

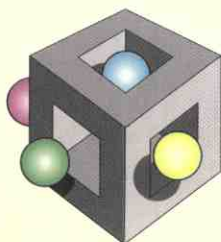
INFORMAA

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Volume 15, Number 3, August 1999

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RMAA Directory	2
----------------	---

Federal President's Message	3
-----------------------------	---

Editorial & Letter to the Editor	4
----------------------------------	---

ARTICLES

Developing a Business Classification Scheme for the Ministry of Premier and Cabinet, Western Australia: A Living Perspective <i>Sharon Keay</i>	7
--	---

Recordkeeping in Russia: A Visit to the Ivanovo State Regional Archives <i>Tatiana Antsoupova</i>	12
---	----

The User, Intranet and Recordkeeping Relationship <i>Joy Siller</i>	17
--	----

Recordkeeping Metadata Standard Compiler: <i>Dagmar Parer</i>	21
--	----

REVIEWS

<i>Knowledge Management: The Information Management Event</i> , Learned Information Conference, 24 - 25 March 1999, Olympia Conference & Exhibition Centre, London, UK Reviewer: <i>Dr Patricia Milne</i>	25
--	----

<i>The Rick Barry Workshops</i> : Kiwi Recordkeepers' Breakout Finds Widespread Business Email Policy Failings Reviewer: <i>Michael Steemson</i>	29
---	----

Victorian Electronic Records Strategy Final Report Reviewer: <i>Laurie Varendorff</i>	31
--	----

THE INDUSTRY

CompuTechnics Pty Ltd - Case Study	33
Albox Australia Pty Ltd	34
OPC	35
TOWER Software	37

COORDINATOR REPORTS

Information Technology	39
Education	39

BRANCH REPORTS	40
----------------	----

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Federal President's Message



During the past few months there have been several issues that may require addressing, one of which is the membership fee increase.

For a long time, the Records Management Association of Australia has maintained a fairly low membership fee and whilst that may have been seen as fair and equitable by some members, it has not contributed towards a viable financial situation as far as the Association is concerned.

Generally speaking, we (the Association) are being asked to do more for the membership and personally, I don't have a problem with that. However, being able to provide improved and/or additional levels of services on a voluntary basis is difficult to achieve with a minimal level of income.

As I mentioned in the May edition of the *INFORMAA Quarterly*, there have been several initiatives developed by the Association or we have been part of other initiatives that have required an injection of funding. Some that come to mind include:

- the Records and Archives Competency Standards,
- the development of Australian Standard - Records Management (AS4390), and
- National course recognition.

For the Association to remain competitive and to be in a position to provide the services required by the membership now, we must also be ever ready to be able to deal with NEW initiatives that come up from time to time and that require funding. The development of the Training Packages to complement the Competency Standards is one initiative that comes to mind immediately. That project is due to commence shortly.

Could I just add at this point, and to the best of my knowledge, membership fees to RMAA remain the lowest of the three like associations.

During May, and following the public launch by the ACT Minister for Urban Services, Brendan Smyth, of the 'ACT Archives Project - Issues and Options Paper', I was able to address the participants of an Information and Discussion Session convened by our colleagues from the Australian Society of Archivists Inc. in Canberra. Since then, RMAA through the ACT Branch, has submitted a response, generally supporting and indeed encouraging the ACT Government's initiative.

In conclusion, this is my final President's Message, and as there are too many people that need to be thanked individually, could I simply say a **VERY BIG THANK YOU** to you all for your encouragement and support given to me during my extended term as Federal President. I look forward to welcoming and seeing many of you in Darwin during the Association's National Convention.

**Ray Holswich ARMA
Federal President**

Editorial



This past quarter has been one of great activity in the world of records management both nationally and internationally. Most prominent in the international arena was the meeting of the sub-committee SC11 of the International Standards Organisation (ISO) Technical Committee 46 in Paris last May. This sub-committee has carriage of the international standard on records management. The Records Management Society of Great Britain has reported in their Newsletter Issue No. 43 of June 1999, that at the Paris meeting, two issues predominated. Firstly, that under ISO rules, a committee draft has to be produced by November 1999, and secondly, that reconciliation of some national differences may not be resolved in that timeframe.

Accordingly, it has been decided to produce the new draft Standard in two parts. Part One, the responsibility for which rests with a working group led by Barbara Reed, Managing Director, Recordkeeping Systems Pty Ltd, is to concentrate on policy and strategy issues, and Part Two, the more technical records management processes. There has already been a great deal of time and effort expended to achieve this International Standard, the publication of which will inevitably raise the image of records management world-wide. We can but wish the group well in their November deliberations in Melbourne, and success in the preparation and submission of the committee draft.

Nationally, there has been a series of Branch conferences, seminars, workshops and meetings covering a broad spectrum of issues, with knowledge management and the developing trends affecting records management predominating. Mirroring some of these events, this edition of the *INFORMAA Quarterly* introduces reviews of a significant knowledge management conference held in London last March, the outcomes of a workshop breakout session on email in Auckland, New Zealand, and the recently distributed Victorian Electronic Records Strategy Final Report.

The complexities of developing business classification schemes are described in the initial article in which Sharon Keay emphasises the need for information managers to have the professional discipline, language and technological tools to design and implement an organisational information architecture.

The opportunity to capitalise on a planned visit to her home archives in Russia by Tatiana Antsoupova was too great to miss. As a result, we have a fascinating account of the recordkeeping history, changing procedures that followed political unrest and revolutionary events, and the processes under varying bureaucratic structures which affected the records and archives management.

A paper given by Joy Siller on user, intranet and recordkeeping relationships at the ACT Branch's March Seminar deserves a wider audience as it is a contemporary problem that affects us all. As a result it is reproduced here, slightly amended to accommodate the changed format. And finally, the National Archives of Australia has very recently released a Recordkeeping Metadata Standard for Commonwealth Government agencies, which will inevitably have a wider application in the broader community over time. This is introduced to our readers by Dagmar Parer.

In closing, readers will have noticed that the Federal President has foreshadowed that the President's Message, published in this issue, is to be his last. I would very much like to thank him for his unfailing support and encouragement over the past year.

Anthony Eccleston
National Editor

Letter to the Editor

Dear Sir

I read with some concern your recent version of the *Informaa Quarterly*. In particular, I was concerned at the personalised and generally negative nature of the critique of the presentations at the IIR Conference on 16-17 November 1998.

The fact that two members of your Association obviously believe that they have sufficiently detailed knowledge of all aspects covered by expert presenters at the Conference to advise your readers as to what was important or not. Your magazine obviously endorses their comments because you had no disclaimers.

Furthermore, both authors identified themselves as staff of the National Archives of Australia, which itself is supposed to be the repository of records management expertise for the Federal Government and which probably paid for their attendance at the Conference and the work time involved in preparing the article, so one wonders whether this was an official National Archives of Australia view of the Conference.

In reality I accept that members of the RMAA and indeed, the National Archives of Australia, have the right to offer their perceived views about the relevance of a particular conference, I find it disturbing when individual presenters are targeted. Presenters at most conferences are given broad

lecture guidelines that fit to a specific lecture theme. They then use their experience and expertise to provide substance to that theme.

To criticise the presenters personally, after most of them have given freely of their time and expertise to try and help others, is wrong and will make them rethink whether it is worth while. If this is the official line adopted by the RMAA, then the organisation runs the risk of being ignored by people who are showing initiative and innovation in a wide variety of records management spheres. Consequently, the RMAA runs the risk of being more marginalised and becoming completely irrelevant to serious, forward thinking records management specialists.

I would strongly suggest that the RMAA should reconsider its approach.

BOB MORTON

Presenter at IIR and RMAA Conferences

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Developing a Business Classification Scheme for the Ministry of Premier and Cabinet, Western Australia: A Living Perspective

AUTHOR

Sharon Keay

When undertaking this project, Sharon was the Strategic Information Coordinator at the Ministry of the Premier and Cabinet WA. Previously, Sharon spent three years in London as an Information Management Consultant with an extensive portfolio, serving the private, public and academic sectors. Sharon also held the position of Policy Archivist for the Northern Territory Archives Service and was the Information Resource Coordinator for an Aboriginal Drug and Alcohol Corporation, establishing the first remote D&A rehabilitation resource centre in Queensland. Sharon holds a B.A., and a Dip. IM. (Archiv.Admin).

ABSTRACT

The intention of this paper is to outline briefly the methodology, application and ideas used in the development and implementation of the Business Classification Scheme (BCS) for the Ministry of the Premier and Cabinet Western Australia.

The first section outlines the project objectives and outcomes and the second briefly touches on some conceptual application issues. The author implemented several application tools including a 3D matrix and some virtual concept tools. These tools are not discussed in detail in this overview article.

The Organisation

The Ministry of the Premier and Cabinet WA (the Ministry) has a facilitation role in the high level coordination of policy and management issues which have a whole-of-Government dimension or which cross portfolio boundaries in a significant way, or are otherwise of great significance for the Government.¹

The Ministry operates a complex, centrally controlled Records Management System. Nominated clients have desktop search functionality to the Ministry's official system.

1. THE PROJECT

Objective

The overall objective was to establish an efficient and effective intellectual control system for organising information to reflect and enhance the business functions and activities of the Ministry, and to meet accountability requirements including *Australian Standard: Records Management (AS 4390)*² and the WA Library Board Act.

The Business Classification Scheme (BCS) was viewed as a dynamic tool consisting of six components including a functional thesaurus. It was designed to grow with, and reflect the Ministry's structural changes allowing it to be applied in differing formats and to act as the foundation for other information management products, including the Ministry's disposal schedule and the information architecture for the proposed electronic document management system (EDMS). It will also be invaluable as a foundation

document for meeting the recordkeeping plan requirements of the pending WA State Records Act.

An essential part of the project was to develop and transfer skills in-house, thus a mentoring program was established. This was considered critical, as the two members allocated to the project had no skill in business classification systems and minimal experience in information management environments at the commencement of the project.

Motivation

The State Records Office of WA and independent consultants recommended that the Ministry change its file titling systems to meet AS 4390 and statutory requirements.

A function-based classification system was the recommended option, eliminating mass file closures with every organisational restructure. The previous filing system was linked to corporate structure and consequently, necessitated a costly and time wasting exercise of file closure and re-establishment every time the Ministry restructured or amalgamated. The Director General endorsed the project.

Outcomes of BCS application

Within a nine-month timeframe, the Ministry's functional thesaurus and BCS were written, application tools compiled and the scheme implemented. By necessity, a sophisticated thesaurus was produced to reflect and incorporate the complexity of the Ministry's business activities and functions. By-product achievements for this project include:

- compliance with legislative and regulatory environments;
- extensive documentation of the processes, training and application tools;
- appropriate business records created and managed;
- support for, and evidence of business activities and transactions;
- identification of risks where a lack of control and evidence of inadequate and incomplete recordkeeping existed;
- vital and critical records can be identified and consequently, adequately protected;
- file titles reflect file content (redundant file plan superseded);
- high increase in information access and dissemination;
- reduced cost of storage space;
- surrogate systems incorporated into the official recordkeeping system;
- overall increase of corporate information captured into the official system;
- records management cost of corporate restructure massively reduced;
- in-house knowledge base and skill sharing markedly increased; and
- foundation established for other information management tools.

Development and implementation background

*Keyword AAA*³ was used as the foundation for the administrative terminology with the Ministry's functional thesaurus being developed in-house. *Keyword AAA* was designed specifically for the New South Wales Government⁴ and due to differing legislation and variations in functions administered in WA, some administrative terms were required to be modified, re-scoped or identified as non-preferred terms. Flexibility, as stated in the 'Response',⁵ is a key feature of *Keyword AAA*, accommodating these changes.

As part of the process of developing the Ministry's thesaurus and components of the BCS, over one hundred Ministry employees were consulted including the key stakeholders for each business

activity. To determine proof of product for the scheme, pilots were run in three major divisions. Due to the success of these pilot implementations, demand for consultation and implementation by other business units skyrocketed. This resulted in further roll-out within a limited timeframe.

The pilot and implementation process included an assessment of recordkeeping practices in each business unit. Through this consultancy service, surrogate recordkeeping systems were incorporated into the Ministry's official system. Of these surrogate systems, two vast and significant collections and a number of smaller but no less vital collections were captured.

Prior to appointment of the project manager, a decision was made to implement the thesaurus and BCS as it was being developed, due to the restructure of several large divisions within the Ministry. Although this was achieved and an industry standard tool produced, this method has proven to be arduous, with the possibility of documentation deliverables only at the completion of the project. For organisations developing their own functional thesaurus, a more traditional approach may be appropriate, with a draft thesaurus being compiled prior to implementation. The other BCS components can be developed simultaneously with implementation or drafted initially and refined subsequently through implementation. This will allow for periodic deliverables over the life of the project. Even though the draft will be reworked with each business unit implementation, having a draft to work from will make implementation easier. Also, having deliverables along the way enhances enthusiasm and reduces the pressures of producing all the documentation at the end of the project.

Implementing while constructing is difficult but it does force a useable product by default. Proof of product is

in the application. Application ensures the product is usable, applicable, upgradable and reliable. In an ideal world, a consultant may write a thesaurus and deliver a product, but it is in the application that the product is truly tested. A consultant may very well produce a useable product but often the product becomes redundant because the officers left to apply it were not involved in the development and, therefore, often miss the finer points of application. Misunderstandings occur not so much in the structure of the thesaurus or the hierarchical principles but in the understanding of the correlation between business unit functions and terminology derived to represent those functions. This includes understanding how and why rules have been developed to accommodate the idiosyncrasies of the organisation. If however, knowledge and training is passed on and the application is piloted in several business units, a workable deliverable is ensured.

Components of the BCS

The BCS has been developed to enable differing levels of use, application and retrieval. The thesaurus is the main tool used to build reference strings and file titles. It was through the functional analysis of the Ministry's business activities, and definition and classification of those activities that the thesaurus was developed. Once developed, the thesaurus itself acted as a major foundation tool and reference for developing other business classification scheme tools. The BCS itself has several components including the thesaurus; fully scoped classification guides; business unit reference and retrieval tools; reference string establishment lists, indexing and retrieval reference string applications; and a classification development kit (CDK). All tools include an introduction and detailed instructions for use. The supporting documentation is also a part of the BCS tool kit and can be referred to if further

understanding of the rationale and development of terminology and scope notes is required.

Knowledge management - mentoring

Knowledge management is defined as the task of developing and exploiting an organisation's tangible and intangible knowledge resources.⁶ In other words, the intangible aspects revolve around capturing corporate memory before it walks out the door. In the spirit of knowledge management, part of the process of developing the BCS was to mentor and grow the skills in-house under the guidance of the project manager. Two recent graduates commenced on the project with few skills in classification and very minimal skills in information management. The transfer of tacit and explicit knowledge was undertaken with the physical (tangible) production of the various parts of the scheme and the transference of knowledge for application and skills for future growth (intangible) through the implementation process. This approach has maintained resources in-house to further develop the BCS as the Ministry's functional responsibilities change.

Proof of product - corporate restructuring

As stated above, an implementation running at operational level is proof of product, as is the client demand. Further to the support of proof of product is the restructure concept. The organisational restructuring concept has already been tested with one large business unit physically and functionally devolving into two very discrete business units. The initial unit had been incorporated into the BCS, thus, when the division occurred, the BCS was easily split on already established terminology.

2. CONCEPTUAL APPLICATION ISSUES

Part 4: Control of AS 4390⁷ recommends that a business classification scheme be hierarchical, with the top level representing broad business functions (keywords), the second level representing the activities constituting those functions (activity descriptors), and the third and subsequent levels representing the groups of recurring transactions that take place within these activities (subject descriptors and free text entries).

The Ministry's BCS follows this hierarchical concept but with the addition of tailored application rules and instructions attached to terms at the differing levels. This enables tight control and ensures application integrity.

Reference strings and application rules

In order to promote ease of use for all types of users, from information personnel to clients, a fixed string concept was developed. Fixed string applications aim to be user friendly, in both physical and electronic environments. The intellectual analysis of business functions and activities is undertaken by a trained, informed classifying officer in order to establish reference strings. This enables the client to simply utilise the already established and scoped structure. If an appropriate structure cannot be located, a classification officer can reassess the record and develop an appropriate string. It is envisaged that the clients will use reference strings at both the physical and virtual levels for document lodgment, information retrieval and creation requests. Thus reference strings are indeed just that, a reference concept for clients. But, they are actually a tool for information officers to be applied in classifying, indexing and file titling. Appointed records officers can create definitive titles after a classifier has established the reference strings. Apart from

simplifying the usage for clients and information officers, it also ensures the integrity of application corporate-wide.

Reference strings must include a keyword and an activity descriptor (including identifier, refer below) in the strictest hierarchical sense. Rarely are reference strings established to the subject level, although this may be appropriate when defining very fixed series. No free text exists in reference strings. File titles are constructed by choosing the most appropriate reference string and adding a subject and/or free text.

Reference strings stand alone and can exist in isolation. File titles are one of the many products derived from reference strings, and must always include an appropriate string. The reference strings are the basis of the titles of the physical collection as well as being the virtual means of grouping and retrieving like information in electronic format. The BCS has very strict rules concerning application of terminology, hierarchy and series establishment. Appropriate rules are embodied in the scope of the term that the rule is connected with. The application rules can be quite detailed, especially when incorporating client database structure and usage into the classification protocol. A keyword or activity descriptor, which incorporates an application rule, is called an 'identifier'. These identifiers are marked as such in the thesaurus by the term 'identifier' under the descriptor. A very simple example of an application rule is the activity descriptor 'project', which must always be followed by the official name of the project. If there is no official project name, then the activity needs to be reassessed by the classifier and a more appropriate activity is applied for the reference string and file title establishment. A vast project would be classified under the appropriate reference string including identifier and then, the appropriate subject area and/or free text.

The activity 'project' with identifier fixes the string and forces the consistency in structure as follows:

Functional Keyword	- Project -	name of project
XXXXXXXXXXXXX	- Project -	ZZZZZZZZZZZZ
Functional Keyword	- Project -	name of project - subject/free text
XXXXXXXXXXXXX	- Project -	ZZZZZZZZZZ - HHHHHH (variable)
Functional Keyword	- Project -	name of project - subject/free text
XXXXXXXXXXXXX	- Project -	ZZZZZZZZZZ - JJJJJJJJJ (variable)

These files are instantly and visually related as well as being related on the database, establishing quick, efficient retrieval. A database can retrieve on like terms but if the structure, at the first two levels at least, is not consistent, then it is more difficult, especially for the unfamiliar, to identify a record group. Without reference strings, often the only identifiable constant is at the free text level. In *Keyword AAA*, the identifiable constant is generally at the free text level, lower in the hierarchy. For example: Strategic Management is followed by the activity variables and subject, the actual issue that is being strategically managed is only identified by the free text and no record group structure is established. It is by only allowing variables after a fixed reference string is developed that the actual record group structure is established and is easily identifiable and continuable. This approach not only establishes very clean record groups, it also assists the client in meeting their accountability requirements by subtly forcing appropriate groupings of information. By tight classification control at the reference string level and allowing clients input at the variable level, clients group their information for their own purposes without inconvenience, whilst at the same time capturing corporate, accountable information in identifiable classifications that fit succinctly in the official recordkeeping system.

The term 'project' in *Keyword AAA* is a subject descriptor, but to accommodate the Ministry's vast project record groups, the term was upgraded and re-scoped, including rules, as an activity

descriptor - an example of the flexibility of the *Keyword AAA* tool. A project undertaken by the Ministry may be across business units and/or portfolios; and the Ministry's role can vary significantly, incorporating a variety of functions. Furthermore, the term 'project' already existed in the corporate understanding and documentation, so an established acceptance of the terminology already existed. Where terminology was defined with corporate cultural acceptance and in controlling legislation, handbooks and major policies, this terminology was incorporated into the thesaurus and BCS, if appropriate. This enhances corporate acceptance, usage and understanding especially at the reference string level.

By applying classification strings that act as reference identifiers, the intellectual grouping of like information is established. By fixing the reference string high in the hierarchy, it is easy to build the subject/free text terminology and actually create file titles. At the same time, the reference string can stand alone as a virtual identifier in databases and electronic document/workflow systems, enabling users to log documents of similar nature into the same virtual file or reference group. The reference string also assists clients and information officers in intellectually linking like information regardless of medium.

For information managers, fundamental to classification is conceptual and contextual grouping of

like information. Context is the key. It is the document (regardless of format) in the context of its development and relationship to other documents upon which business decisions are made. Rarely is a serious business decision made based on a solitary document. This leads into the issue of retrieval. Obviously, retrieval is a pivotal reason for classifying and indeed, an essential driving force behind information management. Classification is applied in order to ensure quick, efficient retrieval at the file and document level, but in context. Dr Maggie Exon's argument⁸ in relation to subject-based retrieval does highlight some interesting points, especially from a client retrieval perspective. For clients, it is at the subject level that most information is conceptualised and consequently, requested. But Dr Exon's argument does not allow for the importance of information accessed in context. It is within the context of related information that definition is gained, enabling the client to put the information in perspective. Even if a single document is required for reference or actioning, the record containing the related information on an issue completes the issue's history, enabling informed decision-making. The hierarchy is a means of grouping and therefore, retrieving this like information. This is crucial, not only to the client but to the information professional who is care-taking corporate information. The ability to access and retrieve information in context as well as individually is critical in information management and recordkeeping systems.

Managing information is a huge and challenging responsibility, especially for those information professionals whose pressured environments demand daily deliverables, accountability and client satisfaction, along with delivering fit-for-purpose products that economically and effectively meet organisational and legislative requirements.

In conclusion, as with architects, lawyers, programmers, and other respectable professionals, information managers have a discipline, language and tools to work with and within, but it is in fact the extra elements that we bring from our unique environments and skill base that actually design the building, write the program or produce the information architecture - BCS and the like. Viewing ourselves as creative professionals in the information, records, archives and knowledge management environments enhances our marketability, acknowledges our unique skills and allows us to grow and confront the challenging new horizons as valuable contributors. Technology alone cannot deliver all the answers. How that technology is applied and utilised is the key. Information architecture is an essential partner to information technology - complementary and supportive of, but not exclusively dependent upon each other.

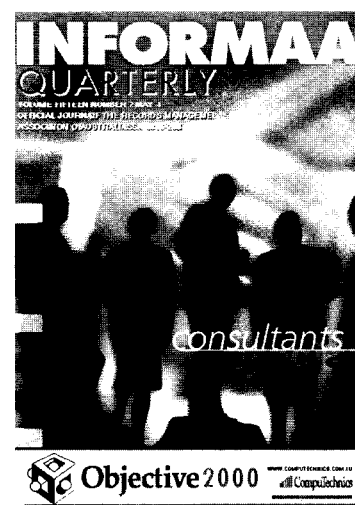
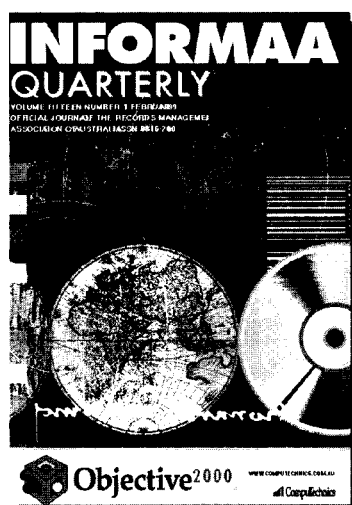
Endnotes

- ¹ Ministry of the Premier and Cabinet Western Australia 1998, Annual Report.
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- ⁷ Standards Australia 1996, AS 4390.4, pp. 6-7.
- ⁸ M. Exon 1997, 'Contemporary recordkeeping: The records management thesaurus', *INFORMAA Quarterly*, vol. 13, no. 4, pp. 14-22.



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Recordkeeping in Russia:

A Visit to the Ivanovo State Regional Archives

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ABSTRACT

Recordkeeping and archives responsibilities have a long history in the Soviet Union and Russia. This overview describes how records have been valued and governed over many centuries, despite political and social changes that have taken place. Legislative processes and the dedication of records managers and archivists have ensured that, over time, records have been and still are managed, preserved, and made available to communities.

Introduction

This article was prompted by my recent (March 1999) visit to the Ivanovo State Regional Archives in Russia and after the discussions I had with my Russian colleagues about the history, theory and practice of the archival and records management processes in the present-day Russia. However, before describing the archival system of the Ivanovo region, I would like to give a brief outline of the archival system of the whole country.

Historical background

Archives of the Russian Federation inherited most of the features of the system from the Soviet times,' a centralised and hierarchical structure of archival institutions and a concept of the State Archival Fond. This earlier system originates from the June 1918 decree of the newly created Soviet government, 'On Reorganisation and Centralisation of Archival Affairs in the Russian Socialist Federated Soviet Republic'. However, one should not forget about the long history of Russia as a very centralised state from the sixteenth century onwards, and especially after administrative reforms carried out by Peter the Great during the first quarter of the seventeenth century. From that time, government institutions had formed a complex, highly organised hierarchical structure. The 'General Reglament' legislation of 1720 was the basis for the establishment of this system, as well as for the rise of the powerful class of government employees sometimes also called a bureaucracy. 'General Reglament' contained Chapter No. 44 which was specifically dedicated to archives.

According to Chapter No. 44, archives were to be created as separate units within each government agency for keeping non-current records that were to be transferred from the government offices three years after the files had been closed. Thus, archives were separated legally from secretaries' offices (secretariats), where non-current records were kept before. The law also provided for the separation of current recordkeeping systems from non-current records, which were no longer used for administrative

purposes by the agency and became archival records.

It must be noted that the 1720 legislation only covered the in-house archives, establishing them as part of the measures intended to improve the operation of the government agencies through improving their recordkeeping practices. Archives as repositories of historical records were not included in this Act, but started to be created separately at the same time as historical archives (as opposed to archives in organisations). The first among the historical archives was the Moscow Archives of the College of Foreign Affairs' established in 1724. The basis of the holdings was formed from the earlier records relating to Russian foreign policy from the fifteenth to the seventeenth centuries. Other historical archives followed later during the eighteenth century. They accessioned older records from the organisational archives, records of liquidated organisations, and private papers and collections.

Soon after 1720, other decrees on archives were issued by the government, such as the 1736 Senate Decree which prescribed the building of stone archival repositories with iron locks and lattices on windows, and not in the vicinity of wooden houses. Other decrees were concerned with security of records (1763), and transfer of records from the offices, with their inventories and in an orderly way (1781).

The next round of massive administrative and government reforms took place at the beginning of the nineteenth century, followed by further reforms in the 1860s. All changes in the government structure caused changes



Svyato-Vvedenski Monastery, until 1990 repository for Ivanovo Regional Archives

in the archives system. It should be mentioned here that the term 'archives' then and now in Russia, refers not only to permanently valuable records but also to non-current records or closed files that should be retained temporarily in the office of creation for reference or administrative use. This concept of all records as archives led to differentiating between current or reference archives (the ones kept in the in-house repositories) and historical archives.

With the increasing number of records being created and accumulated over time, and consequently, the growing problem of space, there arose the need to distinguish between records worthy of permanent preservation and those that could be discarded after a certain period. Thus, in the 1820s, some government agencies issued special instructions and rules for their archival units. These instructions distinguished between three groups of records: those of permanent value; records of long term temporary value to be kept for 5 to 20 years; and

records of short term value that should be destroyed 1 to 3 years after final action. Thus, the regulated disposal of records had been introduced. Inventories of records to be destroyed started to be created.

In the 1870s, the concept of appraisal was refined so that other values were recognised in records besides administrative and reference values for the creating agencies. With the passage of time, records could acquire other, for example historical, values beyond their original administrative value. The Provisional Commission created by the Government in 1873, along with the leading archivist at the time, N. V. Kalachev, reiterated the division of records into three groups and recommended that the selection of records for each group should be made by archivists who would better understand the different values of records. The Commission also recommended that retention periods for particular records of the second and

third groups (the ones that should be kept temporarily) should be set by employees of the creating office. Still no records could be destroyed without the authorisation of archivists.

Despite the existence of a number of acts and laws related to keeping of records, numerous problems still existed in this area. One of them was the fact that while the government institutions formed a highly organised system, their archives were attached only to the creating agency and no connections existed between the archives of different institutions. No central body existed to control recordkeeping matters in the country. Before October 1917, more than 120,000 separate archives existed in the country, administered directly by the agency to which they belonged.

The October 1917 Revolution

Against this background, since 1820 archivists regularly proposed to the government the implementation of archival reforms to centralise control and governance of archives, as well as foster the development of theory and practice of recordkeeping all around the country. Various projects were submitted to the government but none of them were implemented until after the October 1917 Revolution, and especially after the issue of the Decree of 1918 mentioned at the beginning of this article.

The Decree certainly was not written anew in June 1918 but used ideas from the nineteenth century projects of archival reforms. The Decree also applied to archival matters the model of the newly created state of total government control over everything and everybody.

In the Decree, all permanently valuable records were declared state property, the national property of the people, and the entire complex was called the State Archival Fond. Not only records of government agencies formed the

Fond, but also records of religious institutions, businesses, organisations, labour unions, and families and estates.

Instead of the existing separate archives that lacked mutual relations, a unified system was established throughout the country. A central administration authority was created and made responsible for preserving records of the State Archival Fond. This body was later called the Main Archival Administration (since 1992 - the State Archival Service of the Russian Federation). It was, and still is, responsible for the preservation of all historical records and for the oversight of current records administration in Russia. This latter duty is also directly connected with the earlier history of records administration in pre-revolutionary Russia, and it was also proclaimed in the 1918 Decree. There it was directly stated that all institutions, government agencies, organisations and businesses were to conduct records management according to established rules; to select the most valuable part of the created documentation for inclusion in the State Archival Fond; to organise temporary records storage and then, to transfer the selected records to state archives.

The Russian Federation

After the disintegration of the Soviet Union, the newly proclaimed Russian Federation, in a number of archival laws, adopted in principle the system which had existed in the Soviet Union with necessary changes made for the adjustment to the new realities of the day. For example, records of the privatised businesses and organisations are no longer automatically part of the State Archival Fond. Archives have to approach and to sign agreements with such organisations in order to receive their records. The new archival laws were: 'The Statute of the State Archival Service of Russian Federation', 22 December 1992; 'The Principles of the Russian Federation Legislation on the Archival Fond of the

Russian Federation and Archives, 7 July 1993; 'The Statute of the Archival Corpus of the Russian Federation', 17 March 1994.

The State Archival Service replaced the Main Archival Administration as the independent governing and regulating body headed by the Chief Archivist of Russia. There are 11 central archives of the federal level and 18 state archives of the subfederal districts - regions and autonomous republics. These regional archives are budgeted and administratively controlled by local governments, but in all professional issues are responsible to the State Archival Service.

Ivanovo

In March 1999, I visited one of the 18 regional archives where I used to work a few years ago, the Ivanovo State Regional Archives. The city of Ivanovo is the centre of the Ivanovo region. The region is situated in the European part of Russia north-east of Moscow, bordering with Vladimir, Kostroma, Yaroslavl, and Nizhnii Novgorod regions. Its area is 24,000 square kilometres. The city of Ivanovo is the administrative, industrial and cultural centre of the region. It was founded in 1871 as a city called Ivanovo-Voznesensk by amalgamating the large village Ivanovo and a neighbouring artisan settlement Voznesensk. In 1932, the second part of its name was dropped, reflecting the revolutionary anti-religious ideology in the country at that time: Voznesensk in Russian refers to the Ascension.

The village Ivanovo has been known since 1561 when it was presented by Ivan the Terrible to the brothers of his second wife. In 1742, it was owned by one of the richest families in Russia, the Sheremetievs. This was also the time of the foundation of the first Ivanovo linen producing mills, with numerous cotton factories following soon after. At the beginning of the nineteenth

century, there were 155 textile factories. Early in the twentieth century, Ivanovo was called the 'Russian Manchester'. At present, textile factories still predominate among 100 industrial enterprises in Ivanovo.

Another memorable feature of the city is its reputation as the birthplace of the first Soviet. During the major 1905 workers' strike, it was Ivanovo-Voznesensk where the idea of the Soviet (Council, in Russian) was born. The Soviet consisted of the representatives (deputies) from various mills and factories as well as from the nearby villages. The Council (Soviet) was to decide the direction of the strike and to organise the workers' resistance to the state police and military forces. The example of Ivanovo-Voznesensk spread all around the country and was used during the next two revolutions as a form of workers and peasants self-government.

Now, the city has a population of more than 700,000 people. In the cultural sphere it has seven tertiary institutions, a number of museums, and numerous libraries. The archival system in the region is topped by the State Regional Archives. There are also district archives in other towns of the region, current government archives, former Communist Party archives (now Centres of Modern Documentation), and the recently created City of Ivanovo Personnel Records Archives where the personnel files from defunct organisations are kept (these records must be kept for 75 years after the files are closed).

The Ivanovo State Regional Archives is responsible for that part of the State Archival Fond created by the organisations, businesses and individuals in the territory of the Ivanovo region. Its holdings constitute 15 kilometres of shelf space which include more than 3,000 record groups with more than a million items. These are all records of permanent value. No appraisal is conducted in the archives except for private papers, which are

usually accessioned unprocessed. Also, a thematic reappraisal sometimes takes place but its main purpose is to eliminate records with duplicate information. Mostly, it is done on the records accessioned during the difficult and unorderly 1920s. The percentage of records disposed of by the archives in this way is very small. Normally, all selection is done while the records are still with their creators.

The archives is authorised by the State Archival Service to participate in all stages of the records life cycle to ensure the quality of selection of records with permanent value. This leads to close ties between the archives and the records creators. One of the most important duties of the archives is to exercise methodical guidance and control over the in-house organisational archives and over the records management procedures within the organisations.

One of the main tools in exercising this control was the Soviet Union's Unified State System of Records Management (the acronym in Russian is EGSD). It was created in 1973 by VNIIDAD (Russian acronym for the All-Union Scientific Research Institute for Documentation and Archival Affairs), the primary research centre for the Main Archival Administration. Although the idea of the Unified System appeared in 1959, it was not finalised until 1973.

The Unified State System of Records Management

The Unified State System of Records Management is a complex multifaceted set of administrative practices and procedures. It prescribes rules and norms for managing agency records and sets guidelines for creating and formatting records, along with additional national standards. It also established a standard administrative model for the management of records in all government agencies. Because

almost all industries, enterprises, unions and cultural institutions in the Soviet Union were part of the government, the effects of these guidelines were very strong.

The agency secretariat or general services department is a vital part of this system. This long-established office is incorporated into the EGSD as a central component and is responsible for records management in the agency. The general services departments have their origins in the time of Peter the Great when Russian procedures for handling official records were similar to those of other European countries. The general services department or secretariat received all incoming communications, which were logged into registers and then forwarded to the appropriate officials for answering. Each official's response went back to the secretariat where a clerk recorded the date of the response in the register before forwarding it to the source of the first inquiry. The agency's central files were maintained by the secretariat. These files included the original inquiries, the registers and copies of all the responses.

Throughout the many historical changes in Russia, this practical system for managing paperwork was retained in its basic form. The Unified State System of Records Management prescribed the main procedures which were followed by all organisations. Larger organisations usually have separate sections within a general services department that handle only records management responsibilities. Small agencies would have just one person responsible for records duties along with other related tasks.

Another key aspect for the operation of EGSD is the existence of the expert-appraisal commissions. Such commissions exist for each agency to oversee the operation of the agency's records program. The commissions revise and approve the retention

schedules on a regular basis and seek to address any problems in the recordkeeping systems. They also review proposals for disposition of non-current records.

The appraisal commissions usually consist of the agency head or designee, the agency archivist and/or records manager, a small group of administrators from throughout the agency, and the archivist from the state archives that will receive the permanent records. When appropriate, outside specialists may also be invited to serve on these commissions.

Retention schedules are usually written by records managers' agencies in the last quarter of each year for the upcoming year. The schedules are based on typical and sample retention schedules published by the State Archival Service and the records management division of the corresponding ministry. These sample and typical schedules would list the types of records commonly produced by the agencies and organisations operating in a particular sphere or industry. Agency records managers then adapt these samples to their organisation's needs and write so-called 'concrete' schedules taking into consideration the organisation's functions, structure and specific activities or goals planned for the next calendar year. The schedules contain systematised lists of the files' headings, retention periods and recommended action for disposal or transfer to archives. These schedules are also used while creating the inventories of records selected for permanent retention and for transfer to the state archives.

All schedules and inventories are examined by the above-mentioned expert commissions of the organisations and, if approved, are passed to the similar expert appraisal commission at the local state archives (Ivanovo State Regional Archives is the recipient archives for organisations operating in

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the Ivanovo region). The archives expert
commission consists of major
department heads and other highly
qualified senior staff members of the
archives. The commission reviews,
amends and approves all agencies'
schedules and inventories. They are later
signed by the head of the agency, thus
being authorised for implementation.

Conclusions

As was mentioned earlier in this article,
because most of the industrial
enterprises have been privatised and are
no longer part of the state, the regional
archives have had to adjust to the new
circumstances. It is no longer
obligatory for many organisations, the
ones that are privately owned now, to
transfer their records to the state
archives or to continue the close
relationship with it in the records
management area. The state archives
now has to sign agreements with such
organisations if archivists feel that their
records have to be preserved as part of
the State Archival Fond. In the
experience of the archivists of the
Ivanovo State Regional Archives, these
organisations are mostly still willing to
continue to cooperate with the archives
and transfer their records there. In fact,
when in the late 1980s and early 1990s
numerous small businesses appeared,
and some of them later failed and
ceased to exist, former employers
brought their records to the state
archives. They were mainly concerned
with the preservation of personnel
records that must be kept for 75 years
after the contract termination, and be
accessible to former employees should
they need confirmation of their
employment history. An increasing
number of such occurrences prompted
the organisation of the City Personnel
Records Archives, also mentioned
earlier in this article.

Another sign of the continuing
involvement of the state archives in the
life cycle of records created by the
organisations, is the increasing volume

of records transferred during the past
few years. For about 20 years before
1990 (the year when the archives
moved into its present purpose-built
repository), virtually no additional
records had been accessioned due to the
lack of space: the holdings were divided
between two old churches. In the first
few years after 1990, the archives
accessioned about 200,000 items
annually. This rate has slowed in recent
years, and now only four to six
thousand items are transferred each
year. According to the legislation,
records should be transferred after 10
to 15 years from their closure date. For
classified material, this period is 30
years. Once moved to the archives,
records become accessible for research.

When I asked my colleagues what they
considered to be the main current
problem facing them, the answer
always was 'money'. They spoke of
delays in paying the meagre salaries,
insufficient funds for maintaining the
building, and no provision in the
budget for improvements. All these
problems lower the spirit of all 48
members of staff at the Ivanovo State
Regional Archives. Nevertheless, they
are still coming to work to provide the
archives' usual services to organisations
and researchers, as well as to the whole
community of the region. In 1997, the
journal *Ivanovo Archives* was launched.
The contents cover family and local
history issues and provide information
on prominent figures of the region.
The archives still arranges exhibitions
for the public. So, despite the
difficulties, the archival activities
continue thanks to the perseverance
and professionalism of the staff.

Endnotes

¹ The Soviet Union as a state ceased to exist in
1991.

² Colleges were transformed into Ministries in
1802.

The User, Intranet and Recordkeeping Relationship*

AUTHOR

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ABSTRACT

Corporate intranets provide both challenges and opportunities for managing and communicating recorded information within organisations. Despite ambitious projections by industry, an informal survey has indicated that there has been inadequate consultation with users and response to their requirements. User needs should be recognised and the subsequent design of document delivery sites based on those needs to achieve widespread acceptance by the users themselves. The challenge is to meet concurrently, the demands of the technically adept and accepting users together with those of the technically unsure and resistant.

Introduction

This paper focuses on whether a corporate intranet can be used to facilitate greater access to records and related information, and improve the overall recordkeeping/user relationship within an organisation. This is not a technical paper, but rather a discussion of user needs and the intranet, and suggestions for bringing the two together.

Any technological development that has the potential of improving the user-based recordkeeping problems within an organisation has to be seen as providing an incredible opportunity. If it provides the potential that more users will search an index, capture critically important information and share their knowledge, then recordkeepers should embrace it, albeit with the caution required with any new technology.

Objectives of the corporate intranet

The objectives of a corporate intranet are to:

- service the information and communication needs of employees by providing access to all corporate information and databases;
- provide a secure environment for the publication of internal information; and
- become the organisation's central knowledge base.¹

Specific recordkeeping objectives of the corporate intranet

The specific recordkeeping objectives of a corporate intranet are to:

- establish links between paper record indexes, electronic records and corporate users; and
- eventually provide a dynamic corporate information database of all records in electronic form, accessible by all authorised users.

What's happening out there?

Contrasting greatly to internet usage, some literature indicates that users may not be nearly so enthusiastic with intranets. They like them and, generally, find them easy to use, but are they using them to the extent expected? Let us look at what intranets are being used for and who is using them within organisations.

The hype says intranets are saving organisations a fortune, communication has improved beyond our wildest expectations and, basically, that they can capture and share all organisational knowledge. But what is the reality?

In a Delphi Group survey two years ago, it was projected that by the year 2000, over 82% of all organisations will have 75% or more of their users connected to an intranet.² Another report indicates that 78% of corporate desktop machines will be intranet enabled by 2002.³ There seems to be little doubt that the technology is gaining widespread organisational acceptance and rapid adoption.⁴ However, these predictions and statistics

do not indicate whether intranets are being used to their best advantage or providing the proclaimed benefits.

One research report⁵ found that while the literature provided suggestions for how an intranet could revolutionise knowledge sharing and increase communication, there was little evidence that organisations and users were actually experiencing such a phenomenon. The reluctance to share knowledge may exist as wider issues concerning corporate cultures and values are influencing the process. It is also believed that there may be a gap in the literature as intranet technology is relatively new. Consequently, we are only reading about their potential rather than what is actually happening out there.

There is a considerable amount written on how intranets are and can be used within organisations. These uses include:⁶

- policies;
- regulations;
- resolutions;
- handbooks;
- administrative guides;
- committee documents;
- internal email;
- group/collaborative communications;
- enterprise communications;
- departmental pages; and
- product and company information.

Some of the obstacles to intranet use identified by international survey respondents were:

- bandwidth capacity;
- inability to integrate web-based applications and legacy systems; and
- security and currency of material.⁷

It also appears that there may be little planning and interaction with users when determining the content and design of intranets. In some cases, the needs of users are overlooked in the push to have the technology implemented quickly; in others, intranet publication is ad hoc and

uncontrolled, making its value to the end user questionable.

To determine quickly the situation in some sample local organisations, an informal survey of a number of SSA's client and colleague organisations was undertaken.⁸ The relevant results of that survey were, in summary:

Uses made of the intranet by respondents

- Documentation and legislative databases
- Company product information (new products, technical specifications, technical problems)
- Newsletters
- Procedural manuals and guidelines
- Policies
- Reference material regarding other organisations' programs

Extent of consultation over the content of the organisation's intranet

- The majority of respondents had not been consulted.

Access to corporate records via the organisation's intranet

- The majority of respondents indicated that their intranet was not used for this purpose. A small percentage said their organisation intended to use the intranet to link outlying offices to indexes in the future.

Level of satisfaction with the organisation's intranet

- Approximately 50% were satisfied
- Approximately 50% were dissatisfied
- The reasons for dissatisfaction included:
 - difficult to locate information (e.g. no search engine available, search not user friendly, ambiguous titles/structure);
 - security required for some documents (making them inaccessible);

- more metadata needed to provide user with details of currency, etc.; and
- inadequate source or contact details to enable follow-up for further information.

The results of the survey of local users confirm that there may be inadequate user consultations and that their needs may not be met adequately.

User needs

The first step in establishing a service is to identify the users, then categorise them according to relevant criteria, such as information type and use. Having identified and categorised the user, ask them what they want in relation to material relevant to recordkeeping being published on the intranet.

Case studies of more astute information professionals reveal that they actually ask the users (ranging from those in strategic positions within the organisation to the day-to-day operational personnel) what they need. They have asked what general types and specific pieces of information are needed in the course of their work.⁹

What was found was fairly predictable, but needs to be considered when determining which information needs to be available on an intranet and how it will be made available:

- some material is needed by all employees, regardless of their position (e.g. administrative policies and procedures); and
- some specialised material is required by specialised personnel (e.g. accountants may require access to updates on financial regulations).

Also, it is believed that to ensure user needs are met on an ongoing basis, users should also be involved in the implementation phase to trial sites and

to provide feedback for continuous improvements.¹⁰

Designing a document delivery site with user needs in mind

The design and content of intranet sites should reflect the different motivations of users. Consider what external internet sites are trying to do in their design. They are attempting to capture your attention, drawing the user further into the site and rewarding them with information relevant to their search or interests. If the site is not interesting, the user won't stay. Internet users will surf or browse, in a similar fashion to some library users, and this is reflected in the design of the Internet web page just as it is in the design of the library. (You could also compare this 'browsing' and user entrapment analogy to shops enticing you in, getting you to impulse buy, and so on.)

Just as users are unlikely to browse a physical records area, intranet users are unlikely to want to waste time browsing an intranet site, finding documents that they didn't really want. Users attempting to locate information pertaining to records must find the specific information that they are looking for in the fastest time possible, then move to their next enquiry.

One writer suggests that the motto of the intranet should be:

*Get in, get what you want, and move on.*¹¹

A corporate intranet is a tool to be exploited in the best possible way by those people within an organisation concerned with publishing and disseminating information pertaining to recordkeeping. There are several broad groups of recordkeeping material that could be made available to users via an intranet:

- policy, procedures and standards (e.g. corporate recordkeeping policy, records management

procedures/guides, classification schemes, disposal authorities);

- indexes published from and linked to records management systems;
- electronic records held in corporate databases; and
- electronic forms.

Getting them to use it

Having planned, developed and published a substantial amount of material that reflects exactly what users said they wanted to see, how do you actually get them to use it? It appears that one of the common mistakes made is that publishers forget to promote their sites and make potential users aware of what is being offered.¹² However, there are other issues likely to affect use.

Featuring in one writer's top ten intranet business issues are:

- whether the corporate culture will be favourable to an intranet;
- how employees using it will achieve benefits; and
- what training will be needed by employees.¹³

Accordingly, to encourage use of intranet recordkeeping services, it will be necessary to:

- understand the corporate culture;
- promote the intranet through user awareness; and
- identify the new skills that users will require. Training in browsing and searching techniques, and examples of finding and using information of most relevance to individual users should be conducted.¹⁴

Keeping them using it

For users to keep using, they must be satisfied with the service. User satisfaction is determined by their levels of expectation and the service they perceive to have received.¹⁵ User expectations are raised if an intranet is promoted as being the salvation of all that is good and evil in

information management. When the user is faced with an intranet service that is less than their expectation, they are likely to be dissatisfied. The message, then, is to promote only what you know the system will deliver.

We have established that users are likely to have varied expectations and needs from the corporate intranet. Some material required will be standard while other items will need to be specialised.

Some writers suggest that over time, an intranet can be used to develop profiles for repeat users to enable tailoring of web pages to meet specific user needs and preferences.¹⁶ By analysing usage logs and corporate directories, intranets can deliver tailored and/or direct information that meets the needs of a particular user, workgroup or section.¹⁷ This scenario is unlikely to be a reality when the system is first introduced. Concentrate initially, on ensuring that the material users receive is accessible, up-to-date and accurate, and many will be satisfied and keep using the service.

Conclusion

It seems clear that there is still a long way to go before the user, intranet and recordkeeping relationship is trouble-free and fulfilling.

The recordkeeping challenges of today may be more difficult than in the future, and not just for all the technical reasons. We face the introduction of technological innovations, such as intranets, during a transitional phase in users. The challenge is to meet the ever-increasing demands of technically adept and accepting users, together with those of the technically unsure and resistant.

Endnotes

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- ⁷ Frappaolo 1997, p. 4.
- ⁸ The survey methodology is undoubtedly unscientific for a number of reasons, e.g. the survey sample was very small (less than 20 organisations). The results are intended only as an informal comparison with the literature.
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- ¹¹ Patrick Lynch & Sarah Horton (n.d.), *AIM Web Style Guide*, at <http://www.med.yale.edu/caim/manual/sites/intranet_design.html>.
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- ¹⁵ K.D. Hoffman & J.E.G. Bateson 1997, *Essentials of Services Marketing*, Dryden Press, USA, p. 291.
- ¹⁶ Frappaolo 1997.
- ¹⁷ Graves 1997, p. 3; Silver 1998, 3-3.
- * This paper was presented at the RMAA ACT Branch Seminar, *Intranets: Problems or Opportunities for Recordkeeping*, in March 1999.

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Recordkeeping Metadata Standard

COMPILER

Dagmar Parer

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The information management literature presently abounds with articles on metadata that give a variety of definitions, outline its advantages, uses and possible applications, give tantalising titbits on how it has been applied, and outline research under way in specifying metadata syntax and semantics.

The National Archives of Australia has also been heavily involved in research associated with metadata, and foresaw a need to develop and issue a Recordkeeping Metadata Standard that would specifically meet the recordkeeping needs of public sector agencies.

Recordkeeping systems are metadata systems that hold the required descriptive and contextual information required for best practice recordkeeping.

Recordkeeping systems hold:

- registration and classification metadata;
- content, structure and context metadata;
- recordkeeping process metadata; and
- indexing data.

The recordkeeping metadata collected within recordkeeping systems helps in:

- uniquely identifying records;
- authentication of records;
- documenting and preserving the content, context and structure of records that helps users make sense of records over time;

- administering conditions of access and disposal;
- documenting record use history and recordkeeping process;
- restricting unauthorised access and use; and
- assisting users in locating records within the recordkeeping system.

The Archives felt the development and issue of a Recordkeeping Metadata Standard would assist people who are designing recordkeeping and other systems in identifying what metadata their systems should capture, and encourage best practice based on standards. It would support interoperability in distributed network environments while giving vendors some certainty in the development of recordkeeping systems. Finally, it would enhance long term access to electronic records of archival value over time.

The Archives Recordkeeping Metadata Standard has been developed with reference to the Australian Standard on Records Management (AS4390),¹ in particular Part 4: Control, which recommends that records should be registered in a recordkeeping system and linked to descriptive information about their context. It has also been developed in full knowledge of, and to ensure compatibility with, other national metadata initiatives such as the Australian Government Locator Service (AGLS), available at <http://www.naa.gov.au/govserv/agls/> and the Monash University SPIRT recordkeeping metadata research project available at <http://www.sims.monash.edu.au/rcrg/research/spirt/index.html>.

The Recordkeeping Metadata Standard sets out the type of information that agencies should capture to identify, authenticate, describe and manage their electronic records in a systematic and consistent way to meet business, accountability and archival requirements.

The Standard outlines the descriptive information that needs to be collected about records to ensure that they have meaning over time, and was developed through a consultative process between the Archives, records management software vendors, agency representation and input from experts from within the profession.

The Standard is intended as a reference tool for agency corporate managers, IT personnel and software vendors involved in the design, selection and implementation of electronic recordkeeping systems and related information management systems.

The Standard defines a basic set of twenty metadata elements and associated sub-elements that should be incorporated in a recordkeeping system. It also provides rules on how the elements should be applied. Eight of the twenty elements are designated as mandatory to be applied to all records to ensure they are complete, accurate, reliable and useable over time.

The twenty metadata elements in the Standard can be divided into six categories that reflect their role in the authentication and long-term management of records. The Standard covers:

- registration metadata that uniquely identifies each record;
- terms and conditions metadata that contains information about access

- restrictions, disposal and other conditions of use applying to records;
- structural metadata which provides information about a record's form and preservation needs;
- contextual metadata that defines the creation and provenance of the record (who created the record, when it was created, and what other records it relates to);
- content metadata that describes the subject, language and coverage of the record; and finally,
- metadata which reflects the use and management of each record over time.

This descriptive information will allow agencies to apply intellectual and physical control over records. In traditional paper-based recordkeeping environments, it is the sort of information that is inherent within the record itself as a physical entity or that has been gathered and documented on file covers, movement cards and other registry tools.

The adoption of the Standard will help agencies to ensure that their electronic records have the same degree of reliability, authenticity and usability as their paper-based records.

The Standard has a number of features that make it attractive for adoption across the whole of government. They are:

Flexibility of application

The Standard specifies metadata requirements not technical solutions. It identifies for agencies the descriptive information that needs to be captured and why it should be captured, but not how it should be captured. This allows agencies to specify how best to capture metadata within their own technical environments.

Also, it is recognised that metadata creation is a dynamic process. Some metadata will be captured at the point of creation, while some will be applied over the lifespan of the record (for

example, record use history). The Standard, therefore, does not prescribe rules for the order in which agencies should apply metadata elements to records either from a systems or workflow perspective. Such decisions will rest with individual agencies and their particular recordkeeping design and implementation processes.

Repeatability of data elements

Some of the elements and sub-elements can be applied to a record more than once in order to adequately describe its character or its usage over time. Just as a paper file may be linked to a number of other files or referred to a number of different officers during its active life, so too, an electronic record may have a variety of relationships which need to be documented. The Recordkeeping Metadata Standard has been designed to accommodate this.

Extensibility to allow for agency specific requirements

The Standard allows for agencies to add new elements or sub-elements to the basic set to suit their specific recordkeeping requirements. The Standard defines metadata that applies to records at a whole-of-government level. It recognises that the twenty elements and accompanying sub-elements may need to be augmented with further agency specific recordkeeping information.

Interoperability across systems environments

Adoption of the Standard within government will facilitate the migration or transfer of records across systems and between agencies over time. It will also assist with the management of and access to electronic records of archival value over time.

Compatibility with related metadata standards

As has already been mentioned, the Recordkeeping Metadata Standard is consistent with the AGLS metadata framework. This will enable most of the metadata required for resource discovery and recordkeeping purposes to be captured simultaneously within a recordkeeping system and then, managed or manipulated for different purposes over time. By doing so, agencies will minimise the need for additional or retrospective metadata attribution for those records subsequently made available to the public through web-based environments.

Interdependency of metadata at sub-element level

Many of the sub-elements depend on each other or must be used in conjunction with one another (for example, the date that disposal action is due may depend on the date a record was last used). The Standard prescribes these relationships but does not prescribe how systems should be designed to address these interdependencies. This allows agencies to develop design solutions that are appropriate to their particular needs.

Manual metadata creation on a large scale is not viable both in terms of staffing and consistent application. The best and most reliable strategy is for as much metadata as possible to be automatically captured in electronic recordkeeping systems.

Hence, one of the primary purposes of this metadata standard is to provide a clear basis for systems designers and software vendors to develop products and procedures that automatically capture metadata in a consistent manner as transactions are performed. The onus is on agencies to ensure that the products and systems they adopt accommodate the full range of their

recordkeeping requirements consistent with AS4390 and the Recordkeeping Metadata Standard.

The Standard is part of a suite of recordkeeping tools, guidelines and policies that the Archives is developing and issuing as part of its mandate to foster best practice recordkeeping within the Commonwealth. In particular, the Recordkeeping Metadata

Standard can be considered to be an ancillary document to the DIRKS (Designing and Implementing Record Keeping Systems) Manual, which is to be published on the National Archives' web site later in 1999. The full Standard and its associated metadata elements and sub-elements can be accessed on the Archives' web site at <<http://www.naa.gov.au>>.

ENDNOTE

¹ Standards Association of Australia 1996, *Australian Standard: Records Management* (AS4390, Parts 1-6), Standards Australia, Homebush, NSW, AS4390.4.

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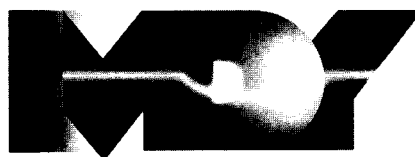
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Knowledge Management: The Information Management Event

Learned Information Conference, 24-25 March 1999, Olympia Conference & Exhibition Centre, London, UK

REVIEWER

Dr Patricia Milne

Program Director
Library and Information Studies
University of Canberra

Introduction

In 1998, Learned Information decided to 'test the water' to see if there was any interest in an international conference centred on the somewhat new concept of 'knowledge management'. The response was as they intuitively felt that it might be - one of considerable interest, from a wide range of organisations. A second, and even larger conference, *Knowledge Management: The Information Management Event* was held on 24-25 March 1999 and attracted delegates from many countries. The stated purpose of this conference was to 'assist those people charged with bringing knowledge management to their organisations providing practical advice from industry experts and pioneers offering their own experience of knowledge management'.¹

The program consisted of papers, some research based, discussion panels and case studies, providing a good mix of theory and practice. With speakers drawn from the UK, the US and from Europe, it facilitated a discourse between researchers, practitioners and consultants. This selective review of the conference aims to capture the major themes of the two days and focuses on the speakers whose papers represented evolving issues in the development of knowledge management theory and practice.

What is knowledge management?

The first session of the conference was a panel which attempted to address this question. This theme, 'what is knowledge management?', was also reiterated by other speakers over the two days of the conference and it soon became clear that there is, as yet, no agreed upon definition of knowledge management. Panellists were Allan Foster and Victor Newman from Keele and Cranfield Universities, Matthias Gutknecht from Xerox Professional Services Switzerland and Amin Rajan from CREATE, UK, each contributing to the evolving conceptual understanding of the question.

Newman preferred the term 'knowledge work' which he saw as consisting of 'knowledge management' or 'managing what we know about what we do' plus 'knowledge development', or creating new forms of knowledge for future operations, a process that redefines useful knowledge. Put simplistically, he noted, it was concerned with 'knowledge sharing'.

Rajan's basic premise was that it is not possible to manage knowledge and that knowledge management should be viewed as a tool of organisational development and a tool of innovation. The ultimate function of knowledge management was seen as being to 'liberate the collective knowledge in an organisation'.

Gutknecht's approach was based on the creation of a working and learning environment that fostered the use and re-use of knowledge. While the creation of this type of environment

was certainly supported by information technology (IT), the technology was only 'half the story'. Also important were social issues. For example, it was necessary to make it possible for people to share as well as making time for them to learn and reflect. To facilitate this, he noted that it was often desirable to create an interdisciplinary team for the purpose of firstly capturing the knowledge, and then using and re-using it. People needed to be motivated to share - knowledge that remained with individuals was not available to the organisation.

Foster discussed some wider organisational issues. While noting particularly that there was no one model that suited all organisations, he agreed that the principle involved the identification and sharing of the tacit knowledge that was contained within an organisation. He repeated the oft-quoted statement of Lew Platt, CEO of Hewlett-Packard: 'if HP knew what HP knows, we would be three times as profitable'. Foster also addressed the question of 'who owns knowledge management within an organisation?'. He suggested that it should ideally be a collective endeavour, and that a specifically appointed Knowledge Management Officer was not necessarily the best way to proceed as the process needed to be collectively owned. Like other speakers, Foster also noted that IT was merely a support mechanism for the process, the functioning of which was to assist with the leveraging of knowledge and that social interaction was the critical success factor of knowledge management.

Old skills for a new age: from the organisation as machine, to the organisation as a complex ecology

David Snowden, Director, Knowledge and Differentiation Programme, IBM Global Services UK, was one of the speakers who offered definitions, albeit, as he noted, to provoke questions and discussion. He offered a three-point definition, which when considered, shows the many facets of the overall concept.

Firstly, he stated that knowledge management is the developing body of methods, tools, techniques and values, through which organisations can acquire, develop, measure, distribute and provide a return on their intellectual assets. It is, he continued, fundamentally about creating self-sustaining ecologies in which communities and their artefacts can organically respond to, and confidently proact with, an increasingly uncertain environment.

Knowledge management is not about managing some higher order of information, but about creating and sustaining informative processes. It is about common sense human skills such as story telling, community learning and intuition, as much as it is about intranets, workflow systems and business intelligence.

Finally, knowledge management is a new way of thinking about the organisation and society. It challenges the dominant mechanical metaphor of scientific management, in thinking of the organisation as a complex, self-structuring ecology in which the secret is to achieve minimal intervention for maximum beneficial effect. It is about creating adaptive systems that learn, in preference to systems that are optimal within a specific context. It is about a volunteer, rather than a conscript mentality in employees and managers. It is about the professional management, as opposed to the amateur use of intellectual assets.

Snowden's paper focused on the fact that knowledge management represents a fundamental shift in thinking from a mechanistic, linear understanding of the organisation, to an organic multi-dimensional model. Knowledge disclosure mechanisms that allow the knowledge present in the organisation to rise to the surface, are an important part of the process. Mechanistic approaches to knowledge management which focus on the capture of knowledge and learning in documents which can be easily distributed in databases and workflow systems, can actually prevent or damage effective transfer of corporate learning. While explicit knowledge and information are susceptible to this type of treatment, the really valuable knowledge within an organisation is tacit - represented in skills, understanding, experience, intuition - the ability of an individual to manage uncertainty.

Storytelling, an age-old skill that united communities, has been used effectively by Snowden to communicate complex ideas across cultural and linguistic barriers within organisations as a means of assisting the knowledge disclosure process. As stories are already a necessary part of an organisation's life - they are told around the water cooler, whispered in the lift and distributed via email - the opportunity exists to use this natural mechanism to purposeful effect. Asking people what they know is generally counter-productive because it generally produces statements about what they think they ought to know. Storytelling, on the other hand, readily discloses information, while at the same time, it builds community, fostering the development of a knowledge sharing environment.

Top down or bottom up - evangelising knowledge management

David Gurteen, Director, Knowledge Associates, UK, suggested that it is abdicating responsibility to wait for a lead from the top - one might never

come. Each person in an organisation, whether an administrative assistant, a new graduate, a team leader, or middle manager, has a sphere of influence, however small or large, and can start to make knowledge management a reality in their own lives and in the organisations in which they work. He suggested four ideas that would assist people to become 'knowledge management evangelists':

- sharing
- dialogue
- best practices, and
- after action reviews.

Fundamentally, sharing is about being more open in your way of work and in your relationships with other people. It is more than just giving, it is about:

- soliciting feedback
- asking questions
- saying what you plan to do before doing it
- asking other people for help
- asking others to work with you
- saying what you are doing and why you are doing it
- asking people what they think - asking for advice
- asking people what they would do differently, and
- not just sharing information, but know-how and know-why.

Dialogue represents the situation, when, while you may prefer a certain position, you do not cling to it. You are ready to listen to others with a mindset that is not one of convincing others that your way is right, but of asking what you can learn from them. The problem in the past has been that discussion was too often about confrontation and not about the exploration of possibilities.

Developing and sharing best practices can be easy to do. While knowledge management is readily seen as re-engineering existing organisational processes at a macro level,

organisational processes are also carried out at the individual level. If quality is lacking at this personal level, then it clearly affects the quality of the larger processes of which they are a part. These individual processes can be very simple ones, such as:

- how the telephone is answered
- how email is managed, and
- how a report is written.

Best practices can be shared in a constructive way. For example, find a colleague with whom to discuss the 'best practice', ask for feedback and then refine the practice. Then, share it more widely, perhaps with a team leader. Finally, perhaps a database of best practices could be created for the department.

Gurteen's final point was to institutionalise After Action Reviews, a technique that was first utilised by the US Department of Defense. He noted that they are easy to run and the payback is high. After any event - a task or activity that has a beginning and an end, a purpose and measurable objectives - the following questions should be asked:

- what were the planned objectives?
- what really happened?
- what were the differences and why did they occur? and
- what can be learnt?

In summarising his paper, Gurteen reiterated his main point - don't abdicate responsibility. Everyone can help to make knowledge management happen in their organisation and start to make a difference.

Formulating the action plan: knowledge management ideas into action

In a paper called 'Steps on the path to knowledge', Robert Taylor from KPMG Consulting, said that 'for us, knowledge management is a journey, from a knowledge-chaotic environment

- which is where many organisations are now - to a knowledge-centric enterprise that is supported by a comprehensive knowledge system'. He described the journey as a process of five stages and believed that most organisations are now at stages one or two. The stages are:

1. Knowledge-chaotic

Knowledge is left to its own natural processes, with the inherent problems associated with this: ad hoc information storage, difficulties with access and retrieval, incompatible systems, processes for collecting information may be ineffectual or non-existent and people may be reluctant to share information.

2. Knowledge-aware

The organisation understands the need for knowledge management and is actively planning for or evaluating it. There may be a pilot under way.

3. Knowledge-enabled

A number of early, 'stand alone' initiatives are in place or in progress.

4. Knowledge-managed

A comprehensive set of initiatives is under way - a significant number in place - and working together.

5. Knowledge-centric

There is a fully implemented and integrated 'knowledge system' supporting the business - turning knowledge into value in the fullest sense.

Taylor further provided guiding maxims and steps for the journey and concluded by stating that organisations should consider what will work best in terms of delivering benefits now, and building towards the complete knowledge system.

Paul Miller, Managing Director, TEG, UK, provided a practical approach to

actioning a knowledge management plan. He drew on his knowledge of companies who have already adopted successful knowledge management initiatives and suggested that, as a starting point, it was necessary to understand a number of fundamental issues. These are:

- different types of companies require different approaches
- understanding the type of company in question, and
- the important issues for different types of companies.

Miller noted that historically, knowledge sharing has not been a natural way of working in most organisations, rather it was an ad hoc activity between people who knew each other. The over-riding belief was that 'knowledge is power', but today, people are waking up to the fact that knowledge sharing can also generate power.

Changing this paradigm will require an understanding of two things. Firstly, the preparedness of the organisation at a cultural level to share what it knows, and secondly, determining what is the best way to implement knowledge sharing within the particular organisational type. For example, a formal company with a process-orientated view of work will respond to knowledge management very differently from an informal, relationship-based business.

Miller's paper then discussed the various organisational types and suggested approaches to make the paradigm shift. He concluded by referring back to his two premises. 'Attempting to identify what "type" of organisation you belong to will help you customise your knowledge management plan. The plan will be much more readily acceptable if it is implemented in harmony within the way in which your organisation already works!'

Case studies or showcasing the technology

It was through the case studies that delegates were able to see the creative use that is currently being made of IT to underpin knowledge management in a wide range of organisations. While all of these speakers acknowledged the role of IT in their endeavours, each emphasised the point noted above by Gutknecht, and reiterated by all other speakers, that technology is only 'half the story'. Ultimately, organisational culture and 'human' issues will determine an organisation's success in this area.

Dr John Davies, Head of Knowledge Management Research at the British Telecom laboratories, provided a theoretical framework and then demonstrated the Knowledge Sharing Environment (KSE) at British Telecom. He stated that explicit knowledge was equal to information fully contextualised. Or, current, correct information, with the right people, at the right time, annotated with previous use, making it value added. Intranet information tools, Davies suggested, are the key underlying technology, while other important issues are cultural change and 'incentivisation'.

The purpose of the KSE was to share knowledge through the organisation so that members could learn from the successes and failures of others, thereby avoiding a duplication of effort. A significant part of this was the creation of communities of interest; groups with shared interests who will benefit from collaboration and sharing knowledge. KSE, he noted, supports online communities and in so doing, increased people's 'collaborative radius'.

To facilitate this, a KSE 'Agent' resides on each user's WWW browser and each user is in one or more communities of interest. The 'Agent' holds an adaptive personal profile on each user and facilitates the sharing and annotation of information. The 'visual' part of the

KSE has been creatively designed, with concepts such as a Forum Contact Space and an Information Garden - difficult to describe in words, but conceptually brilliant.

A second case study of interest was that presented by Cynthia Hill, the librarian for Sun Microsystems, who discussed the role that Sunlibrary is taking to facilitate the introduction of useful and effective knowledge management projects within a global enterprise. To her, the issue was not one of ownership, but one of collaboration, communication, sharing and the learning that takes place throughout the organisation.

Knowledge development skills

For a delegate with an information management background and a responsibility to develop curricula that will enable graduates to move into the information sector of the 21st century, the session presented by Angela Abell from TFPL, was particularly interesting. Abell has held senior library and information posts within both the private and public sectors. She has conducted research for a British Library study on the impact of information on decision making in the insurance and government sectors. More recently, she researched the development of knowledge management and learning organisations. Part of this research focused on Chief Knowledge Officers and members of knowledge teams, in order to assess the range of skills and competencies required. She has also monitored the changing demand of information skills in corporate bodies across all corporate sectors and where information professionals fit into the knowledge management process.

Her research showed that there are absolute core skills that are needed to run knowledge systems. It is one thing to capture and share all of the knowledge within an organisation, but quite another to make sure that it is delivered in such a way that ensures

relevance so that it can be assimilated easily. From her research, she also discovered that currently, even very senior information people are not usually part of the vision or planning teams in organisations. She concluded that information professionals are not usually seen as leaders, as communicators, as understanding the core business of the organisation or as being very good at influencing people. Abell stressed that information professionals needed to carve out a place for themselves within the 'core business processes' of organisations rather than being content to offer a service from the sidelines.

Conclusion

Perhaps the most exciting feature of the conference was being part of a discourse that involved people from a wide range of organisations who discussed the issues from such a wide range of perspectives. It was truly a knowledge sharing experience that showed a glimpse of changed workplaces and work-patterns of the future. There were also strong messages, both overt and covert, to those in the traditional areas of information management. The way of the future is as 'part' of the organisation itself, rather than as a 'separate' department, however service orientated and client focused that department might be. Information managers should be part of the management team. Knowledge sharing has always been our core business and so, we are ideally positioned to contribute in a very significant way to the development of knowledge sharing communities within the organisations in which we work.

Endnote

¹ Katherine Allen 1999, 'Welcome to the Second Knowledge Management Conference and Exhibition', *Proceedings of Knowledge Management: The Information Management Event*, Olympia Conference & Exhibition Centre, London, UK, 24-25 March 1999, p. v.

The Rick Barry Workshops: Kiwi Recordkeepers' Breakout Finds Widespread Business Email Policy Failings

REVIEWER

Michael Steemson

Principal, The Caldeson Consultancy

New Zealand recordkeepers highlighted policy failings in almost every aspect of email activity within their organisations during breakout sessions at the Rick Barry workshops in Auckland and Wellington, earlier this year. Worryingly, they found the greatest weaknesses in records management, Information Technology (IT) and Human Resources (HR) departments.

The breakouts came during the high-pressure one-day events presented by Washington, DC, ERM consultant Rick Barry,¹ following his highly successful presentations at RMAA² and National Archives of Australia seminars in Canberra, and the EDMS World '99 conference in Sydney.

The workshops, an update in the series *Managing the Transition to the Electronic Workplace while there's Still Time*, begun in Australia, were sponsored by the National Archives of New Zealand and supported by several professional recordkeeping organisations. They were the first held in New Zealand by Rick Barry, a former Chief of Information Services at the World Bank, and an internationally-known management consultant who has also presented workshops in the United States and several European and African countries.

In the midst of a heavy-duty program of presentations detailing the broadloom of concerns for

recordkeepers from legal case studies to merging technologies, Rick asked groups of delegates to work through lunch on a study of the question: 'Where, if anywhere, are our organisational business processes vulnerable for lack of email policy?'. Each group was to prepare a five-minute presentation for the workshop.

The project followed his email policy paper, 'What we've got here is a failure to communicate!'. As examples of the difficulties facing policy-makers, he showed numbers of cases where seemingly ephemeral email messages became hugely important, such as the exchange between Iran Arms for Hostages conspirators Admiral John Poindexter and Colonel Oliver North when the Admiral's innocuous email, 'Good work. Let's discuss at lunch', had been shown to answer the Colonel's incriminating 'we have succeeded' message.

Long lists of faults, gaps

Over their hot chicken wings and salad rolls, the breakout groups produced long lists of faults and gaps in email policies of their organisations which included wide cross-sections from both public and private business sectors.

Unanimously, the groups agreed that an electronic mail management policy should clarify where and how email fits into the business process. It must make clear that email was just another form of record, like paper-based mail, telephone, voice mail and facsimile messages.

They identified weaknesses in security procedures within their organisations. Emails and attachments were not

captured throughout. No control was kept of message version variations. Disposal of messages was uncontrolled and subject to instant, unguided decisions. Many organisations failed to guide staff over contents and/or management of attachments. Where processes did exist, they were often easily by-passed or ignored.

Ownership of messages was unclear, though in most situations, the email system and liability for its use was the organisation's. User disclaimers offered no protection from an organisation's liability for what was transmitted. A policy should make clear that all messages on a system were the property and responsibility of the organisation, subject to audit, monitoring and retention.

Other problems identified by the delegates were email multiple topics, informal message composition culture and language clarity, management of metadata or 'buried data' as one group called it, observance and retention of Internet etiquette ('Netiquette') and the linking of messages to create a 'decision track'.

All considered the absence of adequate email management training a fundamental weakness in their organisations' management processes, a lack made worse by high staff turnover. Details of discussions and decisions were lost through staff movements. These decisions were often in email messages, but their whereabouts unknown and inaccessible.

The breakout reports also set out details of what email policies should contain. They all agreed that email was evidence of action, in the same way as other forms of record. It was part of an

KEEPING IN TOUCH

Lismore Council goes for Scan-on-Demand

After several months of to and fro in tender negotiations, Lismore City Council has given the go-ahead for a major backfile conversion. Msys are microfilming DAs and BAs, plus supplying Hybrid Technology by way of a Canon MS500 Microfilm Scanner. This solution not only gives a digital dimension to Lismore Planning Dept, but by linking into existing print-out facilities (like the A0 plotter) saved heaps.

Alchemy works high-power magic for high-profile Co.

This big-name in car rentals is a longstanding Msys microfilm client. So when they made a move to scanning, they didn't have to change Bureau. We not only set up a smooth changeover to imaging for their rental agreements, but added versatile Alchemy software as the organising genius.

Indications are that Alchemy can streamline info control so much that management's now looking at ways of extending it enterprise-wide.

As promised -

SNIPPETS FROM AIIM '99

No news is the 'big' news from Atlanta - lots of refinements in existing equipment, an avalanche of cosmetics & minor upgrades in software. Overall the stand-out Stand for us was for Photomatrix the amazing high-speed scanners.

...and, guess what...

As Australian agents for the Photomatrix Msys have just notched up two confirmed sales, with three more in the pipeline. Series 9000 is the 200ppm workhorse for anyone seriously into document-scanning.

Msys can arrange a free demo now - just call toll-free:

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PS. We'll be in Darwin as Delegates - see you all there.



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organisation's decision-making process which should be captured. Lack of an effective email policy brought risks of incomplete records. This in turn, reduced the ability to prove authenticity or authority of actions and decisions, and increased the likelihood of inconsistency in decision-making, the groups emphasised.

Policies need teeth

A policy needed teeth - signed agreements, personal user identities - but disciplinary procedures were not practicable unless processes and rules were generally accepted by users. Policy-makers should take account of staff expectations and awareness. A policy had to be created through consultations to ensure staff acceptance and understanding. Staff 'buy-in' was vital for the success of a new policy.

An email policy must identify email types, e.g.: business, including decision-making, strategic, disciplinary functions, staff instruction, staff information (business, social) and inter-staff memoranda (business, social, person-specific), and personal communications, involving internal/external traffic, inter-staff, significant and ephemeral messages.

In the Records Management culture, email messages must be recognised as records and treated like other communications.

Information management should be concerned with all points of email processes, capture, access, retrieval and protection of both incoming and outgoing mail.

In Human Resources, care must be taken over staff confidentiality and the appropriate use of data. HR departments must accept responsibility for access, monitoring and disclosure of information, and be made aware of the risks, both social and legal, of breaches of privacy legislation. Its policy for handling email should be the same as that for other media. Pressures would also occur over staff use of the email

system, the appropriateness of email content, and organisation liability.

Information Technology staff members were woefully lacking in information management training, the groups determined. The IT culture required strong direction on issues of system performance, the capture of data with its context (metadata), the physical limitations of storage and the control of attachments.

One group identified the impact of customer relations on email management. Policies were needed within information management, where concerns over speed of service, customers' preferences, informality and indifference to an organisation's prescribed processes brought their own difficulties.

Group leaders were: Peter Allsop (Tauranga District Council), Geoff Bethell (Industrial Research Ltd), Robyn Caldwell (Fletcher Challenge Archives), Vera Giles (Fletcher Challenge Energy), Trish O'Kane (SWIM Ltd) and Geraldine Murphy (Wellington City Council).

In his presentation, Rick Barry recommended a paper by David Wallace, Recordkeeping and Email Policy: The State of Thought and the State of Practice, on the Barry Associates web site under the Email HOT TOPICS.³ Rick noted that the paper lacked examples of private sector email policies that include recordkeeping, and that David Wallace⁴ was seeking examples from private sector sources.

ENDNOTES

¹ Rick Barry (email: rickbarry@aol.com), President, Barry Associates at <www.rbarry.com>.

² RMAA ACT Branch 1999 Seminar, *Intranets: Problems or Opportunities for Recordkeeping*, 10-11 March.

³ Hot Topics also contains Rick Barry's new paper on Internet Etiquette ('Netiquette').

⁴ David Wallace's email address is: davwal@umich.edu.

Victorian Electronic Records Strategy Final Report

REVIEWER

Laurie Varendorff

Consultant, Trainer and Tutor in Records Management in Perth, Western Australia

The 142 pages of the Victorian Electronic Records Strategy Final Report by the Public Records Office (PRO) in conjunction with the CSIRO and Ernst & Young, is not a read for the faint hearted or the technically challenged reader. It is a hard slog but worth the effort for those brave enough to take the plunge.

First and foremost, hearty congratulations should go to the Victorian PRO and its forward-thinking management and to the Victorian Government in taking the plunge with these sorts of funds in the well known desert of Records Management and Archive funding. I am reliably informed that the all-up cost with the team briefings, evaluations and testing, was a figure of \$1 million or more.

What does the report have to say for itself?

The report is one giant leap forward in the assessment of the critical problem facing this profession and others in the current capture, and long term and safe storage of electronic documentation whatever its format as files, documents, information, raw data or records. This report and its effect or implications have been written about in other publications, namely in *Image & Data Manager*, by John Doggett-Williams,¹ where poor old Pharaoh, *Kennett the First*, gets a light hearted dig at his expense.

In the same article, there is a more serious note on the legal view from Brendan Scott of Gilbert & Tobin, where he states, 'People shouldn't be forced to pay Adobe to ensure their documents can be used as evidence', followed by, 'If someone writes out a document on paper, he doesn't have to write it on a paper of a particular size or weight, or with a particular colour pen, so why should an electronic document be any different'.

This review is a quick coverage of the mass of detail which is incorporated in this Report. In this writer's opinion, this is one of the most important works, if not the most important, carried out in the area of electronic document, file, information, data and records management for some, if not for all time. One does not necessarily have to agree with the findings made in the Report. I am of the opinion that this Report is but the start of the final solution in respect to the long term storage, management of and access to electronic records, rather than the final solution as may be inferred by the front page of the document which states Victorian Electronic Records Strategy *Final Report* (my emphasis).

Where do I disagree with the Report?

Firstly, the Adobe Portable Document Format (PDF) as suggested (not a concrete recommendation) gives me some concern. I, like Brendan Scott, have a problem with paying Adobe for the privilege of using a proprietary software product, which is not an international or, for that matter, even an American standard format. Adobe could, at any time, change or discontinue this format. This concern is detailed in the

Report, but with no positive alternative proposed. The following is a statement from the Report:

A second disadvantage of PDF is that there is nothing (except market pressure) to force Adobe to abide by their own published standard in the future. This opens the possibility of PDF files that cannot [be] viewed using a viewer based on the published PDF standard.²

Secondly, metadata. There are two references that I can find in regard to the Dublin Core Metadata Standard. I consider this causes the Report to be lightweight in not discussing that Standard in more detail. This omission causes the Dublin Core Standard to appear to be minimised in the Report, or purposely overlooked, for whatever reason. I would refer you to the Digital Resource Management Group web site at <<http://sunburn.dstc.edu.au:9200/CMD/get?mode=simple&usinghib=on&val=dublin+core&att=any&anumber=10&stemming=on>>, where you will find more than you ever wanted to know about metadata and Dublin Core Standard.

Also, I would recommend the Harvest Road web site at <www.harvestroad.com.au> for a white paper titled, 'WebPOWER DPMS and Dublin Core' in MS Word or HTML by Roger W. Smith, found in their product page. This is well worth a visit and a read and gives a detailed study of the Standard.

I believe the Report is poorer for not having a more detailed assessment of the Dublin Core Format as an area of investigation, based on the period of time it has been progressing and the international nature of its effect.

These two points of disagreement pose not much of a challenge to 142 pages of heavy Records Management and Archives outpourings by many of the professionals in this Victorian Government initiative. I am a convert to the philosophy behind this Report, and it is my personal opinion that the report is a *MUST READ* for anyone who is serious about managing their organisation's electronic records.

I wish to take this opportunity to congratulate all who have assisted in the formulation of this worthy document.

ENDNOTE

¹ John Doggett-Williams 1999, 'Victoria's \$40m Rosetta Stone', *Image & Data Manager*, May/June, pp. 20 & 35.

² *Victorian Electronic Records Strategy: Final Report* 1998, Public Record Office Victoria, p. 112.



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PC DOCS Fulcrum

News.Headlines

www.pcdocs.com

Leader in Knowledge Management adds Records Management Toronto, May 1999

PC DOCS Inc. today purchased rights to EDUCOM's RecordMANAGER. The new product will be known as DOCS RM.

"Adding Records Management is a strategic part of the PC DOCS Fulcrum's integrated product line." Said Darren Adams, Managing Director of PC DOCS South Asia.

DOCS RM gains DoD 5015.2 Certification Boston, June 1999

DOCS RM gained certification to the US Department of Defense (DoD) standard 5015.2 - Electronic Records Management.

DOCS RM was the first product to be jointly certified by both the DoD and NARA.

DOCS RM was also the first product to certify with Web read/write Access using CyberDOCS RM and integrated Imaging support using DOCS Imaging.

For more information, visit the JITC web site:
<http://198.154.64.17/recmgt/>

Water Corporation Records flow with DOCS RM Perth, June 1999

The Water Corporation of Western Australia is now using in production DOCS RM as its corporate Records Management application. Systems Integrator EDUCOM installed and commissioned the solution. The system has over 450,000 records and 200 users, with plans for expansion soon. The CAD integration option RocketReView from PC DOCS is also being used.

Water Corporation joins other large utilities using DOCS RM such as Western Power (WA) and Integral Energy (NSW).

Local Government

Local Government is a key vertical for DOCS RM. Hervey Bay City Council is a recent addition, joining other large local government sites such as:

- Bankstown City Council
- Cairns City Council
- City of Melbourne
- Gold Coast City Council

DOCS RM is a logical choice in Local Government, with its support for multiple repositories, multiple platforms, and open connectivity to other systems.

For more information contact Jon Barrett (02) 9923 2011.

CompuTechnics Pty Ltd - Case Study:

Bartter Enterprises' Document Management System

Bartter Enterprises, one of Australia's largest poultry and egg producers, has streamlined accounts, eliminated paper and improved efficiency by embracing the Objective document management solution from Australian software developer CompuTechnics.

Introduced into Bartter's finance department to automate the handling and filing supplier invoices and statements, Objective will assist in processing more than 18,000 purchase orders and 35,000 creditor invoices annually.

This solution has almost entirely eliminated the need to reference paper-based purchase orders, invoices and statements and will significantly reduce labour-intensive tasks of sorting and storing hard files.

Invoices, purchase orders and statements are scanned, indexed and registered within Objective, allowing invoices to be matched to their corresponding purchase orders and fully processed and charged to the supplier's account and the cost centre from within Objective. The solution guarantees that once an image is indexed and registered within Objective, it will be impossible to lose a purchase order, creditor invoice or supplier statement.

According to David Jones, Accounts Payable Manager at Bartter, a new approach for quick information retrieval had to be found to assist staff, senior management, accountants and auditors who wanted easy access to accounts information.

Prior to the Objective implementation, information had to be sourced from hard

copies located in a number of locations including trolleys, folders and archives.

The new approach has improved the entire department's business processes. The beneficiaries of these changes are Bartter customers and suppliers who will gain greater accountability and query handling.

With Objective, accounts payable staff have the information and tools at their workstations. The powerful retrieval ability of the software and the easy to use graphical user interface have delivered numerous benefits to the team.

Objective's built-in search facility allows users to find documents based upon details such as creditor, general ledger numbers, date of invoice, invoice or purchase order number, accounting periods, departments, or any combination of these fields.

Using CompuTechnics' phased implementation methodology, Bartter introduced the software to one department at a time, with the fleet vehicle department providing the proof of solution starting point. The testing was also used to provide valuable feedback for the implementation strategy. The successful proof of solution affirmed Bartter's decision to roll out Objective to other parts of the finance department.

Accounts receivable has also been involved in the electronic document management implementation. The accounts receivable department recently started scanning signed invoices and proof of delivery documents which offer access to debtor invoices from the workstation.

The volume of the debtor invoices required CompuTechnics to develop special techniques for automatic indexing. The solution eliminates the need for time consuming, manual intervention by accounting staff to enter invoice numbers. When the original invoice is produced, the invoice number is printed in two specific locations. Upon scanning the signed invoice copy, Optical Character (OCR) technology is utilised to determine the invoice number. Details of the invoice are returned to automatically complete indexing requirements.

Bartter is planning to build on the success of the finance department implementation by rolling out the Objective solution to the administration, human resources and engineering departments. The move to further streamline relations with customers and suppliers through an electronic commerce system is an option the finance department is considering for the future.

CompuTechnics flagship product is Objective, an information management enterprise suite sold globally.

CompuTechnics is a leading global innovator in Information Management. Information Management encompassing Document Management, Records Management, Workflow, Web Content Management, Knowledge Management, Intranet and Corporate Portals.

**Enquiries - Tony Walls,
Director, CompuTechnics
Ph: 02 9955 2288**

Email: Tony.Walls@CompuTechnics.com.au

Albox Australia Pty Ltd

Lever Arch Files - Are Their Days Numbered?

Lever arch files have probably been the most widely used filing system in Australia and Europe for the last 30 years or more. Rumours of a decline in sales due to the advent of computers have not materialised. Sales are still increasing. There are signs that the days of the supremacy of the lever arch file may be numbered.

The first sign is related to the environment. PVC which was once the most popular variety of cover for these files, is now considered to be an environmentally undesirable material both in manufacture and in use. The main alternatives are paperboard or plastic covered paperboard. It takes a lot of trees to keep up the supply to the paperboard producers. A further problem is that the metal rings are fixed in the covers and this makes recycling of lever arch files, be they PVC or paperboard, very difficult and uneconomic.

The second sign is that an alternative material is now available. A relatively new plastic called polypropylene has arrived in the stationery industry. It has superior characteristics, both mechanically and chemically, to both PVC and paperboard. It is a polymer comprised of carbon and hydrogen. It is also virtually indestructible in normal office use - no splitting or cracking, and the hinge creases last indefinitely.

Initially, there were some drawbacks with polypropylene in stationery products such as lever arch files. Polypropylene is naturally flexible so early attempts at making binders resulted in files that would not stand up on the shelf. The use of metal rings even with polyprop. covers makes them difficult to recycle. An enterprising Australian company has now resolved

these problems as explained later in this paper.

A third sign that may point to the decline of lever arch files is that they are not of archival quality. When these files reach the National or State Archives, they need to be re-packaged and the file covers are dumped. The cost of this repackaging activity is considerable. Archives are looking for alternatives.

Albox Australia Pty Ltd in South Australia, recognised the need for an alternative to lever arch files and is now in the market with a new range of products. The criteria that Albox used in designing this product range were:

- Ring binders in some situations need to stand upright on the shelf. In other situations binders need to be flexible - even back-pack proof.
- If ring binders are to be recyclable, then the ring mechanisms need to be also of compatible plastic.
- There needs to be a continuum in Records Management practice to be ensure that files can flow from daily use to the archival repository with a minimum of handling and, if possible, no re-packaging.

In short, ring binders needed to be totally re-designed, using contemporary materials now available, to meet these criteria. Albox has met these criteria.

The alternative to lever arch files that Albox is now marketing has nylon swivel arch rings (design patented) and a freestanding polypropylene cover design that enables the files to stand upright on the shelf. The covers and rings are recyclable. Instead of the rather complicated metal page restraint, Albox has included a simple

polypropylene triangular friction device. Not that a page restraint is really necessary in the box style free standing cover.

There are some surprise bonuses. The rings cannot misalign and the files take up about 20% less shelf space for the same capacity of filing. Of course, the nylon rings cannot rust and they can be replaced if necessary. This is highly unlikely as the industrial grade nylon is virtually indestructible.

These new files are available in 55 mm and 35 mm capacity styles.

Extensive market testing has been carried out successfully over the last few years with Government and private sector consumers. A major international stationery company now has the freestanding range in its Australian catalogue.

For those needing more flexible files, Albox has a range of polypropylene binders which also use nylon ring mechanisms. Perhaps the most novel of these is a 25 mm capacity convertible file. The ring configuration can be 2-ring or 3-ring and changed at will as the mechanisms can be easily self assembled. It is ideal for school students and home offices.

News of the developments at Albox has travelled. Shipments of over a million ring mechanisms were made to Europe in the last year.

It is difficult for small up-smart companies like Albox to enter a market dominated by large global stationery companies. But the product is good and in keeping with the times - so look out lever arch files, your days may be numbered.

Biography of the Author

Darby Johns is the founder and Managing Director of Albox Australia Pty Ltd. Darby is also Chair of the State

Records Council of South Australia. Albox is an Australian product design and development company.

Its mission statement is:

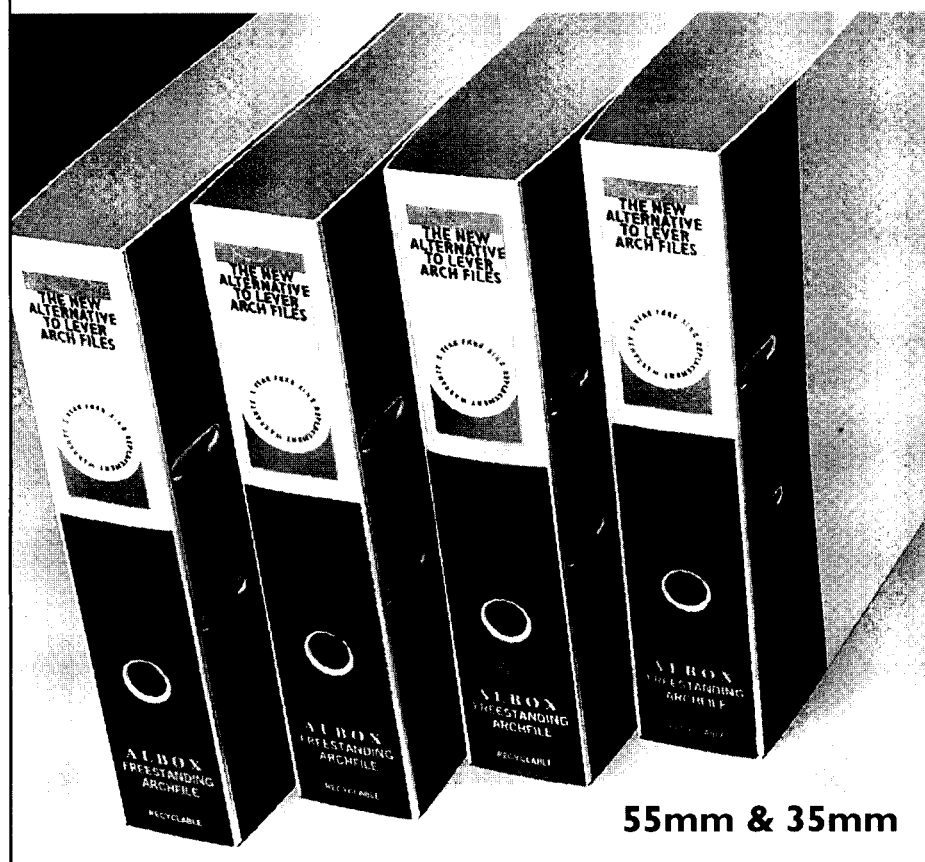
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OPC Riding the New Wave of Information Management

Canberra based and locally owned, OPC in 1998 had revenue turnover in excess of \$15 million and has been IBM reseller of the year for three years.

In 1997 OPC expanded its range of services to include records and information management. Barry Jordan was engaged as Manager of a new division and OPC launched its electronic recordkeeping systems and associated consultancy services.

OPC is a business partner with IBM and Tower Software in the provision of systems and services from the Office for Government Online's Records and Information Management Shared Systems Initiative. The Shared Systems Initiative was a landmark in the development of requirements for electronic recordkeeping and encouraged cooperation between information technology companies to supply solutions that meet the Commonwealth Government's needs.

Barry Jordan has over thirty years experience in all facets of record and document management within the Australian Government. He currently holds Associate status with the Records Management Association of Australia. He has had extensive experience with the design, development and implementation of new systems, policies and procedures culminating with his tenure at the Australian Securities Commission (ASC).

At OPC, Barry gained additional experience during the pilot of the IBM recordkeeping solution in the Department of Veterans' Affairs (DVA). This successful pilot has led to the commencement of a full rollout of the solution throughout DVA.

Barry is currently involved with the Department of Finance and Administration and the outsourcing of the records management function to OutSource Australia (OSA). All parties are finding this a challenging experience with OPC providing support and advice on records management. This experience has led other organisations to approach OPC for advice on the market testing and outsourcing of their records management activities.

Keith Parrott is a senior consultant with OPC has worked for 10 years at the National Archives of Australia. Keith was responsible for the implementation of the TRIM/Visual Info recordkeeping system at the Archives. Prior to joining the National Archives, he has had extensive experience in the management, design and implementation of information and recordkeeping systems.

Recently Keith assisted the Department for the Prime Minister and Cabinet to review their records management services. Similar strategic planning was carried out for the Aboriginal and Torres Strait Islander Legal Services, and the Bringing Them Home Task Force.

OPC provides a wide range of services that can assist organisations in all aspects of information and records management from the development of recordkeeping policy through to the provision and implementation of electronic recordkeeping systems.

Keith's involvement in the development of the Australian standard AS4390 on records management and the Commonwealth policy on electronic recordkeeping, and Barry's involvement in the development of the National Records and Archives Competency Standards and the Commonwealth Metadata Standards ensures that your organisation will receive the best possible advice and support.

All OPC team members are experienced presenters and trainers in all aspects of implementing and supporting electronic recordkeeping systems including change management.

Enquiries:

Barry Jordan

Phone: (02) 62853644

Email: Barry.Jordan@opc.com.au



TOWER Software

TRIM Latest Release, TRIM Captura (4.3) Certified against the US DoD 5015.2

CANBERRA Australia (July 1999). Brand Hoff, Managing Director of TOWER Software Australia, announced that TRIM Captura has been certified by the Joint Interoperability Test Command (JITC) against the US Department of Defense Standard (DoD 5015.2) for Records Management Application software. DoD 5015.2 sets the standard for Electronic Recordkeeping, bringing together electronic document and records management under the same umbrella.

The TRIM Captura Electronic Recordkeeping System is the world's only off-the-shelf single product solution that addresses the Electronic Document Management (EDM) and both paper and electronic Records Management (RM) requirements of an organisation. TRIM Captura is the latest in a long line of EDM/RM products to come from TOWER Software whose first customer (1985) is still a customer today, and still using the latest release. TRIM Captura also introduces multi-tier web enabled functionality and is certified against the latest Microsoft Windows Operating system.

'There are only a small number of products certified against DoD 5015.2 compared to what is available in the open market', said Mr Hoff, adding that 'Since we first achieved certification of TRIM in 1998, our new licence revenue in the USA has grown by over 400%'.

Mr Hoff continued, 'The certification process is important to our continued growth in the US market as the US DoD Standard is also being recognised by non-DoD government organisations in the US and other world markets'.

TOWER has continued to grow in its traditional government markets. It has increased sales into the private sector by over

150% as recognition of the need for good recordkeeping practices hits home with businesses. 'While the DoD certification allows us to conduct business within the US DoD, it also provides us with recognition in the wider marketplace as a developer of world class software', Mr Hoff said. 'Our growth over the past two years has been outstanding and we will continue to expand into the US and other world markets'.

Mr Hoff stated, 'In line with our budget, TOWER Group will be reporting compound revenue growth of over 50% for the fourth year in a row'. He went on to say, 'This was largely because TRIM is by far the easiest ERS to deploy in large organisations and provides the most functionality, giving tremendous returns on investment. None of our competitors even offers a full demonstration version. You need an engineer to come out'.

Representatives of the JITC and TOWER staff undertook testing at TOWER's head office in Canberra. Frank McGovern, Vice-President Operations TOWER Software Corporation (USA), was the project manager for the week-long testing. 'The importance of the certification cannot be underestimated. Over the past two years, the US DoD has sought to manage all types of records in accordance with government guidelines and instructions from the National Archives and Records Administration (NARA). Unlike some of the solutions which have been certified as product pairings, TRIM is *one of only three* (3) single product solutions satisfying all the criteria. The advantage of our approach for our customers is reduced complexity and cost, pre and post implementation.'

During the testing process, TRIM Captura operated with the following systems:

Server Operating System

Windows NT

Workstation Operating Systems

Windows NT

Windows 95/98

Database Management Systems

MS SQL Server

Oracle

Document Repository Systems

TOWER Store

Tower Technology KMS Store

Electronic Mail Systems

MS Exchange

MS Outlook

Lotus Notes Mail

Novell Groupwise

Office Automation

MS Office 2000

Lotus Smart Suite Millennium

About TOWER Software

Since 1985, TOWER Software has been applying sound records management principles to provide organisations with one solution to their document/records management needs. The Company's TRIM electronic recordkeeping system provides organisations with a single user-friendly interface to find important documents such as word processed files, spreadsheets, email, scanned images and graphic files. In addition to providing cataloguing and search facilities, the highly versatile TRIM allows organisations to assign thesaurus terms, archival action, version control and barcode technology to individual documents. TOWER also provides an Application Programming Interface (API) that enables organisations to integrate their line of business applications with a complete electronic recordkeeping system.

For more information, visit TOWER's home page at

<<http://www.towersoft.com.au>>

Pickfords and Post meet in the mailroom.

Australia Post and Pickfords Records Management have formed an alliance to provide the country's most comprehensive mailroom and records management system.

So, whether it's receiving, registering or despatching mail;

opening new files or archiving old ones; or arranging an urgent courier, Pickfords and Post have the solution.

For more information about this major step forward in mailroom management, contact Pickfords on **(03) 9586 7222**.

PICKFORDS
Records Management



Coordinator Reports

INFORMATION TECHNOLOGY

Goeff Smith, the Information Technology Committee (ITC) member from RMAA NSW Branch continues to produce excellent monthly reports on records management and information technology - these are available on the RMAA homepage at: <http://www.rmaa.com.au>.

Recently, the RMAA ACT Branch held a joint meeting with the Australian Computer Society (ACS) Canberra Branch on 'Internet and the law'. Anthony Willis, who is an ACS member, and active in the RMAA, presented an excellent paper. A copy of his paper presented at that meeting is available at: <http://www.acs.org.au/index-positions.htm>.

Another joint ACS/RMAA meeting is being held on 18 August 1999 in Canberra. Brand Hoff, Managing Director, TOWER Software will be speaking on 'Directions for electronic recordkeeping'. Members of the RMAA are welcome to attend this meeting at no charge. Details about the meeting are at: <http://www.acs.org.au/act/events/1999acs7.html>.

Andrew Freeman is Deputy Conference Organiser for an ACS conference being held on 6 November 1999 titled 'Information Outlook 1999'. It is expected a number of sessions at this conference will be of interest to RMAA members, particularly those with an interest in information technologies.

Principal sponsors of the conference include COMPAQ, the Australian Department of Communications, Information Technology and the Arts (DCITA), Dunhill Madden Butler, Solicitors, and TOWER Software. More details are available at: <http://www.acs.org.au/act/events/io1999/index.html>.

Andrew Freeman
Information Technology Committee Coordinator
Email: afreeman@pcug.org.au

EDUCATION REPORT

Records and Archives Course News

1. Curtin University of Technology

Those interested in study through this institution may wish to note that there are some changes planned from the year 2000. From 2000, the Department of Information Studies will be part of a newly constituted School of Media and Information. Also from 2000, a new degree, Bachelor of Arts (Media and Information) will be offered. This undergraduate degree will have wide application for those interested in records management, archives and library studies. The degrees of Bachelor of Applied Science (Records Management) and Bachelor of Applied Science (Records Management) Honours will continue until further notice. It is envisaged that the Graduate Diploma in Records Management & Archives will

undergo some re-planning; however, this will not take place until all those currently enrolled have completed their courses.

The Bachelor of Applied Science (Records Management) is, from 1999, being offered as part of a double degree with Information Systems: the *Bachelor of Applied Science (Records Management)*, *Bachelor of Commerce (Information Systems)*.

2. Courses offered nationally

A compilation of all courses in records management and archives offered across Australia is being prepared and will appear in the November 1999 issue of this journal, just in time to select the most appropriate course for you for 2000. The courses will be listed on a state-by-state basis for easy identification.

D G Wheeler
Coordinator, Federal Education

Branch Reports

NORTHERN TERRITORY

The 16th National Convention in Darwin is almost upon us, and it has all but completely taken up the Branch's attention over the past twelve months or so.

The Branch has been relieved in some ways of providing training during this time by the Northern Territory Government. The implementation of the TRIM records management system by the Territory Government and IBM is well under way and is expected to be completed across all agencies by December. In conjunction with this, a considerable amount of training in records management systems and thesaurus usage has been provided for most of our Branch members by virtue of the fact that they are employed by the Territory Government. However, we have

not forgotten our non-Territory Government members, and hope to resume our training program after the dust from the Convention has settled.

At the time of writing, registrations are flowing in for the Convention 'Records Management - Whose Territory?'. It will be an exciting event with an informative speakers program, promise of a comprehensive trade exhibition, and of course, an ideal location, with weather to match. The Convention Committee looks forward to greeting you all in Darwin at the end of the month.

Greg Coleman ARMA

WESTERN AUSTRALIA

Major activity in the first half of the year has centred on mentoring, and lobbying about the new records legislation. Events focused on electronic recordkeeping and legal issues continue to attract members. Over 140 members attended a breakfast to hear Michael Paterson, barrister and solicitor of Michael Paterson & Associates, give a very interesting presentation on the admissibility of electronic records (reception of scanned documents into evidence). Michael certainly gave us plenty to think about. Michael's paper is available on the web at http://www.patersons.com.au/online_resources/articles_papers.html (lots of other interesting articles there, too!).

Lobbying about the new records legislation continues. Although very time-consuming (and no date yet in sight!), we feel that the exercise has been extremely useful in alerting a number of politicians to the policies and activities of the RMAA.

The mentoring program is going from strength to strength. Vicky Wilson, from Edith Cowan University, and her enthusiastic team of experienced practitioners are providing newcomers to the profession with invaluable advice on 'real world' records management and professional development issues. Numbers have increased since the program began and Vicky is still happy to accept more members into the program. If you are interested, please contact the Education Committee (Vicky Wilson v.wilson@cowan.edu.au). It is very pleasing to

see so many student members joining in RMAA activities. We hope to see this link continue after graduation.

We are still actively encouraging members to up-grade their status and get involved on Branch Council. Planning is well under way for the new financial year and well into 2000. For example, Stella Colwell from the PRO UK will speak to local RMAA members in September 2000.

The 1999 AGM was held on 14 July at the Department of Minerals and Energy. The AGM is also the occasion when we honour members: the RMAA Medal was awarded to the best student graduating from a course in records management in WA in 1998, and the Certificate of Excellence was awarded to a member making special contribution to records management. And to complete the evening, David Brown and Paul Houghton, from the Department of Transport, presented a paper entitled, 'Navigating on the edge of chaos: Development of the information management infrastructure at the Department of Transport'.

Members are reminded that the RMAA National Convention will be held in Darwin at the end of August. WA members generally get together for a dinner during the Convention, so please let Branch Council know if you are going - we wouldn't like to miss you!

Margaret Pember ARMA

TASMANIA

The Tasmania Branch Seminar, *Records Management - Looking to the Future*, held in April was a great success and enjoyed by those who attended. Members, some of whom don't get the opportunity to attend National Conventions, were able to listen to speakers both from interstate and the local scene. Speakers covered a range of topics including change management, electronic records, and emerging technologies. Our exhibitors, CV Services International, gmb Records Management Solutions and Advanced Data Integration, though few in number, were of a very high standard and enabled seminar attendees to compare leading records management software.

The seminar was fortunate to be supported by a number of companies. Our sincere thanks to the sponsors - CVSI CV Services International, our major sponsor, and gmb Records & Information Management Solutions, Avery Dennison, and Canon Business Imaging Solutions Group. Their contributions ensured a successful seminar.

The last session of the day was followed by the presentation of the Student of the Year Award and for the first time, this was open to all students currently studying records management not just to TAFE students. Once again, the Association was fortunate to secure the sponsorship of TAB, makers of Datafile, for the Student of the Year Award. Barry Cannock, representing TAB, presented the Award to Linda Burgess of Kingborough Council. Linda has been studying records management at the TAFE Tasmania for a number of years. Congratulations, Linda.

The Education Committee is again hard at work arranging a series of seminars for later in the year.

State Government members have shown keen interest in the Service Tasmania project and, as a result, metadata and the Internet have been the topic of many meetings and discussions.

Jill Saunders ARMA

AUSTRALIAN CAPITAL TERRITORY

In June, the ACT Branch held a dinner debate on the topic 'Defining Knowledge Management'. What does the term really mean for today's records managers? The question was asked, 'Is Knowledge Management a technological solution, or a cultural issue?' The panels consisted of Brand Hoff, TOWER Software; Tony Miller, PricewaterhouseCoopers; and Andrew Freeman, Australian Computer Society covering the technical side, with Elaine Eccleston, Austrade; Robine Polach, National Gallery of Australia; and Jeremy Vickers from the Australian Taxation Office defending the cultural aspects. Anthony Willis from Dunhill Madden Butler, chaired the debate with the onerous task of keeping the debating teams to their time frames. The evening stimulated interesting discussion, and a good night was enjoyed by all.

In April 1999, I was invited to, and attended the launch of the *ACT Archives Project Issues and Options Paper* with Adrian Cunningham and Paul Dalglish, respectively the National and Canberra Branch Presidents of the Australian Society of Archivists Inc. At the launch, we had the opportunity to speak with and canvass the Minister on the

need for a regulatory framework for RM activities in ACT Local Government. The RMAA was asked to comment on the Options Paper as a Professional Industry Group. A Branch level response has now been formulated.

Congratulations to Cathy Chapman in receiving the prize for Certificate IV in Records Management at the Canberra Institute of Technology. Well done, Cathy. Congratulations also to John Groat and Sue Seal who also graduated in Certificate IV at the Canberra Institute of Technology.

As my term as Branch President comes to an end, I would like to take this opportunity to express my warm personal thanks to the members of Branch Council for their support and tireless contribution to Branch Council activities.

Thank you to you all.

Julie Lenson ARMA

QUEENSLAND

On 9 July, the Branch conducted its Annual State Seminar with the topic, 'Building Knowledge through Records Management'. The seminar addressed a diverse range of issues such as e-commerce, electronic document management, managing records in a turbulent environment, outsourcing and knowledge management.

Also in July, the Branch launched its new seminar series 'Building a Records System'. This series of seminars will provide participants with the knowledge and skills to manage records. A broad range of issues will be covered in the various seminars, all designed to facilitate building skills and developing knowledge. Further details of the seminars program can be found on the Queensland Branch web page.

The Branch continues to be active in developing a new records management course. The new course structure will involve innovations to provide students with the latest developments in records management.

The Branch has also placed a detailed submission before the Queensland Government in relation to new archives legislation. In its submission, the Branch identified the need for a separate archival authority, records management standards, programs for agencies, and the need to improve training and career opportunities for staff.

Philip Taylor MRMA

VICTORIA

The Victoria Branch has its sights on a number of new initiatives and special events this coming year. At a glance they are:

- Resurrection of the Local Government Chapter;
- Professional Industry Forum Group;
- Archives and Records Management Week; and
- Sir Rupert Hamer Excellence in Records Management Award.

Over the past two years, Victorian members have not been represented by a formal Local Government Chapter. Activities have continued through the efforts of the Victoria Branch. The Branch acknowledges that the lack of enthusiasm was a result of amalgamations that took place during that time and that members have, once again, shown an interest in resurrecting the Chapter. An initial meeting took place on 16 June whereby an interim Committee was elected. The encouraging news is that the Committee met again in July to address future directions and seek feedback from Local Government members in August.

In July, an invitation will be sent to like associations and groups within the Records Information Industry for the purpose of establishing a Professional Industry Forum Group (PIFG). This initiative should enhance communications between other professional bodies and create a forum in which common ideas and developments can be shared and addressed. The launch of PIFG is expected to take place in October.

The Victoria Branch is proud to announce that the RMAA and the Australian Society of Archivists Inc. (ASA) will be joint hosts of an Archives and Records Management Week in Melbourne between 8 and 12 November. The International IT/21 Delegation involved in the International Standard (ISO46) will be visiting our shores as part of their official duties. Members will have the opportunity to join the festivities, including a one-day seminar scheduled for 12 November. Seven international delegates are confirmed to speak on a diverse range of issues affecting the Archives and Records Management industry.

Another special event to look forward to during the Archives and Records Management Week, is the Sir Rupert Hamer (former Premier of Victoria) Excellence in Records Management Award. The event is a joint venture between the Public Records Advisory Council and RMAA - Victoria Branch Council. The Award ceremony will be held at Parliament House on 11 November and the Victoria Branch has agreed to be the main sponsor of this year's event.

In conclusion, the newly elected Victoria Branch looks forward to undertaking these initiatives and gaining your support. Members will be kept informed of all Branch activities via our Communications Officer.

Sandra Pickett ARMA

NEW SOUTH WALES

By the time you read this, our Branch Annual General Meeting will have been held and we will be embarking on a new year. At the end of May, most of Branch Council attended a weekend retreat of strategic planning at the Apollo Country Resort at Wamberal. Apart from developing our business plan (based on the Federal Plan), we also put together a program for the next 12 months which will be both interesting and worthwhile for our membership. For more details, keep a watch on our page on the web site. We are looking at monthly events.

Our March meeting was on the subject of Knowledge Management with Tony Miller of PricewaterhouseCoopers. In May, we held a very interesting one-day seminar on Information Technology. This was the second of these events and they continue to be popular. Our thanks to Katie Wastell for doing the organising. Mary Hooker has informed Council that she will not continue as chair of the Special Projects Committee (but will still be involved); we thank her for her work in this role and also thank Sue Frost for agreeing to take over.

Ann Hampson, my predecessor as Branch President, has advised she will not be seeking re-election to Council. I thank her for her work over quite a number of years and for her support and encouragement since I took over as Branch President. Greg Brace, our Branch Vice-President, has advised he will not be seeking re-election to Council either. He will be missed for his input to our discussions.

No doubt there will be new people on Council but the bulk of the Council remains, which I find encouraging, and will only help as we work together. It has been a good team, working together to achieve a great deal.

The Branch continues its involvement with TAFE in NSW with the State Records Office. TAFE want us to be involved in developing new courses in records management, and to help promote them. We have met with the Finance Insurance and Business Services Industry Training Advisory Board (FinBus ITAB) in Sydney to facilitate the establishment of records management traineeships. We are also working with a private company which is carrying out a remuneration survey for those in the records management profession.

We continue the planning for the 2000 Convention (which will be held in December 2000 - put it in your diaries now). Work on drafting a program is at a fairly advanced stage and we are working on securing sponsors.

The Local Government Chapter continues to go from strength to strength under Chris Fripp and other very dedicated people. It repeated the successful seminar held in Albury last year, in Port Macquarie for its north coast members on 27-28 May 1999 and that was very successful. The number of attendees and feedback from them shows us how vital it is to get out of Sydney to the members and those who may become members.

We wish to record our appreciation of the work both Chris Fripp and Conni Christensen are doing on Federal Council.

My thanks to my fellow Councillors who helped make the work of the last year seem easier. Also, my thanks to the membership and other interested people who certainly, by their involvement, help continue to encourage and enthuse the Council.

Geoff Smith ARMA

INFORMAA QUARTERLY

*For information on events,
membership, branch activities,
the Annual Convention...*

Don't forget to check out our web site

www.rmaa.com.au

PRODUCT guide

Yes, I would like to know more about the following products which appeared in *INFORMAA Quarterly* - Volume 15 Number 3. (Please Tick)

- ☐ Inside Front - CompuTechnics
- ☐ Page 6 - Institute of Information Management
- ☐ Page 16 - Qualified Records People
- ☐ Page 16 - Leigh Records Management
- ☐ Page 20 - PIMS
- ☐ Page 23 - Edith Cowan University
- ☐ Page 23 - Rolls Manufacturing
- ☐ Page 24 - Educom MDY
- ☐ Page 30 - Microsystems
- ☐ Page 32 - PC Docs
- ☐ Page 35 - Albox Australia
- ☐ Page 38 - Pickfords
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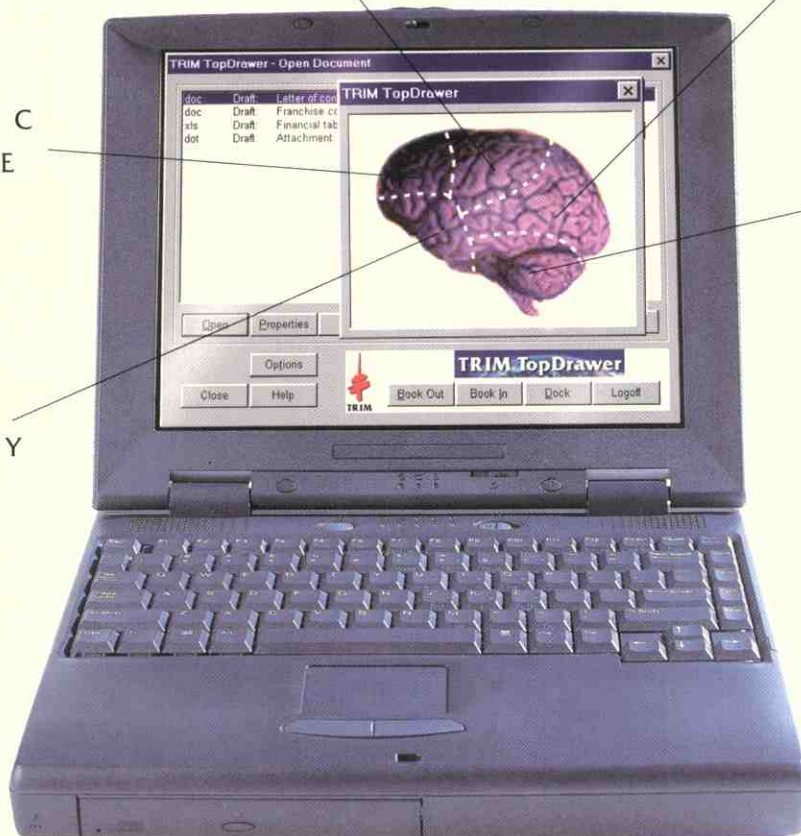
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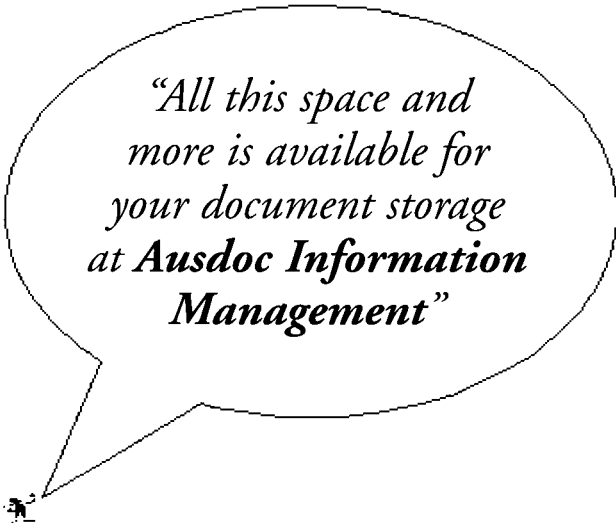
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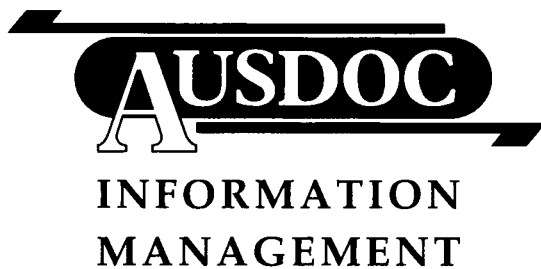
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