be your most valuable supporter. They see a different part of the 'elephant' and are willing to share their view to help the plan be successful. They are putting some skin in the game, in the form of their reputation, to get it right. Think about it, do you want team members to hear the plan, believe it is flawed or will fail, and say nothing? Let your team members know that you *really do* want their honest opinions. I once worked with an individual of whom it was said, they "had a problem for every solution" (instead of "having a solution for every problem"). Even so, hear what they have to say – you don't have to agree with them. Gain a reputation for being approachable and listening to all perspectives.

Working to change what people do and how they think is difficult. When we understand, as Juran taught, that each change is actually two changes – the operational or technical change, and the social consequence of that change, with the social consequence being the troublemaker – we are driven into action, to address those social consequences. By your attitude, conduct and actions you can create a path of minimum resistance for your change. Where others would struggle, have partial success or just plain fail, using Juran's Rules of the Road you can distinguish yourself as an effective leader who works well with people at all levels, and is able to bring difficult projects to a successful conclusion. Juran used to close his video sessions with …"Good Luck!" I say, go get'em. You are now equipped to make yourself successful! ❖

ABOUT THE AUTHOR

Craig Grimestad is a senior consultant with Iron Mountain Consulting. His specialty is designing RIM core components with a sub-specialty for RIM auditing. Craig holds a Masters of Science degree in Engineering and was the records manager for the Electro-Motive Division of General Motors where he participated in the development of the GM Corporate RIM program, and implemented and managed Electro-Motive Division's RIM program. He blogs at http://blog.ironmountain.com/author/cgrimestad/

‘What’s next?’ … in Adelaide

The program for this year’s inForum is now in place. Here are some of the highlights not to be missed at the 2014 RIM Professionals Australasia convention…

This year’s conference – being hosted from 7 to 10 September at the Adelaide Convention Centre – has the theme ‘What’s Next?’. We will theorise where records and information management is heading as a resource, an industry and a profession while also offering observations on how it got to where it is.

The records and information management industry is faced with a constantly evolving environment. Conference attendees will be asked to consider the following questions:

- What challenges lay ahead for the industry and its practitioners?
- Do our foundation methodologies and practices remain solid and true or should they be reviewed and challenged in the face of the electronic era?
- Have past approaches to change management, gaining management buy-in and introducing or upgrading systems and technologies been successful?
- How can we learn from our successes and failures?
- What do practitioners need to do not only to keep up but to grow and flourish?

The 2014 program features a two-stream program to address the questions above, workshops on topics such as implementing a records management (RM) self-evaluation tool, implementing an information management (IM) strategy, how to write a disposal program, improving email management, and a discussion forum on creative innovation and leadership for the 21st-century RIM practitioner looking for opportunities in the digital revolution (outcomes will be made available to participants).

The Welcome Reception this year is at the National Wine Centre

OTHER HIGHLIGHTS

Other features of the program include interactive sessions where the audience can actively participate in a panel discussion on the need for industry Standards and a debate on whether the paperless office will ever actually happen.

There are also vendor presentations from Objective, Alfresco, RecordPoint, The Information Management Group, Laserfiche, EzeScan and RSD IG Solutions and a trade exhibition.

The opportunity to network with peers continues to be a major focus of inForum, and this year the social program includes a Welcome Reception at the National Wine Centre, Gala Awards Dinner with a Winter Wonderland theme and casual networking drinks/dinner opportunities. ❖

FOR MORE INFO

To view or download the program online, or to register please go to:
www.inforum.net.au

Keynote presentations

Royal Commissions and Legislative Reviews

Simon Froude

In 2012 the State Government of South Australia initiated a Royal Commission in to the Department of Education and Child Development's handling of an abuse case at a government school. The inquiry was led by former Supreme Court Justice Bruce Debelle and his final report was submitted in June 2013.

Amongst wide-ranging issues and recommendations, the Inquiry's final report raised concerns relating to record keeping, privacy and information sharing. Of particular note was the management of emails within the Minister's Office and the sanitisation of ICT assets. Continued questioning by the opposition and community led to the appointment of a Parliamentary Select Committee, with the express purpose to report on "any matter raised by the Debelle Inquiry related to incident and records management, including compliance with legislation and policy".

This keynote speech will address the outcomes of the Royal Commission, how the concerns raised have influenced recordkeeping in South Australia and the initiatives that have occurred since, in particular the response of DECD and State Records.

The presentation will also address the review of the *State Records Act*, which has in its establishment some of the concerns around the management of electronic records raised in the Debelle Inquiry Report.

ABOUT THE SPEAKER

Simon Froude is A/Director, State Records of South Australia. With over 15 years' experience in the government information management environment, Simon is responsible for a number of broad objectives relating to records and information management, freedom of information and information privacy. His focus over recent years has been to further develop key strategic programs relating to education, governance and consultancy, with a view to assisting and enabling organisations to bring real benefits through the management of their corporate information assets.

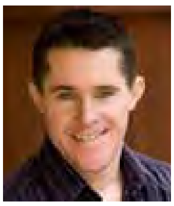
The changing technological environment and the importance for State Records to partner with key stakeholders such as the Office of the Chief Information Officer have defined Simon's role. He sees his key challenges as ensuring that organisations understand the power of the information they hold and to provide solutions that are flexible enough to respond to this rapidly changing world. He believes in a government working for the people and supports the use of information, through improved access, as a way of connecting with citizens.

After the Information Age

Steve Tighe

Corporate futurist Steve Tighe will outline the fundamental challenges for organisations and information management in an age of increasing business turbulence, growing international competitiveness and seemingly ubiquitous information.

In such times, the value of traditional sources of information is diminishing. And as businesses seek to remain competitive by generating new and distinct strategic outlooks that are fit for the future, information management will need to adapt in line with the changing demands of business in the 21st century.



ABOUT THE SPEAKER

Steve Tighe is the director of Chasing Sunrises in Queensland, a foresight company specialising in designing strategies for the future. He is the former foresight manager at Foster's, has a Masters in Strategic Foresight from Swinburne University, and has completed the Oxford Scenarios Programme at Oxford University.

Where next for government information management policy? Optimising government business in the digital world

David Fricker

The National Archives is in the front line of government information management policy, together with other agencies including the Attorney-General's Department, the Australian Government Information Management Office, the Office of the Australian Information Commissioner and the Department of Communications. Because digital information is a global resource, the Archives also works with national and international partners, with an eye on, for example, UK government initiatives in digital interactions with citizens and US policy on open data and openness in government.

Australian Government commitment to 'digital first' is taking shape in technology and governance policies, with its cloud computing strategy, mobile use in Australian Government agencies, the Australian Public Service Mobile Roadmap, offshore storage, the Information Publication Scheme, Principles on Public Sector Information and the Digital Transition Policy that is being led by the Archives.

In a business, government and social environment driven by new technologies, the Archives needs to provide guidance for Australian Government agencies that will meet their immediate business needs while balancing long-term digital information management requirements.

Digital information management policies must support benefits to the national economy; innovation through the use and re-purposing of data; greater citizen engagement; better service to citizens; accountability, rights and entitlements of stakeholders; and democratic government.

Where next?—quite simply, we have to meet technology head on. As new technologies facilitate greater online engagement with citizens, greater volumes of data and more cross-jurisdictional activities, there will be multiple impacts on how Australian Government agencies, create, use and manage that information – and increasing opportunities to realise value from it.

ABOUT THE SPEAKER

David Fricker is director-general of the National Archives. He began his career at the Australian Customs Service in 1979, with a BA in Computing Studies. In 1987 David moved to Computer Sciences Corporation and in 1993 founded Business Synetics, providing strategic business information services to Australian Government agencies.

From 2002 he was CIO and later deputy director-general at ASIO, driving innovation in digital information management.

Since becoming director-general of the National Archives in January 2012, David's strategic focus has been on whole-of-government transition to digital information management; preservation capability; and exploiting emerging technology to enhance access to Australia's archival resources. David is also active in the international Archives community, recently becoming the president of the Forum of National Archivists. ❖

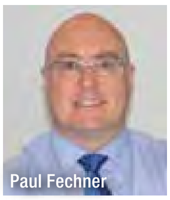
Interactive sessions

Debate: Will the paperless office ever happen?

Going paperless may not be as easy as you might think. This interesting debate will really challenge your thinking on going paperless. This debate may even change your mind one way or the other. For example:

- Is going paperless really feasible and how long will it take?
- Does organisational culture really matter for this quest to be successful?
- Longevity. Paper or electronic?
- Information accessibility. What are the pros and cons of each?
- Required resources including skills. Are they the same or different in a paperless office?
- Going Green. How does it measure up and is paperless better?
- How important is the 'wet signature' in authenticating original records? Does it really matter in this digital world?

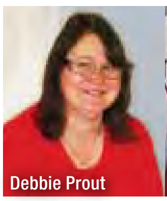
This debate will be fun and interactive and you will have an opportunity to challenge the team and share your own insights and arguments. You will also have the opportunity to vote on who put the best arguments across. Who will the winner be: For or Against?

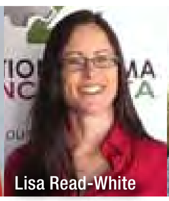


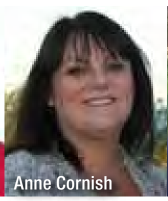
Facilitator: Paul Fechner, Environmental Protection Authority, SA

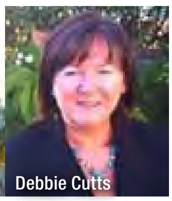
For: Debbie Prout, Prout Consulting, Vic
Lisa Read-White, Information Proficiency, WA

Against: Anne Cornish, Records Solutions, Qld; Debbie Cutts, Fremantle Ports, WA





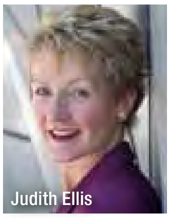




Panel discussion: Why are industry Standards important?

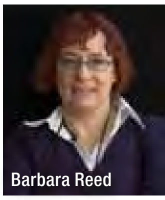
Members of the panel will give their view on the importance/use or otherwise of industry standards, with a facilitator asking questions of the panellists'. This will be combined with questions from and interactive discussion with the audience. Topics to be discussed include:

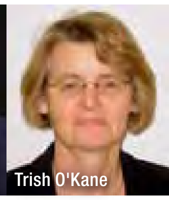
- How relevant are our foundation methodologies and practices now (as reflected in our early standards, c.1990s)?
- Anticipatory vs reactionary standards ie, agenda setting or reflecting practice
- Standards as boundary or discipline definers
- Standards as builders of community
- Interpretation of standards requirements and what do practitioners need?
- Measuring impact – and is it worth it? ❖



Facilitator: Judith Ellis, Enterprise Knowledge, NSW

Panel: Barbara Reed, Recordkeeping Innovation, NSW
Trish O'Kane, Left field Solutions, NZ
Stephen Clarke, Inland Revenue, NZ
Simon Froude, State Records of SA





LINTON AND SHEPHERD AWARDS: NEW AWARDS CRITERIA AND CATEGORY

RIM Professionals Australasia has reviewed the J Eddis Linton awards for excellence in records and information management and the Jim Shepherd award to recognise vendors.

"The J Eddis Linton and Jim Shepherd Awards have been running for 13 years, and recognising outstanding contributions to the RIM industry remains an important focus for the Association," said RIM Professionals Australasia CEO, Kate Walker.

"The Board of Directors believe that the updated criteria will make it less onerous to nominate for the awards and we hope to receive more nominations as a result. The introduction of a new category in the Jim Shepherd award to recognise local businesses will also help us to acknowledge the contributions of smaller businesses dedicated to the records and information management industry and there are a lot of them out there."

JIM SHEPHERD AWARD

The RIM Professionals Australasia Jim Shepherd Award is awarded to vendors in recognition of both their support of RIM Professionals Australasia and of services to the records and information management industry. It is awarded in two categories: National or Multi-National Company and Regional Company.

National or Multi-National Company Category

Criteria and Eligibility

The nominee must demonstrate the following:

1 Company which operates within Australia or New Zealand.

2 A minimum of three (3) years continuous sponsorship of RIM Professionals Australasia at both Branch and National level. Sponsorship can be financial or 'in kind'.

3 Active involvement / participation in advancing the records and information management industry.

4 Their product or service must be specific to the records and information management industry.

5 Must be a Corporate Member of RIM Professionals Australasia.

6 A company which has previously won the award is not eligible to be nominated in the three (3) years thereafter (ie, If they win in 2010 they cannot be nominated until 2014).

Nominating

1 Applications covering these criteria and demonstrating the company's suitability are to be submitted, along with the nomination form by 1 July.

2 The nominator is required to provide details of the nominee incorporating the award criteria in no less than 500 words.

3 The RIM Professionals Australasia Sales and Sponsorship Officer is also required to submit a nomination for the National or Multi-National Category.

Regional Company Category

Criteria and Eligibility

The nominee must demonstrate the following:

1 Local company where business is restricted to a single State or Territory.

2 A minimum of three (3) years continuous sponsorship of RIM Professionals Australasia at Branch level – sponsorship can be financial or 'in kind'.

3 Active involvement / participation in advancing the records management industry.

4 Their product or service must be specific to the records/ information management industry.

5 Must be a Corporate Member of RIM Professionals Australasia.

6 A company which has previously won the award is not eligible to be nominated in the three (3) years thereafter (ie, If they win in 2010 they cannot be nominated until 2014).

Nominating

1 Applications covering these criteria and demonstrating the company's suitability are to be submitted, along with the nomination form by 1 July.

2 The nominator is required to provide details of the nominee incorporating the award criteria in no less than 500 words.

3 Each RIM Professionals Australasia Branch Council is required to submit a nomination for the Regional Category.

J EDDIS LINTON AWARDS

The J Eddis Linton Awards for excellence in records and information management are presented annually in three categories: Most Outstanding Individual, Most Outstanding Group and Student of the Year. They recognise outstanding contributions through individual and group achievement in the practice of records and information management.

Student of the Year Award

This category is named Student of the Year and it is to be awarded to a student who has achieved excellence in educational studies in records and information management. The award should be open to both full-time and part-time students who have completed a dedicated records and information management course in the previous 12 months (July to June).

Criteria and Eligibility

1 Nominees must have achieved to a high level as a student in a dedicated records and information management course completed in the previous 12 months being July to June (study may be undertaken at any level, including tertiary and VET).

2 High level achievement is defined as attaining no less than a Credit (or its equivalent) for the entire course.

3 The award is open to student members studying in a full or part-time mode in Australia and New Zealand.

4 The educational institution/provider must be accredited by RIM Professionals Australasia.

5 A certified copy of academic record must be provided with the application.

6 The award is not limited by age.

Nomination

The award can be self-nominating or nominated by a lecturer or employer. Each nomination must be submitted with the following:

1 A completed nomination form, which is signed by an academic staff member from the relevant educational institution familiar with the student's studies .

2 A certified copy of the academic record (or if unavailable a reference from the academic tutor relating to their levels of attainment).

Outstanding Group

This award is aimed at those practitioners who as a group have achieved excellence in records and information management and contributed highly to the profession.

Criteria and Eligibility

This award is open to groups, committees (other than RIM Professionals Australasia Committees), vendors, business units or consultants who have achieved excellence in records and information management and made an outstanding contribution to the profession.

This award can be self-nominated or nominated by another party.

1 Groups/committees must comprise at least three people.

2 The company/group nominated must be made up of RIM Professionals Australasia members or members of Associations who have a current Memorandum of Understanding (MOU) with RIM Professionals Australasia. At least one (1) member of the group must be a current financial member of RIM Professionals Australasia.

3 The nomination form must include the name of a representative who will accept the award if nomination is successful.

4 The nominator is required to provide a summary in no less than 500 words of the outstanding achievement of the nominee (ie, why they are being nominated).

5 The outstanding contribution should demonstrate one or more of the following:

- Innovation or best practice within the records and information management field that extends the boundaries of common practice.
- Evidence of an increased commitment to records and information management issues leading to increased motivation, involvement and improved business performance. Key internal personnel will need to verify that initiatives have made a significant strategic and practical contribution to the organisation.
- A significant innovation or development in the field that increases the awareness of the profession to those outside RIM Professionals Australasia.
- A level of achievement that results in an increase of RIM Professionals Australasia members or displays an outstanding degree of dedication and commitment to the profession.

This award will not be judged on financial contributions (including 'in kind').

Outstanding Individual

This award is aimed at those RIM Professionals Australasia members who have achieved excellence in records and information management and contributed highly to the profession.

Criteria and Eligibility

This award is to identify a person who has contributed in his or her own workplace or the profession as a whole. This award is open to individual members of RIM Professionals Australasia who have achieved excellence in records and information management and made a significant contribution to the profession.

1 Individual members can be nominated by their peers/colleagues or self-nominate.

2 The achievement or contribution may be in the individual's own workplace or to the profession as a whole.

3 The award is open to professional members of RIM Professionals Australasia.

4 The nominator is required to provide a summary in no less than 500 words of the outstanding achievement of the nominee (ie, why they are being nominated).

5 The outstanding contribution should demonstrate one or more of the following:

– An example of best practice or innovation in the records management field that extends the boundaries of common practice.

– Evidence of a commitment to records and information management issues leading to increased motivation, involvement and improved business performance. Key internal personnel will need to verify that initiatives made a significant strategic and practical contribution to the organisation.

– A significant innovation or development in the field that increases the awareness of the profession to those outside the RIM Professionals Australasia.

– Display of an outstanding degree of dedication and commitment to the profession. ❖

Nominations for both awards close 1 July 2014

FOR MORE INFO

Nomination forms and more information about both of the awards can be downloaded from the RIM Professionals Australasia website:
www.rimpa.com.au/grants-and-awards/

SPONSORS:

Student of the Year

Records Solutions
Helping Manage Information Effectively

Outstanding Group

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transforming paper into knowledge

Outstanding Individual

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Making a difference – it's the little things that count

It is the little things that count – eg, everyone who contributes to *iQ* has given up their time to share their knowledge, ideas and experience. If only one 'reader' can extract something of use to improve their workplace or learn something new to advance their knowledge, then we – the 'contributors' – have succeeded in making a difference.

By **Linda Shave**

In the 21st century digital evolution which involves the widespread use and interconnectedness of wireless mobile devices, Cloud and digital born data and information, we are moving away from the old paradigm of 'physical and the first epoch of digital recordkeeping' to the new archetype for virtual information asset management.

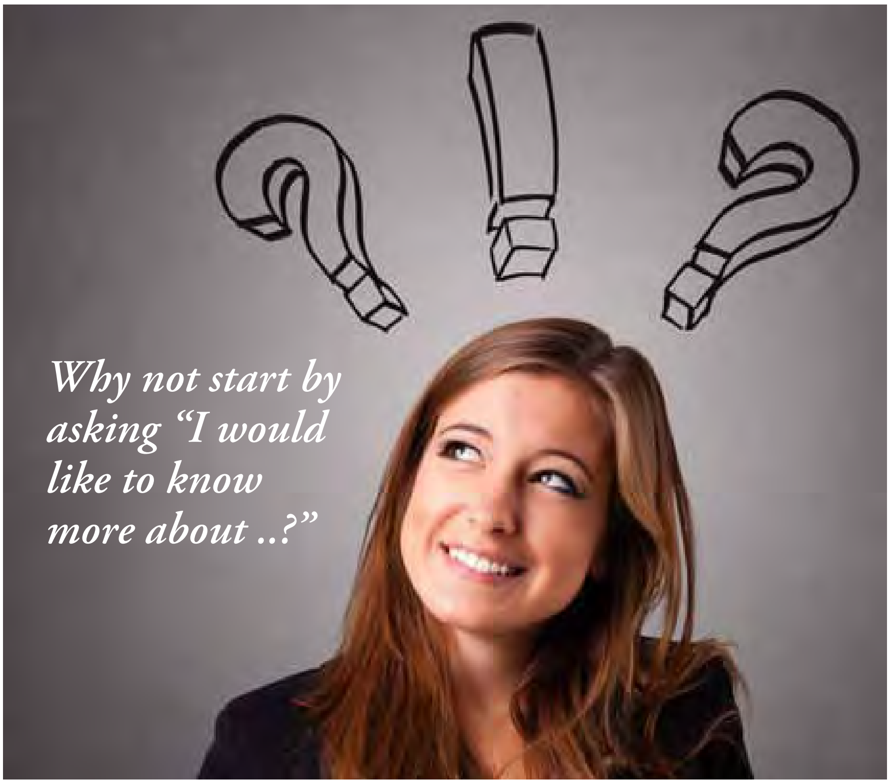
This transition requires new rules, new tools and new skills but most of all an open mind, a willingness to accept change, share knowledge and work collaboratively. As record information professionals we are in this cycle of change. The digital omnivore is a very real phenomenon happening across the digital landscape today providing us with new opportunities that we never dreamt about at the beginning of this millennium.

Think of this example. If I have an apple and you have an apple and we exchange apples we still each have one apple. If however, we each have an idea and exchange ideas, we now each have two ideas and so the number of ideas multiply as we share and collaborate.

Even if you are not a 'budding writer', you the reader do have questions and ideas. Why not start by asking "I would like to know more about ..?" on the RIM Professionals Australasia Listserv (rimp_list@lyris.rimpa.com.au).

This is a good starting point and it also helps us the 'contributors' to know what topics readers are interested in, what challenges they are facing as we take the next quantum leap in our profession. It is the little things that count in making a big difference.

The Next Step 2014 inForum could not be better timed – see more on inForum on page 45. ❖



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