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Debbie Prout, Chairman of the Board, RIM Professionals Australasia

Thanks for making inForum 2014 a success

For those of you who attended inForum 2014 in Adelaide, I hope you enjoyed it as much as I did. From the opening ceremony on Monday to the closing on the Wednesday, it was three days of workshops, presentations and much networking. To all the presenters, sponsors and the participants, I would like to say thank you for helping to make inForum 2014 a success and I look forward to welcoming you all in Melbourne next year. I think it also important to acknowledge Kate Walker and her wonderful team – Kristen, Wendy, Maree and David – who do so much to ensure that this event goes off without a hitch, thank you guys I appreciate all the hard work you put in.

IQ'S 30TH ANNIVERSARY

As this issue of *iQ* is the 30th anniversary edition, I took a moment to look back at some of our earlier magazines to see what was topical in years past and wondered if we were still debating the same things today. I found a copy of the *infoRMAA Quarterly* (as it was known then) that was dated August 2002 and it was interesting to note that we were still talking about records management titles, the ISO standard 15489 had just been released and Glenn Sanders wrote an article about the changing role of RM, something we still talk about today. Chris Fripp the president at the time was reminding members to upgrade

their status, something that I am currently encouraging people to do. He also mentioned discussions he was having with New Zealand to set up a branch and it's wonderful to know that this did come to fruition and we now have a much closer alliance with our members in New Zealand.

AS 2014 DRAWS TO A CLOSE...

As my first year as Chair of the Board has ended, I feel as if I am starting to understand what is involved and I hope that I can make some meaningful suggestions and changes in the next two years. I would like to thank Kate for her outstanding support during my first year and for always providing me with all relevant information as I have requested it. To the other Board members, I thank you for the robust discussion and your valued contribution to items on the agenda each meeting. Branches should now have received the updated information regarding branch responsibilities, and all members will receive information relating to the changes we have made to the CPD scheme (see page 4). We have also instigated some changes to the Eddis Linton Awards – see page 51.

To everyone, I wish a wonderful Christmas and a safe New Year and I'll see you all in 2015.

Debbie Prout
Chairman of the Board

...it was three days of workshops, presentations and much networking

WORLDWIDE NEWS

Single access point for Adelaide researchers

Adelaide researchers now have access to three separate collections in one place, with the National Archives having moved to the State Library of South Australia building on North Terrace, along with State Records of South Australia.

"We're very pleased that we have been able to join our colleagues here in the cultural precinct to offer a single point of access for local researchers," said National Archives Director-General David Fricker at the official launch of the new premises in August. "We're sure the public will see this as a positive move, especially if they regularly need to use records from a number of institutions."

The National Archives offers a diverse range of archival records for family historians and other researchers. At its new location in the State Library, original documents, from 19th-century colonial records to substantial holdings on immigration and defence in the 20th century, can be viewed in the Somerville Reading Room.

Of particular interest, in the Adelaide collection are records relating to internees and prisoners of war in South Australia, the Woomera missile testing site, and the history of mainland rail in Australia.

Reference officers are available to talk about the collection and to offer help with family history and historical research. The National Archives reading room service in the Somerville Reading Room is available from Tuesday to Friday, 10am to 5pm.

Records management on trial?

New case management powers in Victoria for discovery and disclosure provide an even stronger case for government agencies to ensure compliance with the standards issued by Public Record Office Victoria.

Earlier this August, the *Justice Legislation Amendment (Discovery, Disclosure and Other Matters) Act 2014* came into effect. The amendments introduce a range of additional mechanisms targeted towards better case management. Most relevantly, it arms the courts with more sophisticated legal tools under the *Civil Procedure Act 2010* in a bid to:

◆ minimise the production of voluminous documents (and in doing so reduce the burden associated with sifting through them for evidence);

◆ aid in the discovery of relevant documents.

As a result, the provisions will likely open up records management practices and systems of businesses and government to greater scrutiny during pre-trial processes.

➲ For more information about what to expect from these amendments, go to: prov.vic.gov. au/government-recordkeeping/

Look out for your free copy of this poster in this issue to celebrate *iQ*'s 30th birthday.

If you didn't receive one, please contact kristen.keley@rimpa.com.au. If you like it and want more please visit our Online Store in the Members section of our website, rimpa.com.au

Top CIO backs recordkeeping and archival skills in managing 'information tsunami'

Chief Information Officer of the NZ Government, Colin MacDonald, has backed Australasian recordkeepers and archivists for their "fundamental skills in managing the information tsunami".

Mr Colin MacDonald, Chief Executive and CIO, NZ Government Department of Internal Affairs

Opening the joint conference of the Australian Society of Archivists and the Archives and Records Association of NZ earlier this year in Christchurch, he told the 200 delegates that, like the earthquake-shattered city, "you're tackling some very interesting and challenging topics".

"The tsunami of digital information is something that, I'm sure, occupies your minds. It certainly occupies mine as the Government's Chief Information Officer. How do we manage this ever-increasing volume of information?"

Mr MacDonald took over the NZ Department of Internal Affairs, the country's oldest government agency, soon after it absorbed Archives New Zealand and the National Library of NZ. He commented:

"Our role is to connect citizens and government for a safe, prosperous effective nation and the administration of some of the important pieces of legislation that we hold. The Public Records Act and the National Library Act are very important in establishing those crucial cornerstone frameworks that any democracy needs to rely on.

"My role is part of the new approach we have across government in New Zealand: to try a more coherent way to do things with certain key infrastructures, key professions and, particularly, technology-lead activity.

of how important managing information is both in terms of administering government but also holding governments to account in the future. I'll be really interested in your deliberations on that topic."

Waitangi Treaty move

Mr MacDonald defended policy behind the planned, controversial re-siting of the New Zealand Constitution Room, repository of the founding Treaty of Waitangi and other history documents, from Archives NZ to the National Library. The re-build and transfer project was stalled last year but re-scheduled at an expected cost of $7 million.

He told the conference: "The documents, just to be really clear, will always remain under the control of the Chief Archivist and as part of the Archives NZ by law. But the current installation where they are found is now 25 years old and it would need a significant re-build and investment to bring them up to modern best-practice standards."

He conceded: "The project has attracted a number of discussions and a lot of different points of view. But I and the department are committed to delivering it successfully and ensuring that those important documents remain carefully and properly looked after and preserved."

He called the process "functional leadership" remarking: "The (NZ) Public Records Act is exactly that, a form of functional leadership where, right across government, there are rules, expectations, techniques and methods in place and all government needs to follow, particularly with the provision of some centralised services and strong leadership roles in back of it.

"Getting a policy analyst or chief executive's attention on that is extremely difficult but I think we can tell a story

Integrity in government through records management: Essays in honour of Anne Thurston

Anne Thurston

Leading records and archives practitioners and academics have prepared a series of essays to celebrate and honour the work of Dr Anne Thurston, the director of the UK-based International Records Management Trust (IRMT).

Edited by expat Australian James Lowry of the IRMT and Justus Wamukoya of Moi University, Kenya, these essays focus on records and archives management as evidence for accountability, transparency and protection of citizens' rights and include case studies from various African nations. The

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CHANGES TO CPD SCHEME – Critical information for professionals

At the September 2014 Board Meeting, the RIMPA Board made the following changes to the compulsory for Professional Members Continuing Professional Development (CPD) Scheme.

- Returns are to be sent annually
- The three (3) year cycle has been removed
- 50 points are required per year
- CPD will be requested in April
- CPD returns due prior to the issue of invoices
- Any CPD that has not been completed (or terms negotiated with the CEO) at the time of the issue of invoices (May), the invoice will be for the full individual rate (not the discounted professional member rate)
- Some examples of CPD will be developed and uploaded during the coming months

book examines the work of Dr Thurston including her leading role in reforming recordkeeping in various Commonwealth countries in Africa and her establishment of the IRMT. Other topics as applied to developing country environments include organisational culture in public records management reform; electronic records; open data and access; the right to information; training and education initiatives; and digital preservation and trusted digital repositories.

⤳ Further information and purchasing details can be found at: www.ashgate.com/isbn/9781472428455.

Space squeeze risk to archives

Archives that would fill shelves stretched from Perth to Yanchep are at risk of being lost or irreparably damaged because there is no storage for them, reported *The West Australian* on 3 October 2014.

The backlog involves more than six million records, worth about $250 million. At 53km long, the backlog is growing by up to 2km a year.

The State Records Commission annual report says it has been unable to accept hard-copy archives from government agencies since 2001 because it lacks specialised storage space.

Important records were being stored at government agencies or commercial storage facilities "that do not meet archival standards".

The report calls for funding for a new facility to accommodate the existing collection, the backlog and future documents.

At 53km long, the backlog is growing by up to 2km a year

It was up to government agencies to store their records that had archival value until they could be moved to the State Records Office. The records office holds more than two million archives from 1838 agencies that occupies almost 15km of shelving at two locations – the Alexander Library Building and an off-site facility.

In 2013-14, mould was found in the collection at Alexander Library from a water leak after the roof was damaged.

The report said investment and resources in the office's specialised preservation services had declined.

But funds from the Friends of the Battye Library had allowed 335 out of about 1650 early Crown Surveyors' field books to be digitised.

They are online and include records of WA's first Surveyor-General John Septimus Roe and explorer and WA's first premier John Forrest.

New Canada archivist-librarian facing professional barrage

Dr Guy Berthiaume

The new Librarian and Archivist of Canada, Dr Guy Berthiaume, took charge of the 'trouble-plagued' Library and Archives of Canada (LAC) in June facing a deluge of demands from professional groups for reform of the federal institution demoralised by budget cuts and leaderless since May 2013.

Canadian library, teaching and law institutions with an alphabet soup of bi-lingual acronyms … OCUL, CAUT/ACPPU; CAPAL/ACBAP; BCLA, CLA, CALL/ACBD, EALL and more … published polite letters of welcome weighty with firm demands for improvements at the national agency.

LAC staff were relieved to get a permanent leader again more than a year after previous head, Dr Daniel J Caron, resigned amid controversy over personal expenses. Dr Caron oversaw $10 million in budget cuts that reduced staff and acquisitions, all but eliminated interlibrary loans and prompted nationwide protest. The current budget is $99.2 million.

Dr Berthiaume pronounces his first name as the Francophonic 'G-ii'. LAC staff joked: "The new guy's Guy" using this Quebecois pronunciation. Dr Berthiaume, a history PhD, was head-hunted by the Canadian Government's Ministry of Cultural Heritage from five-year's leadership of the Quebec National Library and Archives (*Bibliothèque et Archives nationales du Québec, BAnQ*).

Technological acceleration

In his French-language valedictory speech to the BAnQ, Dr Berthiaume (63) told how he had led the Quebec agency, newly created from the merger of Quebec provincial archives and library, to a "cultural crossroads". It had built private and public sector partnerships, academic programs and a support foundation to become "the largest cultural institution in Quebec"[1]. He spoke of the "acceleration of technological developments", the archiving of public sector websites and expansion of e-books, concluding:

"I think, in all modesty, that we have shown that in the 21st century a memory institution is not doomed to be part of the past, but could show that memory is alive. The challenges ahead are many, but our successes over the past five years allow all hopes."

In an interview with leading daily newspaper, the *Montreal Gazette*, he was asked his proudest achievements at BanQ. His reply was revealing:

⟹

"The first is how we have opened ourselves up to newcomers. We developed a website for new immigrants. We have a section of books aimed at newcomers. We have a language centre where people can learn French and English. We set up a children's story hour in eight languages, including Mandarin, Spanish, Vietnamese, Russian and Arabic."

The federal Minister of Canadian Heritage and Official Languages, Shelly Glover, made the new appointment saying Dr Berthiaume would be a "solid asset" to the LAC. "His extensive experience in the management of large cultural organisations and his strong leadership are important qualifications for this position," she said.

But Canadian associations were not placated. Four leading groups, the Archives Association of Ontario, the Association of Parliamentary Libraries in Canada, the Canadian Association of Law Libraries, and the Canadian Library Association, in a joint public statement, commented:

"We are encouraged by Dr Berthiaume's extensive experience in leadership roles pertinent to the mandate and operation of Library and Archives Canada and his strong commitment to the field. However, new beginnings are opportunities to take bold new steps and to reconnect LAC with Canadians from all walks of life."

Deprofessionalisation of LAC

The Canadian Association of University Teachers open letter to Dr Berthiaume was more forthright, recording: "Over the last five years, we have witnessed the cessation of purchased acquisitions, diminished access to LAC's collections most obviously expressed in the elimination of the inter-library loans program, and huge cuts to staff as well as the deprofessionalisation of the remaining LAC staff including the transformation of specialist archivists to generalists.

"We are hopeful that the damage that has been done can be ameliorated and the institution can be rebuilt into the world-class institution it once was."

The Canadian Association of Professional Academic Librarians and the British Columbia Library Association both demanded abandonment of the LAC plan to "outsource Canada's bibliographic records and hence a part of our national identity and cultural heritage to the United States"

The British Columbia Library Association (BCLA) was angry about it, too. Its open letter fumed: "We have seen a marked decline in the quality of LAC services, and in the way collections are acquired and managed. Such changes negatively impact the accessibility of our national collection and inhibit the preservation of our national identity."

The Canadian Association of Law Libraries sought news "that LAC has made all possible provisions ensuring that the (US agency) maintains unrestricted, timely and free access to catalogue records created by LAC", adding grimly: "Such confirmation would help build trust in LAC management and future changes".

PhD researcher backs RIM open networking

Innovative research by a New Zealand-based PhD graduate has given strong support to knowledge management networking events like RIM Professionals Australasia's inForum conferences and other inter-organisational get-togethers.

Mahmood Ghaznavi

Massey University School of Management Research Assistant Mahmood Ghaznavi ran the survey as part of his PhD thesis

The survey asked questions about informal knowledge sharing contacts and the size of informal knowledge networks within and outside of work organisations

and reveals: "Social networking and knowledge sharing through informal networks have been identified as key emerging themes in the knowledge management discipline. Knowledge acquisition through extra-organisational channels would help to enhance the internal knowledge-base of the firm and add value to its product or process."

Ghaznavi received his doctorate this month at the Massey University in Palmerston North, 200 kilometres north of Wellington, where he has been studying for five years. His tutor, Associate Professor of Human Resource Management at the School of Management, Paul K Toulson, told *iQ* that the study "aimed to investigate the process of knowledge coordination and integration among professionals other than formal structures and prescribed channels of an organisation".

Outside experience

The study findings back RIM Professionals Australasia networking practices across its nation-wide programs, reporting:

"Today's knowledge workers' routine work practices are not limited to their own particular workplaces as they frequently cross organisational boundaries to share and discuss task-related know-how with professional colleagues. Time and effort can be saved by utilising outside experience alongside that which exists within their own organisation."

The survey asked questions about informal knowledge sharing contacts and the size of informal knowledge networks within and outside of work organisations. Mr Ghaznavi found:

"The results indicate that the majority of the respondents frequently shared work-related knowledge with informal contacts both within and outside their work organisations."

Intriguing demographic

The demographics of the survey respondents was intriguing. More than a third of respondents were over 50 years of age, 45% held Masters' degrees or above, more than half worked at the middle level of their organisations and almost a third belonged to professional, scientific, and technical services. "Overall, 39% of the respondents were information and organisation professionals and related to the fields of information processing and knowledge management," the report said. It found:

"The results of this study have shown that many industry professionals make use of ego-centered personal knowledge networks both within and across organisations to exchange work-related information and knowledge to improve work performance. In the context of dynamic industrial cooperation, successful inter-organisational knowledge transfer through social (informal) relations can play a key role in improving the innovation capability of organisations."

Ghaznavi concludes, perhaps too gently: "Managers and leaders of the organisations may allow sufficient time and opportunities to their knowledge workers so that they can actively engage in informal knowledge creation activities both within and across organisations."

For "may allow" read "must".

Fears State Records will be merged with the State Library of SA

The Australian Society of Archivists (ASA) has launched a public campaign against what it fears is a move to have State Records merged with the State Library of South Australia.

State Records is the body charged with keeping all significant records generated by South Australian governments. Since 1985 it had been an independent body with a staff of about 40 archivists collating and storing material at Gepps Cross.

Last month an internal review was commissioned by Corporate Services to review all aspects of the business with a view to a possible integration with the library.

"When we found out about the review we were horrified," Kylie Percival, the president of the Australian Society of Archivists told ABC News on 12 September 2014.

"Mergers of libraries and archives are a confusion of two professional areas of expertise and there is good reason why they are separate. It is a trivialisation and misunderstanding to say librarians can do a bit of archiving on the side."

As reported on page 4, State Records joined the National Archives of Australia in moving its shop front from Leigh Street in Adelaide to the State Library's Summerville Reading Room on North Terrace in August. The archivists welcomed that move but believed the role played by backroom staff was very different and should remain separate.

The ASA launched an online petition that gathered more than 800 signatures, including from other states and overseas, warning of similar mergers that have been problematic.
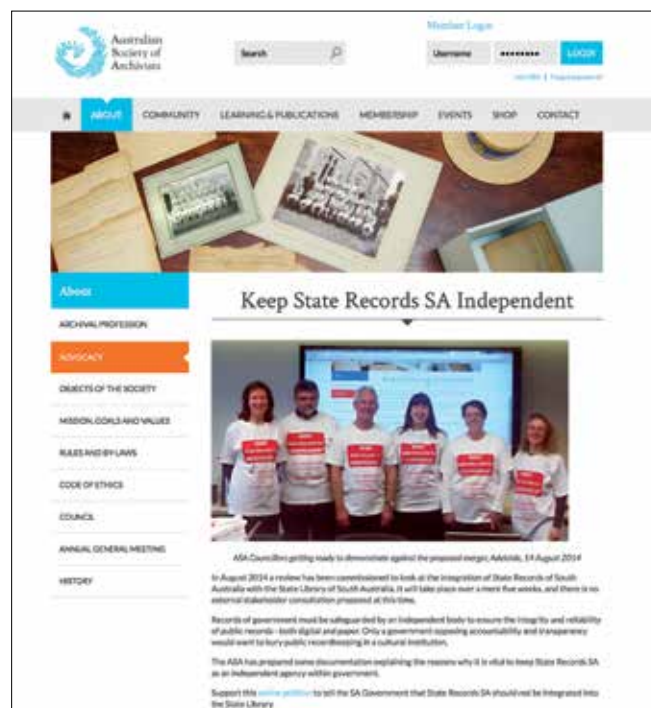
➲ The ASA's Submission to the South Australian review on the potential integration of the State Records SA and State Library SA functions is now available on ASA Online: www.archivists.org.au/about-us/advocacy/keep-state-records-sa-independent ⟹

Say goodbye to the printed page?

Is it really goodbye to the printed book? A commentator in the journal of the Australia and NZ Society of Indexers (ANZSI) thinks not … and she sees powerful lights at the end of the digital tunnel.

Queensland indexer Jane Douglas recalls that last year publishing analysts found society "rushing inevitably towards a world where print books would be an anachronism". She told the trans-Tasman indexing community:

"However, more recent figures from the Association of American Publishers have revealed marked changes. Hardcover books have shown the greatest gains up to 10% over first eight months of 2013. Hardcover sales jumped 50% in August 2013 compared to August 2012. During the same period, growth in e-book sales fell to just 4.8%[2]."

She went on: "There is disagreement about what these figures mean, but a January 2014 survey by the Pew Research Centre concluded that print remains the foundation of American reading habits. With only 4% of those surveyed identifying as 'e-book only', the Pew study argues that e-books are frequently purchased as an add-on by people already reading the print version[3]."

Australian sales down, but …

Ms Douglas identified more trends:

◆ In Australia, e-book sales currently account for 20% of the market, but overall book sales are in decline, no doubt because so many Australians purchase online from overseas booksellers[4].

◆ Segments of the market are proving resistant to a shift to digital formats. Children's picture book publishing is one and young adults, too, appear to prefer to consume their fiction in physical paperbacks[5].
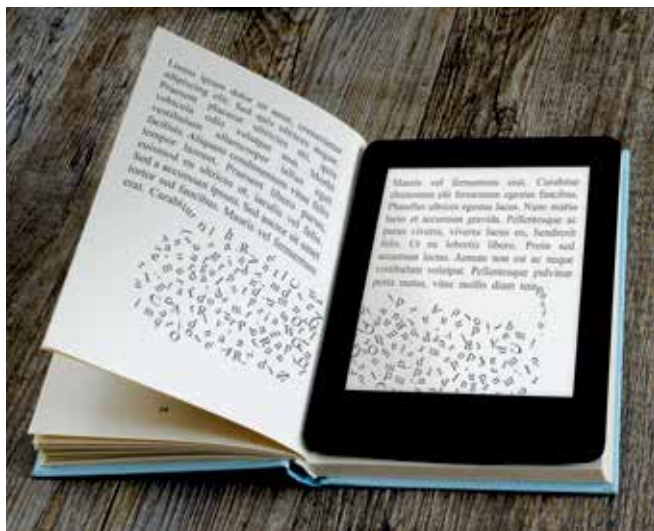
◆ A recent study found that even though students were heavy users of digital technology, 71% of those surveyed preferred to read academic textbooks in print format[6].

Ms Douglas concludes: "No analyst doubts the publishing industry is undergoing seismic change but few are willing to predict what publishing will look like even in 12 months' time.

"The take-home message for everyone in the industry appears to be to be that we must stay abreast of changes and predicted changes, and boldly embrace the challenge of developing skills that will keep us relevant in the long term. But perhaps we shouldn't ring the death knell for print publishing quite yet."

NARA to upload holdings to Wikipedia

The United States National Archives and Records Administration (NARA) has committed to upload all its digital holdings to Wikipedia, a cornerstone project in the US Open Government Plan.

Lead by NARA's first "Wikipedia in Residence", Digital Content Specialist, Dominic McDevitt-Parks, volunteers are working with a new upload script to export images. Mr McDevitt-Parks says that they will "allow us to more easily upload all of our existing digitized holdings to Wikimedia Commons and similar third-party platforms."

Wikipedia's on-line newspaper, *Signpost*[7], earlier this year reported McDevitt-Parks saying that NARA had no quantitative target for a total number of image uploads, because NARA plans to upload all of its holdings. "The records we have uploaded so far contain some of the most high-value holdings," he said. "However, we are not limiting ourselves to particular collections. Our approach has always been simply to upload as much as possible … to make (digital holdings) as widely accessible to the public as possible." ❖

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7 *Wikipedia Signpost*: https://en.wikipedia.org/wiki/Wikipedia:Wikipedia_Signpost

CONTACT US ✉ If you have any news stories for *iQ*, please contact editor.iq@rimpa.com.au

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Coming up in the February issue of *iQ*:

Practical RIM

Do you have a story about the implementation of a RIM project, information governance, or an approach to records and information management that has influenced your workplace that you wish to share? Or about a practical RIM professional making a difference? We would love to hear from you.

Articles due: Wednesday 3 December

1984-2014

30 YEAR ANNIVERSARY

Celebrating 30 years of *iQ*!

Looking through the back catalogue of *iQ* issues from 1984 to 2014
– as we celebrate the 30th anniversary of RIM Professionals Australia's
official quarterly journal – it seems we've come a long way… or have we?
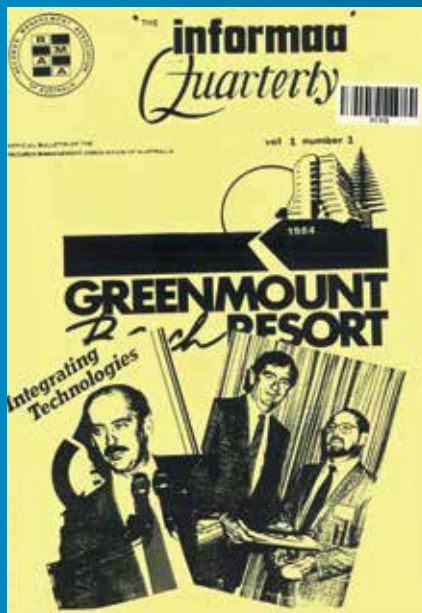
1984

1989

2005
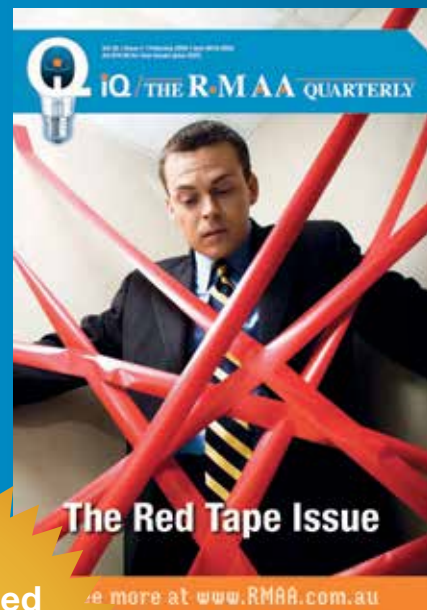
2009

What hasn't changed is the mix of interesting and diverse articles and RIM Professionals Australasia's desire to share information with its membership and subscribers.

SO WHAT HAS CHANGED?

Of course there are obvious differences in the appearance. *infoRMAA Quarterly* as it was originally called, was produced on a more or less quarterly basis and Branch Councils of the day took turns producing it, thereby ensuring every Branch had an opportunity to contribute and have responsibility for the work. The articles were shorter, and sometimes almost non-existent, covers were basic, photos were grainy and the content was produced on a typewriter (Gen Y can Google to find out what that is) then photocopied.

After a few years the (then) RMAA Board decided it would be a good idea to give the task to a single person who

gave the publication a bit of a makeover. Eventually it was decided to hand production to a publishing house and the first 'glossy magazine' version was born. We then worked our way through several volunteers in the role of editor including Ken Ridley, Anthony Eccleston, Geoff Smith, Janet Knight and Michael Steemson, to name a few.

The turning point towards a high quality publication came in 2004. The RMAA changed publishing houses and also hired a dedicated editor. The name of the publication was changed to *iQ*, because let's face it that's what everyone had been calling it for years anyway. We started peer-reviewing

1995

2000

2012

2014

articles and sought articles from sources outside of the membership base.

Subsequently the Association took over as the publisher, and with a new editor and a talented designer, the quality of contributions improved to the point where articles are regularly re-printed in overseas journals and the publication is listed with several databases such as RMIT and EBSCO.

In taking a look back, what stands out most is that, while the technology has changed, the topics haven't really altered that much. Early *infoRMAA Quarterlys* had articles discussing how to motivate your records staff, management attitudes to information management, managing voice mail and drafting a disposal authority, all still relevant issues today. Technological concerns were regarding topics such as introducing computer-assisted retrieval, whether CD_ROM held implications for records managers and whether we should

microfilm or not – so clearly technology is the area where the most significant changes have taken place in the records and information management industry.

There really have been some great articles produced over the past 30 years. Every one of them is held in the *iQ* Article Archive in the Members Only area of the RIM Professionals Australasia website. A full issue archive is also held there in case you prefer to look at an entire issue. ❖

On the following pages we take a look back at some of the highlights from 1984 to 2014.

Vital records

Vital records – what are they and how can we
ensure they will be available when we need them?

By **George R Smith** ARMA RMAA SA

I n this session I propose to examine vital records, define
them and discuss the management action required to
ensure that they will be available when we need them.
By this process I will look at the justification of a vital
records program in the light of potential natural and manmade
disasters. I will discuss some of the physical aspects of
disaster recovery and look at intellectual control aspects.
Lastly I will demonstrate how the vital records program fits
into the corporate records management profile of action.

As all this will be accomplished in about 25 minutes, you
will appreciate that I am painting with a pretty broad brush.

All successful organisations recognise the value of their
records as a corporate asset. An asset acquired over a
period of time at some cost to the organisation. An asset
which is capable of continued processing, reprocessing
and manipulation to provide a reliable base for corporate
decision making.

The way in which an organisation collects, organises,
stores, retrieves and disseminates information is often a
determining factor in its overall success. A small proportion
of corporate records (a part of which continuously
changes) may be identified as vital records. This 2 or 3%
of your records are absolutely essential to the continued
operation of your organisation. You will certainly be able
to identify them if your organisation suffers a catastrophic
loss of records.

Note: This article was first published in 1985

INFORMATION V. EVIDENCE

A program to identify and safeguard vital records is an essential part of successful management. The first step in this management process is to ensure that we are all clear on the difference between information and evidence. The basic complication here is that both are contained in or on records of some sort. The records management association defines "a record as a document in writing, anything whatsoever on which is marked any words, figures, letters or symbols which are capable of carrying a definite meaning to person conversant with them".

The Commonwealth of Australia defines it as: "A document or object that is, or has been, kept by reason of any information or matter that it contains or can be obtained from it". The Victorian State Government says "a record should be understood to include information whether on paper, film, magnetic tape or disc or any other medium".

Information means informing or telling. It is often perceived in the context of intelligence. Ed Johnson discusses it in these terms: "Intelligence is the level of information that serves to inform. It is perceived by the recipient by means of sensory communication – sight, sound, touch etc. The cathode ray tube is a good example of a device for conveying intelligence: so is the telephone".

However, evidence has a much narrower meaning: information given personally or drawn from documents tending to establish a fact, evidence is proof of action admissable as testimony in court. It is usually the original instrument of a transaction. If I tell you that my father was born in Adelaide in 1900, that is providing information. If I show you his birth certificate that is producing evidence. Note however, that both come from a storage medium. I am saying that a record has two faces. Firstly, it is a reliable information source for internal use and secondly, it may be substantial evidence for external use.

DEFINING VITAL RECORDS

Vital records are defined in slightly different terms by different people or organisations. Gerard Kain said vital records are:

1 Records considered absolutely essential to the continued operation of any agency or business, commensurate with its emergency responsibility.

2 Records required to protect the rights of individuals and the government.

3 Records that are absolutely essential to reconstruction.

Richard Donaldson defines vital business records as records which must be presented as evidence to owners, creditors, debtors and agencies of our government.

The vital records of Australian state and federal governments also fit fairly comfortably into these frameworks, but some emphasis is also placed upon the cultural aspects.

JUSTIFYING A VITAL RECORDS PROGRAM

Let us now examine this a little more closely so that we may justify a vital records program. As I said earlier very few records are truly vital. However, if those few are not identified and protected, you may not be able to continue to operate your business should your records be destroyed by fire or disrupted in some other disaster.

⇒

Before we can justify a vital records program we must be aware of the broad role and function of our organisation, its aims and objectives, in short we must know what it is and why it is there before we can determine which records are necessary for its continued existence. Like records management, a vital records protection program is something with which senior management must be closely involved.

As a prerequisite to planning a vital records protection program the vital functions of the organisation must be delineated. The importance of each section's operations should then be determined and priorities established. This determination must come from the top management level, supported by recommendations from knowledgeable personnel at divisional, departmental or group levels, depending on the organisational structure.

"The important part of management input to a vital records program is the indication of which records need to be protected not how they must be protected."

The beneficiaries of a vital records preservation program can only benefit

after a calamity or disaster strikes. The officers and managers benefit because their interests in the business (ie, their jobs) are protected. The owners of the organisation benefit because their livelihood and welfare are ensured. The clients or customers enjoy the knowledge that their contracted needs will be met with only a slight delay. The general public who depend upon the corporation both as a profit source and as a contributor to the community by its goods or services are beneficiaries when a business is merely stunned by a disaster and not forced to quit. The interdependence of all the people who are remotely touched by each business is so great that they all lose if any firm is lost.

In summary, a vital records program can be justified on the basis of the cost of compiling the records and the cost if they are lost. It can be justified on the basis of legal use and legal requirement for certain vital records (eg, the deeds of ownership to land or the deed of partnership in a firm respectively). A vital records program is a form of insurance against loss of revenue if it protects current debtor and creditor records.

The beneficiaries of a vital records preservation program can only benefit after a calamity or disaster strikes
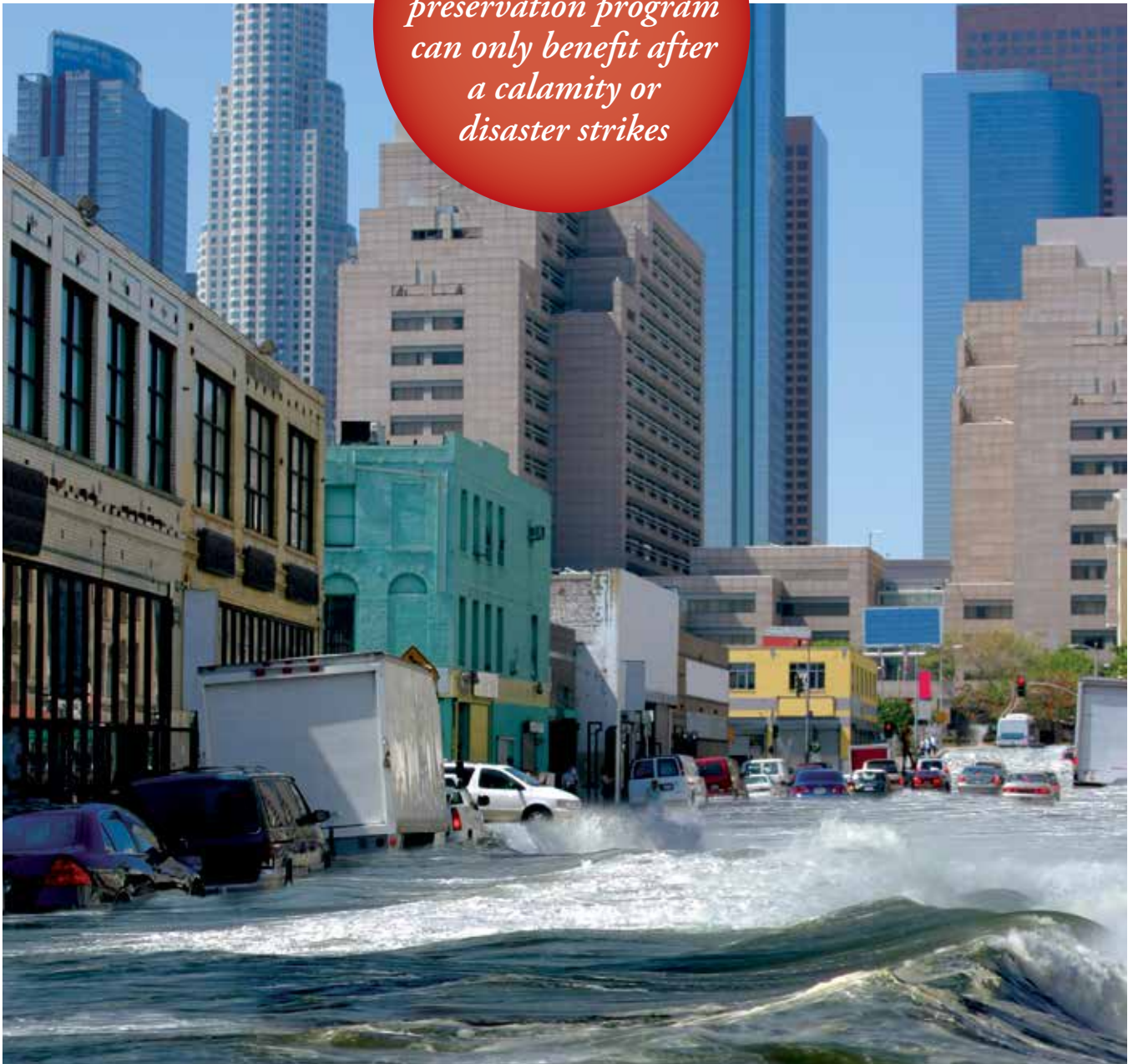
Lastly a vital records program is essential to meet financial and social accountability and to protect the interests of the organisation, employees, and the wider community.

PROTECTING VITAL RECORDS

Catastrophies are generally fairly easily described. They may be natural catastrophies such as those caused by earthquake or flood. Fires are the most familiar disasters liable to befall a business organisation. The damage cause is usually exacerbated by the fireman and his hose or the extinguisher sprinkler system.

Manmade catastrophies take the form of arson, sabotage and mechanical failure (and this is becoming increasingly important as we move into the integrated office where a power loss may wipe out our current data base). We should mention political unrest as a potential man-made catastrophy, as well.

Having identified vital records and discussed what we are trying to protect them from, we can now go on and look at some of the physical aspects of vital records protection. In doing this we need to consider both the record as an information housing (ie, its physical makeup) and its information content.

Obviously if only an original paper document is acceptable as evidence for external use then the original paper document must be preserved as the vital record. If on the other hand we are looking at such bulky information as current invoices and debit notes in the form of machine readable records then it will be quite acceptable for the preservation copy to be a duplicate disk or com printout.

Another aspect of the operational copy and the vital record copy. No purpose is served if you are trying to protect a record from fire if both the operational copy and the vital record copy are stored in the same building. This raises the question of commercial storage or the construction of an off-site secondary storage area. Either way both need to meet certain basic requirements in relation to security, fire protection and to a greater or lesser degree ease of retrieval.

If the record to be protected is not paper based further aspects need to be considered. For instance if we are to protect audio visual or machine readable records we need to consider, in addition the provision of atmosphere controlled storage, duplication of software and fully documented procedures.

We may also need to consider the advisibility of duplicating the hardware. It is obviously to no-one's advantage if we build a secure atmosphere controlled repository to store computer discs for a particular set of hardware or for that matter for a peculiar set of software if, following a disaster, we do not have access to appropriate hardware or the capacity to run the records for want of documentation or appropriate software packages.

JUST A HEAP OF OLD RUBBISH?

It is a truism to say that all records are just a heap of old rubbish unless we can retrieve the particular piece of information we require when we need it. This leads us into a discussion of some of the elements of intellectual control in our vital records program.

This topic will be discussed in some detail under the heading 'The survey as a management tool'. However, we can summarise by saying that you need to know what information is recorded, in what format, where it is located, what you need to retrieve it and finally its shelf life.

Most vital records management plans provide this information by way of a structured hierarchical system of description. Each hierarchy is linked to the next lowest by an inventory of its contents. In jargon terms we refer to record creating agencies, record series, and record items.

Agencies create series of records to document their functions. These series are made up of individual case files each dealing with a particular transaction. Most of our vital records will be identified at this single transaction level (eg, the legal document or individual debtor/ creditor summary). In many cases because of the small quantity of vital records not identified as accounting records, it is usual to store them with long term or permanent shelf-life records.

Where vital records are more bulky and have a relatively short shelf life it is usual to duplicate them periodically and store the result in easily defined discrete locations so that they may be quickly identified and disposed of when their shelf-life expires.

PLANNING RECORDS DISPOSAL

Records management is about systematic control over the creation, maintenance, retention and preservation of records. Selective preservation of records is an integral part of sound records management. Retirement of records because they become noncurrent is inevitable.

The only alternative is between unplanned chaotic retirement on one hand and considered systematic retirement on the other in which retirement decisions are made on the basis of record values. This planned disposal is by way of the disposal schedule.

The schedule identifies in a concise and easily understood format which categories of record classes or items are required to be retained permanently or determines their shelf life if they are to be destroyed. A disposal schedule is a management tool which makes filing and finding easier, faster and better. It saves space, time equipment and records.

The identification of vital records in a disposal schedule is an economical proposition from many points of view. The sooner that a vital record is identified the sooner it can be protected. When we are speaking of isolated documentation and transfer of vital records which are administratively convenient to identify, transfer a vital record to secondary storage during a routine application of a disposal schedule. The identification, duplication and transfer of vital records to secondary storage must become a routine administrative function for the vital records program to be effective.

Information security is the protection of information regardless of form or medium of storage from unauthorised disclosure, modification or destruction. Vital records are those parts of the corporate memory necessary to be retained for official reference to protect the organisation, to give consistence and continuity to its action and include vital operating records. Vital records have administrative uses for recovery from disaster situations. A vital information protection program cannot be successful without senior management input. It must form part of a records management plan which includes at least retention and classification action.

Why? Because to protect adequately the information, it must be easily identified and well organised. In the field of records management, history continues to repeat itself. If the history of records keeping tells us anything, it is that we are capable of protecting the legal, financial and ethical interests of organisations by establishing vital records protection as a policy.

If the history of this planet tells us anything, it is that Murphy's Law applies. ❖

AND HOW DOES MY PAPER WAR FARE?

By **Wendy Taylor**

Generally, I remained blissfully unaware of the world of records management until I started a job in a small agency of a government department. I was in finance, and although my desk nestled next to Registry I could still safely ignore their paradise of manila folders. I knew only that bosses always looked impressive in the shadows of their piles of files.

My boss was no different and, although he sat only a paper-clip flick away, all I generally saw of him was a balding pate, shimmering gently under the fluorescent lights, behind his loaded trays. I was content to wrestle with calculations, journal entries and petty cash but, occasionally, a file would land on my desk. It didn't take long to realise if studiously ignored long enough, the files disappeared somewhere.

I returned from holidays and the boss was gone; promoted to another department. I smugly sat and watched the spot where the balding pate used to disappear behind the ever-increasing load of files. I occasionally wandered across and shored up the trays, by poking rulers down the sides, to stop files slipping out.

My big boss finally told me, what with one thing or another, the position couldn't be filled for a while and I was the acting finance boss. It was then that my shoring up works finally collapsed, and the two of us stood and watched files gracefully descend onto the desk like a slow-moving mud-slide, before cascading onto the floor.

CLASSIFIED: TOTAL IDIOT

I moved into my new position, and found all the files I'd so efficiently ignored at my old desk had ended up on my new one. I worked hard to diminish the piles. To my disgust, files I threw in my 'out' tray were returned to my 'in' tray. The discovery that my initials in the right column of the file cover would make it disappear was a major breakthrough. Just as important was the knowledge that someone else's name in the 'referred to' column could make the file disappear for an undetermined time.

I suddenly had an urgent job, and it was necessary to rearrange. I began to feel uneasy a couple of days later when I couldn't locate a file; I had temporarily rested it on top of my waste paper bin to make more room on my desk. The cleaners had taken and disposed of it. I wondered whether I should tell someone, but Registry were scathing enough to those who temporarily lost files, let alone worry about what they did to those who wilfully disposed of them permanently.

Time progressed and so did my understanding of how to handle files. There was no choice; Registry had me classified with everyone else in the office – Total Idiot. File transit slips, bring ups, file requests, cross referencing, and subject indexes were a total bewilderment, and most functions were performed wondering how long before Registry pounced demanding confessions and explanations about the chaos created.

Note: This article was first published in 1986

I'm banned from Registry these days. It all started when they mounted a major commando-like raid, searching for a very important file needed at top level yesterday. I was way down on the list of suspects and by the time Registry got to me they were rather short tempered. Nothing was sacred, and as they muttered to themselves and went through my work, I slunk away.

I'd a feeling I'd taken the file and had left it somewhere I shouldn't have. I finally found it and pondered what to do. If I was caught with it there would be hell to pay, but if it was found in the filing compactus, no one could be blamed. Lacking camouflage, and nearing panic I stuffed the file down my skirt; pulled my jumper over the bulge, and waddled very uncomfortably into Registry. They were still busy tearing my office apart as I innocently disappeared into the compactus.

The papers' fastener, by this stage, had firmly entrenched itself into my pantihose and the papers had slipped out of their regimental order and flapped around as I vainly tried to pull it all out.

I was sprung by the Senior Records Manager with one hand up my skirt, the other down it, my jumper around my neck and in the midst of being cut in half by the ever-tightening pantihose.

It took considerable time to extricate the file, and some effort to adjust my clothing so I could breathe again.

Now, some time later, files are arriving from Registry again. I'm on life-time probation. I know very well, however, every mark I make on the contents or the cover of a file is scrutinised by them. They're waiting for me to make that one mistake which will safely see me excommunicated forever from their world, so I'm leaving. There's more to life than Registry inspecting my every move.

There aren't many fileless jobs available; but I have found one. No more do I have to worry about being on the receiving end of all this paper warfare; I'm joining the crew who start it all. Next Monday I start as a timber feller for the local paper manufacturer. ❖

The records manager:
change agent or victim of changes

By **Denis Comber**, RMO of NSW

Note: This article was first published in 1988

You may find that with the introduction of technology into the department that there is a corresponding increase in the information needs of users.

Certainly, if the implementation of a new system is undertaken properly ie, training courses, user consultation, thorough planning etc, that user expectations of the system will in due course become more demanding and sophisticated, but not necessarily, to the detriment of the day-to-day activities of the records branch.

What should be aimed for is the elevation of, and more efficient usage of, information resources. Should this not occur, then not only have you wasted a lot of corporate money, but you have also failed to capitalise on the benefits that technology can provide. Furthermore, you must ask yourself why it is that your records are poorly organised so as to defy quick and efficient retrieval.

As a manager of a records system it is your job to ensure that your system is providing the best information service

possible. What is out of your control but definitely within your sphere of influence is the way in which users generate information.

By this I mean:

a the quality of letter, report and submission writing

b the types of information that is placed on files ie, hand written notes, multiple copies of documents and so on

c the tendency for individual users to include materials which are not adequately identified eg, photographs which are not catalogued, unsigned memos, newspaper clippings.

If this practice is evident then it must be eliminated. You should also ask yourself that, should any records be subpoenaed, would they be prejudicial to the organisation and could subsequent legal action follow?

As a manager of the records system, you must become involved in eradicating from poor records practices notwithstanding that it is the responsibility of the executive to control this problem.

WHAT'S NEXT?

Presuming that you have successfully introduced your new records system your next tasks should be to:

- Examine how this system can be improved eg, strengthening of the language control system.

- Ascertain how it can be integrated with other information generating areas.

- Examine newer formats for the control and use of your records eg, is full text viable, fuller abstracts, optical imagery.

There are certain self-evaluative questions which records managers must ask of themselves.

> *What is out of your control but definitely within your sphere of influence is the way in which users generate information*

- Do you know enough about your records system to be able to re-define your information needs?

- Are you involved in planning and implementing new systems?

- Do you meet on a regular basis with other managers of information resources to discuss and plan information strategies for the department?

- What percentage of users within the organisation access your records as opposed to other information areas eg, library?

- What responses are expected and what are the performance expectations of users in respect of each area?

- What is the status attached to the managers of each area and is the level of management support equal in each area or are some areas disadvantaged at the expense of others?

- What have you done personally to upgrade your knowledge of modern technology and are you advising management of new ideas etc?

- Have you ever undertaken any career path planning either for yourself or for your staff?

- Are you aware of any corporate objectives involving information management and have you been invited to commend on or develop some?

There is no easy solution to improving your systems but what should always guide you is the need to ensure that:

- Your system must suit the information needs of your users as well as corporate needs.

- Think of the system as a living thing which must be nurtured if it is to survive. ❖

Creative innovation and leadership for 21st century RIM practitioners

Congratulations on *iQ*'s 30th birthday and what an appropriate theme – 'The future is in our hands'. This theme was shared at the recent inaugural 21st Century RIM Practitioners' Think Tank round table session at inForum in Adelaide.

By **Linda Shave**, ARIM, Facilitator, Think Tank Round Table

As a professional body we understand that global connectivity, cloud offerings, cloud deployment models, smart machines, and mobile working are just some of the disruptive drivers reshaping the future landscape for records and information management.

The Think Tank round table provided a forum for RIM professionals to gather and to have a voice. It is the first step towards creative innovation, leadership and aggregating opinions to develop plausible foresight for our industry. The forum consisted of both private and public delegates with the majority representing federal, state and local government agencies from Australia and New Zealand.

Dialogue touched on how we, as RIM professionals, will think about our work in the future and what will constitute work. It addressed the skills, proficiencies and abilities needed to play a vital role in the digital revolution and for us to be productive contributors in the future.

VIDEO PRESENTATION ON 'TODAY'S WORKFORCE IS CHANGING'

The Think Tank forum commenced with a brief presentation on 'Working in the Office of the Future' (https://www.youtube.com/watch?feature=player_detailpage&v=QnUztQc3TTA#t=2). This video clip provided a futuristic look at a day in the office in 2030 and the future of government services 'connecting intelligence'. It introduced The Internet of Things (IoT), the third platform delivering connected services though mobility, cloud, open source and the next generation of competitive advantage apps. This set the scene for debate on 'What are your views on the Next Steps for our profession?'

THE BRAINSTORMING SESSION

With only an 80-minutes session, how much can be gleaned? The positive results reflect the commitment of the participants, their contributions and what can be achieved in a short time. The initial whiteboard brainstorming session commenced with 'What does Metadata, Information Management and Information Governance mean' to:

◆ Records management professionals?

◆ Business (public and private)?

◆ IT?

Interestingly, this debate could have been expanded to 'What does Metadata, Information Management and Information Governance mean to the RIM professional at federal, state and local government levels?'. There appeared to be a diverse and interesting range of opinions and thoughts that could warrant a panel discussion of its own in the future.

GROUP ACTIVITY ON 'WHAT ARE YOUR VIEWS ON THE NEXT STEPS FOR OUR PROFESSION?'

The next activity was a group exercise, participants were broken into four groups Manage, Track, Up Skill and Preserve. Each group was given 10 minutes to work together and document on butchers paper what they thought was needed for the future RIM professional. A representative from each team was then given five minutes to present their findings. These presentations generated some further discussion from the floor that included amongst other things, the need for RIM professionals to better understand cloud models, impact of technologies and the role of metadata. It raised the question 'what is our role?' in the ever-evolving digital revolution and what new knowledge and skills will be needed. Table 1 represents each group's input.

Next steps for our profession – table 1

MANAGE	TRACK	UP SKILL	PRESERVE
Skills	Skills and knowledge	Formalised training	Skills
Technology – keep up to date and applied	Better understanding of concept of data • Including IT view • Data Vs records • Role of metadata	Determination of value of metadata	Keep up-to-date on new technology
Cross industry training	CPD define areas of knowledge?	Job prerequisites	Facilitate training to new users… proactively
Understand IT	What is our role?	Impact of technologies	Learn the various platforms available
Communication • IT colleagues • Senior management			Seek information • Discovery • Tools • Services
Solid information management skills and knowledge			Need resources to put skills in place
			Ability to face new challenges
			Easier to find right balance between precision and recall
			Adaptability
			Work with colleagues across silos
			Anticipate questions – have answers at hand

WHAT WILL WE NEED AND HOW WILL WE MANAGE?

The Think Tank session identified some interesting gaps in our knowledge and/or skills (Table 2 highlights these areas). In Table 2, knowledge refers to a theoretical or practical understanding of a subject and skills refers to the learned ability to carry out a task with a pre-determined result.

Knowledge and skills matrix – table 2

IDENTIFIED GAPS	KNOWLEDGE	SKILLS
The role of metadata in the digital born world	✔	
The difference between data and records	✔	
Cross industry terminologies from a records management professional, business and IT perspectives of common terms eg, archiving, metadata, preservation, semantic web, big data etc	✔	
Cloud computing, offerings and deployment models	✔	
Active preservation	✔	✔
Third platform, eGov and Web3.0 & Web4.0	✔	
Mobile content management	✔	✔
Digital asset management	✔	✔
Digital born records versus digitised records	✔	
Information centric versus document centric	✔	
Cross industry terminologies from a records management professional, business and IT perspectives of common terms eg, archiving, metadata, preservation, semantic web, big data etc	✔	✔

FINDINGS

RIM professionals will require new approaches and tools to deliver knowledge, skills training and agility to manage records and enterprise information assets in the Cloud and beyond. To achieve this the following suggestions are proposed:

◆ A skills audit and training needs analysis survey be undertaken.

◆ Developing a set of eLearning modules and strategies for non-certified courses, as part of RIM professional development.

- Run webinars (or similar) sessions where practical in defined areas of learning. This will enable members to log on and watch them in their own time and then complete a mini on-line survey, questionnaire or assessment as evidence towards their CPD credits.

- Encourage higher educational institutions which are currently providing courses to respond more rapidly to the changing landscape and needs of RIM professionals.

- Promote to education and professional institutions the value of *iQ* as an industry professional resource and encourage more local contributions from Australasia.

- Instigate discussion and open debate on contemporary topics.

- Annually run an innovative Think Tank forum in order to continuously identify needs and move the industry forward.

CONCLUSION

The outcome of the Think Tank round table forum suggests as professionals we are being impacted by global connectivity, cloud offerings and cloud deployment models. These disruptive drivers highlight the need for us as a professional organisation to be agile and take the next steps towards creative innovation, leadership and developing a plausible foresight for our industry. I am confident that the RIM Professionals Australasia Board will be looking at our joint future and taking every step in securing it. ❖

ABOUT THE AUTHOR

Linda Shave is acknowledged as a thought leader and architect of change. She is a researcher, consultant and auditor in areas of virtual information asset management, business process management, cloud migration, corporate governance and risk management. Linda is a former CEO, CIO and a member of numerous professional organisations.
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WHY WERE RECORDS SYSTEMS MORE SUCCESSFUL IN THE PAPER AGE?

Records managers are often accused of trying to replicate 'a paper paradigm' in the digital world. This is a little ironic. If we were able to implement corporate wide electronic records management systems that were half as good as the best records systems in the paper days then we would be very popular indeed.

By **James Lappin**

Our predecessors in the records management profession 20 years ago tried to abstract the qualities of the best paper records management systems and express these qualities as a set of technology neutral criteria, in the hope and expectation that we would be able to design electronic records management systems that also met those criteria, even if they met them in a completely different way.

The best statement of these technologically neutral criteria can be found in section 8.2.2. of the ISO 15489 records management standard.

The five characteristics are as follows. In order to be considered reliable a records system must:

1 routinely and comprehensively capture all records arising from the activities that it covers

2 act as the main source of reference for the activities it covers

3 link records to the activities from which they arose

4 protect records from amendment or deletion

5 preserve access to records over time.

These characteristics may at first sight seem utopian. No organisation I know of currently operates a corporate wide system that meets all these characteristics and covers all of their activities. And yet at the time they were drawn up, in the early 1990s, they seemed anything but idealistic. Before the introduction of e-mail, any organisation that wished to could set up a record systems that met all five of these characteristics.

Before the introduction of e-mail, any organisation that wished to could set up a record systems that met all five of these characteristics

WHAT MADE IT POSSIBLE TO SET UP A RELIABLE CORPORATE WIDE RECORDS SYSTEM IN THE PAPER AGE?

In the paper age there was a gap in time and space between:

◆ the point in time at which a business document/communication arrived in the organisation from outside AND

◆ the point in time at which that business document/communication arrived in the in-tray of the individual responsible for dealing with that communication.

There was also a gap in time and space between:

◆ the point at which an individual within the organisation sent a business document/communication out AND

◆ the point at which that communication either arrived at the colleague it was addressed to, or left the organisation for dispatch to an external recipient.

Organisations could insert control points into those gaps in time and space to ensure that business communications were routinely captured into the records system, and assigned to containers (usually called 'files') that each represented an instance of a particular activity.

HOW A REGISTRY SYSTEM TYPICALLY WORKED

The illustration below shows how such a registry system would typically work.
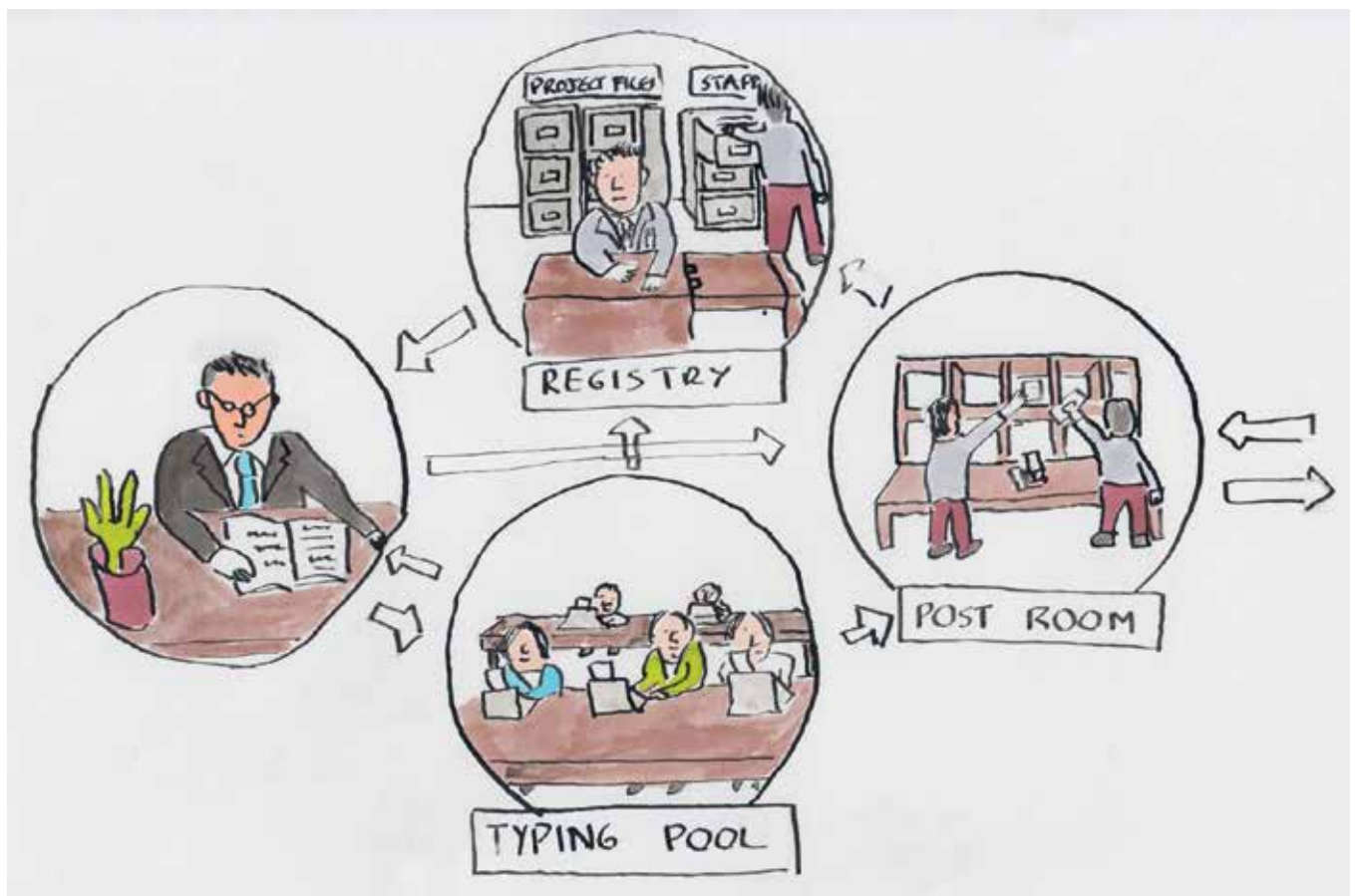
Incoming post would arrive in a post room. The post room staff would do a rough filter of the post.

Things that looked like they were not needed for the record system because they were trivial, personal, or reference material (promotional material/flyers/postcards/love letters/magazine subscriptions) would be sent direct to the individual concerned.

Things that looked like business communications (letters, memoranda, reports etc.) would not be sent direct to the addressee, instead they would be sent to the relevant records registry.

Each registry was simply a team of records clerks who looked after the files for the area of the organisation within the scope of their registry. Typically an organisation would have several registries, each covering one or more of the organisation's functions/departments/buildings, though it was also possible to operate with one central registry covering all activities.

The registry would assign the document to the file representing the activity from which the correspondence arose. They would deliver the file, with the new correspondence on it, to the action officer.

The action officer would draft a reply which would be typed up by a typist in a typing pool. The typist would create two copies for the action officer to sign – one to go on the file, and one to be sent out.

EVALUATING REGISTRY SYSTEMS AGAINST THE FIVE CRITERIA FOR A RELIABLE RECORDS SYSTEM

The registry system described above meets the five reliability criteria for a records system because of the following:

◆ There is routine and comprehensive capture into the record system. In the post room(s) the same staff filter incoming correspondence day after day. They apply the same thought process to post day after day to decide what post goes to which registry, and what post bypasses the registries and gets sent direct to individuals. If the post room acquires a new member of staff, they train that person in the thought process. Similarly in the registry(ies) the same staff do the filing day after day. The registry staff have no interest in withholding embarrassing material from the file. The file is not holding them to account, it is holding action officers to account. The files are comprehensive – every incoming piece of correspondence goes through the post room, and is either filtered out or sent to a registry for filing.

◆ The colleagues working on the project/case/relationship/matter use the 'file' as their source of reference. If there are gaps in the file a colleague is not only likely to notice, there is also a fair chance that they will be motivated to do something about it, because they rely on that file being complete in order to be able to do their work, and defend their work.

◆ A file is set up every time a new piece of work starts and every piece of correspondence placed on the file is, by the act of being placed on a file, connected to the activity it arose from.

◆ The registry guarded the files. They typically kept a record of who each file was loaned out to and when. It is true that there was nothing to physically prevent an action officer ordering up a file, removing a paper that was incriminating to them from the file, and returning the file. However they would risk dismissal if detected.

◆ Organisations had ways of managing the records lifecycle so that access to records were preserved over time. The registries would store active files close to office space, then send records to a record centre when they became non-active at a point some time after the work had finished From the records centre records would be disposed of at the end of a designated retention schedule either through destruction or through transfer to an historical archive

WHAT HAPPENED TO THESE SYSTEMS WHEN E-MAIL AND NETWORKED COMPUTERS ARRIVED?

On the face of it, it seems that the records management and archives profession was in a good position circa 1993 to ensure that no paper registry system was decommissioned without an adequate digital replacement being put in-place. Those organisations that operated such systems tended to be proud of the systems, and proud of the records that the systems held. Their records were their support, their defence and their source of reference. They had no plans to jeopardise the quality of their records.

So why did that not transfer? Why is it that even organisations that had great records systems could not replicate the quality of those record systems after e-mail?

There are three main reasons:

◆ The speed and manner in which an e-mail moves through space and time is so different from that of a piece of paper that, even having abstracted the qualities of a good paper records system into a set of criteria, it was hard for the profession to imagine a way in which a system in the post e-mail world would meet those criteria.

◆ Individual e-mail accounts collapsed the time and space between a piece of correspondence arriving in an organisation and it arriving at the desktop of the action officer. There was no time or space for records management controls to be inserted.

◆ The rapid and uniform spread of e-mail, through standard e-mail client and server software, meant that organisations denied themselves the opportunity to innovate when they set up their systems for handling e-mail. A satisfactory method for transparently filtering and classifying/ filing e-mail never emerged because so little experimentation was done. ❖

This article was first published on James Lappin's records management blog, thinkingrecords.co.uk

ABOUT THE AUTHOR

James Lappin is an independent records management consultant and trainer, based in the UK. James has held records management roles at The National Archives, the London Borough of Hammersmith and Fulham, and the Wellcome Trust. In 2009 he worked with Northumbria University and Eduserv on a research project to analyse the usage of SharePoint in UK Higher Education. Since becoming a consultant, has advised the International Committee of the Red Cross, the UK National Air Traffic Service, and the UK Houses of Parliament). For five years he gave records management training courses for staff at the European Commission.
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DEVELOPING FUTURE RIM LEADERS

iQ is 30 years old. The average time a records and information manager has been in the workforce is approximately 30 years (Australian Government, 2014).[1] 30 also happens to be the current age of the records officers who will become the RIM industry leaders over the next 30 years. A question facing the RIM industry is whether the necessary time and budget is being committed to developing true leadership within these records officers for the future?

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

The continued devaluing of the RIM business unit within organisations suggests organisations are *not* committing the resources to developing true leadership within records officers for the future.

This lack of value placed on the RIM business unit is paradoxical as, due to technology change over the past 30 years, RIM units currently have the technical capability to:

- ◆ support the outcomes of strategic goals
- ◆ drive efficiency in business processes
- ◆ reduce organisational risk
- ◆ reduce litigation costs
- ◆ deliver a shared knowledge base to all staff at their desk.

story snapshot

It is the responsibility of current RIM managers to discover and develop the RIM leaders of the future, so make yourself the leader today who develops the leaders of tomorrow.

Hence, RIM can and should be integral to an organisation's success. However, the attention given to RIM by the executive is token in the main, and driven by legislative compliance rather than any desire to harness the power of modern EDRMS functionality and digital recordkeeping processes. Most organisations are still yet to see information as an asset and the RIM business unit as the means of creating and managing the framework necessary to create value out of that asset.

RIM, as a profession, is yet to break free from the legacy perception it is populated by staff in roles that 30 years ago were typists and filing clerks. There is scant respect for current staff's capability and knowledge, or sufficient respect for the leadership role within the RIM unit.

This perception, however, is not entirely a misconception of the executive. Personal development in management and leadership skills of the majority of records and information managers has not kept pace with industry change. Budget has been focused on increased storage requirements, technology change and user engagement. Professional development budget has focused on technical skills and traditional recordkeeping skills. There is a gaping hole when it comes to investing in, and committing to developing 21st century leadership skills.

It is those very leadership skills that are necessary for RIM managers to claim a seat at the executive table. And it's only when former RIM managers sit at that table that the messages, experience of RIM and potential benefits will be appropriately listened to, delivered and harnessed.

Action is needed to gain that seat, or face continued low levels of relevance over the next 30 years. The domination of IT departments, except within the most enlightened organisations who see IT as an enabler, not an end to itself, will continue. Moves to harness big data and cloud solutions is likely to consolidate that dominance. RIM may find themselves swallowed up into a world focused on fast data rather than quality data.

The next 30 years is critical to maintaining the integrity of the RIM industry. The greatest asset we can harness to ensure quality records management is respected are the young adults of today. Ideally the industry needs to attract talented and motivated youth with a passion for information management and capability in IT literacy. Here again the filing clerk legacy persists. Parents, teachers and career counsellors are not advocating youth take up a future career in RIM.

The recent changes to degree funding also make undertaking an Information Management degree less attractive to youth and existing RIM staff. Many current staff build their skills by returning to university, but the cost may become prohibitive, and it is likely they will confine skill development to on the job training. Whilst this is highly valid and beneficial, exploration and theoretical development that expands thinking is limited through work-based learning.

The majority of people who become employed in RIM do so as a result of change in administrative position. Those that discover a passion for creating order and delivering a critical service enjoy their roles and stay. Those that believe in the difference records and information management can make to organisational outcomes harness that passion and pursue a career.

To attract and develop our future RIM leaders; the people who will sit at the executive table, current RIM managers must seek talent within their organisation. Our future leaders may be within the records unit now, or they may be performing administrative roles within other business areas. It is the responsibility of current RIM managers to discover and develop the RIM leaders of the future.

How do we do this?

1 IDENTIFY AND EMPLOY STAFF WITH LEADERSHIP POTENTIAL

Make sure your RIM unit is not a dumping ground for less than ideal staff. Set standards for the skills you need, and the potential for development. To be equipped for the future you need staff who display:

- organisation
- logical thinking
- conceptual thinking
- decision making skills
- communication and people engagement skills
- high levels of IT literacy in both software and hardware.

Informally you may approach people who you believe have potential when a position is internally advertised. Formally you need to assess these capabilities prior to employment. It is insufficient to leave this to chance. Work with HR to develop a capability framework and assessment process to identify these skills and attitudes. The framework does need to be a subset of the organisation capability framework to have credibility.

Ensure an appropriate portion of the people you acquire in your unit display the potential to improve these capabilities.

2 DEVELOP PROTÉGÉS

Future leaders do not restrict their skill development based on their position title and description. Future leaders recognise opportunity and take on challenges in order to satisfy their personal drive. Recognise and support this with small tasks that develop skills, both technically, theoretically and in personal management.

Future leaders need people to recognise and support their career path (which they may not even recognise exists). Working with the one-up or even two-up manager and HR to determine what career paths may actually be open to protégés is necessary in most organisations to get traction on developing an individual to enable them to follow the path.

It may take considerable effort in order to get protégés recognised for their skills and attitudes outside of records and information centric capabilities. Having a capability framework endorsed by HR as a subset of the organisation's general capability framework will make this much easier.

Development of people must not to be restricted to formal training programs or mentoring programs. Informal mentoring and coaching is part of being an effective manager. Set up an approach to informal coaching and mentoring so that whilst it will be in response to situations which occur rather than planned, expectations need to be set and agreed upon that it will occur. This is important for the person in the role of the mentee and in the role of the mentor. It may also be necessary to build the skills of the mentor(s).

3 PROVIDE EXPOSURE TO DIVERSITY

The best RIM leaders enjoy exposure to a wide range of thinking on and application of records management principles over their career. Create opportunities where the protégé can gain this, such as:

◆ attendance at RIM conferences and networking events

◆ secondment to other business units

◆ secondment to other government departments

◆ research of best practice that includes discussion with other organisations

◆ public training courses which involve sharing and interaction of ideas.

Again seek the assistance of your one-up and two-up managers and HR to organise these events. They will not happen by wishing that they would.

Keep the big picture in mind when thinking about staff recruitment and development

YOUR ROLE IN THE FUTURE

Keep the big picture in mind when thinking about staff recruitment and development. Make it your mission to secure a place for RIM at the executive table in 30 years. Make yourself the leader today who develops the leaders of tomorrow. ❖

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1 And from personal observation

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FINDING THE USERS OF TOMORROW, TODAY

The technology of tomorrow is already here. And the users of tomorrow's technology are already here. Yet EDRMS projects are still failing – for a host of reasons. Are we ready to catch up with the world of tomorrow, today?

By **Chris Foley**

Successful EDRMS projects depend on many factors. Not least of which is a successful search for our users. Should the technology define our users and their needs? Or should our users define the required technology? EDRMS projects can fail for many reasons, from reasons as diverse as project governance, communications and system design. However, making simplistic assumptions about the relationships between users and technology will surely bring a project undone. EDRMS applications of today assume that our users are MS Windows savvy and that they routinely create and retrieve documents as part of their work. In practice, the world of work and technology is fast leaving those assumptions behind in favour of a workforce that is connected and consumers of digital content but workers of today do not consume content in the form of the traditional document. Our users of tomorrow are already here. Are we ready for them?

story snapshot

This paper will explore the human experience of technology. Specifically:

• EDRMS project failure – list of commonly cited reasons.

• Our users – what assumptions do we have about users? In truth, who are our users?

• Technology considerations – how has technology shaped our assumptions about the centrality of the document in digital recordkeeping? What technology is shaping the world of work and the expectations of our users?

• Paradigm shifts – the world is changing, and we need to change as well.

EDRMS PROJECT FAILURE

EDRMS projects fail for many reasons. Such projects are complex activities. Therefore, many factors can conspire to bring a project undone (for example, see Bridges 2007, pp.30-39; Nguyen, Swatman, Fraunholz & Salzman 2009, 922-924). Commonly cited reasons include:

◆ **Lack of project governance**. EDRMS projects depend upon good governance.

◆ **Lack of stakeholder engagement**. Many parties within, and without, an organisation contribute to the success of the project. The organisation's executive must affirm the direction of the project, and they must model required behaviour amongst employees. Internal IT teams, and external technology providers, must feel a part of the project and accept responsibility for their roles. Business unit managers and team leaders must also follow the lead of the executive and promote use of the system.

◆ **Lack of communications.** The key messages of the project, from change management themes to logistical issues, must be communicated in timely and intelligible ways.

◆ **Lack of change management**. Implementation of an EDRMS, as a technological tool, must form a part of a wider strategy to transform the culture of an organisation. Users must feel motivated to change – by adopting new attitudes and practices. In the absence of such changes, the benefits of the system implementation can never be realised.

◆ **Broken technologies**. The selected technologies must actually work.

◆ **Poor delivery**. The project team, which often comprise a mix of internal staff, contractors, and external consultants, must unite and work together. Political or personality rifts within the team, or skill gaps, will conspire to bring the project down.

◆ **Lack of user training**. Users must be trained to use the new system. Such training must be appropriate to their needs and it must reflect the drivers of the project.

◆ **Lack of on-going user training and follow-up**. Users cannot be left on their own. They require follow-up support with using the system, and the support strategies put in place after Go Live require on-going review and refinement based on experience.

◆ **Insufficiently developed (alternatively, overly complex) business classification scheme (BCS) implemented within the system**. Users must use a BCS for the storage of new documents and the retrieval of existing documents. If they are insufficiently familiar with the BCS, or the BCS is perceived as too alien in terminology or in its approach to classification, users will resist use of the BCS. Therefore, the benefits of a BCS cannot be realised.

◆ **Lack of business rules (alternatively, too many business rules)**. EDRMS projects commonly involve the introduction of many rules – from BCS usage and file titling rules, to document deletion and file creation rules. However, finding the right balance of rules can be a problem for user adoption. Some projects insist on lots of rules. Other projects have too few rules.

◆ **Unfamiliar user experience**. In a Microsoft world, users expect to create and edit documents using desktop applications, and to store them within a browse-able Explorer-type interface. Systems that do not seamlessly integrate with common desktop applications, or do not imitate a Windows Explorer interface, can experience low user uptake.

◆ **Users did not get the search tool they expected**. This reason might seem a very granular reason, however, the search experience is highlighted commonly in many EDRMS user satisfaction surveys.

All these reasons are valid reasons, and their contribution to the success or failure of an EDRMS project should not be underestimated.

> *Typewriter technologies, known for centuries but never seriously commercialised, finally found the necessary market and user-base…*

HISTORY OF EDRMS TECHNOLOGIES

Electronic Document and Records Management Systems (EDRMS) have emerged out of a long history of manual cataloguing systems and finding aids. As long as there has been large volumes of information to manage, whether captured for recordkeeping or for library purposes, there has been a need for such technology. Indeed, many of the elements of recordkeeping systems can be traced back to some of the leading societies of the Ancient World. Record-keepers in Ancient Babylonia (c.1400BC to c.600 BC), for example, captured records of business transactions on wax and clay tablets, stored by activity type in clay jars (Posner 1972, pp.12-70).

The development of recordkeeping technologies throughout history, however, was constrained by the speed of record creation. The speed of record creation was constrained by the speed and costs associated with the creation of the underlying media and with the actual effort of recording the content (text and numbers) onto the media. Clay tables of the Ancient Babylonians gave way to papyrus, leather and wood in Ancient Egypt, Greece and Rome [Posner 1972 (Pharaonic Egypt, pp.91-117), (Ancient Greece, pp.118-135) (Ancient Persia, pp.136-159) (Roman Egypt, pp.160-185) (Republican Rome, pp.186-223)]. By the later Middle Ages, paper emerged as the dominant medium for the capture of commercial and governmental records. However, the actual process of creating the records largely remained manual, and hence laborious, until the later 19th Century. It was industrialisation and the rapid growth of government administration in the Western World that brought about more stringent demands for recordkeeping and brought about a massive increased in the volume of record creation.

During the second half of the 19th Century, several significant technological developments occurred to expand the capabilities of recordkeeping. Typewriter technologies, known for centuries but never seriously commercialised, finally found the necessary market and user-base – in the typing pools of expanding businesses and government agencies. The new office tool helped to drive down the costs of record

creation relative to the volume of records being created. Businesses and government agencies began to drown in paper, and so the search began for improved storage and retrieval tools. Office furniture differentiated into specialised forms, incorporating pigeon-holes and shelving units for the management of paper documents (see online articles: 'About Filing Cabinets'; 'Antique Filing Cabinets'). But such furniture merely allowed office-workers to sort documents in the course of day-to-day business, rather than offering a true storage and retrieval solution. In the 1890s, the modern filing cabinet was patented, which allowed documents to be placed into suspension files and stored in easy to access multi-draw cabinets.[1] The 'file', a cardboard file cover, was born. The file offered a simple and practical method of bundling related documents together into a single record artefact that could be passed from person to person for action. Concurrent with these developments, cataloguing standards were standardised, bringing about the commercialisation of card catalogue systems for the classification and retrieval of files ('Antique Filing Cabinets').

The extension of computerised technologies within office environments in the 1970s and 1980s was followed by the application of computerised tools to support recordkeeping and information management – and so the modern Records Management System (RMS) was born (for a historical overview, see Joseph 2008). Heavily influenced by developments in the library sector, records management systems emerged in the 1980s and 1990s to provide governance over the management of physical file management. Such tools permitted online cataloguing of physical records, movement and custody tracking, and also disposal management. Reflecting the practices associated with earlier generations of recordkeeping technologies, records management staff were the primary users of the new technology.

Parallel with the development of the modern RMS, by the 1990s a number of differing types of digital information management systems emerged. Namely, Document Management Systems (DMS), Imaging Systems, and Workflow Systems (Joseph 2008, p.13). A DMS permits the

THE FUTURE IS IN OUR HANDS

capture of digital documents created from digital authoring systems, such as Microsoft. Imaging Systems enable the scanning of physical documents into digital formats and upload into an image repository. And workflow systems permit the automation and governance of business processes using digital tools. In contrast to a RMS, these digital information management systems were intended to permit non-RM staff to automate and streamline their business processes. In so doing, we saw the emergence of a paradigm shift in which responsibility for the practice of information management (in contrast to policy and governance) passed to users outside the RM sphere.

By the early 2000s, the information management landscape changed again with the convergence of technologies. A new term, Electronic Document and Records Management System (EDRMS), emerged to denote the new technology and the changed expectations about what capabilities such systems should provide – the application of RM capabilities to the management of both physical and electronic records, the interface with imaging systems, and the imposition of workflow to provide governance over business processes. This convergence was accelerated by the trend by major IT Infrastructure companies (such as IBM, Oracle, and HP) to acquire related technology products and re-package them as Product suites (Joseph 2008, p.13). In the revised paradigm, both RM and non-RM staff shared now the same system.

The digital information management landscape has continued to evolve. EDRMS technologies have provided RM staff with the tools to wrangle unstructured digital information into a RM governance regime. RM staff thought that they had a tool that would meet their needs whilst embedding RM concerns into the consciousness of non-RM staff. However, concurrent with such expectations by RM staff, non-RM staff have also developed their own expectations – namely, that a tool for the management of unstructured digital information could actually assist them with the efficient management of the business process – with advanced search, indexing, workflow and web content management (Joseph 2008, pp.13-14). We also saw integration between the EDRMS and other core-business systems, giving rise to a new term to encompass the new technologies and the expectations by non-RM staff – Enterprise Content Management (ECM) (see AIIM's definition of ECM).

OUR USERS: THE ABCDS

The present day EDRMS user has been provided with a wide range of sophisticated capabilities, in the form of enterprise-wide information management applications. EDRMS project teams have deployed such technologies based on some key assumptions. Namely, that all employees of the organisation should be expected to use the system; that all employees create and use electronic documents; and that all employees will benefit from collaborating within a single digital information management system. However, do our system users share such expectations? Do the capabilities of an EDRMS reflect the needs of the users?

The typical feedback from many organisations is that user adoption of their EDRMS is low or sporadic. A 2010 New Zealand study reported on a survey of 27 organisations, that amongst them had implemented 10 different EDRMS applications. When asked 'Do all staff save all of their documents in the EDRMS?' Only 12% of respondents reported that they had achieved 'full adoption' (Heal 2010, p.9). A finding which is quite damning considering the goals and capabilities of such systems.

Why are user uptake rates so low? Why would a user not want to use an EDRMS, a project team might ask? An EDRMS offers many (apparently) useful capabilities, as we have already seen: records management tools, document management, online search, workflow, business system integration and a MS Windows look and feel. However, if our users thought that these were important capabilities and that these capabilities would help them in their work, why are they not using the organisation's EDRMS?

Let us reflect upon a typical set of users of today, their skills and their work practices, to understand the dynamics of user take-up. I call this process the 'ABCDs' of user analysis. The following table is derived from my 15 years' experience with the delivery of EDRMS projects.

#	NAME	TYPICAL ROLES	USE E DOCUMENTS?	WORK FROM FIXED WORKSTATION?	USE MOBILE DEVICES?	COMMENTS
1	Anna & Albert	Corporate Governance, Document Controllers, PAs	Yes	Yes	No	Typically, such users have transitioned from physical to electronic documents. Possess strong MS Windows skills.
2	Betty & Bob	Engineering Teams, Local Laws Enforcement Officers, Maintenance Teams	Limited Use specialist document formats (eg, AutoCad)	Limited	Yes	Mobile workers. Rely on information that can be either printed, or accessed by a mobile device.
3	Cathy and Clint	Accounts Payable, Payroll	Limited	Yes	No	Primarily work with transactional/structured databases (eg, Finance Systems).
4	Deanna & David	Communications Marketing	Yes	Yes	Yes	Comfortable with Windows applications, however, see such applications as old fashioned. Much prefer to use social networking sites.

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PARADIGM SHIFTS

Analysis of the users of today confounds our expectations, as EDRMS project teams, about the nature of information and the ways in which it is being accessed. EDRMS applications have assumed that users should be users of electronic documents, however, this is not necessarily the case. Our users are using systems, and they are getting on with their jobs, but they are not necessarily using documents. Similarly, we are also confounded by the state of our user's digital skills. EDRMS applications assume that our users should be MS Windows savvy, and that they would appreciate a Windows-centric interface to such a system. In practice, however, many users are not MS Windows savvy. Why not? There are many reasons. Not least of which, our users access information from multiple types of systems – many such systems are not Windows-based. Therefore, their digital literacy reflects the skills required by the systems that they most commonly use.

EDRMS applications assume a MS Windows-based digital environment and document-centric work practices. In doing so, as EDRMS Project Teams, we have migrated into the digital world practices from the pre-digital paper world. Records were created on paper and (from the end of the 19th Century) bound together in cardboard file covers. In the digital world, desktop authoring applications (eg, MS Office) create documents which can be stored (in Windows Explorer or in EDRMS applications) in virtual folders or files. In the paper world, records were manually created by administrative staff under the direction of managers and professional staff, and subsequently filed by administrative and records staff. In the digital world, any person with a desktop authoring tool could create, version or open a document. Therefore, in the digital world, any document creator can file and retrieve an electronic document.

What did we overlook in the transition from paper recordkeeping to digital recordkeeping? We overlooked the relationship between the business process and the record creation and management processes. In the paper world, paper documents were either inputs to a process (eg, inwards correspondence) or outputs from a process (eg, reports, response letters). In other words, the record was a static or point-in-time record. Therefore, in the digital world, we have invested heavily in the processes and technologies associated with document capture to retain and manage the documents that exist as process inputs and outputs. Such authoring tools have also transformed our capabilities with regards to editing and reviewing documents, which EDRMS applications now can handle as well. However, such efforts have paid only scant attention to the underlying business processes that utilise such documents. For project teams, a digital record is content at rest rather than content in action (see AIIM's definition of ECM).

So, when is digital content not found within a document? Images and media files are examples of non-text based content-types, but they are similar enough to documents that we can set them aside for the purpose of this discussion. Typically, such document formats are created but are not revisioned: they are fixed in time records. Returning to our user classifications, three other broad-types of systems were identified: mobile devices, which can access web-based applications and social networking tools; structured-

Social Media users (Type 4) will see some value with an EDRMS, but will typically feel that a Windows-based system is old-fashioned

Of these groups, who is most likely to use a conventional EDRMS? We could also ask that of these groups, which groups are most equipped to use an EDRMS? Or more provocatively, we could ask which groups need to use an EDRMS?

Document-centric users such as Corporate Governance and Document Controllers (Type 1) are most likely to use an EDRMS because such systems make sense to them and such systems actively help them in their work. They use MS Office applications and are required to manage digital content in the form of 'documents', with tight document controls such as version control and mechanisms of document distribution, review and approval.

In contrast, **Mobile users (Type 2)** are more likely to use a mix of physical files and mobile devices – the physical file is more flexible way to access documents whilst away from the office, to which they can add handwritten notes. However, many such users have made the transition to mobile devices (eg, smartphones) to provide them with real-time access to web applications to support their work. Such users may use some documents, but do not engage extensively in document creation and editing practises that necessitate tight document controls.

Database users (Type 3) will see limited value in an EDRMS. Such users will handle (typically in a read-only fashion) electronic documents such as invoices, pay statements and financial reports. Such documents are inputs and outputs to their processes. Often these databases will generate the documents themselves for the user to review. Extensive editing and collaboration in document formulation is not a part of their work.

Social Media users (Type 4) will see some value with an EDRMS, but will typically feel that a Windows-based system is old-fashioned. Such users will much prefer to use social media tools to create and share information.

databases, which possess metadata-frameworks to support the processing of structured data; and social networking-sites (blogs, twitter, collaboration tools, social communication tools etc.) that contain a mix of content forms expressed in very immediate and very dynamic ways. Some of these content forms have traditionally been termed 'data', typically strings of alpha-numeric characters (or chunks of information) which are held together by frameworks other than prose text – by field types, by sets of related data to form database 'records', and by business processing logic (eg, payroll system). In the case of web-based systems, and especially social-networking tools, we are seeing a convergence of the 'data' based system with conventional content formats (textual, images, media) – in the form of blogs, Facebook posts and so on.

As EDRMS project teams, should we be concerned about this 'data'? Is 'data', for sake of a better word, a proper concern of recordkeeping? An EDRMS, as traditionally understood, is a tool for ensuring proper governance over unstructured content. By extending its governance capabilities to encompass unstructured and structured content stored in other systems will serve to continue the evolution of the EDRMS beyond the vision conceived when systems were first created: to manage hybrid systems of physical and digital content. The next step is to use the EDRMS as the governance tool for managing content irrespective of whether it resides in a conventional content repository, a structured-database or a web application. It has the capacity to manage metadata models that unite different content formats across systems. It has the capacity to drive records retention protocols across traditional content, and logically the same controls could be coordinated from the EDRMS across other systems through the shared metadata model. The integration technology exists to draw the EDRMS into close association with business systems. The next step is to take such integrations to their next logical step – a shared information management network of metadata and records retention.

The future of EDRMS applications will be a story partly of continual technological change – but it will also be a story of a paradigm change amongst EDRMS project teams. We need to change our expectations and our approach. The traditional document format will continue to be captured as a record format where it provides evidence of business transactions. However, digital content that must be managed as a record can exist in a multitude of digital formats – with the traditional 'document' format being only one of many different content formats through which information can be expressed. As project teams, we need to change our expectations. Instead, we should ensure that content can be truly managed throughout its life-cycle – and connect non-document based information processes into the EDRMS. Our perception of the EDRMS application must change from a document-centric repository to a governance tool for the management of work practices – a governance tool that unites the document repository with the business system, and that unites the multiplicity of platforms (workstation, laptop, tablet, mobile device etc.) that our users actually use.

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CONCLUSION

EDRMS applications have transformed the modern workplace. The proliferation of digital authoring tools create vast volumes of electronic documents that can be wrangled into some sort of order within an EDRMS. Such systems are typically deployed enterprise-wide, however, project teams report that user take-up can be sporadic. Why have EDRMS applications not succeeded in achieving high degrees of user take-up and satisfaction? EDRMS applications tend to have greatest take-up amongst document-centric business processes and business units, where MS Windows skills are strongest. Therefore, can we simply label our non-EDRMS users as luddites that resist the extension of a MS Windows-centric view within the modern world? Marginalising groups of users that we do not understand is not the answer. Instead, we must look at the digital tools that they are using. Many of the new digital tools have abandoned or bypassed traditional document-centric information paradigms in favour of more diverse forms of content. It is not simply a case of preparing the users of today for the technology of tomorrow. The technology of tomorrow is already here. And the users of tomorrow's technology are already here. Are we ready to catch-up with the world of tomorrow, today? ❖

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CLOUD COMPUTING – OPENING A NEW WORLD

The rate of new technology is evolving rapidly. In our workplace, cloud computing, mobile devices such as tablets, smart-phones, laptops, wearable devices and social networks are disrupting our traditional ways of working. A new world is unfolding for the next generation record and information management professional and with it the need to go on a journey of discovery that explores evolving trends, challenges and opportunities. In this article we will look at 'cloud computing'.

By **Linda Shave**

Cloud computing is not new: the term 'Cloud' was introduced back in 1997. The concept is to provide cost-effective and efficient network connectivity. Providing a cloud-based platform that brings disparate groups of people, internal, external customers and partners together in order to collaborate, share resources, data, information, workflows and processes. Cloud adoption is about maximising the value from shared resources, storage and data in order to create new value chains, products and services.

What is new is that governments not only in Australia but around the world are mandating that agencies consider cloud first ready solutions as part of their Digital Strategies and Cloud First Policies. This trend can be traced back to the UK G-Cloud program which has at its heart, 'the CloudStore'. The CloudStore is an online marketplace from which public sector buyers can source pre-certified public cloud offerings. In Australia, agencies will need to demonstrate why they cannot use a cloud first solution.

Further, the rise of mobile, social, and cloud computing technology is driving other changes such as the move from the second platform which has focused on decentralised computing LAN/Internets and client-server systems to what has been dubbed by IDC as the third platform which will deliver the next generation of competitive advantage apps and services. The third platform will continue to expand beyond smartphones, tablets and PCs to the Internet of Things (IoT) to Web4.0 which will provide the foundation for an Information-Centric Government eGov 4.0. Therefore, cloud computing is here to stay and as record and information management professionals we need to embrace this change and become cloud savvy.

WHAT IS CLOUD COMPUTING?

It is interesting to note that there are a number of different definitions, and variations in terms of scope and content. Some common threads by Gartner, NIST, SalesForce and IBM are as follows:

◆ IT-related capabilities are provided 'as a service'.

◆ Cloud computing is a model for enabling convenient, on-demand network access.

◆ Cloud computing is a better way to run your business – convenience of running apps on a shared data centre.

◆ Cloud computing is an all-inclusive solution – making hardware, software, networking, storage etc rapidly available to users as demand dictates.

story snapshot

Cloud computing is opening a new world for the next generation records and information management professional. This article's aim is to introduce the novice to cloud computing and provide some knowledge to assist you in entering into dialogue with business and IT colleagues as your agency moves to cloud.

DEFINING CLOUD COMPUTING

Cloud computing takes the technology, services and applications that are similar to those on the Internet and turns them into a self-service utility. The term 'Cloud' makes reference to two essential concepts:

ABSTRACTION	Cloud computing abstracts the details of system implementation from users and developers. Applications run on physical systems that are not specified, data is stored in locations that are unknown, administration of systems is outsourced to others, and access by users is ubiquitous.
VIRTUALISATION	Cloud computing virtualises systems by pooling and sharing resources. Systems and storage can be provisioned as needed from a centralised infrastructure, costs are assessed on a metered basis, multi-tenancy is enabled, and resources are scalable with agility.
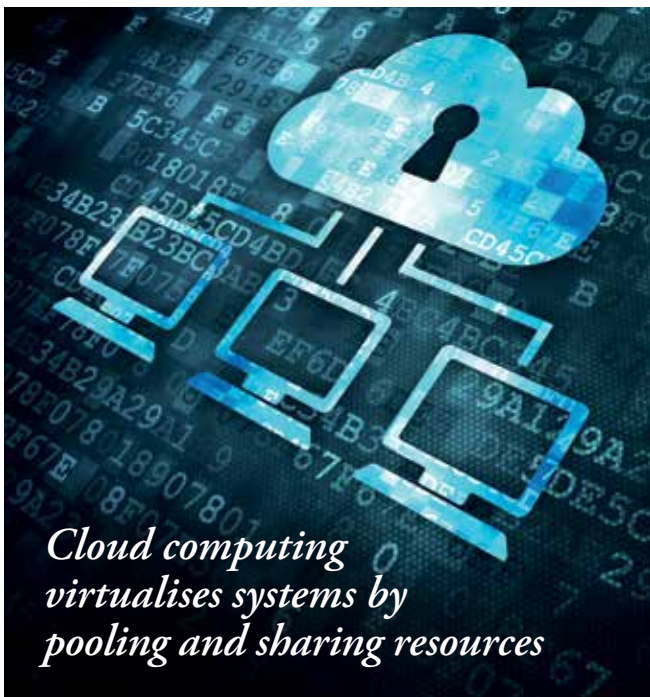
Cloud computing virtualises systems by pooling and sharing resources

ESSENTIAL CHARACTERISTICS OF CLOUD COMPUTING

The National Institute of Standards and Technology (NIST) definition of cloud computing lists five essential characteristics:

ON DEMAND SELF SERVICE	Essentially, this is access for the user. If someone wants to access their cloud resources they should be able to so anytime, anywhere, any place. Self-service cloud offerings must provide easy-to-use, intuitive user interfaces that equip the user to be productive and manage the service delivery lifecycle.
BROAD NETWORK ACCESS	Broad network access is a characteristic of computing services that are delivered over standard networks and diverse devices. The most vital characteristic of cloud computing is the fact that it is network-based, and accessible from anywhere, from any standardised platform (ie, desktop computers, tablets, mobile devices, etc.). Broad network access means you can use cloud computing services from anywhere as you would on your PC at work of home.
RESOURCE POOLING	Resource pooling is the sharing of computing resources in the cloud. This means that numerous users/clients may be using the same set of resources at the same time. That's why many companies are now outsourcing their computing needs to these clouds. Organisations will often make their resources available to anyone who is willing to pay for access.
RAPID ELASTICITY	Rapid elasticity is where you can scale your cloud computing needs based on demand. With rapid elasticity, your storage and resources expand and contract based on needs. The risk of outages and service interruptions is significantly reduced when utilising a cloud service as there will always be resources to handle spikes.
MEASURED SERVICE	Measured service works in a similar way to utility services, you pay for what you use and need.

WHAT ARE CLOUD OFFERINGS?

Cloud offerings (something referred to as Cloud Service Models) come in the form of three main types:

◆ Infrastructure-as-a-service (IaaS)

◆ Platform as a Service (PaaS)

◆ Software as a Service (SaaS)

CLOUD SOFTWARE AS A SERVICE (SAAS)	The capability provided to the consumer is the use of the provider's applications running on a cloud infrastructure and accessible through a thin-client interface such as a web browser eg, Gmail, Salesforce. • SaaS is often referred to as 'on demand' software. • Software and its associated content are hosted centrally rather than in-house. • Accessed by users through their internet browser.
CLOUD PLATFORM AS A SERVICE (PAAS)	The capability provided to the consumer is deployment onto the cloud infrastructure consumer-created applications. • Provides both a platform and its solution stack as a service. • PaaS facilitates developing an application that you will be using in the cloud. This means the application can be developed or customised without the cost and administration of having to buy the hardware and software in-house.
CLOUD INFRASTRUCTURE AS A SERVICE (IAAS)	IaaS can sometimes be referred to as Hardware as a Service (HaaS). This is the capability provided to the consumer for the provision of processing, storage, networks and other computing resources. • IaaS is a cost effective solution for a company's computer systems infrastructure. • Some IaaS vendors offer large 'full data centre' style infrastructure (eg, IBM). • Other IaaS vendors offer a more 'user centric' service providing simple data storage capabilities such as Dropbox, Objective-Connect etc.

CLOUD DEPLOYMENT MODELS

Cloud deployment models come in the form of four main types:

PRIVATE CLOUD	A private cloud (also sometimes referred to as an internal or corporate cloud) is cloud infrastructure operated for a single organisation and is managed internally or by a third-party, and hosted internally or externally.
COMMUNITY CLOUD	The cloud infrastructure is shared by several organisations and supports a specific community/communities.
PUBLIC CLOUD	Most people associate cloud computing entirely with the public cloud. A public cloud consists of a service provider offering resources, such as applications and infrastructure (server, operating system, network connectivity, storage, etc) to an organisation, a group of organisations and/or individuals or the general public over the Internet.
HYBRID CLOUD	A hybrid cloud environment can combine private or public clouds as well as on-premise implementations that are connected together to deliver the benefits of multiple deployment models.

A private cloud is cloud infrastructure operated for a single organisation…

USEFUL CLOUD TERMS

The following glossary includes some common cloud terms that may be useful to you in your communication with your business and IT colleagues as you and your agency transition to the cloud.

TERM	MEANING
Cloud Portability	The ability to move applications and data from one cloud provider to another.
Cloud Provider	A company that provides cloud-based platform, infrastructure, application, or storage services to other organisations and/or individuals, usually for a fee.
Cloud Storage	A service that allows customers to save data by transferring it over the Internet or another network to an offsite storage system maintained by a third party.
Customer self-service	A feature that allows customers to provision, manage, and terminate services themselves, without involving the service provider, via a Web interface or programmatic calls to service APIs.
Disruptive Technology	A term used in the business world to describe innovations that improve products or services in unexpected ways and change both the way things are done and the market. Cloud computing is often referred to as a disruptive technology because it has the potential to completely change the way IT services are procured, deployed, and maintained.
Enterprise Cloud	A cloud that is hosted in the customer's own enterprise data centre.

TERM	MEANING
External Cloud	Public or private cloud services that are provided by a third party outside the organisation.
HaaS	Hardware as a service.
Hybrid Cloud	A networking environment that includes multiple integrated internal and/or external providers. It is a mixed form with a private cloud, trusted cloud and/or public cloud.
IaaS	Infrastructure as a service — cloud infrastructure services, whereby a virtualised environment is delivered as a service over the Internet by the provider. The infrastructure can include servers, network equipment, and software.
Internal Cloud	A type of private cloud whose services are provided by an IT department to those in its own organisation.
PaaS	Platform as a service. Cloud platform services, whereby the computing platform (operating system and associated services) is delivered as a service over the Internet by the provider.
Private Cloud	Private cloud represents an enterprise-specific environment with dedicated IT systems as well as private access and sharing.
Public Cloud	Public cloud is a 'public' environment which can be used by any number of persons and enterprises
SaaS	Software as a service. Cloud application services, whereby applications are delivered over the Internet by the provider, so that the applications don't have to be purchased, installed, and run on the customer's computers.
Service Migration	Moving from one cloud service or vendor to another also can refer to migrating from on premise services to a cloud service provider.
Service Provider	The company or organisation that provides a public or private cloud service.
Vertical Cloud	A cloud computing environment that is optimised for use in a particular industry, such as healthcare industry.

Internal cloud: A type of private cloud whose services are provided by an IT department to those in its own organisation

As RIM professionals we are being impacted by global connectivity, cloud offerings and cloud deployment models. These disruptive drivers highlight the need for us to better understand cloud computing. ❖

ABOUT THE AUTHOR

Linda Shave is acknowledged as a thought leader and architect of change. She is a researcher, consultant and auditor in areas of virtual information asset management, business process management, cloud migration, corporate governance and risk management. Linda is a former CEO, CIO and a member of numerous professional organisations.
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Stop apologising!

Information governance initiatives save money, improve efficiency and reduce risk. Approach leadership with confidence for approval of information governance initiatives.

By **Craig Grimestad**

In the last 12 years or so that I have been exclusively focused on records and information management (now 'information governance' – though for me it was always about governance), an image has formed in my mind that I believe represents many records managers as they propose funding needs or improvement plans to their leadership, looking for company resources including access to employees, manpower, and funding. What I see is a middle-age, middle-sized gentleman, bald on top with wisps of hair on the sides and back of his head and a thin moustache. He is nervously clutching and fingering the rim of his hat that he holds in front of him with his head down looking at his shoes. It is almost as if he feels a need to apologise for needing resources to accomplish his business objectives.

Now if your plan is no good and will just consume the company's time and money with no real benefit – OK, I get it – go ahead and hang your head. But if your plan (as it should) will save the company money, improve efficiency and reduce risk, then *hold your head high* – you need to go to the front of the line! Most records management projects are self-funding, possibly even in the first year. Even if this one is not, it is likely among the highest benefit to cost ratios of all of the funding requests. Let's break it down…

SAVING MONEY

Storage

Most companies are paying more for storing records than necessary. Whether it is non-business records, duplicates or records that have fulfilled their retention requirement, there is a lot of potential saving in bringing your records storage into compliance with your records retention schedule (RRS). I digress, but when we did this at my old company (after upgrading to a best practices RRS), we found 100+-year-old personnel records, retired supervisors and managers' office files (it had been the practice to box up all of their office files and send them offsite), coffee pots and Christmas trees.

Litigation

Discovery costs are driven higher when records that are eligible for disposal are retained. Whether paper or electronic, reducing the volume of records to be searched and reviewed by disposing of expired records, convenience copies and non-records can reap significant savings.

IMPROVE EFFICIENCY

Creation, storage, retrieval and disposal

Efforts to standardise and facilitate the creation and management of records through their entire lifecycle can reap large dividends. Eliminating (or reducing) personal repositories and establishing official repositories (electronic and paper) where employees are certain to be able to store and retrieve the latest version of records can easily produce a significant impact on productivity. If you are able to save, on average, just five minutes out of every hundred for the average employee – that's a 5% savings! Multiply that 5% (actually a low estimate) by your payroll cost, and the potential value in redirected employees' use of time can be staggering! Any projects your company is trying to get off the ground? You may just have released the manpower to make that happen!

REDUCE RISK

Elimination

As records complete their lifecycle and fulfil their purpose, they transition from having high value as an asset to becoming a liability. Efforts to promote and facilitate disposal of records per the records retention schedule not only saves the company money as noted above, but also reduces corporate risk. If you have no further use of your records – who are you keeping them for?

Most management teams know they have to do something for Information Governance, but don't know what that something is. Your thoughtful considered plan for improving information governance will be like a cool cup of water to a person anguishing with thirst. What you propose is at least a piece of what is sorely needed by the company to efficiently govern its information and records. So hold your head high, look them in the eye, and just for good measure, give them that special little grin that tells them they're going to love hearing what you are about to tell them. ❖

ABOUT THE AUTHOR

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

They came, saw, learnt, networked and had a good time!

inForum 2014 was held in Adelaide from 7-10 September 2014 with the theme 'What's Next?'

inForum 2014 took place at the Adelaide Convention Centre.

A ccording to the buzz, stand-out speakers at this year's inForum included Adelaide's Lord Mayor, Right Hon Stephen Yarwood, whose presentation was inspiring as he talked about his digital vision for Adelaide and how it was becoming a reality. Several people were heard commenting later that they were almost considering moving to Adelaide!

David Fricker, Director-General of the National Archives of Australia (NAA), gave an interesting perspective of where information management is heading in the future. Tony Wilson brought his change behaviour message home with humour and delegates were obviously more invigorated after this session. Equally, the Paperless Debate addressed issues with an equal mix of fact and humour and pleasingly with much audience participation.

The feedback from the floor during inForum was that it was extremely well organised, the presentations were of a very good quality and a good mix of topics had been covered, the vendors and trade exhibition were helpful and informative, the social events were outstanding and the networking remained a staple benefit of the conference.

The new conference app was well received and while a couple of minor tweaks will be made for future use, the general feedback was excellent. Even the food received mostly positive feedback, and we all know that a conference is only as good as its catering!

Having not had a price rise on registration costs since 2008 no-one can honestly say that inForum does not offer outstanding value for money.

Three delegates have written about inForum from their own perspective – you can read their views on the following pages.

Debbie Prout presents awards to Fabian de Angelis from EzeScan and Ally Kearney from Records Solutions.

BEST TRADE STANDS

Every year at inForum, delegates vote on their favourite trade stands who in turn receive a trophy.

★ WINNERS ★

Congratulations to our 2014 winners:

◆ Most Informative Stand – **EzeScan**

◆ Most Interesting Stand – **EzeScan**

◆ Best Giveaway/Themed Stand – **Records Solutions**

Future inForum dates

inForum 2015 – Melbourne
30 August – 2 September

inForum 2016 – Perth
11-14 September

Three delegates give their views

Michelle Langley
Coordinator
Records Management Services
Academic Services
Federation University –
Mt Helen Campus
Ballarat

RIM Professionals Australasia chose an excellent location for the 2014 inForum conference. Adelaide had a lot to offer delegates during their downtime including the Adelaide Show, the AFL Elimination Final between Port Adelaide and Richmond and the OzAsia Festival. As well as this, delegates couldn't have asked for better weather or conference venue.

PRESENTATIONS

As a first-timer to inForum, I was impressed by the high-quality presentations. The inForum theme of 'What's Next' had delegates considering the challenges facing our profession, and asking the question, "Are current RIM practices still relevant in a time of intense technological change?" Delegates heard from a range of speakers examining the issues facing today's RIM practitioners. Key themes included the following:

◆ New technologies impacting on how organisations create and manage their information

◆ The increased volume of information being generated

◆ A greater emphasis on managing digital information

◆ The differing views between ICT and RIM departments on managing data and information

Some inForum delegates visited the Royal Adelaide Show during their downtime.

◆ Recognising the need to professionalise the field of RIM

◆ The need for organisations to apply more accountable practices in the management of their information assets

inForum 2014 commenced with the official opening by Debbie Prout, Chair, RIM Professionals Australasia, followed by a keynote presentation by the Lord Mayor of Adelaide, Stephen Yarwood, who spoke about the future of cities and how advances in technology are changing the way in which governments interact with their communities. He highlighted the need for modern cities to transform, and that the challenge is everyone wants progress but change is hard. Stephen's passion for Adelaide was evident, as he touched on the technological initiatives of the city, including free WiFi within the city centre and the Rundle Lantern. The Rundle Lantern is a major city attraction, with square panels which are 100% green powered and integrated with Twitter, which allows the community to determine what artwork is displayed.

Janet Villata and Kate Cumming's presentation 'What's next? Perceptions of a policy setter and a practitioner' highlighted some of the challenges facing information practitioners and posed the question, "How do we ensure organisations continue to have the necessary information they require to be successful?" The presentation considered the need for organisations to be compliant versus risk-based decision making, and pointed out that activities based on compliance, and a one-size-fits-all approach does not work and that best practice for all situations is not achievable. Janet and Kate concluded that the implementation of an EDRMS is not the solution for all organisational needs. RIM practitioners who focus only on storing records in one system risk becoming niche, and more focus needs to be placed on where high-risk, high-value records are being created and stored. RIM practitioners need to be future-focussed, strategic and proactive, with an understanding that RIM is more than a specific technology and therefore advice being given by practitioners needs to reflect this.

James Price's presentation continued the theme of managing information, and raised the question, "Why do organisations manage information assets so badly and why do many fail to have adequate business level governance around what is considered to be vital for their survival?" James highlighted the fact that "information is the lifeblood of every business activity and process", and unlike physical or human resource assets which can be easily replaced, an organisation's information is irreplaceable. James noted that the challenge for many organisations is that management places tight controls around accountability and authority

Above: Delegates listen to the keynote presentation.
This image: Paula Smith introduces speakers on the opening morning.
Right: EzeScan get into the Winter Wonderland spirit at the Gala Dinner.

of other business assets, such as financial, human resources and physical (including ICT), while information assets are often left to be managed by everyone else. Senior management needs to place a greater emphasis on the accountability of information assets, including recognising the value it provides to the organisation and the risks associated with its loss.

Linda Shave's presentation 'Are we ready? Do we have a say in the future of digital recordkeeping as we move towards Gov 3.0 and the semantic web?' looked at the rapid advancement of technology, how it has influenced government delivery channels over the past 20 years and how smart-phones, wearable devices, and social networks are impacting on how organisations do business and interact with their customers. Linda discussed the challenges facing RIM practitioners in this changing environment.

Smart phones and tablets are enabling 24/7 communication, anywhere anytime and corporate information is being generated faster than ever. The challenge for organisations is capturing and managing that information. How do we capture information sent via SMS, as a Tweet or Facebook post? If they are out in the public domain, do we even need to worry about capturing social media, and what are the implications if we don't? Elise Hesling discussed this challenge in her session 'Records, Social Media & the Right to Access', where she looked at access to social media from a Freedom of Information perspective. For someone who works in an organisation with a strong social media presence, I found Elise's presentation to be very relevant.

Another reoccurring theme in many of the presentations was the need to ensure information is managed by trained professionals. It was acknowledged that there is a need to have the function of RIM recognised as a speciality within the organisation. Staff employed in RIM roles should be adequately qualified via education and training, as well as professional recognition via peak professional associations such as RIM Professionals Australasia.

Many agreed that the skills and qualifications of a RIM practitioner should have the same importance as an accountant responsible for an organisation's financial assets. RIM is no longer about storing bits of paper in filing cabinets. Changes in technology require RIM professionals to have the skills to manage all forms of information, regardless of its format or how it was created.

NETWORKING

The conference provided many networking opportunities, commencing with the newbie session run by Paula Smith and Chris Fripp, whose enthusiasm and openness made us conference first-timers feel very welcome. The newbie session was aimed at ensuring we got the most from our conference experience and enabled us to meet and network with other first-timers in a relaxed environment. Networking when you are on your own can sometimes be a daunting experience, particularly if you're not comfortable approaching new people. I'd highly recommend anyone attending inForum for the first time to attend the newbie session, you might be surprised

Another reoccurring theme in many of the presentations was the need to ensure information is managed by trained professionals

who you end up meeting, and it can make all the difference to your conference experience.

The Welcome Reception was the first of many networking events, which provided the opportunity to mingle with delegates and board members. The Welcome Reception was well organised, with buses shuttling delegates to the National Wine Centre, where we were treated to tasting stations exhibiting a variety of wines from the Adelaide region.

The Gala Dinner and Awards night was held on the Monday night at the Adelaide Convention Centre, with the theme 'Winter Wonderland'. This night provided another opportunity to mingle with delegates and trade vendors. After the awards were handed out, the dance-floor came alive with RIM professionals showing off their fancy footwork. Delegates were encouraged to dress up, with the Ezescan team getting into the spirit, dressing as the Jamaican Bobsled Team complete with bobsled. This theme carried over to their trade stand, earning them the People's Choice Awards for Most Informative and Most Interesting Stand.

THE TRADE EXHIBITION

The Trade Exhibition in the main exhibition hall was another great networking opportunity. Having morning and afternoon tea served in the main exhibition hall enabled delegates to speak with vendors and look at the latest products and services at over 35 different trade displays. A big thank you to the exhibitors who took the time to set up some very informative and interesting trade displays, as well as providing delegates with a range of merchandise and other goodies to take away with them. Records Solutions were a crowd favourite, taking out the People's Choice Award for Best Themed Stand. Fuji Xerox had delegates returning multiple times across the three days for their freshly made barista coffee and Grace Records Management had delegates testing out their mini-golf skills.

Overall, inForum far exceeded my expectations. The RIM Professionals Australasia team are to be commended on putting together a well-organised conference with presentations that were relevant and thought-provoking. inForum 2014 has provided me with the knowledge and enthusiasm to take on and address the challenges facing my industry and the tools to inspire and educate my team. ❖

Steve Valentine ARIM
Archiving Team Manager
FileForce, Brisbane

I found the four-day inForum to be an awesome experience. This was only the second inForum I have attended – Canberra last year being the first – and I felt I got more out of this one than the previous year. I think this was partly due to the fact that I knew what to expect, and I wasn't as intimidated by the whole experience as I knew many people from last year. While I had numerous highlights over the four days, I've decided to focus on my top three for this article. For me the top three highlights were David Fricker's keynote presentation, the vendors and the networking opportunities.

DAVID FRICKER'S KEYNOTE PRESENTATION

David Fricker is the current Director-General of NAA, and previously the chief information officer of ASIO. Impressive positions indeed! David reminded everyone that data will be the new raw material of the 21st century, with the greatest value to any organisation coming from the continuous reuse of the information they already have. Due to this the information that we all collect for our organisations needs to be collected for a purpose, be appraised for economic value to the organisation and shared more often, not only within an organisation or department but also to other like-minded areas. David also reminded us all of our responsibility to help ensure that the records we are creating today will be accessible not just now, but 100 and 1000 years into the future –something that I know we are all worried about currently.

For me the key messages from David's presentation were a reminder that accurate and controlled records carry more weight in court cases than witness testimony and that by 2020 the RIM industry needs to become more professional. To this end, David spoke about NAA's plan to determine minimum levels of qualifications and experience required to hold certain position levels within the Federal Government in RIM roles, similar to those required to be a chief financial officer. For me this was a real eye opener, and something which personally I'm already working towards, so it was an affirmation of the path I'm already on.

THE VENDOR SHOWROOM

There was a very good and informative vendors' showroom this year. I always enjoy talking to vendors, whether it is at inForum or the Queensland State Conference.

The vendors this year came from a variety of spaces within the RIM sector, allowing for a large cross-section of ideas to be covered. It's been said often, but in all seriousness, without the vendors support for these events RIM Professionals Australasia would not be able to host them as well as they do.

For me the best part about the vendor showroom was coming across a new software that could potentially solve a problem for many of my clients, and was something that I'd only recently been complaining about as being missing from the market. Every year and every event the vendors always have something new, or I pick up something that I didn't know or realise about them previously. Everyone on the stands is easy to talk to and knows their company and products inside out and back to front, meaning that they usually have the answer to any question you ask them.

> *The entire event is an invaluable part of the CPD program and also an opportunity for the industry to network and grow together*

Left: Thomas Kaufhold and Andrew Warland.
Above: Steve Valentine and Peta Sweeney.
Right: The Welcome Reception took place at the National Wine Centre. It was a great opportunity for delegates to meet, mingle and enjoy some fine South Australian wine.
Above right: Margaret Mikulin, Jo Hanisch and Tony McCaugherty.

For me, in a consulting role, talking to the vendors is often more fruitful with information than the sessions themselves. If I can find one new idea, piece of software or vendor that will make my client's lives better or more productive then I consider the event a success. This year's inForum was a massive win with great speakers and great information from the vendors.

THE SOCIAL EVENTS

For me the most enjoyable part of any RIM Professionals Australasia event is the opportunity to network with like-minded people and the 2014 inForum was no different. As someone who's young and relatively new to the industry, I've found everyone at all the RIM Professionals Australasia events incredibly accepting, approachable and forthcoming with their ideas and information. Honestly I think I learn more from networking than anything else.

Not only do I get the opportunity to mingle with some of my records idols, but I also get the chance to discuss my ideas, dreams and aspirations with them and have them listen and interact with me as an equal, which is something I have not always found in other industries.

inForum provides so many opportunities to network with the Welcome Reception, Newbies Session, Gala Dinner, vendors lunch and break times, it's awesome. I really enjoyed catching up with those who I met last year in Canberra, and making new friends and contacts all over Australia and New Zealand. The feeling of being accepted and recognised as an equal by people who have been in the industry longer than I've been alive (sorry to make you all feel old) is invaluable. The changes these people have seen, what they've endured and the experience they've gained, and the freedom with which they discuss these experiences and pass on what they know to the younger generation is invaluable; I will be eternally grateful to many of you for this.

I challenge everyone at the next RIM Professionals Australasia event they attend, and definitely at next year's inForum, to go up to someone they don't know, introduce themselves and strike up a conversation. By sharing and combining our knowledge and experience, we can all grow in our industry and RIM will only be stronger for it.

While these might be my three biggest highlights, there were many, many others too. The entire event I feel is an invaluable part of the CPD program and also an opportunity for the industry to network and grow together. What we learned in Adelaide will put us all in good stead for the future, I feel.

Between the informative sessions, the networking opportunities, learning from colleagues and the vendor sessions and stands, inForum has something for everyone within the RIM space to take back to their organisations. I look forward to seeing everyone I met this year in Melbourne for 'Digital Dreams (not digital nightmares)' next year, and encourage everyone who's never been to inForum before to come along and share in the experience. ❖

Sue Seal
Manager, Archives
Department of Defence
Canberra

This year's conference was held in the beautiful city of Adelaide, at the Convention Centre adjacent to the Torrens River, which is a beautiful walk when you have the time. To reach the Convention Centre I enjoyed a historical walk along North Terrace and admired the architecture of by-gone years. The weather was kind and we had three good days of sunshine, with only one shower.

As the auditorium gradually filled up with delegates, the importance of the event was evident as a sense of quietness descended, even though the numbers present gradually increased. Delegates were catching up with old acquaintances and the networking process was in full swing.

OLD FACES AND NEW

The first person I met at the registrations desk was a newbie. It was their first time at a conference and as the day passed I noticed that the newbies migrated together and formed their own group. Many years have passed since I was in the same situation and how the information industry has changed through those years. Now the question I ask is, will I see any familiar faces at this conference or have they moved on to other fields of employment or retired from the workforce. The answer is yes, I did run into a few familiar faces, so we are still going strong. We were able to reminisce about the history of past events and discuss the progress that has been made over the years. In my generation, we can go back to the times of file cards and marvel at the progress we have made down through the years. It is a shame we are not measured with the same importance of the ancient Romans where the record keepers were paid very highly for their skills in keeping records.

The conference began with the vibrant Paula Smith (MC) giving a warm welcome to all. Paula Smith then introduced Debbie Prout, RIM Professionals Australasia Chair to officially welcome all participants. "We have come a long way in the industry," she said. "Most important is networking with one another to share experiences."

The first speaker of the Convention was the Right Hon. Stephen Yarwood, Lord Mayor, City of Adelaide, who spoke on the topic 'What's Next? For the City of Adelaide'. He spoke with a passion on the need for social media to connect people far and wide. He spoke about the demise of Kodak as it was not able to move forward with technology and plan for the future. Mayor Yarwood also spoke proudly about the beautiful city of Adelaide and how they were moving with the times and using the technology available. He finished by encouraging participants to take time to visit the city.

After listening to the first few speakers it was time for morning tea which was held in the trade exhibits area. During this time we had the opportunity meet the trade exhibitors

and examine the new technology that is currently on the market. The exhibitors presentations were all of a high standard and very helpful.

The theme of the Gala Dinner this year was 'Winter Wonderland' and the auditorium was decorated accordingly. The entrance had a covered walk way so we all felt we were stepping into a winter wonderland and the auditorium itself was decorated with stars and winter trees. A three-course meal was enjoyed by all, as successful delegates were called upon to receive well deserved awards. The DJ of the night played a wide range of music and many showed their appreciation by taking to the dance floor. There was a few sore heads the following day as a result of a wonderful night.

> *The theme of the Gala Dinner this year was 'Winter Wonderland' and the auditorium was decorated accordingly*

WHERE THE INDUSTRY IS HEADING

During the conference I attended three workshops which were well attended and informative. They involved the sharing of work-related experiences and learning new skills. Information managers play a critical role in the information field. The way forward will be digital and we have no choice but to learn how to manage it well. Information is a strategic corporate or government asset, provides business benefits, allows for smarter business decisions and can provide benefits beyond its original intention eg, re-use or community. Not all organisations understand its value.

David Fricker, Director-General of NAA, is a well-spoken and knowledgeable speaker on all of information and the trends of where the information industry is heading. Corporate knowledge which is gathered for retention is the intellectual property of the Australian people. David was one of the conference speakers who shared their knowledge with all present.

Information managers will be busier in the future as they need to be able to manage business systems – to move into this area we will require a different set of skills, metadata skills and IT data dictionary terminology skills. We will need to articulate and understand IT language. As information managers we need to open our minds to learning, be conscious of our own incompetence and be ready to take the steps to rectify this shortfall.

THE PAPERLESS OFFICE

Day two finished with a lively debate on the possibility of a paperless office; the debate team presented very good arguments for each side, the benefits and the disadvantages. Audience participation was set at the beginning with the audience being asked to sit on the side they agreed with and at the end of the debate they were asked if they had a change of opinion. The side for a paperless office won by a small margin. The presenters made the topic both serious and in light relief a good way to end the day.

A topic that raises questions for all RIM professionals is … will there ever be a paperless office? Do we as information managers stay in our comfort zone or take the leap into the unknown and explore other options. To survive we will need to broaden our skills to move with the times. No one can predict the future although some may beg to differ. Paper has stood the test of time, the electronic environment is still to be tested fully and unfortunately most of us will not be around for another 50 years to see how it stands up. The largest fear will be the ability to read the information in a thousand years, as software and computer language changes so frequently.

The transfer of information from one media to another will require close monitoring, as the electronic data has more information attached in the background which must be retained throughout its lifetime. But who is to say that people will be more savvy in this area in the future. You just need to watch the younger generation and observe how quickly they adapt to new technology.

NOT JUST PROFESSIONAL DEVELOPMENT!

Later that night I attended a branch dinner with a group of colleagues. The dinner was held at Rigoni's Italian Restaurant in the city. We all had an enjoyable and relaxing night, it was good to wind down, catch up with old acquaintances and meet new people.

On the last day of the conference all attendees took part in a sit-down lunch at the Convention Centre. Excitement was in the air as tickets were drawn by the vendors to announce the final prize winners. The prizes from the exhibitors were well received by the lucky delegates.

Throughout the conference, I had three informative days listening to a wide range of knowledgeable presenters, taking part in discussions, learning new tools and building networks to assist in problem solving. As a result of my professional development during this conference it became very clear that information managers are still needed in this digital age to maintain the information that is important and make it available for generations to come. ❖

Left: Paperless Office Debate Team (L–R): Debbie Cutts, Anne Cornish, Paul Fechner (Facilitator), Lisa Read-White and Debbie Prout.
This page: The theme for the Gala Dinner was Winter Wonderland.

OUTSTANDING ACHIEVEMENTS AWARDED

The RIM Professionals Australasia Awards were presented at inForum 2014.

NEW AWARDS FOR INDUSTRY CONTRIBUTION

The Board, at the September 2014 Board Meeting, introduced new awards for Industry Contribution.

These awards will be part of our annual prestigious Awards presentation and will cover the following areas:

- Involvement with Standards / Education
- Involvement with Company
- Involvement with Leadership / Mentoring
- Involvement with Innovation / Strategy / Governance

At the Board's discretion, the inaugural winners were as follows:

- **Helen Onopko (SA)** – contribution to standards/governance
- **Julie Shepherd (NSW)** – local government contribution
- **Kristen Keley (SA)** – contribution to branch activities
- **Eileen Tannachion (ACT)** – continuous support for branch council
- **Debbie Maggs (VIC)** – work in emergency sector and archival space
- **Leith Robinson (WA)** – contribution to company
- **David Pryde (NZ)** – contribution to branch
- **Pauline Joseph (WA)** – mentoring
- **Chris Simpson (QLD)** – mentoring

RECALL ARTICLE OF THE YEAR AWARD

This award recognises quality written contributions to iQ magazine in the previous 12 months. The award was presented by Graham Estreich, Recall.

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Shortlisted articles:

1 *'We need that in paper… or do we?'* Kate Cumming

2 *'Managing demographic diversity in the public sector'* Suparna Chatterjee

3 *'Not the 6 o'clock news'* Michelle Linton and Kevin Dwyer

Winner:
'We need that in paper… or do we?' Kate Cumming
Kate received a certificate and $300 Coles Group gift card.

How you can be in the running for the 2014-15 Article of the Year Award

Every article/paper published in *iQ* between now and August 2015 automatically goes into contention for the 2014-15 Article of the Year Award. There is no need to fill in an entry form. As always, the judges will be looking for articles that inform, engage and inspire readers, while displaying the authors' sound knowledge of their subject. So, set to work on your potentially award-winning article today.

⤶ Send *iQ* submissions to editor.iq@rimpa.com.au.

JIM SHEPERD AWARD

This award recognises vendor contributions to the records and information management industry and the ongoing support of RIM Professionals Australasia.

Nominations were:

◆ iCognition

◆ Kapish

◆ Records Solutions

Winner: iCognition
iCognition received a plaque valued at $600.

Linton Student Award – Julie Walker (with Anne Cornish left)

Julie Walker recently completed an Advanced Diploma Management Course, having already completed an Advanced Diploma in Recordkeeping. Throughout her course Julie consistently delivered high quality assignments based on practical workplace examples. While undertaking the course, Julie also implemented a number of information projects at her workplace.

iCognition (accepted by Melanie Rogers)

J EDDIS LINTON AWARDS

This award is for excellence in records and information management.

The winner of each category received a plaque valued at $250 and a $500 Coles Group gift card.

Category – Records Solutions Student of the Year

Nominations shortlisted were:

◆ Andrew Harris

◆ Julie Walker

◆ Karen Seligman

Winner: Julie Walker

Category – Information Proficiency / Sigma Data Most Outstanding Individual

This category is aimed at members who have achieved excellence in records and information management and contributed highly to the profession. This award can be self-nominated or nominated by an independent person or group.

Nominations shortlisted were:

◆ Chris Simpson

◆ Debbie Cutts

◆ Mark Roberts

Winner: Debbie Cutts

Debbie has an extensive records and information management background and has contributed vastly to the industry during her 30-year career.

Contributions to the industry include past involvement in RIM Professionals Australasia's mentoring program. More recently, she has also gained approval for practicum students from Curtin University's Information and Records Management program to be placed at Fremantle Ports Authority. Debbie ensures that each student works on strategic projects, such as a review of FPA's recordkeeping plan. She also ensures each student has an agreed learning outcome and learns from real-life record-keeping experience.

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Debbie has written articles on best practice RM and IM and is regularly invited to present at IM forums. Her presentations often results in organisations wanting to visit the Port to share in and learn from its journey.

Debbie's staff identify her strong vision and leadership as the reason for the success of Fremantle Ports Authority Corporate Information Services having won the WA State Records Commission WS Lonnie Award twice (2010 and 2014) and the RIMPA J Eddis Linton Award Group Category (2010).

Within Fremantle Ports Authority, Debbie has placed significant emphasis on building relationships in the IT area and this relationship means that best practice IM and RM is factored in when upgrades and new systems are planned.

Linton Individual Award – Debbie Cutts

Category – EzeScan Most Outstanding Group

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

Nominations shortlisted were:

ezescan.
transforming paper into knowledge

◆ Munitions Branch, Department of Defence

◆ Reserve Bank of Australia

◆ Wellington City Council

Winner: Wellington City Council

Wellington City Council embarked upon an ambitious program to implement an Enterprise level Content Management Solution (OpenText Content Server) to replace five existing systems and provide a single repository for all content including, for the first time, making archival material available and accessible to users across the Council in order to support business processes. All from a single point.

TROVE or 'The Repository of Virtually Everything' presents a truly integrated approach to the management of electronic and physical documents, records and archives. Where previously staff had viewed the Records and Archives team as the place "you sent stuff when it's done", the team has engaged with the business and through hard work, enthusiasm and sheer force of will, have changed that perception (still an ongoing process) so that people across Council now see records and archival artefacts as having relevance and value to existing business processes. ❖

RIMPA New Zealand Branch President, Paula Smith, presents the J Eddis Linton Award to Adrian Humphris, Team Leader City Archives, and Alison McGray, Acting Information Centre Manager

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