iQ

TAILORED TRAINING PATHWAYS
City of Gold Coast

SPECIAL FEATURE:
VALUE OF INFORMATION:
Information as an Asset

IN THIS ISSUE:
FOUR WAYS TO INVIGORATE CULTURE
HONESTY TRANSPARENCY AND DATA COLLECTION
MEET THE YOUNG RIMPA BOARD

ADVANCING AND CONNECTING THE RECORDS AND INFORMATION MANAGEMENT PROFESSION

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VIEW FROM THE CHAIR

THOMAS KAUFHOLD
CHAIR OF THE BOARD,
RIMPA

"...WE NEED TO BE CAREFUL TO ENSURE THAT A RECORDS MANAGEMENT FOCUS IS NOT LOST IN THE ONGOING RUSH TO IMPLEMENT OR ADOPT NEW SYSTEMS IN ORDER TO RESTRUCTURE OUR BUSINESS FUNCTIONS."

I welcome you to the June 2021 edition of iQ. The theme of this edition is one which is dear to my heart, that is "The value of Information". It begs the question - Do organisations really value the information they have? Some organisations may say yes, but when we drill down further, can we really recognise what has been done to value their information?

Do organisations know what information they have and are they managing the information in accordance with its value?

I personally would suggest that this is not the case. With information scattered across systems, such as, shared drives, emails, databases and in more recent times, Microsoft Teams, OneDrive and the list goes on...

Let us not forget the record paper holdings being ignored, still stored in basements and offsite facilities. There is only one obvious answer to this problem which is "good record keeping and an effective management regime around it". Sadly, you hear that resourcing in this vital area of management is still being reduced or subsumed in the information technology function. No doubt information technology is a critical tool to enable organisations to operate in this modern world, but we need to be careful to ensure that a records management focus is not lost in the ongoing rush to implement or adopt new systems in order to restructure our business functions.

The use of the word "value" also applies to RIMPA's obligation to their members and the Board have been busy working on the strategic plan for the 2021-2022 year, I encourage you to read over page 8-9 to become familiar with the 8 membership pillars that form each of the Board portfolios. It is these eight pillars that have been targeted to meet the overall objective of 'increasing member pride in RIMPA."

- Liaison and Collaboration
- Professional Development, Design and Delivery
- Good Practice and Standards
- Awards and Recognition
- New Professionals/Practitioners
- Members and Status
- Finance and Governance
- Professionalism and Ethics

As part of the new professionals/practitioner's portfolio, watch out for an article in this edition written by Peta Sweeney, Vice Chair, RIMPA on the establishment of Young RIMPA – a think tank that will shape the future of our professional industry and the future of RIMPA as a member association. I am excited about this initiative which will provide a voice for young IM practitioners across Australasia and as an important resource/influence for the RIMPA Board.

This edition will also feature part one of an article from Jon Tilbury on preserving content from closed systems "Office 365 and Google Workspace digital preservation challenges." And, we have included interviews with recent participants of RIMPA delivered training at the City of Gold Coast, which highlight the benefits of training and the importance for organisations to participate in professional development to enhance the skillset of their most valued business asset, their people.

There has been a high demand for RIMPA's virtual workshop training during these COVID times and the staff and expert trainers have been extremely busy in this space. It is anticipated that more than 70 virtual training workshops will be delivered in 2021. This is an incredible achievement for a small team and my thanks go out to all involved.

While we are talking about the team, I have noted that two of our team members Jo Kane, Marketing & Convention Manager/IQ Editor and Tynelle Spinner, Membership Services & Events Coordinator celebrated 3 years with RIMPA on 3 April 2021. Thank you to you both for sticking around at a time of great change and uncertainty. We have come a long way over the three years.

Lastly, I wish to mention RIMPA Live 2021 which will be held in Canberra in October. As RIMPA Live in 2020 was cancelled due to COVID, we are especially excited to bring you this convention. This will be a hybrid convention, plus for the first time ever we host satellite events across Australia and New Zealand. Arrangements are well underway with an exciting program being finalised. It is very encouraging to already see a high level of support from sponsors and vendors (trade exhibition) and we look forward to an exciting and successful convention. Early bird registrations are now open for RIMPA Live and invite you all to join me at this great event.

Thomas Kaufhold MRIM

Member Update

Membership has continued to see a steady rise in the final stage of the 2020-2021 Membership Year. The last few months of the RIMPA Membership Year (Financial Year) is always a great time to join or upgrade to a higher level of Corporate Membership. In March each year, the membership prices for the following year are included in the remaining few months of membership. Essentially new members or upgraded corporate memberships receive the last few months of membership as complimentary.

In addition, we were excited to release the opening of RIMPA Live 2021 registrations and the draft program.

Face to face Branch Events saw hiccups along the way, but of course we found ways to pivot around our changing circumstances and continued to provide our members with virtual options.

From Jan – April 2021 we saw a total of 129 new members join the RIMPA Family (including 98 Corporate nominees).

Upon reading this article, renewals would have now been sent to most members and the renewal process will be in full swing.

We welcome our new members and are looking forward to providing more opportunities to our existing members.

Feel free to contact the admin team (admin@rimpa.com.au) to discuss your membership options.

It's membership renew-owl time!

Our membership benefits continue to grow every year. To refresh your memory, visit ***www.rimpa.com.au***

NEW CORPORATE COMPANIES

NSW
Export Finance Australia
Service NSW
Department of Planning Industry & Environment

QLD
Sunwater
Hinchinbrook Shire Council

FIJI
University of the South Pacific

VIC / TAS
Scope Aust Ltd (Vic)

WA
Bluebox Solutions
City of Karratha
Shire of Dundas

NEW INDIVIDUALS

ACT
Lia Bombeo - ACT Government

NSW
Wendy Day - Junee Shire Council
Anne-Lill Holme - Sydney Trains

NZ
Alfred Chikomba (1st Year Student) - Victoria University of Wellington

QLD
Christina Pano - Vincents
Sandra Govender - Mount Isa City Council
Linda Bull (1st Year Student)
Madeleine Midgley (1st Year Student) - Charles Sturt University

SA / NT
Helen Perry - Department for Education (SA)

VIC / TAS
Yvonne Hardingham (Vic)
Regine Alessi (Vic)
Sarah Mercuri (Vic)
Katherine Giesen-White (1st Year Student)

WA
Maria Carvalho - University of Western Australia
Emma Withers (1st Year Student)

Update from Public Record Office Victoria

Public Record Office Victoria

We are excited to announce the Digital Archive Program at PROV, commenced in 2015, is almost complete with a new search and online ordering system launching soon. Keep an eye on prov.vic.gov.au for updates and official launch.

This is a key initiative of our Victorian Electronic Records Strategy (VERS) to ensure access to complete, authentic, and meaningful digital records into the future.

The program saw the completion of 11 major projects representing a major step forward in strengthening our ability to preserve records long term and includes a new search and order system which allows you to:

- View thumbnails as you search making records easier to find and download.
- Filter search results by multiple options at the same time.
- Select records as you search.
- Order digital copies without needing to fill out a separate form.
- Access your own Dashboard for your order history, pick up and viewing times and digital copies.
- Government agency users you can also direct order by uploading a spreadsheet directly to the order page.

We are excited to finally share these improvements with you very soon.

Tasmanian Government Information Management Framework

The Office of the State Archivist (OSA) is leading the development of the Tasmanian Government Information Management Framework. The Framework identifies and defines the various components which contribute to effective information management. It is aligned to whole-of-government strategies and policies issued by the Digital Strategy and Services Division, Department of Premier and Cabinet.

We are gradually replacing our existing Guidelines and Advice with a suite of Policies, Standards, and Implementation tools.

Key changes:

- we have moved from a compliance focus to a risk-based approach.
- we are using high-level minimum requirements in our Standards instead of more prescriptive requirements.
- we are aiming to write our publications in plain English and have fewer of them.

FIRST TWO STANDARDS PUBLISHED

We are pleased to announce two new Standards, the Information and Records Management Standard and the Physical Storage Technical Standard.

We have provided outlines of each Standard to help map from our old guidance to our new publications because there is no 1:1 replacement of old with new. For example, the Physical Storage Technical Standard replaces three storage Guidelines, while the Records and Information Management Standard contains requirements from 18 Guidelines.

We have also made available our new publication development, consultation, and review cycle process. This sets out the differences between our publications, how we develop and review them, and how we consult.

It also outlines our practice of releasing consultation drafts before we authorise final versions. Our old publications are still on our website.

You can find more information on the Office of the State Archivist's website at www.informationstrategy.tas.gov.au
You can also email us: osa@education.tas.gov.au

It's official:

The next whole-of-government information management policy is here.

The National Archives of Australia's whole-of-government information management policy *Building Trust In The Public Record: Managing Information And Data For Government And Community*, was formally launched at the opening of Information Awareness Month 2021. The event at National Archives' National office on Monday 3 May was attended by representatives across Australia's information and data management sector. Recordings of the live stream for the policy and Information Awareness Month launch are available from the RIMPA TV Channel.

National Archives continues to support Australian Government agencies' implementation of the policy with the development and release of products and advice in accordance with public release schedules.

The first schedule will end on 30 June 2021 with the last advice delivered under this schedule including:

- Practical guidance on information asset registers, accompanied by an information asset register template
- Data management plan template
- Metadata implementation guidance
- Updated advice on developing an information management policy

The second public release schedule will commence on 1 July and run until 30 June 2022. The development of products and advice included in these schedules is continuing in consultation with the private and government-based information management sector.

Australian Government agencies who want to know more about implementing the *Building Trust In The Public Record* policy and its

BUILDING TRUST IN THE PUBLIC RECORD

managing information and data for government and community

supporting products and advice, can contact the National Archives via the Agency Service Centre.

Members of the information and data management sector who wish to provide recommendations for product and advice development are welcome to contact the National Archives for further discussion.

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iQ

NEXT EDITION: SEPTEMBER 2021

New Developments and Innovations: Predictions for 2022

What does the future of records management look like beyond 2021? Are we into the "new norm" and sitting still or should we look at being ahead of the game. The terms Filing, maintenance, retention and disposal are still relevant as engine room tasks but strategically and futuristically, what do we need to do. Records Management Trends and Predictions beyond 2021 – where to now?

- Collaboration
- Automation
- Data Security
- Cyber Security
- Management of Data in the Cloud
- 21st Century Terminology
- Improved value propositions

Want to contribute to *iQ*?

Refer to *iQ*'s submission guidelines and author checklist before submitting articles
Visit www.rimpa.com.au/news for submission guidelines.

COPY DUE: 17 JULY

Submit your story to:
editor.iq@rimpa.com.au

MEET THE NEW CHIEF ARCHIVIST FROM NEW ZEALAND

Stephen Clarke

PART 2:

Following on from the last edition, Mike Steemson continues his conversation with Stephen Clarke, the new Chief Archivist from New Zealand Archives.

INTERVIEWED BY MIKE STEEMSON

Q1 What do you bring to the position of Chief Archivist and leadership of Archives New Zealand?

I bring 20 years of public sector experience in a range of agencies, leading digital transformation in IM and BI in places like Inland Revenue and implementing auto-classification and machine learning in agencies including Transpower. I have experience of working with historic holdings and contemporary and emerging recordkeeping challenges. From my anthropology days I bring a passion for indigenous culture and knowledge of how organisational culture and structures work.

Q2 What do you see as the major tasks facing you as Chief Archivist of Archives NZ? What are your plans for undertaking these?

Each sector and industry have their issues. Archives is facing the same challenges as the rest of the world, dealing with emerging technologies, the shift to born-digital information, communications channels and the rise of big data, compounded by increased public expectations on service delivery in the internet age of instant gratification!

WE CAN'T IGNORE THE SOCIETAL SHIFT TO DIGITAL AND RESOURCE ALLOCATION IS RARELY A 'COIN-FLIPPING' BINARY CHOICE, WE HAVE TO LOOK AT THE WIDER CONTEXT.

For us it will mean a greater focus on born-digital archives and records, data standards, using machine learning or artificial intelligence approaches to routine work like records classification, disposal (including long-term retention) and access. I'm not sure anyone has really nailed all of these things yet, but learning from others, building great and broad relationships and greater customer engagement is a good place to start.

Q3 How do you view the function of a national archives and public recordkeeping standards-setting agency with a Governmental desire to fuse Archives, the National Library and Ngā Taonga (the National Archive of Sound and Vision) into a single 'heritage precinct'?

Archives and the National Library are the official stewards of our nation's documentary heritage and taonga. They have the statutory responsibility to collect, preserve, protect and make accessible this heritage for all New Zealanders. The Tāhuhu: Preserving the Nation's Memory programme will see a fit-for-purpose facility built for our national documentary heritage institutions that will enable greater collaboration between the institutions, and an improved experience for researchers.

The functions of Archives New Zealand as our national archive and public recordkeeping regulator will remain the same, as set out in the Public Records Act 2005. I don't see the heritage role of holding the nation's Government memory as in conflict with overseeing good recordkeeping practice. Quite the opposite - if there is a poor-quality memory of government, then the heritage element is weakened for future generations.

Q4 Should financial and staffing resources continue to be channelled towards digitisation to support this heritage imperative, while public access to the Archives NZ reading rooms, for instance, continues to be curtailed?

Like all public sector agencies, we must carefully balance appropriate use of public funds with our legislated role. Digitisation opens up access in a way that the reading rooms, which privilege those who can afford to or are able to visit one of our offices, simply cannot. When we digitise a record and make it available online, we are providing one-to-many access, anytime, anywhere in the world. This increases discoverability of our public archive, enabling New Zealanders, wherever they might be, to access their documentary heritage, taonga and knowledge.

Our vision to be a vibrant, trusted, national archive depends on our ability to provide a modern service that meets our customer's needs. Usage metrics over the past decade have shown a considerable shift in how our users are accessing information. We can't ignore the societal shift to digital and resource allocation is rarely a 'coin-flipping' binary choice, we have to look at the wider context.

Q5 How will Archives NZ be assessing the state of government record-keeping for its annual report to Parliament as required by the Public Records Act 2005? Will this be more robust than the self-reporting process that has recently been employed?

Monitoring public sector information and records management is a shared responsibility between Archives New Zealand and each organisation. We know that public sector organisations want clearer guidance, advice and benefits from our monitoring and have designed our new monitoring framework to enable this. The framework has two key components – the annual survey of public offices and local authorities' information and records management, and independent audits of public offices information and records management.

The framework helps us to focus our work as the regulator of public sector IM by forming a picture of the state of information management across the public sector. This allows us to track performance over time,

Chief Archivist Kaipupuri Matua Stephen Clarke has 20 years' experience in the public sector leading information, records and data transformation. Ish Doney/ Archives New Zealand

and to identify and respond to risks, challenges and opportunities. This will enable us to issue advice and guidance that will help organisations meet their Public Records Act requirements and implement the mandatory Standard with a wider view to improving the maturity of information management across the whole public sector.

Our refreshed audit programme began late in 2020. The first few audits under the new framework have been undertaken and we are analysing those results at the moment. The finding of both the audits and the annual survey feed into the Chief Archivist's Annual report on the state of government recordkeeping. This is also an area of ongoing review, so other opportunities may arise that allow us to improve these activities, particularly with the rise of analytics, insight and maturity modelling, it's not a static undertaking.

The Crown Purchase Deeds collection, which were recently entered on to the Unesco Memory of the World Register, are just one of many millions of valuable taonga held at Archives New Zealand. Ish Doney/ Archives New Zealand

THE FRAMEWORK ALLOWS US TO TRACK PERFORMANCE OVER TIME, AND TO IDENTIFY AND RESPOND TO RISKS, CHALLENGES AND OPPORTUNITIES

As an anthropologist Stephen Clarke brings a passion for indigenous culture and knowledge of how organisational culture and structures work. Ish Doney/ Archives New Zealand

ABOUT THE INTERVIEWER

MIKE STEEMSON has been involved with records management and R.M. standard setting since the 1990's, from membership of the British Government's Central Computer and Telecommunications Agency to the International Standards Organization' sub committee TC46/SC11. He is a life member and a former chair of the UK's Information and Records Management Society. He joined RIMPA in 1996, was a founding member of the NZ Branch in 2002, and gained professional membership ARIM in 2003. He is a member of Archives and Records Association NZ (Aranz) Wellington Branch Council.

mike.steemson@xtra.co.nz

Q6 Are you satisfied with the level of professional qualification amongst Archives NZ staff? What training would you seek for your staff?

There is a need for upskilling right across the sector, not just within Archives New Zealand, particularly in the areas of digital information and data management, and in relationship management. The academic sector is also seeing real disruption on how people access learning and development, I'm very keen to see what opportunities arise, and how we can continue to raise the bar.

Q 7 Would you wish Archives NZ to resume supporting and upskilling the public and private sectors' records management and archiving staffs with projects like its past regular public forums and workshops?

I am really keen to see this happen, but for now we are focusing on implementing the monitoring framework and undertaking a review of the mandatory and discretionary standards issued under the Public Records Act. I'm also keen to look at what partnership opportunities there are and get a sense of how the sector wants to be supported. It doesn't always have to be in person in our video-enabled world.

STRATEGIC PLAN
INCREASING MEMBER PRIDE IN RIMPA

APRIL **2021**/ JUNE **22**

STRATEGIC OBJECTIVES

Liaison and Collaboration

Media Relations
- Invite media representative to present at events
- Identify effective media liaisons

Build the RIMPA Brand
- Increase involvement with governing bodies
- Accountable and informative reporting by representatives

Increase Vendor/Sponsor Footprint
- Yearly engagement with current and potential vendors to identify increased benefits and partnership opportunities

Industry Collaboration
- Lead and contribute to Information Awareness Month (IAM) activities

Diversity and Equity
- Work in collaboration with partnering bodies to develop a sustainable approach to diversity and equity.

Good Practice and Standards

Standards Certification
- Investigate accreditation to be a certifying body for ISO 30300

ISO Standard Support
- Investigate enhancing RIMPA contributions to ISO committees

New Professionals

Understanding the New Professional
- Develop new professional roadmap and resources

Connecting with the New Professional
- Develop new professional communication strategy

Informing the New Professional
- Develop and implement professional digital content
- Promote RIMPA services and benefits at accredited educational institutions

Supporting the New Professional
- Implement young RIMPA Board
- Encourage peer to peer recognition

Finance and Governance

Financially Responsible
- Introduce finance governance program in conjunction budget requirements

Governance Program
- Ongoing review and development of RIMPA governance framework

Increase Revenue Streams
- Market and promote professional development opportunities externally to membership
- Partner with providers to offer responsive professional development opportunities on trending topics

Professional Development Design and Delivery

Vocational Education
- Investigate the opportunity to provide records and information management vocational training qualifications

Higher Education
- Advocate for the inclusion of information management in university qualifications

Professional Development
- Provide and advocate for a professional development framework that supports and delivers consistent training and education offerings to information practitioners of all levels

Mentoring
- Provide a mentoring program to all levels of membership and the industry, to provide a broader opportunity for expansion of skills.

Awards and Recognition

Increase Nominations
- Review categories available to ascertain relevance
- Review criteria with the intent to broaden nomination reach

Membership and Status

Professional Membership
- Increase the number of professional members by 5%

Expand Membership Base
- Target new industry sectors
- Increase membership base by 5% by adopting a range of initiatives

Professionalism and Ethics

Onboarding
- Develop Board and branch onboarding process
- Develop new member onboarding process

OUR IDENTITY

The peak body representing and delivering benefits and services for practitioners affiliated to records and information management.

OUR VISION

To advance and connect the Records and Information Management Profession.

CORE VALUES

- Stewardship
- Integrity
- Collegiality
- Accountability
- Renewal

CORE COMPETENCIES

- Dedicated & skilled staff
- Progressive & innovative
- Delivery of member services
- Advocacy
- Professional Development

OUR STAKEHOLDERS AND INFLUENCERS

- Members
- Records and Information Management Specialists
- Politicians
- Employers
- Vendors
- Professional Bodies
- State and National Archives Offices
- Partners
- Students
- Sponsors

KPI'S

We will measure success by increasing:

- Member services
- Professional members
- Revenue streams
- Member accessibility

ALLIANCES

- Archives NZ
- Australian Library and Information Association
- Australian Society of Archivists
- Australian State and Territory Records Offices
- Data Management Association
- Digital Preservation Coalition
- Health Information Management Association of Australia
- InfoGov ANZ
- Institute of Managers and Leaders
- Leadership Through Data
- National Archives of Australia

Introducing the

Young RIMPA Board

PETA SWEENEY FRIM VICE CHAIR

The RIMPA Board is delighted to announce the establishment of Young RIMPA – a think tank that will help shape the future of our professional industry and the future of RIMPA as a member association. Working in partnership with the RIMPA Board and through the New Professionals Portfolio, Young RIMPA is the pulse of millennial members across Australia and New Zealand. Young RIMPA will

- Influence the future of IM in Australia and NZ
- Inform the activities of the RIMPA New Professionals Portfolio
- Provide a voice for young IM practitioners across Australasia.

YOUNG RIMPA – A THINK TANK THAT WILL SHAPE THE FUTURE OF OUR PROFESSIONAL INDUSTRY AND THE FUTURE OF RIMPA AS A MEMBER ASSOCIATION.

Young RIMPA held its first meeting on Friday 5 March 2021. Welcomed by the Board Chair, Vice-Chair and General Manager, members of Young RIMPA bring to the table a diverse range of backgrounds and a wealth of fresh ideas to help guide their recommendations.

Young RIMPA will meet virtually four times a year and will take a seat at the RIMPA Board on rotation to share their vision for the future.

The RIMPA Board are very excited to be working with members of Young RMPA and look forward to their support in the ongoing development of our profession. The Young RIMPA Board consists of the following individuals.

DARYL DIESTO

Daryl is the IT Coordinator at the Dunedin Philippine Club Inc. (DPCI) working towards transitioning DPCI to a digital environment. Daryl has a particular interest in data analysis and statistics and is studying at Mission Ready HQ to gain experience in cloud databases and the use of analytical dashboards using different platforms.

Daryl also works as a volunteer data analyst with Grief Support Tauranga, Open Law NZ and VICTA Dunedin. Daryl believes in the importance of data and has a keen interest in developing analytical dashboards to ensure agencies can get the most out of their information.

FRANK FLINTOFF

Frank has experience in information management and governance for the health, state government and private sectors. Starting out in GLAM before moving into records and information management, Frank is a Senior Information Compliance Specialist at Western Power, and on RIMPA's WA Branch Council.

Awarded both the RIMPA 2018-19 WA Black Swan Award for New Professional and National J. Eddis Linton Award for Best New Professional, Frank maintains a keen personal interest in the shifting RIM profession, utilisation of process automation, emerging tech, data science and how all those areas can achieve a harmonious partnership. In their free time Frank runs, enjoys photography, gardening and gaming.

LAURA PARKER (Chair)

Laura is an emerging information management professional with over 10 years' experience in the archival and cultural sector. Laura has a passion for using her team building skills and technical expertise to develop teams with a strong shared sense of purpose and direction. She has a keen interest in embracing the opportunities (and challenges) presented by the incorporation of machine learning into records management.

Laura is the Acting Assistant Director of Records Operations with the Department of Veterans Affairs. She holds a Bachelor of Arts degree and a Masters with Honours in Liberal Arts (Museums and Collections).

SARAH MERCURI

Sarah has over 5 years working as an information management professional with hands on experience in records, archives and information management in local government, universities, and state government. Sarah is the Information Services Analyst at the Department of Education and Training (Vic) with a focus on increasing the IM culture and capability at the department.

Sarah holds a Master's in Information Management from RMIT University in 2012 and recently completed a Graduated Certificate in Information Systems at Deakin University during the Melbourne COVID lockdown.

ALEXANDRA MCPHEE (Secretary)

Alexandra is the Manager, Information and Records at the Magistrates' Court of Victoria. Focused on uplifting its records management maturity in preparation for a new Case Management System for court records, Alexandra is skilled in the field of public sector Information Governance. She has developed information management strategies and frameworks for the health and justice sector in both Queensland and Victoria.

Alexandra is particularly interested in the digital transformation opportunities presented following the transition to remote and online working in response to COVID-19 and how this will shape the future of information management. She holds a Bachelor of Laws/Bachelor of International Business from Griffith University.

SUSANNAH TINDALL

Susannah is an accomplished new professional in Records Management, working as a Records Officer at Monash University since 2017.

She holds a Bachelor of Arts at The Australian Catholic University, as well as a Graduate Diploma in Information and Knowledge Management from Monash University, specialising in archives and records. Susannah is currently enrolled in a Master of Information Studies (Data Management) from Charles Sturt University. Susannah has a keen interest in the areas of automation and integration, expanding current recordkeeping capabilities to the next generation of technologies. She strives for greater user experience and continual service improvement.

Stop the Bleeding

A mind shift through business crisis management...thinking and doing everything differently by Brian Sands.

REVIEW BY CASSANDRA GORTON ARIM

Stop the Bleeding offers a pragmatic guide for leaders to stop their business losing value and endure crises better in the future. At the centre of this guide, author Brian Sands encourages readers to "see, think, plan and act DIFFERENTLY".

In Stop the Bleeding, author Brian Sands shares his personal experiences and insights gained from managing a languishing construction business during the Global Financial Crisis. Stop the Bleeding is presented as a step-by-step guide and may be particularly useful for small businesses following the disruption caused by the COVID-19 pandemic. As well as addressing the immediate concerns of an unprosperous business, Sands emboldens readers to use the skills gained from the book to boost their business for the future.

LEADERSHIP

Sands adopts a 'no-nonsense' approach to leadership that is evident in his writing. Stop the Bleeding is free of business management jargon and asks readers what the purpose and role of a leader is. Leadership, to Sands, is not the day-to-day managing of operations of a business. Instead, successful leaders understand and enable their employees. This fosters an environment of collaboration and co-creation between leaders and followers to the betterment of the organisation. Practical tips on how to become a great leader are included in Stop the Bleeding, such as working on 'soft-skills', learning from mentors, and not leading from "behind a desk".

MEANING

Meaning has two different contexts in Stop the Bleeding. The first is 'knowing what really counts' in your life and business and acting on it, but not to the point of exhaustion. Sands offers practical tips for taking care of your physical and mental wellbeing as a leader in order to avoid burnout and present a trustworthy appearance to your staff when you 'show up.'

Deriving meaning from data to inform decision-making processes is the second context explored in Stop the Bleeding. This section may be of particular interest to emerging records and information management professionals or for executives gaining an understanding of the concept.

PEOPLE

In Sands' opinion, people, not technology, are key to operating a successful business. Chapter 4 'Putting people before profits' discusses the concept of ACE People. ACE people are aligned, capable, and engaged. Sands outlines a people management plan and stresses the importance of maintaining ACE People as staff. Additionally, Sands discusses his previous mistakes regarding people management, offering the reader an alternative method of learning.

MIND-SHIFT

Every chapter of Stop the Bleeding culminates with a short, dot-point summary titled 'Mind-Shift', asking pertinent questions of the reader and their business while providing practical guidance and suggestions.

The final chapter, 'Mind shifts that will stop the bleeding' outlines a seven-step plan to assist in managing an immediate business crisis. Each step is then broken down into why, what, how, and output. The reader is clearly guided through the process and offered examples of what success would look like.

Stop the Bleeding is an easy-to-read manual for leaders to employ during a crisis. New or emerging leaders may also gain valuable advice from this book, through foreseeing potential disruptions to their business or rethinking their leadership style.
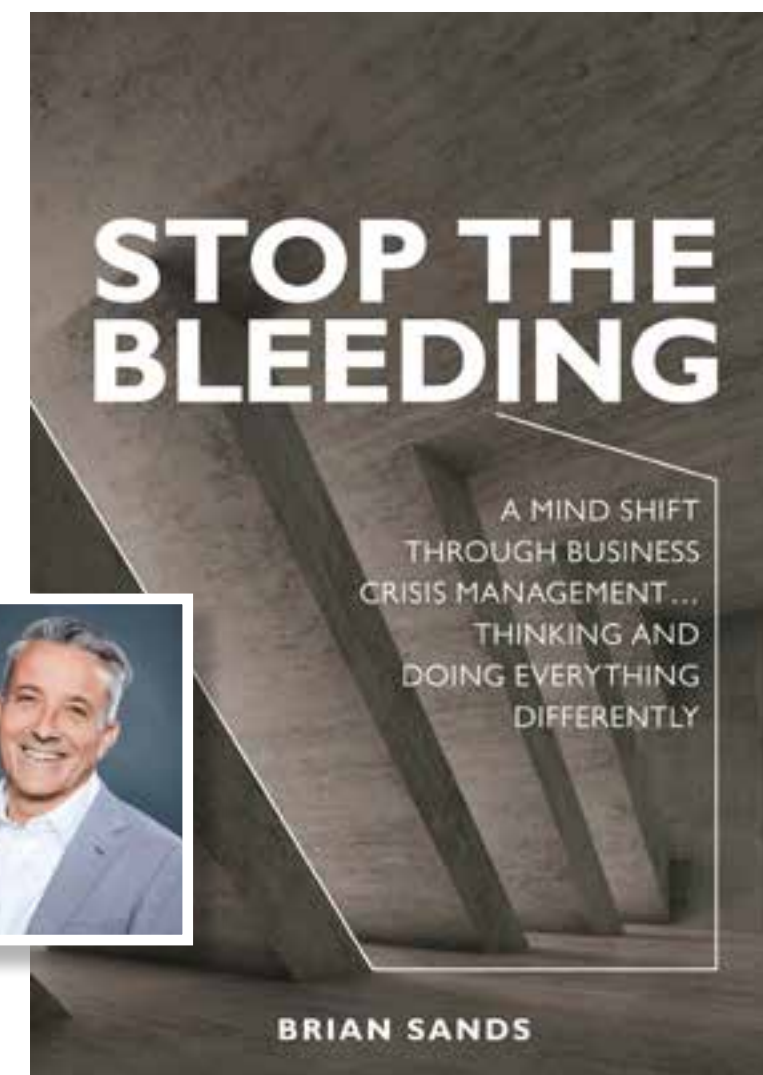
IN SANDS' OPINION, PEOPLE, NOT TECHNOLOGY, ARE KEY TO OPERATING A SUCCESSFUL BUSINESS.

ABOUT THE REVIEWER

Cassandra Gorton, ARIM is the Records and Information Management Advisor and Senior Library Technician of the Australian and New Zealand College of Anaesthetists. Since graduating with a Masters of Information Studies from Charles Sturt University in 2015, she has worked as a librarian, records manager, and archivist in government, universities, and health.

Information is an Asset, and the Lifeblood of an Organization

Information Has High Value, and is an Asset to an Organization, Requiring Management.

BY CRAIG GRIMESTAD

Information has value. Information is an asset. Those statements are undisputed for any organization. Determining the actual value of information to an organization is troublesome. We can say universally, that the value of information to an organization, is equal to the value of the ongoing success of the organization. Without information, an organization, whatever its type, whatever its purpose, will cease to operate.

Information can be viewed as the lifeblood of an organization, enabling the functionality of all areas. Those areas that constitute the "brain" transform information into records that provide the intellectual content of the organization. This includes its intellectual property (patents, copyrights, proprietary formulas, trade secrets, trademarks) as well as the organization's policies, procedures, and processes. Information that is developed, processed, and managed for the "brain" is generally perceived as having the highest value of an organization's information.

An organization's "hands" can be considered as those areas that transform information into records that do the work of an organization. Contact is made with customers, clients, and other workers and information is transformed into sales contracts, invoices, receipts, work orders, shipping orders, and all of the other records required for the day-to-day tasks of the organization. The work of the "hands" is essential to an organization's operation. This might be construed as "invaluable". The organization does nothing without its "hands".

INFORMATION THAT IS DEVELOPED, PROCESSED, AND MANAGED FOR THE "BRAIN" IS GENERALLY PERCEIVED AS HAVING THE HIGHEST VALUE OF AN ORGANIZATION'S INFORMATION.

Indeed all parts of the organization's body require information to perform their function. When an organization recognizes that "Information and Records" is a highly valuable asset, it can make "investments" in its "infrastructure", to best utilize its value. Policies, procedures, and a Records Retention Schedule can be instituted to establish discipline and provide clear requirements in the creation, management, and disposal of information and records. An "Information Map", "Applications Map", and "Processes Map", can be developed to identify the current state and guide improvements. Annual workforce training in Information and Records management can be instituted as it is for other business priorities such as Code of Conduct, and Conflict of Interest. A communications program can be established to periodically promote the importance of information and records and encourage proper handling and management. Employee annual performance reviews can be modified to include evaluations for personal management of information and records, establishing personal accountability.

IT IS CLEAR THAT INFORMATION IS OF THE HIGHEST ORDER OF MAGNITUDE OF VALUE.

Information should also be highly esteemed by workers themselves as they perform their responsibilities. It is in their best-interest. Workers can use Information and Records as a means to distinguish and differentiate themselves from others, by the value of the records they create, and how they manage records. This is an area of opportunity for the individual to showcase their personal value to the company, demonstrating knowledge, wisdom, and skill.

While the actual monetary value of information to an organization cannot be fully established, it is clear that information is of the highest order of magnitude of value. Organizations simply could not produce their product or service, without it.

Establishing the mindset that information is a corporate asset, enables organizations to consider actively managing it, as it would other assets. There are many actions an organization can take to make advancements in how information flows and is processed. As an organization makes advancements, and matures in its management or governance of information, the operational efficiency of their organization will improve. These improvements will ultimately cause the organization to provide their product or service, better, faster, and/or at lower cost.

ABOUT THE AUTHOR
Craig Grimestad is a senior consultant with Iron Mountain Consulting. His specialty is designing R&IM core components with a sub-specialty for R&IM 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 R&IM program, and implemented and managed Electro-Motive Division's R&IM program. He blogs to: infogoto.com/author/cgrimestad.

Four Ways
to Invigorate
Your Culture in 2021

COLIN D ELLIS

If there is one thing that CEOs should have learned about 2020 it's that without a vibrant culture comprised of highly emotionally intelligent people who care about what the organisation is trying to achieve it's impossible to deliver anything. 2020 shone a light on those organisations that had been deliberate about culture building and created the foundations for success as well as identifying those that had not. In his book Creativity Inc., Pixar Studios founder Ed Catmull said, 'There's nothing like a crisis to bring what ails a company to the surface.' COVID-19 did just that for many organisational cultures around the world.

Here in Australia QBE, AMP, Rio Tinto and Hockey Australia have all found themselves under scrutiny for the wrong reasons when it comes to creating a respectful, inclusive, safe workplace where every employee feels they can do their best work.

CEOs cannot simply wait for their culture to sort itself out or walk past the kind of behaviour that undermines psychological safety. It is their job to provide the time and money for employees to define the culture they need to be successful and then to role model this themselves, in plain sight.

A recent landmark report from the Australian Institute of Directors and the Australian Council of Superannuation Investors called on board members to start taking culture seriously, rather than paying lip service to it. The report cited the following 'At the heart of many – if not all – of the high-profile governance failures over the past decade have been examples of poor company culture or subcultures.'

CEOS CANNOT SIMPLY WAIT FOR THEIR CULTURE TO SORT ITSELF OUT OR WALK PAST THE KIND OF BEHAVIOUR THAT UNDERMINES PSYCHOLOGICAL SAFETY.

Many CEOs still put culture in the 'too hard' basket, when the reality is that a few simple tweaks can transform the way that work gets done.

Here are four examples that any CEOs can encourage:

1. HOLD A BUREAUCRACY BUSTING DAY

This is something that Google encourage across their teams to ensure that the organisation never mires itself in inefficient ways of working. It requires that all departments spend a day looking at the way that they work and asking themselves 'is there a better way that we can do this?'

Agility is something that every CEO longs to achieve, yet what gets in the way of it is the mindset of people and needless process or hierarchy. Continually challenge the way things get done rather than waiting for them to break.

2. STOP HOLDING 30- OR 60-MINUTE MEETINGS

Yes, meetings can be an important structure for decision-making and progress evaluation. However, when the organisation has become lazy about how they are run, has not given any thought to the amount of time actually required to make a decision and has decided to be driven by the calendar application instead then the importance is lost.

Change the timings to 20 and 40 minutes (in the first instance) and being more disciplined around the way that they are run to give employees more productive time back in their days.

3. HOLD REGULAR 'CHAT WITH THE CHIEF' SESSIONS

In one organisation that I worked with last year the CEO wanted to improve his visibility, so we implemented monthly 'Chat with the Chief' sessions. Anyone could book in and the numbers were limited so that everyone got an equal amount of facetime and opportunity to ask questions. The CEO shouted coffees and biscuits and talked openly about the organisation, its culture, goals, challenges, risks, and opportunities.

During the pandemic these moved online and demonstrated a more vulnerable side of his nature (his cat made a regular appearance). The CEO trust score went up and employees appreciated the opportunity to hear undiluted messages. Open up your calendar and listen regularly.

4. HOLD AN HONESTY HALF HOUR WITH YOUR TEAM

As a former senior manager myself courageous conversations were often a challenge. So, to improve our ability to do this crucial skill well we introduced Honesty Half Hour sessions.

These 'Triple-H' meetings were purely centred around providing feedback to each other on the things that we could individually improve.

Netflix do something similar and CEO Reed Hastings said in his book No Rules Rules, 'At Netflix it's tantamount to being disloyal to the company if you fail to speak up when you disagree with a colleague or have feedback that could be helpful.' Get better at being honest to drive personal and organisational growth.

Of course, these things will not ever replace taking the time to formally define a culture, however, they are all things that any CEO can do to create positive micro-experiences within a culture to lift engagement from which results are achieved.

...THE REALITY IS THAT A FEW SIMPLE TWEAKS CAN TRANSFORM THE WAY THAT WORK GETS DONE.

ABOUT THE AUTHOR
Colin D Ellis is a culture change expert, and an award-winning author and international speaker. His latest book is 'Culture Hacks: 26 Ideas to Transform the Way You Work' (Major Street $29.95. For more information about Colin visit www.colindellis.com

The Value of Information

BY LINDA SHAVE

The agility of government, their agencies and business in responding to the challenges of COVID-19 pandemic by unlocking the value of information should be congratulated. It has shown us that technology and information are a lifeline for economies, governments, and citizens. The value of information has changed the way we see and understand the world.

As an outcome of the COVID-19 pandemic, 2021 will see the reboot of the digital economy. The value of government information assets has never been greater, and it will increase as we recognise how important information is to our citizens and our economy. All levels of government and their agencies must recognise these facts and start to leverage the value of their information assets for continued efficiencies, competitive advantage, and growth.

WHAT IS DATA AND WHAT IS INFORMATION?

In simplistic terms, 'data' is collected, processed, and stored in datasets. Data can be collected from multiple sources such as business transactions, data entry, smart grids, and citizen/customer digital transactions. Until processed into a usable format for easier access and analysis, the data has very little meaning. The process of visualising, analysing, monitoring, sorting, calculating, and reporting on data is called 'data processing'. The result of data processing is 'information'.

THE DIGITAL ECONOMY AND DATA-DRIVEN DECISION MAKING.

Information is the primary resource and product created by all levels of government and their agencies. As the digital economy continues to progress, the value of government information will increase, and managing these information assets will be crucial to both government and citizens.

When it comes to information, however, volume is not the sole indicator of economic value. Extracting the value of information is fundamental for all levels of government and their agencies for data-driven decision making. Data-driven decision making in brief, is an approach to business governance that values decisions based on and backed up by information that can be authenticated. The success of the data-driven approach is reliant upon the availability of data, the quality of the data gathered and the effectiveness of its analysis, interpretation, and use.

As such the value of information in data-driven decision making is crucial to all levels of government and their agencies for example:

- As it responds to economic demands
- As it responds to pandemics, conflicts, etc.
- In policy development
- In supporting decision-making
- In making evidence-based decisions
- In embracing economic opportunities
- In administering programs and services and
- In ensuring governance, transparency, and accountability to the public.

EXTRACTING THE VALUE OF INFORMATION IS FUNDAMENTAL FOR ALL LEVELS OF GOVERNMENT AND THEIR AGENCIES FOR DATA-DRIVEN DECISION MAKING.

THE VALUE OF INFORMATION

For many governments and their agencies understanding the value of its information and how it might be used for business advantage, innovation and growth remains largely untapped. This shortfall in exploiting and leveraging the value of government information, both structured and unstructured, could hinder governments and their agencies from being agile to responding to economic and technological challenges. A major challenge for government and their agencies is how to sieve through the volumes of digital data, find, read, and unlock its value given the fast pace of technology change and the shortening of time to obsolescence.

WHAT IS VALUE?

Governments and their agencies collect and create large volumes of data and this 'information' is the primary resource for governments and their agencies. Over time governments and their agencies will be increasingly driven to take a holistic approach to identify the value of all their relevant information assets both structured and unstructured.

Table 1 provides a simplistic overview of how one might identify the value of information. Value has been narrowed down to three categories these being worth, importance and appreciated.

The success of the data-driven approach is reliant upon the availability of data, the quality of the data gathered, the effectiveness of its analysis, interpretation, and use. *Table 2* provides a brief description of the four data-driven decision groups.

A MAJOR CHALLENGE FOR GOVERNMENT AND THEIR AGENCIES IS HOW TO SIEVE THROUGH THE VOLUMES OF DIGITAL DATA, FIND, READ, AND UNLOCK ITS VALUE.

CATAGORIES	ASSOCIATION
WORTH	Price and Cost
IMPORTANCE	Significance and Usefulness
APPRECIATED	Innovative and Respected

Table 1 – Value Categories and Association

DATA-DRIVEN DECISION GROUPS	DESCRIPTION
AVAILABILITY	Digital data should be available when and where it is required.
ACCURACY & RELIABILITY	Digital data must be accurate and reliable.
ANALYSIS	Digital data needs analytic tools to be able to identify the value of the digital data.
USABILITY	Digital data needs to be in a usable format if it is to be successfully used in decision making.

Table 2 – Data-driven Decision Making four groups

UNDERSTANDING THE VALUE OF INFORMATION

As we can observe from the above, understanding the value of information, how it might be extracted and exploited to make informed decisions could help government and their agencies respond to economic, technological challenges and provide the possible means for government and their agencies to capitalise on the value of information for business advantage, innovation, and growth.

On the other hand, failure to understand the value of information could hinder governments and their agencies from being agile to responding to economic and technological challenges as well as impacting on data-driven decision making. For example, this lack of understanding of the value of information could result in policies and practices failing to meet private enterprise, citizen and/or marketplace expectation and impact government and their agencies reputation.

UNDERSTANDING THE VALUE OF INFORMATION MANAGEMENT

What is the value of information management? Information management provides the foundation for uncovering actionable intelligence, forecasting likely future states, using predictive modelling to find better alternatives, and reducing and/or managing risk. Further, information management provides the ability to measure the quantity, quality, and value of information. Managing information assets, properly processing, distributing, and monitoring their continued value has played an essential role in attempting to solve critical problems during the pandemic.

In ending, untapping the value of information has been a crucial weapon in the battle against COVID-19. Understanding the value of information has quickly become an opportunity for government and their agencies to create entirely new kinds of value, services, and opportunities for building trust and rebooting our economy.

FAILURE TO UNDERSTAND THE VALUE OF INFORMATION COULD HINDER GOVERNMENTS AND THEIR AGENCIES FROM BEING AGILE TO RESPONDING TO ECONOMIC AND TECHNOLOGICAL CHALLENGES AS WELL AS IMPACTING ON DATA-DRIVEN DECISION MAKING.

ABOUT THE AUTHOR

Linda Shave MRIM is acknowledged as a thought leader and architect of change. She is a researcher, consultant and author on topic areas such as intelligent information management, artificial intelligence, robotic process automation, privacy, and security. Linda is a gold laureate winner for Government Innovation and has an interest in data science, robotics, and quantum computing. Linda is a member of numerous professional organisations. Linda can be contacted at linda.bizwyse@gmail.com

Preserving content from closed systems:

Office 365 and Google Workspace digital preservation challenges.

BY JON TILBURY

Digital preservation has always understood that information is complex, but most practical implementations have worked with the concept that information is held in files which can easily be extracted from where they are created, consumed and preserved in isolation from other files. These files could often be accessed separately from the application that maintained them, for example, on a file server, properties such as last changed date, size and checksum could be independently verified.

As information becomes more complex and more intertwined with the application that creates it, this model is breaking. This presents a challenge to anyone implementing digital preservation technology and to those creating trustworthy information management systems. This series of papers explores several popular systems, to see how this impacts the preservation of the information they contain.

Let us start by examining the Microsoft Office journey. Initially, information was held in individual files, for example, a Word document, Excel spreadsheet or PowerPoint presentation. Each file was a digital asset, which had its own life cycle. It could easily be extracted from the file system it was held on and the format migrated, as the versions of Office were updated. As long as the chain of files were retained, you had a complete record of that information's digital preservation life cycle.

GIVEN THAT THE DIGITAL PRESERVATION OF THESE OBJECTS RELIES ON EXTRACTION INTO A SEPARATE SYSTEM, IT MAKES IT DIFFICULT TO TRUST THAT THE OBJECT YOU EXTRACT IS THE SAME AS THE ONE INSIDE THE SYSTEM.

The move to Microsoft 365 has meant that files are now being held in a cloud-hosted information management system, along with the required information, such as metadata and version history. However, the information can still be extracted as a file, either manually or via a comprehensive API , that enables automated transfer. In fact, the API also allows transfer of the metadata to increase the quality of the information. The files are held in a familiar fixed-folder hierarchy, which can be replicated automatically in the digital preservation system.

Google Workspace (formerly known as G Suite) has many similarities. The content (documents, spreadsheets, or presentations) is held within the system and presented via a drive for editing using the tools in the system.

The significant difference is that applications are only ever online, and the content cannot be edited outside of the system. There are no separate Workspace or third-party editors, and the internal bitstream is not shared with anyone else.

The extraction process converts the object into a format for editing in someone else's product, for example, Microsoft Office, Open Office or PDF.

Given that the digital preservation of these objects relies on extraction into a separate system, it makes it difficult to trust that the object you extract is the same as the one inside the system.

It must be remembered that users are constantly changing information but cannot get access to the raw data they are maintaining. It is critical to be sure when the file changed, how it changed and who changed it, and the conversion process makes this difficult. And this brings us to more complications. Workspace is rapidly changing and evolving, and there have been cases of the content being changed automatically to be usable with new system features. This makes it very difficult to know whether the system has changed the content or an individual. As proving the content has not been changed since a specific date is a key part of the digital preservation process, this means it is difficult to trust content created and extracted in this way.

So, the digital preservation of Workspace is problematic. We cannot independently access the raw data and cannot independently interact with this content. Also, the raw content is prone to change, which makes digital proof difficult.

It is quite possible that Workspace provides a vision of the challenges for digital preservation in the future. As content and the application that creates it become more intertwined, especially in mobile apps, we may find many more cases like this to unpick in the future. My next paper will explore how this impacts the way we preserve social media, such as Twitter, and the complications this presents.

Part Two will be featured in September edition of the IQ.

ABOUT THE AUTHOR

Jon Tilbury is Chief Innovation Officer at Preservica and is responsible for ensuring innovation and reliability in Preservica's Digital Preservation technology. After graduating from Oxford University, Jon has over 30 years' experience in the IT industry, working in development, design, managerial and leadership roles. Starting on the original Digital Preservation research projects, Jon has been a key part of the evolution of this sector and has overseen the creation of Preservica's platform as a product, before founding Preservica as an independent business. Jon brings a passion for establishing Digital Preservation as a ubiquitous technology embedded into daily life. Outside Preservica, Jon is a keen photographer, cyclist and traveller.

The Importance of
Training and Development in the Workplace

Training isn't just important to any company, it is vital. But what does training and development mean to your organisation?

Training presents a prime opportunity to expand the knowledge base of all employees. But some organisations are hesitant to invest the time, resources, and money in training as employees miss out on work time which may result in other projects being delayed.
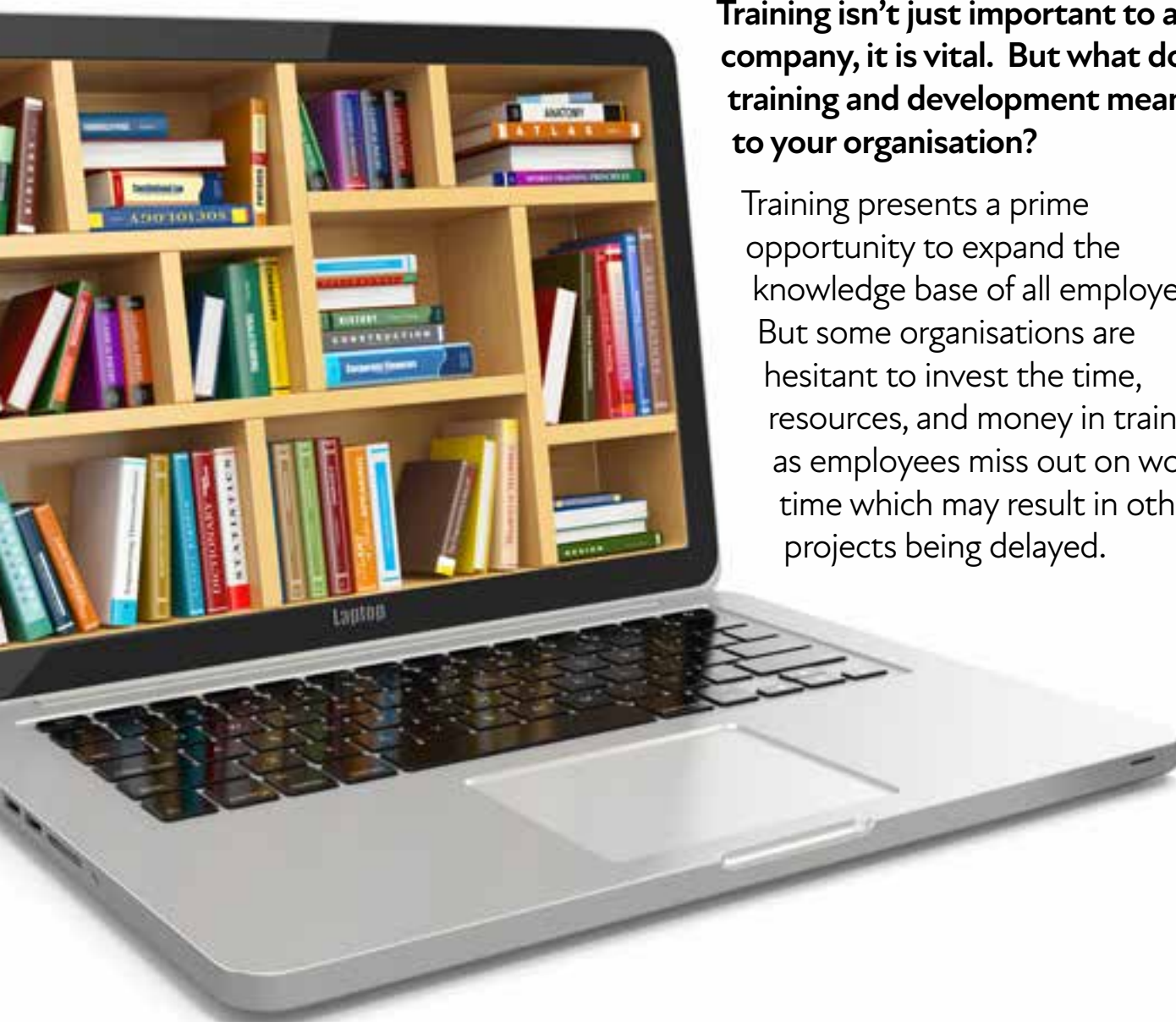
However, despite these potential drawbacks, training and development provides both the individual and the business with an abundance of opportunities; a whole lot of benefits that make the cost and time a worthwhile investment. The return on investment is really a no brainer.

So, what are the benefits?

Improved employee performance

The employee who receives the necessary training is more able to perform in their job. The training will give the employee a greater understanding of their responsibilities within their role, and in turn build their confidence. This confidence will enhance their overall performance, and this can only benefit the company. Employees who are competent and on top of changing industry standards help your company hold a position as a leader and strong competitor within the industry.

Improved employee satisfaction and morale

The investment in training that a company makes shows employees that they are valued. The training creates a supportive workplace. Your people, (your biggest assets), feel empowered, valued, and know that you are invested in their professional and individual growth by providing them with the opportunity to enhance their skillset. Employees who feel appreciated and challenged through training opportunities may feel more satisfaction toward their jobs.

Addressing weaknesses

Most employees will have some weaknesses in their workplace skills. A training program allows you to strengthen those skills that each employee needs to improve.

A development program brings all employees to a higher level, so they all have similar skills and knowledge. This helps reduce any weak links within the company who rely heavily on others to complete basic work tasks.

TRAINING AND DEVELOPMENT PROVIDES BOTH THE INDIVIDUAL AND THE BUSINESS WITH AN ABUNDANCE OF OPPORTUNITIES

Providing the necessary training creates an overall knowledgeable staff with employees who can take over for one another as needed, work on teams or work independently without constant help and supervision from others.

Consistency

A robust training and development program ensures that employees have a consistent experience and background knowledge. The consistency is particularly relevant for the company's basic policies and procedures. All employees need to be aware of the expectations and procedures within the company.

Increased productivity and adherence to quality standards

Productivity usually increases when a company implements training courses. Increased efficiency in processes will ensure project success which in turn will improve the company turnover and potential market share.

Increased innovation in new strategies and products

Ongoing training and upskilling of the workforce can encourage creativity. New ideas can be formed as a direct result of training and development.

Reduced employee turnover

Staff are more likely to feel valued if they are invested in and therefore, less likely to change employers.

Training and development is seen as an additional company benefit. Recruitment costs therefore go down due to staff retention.

Enhances company reputation and profile

Having a strong and successful training strategy helps to develop your employer brand and make your company a prime consideration for graduates and mid-career changes. Training also makes a company more attractive to potential new recruits who seek to improve their skills and the opportunities associated with those new skills.

The importance of training your employees

The importance of training your employees is really a no brainer. The people that work within your organisation are without a doubt, your most valuable asset and organisations do need to invest the time and resources into the professional and individual growth of its people.

Original blog appeared on 20/20 Project Management Website www.2020projectmanagement.com
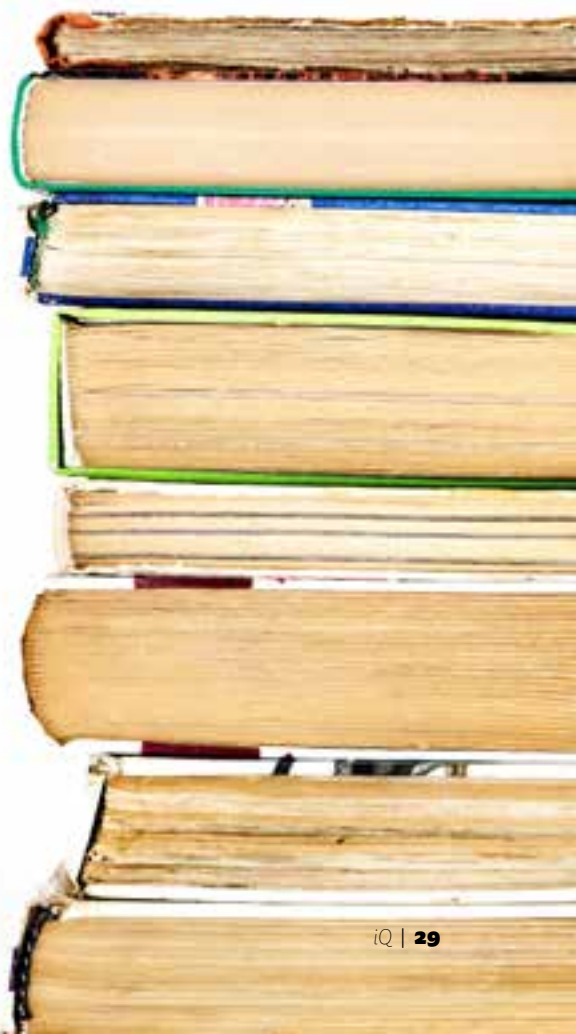
IT IS REALLY A NO BRAINER FOR ORGANISATIONS TO INVEST TIME AND RESOURCES INTO THE PROFESSIONAL AND INDIVIDUAL GROWTH OF ITS PEOPLE.

RIMPA'S TAILORED TRAINING PATHWAYS

Records and Information Management Team, City of Gold Coast

RIMPA strives to be a leader in professional growth for the records and information management industry. Their mission is to provide quality. professional development across all Australian business sectors.

BY JOANNE KANE

RIMPA provides a Professional Development Framework for industry specific training and education applicable to foundation, practitioner, specialist, and executive levels.

The framework addresses the need for industry persons to be educated in both technical and enterprise skills (soft skills) to become an effective employee for any organisation.

RIMPA has a diverse and varied range of workshop training topics that can be tailored to meet the needs of any organisation which can be delivered by several chosen methods, including:

• In person workshops
• Virtual training
• Mentoring programs – aimed at individuals or small groups.

RIMPA recently delivered a tailored framework over four weeks to the City of Gold Coast. 35 members of the Records Management Team participated in workshops about stakeholder management, change management, strategic management and an introduction to data management, with the hope that individuals and the business unit could apply key learnings immediately in their workplace.

Why organisations should invest in professional development for their employees.

It is important to continue to invest in your people and their professional development or you take on the risk of becoming stagnant or irrelevant. RIMPA have found that when there is a continued investment in professional development, industry professionals become more productive and find a new spark to invoke new initiatives. RIMPA's workshops provide an opportunity to learn from experienced trainers as well as share ideas with their fellow students.

The necessity of whole team participation in professional development opportunities.

Professional development is important to each person involved in the records and information management industry and experience shows that participation by a whole team is more effective than individuals attending separate sessions. The City of Gold Coast valued the opportunity to learn together and appreciated the time to connect with their colleagues to gain a better understanding of all the roles within the area. Group sessions

ensure that everyone has access to the same knowledge and language to encourage consistent conversations once the workshops are completed.

Training your team as a group allows your people to share concepts, ideas and thought processes on daily operations and then brainstorm ways in which time and processes can be more efficient.

How can the RIMPA training workshops add value to your day to day working environment?

Information is power and every organisation needs to have accountable and business efficient records and information management practices in place to ensure that good business decisions are made.

Engaging RIMPA to assist with your training program will reinforce the importance of information management practices and processes and highlight the importance of organisational support when change is required and that the impending changes are implemented in a smooth process.

IT IS IMPORTANT TO TO INVEST IN YOUR PEOPLE AND THEIR PROFESSIONAL DEVELOPMENT

If you are interested in investing in your most valuable asset, talk to the training team at RIMPA on 1800 242 611.

RIMPA Professional Development Framework

ROADMAPPING
member skill development options

ALIGNING
with industry recognised capabilities

DEVELOPING
relevant and transferrable skills

SUPPORTING
members throughout all career stages

EQUIPPING
members to advocate for the profession

industry needs into...

TECHNICAL SKILLS
These skills required by records and information management practitioners to effectively collect, maintain, securely store, retrieve and dispose of records and information. These skills are industry specific and focus on theory, practice, technology and tools

ENTERPRISE SKILLS
These skills that underpin technical skills and focus on how a person effectively operates in a work environment. These skills support the development of transferrable skills through career transitions.

We provide...

Foundation
Practitioner
Specialist
Executive

using progressive levels...

Professional development offerings that are consistent, relevant and high quality, designed to be engaging and participative

Accessible and affordable opportunities which encourage and advocate for professional growth whilst increasing revenue

Offerings are promoted industry-wide, provide RIMPA members opportunities to claim CPD points and encourage practitioners to meet others working in the industry

Mapped member progression against information management industry skills and competencies

The RIMPA Live Convention 2021 is the premier industry and professional convention for records and information specialists since 1984.

It provides an international forum for the presentation of original research results, as well as the exchange and dissemination of innovative, thought provoking and practical development experiences.

RIMPA Live 2021 will shift your thoughts towards a modern and holistic approach to all facets of information management, a way forward by 'Keeping P.A.C.E' with the profession.

Covering compliance, privacy, data management, records management, digital preservation, education, leadership, workflow and content management; industry experts will gather and join us from all around the world to share their P.A.C.E with us. Don't miss THE event of 2021! A chance to reset, reconnect and reignite your relationships with old and new colleagues, industry influencers, field specialists and the RIMPA community.

www.rimpa.com.au

RIMPA LIVE 2021
11 - 14 OCTOBER
CANBERRA

KEEPING P.A.C.E.
A Modern and Holistic Approach.

PRACTICAL
ANECDOTAL
CULTURAL
EVENTUAL

RIMPA LIVE 2021 DELIVERED IN THREE DIFFERENT FORMATS!

IN PERSON DELEGATE

MON 11- THURS 14 OCTOBER
Join us in person for the RIMPA Live 2021 Convention at the Hyatt Hotel in Canberra. Reset, reconnect and reignite your relationships with old and new colleagues, field specialists and the RIMPA community at the event of the year!

INCLUDES maximum networking value across 4 days as well as:
- All convention keynotes, case studies, industry sessions, fireside chats and interactive workshops (30 plus presenters)
- Daily morning tea, lunch and afternoon tea
- All social and networking events: Welcome Reception, Connect in Canberra Networking Drinks
- Exclusive VIP ticket to Black Tie Gala Dinner and Company Awards Spectacular
- Access to convention app
- Delegate Kit
- Your ticket also extends your learning out to three months with on-demand access to plenary sessions plus bonus presentations after RIMPA Live's conclusion.

Keynotes
- Steve Sammartino – leading futurist
- Kerri Pottharst – Mindset of a Champion
- Caitlin Figueiredo - Social entrepreneur and global activist
- David Fricker – Director General NAA
- Stephen Clarke – Chief Archivist Archives New Zealand
- Matt Jones – Co-Founder Four Pillars Gin
- Ginger Gorman - Award Winning Journalist | Social Activist
International Guests
- Jacqueline Stockwell - Managing Director Leadership Through Data
- William Kilbride – Executive Director Digital Preservation Coalition
- Izumi Hirano – Archivist Research Center for Cooperative Civil Societies, Rikkyo University
- Dr Elizabeth Lomas - Associate Professor University College London
- Plus, panel discussions, industry experts presenting case studies, and leading facilitators delivering workshops.

VIRTUAL DELEGATE

TUES 12 - WED 13 OCTOBER
Attend the RIMPA Live Convention from the comfort of your own home or office! Throughout Tuesday and Wednesday 13 October, we are coming to you live from the Federation Ballroom at Hyatt Hotel in Canberra.

INCLUDES:
- Two days of streamed interactive content from the plenary room, where our keynotes and industry influencers will take to the main stage. Sharing their insights, unique practices, methodologies, processes and tools that you can take back to the workplace.
- Access to convention app: participate in live polls and live Q & A's
- Exclusive access to on demand presentations in our virtual knowledge hub
- Your ticket also extends your learning out to three months with on-demand access after RIMPA Live's conclusion.

Live Streaming Plenary Sessions:
- Steve Sammartino – leading futurist
- Caitlin Figueiredo - Social entrepreneur and global activist
- David Fricker – Director General NAA
- Stephen Clarke – Chief Archivist Archives New Zealand
- Jacqueline Stockwell - Managing Director Leadership Through Data
- Izumi Hirano – Archivist Research Center for Cooperative Civil Societies, Rikkyo University
- Dr Elizabeth Lomas - Associate Professor University College London
- William Kilbride – Executive Director Digital Preservation Coalition
- Jon Gray – Dude Where's My Data Asset?
- Christopher Foley – The Accountable Robot
- Plus, panel discussions and industry experts presenting case studies.
You also receive exclusive access to the On Demand Knowledge Hub – exclusive power sessions!

SATELLITE DELEGATE

TUES 12 OCTOBER
If you are restricted with travel, you can attend one of our satellite events hosted across Australia and New Zealand. Satellite locations inlcuding Adelaide, Darwin, Hobart, Perth, Tweed Heads, Wellington (NZ), Wodonga and Melbourne City.

INCLUDES:
- Keynotes and morning sessions will be streamed in from the RIMPA Live hub in Canberra.
- Access to convention app: participate in live polls and live Q & A's
- Dedicated workshops will be run in the afternoon so you walk away with practical learnings, processes and tools that can be implemented in the workplace.
- Morning tea, seated lunch and post event networking.
- Your ticket also extends your learning out to three months with on-demand access to streamed content after RIMPA Live's conclusion.

Direct from the hub in Canberra
- Steve Sammartino – leading futurist
- David Fricker – Director General NAA
- Stephen Clarke – Chief Archivist Archives New Zealand
- Caitlin Figueiredo - Social entrepreneur and global activist
- Jacqueline Stockwell - Managing Director Leadership Through Data
- Leading facilitators will guide you through an interactive workshop on Office 365

RIMPA LIVE 2021

RIMPA LIVE 2021 KEYNOTE SPEAKERS SNEAK PEEK

GINGER GORMAN
Award Winning Journalist and Social Activist

DAVID FRICKER
Director General NAA

KERRI POTTHARST
Mindset of a Champion

MATT JONES
Co-Founder Four Pillars Gin

JACQUELINE STOCKWELL
Managing Director Leadership Through Data

CAITLYN FIGUEUREDO
Social Entrepreneur and Global Activist

STEVE SAMMARTINO
Leading Futurist

STEPHEN CLARKE
Chief Archivist Archives New Zealand

IZUMI HIRANO
Archivist Research Center for Cooperative Civil Societies, Rikkyo University

BENEFITS OF ATTENDING RIMPA LIVE 2021

1. Learn new information from local and international cutting-edge presenters and keynote speakers.
2. Attend informative and interactive workshops facilitated by industry game-changers.
3. Learn about ground-breaking technologies that can help grow and enhance your business.
4. Exchange ideas and receive immediate feedback from industry experts.
5. Gain information about important facts, statistics and new trends that will give you a market edge.
6. Network, network, network! Make new contacts and rub shoulders with industry influencers.
7. Earn CPD points! Collect world-class presentation materials to use later for reference and study.
8. Meet and mingle with key trade working at the fore of the information industry.
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Why learning may be insufficient to guarantee success for AI systems

BY DR. KEITH DARLINGTON

*Retired University Lecturer
in Artificial Intelligence*

Few can doubt the phenomenal progress made in AI during the last decade. Many applications of AI are now outperforming humans at specific tasks – such as game playing and diagnostic systems. AI has also helped extensively in tackling the COVID-19 virus. Most of this progress has been achieved within the last decade through the use of data-driven approaches that are centered around machine learning technologies and algorithms.

However, despite all the euphoria, many AI researchers believe that machine learning alone is not enough to produce human-level intelligence. Human-level intelligence has come to be known as Strong AI or Artificial General Intelligence (AGI). Humans can apply general knowledge to problem-solving for a wide range of domains. Some of which is acquired by all human beings, such as walking and talking, whilst some acquire specialist knowledge, usually as part of their vocations, such as medical surgeons, civil engineers, or lorry drivers.

Having general intelligence enables us to combine broad cognitive abilities and to flip seamlessly from one task to another. However, despite the phenomenal progress in AI, AGI seems unlikely in the short term.

In this article, I briefly explain why.

THE CURRENT AI PARADIGM – DEEP LEARNING

AI has made a huge impact in the last five years. Hardly a day passes without AI applications getting media coverage and start-up activity has soared with business start-ups booming in this field. For example, according to CB Insights (https://www.cbinsights.com/research/report/venture-capital-q4-2018/), AI-related companies saw a 72% increase in activity in 2018, compared with 2017. This is a technology that is likely to be worth over $15 trillion by the year 2030 (https://www.pwc.co.uk/xai).

Machine learning, a branch of AI, has been the catalyst for this increased activity. This term refers to methods that enable the machine to learn without being explicitly programmed by a human.

The main paradigm used in machine learning has been Artificial Neural Networks (ANNs). This concept has been used experimentally since the 1960s. ANNs work by attempting to mimic the operation of neurons in the human brain.

Machine learning algorithms have also been used in detecting and diagnosing COVID-19 from medical images, as well as many other things, like predicting the mortality risk of patients with COVID-19.

But in the last decade, they have come of age through a neural network architecture called deep learning. Such a network consists of a hierarchy of layers, called hidden layers, such that each layer can help identify more abstract representations of patterns being investigated. Using this approach, they can be used to recognize patterns in objects in the same way that we human beings can, such as people's faces. Deep learning has made a big impact because the earlier ANN's only used a few layers of neurons and lacked access to large amounts of data needed to train systems to accomplish these tasks. However, deep learning algorithms use multiple layers combined with humungous amounts of data – now available through social networking and commerce sites on the World Wide Web. They improve their performance by fine-tuning parameters received from sensory inputs from their environment.

Deep learning began making a big impact in 2012, through the use of successful pattern matching algorithms in image identification – they have come to be known as convolutional networks. Other deep learning algorithms have been used successfully since then in other domains - such as in speech recognition and synthesis systems, like Siri on the iPhone, or Amazon's Alexa. Applications using deep learning algorithms are being used extensively in business, commerce, healthcare, and many other domains, including records management.

THIS IS A TECHNOLOGY THAT IS LIKELY TO BE WORTH OVER $15 TRILLION BY THE YEAR 2030

As the algorithms improve and the hardware becomes more powerful, more and more applications are emerging, and AI is becoming ubiquitous. There are many specific applications of deep learning that now outperform humans. For example, AI chess surpassed humans some time ago. But for the game Go, a very complex game that has its origins in China, it was thought unlikely that AI would beat grandmasters for many years to come. However, an AI program, called AlphaGo, developed by DeepMind (a company based in the UK that is owned by Google), beat the reigning human champion in 2016. It achieved this by studying the moves of human experts and by playing against itself many, many, times. In effect, it was its own teacher using a paradigm called reinforcement learning. This is a learning algorithm that learns from its own previous actions when playing against itself. Many new learning algorithms are emerging that are appropriate for use in other domains.

THE NEED FOR TRANSPARENCY AND EXPLANATION

There are challenges for deep learning to overcome. One of the shortcomings of ANN's is that they are woefully inadequate in explaining and lack transparency in describing how they reach decisions. They are black-box architectures. This is particularly problematic in applications such as healthcare diagnostic systems — where practitioners need to understand their decision-making processes. As [1] says, the reason why ANN's lack transparency is that: "they operate in a statistical, or model-blind mode, which is roughly analogous to fitting a function to a cloud of data points". This is not surprising, because they are data-driven statistical number crunchers that have little causal understanding of what is going on.

DEEP LEARNING BEGAN MAKING A BIG IMPACT IN 2012; THEY HAVE COME TO BE KNOWN AS CONVOLUTIONAL NETWORKS.

THE PURPOSE OF XAI IS TO CREATE TOOLS THAT WILL ENABLE A HUMAN ON THE RECEIVING END OF A DECISION FROM AN AI PROGRAM TO UNDERSTAND THE REASONING BEHIND THAT DECISION

Understanding the reasoning underlying decisions can form the basis for explanations such as: Why is the system asking for input information, or "how did the system arrive at its conclusions?". Many users of AI systems will not be content with advice, because they may want to know how and why they arrived at their conclusions. Furthermore, improving transparency in AI programs is also important because, deep learning systems can sometimes make unpredictable decisions and trust in these systems is, therefore, crucial to their acceptance. Explanations can help overcome mistrust.

The importance of explanation cannot be overstated and that is why DARPA (Defense Advanced Research Projects Agency), a division of the American Defense Department that investigates new technologies, announced in August 2016, that they would provide funding for a series of projects, called Explainable Artificial Intelligence (XAI). XAI aims to show how specific decisions are reached by including an explanation interface to the end-user. Many organizations now buying into the XAI approach (https://research.aimultiple.com/xai/). The purpose of XAI is to create tools that will enable a human on the receiving end of a decision from an AI program to understand the reasoning behind that decision.

The previous generation of AI, which had some successes from the 1980s, was known as GOFAI (Good Old-Fashioned AI). Ironically, they did have some limited capabilities for providing explanations because of the explicit way that their knowledge was represented and manipulated. But GOFAI systems had very limited learning capabilities. Some GOFAI systems work well and still do today. But their inability to learn became a severe impediment to their acceptance. Without learning capabilities, they could not adapt to changes in their environment - a crucial component of self-driving cars, image recognition, robotics, and other AI systems. That is why many such systems have become obsolete.

IS DEEP LEARNING ENOUGH TO DELIVER HUMAN-LEVEL INTELLIGENCE?

Despite the phenomenal success of Deep Learning AI, some experts question whether this paradigm is sufficient for human-level general intelligence. For example, Francois Chollet, a prominent researcher of deep learning networks, believes that you cannot achieve general intelligence simply by scaling up today's deep learning techniques. (https://www.wired.com/story/greedy-brittle-opaque-and-shallow-the-downsides-to-deep-learning/).

However, there are some encouraging signs on the horizon. For example, Demis Hassabis, of DeepMind, has stated that he believes the key to AGI lies in what he calls transfer learning. This is a technique whereby a model trained on one task is re-purposed on a second related task. This technique is borrowed from humans when they sometimes learn new tasks. For example, research has shown (https://etoninstitute.com/blog/language/is-it-easier-for-bilinguals-to-learn-a-new-language) that bilingual language speakers generally find it easier to learn new languages, because the precedent knowledge learned from

becoming bilingual, can be re-applied and facilitate the learning process of new languages. This is because bilingual speakers become aware of the need to learn structures and language syntax that monoglot speakers would not. When applied to machine learning, this leads to the general belief that the precedent knowledge learned from one task will help enable faster training and require less supervision than one trained from scratch on the second related task.

However, for transfer learning to lead to AGI, it would have to be able to transfer the learning across a wide range of subject domains. As Hassabis says: "I think the key to transfer learning will be the acquisition of conceptual knowledge that is abstracted away from perceptual details of where you learned it from." (https://www.youtube.com/watch?v=YofMOh6_WKo). He also acknowledges it is still a big challenge for the AI community. As he says, it works reasonably well when the tasks are closely related, but transfer learning becomes much more complex beyond that". Many senior practitioners thus have doubts about AGI ever happening using deep learning alone.

CONCLUSIONS

Deep learning, despite its limitations described here, has evolved rapidly since its birth less than a decade ago. There are now several types of algorithms, some of which have been mentioned in this article, and many variations are being invented. Whilst they may not deliver AGI in the short term, it is very likely that these algorithms will improve, new algorithms will be invented, and they will combine with other AI technologies to have a major impact on our lives in the future.

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ABOUT THE AUTHOR
I am a recently retired university lecturer in Artificial Intelligence (AI) living in Wales. My PhD was in AI specialising in explanation facilities for intelligent systems. I graduated in pure mathematics and also taught mathematics and computing during my career. I have written several books in computing and expert systems, and presented several conference and journal papers in AI related topics. My current interests include machine learning, robotics, and common sense reasoning.

Best Practice Collaboration and Information Governance

Fuelled by an explosion in the use of collaboration tools, most government agencies are undertaking a rapid re-think in records and information management to apply governance to these collaboration activities.

While it is essential to provide a work environment that offers an easy way for users to communicate and collaborate, it is equally important that agencies maintain complete and accurate information of what users create, send, or receive as part of their work.

How do government agencies deliver the governance required while freeing users to collaborate as desired?

BY ANTONY BAUER

RECOGNISE AND ADDRESS THE GOVERNANCE CHALLENGES.

Last year, as organisations shifted to remote work as part of business continuity, collaboration software adoption grew. Many organisations achieved remote collaboration with Microsoft 365's suite of applications. Microsoft Teams became the fastest growing software in the history of Microsoft. In March 2019, it had 32 million daily active users and by October 2020: 115 million daily active users. Consider that 250 teams can be created per user, 5,000 members in an organisation-wide team, and 500,000 teams created by a global admin, and the scale of information shared is enormous.

Observing this explosion of information, and as a Microsoft partner, Objective began considering how information governance can be applied to Microsoft Teams for government agencies. One Objective customer, Primary Industries and Regions South Australia (PIRSA) had been on the forefront of the adoption of Microsoft Teams.

PIRSA approached Objective about its governance concerns with the usage of Microsoft Teams throughout their organisation. What the challenges brought forward was that they needed a way to have governance over the files and information being shared. PIRSA was concerned that they would lose control over the information being shared as it fell outside of traditional governance processes.

"How were we going to manage the information, as in the documents attached within Teams? Lots of business decisions were being made and updated, how were we going to capture that back into our ECM?" commented Deanna Flemming, former Manager of Digital Workspace at PIRSA. "We also needed to review how external sharing across agencies was to be managed."

Deanna was tasked with explaining the importance of information governance to the IT team and worked closely with Objective to bring governance to Microsoft Teams. This challenge shaped Objective's product, Objective Gov365, which PIRSA rolled out in November 2020.

Like PIRSA, many organisations are considering complex information governance challenges around Microsoft 365 applications in our modern workforce.

MODERN, COLLABORATIVE WORKING

Collaboration is critical to driving innovation, efficiencies and delivering community outcomes for most government agencies. Microsoft 365 offers users the ability to share and participate across various activities that include document production and distribution, video conferencing, corporate social networks, and co-authoring. The downside of all this user choice is the need to ensure that corporate compliance and governance needs are addressed consistently across all tools - enforcing common data models and avoiding the creation of isolated, unmanaged data silos.

The way information is created, evaluated, captured, protected, consumed, and distributed is key to effective digital government. It can empower your agency to extract a wealth of business value from your data. It can also minimise the risks and costs of mismanaged information. In a time of rapid change, organisations need to review how they are harnessing their information as an asset.

The key to utilising the benefits of digital government lies in a sound information management strategy supported by a robust governance framework.

WHY IS THIRD PARTY GOVERNANCE RECOMMENDED FOR MICROSOFT 365?

Microsoft 365 is an ideal platform for enterprise collaboration. However, independent analysis concludes that it is not a comprehensive governance and records management solution for organisations that need to demonstrate accountability of information or decisions. A recent study conducted by The Association for Intelligent Information Management (AIIM*), identified 63% of respondents surveyed see a continuing role for 3rd party solutions in maximising

COLLABORATION IS CRITICAL TO DRIVING INNOVATION, EFFICIENCIES AND DELIVERING COMMUNITY OUTCOMES FOR MOST GOVERNMENT AGENCIES.

the impact of their Microsoft 365 investment. The top priority for this is governance and records management.

Despite the updates to the Microsoft 365 platform that include compliance and governance improvements, records management with Microsoft 365 does not align with international recordkeeping standards ISO15489 & ISO16175 in that the context is not considered. According to these standards, records can only be fully understood when in the context of other records and in relation to the people creating, using and managing them.

ENHANCED INFORMATION AND PROCESS GOVERNANCE TO MICROSOFT PRODUCTS

Implementing sustainable and retrospective information governance is imperative as to not lose context, reduce manual searches, and increase security around what is shared internally and externally. Compliance must be delivered seamlessly so that users have the flexibility to work and collaborate as needed.

Ultimately, information should be captured and fed into a single source of truth, such as your electronic document and records management system (EDRMS) with minimal impact to the end-user and centralised control of privileges, versions, and visibility. Consider the Microsoft 365 tools most used for sharing internal and external information within the records community and what you could do with enhanced governance:

Teams:
Collaborate with confidence knowing that information and its context (all files and conversations) are captured within your EDRMS and managed throughout the entire life cycle.

SharePoint:
Users actively participate in the comprehensive document lifecycle and manage governance from within your EDRMS.

Outlook:
Automatically capture critical email content, attachments, and email content according to your governance requirements.

Co-authoring capability:
Provide users with a frictionless editing and co-authoring experience while controlling versions, history, permissions, and security.

Controlled External Collaboration:
Provide complete control over external distribution and receipt of confidential information where long-term evidence is required.

THE ULTIMATE REWARD – BUILDING TRUST IN GOVERNMENT.

Adding the necessary governance to collaboration tools is something that organisations need to act on now.

While organisations have had to pivot and adapt to a new way of working in our modern world, an explosion of information was and continues to be shared. In our digital age, information needs to be harnessed as an asset. We need to ensure that all steps are taken to capture records in context which ultimately supports informed decision-making, effective business practices and increases transparency. This in turn improves community outcomes and builds trust in government.

* AIIM, Mastering Your Microsoft 365 and SharePoint Investment: Moving from Rapid Adoption to Sensible Maturity, 2020

ABOUT THE AUTHOR

Antony Bauer is a Senior Product Marketing Manager at Objective, working within the Content Solutions group. Utilising customer feedback, he works hard to understand their requirements and market trends in the industry - driving the development of go-to-market strategies, positioning and ongoing communications with customers and partners such as Microsoft. Ultimately, he is responsible for understanding, articulating and evangelising the Objective Content Solutions portfolio - providing a modern approach to records and information management.

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Honesty, Transparency and Data Collection:
Improving Customer Trust and Loyalty

Data is the lifeblood of our economy. If you are not paying for a product, then you are the product. Companies like Google and Facebook have built empires from data, but due to countless breaches, threats, and a shifting sentiment there is finally some push back on what used to seem like an unregulated aspect of business.

BY DANIEL NEWMAN

While there are some disagreements about who is responsible for data privacy—the government, the consumer, the companies that serve them—most people would agree that organizations that make privacy a priority get a leg up on consumer trust and loyalty. In fact, this past year has gone a long way in pushing privacy to the forefront of digital transformation. As technologies like AI, ML, IoT, and the edge continue to expand, more data is produced at a rapid pace. The companies that have a plan to handle this data and are transparent about it can create business value in privacy investment.

With Apple's recent iOS update, many consumers are starting to see first-hand just how much their data is being used—to the tune of $227 billion a year . Apple has arguably been leading the way in terms of customer data privacy. Late last month they held Data Privacy Day to raise awareness about protecting one's data online. Their video, "A Day in the Life of Your Data," helped users better understand how their personal

THIS PAST YEAR HAS GONE A LONG WAY IN PUSHING PRIVACY TO THE FOREFRONT OF DIGITAL TRANSFORMATION

information travels throughout the "app-mosphere" to third-party vendors and websites. In fact, every app has, on average, six different data trackers meant to pool data about individual users. To help, Apple has developed "Data Nutrition Labels" for the apps on their store to help better arm users with the knowledge they need to understand not just how an app is used, but how it is using them.

Apple's proactive approach to privacy has not only become a focus of the brand over the past couple of years but has also caused upheaval in the ad-tech space with the company's new transparency framework (ATT) and its increasingly public feud with Facebook over its more aggressive policies that give customers' more control to opt-in

to advertising rather than opting out.

Now that consumers are armed with so much information about how and where their data is used. Companies are stepping up to the plate, improving their transparency efforts, and driving better brand loyalty in the long run. Here are a few standouts from the past year that probably are not getting the media attention of Apple.

NEW PRIVACY-FOCUSED BUSINESS MODELS

Zoho , a B2B enterprise tech company, is not just being transparent with their data collection, they have created an entire business model that simply is not based on selling customer data. Novel concept, right?

They do not use traditional trackers that many companies use and have promised never to do so. By eliminating the "double dip" of making money through services and selling customer data, they are committing to their customers that their business will always be more important than their personal information.

Video collaboration provider Pexip has made a similar pledge to only use user data to improve their product offerings.

COMPANIES ARE STEPPING UP TO THE PLATE, IMPROVING THEIR TRANSPARENCY EFFORTS, AND DRIVING BETTER BRAND LOYALTY

Data will never be sold to third party sources for extra revenue. It sounds simple but it is truly a rebel concept these days, as almost every company incorporates data sales into their revenue stream.

Still, Apple, Pexip, and Zoho are far from the only ones focusing on consumer privacy this year. The number of start-ups focusing on helping corporate clients with privacy has increased fivefold in the past three years – now up to nearly 300. Indeed, with the ever-changing flow of privacy issues and new regulations like CCPA hitting businesses right now, including those associated with coronavirus, it may make sense for companies to turn to software to provide "privacy as a service," especially, as noted above, since privacy now seems to offer actual value, rather than just preventive loss.

Amazon in one of its recent releases of its Ring Doorbell software , moved to a full end-to-end encryption offering that would put data completely in the control of its users. This was a big shift for Amazon, but the best part about it was the approach that gave customers a dial to turn between full privacy and experience—While ideal to always have both, full data encryption carries limitations by design.

LETTING CONSUMERS TAKE CONTROL

Other companies like Dell Technologies have pledged to let consumers have full access to their data. By 2030, Dell plans to have their data management fully automated so customers can have complete control over what data is shared and how it is used.

Under current GDPR guidelines, consumers can request access to the data that any company has on them, but it is a cumbersome process. Dell is looking to be at the forefront of changing how that process is managed. This ultimately could be a game changer if other major tech companies follow suit.

FINDING BUSINESS VALUE IN PRIVACY

According to Cisco in its 2021 Data Privacy Benchmark Study , companies are recognizing real returns in their data privacy investments. These include things you may not otherwise associate with data protection, including reduced sales delays, increased innovation, improved efficiencies, and overall "attractiveness" among consumers. Of course, there are some more obvious benefits, as well: mitigated loss, increased trust, etc. I want to stress—recognizing "value" in privacy is not new! For years, we've known that keeping data safe could lead to important returns for businesses. But recent data breaches, data privacy laws, and pressure from companies like Apple has pushed the issue forward.

One of the most interesting aspects of Cisco's study is that companies with "high maturity" levels of data privacy are also better able to pivot in today's uncertain business atmosphere. Because they have deeper roots in privacy, they are not as stressed when different governments or countries add new data restrictions. That is incredibly important. New York , for instance, seems like it will soon follow California in introducing stronger data privacy rights for residents. Imagine if you were trying to reinvent the privacy wheel every time a state introduced tougher regulations. It would be hard—and expensive—and stressful. Those investing in privacy from the outset will be far better poised to manage those updates.

The broader tech industry has definitely taken note of the push for more privacy and greater data transparency. Microsoft has a set of

"Privacy Principles," and Salesforce has its Customer 360 Privacy Centre. At an infrastructure and cloud services level we are seeing an increased focus on Confidential Computing, which involves the isolation of sensitive data in a protected CPU enclave during processing. Companies like IBM, Google, Intel, AWS, and Azure to name a few have been increasingly investing efforts to offer more robust options for protecting data privacy.

GREAT PRIVACY PITFALLS REMAIN

While the moves that these companies have made are great for better data privacy, there are still plenty of threats to be wary of. As bad actors get more sophisticated, the threats to data only increase. The SolarWinds hack, for example, has shown that hacks can go undetected for months. We are still learning of new companies being impacted nearly 3 months after the first report. And even still, consumers might not know if any of their data was compromised at all.

Going forward, I envision companies will continue to find ways to lean into the growing interest in data privacy. Of course, balancing privacy and experience will be the key. While people sometimes believe they want complete data privacy, the ability for an app to optimize your engagement or serve the right offer at the right time in the right channel is tied to the platform, game, or website knowing who you are. This is at the core of the ID for Advertisers (IDFA) opt-out battle going on between Apple and Facebook.

In the end, I hope companies develop tools that give on ramps and off ramps for consumers. We can opt-in for certain experiences and out of others. In some cases, making it easy to make data available momentarily then quickly being able to opt back out without complexity.

What the future holds in store for data privacy is, hopefully, an increased focus on transparency to empower consumers to take control of their data. The more consumers know about how their data is being used, where, and why is a big business move, but it is time consumers start benefiting, rather than simply dealing with the fallout.

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WHILE PEOPLE SOMETIMES BELIEVE THEY WANT COMPLETE DATA PRIVACY, THE ABILITY FOR AN APP TO OPTIMIZE YOUR ENGAGEMENT OR SERVE THE RIGHT OFFER AT THE RIGHT TIME IN THE RIGHT CHANNEL IS TIED TO THE PLATFORM, GAME, OR WEBSITE KNOWING WHO YOU ARE.

IMAGINE IF YOU WERE TRYING TO REINVENT THE PRIVACY WHEEL EVERY TIME A STATE INTRODUCED TOUGHER REGULATIONS.

ABOUT THE AUTHOR
Daniel Newman: I am a principal analyst of Futurum Research and CEO of Broadsuite Media Group. I spend my time researching, analysing, and providing the world's best and brightest companies with insights as to how digital transformation, disruption, innovation, and the experience economy are changing how business is done. Bringing together the technology layer with the human layer, I seek to solve the biggest challenges that companies have today; how to grow, scale, change and adapt to a world where technology and media shift at breakneck speed. So, what does this mean? It means that I spend my life learning about what drives people to adopt new technology so I can share those secrets with companies that are ready to take their business to the next level. From keynoting on the world's largest stages to weekly insights on Forbes, Entrepreneur and our Blog, my goal is to provide our clients with what they need to know to out innovate and turn disruption from threat, into a business model for success.

Celebrating 15 years of Collaboration.

The month of May marked a monumental 15 years of celebrating Information Awareness Month (IAM) across the globe. The Australian and New Zealand theme for IAM 2021 focused on Building Trust – Adaptability and Capabilities to align with the recently released policy "Building Trust in the Public Record".

IAM acts as a stimulus for the collaboration between various industry bodies, including ALIA, ASA, DAMA, IIM, InfoGovANZ, NAA and RIMPA. Each collaborative group invited a selection of industry influencers to come together for the official opening of IAM 2021 sponsored by NAA.

Industry leaders, vendors, regulators, and trend setters joined in-person at National Archives Australia, deemed the IAM hub, to delve into thought-provoking topics and concerning issues surrounding the information industry today.

One of RIMPA's passionate members Stephanie Ciempke stated,

"May is the time to highlight and market the benefits of our profession in the workplace. The IAM Workplace Marketing Program should aim to show the benefits and importance of capturing, reusing, training and the importance of accurate information."

The opening events in Canberra, spanning over two days, were kicked off with the Official Launch on Monday 3rd May, by David Fricker – Director General NAA and Stephen Clarke – Chief Archivist – NZ Archives. The launch offered those in attendance the opportunity to come together, "in person" to network and align with colleagues to discuss future and current issues associated with the information management industry.

On the same afternoon, the first of the roundtables commenced, and the long-awaited sound of intense discussion filled the room. The collaborative energy drove the conversation which led to an in-depth understanding into the topics that are affecting each sector of the industry.

Susan Bennett from InfoGovANZ, host of the Information Governance table commented.

"Information Awareness Month is a platform to highlight the importance of information and of the practitioners to celebrate the value they bring to their organisations. It's also an opportunity to promote cross-disciplinary collaboration and the benefits of a unified approach to information governance given the pace of regulatory changes and technology developments."

Each of the round table topics, even though they were different saw a common stream of recommendations eventuating. These discussions created a clear pathway for the collaborative bodies to continue the conversation and work regularly for the better good of the industry and the associated practitioners.

In closing, a colleague from DAMA, Andrew Smailes summed up the purpose of IAM by saying;

"IAM demonstrates that all Information Associations have a common view of the importance of information to society. Whilst each association takes a different perspective, common principles exist on how to best leverage information. IAM provides the opportunity to gain insights into best practice across information, records and data management knowledge areas."

"...IAM PROVIDES THE OPPORTUNITY TO GAIN INSIGHTS INTO BEST PRACTICE ACROSS INFORMATION, RECORDS AND DATA MANAGEMENT KNOWLEDGE AREAS."

To view the recordings from the Livestreamed IAM Roundtables head to the RIMPA Youtube channel.

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RIMPA

INTERVIEW WITH

Thomas Kaufhold MRIM

Thomas Kaufhold Life Member MRIM is Chair of the Board and has made significant contributions to the growth of the records and information management profession through his involvement in the ACT Branch Council, Federal Board and the work that he has done to help promote the education, course development and progression of the industry as a whole.

As a result of his high level of contributions to the profession and with over 45 years involvement with RIMPA, Thomas was recently inducted into the Association Forum's Hall of Fame. Congratulations to our Chair for this incredible accolade and achievement.

How long have you been involved with RIMPA?

I have been involved with RIMPA since 1975.

You have been an incredibly active member of RIMPA for a long number of years. What positions have you held over the last 45 years?

I gained professional status as an Associate and quickly advanced my commitment to the association through my involvement with the ACT Branch. I joined the council in 1976 and held the position of President in 1977. For 32 of the 45 years, I have served on the Branch Council holding various positions such as President, Secretary and Treasurer and Director, which I am still today.

As a member of the Board during this time I have held a number of positions such as Chair (3 years), Secretary, and Treasurer (9 years) and Branch Director of the ACT

Board Involvement

1976 – 1982 – Federal Director
1988 – 1992 – Federal Director
1996 – 2008 – Federal Director
2013 – 2020 - Federal Director
Back in the day when RIMPA Branches were responsible for running the annual convention I also served on the Convention Committee in 1988,1996 and 2004.

What has driven you to stay so active at a Branch level as well as by serving on the Board of RIMPA for so many years?

My main motivation has been working with people who want to make a difference in cultivating good recordkeeping and the management of the information. I believe good information management is a measure of a fair, mature and better society and if I have been part of influencing that in a small way, I find that deeply satisfying.

Being involved in RIMPA has provided me with professional development opportunities at many levels and most importantly be in a position to practice what I have learnt, win or lose. This has certainly helped me in my job roles over the years, particularly in the earlier days of my working career.

What other people have to say about Thomas?

"Thomas is logical and methodical in everything he does and when he speaks it is with authority and passion. His contributions to the association have been instrumental in providing the association with sound advice, direction and leadership over the years, particularly in the last 3 years where he has served as Chair.

It has been through his leadership as Chair (with a collaborative Board), that Thomas steered the Association through rocky straits and met every challenge head-on in rebuilding RIMPA into a better, more balanced organisation aimed at supporting our profession and our members."
(David Pryde MRIM)

RIMPA

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RIMPA

MEET THE BOARD

Leadership and experience form the backbone of RIMPA's board.

RIMPA's Board of Directors bring decades of industry experience to the Board. The Board of Directors consists of one elected member from each Branch with a Chair elected from the Board of Directors, who formally represents the company.

Thomas Kaufhold B Admin, Life MRIM
Chair and ACT Director

Peta Sweeney BA(LIS) BED MBA FRIM
Vice Chair and QLD Director

David Pryde Life MRIM, Adv Dip Bus RK
Executive Director and NZ Director

John Sim MRIM
VIC / TAS Director

Rebbell Barnes MRIM
NSW Director

Bonita Kennedy ARIM
SA/NT Director (South Australia and Northern Territory)

RIMPA HEAD OFFICE
MEET THE TEAM BEHIND THE SCENES

Anne Cornish MRIM
General Manager
M: 0419 366 109

Erin Cserpak
Executive Assistant and Accounts Officer

Jo Kane B Bus (Tsm) Grad DipTeach (Sec) Cert IV (WIT)
Marketing and Convention Manager / Editor in Chief (*iQ* Magazine)

Tynelle Spinner Dip. (Lib&InfoServ)
Member Services and Events Coordinator
M: 0437 464 302

Amie Brown (B Mass Comm)
Marketing and Administration Officer

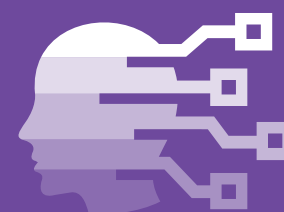Owl Member (Master of Information Management)
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