

INFORMAA QUARTERLY

vol 19 | issue 3 | August 2003

ISSN 1081-6200X

SPECIAL FEATURES:

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\$74.80 per annum for 4 issues (including postage & GST).

Overseas subscriptions \$A88 including postage. Please direct all enquiries to:

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RMAA Directory

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PRESIDENT'S

MESSAGE



PRESIDENT'S MESSAGE

On 9 May 2003 all professional members were invited to attend a Special General Meeting to discuss and vote on a new Constitution for the Association. In the past, Memorandum and Articles governed the Association and, under the Corporations Act, there was a requirement to have a

Although it was disappointing that more people did not make the effort to attend this important event, the proposed Constitution was adopted. The major change in the Constitution was the reduction in the size of the Board from two representatives per branch down to one representative per branch. This brings the Association in line with many other companies, which have smaller boards.

The Association has adopted a forward looking approach to take its members into the 21st Century, with the governance review outcomes to be implemented and with a new Board, new Executive Officer and invigorated volunteers, I am anxious to see a dynamic Association.

The Board has adopted, as part of the governance review, to employ a full time Executive Officer and it is anticipated that a person will be appointed before September 2003. This will further enhance the services already offered. This position was advertised

in *The Australian* newspaper on Saturday, 28 June and placed on the RMAA web site, as well as the *Careers One* website. The Association Management Institute will be culling and interviewing all the applicants. I will be sitting on the committee as a non-voting member to avoid any conflict of interest, but to ensure that candidates meet our criteria.

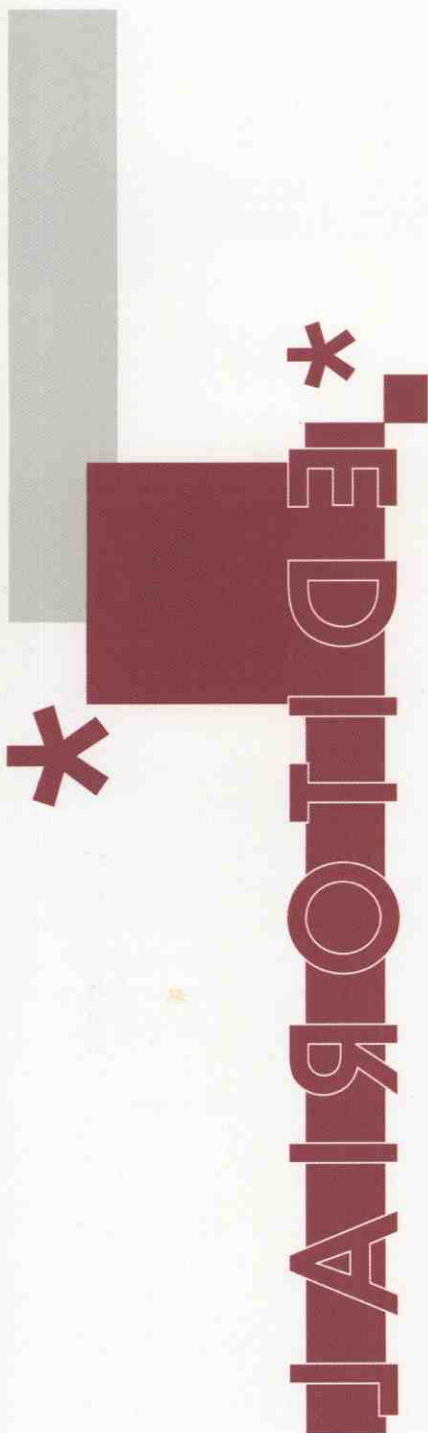
The Association has always promoted and encouraged members to upgrade to professional members. More recently, each branch was asked to run upgrade workshops to show members how to upgrade. The National Membership and Status Committee reviews the guidelines for upgrade each year to ensure that the guidelines remain current. Guidelines are found on the RMAA web site. If you would like to find out how you can upgrade to become a professional member, please feel free to contact myself or any of the Board members.

To encourage all professional members to keep their knowledge up-to-date, the Association is currently trialling a Continual Professional Development (CPD) Program. If you are a professional member and you are interested in participating in the CPD program, details can be found on the RMAA web site.

I look forward to meeting with everyone at the 20th International Convention which will be held at the Crown Towers in Melbourne. I would like to remind all professional members of the AGM which will be held during the convention and encourage you to attend. This is a major event in the RMAA calendar and an event not to be missed.

Chris Fripp MRMA MAICD AMIM
National President





EDITORIAL

E D I T O R I A L



Are you ready to journey into new dimensions of records management? The 20th International RMAA Conference, 'Journey into new dimensions', is almost upon us. This year's conference will be held between 14 - 17 September at the Crown Entertainment Complex in Melbourne.

Due to technological advancements and industry evolution, records management is being forced into new dimensions, ready or not. IQ looks at issues currently confronting the profession and provides a taste of what's to come. Barbara Reed investigates the pressing issue of recordkeeping in business systems. Many organisations currently manage a myriad of business systems, each designed to manage different business functions. Are these organisations ensuring that these business systems create, capture, and manage proper records of business activity? Barbara has the answers.

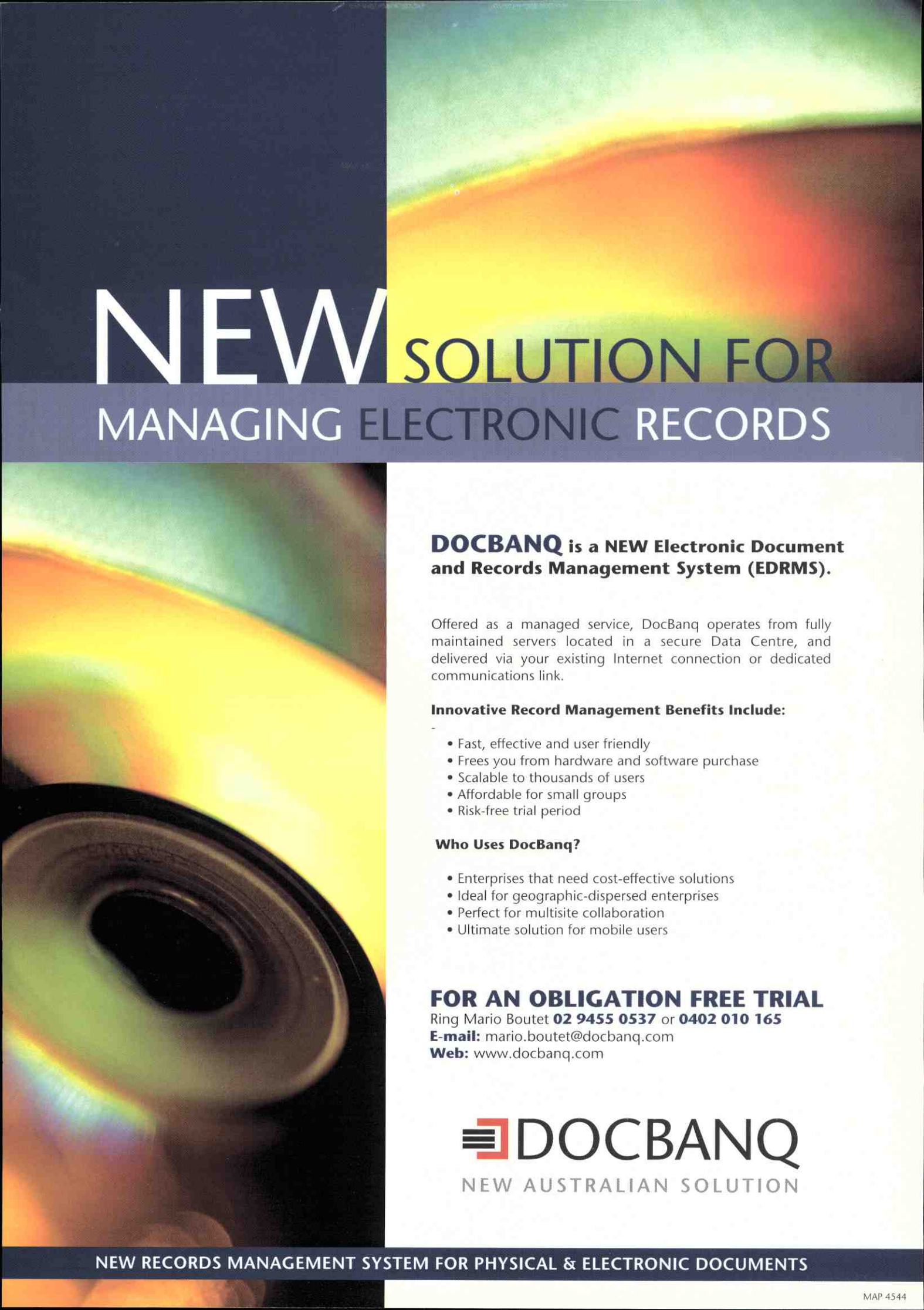
As members of the RMAA, how much do we know about the secret, inner workings of the Association and its federal Board? Chris Fripp and the Order of the Recordkeepers? Adrian Kelly, official minute-taker of the RMAA Board meetings, provides a glimpse of what goes on behind those closed doors.

Continuing with the Association theme, Stephen Yorke looks into succession planning in professional associations; something to consider as the RMAA and its members 'journey into new dimensions' and consider its place in the future world of recordkeeping. Members can ensure the ongoing relevance and importance of the RMAA to the profession by volunteering their services. For further information, contact your State President.

Sue Myburgh previews the educational challenges ahead for the records and information management profession in Australia. Professional education and training will be further explored in the upcoming November issue.

Finally, ever thought of records management as sexy? If you thought you'd never see those words in a sentence together, you'd better take a look at Grahame Gould and Liz Dowd's summary of recent listserv shenanigans to find out more! There may be marketing opportunities the Association hasn't dared to consider before...

Virginia Bolger, ARMA
Editor



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NOTICE OF RMAA ANNUAL GENERAL MEETING

G E N E R A L M E E T I N G

Notice is hereby given that the 28th Annual General Meeting of the Records Management Association of Australasia will be held on Tuesday, 16 September 2003. It is to commence at 4.00 p.m. and will be held at the Palladium Ballroom, Crown Entertainment Complex, Melbourne.

TO ALL MEMBERS

In accordance with the Constitution of the Association, notice is hereby given of the date and time of the annual general meeting of the Association. The closing date for acceptance of any motion of business not relating to the ordinary annual business of the Association will be 5.00 p.m. on 26 August 2003.

Business proceedings of the annual general meeting:

1. To receive a report from the President on the activities of the Company in the preceding year;
2. To receive and consider the duly audited statements of accounts and the report from the auditors;
3. To appoint the auditors for the ensuing year;
4. To transact such other business as shall have been included in the notice convening the meeting;
- 4.1 Eddis Linton Moved/Lesley Ferguson
Seconded: That the Constitution be amended to state that the sitting President be limited to a term of 6 consecutive years.
5. To declare the Board members for the ensuing year in accordance with the nominations of persons put forward by each Branch; and
6. To elect from the declared Board, the office bearers of the Executive as determined by the Board from time to time.

Kate Walker MRMA
Executive Secretary



SPECIAL FEATURES

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20th International RMAA Conference

'Journey into new Dimensions'

14 - 17 September 2003 Crown Entertainment Complex Melbourne



Anne Cornish

INVITATION TO THE 20TH INTERNATIONAL RMAA CONFERENCE

Hear new ideas, witness the latest technology, and enhance your understanding of people as the world embraces the new information era - these are the key elements of our 20th International Conference. While it is true the move to share and transfer information is occurring, records managers are still confronted with daily obstacles limiting their ability to progress at an adequate pace.

The 20th International RMAA Conference will provide you with the tools, skills, and ideas to pick up the pace and move records management into the 21st Century.

New and innovative concepts will be presented, allowing you to expand your thinking and apply best practice standards within your organisation.

The latest technology will demonstrate how technology impacts records information management professionals.

People are the key to acquiring information, adapting it for organisations to use and then employing the information gained to the collective corporate advantage: events such as this are designed as much to enhance communication and networking, as they are to glean wisdom.

It is with a conscious focus on shared learning that the 'Journey into New Dimensions' has been designed. In taking

you on a journey through new ideas into new dimensions, we hope you'll agree we have put together a balanced program that offers something for everyone over the three days and delivers on our promise: we connect people with information.

We look forward to sharing new ideas and experiences with you between 14 - 17 September in Melbourne.

Anne Cornish
Chairperson,
20th International RMAA Conference

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5	FileNet Corporation Pty Ltd		
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7 - 8	Objective Corporation Ltd	26	iManager (Information Systems Australia)
9 - 10	Pickfords Records & Information Management	27	Handy Soft
11	Records Solutions Pty Ltd	28	80-20 Software Pty Ltd (to be confirmed)
12	National Archives of Australia	29	Australian MicroFilms
13	Recall Total Information Management	30	ACA Pacific (to be confirmed)
14	Zetta Florence	31	Kodak (A'asia) Pty Ltd
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AUSTRALASIAN & INTERNATIONAL

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Education Challenges For RIM In Australia



Sue Myburgh

ABSTRACT

It seems clear that the field of records and information management (RIM) is facing challenges, but also developing and diverging at a rapid rate. Training and professional development for RIMs needs articulation and development. The Records Management Association of Australasia (RMAA) must accept a more prevalent role in this development process.

INTRODUCTION

Australian Records and Information Managers (RIMs) have taken an active approach to records and archives management and completed pioneering work in the development of records management systems and standards, professional competency standards and education for the profession. What follows is a brief description of a number of current issues and developments, with particular emphasis on the status of records management education and training.

JOBS AND CAREER PATHWAYS

Interested in getting a clearer view of what RIM jobs were available, I undertook a five year (1996 - 2001) longitudinal study, based on job advertisements for information professionals, appearing in *The Australian*, South Australia's *The Advertiser*, and announcements posted on information management listservs, ASIS-L, PACS-L, RECMGMT-L and the RMAA-list.

Rather than focusing on job titles (which were often misleading or uninformative), the analysis considered the top competencies demanded for each job including:

ATTRIBUTE	FREQUENCY (N= 76)
High level written and oral communication and interpersonal skills; and strong conceptual, organisational, and financial analytical skills.	37
Assessment of the needs and usage styles of digital media consumers.	18
Lead and manage staff.	16
Knowledge of software and relational databases; ability to create data structures which facilitate the indexing and retrieval of information.	15
Ability to perceive, analyse, and solve problems; develop alternatives, and make recommendations.	14

Understand and implement classification and functionality systems; defining, organising, and designing information; indexing and thesaurus development.

14

Interpret and apply legislation and regulation.

14

These requirements are generally not the knowledge bases, skills, or competencies found in RIM education. These areas of strategic development, analytical and problem solving, and research, however, should be central to the work of professional associations.

Aiming to address this gap, National Records and Archives Competency Standards covered by the Australian National Training Authority's (ANTA) *Business Services Training Package* describe, 'what people do in the workplace at various levels and the standard to which they do it'. It is hoped that such competency achievement will become more closely associated with the level of membership in the Association.

These competencies, however, don't blend with the broader vision seemingly demanded by employers. The competencies seem more closely aligned with skills development, rather than professional theory and practice development. A broad professional view needs to be cultivated if the profession is to address the challenges it currently faces.

A GLIMPSE AT CURRENT PRACTICE

In 2001, the Australian National Audit Office conducted an audit of Commonwealth offices in order to examine to what extent the *Archives Act of 1983* was being observed. The report recognises:

- the role that records play in governance
- there is a nexus between recordkeeping and accountability (social, corporate, cultural, historical, etc.)
- the role of records in constituting corporate and collective memory
- the importance of witnessing and providing evidence of both personal and collective identity
- records function as a source of value-added information, which can be exploited as an asset.

The report, however, does note the following issues:

Most organisations have only just started to systematically assess their recordkeeping needs. No surveyed organisation fully satisfied the audit criteria.

Paper-based filing systems were, in most cases, the formal corporate recordkeeping system. Various off-the-shelf records management systems were used to control these systems, but were very basic and not always carefully and effectively applied.

Organisations operated business systems that were not covered by the formal corporate recordkeeping system.

The diverse nature of the electronic recordkeeping environment means that a significant amount of corporate information could be outside corporate control, with consequent risk for the organisation.

Most organisations had taken initial steps to record web-based activity under the Government Online strategy, taking electronic snapshots of their websites.

Generally, organisations could not be certain that all significant records were kept in accordance with legislative disposal requirements.

Modern record management techniques allow for better performance, and such a transition has been assisted in the Commonwealth of Australia, in particular by its e-permanence standards.

Most organisations had commenced systematically analysing and specifying their recordkeeping needs and business information strategies using the endorsed Designing and Implementing Recordkeeping Systems (DIRKS) approach.

Disposal, preservation, and risk are other areas that still need attention, in particular, technological obsolescence of important electronic records.

Many administrators have little or no experience or understanding of records and their management.

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The following important conclusion was drawn by the report:

'A critical factor identified in the transition to better recordkeeping was to view recordkeeping strategically, as part of information management more broadly. Organisations should adopt a corporate-level approach...recognising that recordkeeping is an integral part of doing business, contributes to sound business, (and) is a crucial step in the transition from viewing records as an administrative overhead to viewing them as a corporate asset'².

This insight has great implications for RIM professional education itself and the associations which represent the profession and provide guidance in matters of competencies, lifelong learning, and professional development.

RIMS, CHALLENGES, AND THE ROLE OF EDUCATION

The lack of clear careers, increasingly confused by downsizing, outsourcing, changing theory and technology, make the Records and Information Manager's (RIM) job a hard one. This is often compounded by low status and pay. There is a clear need for continual professional development and upgrading of education, guidance, and training.

As Archivists and Document, Knowledge, Information, and Records Managers, we exist in the world of the records continuum. In order to operate effectively and efficiently, knowledge of all recordkeeping aspects is required. Glenn Saunders mentioned in an e-mail to the RECMGT-L listserv that Document and Records Managers think in terms of documents, whereas end-users think of processes - a logical ordering of people, procedures, and technology into work activities designed to transform information, materials, and energy into a specified result. Perhaps this is a useful way of re-examining professional activities. Combined with a fast-changing, even volatile environment, education for the profession is becoming increasingly challenging. Some of these challenges are:

The role of all information professionals is changing dramatically. There are increasing numbers of hybrid information professionals. The relationship of RIM with Knowledge Management (KM) and Strategic Information Management (SIM), for example, needs some clarification. As RIM professionals move in new directions, career pathways must be identified and defined.

Many new jobs have emerged out of the new Information and Communication Technologies (ICTs) and changing business procedures. We need to closely examine the knowledge, skills, and experience mix of

successful applicants to the new jobs, and consider what educational institutions and professional organisations can do to assist new professionals.

Each person in the organisation now has RIM roles and responsibilities, as they play a more active role in accessing and managing records. This emphasises the need for RIMs to pursue staff/consultant roles as advisors, trainers, and auditors.

RIM educators face the difficulty of keeping up with technology and changes in real-life applications and standards while busy communicating basic theory to neophytes within constrained timelines.

A corollary of these issues is the identification of a core curriculum that could, or should, be universal to all RIM professionals: core knowledge makes a profession distinctive. There is a necessity to identify and maintain core competencies, and simultaneously to diversify and educate for the widest possible range of information work outcomes.

EDUCATIONAL PROFILE OF THE PROFESSION IN AUSTRALIA

How does this relate to the educational levels of the RIM profession? Interestingly, a survey was held at the joint Australian Society of Archivists (ASA) and the RMAA conference in September 2001 of the educational

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qualifications of 178 participants. It was found that 38% of respondents had a bachelor's qualification; 27% a graduate diploma, and 8% a coursework master's degree.

Of the 38% with bachelor degrees, only 23% were based on recordkeeping qualifications (9% of the total number of respondents), as opposed to 100% of those with a graduate diploma, and 50% of those with coursework master degrees. From this we can conclude that postgraduate education is, in general, more relevant for records managers. I believe this is an increasing trend.

Of interest to the universities and the RMAA is that 51% of the ASA/RMAA survey respondents indicated that they would be looking to upgrade their qualifications in the next 5 years, and of these 75% would be completing a graduate diploma or coursework masters degree. Only 60% of all RMAA members have qualifications at all, and many have only TAFE qualifications. In general, archivists were better educated¹.

EDUCATION PROVISION

There is no standard approach to training and education in RIM. There are presently three institutions in Australia offering programmes recognised by RMAA: Monash, Edith Cowan, and Curtin Universities. Other universities offering programmes which include RIM are the University of New South Wales (UNSW), the University of South Australia (UniSA), and the Royal Melbourne Institute of Technology (RMIT). TAFE offers courses in NSW.

There is an uneven geographical spread of such institutions. Most programs have a library and information management context, an emphasis on the archival end of the records continuum, and on government records, although some also include knowledge management. The University of South Australia is an exception, having taken a decision in 1995 to concentrate on the 'active' end of the continuum, and its programs emphasise knowledge and strategic information management at both undergraduate and postgraduate levels. UniSA has not (to date) sought RMAA accreditation.

There is no formal scheme for continuing professional development, other than regular meetings and workshops held by each RMAA Branch, even though there is general interest. Short courses are offered by State Records NSW, WA, and SA; the Universities of NSW, Curtin, and South Australia; and the Archives Office of Tasmania. It remains unclear whether the completion of such courses actually leads to career advancement, or simply enables students to do specific jobs.

EDUCATIONAL RESPONSIBILITIES BETWEEN RMAA AND EDUCATIONAL INSTITUTIONS

The education offered at universities does not necessarily tie in with the competency standards. This is due to the lack of close co-operation between the profession, the association, and educational institutions in general, and their differing objectives. Universities, for example, put more emphasis on professional and theoretical development than the achievement of task-specific competencies. This is in spite of the fact that universities are desirous of offering courses that meet industry standards. In general, there is a lack of emphasis on tertiary education by the RMAA, demonstrated by the fact that the RMAA recognition panel includes a local branch member, an industry representative, and an interstate representative only - no educators or graduates from other courses are included. This is also reflected in the educational and training qualifications held by RIMs.

CONCLUSIONS

It seems clear that there are three areas of RIM training and development which need to be articulated and developed. Firstly, the profession must provide clear entrance points, in terms of basic and introductory courses which meet basic national (and even international) standards. Secondly, career pathways must be identified and described, and appropriate education offered for such pathways, leading practitioners to senior positions. Thirdly, there will always be a role for Continuing Professional Development (CPD) courses, where practitioners can gain new skills and update their knowledge. Not only

does this mean a greater concentration on education from RMAA, but also the development of closer links between RMAA and universities.

THE AUTHOR

Sue Myburgh is the Program Director of two programs at the University of South Australia, in Knowledge Management and in Internet Communication Strategies. Her special interest is in all areas of corporate information resources management, an area she believes is under-developed, largely due to too much emphasis on IT solutions over the past two decades. Sue has published widely in the area of records and information management.

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FOOTNOTES

- 1 The ASA resolved in 2000 to set up a joint committee with the RMAA to review professional membership qualifications, particularly how they can be acquired and maintained. This was further expanded to include ALIA, a recommendation being that there should be a joint ASA/RMAA/ALIA policy committee on education and professional development.
RMAA. (2001). *Records and Archives Competency Standards*. (Online).
<http://www.rmaa.com.au/profdevstandards.html>
- 2 Australian National Audit Office. The Auditor-General Audit Report No. 45, 2001 - 2002.
- 3 All of these figures taken from: ASA/RMAA Membership and Education Committee. Information paper. 12 February 2001. (Online) <http://www.rmaa.com.au/>

Recordkeeping in Business Systems



Barbara Reed

Records management applications have accepted integration strategies to office software. While there are problems - implementation, software functionality, reliance on the end user to follow rules they hate, etc. - it is fair to say we have a solid view of the way forward to capture and manage records from the standard office software. But what do we do about records created in line of business systems? How do we ensure that these records are identified and managed appropriately in today's technology environment?

THE STATE OF RECORDKEEPING IN BUSINESS SYSTEMS

Business systems are not recordkeeping systems. They rely on the most up-to-date information and approach recordkeeping, if at all, by applying audit logs to either fields or databases as a whole. This is not a recordkeeping solution and leaves organisations vulnerable, as audit logs are cumbersome, making it difficult to reconstruct individual transactions, and prone to system administrators deleting them or even turning them off.

As a profession we've known for years that recordkeeping in business systems was not as controlled as we might like. In the paper world, we tended to actively manage the correspondence type systems (corollaries to the office systems of today) and inherit the business specific records when it came time to organise off site storage or disposal. There was little active management, this being left to the organisational section responsible. And little has changed, except that the introduction of electronic systems has complicated the problems we, as recordkeepers, face when attempting to

address records created in business systems.

We do, however have a powerful argument to assist in our endeavours to get recordkeeping taken more seriously in such systems. In the past, organisations were encouraged to undertake little migration of data from old systems into new systems. When the new system was introduced, it was predominantly a green fields scene - start again and quarantine the old system for a while in case it is needed for reference. This strategy is becoming uneconomic for organisations with greater proportions of business experience and knowledge locked inside systems. They can't afford to jettison the data from old systems any more. This data has real organisational value.

So there are two potential drivers for addressing the issue of recordkeeping in business systems. The first is to ensure that proper records are kept, not just audit logs. The second is to set the data up so that it can be valued as a resource independent from software proprietary protocols. Before exploring these issues, it is important to note that not all business systems will justify the resources it will take to address recordkeeping adequately. However, there are many business systems deployed today which should be keeping records, and records which should be able to be kept for significant periods of time.

METADATA

The work that has been done to date on metadata is a major enabler in this environment and has been used successfully in myriad situations. Metadata

has many meanings to different information professionals, however the basic definition that all agree on is that it is data about data. Thus in databases, metadata describes the field names. Metadata mapping - the plotting of this metadata element to an equivalent element in a different setting - has been used for some time as the mechanism to move data between systems. Once mappings have been done, there is a theoretical equivalence and two systems can 'speak' to each other.

Understanding this assists in positioning the work that has been going on in defining recordkeeping metadata. Recordkeeping metadata is a particular set of metadata identifying elements which ensure that good records are created and managed appropriately. Differences between disciplinary sets are significant and can be summarised as:

- The difference between profile and process: it is not sufficient to just capture a static representation of the document/record at creation. We need to continue to add metadata which reflects management processes - who saw this, who changed it, in response to what, etc.
- The difference between a cataloguing approach and an accretion approach: many assume that the only way of attributing metadata to information resources is by 'cataloguing' or manually adding metadata to the resource.
- Recordkeeping metadata is very complex and is impossible to even think about a cataloguing approach, except at a minimal level. Thus recordkeeping metadata has to be captured from the processes that are taking place and this has to be automatic, not manual.

In Australia, we have achieved a defined recordkeeping metadata - indeed there is some confusion about which set to apply. All sets are related because their developers were at pains to make interoperability possible. However they are doing slightly different things:

- The National Archives of Australia's (NAA) set focussed on a profile approach to individual recordkeeping. (This set is under review and it is anticipated that it will move towards the three entity and process based approach described below)¹.
- The VERS set inherited the NAA set, but included many further elements which are to do with the particular architecture that is required to create the VERS object².
- The State Records NSW set is more sophisticated, including both profile and process including a three entity model (functions, agents, and records) and a relationship linking them³.
- The Australian Recordkeeping Metadata Set is the result of the influential Monash research project, and is a comprehensive set, based on the three entity data model, which needs tailoring for implementation into specific environments⁴.

RECORDKEEPING IN BUSINESS SYSTEMS

Given that records management is a particular functionality, involving more than the simple capture of records, can we assume that our business systems will provide this functionality? This would involve business systems incorporating all records activities of classification, linking, managing relationships, access, and disposal/migration. While some of these activities might be addressed, it seems unrealistic to assume that the majority of systems will adopt these processes, particularly in the short-term. Records-specific activities will continue to be the province of specialised software designed and intended to provide this specific functionality.

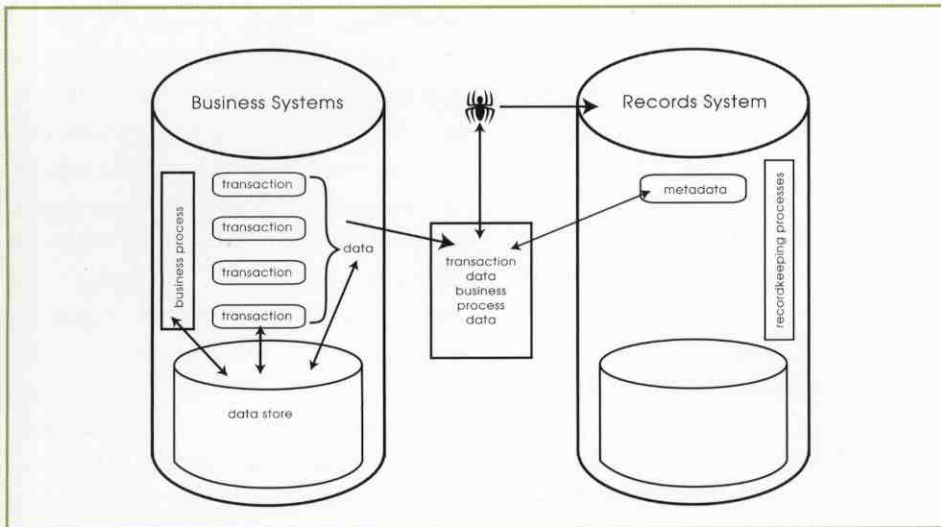
It seems far more likely, however, that business systems can be responsible for the creation and a portion of the capture aspects of our recordkeeping responsibilities. They can create the 'profile' aspect of the recordkeeping metadata that has been defined, and defer responsibility for the process metadata to a

specialised records system. The parallel here is to the office systems - they are the software which are creating the record and, with integration, partly responsible for providing some of the metadata used at records capture. Unfortunately we cannot assume that our records software will interface to each business system in the same way they are able to do for the common office software. Most business systems are proprietary and many specifically designed to suit one specific organisational requirement. Standard interfaces between the records system and individual business systems will be impossibly expensive to contemplate in their current form.

Strategies need to be devised for determining how records can be created in the business system and then placed under the control of the records management system for provision of the ongoing records processes which are so critical to ensuring authenticity and reliability over time.

The task of defining what records should be kept as a result of transactions occurring in business systems is an analysis task⁵. Once the analysis determines what transactions need to be managed as records, we can then use our recordkeeping metadata set to precisely define the elements that need to be captured from the creating system. Unless the individual elements are brought together (not necessarily physically) as an entity and managed as such, they will fail tests of 'recordness'. Intellectually or physically, the transactions to be managed as records have to be captured.

Techniques for ensuring the capture of the metadata elements exist. One of these is an exporting technique which gathers up the identified metadata elements and bundles them as a discrete unit. This entity is the record. Again various techniques exist to convert them into a standardised form of metadata which would comply with the recordkeeping metadata set. One of the simplest is to run a style sheet across the captured elements to convert them into XML tagged metadata.



STAND ALONE OR LINKED METADATA?

One of the decisions to be made on the form of the metadata captured is whether the metadata will be self contained or whether it will contain pointers to other systems. To understand this set of decisions we need to consider the nature of recordkeeping metadata. The three entity model which characterises the process orientation of recordkeeping metadata entails data elements about agents, functions, and the record itself. Many of these elements are created in multiple systems - for example, the most authoritative source of metadata about people (agents) might be found in the human resources system. The metadata sets enable inheritance from other systems. In that implementation option, rather than copying the contents of the element field, a reference or pointer is used to indicate where the contents are to be found.

For recordkeeping however, the issues are more complex. The reason to undertake the analysis is to ensure that the record will remain useable over time. If pointers to other systems are included in the recordkeeping metadata, there is an additional risk that the system we point to must be accessible for the length of time the record must be kept. At present the risk of pointing to multiple business systems seems too high to be an acceptable strategy for recordkeeping, although one that is technically quite feasible.

In most implementations, therefore, the strategy is not to include pointers, but to copy

the contents of the relevant element of the other system into the recordkeeping metadata itself. This increases redundancy of the data, a thing loathed by data managers, but provides the record itself with some independence from changes in other systems.

DECLARING THE RECORD TO A RECORDS SYSTEM

Once captured, the record and its profile or creation metadata needs to be managed. The processes described above enable a record to be created and its metadata to be attributed according to the recordkeeping metadata set semantics and probably in XML (depending on the conversion script used).

What is now required is a way of applying the management control tools we need for recordkeeping onto the record. As long as the records system knows the record is there and is available for management processes, the record can be stored anywhere. Records created in business systems need to be 'exposed' to the records system. The 'exposure' will result in the metadata being grabbed by the records system and transferred into the relevant fields in the records system, thus enabling recordkeeping processes to occur. The 'exposing' could take a number of forms, from batch downloads, live export/import protocols, or in 'control lists' gathered by spidering techniques. This spidering or harvesting technique is used to harvest AGLS metadata from

Commonwealth Government web pages. In all these possible options, the existence of a standard mapping from the recordkeeping metadata set into the record system fields, is a prerequisite.

SEPARATING THE METADATA FROM THE RECORD

Traditionally our records management software has been metadata management systems. The records, when in physical paper form, were stored quite separately from the software that controlled them. The move to electronic objects brought with it many of the protocols of the physical world. However, what is different is that the metadata tended not to be stored with the object as well. From a records point of view the record exists in two places - the electronic object and the metadata in the records system.

Records management systems currently available store the objects as passive/static entities and all the accumulating metadata is stored in the records management application. The systems are already managing links - between the object and its metadata. The issue is how to keep these links viable over time. There is a technical answer to this which involves writing the metadata contained in the records management system to the electronic object as that object moves outside the records management system boundaries - i.e. at segregation of items for storage or at migration to another system. The metadata must be in standard form (again using the semantics of the recordkeeping metadata sets and stored in an appropriate language - most commonly XML).

WHERE TO MANAGE THE RECORD - CENTRALISED OR DECENTRALISED?

Should records created in a business system be physically transferred to a repository controlled by the records system or should the records be left in the business system that created them? Technically either option is feasible.

In the centralised option, the record is physically removed from the business system and deposits them into a repository for ongoing storage. The recordkeeping processes are then run across the contents of the repository. Using the same techniques described above for declaring the record, and probably in the same process, the record is grabbed by the records system and deposited or imported in the designated repository. Technically this is not difficult. The web environment provides us with models for doing this.

This repository does not have to be the recordkeeping system. It could be an organisational data repository. Indeed our current software is not very strong on digital repository functionality. There is work to be done on defining what a digital repository functionality for records involves. It is likely that this work will draw extensively from the OAIS (Open Archival Information System) model⁶. The centralised option, then, stores the exported records in one place. From that one place, all records would be subject to records management process controls - classification, indexing, searching, tracking, disposal, etc.

The second architectural model is to leave the records as captured in the business system identified clearly as records and exposed to the records systems controls. The record is stored within the business system, while the functionality for recordkeeping processes is with the specifically designed records system. In this option, the metadata would probably need to be copied into the records system, which would need constant communication with the business system to achieve appropriate synchronicity.

Few of the records software packages on the market will support decentralised controls. There are exceptions to that rule - the American/Canadian Tarian Software's eRecord product⁷, recently bought by IBM and the New Zealand document management package Silent One⁸, are both enabling more distributed management.

AREAS OF DEVELOPMENT

This paper has attempted to sketch a technically feasible way of managing electronic records created in business systems. The tools, techniques, and technology described are available now and many of them are deployed in other contexts. But there are few, if any, records implementations to be cited as examples. In fairness, establishing and maintaining control of the office based electronic records has been a large challenge to most organisations. But professionally the issues of managing the non-office based records is becoming more pressing.

In order to implement the type of solutions that I have described, the following actions are needed:

- 1 Better understanding of the use of recordkeeping metadata by recordkeeping professionals.

Recordkeeping metadata is complex. But professional recordkeepers must understand its power and explore innovative ways of recordkeeping. In that context, the new research project called, 'Create Once, Use Many Times - The Clever Use of Metadata in eGovernment and eBusiness Recordkeeping Processes in Networked Environments', announced by Fiona Ross (RMAA listserv and Aus Archivist listserv, 17 February 2003) will be an important project to follow. The research project description states:

*This research project will develop a proof of concept prototype to demonstrate how standards-compliant metadata can be created once in particular application environments, then used many times to meet a range of business purposes. The prototype will be implemented in a test-bed site to provide a model for best practice.*⁹

- 2 Better understanding of the use of recordkeeping metadata by records software systems vendors.

Last year, three leading records management software vendors, those placed on the NSW GSAS purchasing contract for records and information management software, were asked to provide mappings of their software against the AGLS metadata set and the NSW RKMS set. The results of this process were reasonably poor indicating any one of the following:

- vendors have not taken the requirements particularly seriously
- vendors do not understand the requirements
- it is not in vendors' interests to support metadata-enabled interoperability
- there has been little genuine implementation of the specifications or agency requirements for it.

The reality probably lies in a combination of these factors.

The mapping showed:

- a significant misunderstanding of some of the key recordkeeping metadata fields
- the use of 'user-defined' fields to meet requirements (which fails to address the requirements appropriately)
- extremely limited understanding of the three entity model and its reliance on relationship data
- an assumption that the uses of metadata is merely to show compliance to some external standard, rather than a significant business requirement
- an assumption that metadata standards are separate and additional to the software itself (rather than already being contained in the software)
- an assumption that the primary use of metadata will be as export from the system
- a disturbing assumption that metadata tagging is only relevant to internet/intranet publishing.

The results are able to be made publicly available from State Records NSW.

3 Focus on more innovative integration/interfacing.

We need to have vendors focussing more on systems not integrated to their products - those systems which might expose metadata to harvesting or spidering technology. This exposure might be so that management processes can be run on objects stored externally to the records system or to import the objects into the records system.

4 Definition of recordkeeping requirements for digital records repositories.

There needs to be a much clearer analysis of what a digital records repository should we need to specify better what a records repository functionality will look like. We haven't done this yet. But I guarantee that it is not what we're currently being offered.

THE AUTHOR

Barbara Reed is a Director and Principal Consultant of Recordkeeping Innovation Pty Ltd. Barbara has consulted in the records, archives, and information industries for over 15 years to clients in private industry, all tiers of government, and non profit organisations. Barbara is the Head of the Australian Delegation to TC 46 SC11 responsible for the development of the ISO 15489 in records management and a member of IT21, Standards Australia's Committee on Records Management. She is an expert advisor to the AGLS working party on metadata standards for resource discovery. Barbara is also involved in delivering recordkeeping education and training through The Recordkeeping Institute.

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FOOTNOTES

- 1 *Recordkeeping Metadata Standard for Commonwealth Agencies*, 1997
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- 9 Fiona Ross, 17th March
<http://www.asap.unimelb.edu.au/asa/aus-archivists/msg03729.html>, also announced on RMAA listserv

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Risking an Association: Leaders Cannot Do It Forever

Stephen Yorke¹

This paper was written in response to a long discussion I had with Mike Steemson about the importance for succession planning in professional associations. Mike asked me to write up my views on the issue for *Informaa Quarterly*. However, when attempting to do so, I concluded that a discussion of succession planning needed to be held in the context of how a professional association operates in reality and risk management in particular. This required starting with some basic issues and misconceptions: just what is a professional association - and why does it matter?

The two key functions of a professional association although simple to describe are very difficult to undertake. These functions can be summarised as:

- to represent the professional interests of its members, and
- to improve the general business environment in which the members work.

While this all sounds pretty straight-forward, professional associations do come in many different shapes and sizes with very different levels of impact on their environment or area in the community in which they operate.

The largest - and the most influential - professional associations are those found in the fields such as law, medicine, and engineering. Perhaps the most significant point in regard to their impact is the relationship with and other effects that they have on the law. For example, only a qualified medical practitioner can legally practise as a doctor.

For the sake of the current discussion, more significant is that in these areas a person has to be a member of the relevant professional association if they wish to practise legally in the first place. Consequently, the association can - and does - impose significant fees on its members and someone qualified to work in the particular field effectively has no choice but to join the association and to pay these fees.

A second point is that these associations have memberships measured in the thousands and along with a national office will frequently have State, Territory and specialist branches. Each of these may have an executive director and full-time staff. The board of the association sets the overall policy and determines the work programme and priorities for the association. That is to say the board does not have to concern itself with the details of the policy implementation. This work is done by its staff. Generally, these types of professional associations will have significant assets including cash reserves, shares and other investments, and a property portfolio for accommodation purposes.

On the other hand, most professional associations (e.g. the Australian Society of Archivists and the RMAA) - no matter what the field in which they operate - have various common characteristics such as:

- a membership base which is reasonably constant and with little likelihood for sudden or sustained growth in membership number
- few assets except for some cash reserves (and certainly no assets such as real estate)

- no paid Executive Director or equivalent
- few, if any, paid staff. The paid staff is largely, if not completely, concerned with the routine work of the association such as membership administration.
- no paid staff members who are qualified to carry-out higher level tasks such as writing submissions to a Parliamentary Inquiry
- an almost complete reliance on unpaid volunteers to carry out the 'professional' work of the association in terms of providing their time, and
- the pool of volunteers available to assist the association is small in relation to total number of its members.

Bearing the above statements in mind, in my view the key risk factors for the continued health (survival) of a small professional association are just two: managing the money and managing the volunteers.

MONEY

As they have few assets, small associations are effectively completely reliant on the stream of annual membership subscriptions. As membership of the association is voluntary, perceived problems with the administration of the association (e.g. long-term infighting by a governing Council) result in members withholding membership fees. This will reduce the services provided to members and cause another round of failure by members to renew their membership.

When an association goes into the red, no matter the reason, members have to pay an increased membership fee. This extra is just to cover the losses, not to provide additional services or other benefits. The likely effect of this is a further decline in membership.

Effectively, what I am saying is that a small association may survive a poor or largely inactive committee but not poor money management. A single bad money decision can destroy the outcome of fifty years' of work.

VOLUNTEERS

The real asset of a small professional association is its volunteers. Without the time and general commitment by such members the association will not last. I use the term 'volunteer' to cover all those who provide unpaid time (that is its resources) to the association - whether as high office-bearer, committee member, convenor of a branch, or provider of assistance for tasks such as placing stuff in envelopes.

Leadership has to be provided by the office-bearers of the association. They must inspire commitment by members if the association is to tap the resources of both active members and those who are satisfied with just paying their membership fee.

However, no matter what their degree of commitment, no volunteer can last forever in an association. We all get tired or will retire from the workforce some day. The volunteers have to be replaced periodically and there has to be somebody to replace them. This is where succession planning comes in.

Effectively, new people and especially young people have to get involved with the management of the association if it is to last in the longer term. The practical means by which this can occur are outside the scope of this paper.

But I do believe executives should see the association as something akin to a trust to be passed on to the next generation of members. Ideally, the association will be in better condition than it was when they began. Sometimes, things can go wrong. There is always a risk with any initiative but an association that tries nothing will succeed at nothing - except long-term failure. That outcome is guaranteed.

This is not solely the responsibility of the leadership. After all, professional associations are owned by all their members and all members have responsibilities to the association. For while

the leadership can undertake activities encouraging involvement and providing mentoring, these can only be effective if members are willing to put themselves forward and be involved in the first place.

That is to say, if you want your association to succeed in its aims, then ask yourself the question: what am I doing or what could I do for my association? It does not have to be a particularly significant action. Cumulatively, it all matters significantly for the association and its success.

THE AUTHOR

Stephen Yorke has been President of the Australian Society of Archivists since 2001. He is particularly interested in professionalism in societies and social groups and the dynamics of their operation. In addition, he belongs to many societies and associations, including the RMAA and ARMA International.

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The RMAA National Board

What's it all about?



Adrian Kelly

Boards of various organisations can be unusual in their makeup and even more so in their operation, although these days corporate governance sees to the ever-present need to conduct such bodies of men and women with the utmost consistency, care, and due diligence.

One could call me 'the silent one' for my task is one heavily laden with concentration - I provide the official minutes of the RMAA National Board, and have done so for the last eight years. In truth, I am a records manager, but of a slightly different breed, one who takes it upon himself to listen intently, record, and summarise discussions and actions ranging from changes to membership and status guidelines to the review of the financial strategy.

Before I started I had jet-black hair - I am now a sorry vestige of my former self.

Seriously though, sitting in the reporter's seat has been a fascinating experience; the sometimes heated discussions, laughter, but mostly just hard work that the Board undertakes. All members must wonder just what those guys get up to, sitting for two days at headquarters or some other city around Australia a couple of times a year. That would involve a much more detailed article than this, but as always, there are the lighter moments.

I'll never forget some years ago - the Board has moved on (although in some ways it is a pity) - I was sitting there, occupying my mind with the management of electronic records when all of a sudden there was a 'bang' on the table and a loud, booming voice - I won't say who it was - from a Board member

who jumped up in protest at a comment made by another. I stopped writing and almost didn't know where to look as the pen flew out of my hand. Later I discovered that, to some degree, it was a bit overdone. The Board had a 'Spit the Dummy Award' for the person who expressed himself or herself with the most gusto in an almost Winston Churchill vehemence against some proposed action. It was indeed a novel concept, but one later directors have closed the book on!

I've also been impressed with the level of enthusiasm and continuing interest demonstrated by Board members. All the Boards over the years have had a unique character that comes with different directors, different issues, different Chairmen, different locations, and different agendas. In some respects, the Board's temperament has been influenced by where it is sitting. Can you imagine a room full of sixteen people for two days in Darwin? Now, that was a meeting where I wished they had beers at lunchtime.

Like any committee, the length of meetings is dependent upon two factors: (1) the agenda; and (2) how much the directors have on their minds.

I remember one Melbourne meeting that went until 9 p.m. Saturday night. Even the last Brisbane meeting almost reached that record - we got away at 7.45 p.m.! Sometimes the Board might sit for two-and-a-half days - that's not unknown - but usually two days is enough to adequately cover the issues and leave me in a state fit for an early night! Mind you, there are changes afoot for how often and where the Board will sit.

Over the years I've met some great people and I always enjoy the opportunity to socialise at a dinner. More often than not, after a long day filled with debates and resolutions, the local Branch organises for the Board to have an outing, perhaps a barbecue, or even, as happened recently, a magnificent paddle steamer trip down the Brisbane River. I can tell you, after those meetings you really appreciate the opportunity to relax.

The purpose of a Board is to represent the ownership of the organisation. In this sense, that 'ownership' governs the organisation and does this through the use of a tool - the board. It reports on and oversees the activities of the Branches. It's important that National Boards make rules by which they will abide to govern the organisation, and to decide on central outcomes and set time limitations for directors to achieve them. One only needs to see the action sheet arising out of meetings to realise the National Board certainly aims to achieve this end, and I think does it pretty effectively. Most boards operate within a set framework, and the National Board is no different. Without that framework, it would quickly fall apart.

But, you may ask, just how does the Board reach its decisions? Well, corporate governance and proper meeting

procedures and decorum dictate the process. Reports from the various sub-committees are standardised and often contain a proposal or motion at the end in furtherance of the items reported on. The reports are circulated in the papers to the Board before each meeting and, after discussion by the Board, are voted on by each State representative. The Chair has a casting vote, but rarely has to use it. Between meetings, where extremely urgent decisions need to be made that cannot wait until the next Board meeting, there is a process in place enabling voting to be cast via e-mail.

As within most organisations, sometimes the Branches are not the full recipients of just how the National Board operates and fulfils its functions. That may call for another longer article. But, suffice to say the RMAA National Board, from my experience, holds a crucible that contains the framework for the further enhancement and development of the records management industry.

THE AUTHOR

The Principal of Transcripts Plus, Adrian Kelly, qualified as a Licensed Shorthand Writer of the Supreme Court of Victoria in 1976, and thereafter worked as an official Court and Hansard Reporter for various government

departments, including Parliaments in Victoria, Federally in Canberra, and New South Wales.

Adrian Kelly established Transcripts Plus in 1994. It had become apparent there was a need for a skilled, professional service, that provided a range of essential business competencies in the areas of professional minutes, detailed summary reports, verbatim transcripts, and pre-recorded tape transcripts in all business sectors, including associations, government departments, and private organisations.

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NZ Government Waves a Recordkeeping Gloved Fist at Agencies



Michael Steemson
ARMA

Archives New Zealand played 'soft cop, hard cop' to perfection at the launch of its Government Recordkeeping standard, *Continuum - Create & Maintain*, in Wellington earlier this year. I wonder how many agency managers realised this as they sipped their chardonnays afterwards, or understood that this was just the beginning of pain and stress?

Minister Responsible for the Archives, the Hon. **Marian Hobbs**, M.P., took the Hon. soft role, assuring soothingly: 'Continuum isn't about Archives telling other agencies how to do it. It's no Public Service Manual in sheep's clothing. It's about Archives New Zealand providing the tools and advice to work in partnership ...' and so on.

Square-jawed N.Z. State Services Commissioner **Michael Wintringham**, the senior public servant responsible, smiled and mentioned, almost in passing, the 'mandatory standards anticipated under the Public Records legislation' (that's the up-coming N.Z. Public Records Bill, overdue this year, next year, now or ...) and then told the managers grimly: 'I encourage you to go away and apply the standards and guides in your own organisation and to take advantage of the advice and services ...', etc.

Nobody ran white-faced from the Air New Zealand suite in Wellington's Town Hall, so presumably the portentous words went little remarked.

But, sooner or later, agency bosses will begin to understand what the government and State Services Commission have unleashed on them. And Archives NZ will, I

hope, quite soon be taking the glove off that fist to reveal the chain mail beneath.

Then will be the test. Will Ms Hobbs, Mr Wintringham, and Chief Archivist **Dianne Macaskill** bring that fist down with a crash when the need arises?

BEHIND THE PRETTY COLOURS

Even the most cursory perusal of the *Continuum* programme notes show where and how the battle lines have been drawn. The words are garbed in fine print, pretty colours and smart graphic décor, but the *Continuum* is not just window dressing. See page one of the major document in the set of papers that comprises the whole programme:

'This document is intended to provide a benchmark that can be used by Ministers, investigative bodies, the courts and any other person or body to whom or which the Government office is accountable, to assess whether adequate records have been made ...'

It's a lot of words, but its threat is short and sharp.

Look at the compliance recommendations. Note the emboldened type when *Continuum* uses strong words like 'systematically', 'managed', and 'reliably'. Notice, too:

Example of compliance

It is possible to show that all recordkeeping systems and/or documented exception procedures have been operating at all times'

That's to do with the evidential weight of stored records, what once was known as 'legal admissibility', something that's dear to my heart.

The Archives hit squad is not just picking on the gentle records managers. Go to *Continuum's* Fact Sheet 7, 'Managing Government Records - Your Responsibility'. It sets the widest net, saying first: 'Everyone working in the public sector is responsible for creating and maintain records ...' That is certainly worth saying!

But then it gets specific and addresses managers. No, not records managers... just 'Managers'. It says an effective manager's role is, amongst other things, to:

'Ensure that recordkeeping practices in your agency meet best practice guidelines and can stand up to external scrutiny.'

BIG BROTHER AGAIN

I don't like the double use of the word 'practice', but there's that big brother threat, again ... 'external scrutiny'. There are more confrontational examples: like the bald statement, declared in **two** other fact sheets.

A disposal authority is not valid if... the Chief Archivist has revoked it.

Unspoken additional quote: 'Make my day!'

Am I reading too much into the words? I don't think so. Look at the Maori translation for *Continuum - Create & Maintain*, given on all the programme documents: *Tahuhu te hanga me te tiaki*. From what I can make out with my Dictionary of the Maori Language, that translates back to something along the lines of 'the strengthening pole in the guardian's structure'.

At last, Archives New Zealand has the big stick it needs to knock sense into those government wooden tops. About time, too!

I am left with that one niggling thought, though: will Archives NZ get the power to wield it? We'll see!

A few more niggles: The *Continuum* documents contain some silly mistakes, such as seeming to be unaware that more than a year ago Australia's old records management standard AS 4390 was dropped in favour of its international clone, ISO 15489. It gets that wrong in the *Bibliography* and, repeatedly, in the *Glossary* both of which, I gather, were cut and pasted directly and, obviously, unchecked from an earlier publication. More difficult to understand is that the same mistake appears in the very first paragraph of page one of the main programme document and again on page three.

It also gets ISO 15489 references wrong in the *Bibliography* and the *Glossary*, for the same reason as the AS 4390 snafus, referring only to the 'committee draft (CD)' version published a year before the standard's completion in October 2001. It seems to be correct in the rest of the papers, but Archives NZ staff members have been pouring over them and scouring the web displays to make corrections for the next editions.

While they were at it, I hope they noted that Standards Australia moved its headquarters from the Olympics suburb, Homebush, into the Sydney CBD yonks ago. Just a point!

THE AUTHOR

Mike Steemson, an Associate Member of RMAA, heads the New Zealand-based Caldeson Consultancy in Wellington, NZ. He is Vice-President of the Wellington chapter of RMAA. He helped form and was appointed Chairman of a committee creating a New Zealand Guide to AS 4390. He was a member of the Australian delegation on the authoring sub-committee of ISO's Records Management Standard, ISO 15489.

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The Benefits of Lifecycle Records Management



Tony Hughes

Current government regulations and recent court cases have brought the increasingly important issue of records management to the attention of both public and private organisations. Defined and controlled records management policies will ensure that your intellectual content is protected against risks such as litigation or disaster, and that your records practices meet complex regulatory requirements.

At the same time, corporations and all levels of government are looking to add value to their businesses. And content assets are the foundation upon which corporations build new business opportunities and competitive advantage - and upon which governments build accountability practices and ways to better serve their constituents. The requirement to leverage the business value of content while simultaneously protecting that content with an applied records management strategy is not a new one; however, the conventional means of addressing these tandem needs are changing.

Content evolves through three stages in its lifecycle:

- **Capture / creation, review, and**

finalisation: Content is generated in an organisation in two ways: captured as a record or created by internal authors. Captured documents can be in both electronic and physical form, and may include faxes, letters and correspondence, forms, evidence, e-mail, and the like.

But all content does not arrive finalised; indeed, much of it originates within the organisation itself from myriad document creation applications. Workflow tools are often employed to progress content through a review and approval cycle that culminates in a final version, ready for publication and an applied retention schedule.

- **Publication:** While some workers create and contribute content, many more have compelling needs to access the knowledge inside documents and records. Traditional printing and distribution processes are giving way to automated access methods, including publishing to intranets, portals, and public web sites.

- **Retention and disposition:** Governance of content lifespan is abundantly mandated, with companies and governments scrambling to adhere to federal and industry regulations, legislative acts, standards, and compliance measures. Traditionally, file plan classification and retention periods are applied to records when they are declared as final, be they captured or created internally.

In the past, many organisations chose to manage each stage of the content lifecycle independently, with disparate processes, systems, repositories, and technologies. Today, with directives to increase efficiencies while simultaneously improve accountability, an integrated system for the management of the entire content lifecycle is crucial to meet these goals.

INCREASE EFFICIENCIES

To eliminate redundancy of knowledge-based work and reduce time involved with finding information, organisations and governments are implementing a consolidated, integrated system for document and record capture / creation, access, and retention. Moving beyond classifying records only when they are declared final, documents are being coded against a file plan or record series as soon as the first sentence is typed, enabling the developing document to be searchable, navigable, and retrievable from its inception. As a result, in-process and evolving documents are housed alongside final records, eliminating the time-consuming and unintuitive tasks associated with searching two repositories. Knowledge workers increasingly don't discern between in-process documents and final records - instead, they are simply seeking the information needed to get their jobs done. With an integrated document and records management framework, organisations can accelerate speed to knowledge and quickly deliver the information their workers need, when they need it. This streamlined knowledge access can be used to maximise competitive advantage and improve customer or constituent service.

IMPROVE ACCOUNTABILITY

To keep or not to keep? - that is the question. Whether the mandate is retention for determined periods, destruction of outdated or irrelevant information, reporting of file activity and access, or even all of these requirements at once, the records manager is challenged to find answers. In the past, they dealt with predominantly paper-based files easily classified with associated schedules for retention or destruction. But recent court cases have raised the visibility of information accounting practices, and the scope has expanded to include electronic records. Litigation and discovery procedures are resulting in judicial orders for an accounting of procedures and transactions surrounding an organisation's content stores.

E-mail, in particular, is becoming an increasingly contentious knowledge source in terms of its retention.

What content exists, and how it is managed, accessed, and retained are all questions that must be diligently and swiftly answered to the court's satisfaction. Failing to do so can result in fines, penalties, and even business failures, as daunting work stoppage challenges can occur when trying to satisfy legal information requests.

Whether or not an item is formally declared a record becomes irrelevant, as all information can be subject to the legal discovery process. This speaks clearly to the strategy of an integrated content lifecycle platform that classifies both in-process documents as well as declared records against a file plan. With clear, demonstrable file coding and retention schedules for both physical and electronic information - at any time in its lifecycle - organisations can rapidly and appropriately respond to the discovery components of litigation while demonstrating they have a reliable and trustworthy method for the filing, coding, and retention of their intellectual content. Relevant information to the discovery process can be quickly produced, while unrelated organisational assets are protected and appropriately omitted.

Beyond litigation challenges, many industries face regulations and standards surrounding records management. Proof of policies, methods, and documentation procedures are strategic elements, but audit trails and access reports are key in this arena as well. Provisions related to FDA, SEC, and HIPAA compliance expand the context of what types of information need to be tracked, and at what point in time. From the day that a letter is received, to the minute that an e-mail is sent, to the moment a procedure is edited, to the second a patient record is updated; an integrated system that manages all information related to the associated search, audit, publication, retention, and disposal tasks of document-based information will help an organisation maximise its accountability and minimise its risk.

Lifecycle records management is evolving as quickly as the role of the records manager. As new forms of content, context, and communication emerge in today's e-business marketplace, records administrators must stay abreast of nascent standards and technologies surrounding documents and records. A consolidated platform for the lifecycle management of content assets - physical or electronic, in-process or final - is the technology bedrock upon which organisations build solid records management practices.

THE AUTHOR

Tony Hughes is Managing Director of Hummingbird in Australia and New Zealand. He manages the team to grow market share of Hummingbird EnterpriseTM, Hummingbird's flagship, scalable, knowledge, document, and records management solution, as information management increasingly becomes a priority for organisations, with increased local and international legislation and corporate governance issues. Tony has held various management positions at Retriever Communications, SAP Australia, Gateway Computer Corporation, Digital Equipment Corporation, Fujitsu Australia Limited, and Link Telecommunications.

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BOOK REVIEWS

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BOOK REVIEWS

Len Asprey and Michael Middleton

Integrative Document and Content Management: Strategies for Exploiting Enterprise Knowledge

Idea Group Publishing



Joy Siller

It would be preaching to the converted to say that information is a vitally important resource in our society. Many organisations however, have a tendency to view information management needs and develop solutions in isolation. With this in mind, *Integrative Document and Content Management* provides strategies and techniques to assist in the creation of more holistic organisational information management.

The authors have set themselves eight objectives with this ambitious text, ranging from providing information systems planning frameworks to showing the relationship of specific applications within overall systems models. Its primary intention is to 'blend theory and practice to provide practical knowledge and guidelines' in relation to understanding and planning for integrative document and content management. In doing so, this book is full of advice and tips for its intended audience that comprises business managers, information professionals, and students.

Australian authors, Asprey and Middleton, are well known in the information management community. Asprey is known for his consulting and international speaking engagements in the information management and technology field. Middleton is known as an academic who has contributed extensively and published widely in information management; he is also an international speaker.

The text is well structured and each chapter includes an overview and summary. The book has five parts being 'Business Context',

'Preliminaries', 'Requirements Analysis and Definition', and 'Package Selection and Implementation' - thus allowing the reader to select the most appropriate starting point, depending on their level and need. (The fifth part is 'Appendices').

Prolific throughout the publication are diagrams, checklists, templates, scenarios, and case examples, all adding to the practical value of the book. In addition, it has (as appendices) an extensive glossary, bibliography, list of relevant web sites (including associated software vendor sites), and an overview of digital storage hardware.

Part 1 sets the scene for document and content management. Those new to information management or those wanting to confirm its place within an organisation's business context will find the first two chapters helpful. Subsequent chapters within Part 1 expand on system characteristics and interfacing opportunities.

The book's Part 2 discusses project planning and management methodologies, feasibility studies, and business case development. It explains that feasibility studies are an important component of business case development, as they provide the opportunity for enterprises to examine all options for business and technology solutions. Included here also is a chapter on the development and implementation of an integrated document and content management policy within an overall information policy framework.

Part 3 represents the largest portion of the book as it provides considerable detail on methodologies for analysing and defining integrated document and content management requirements. These chapters essentially bring together the concepts discussed in earlier parts of the book to identify actual system requirements and specifications.

Part 4 covers the processes involved in actually selecting a systems solution (ranging from procurement to evaluation and contract development) and implementing it. Implementation planning addresses issues such as project execution plans, quality plans, and change management.

There are many highlights in the text, starting with an interesting account of the evolution of documents and registers, and extending to an invaluable series of functional statements and comments for the management of physical and digital objects. Those information managers at the stage of developing their system requirements specification will find Part 3 of considerable assistance, particularly in relation to the tables covering functional requirements for specific types of documents and processes such as e-mail, physical documents, digital drawings, imaging, workflow, and web content.

A few minor issues with the book's contents could be noted at this point. It covers a vast range of information management principles, scenarios, and practices, but there are some areas that could have been expanded from a records management perspective. For example, although the DIRKS methodology is briefly mentioned in Chapter 2, it is not then correlated to subsequent content including appraisal criteria, implementation planning, etc. The book would be highly complementary to the now internationally accepted (via ISO 15489) DIRKS methodology by providing a practical organisational context to the principles.

From a reader's perspective, such extensive content requires in-depth indexing to ensure that the user does not miss important points without the need to read the book from cover to cover. I would personally have preferred a much more detailed index than the existing 5 pages. For example, there is no entry for 'thesaurus' in the index, despite it having various areas of coverage (e.g. under 'controlled vocabularies').

This comprehensive book is a valuable contribution to international information management literature. The contemporary and practical content from its Australian authors make it a worthwhile acquisition for anyone serious about addressing their organisation's information management needs or providing client solutions.

THE REVIEWER

Joy Siller has 18 years' experience in the records management profession and is the Principal Consultant and a Director for Siller Systems Administration. She is a long-standing RMAA committee member and has assisted with the development of training curricula and courses within tertiary institutions. She has presented conference papers on various aspects of records management, business management, and training, and her articles have been published both locally and internationally. She has also co-authored a text on records management.

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Idea Group Publishing Hershey, USA, 2003, 553 pages, hardcover, ISBN 1-59140-055-4, \$US79.95 (www.idea-group.com). Available at a 50% discount through the Institute for Information Management (www.iim.org.au)

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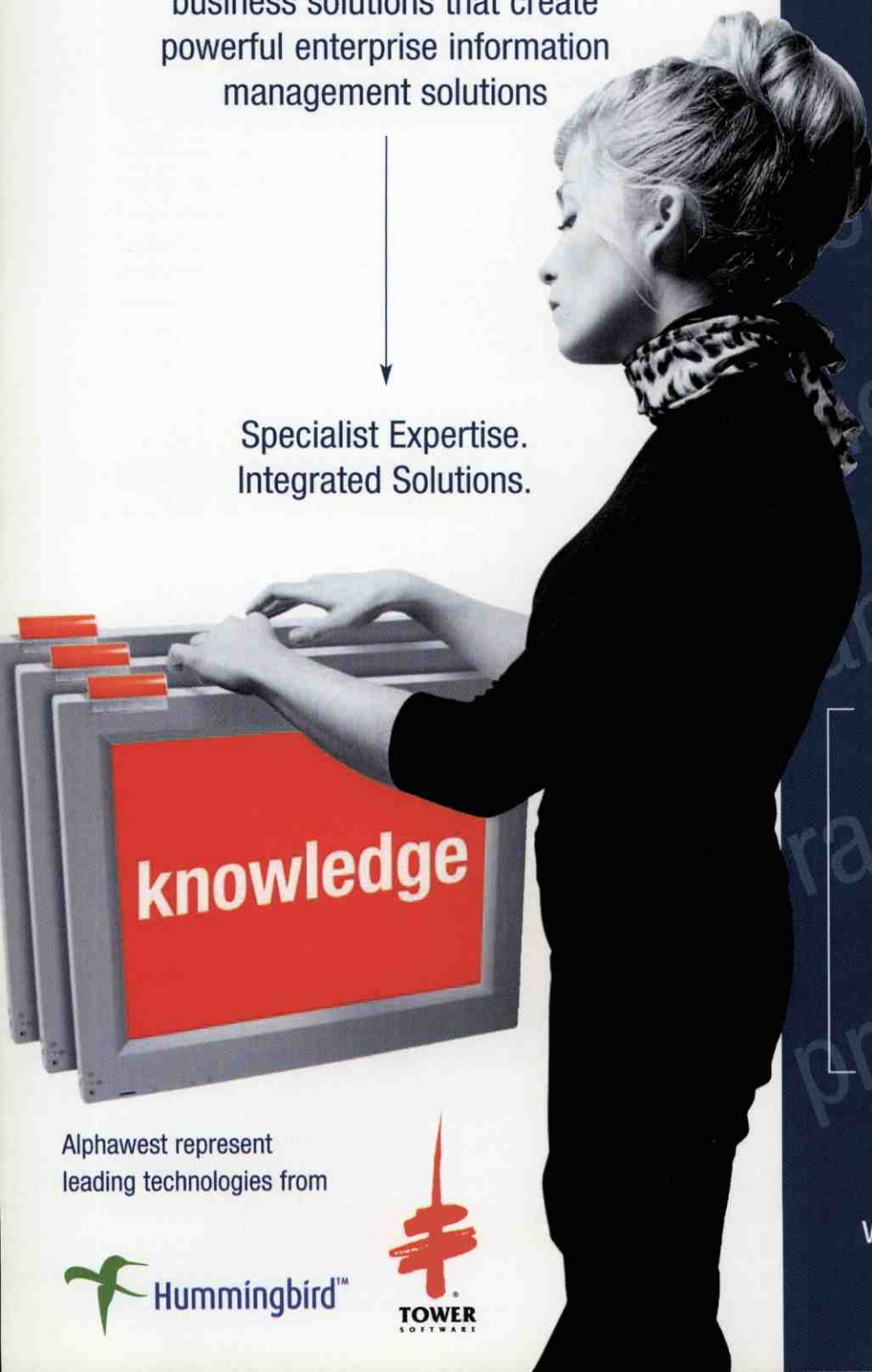
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RMAA NEWS

R M A A N E W S

RMAA LISTSERV-ING

COMMONWEALTH RECORDKEEPING

Edited by Liz Dowd and Grahame Gould

EXIT PROCEDURES

John Farley requested comment on 'formal exit procedures for staff ... to remind them that records must not be destroyed, deleted, or taken with them'.



LIZ DOWD

Cris Baker was the first to reply, 'It used to be a piece of paper... "transfer all the files... to this person". She then outlined the process now in place including, 'an electronic clearance... disseminated via e-mail', which 'has worked considerably better... the problem is "incentive"... regularly promote best practice in relation to RK'.

Jan Murphy said she'd had 'limited success'. It 'is essential that the Human Resources department... add a document management clearance check as part of their exit clearance procedures'.

Greg Wilson expanded the discussion to include the problem of the 'day-to-day... sharing of information'. He encouraged the use of an eDRMS and electronic records as the solution. 'It all comes down to business risk management.'

Norman Lewis questioned the NAA's authority to 'involve them in the front end of recordkeeping and designing of such systems to manage the commonwealth record from the "womb to the tomb".'

Stephen Macintosh proposed that the 'NAA need to be supported in their efforts to bring about changes.'

'John' let us know that Section 6(1) Powers of the Archives states, 'the Archives may do all things that are necessary or convenient to be done for or in connection with the performance of its functions...'

Adrian Cunningham and Steve Stuckey of the NAA gave considerable detail of the agency's authority. 'Section 5(2)(c) of the Archives Act, states that one of the functions of the Archives is "to promote, by providing advice and other assistance to Commonwealth institutions, the keeping of current Commonwealth records in an efficient and economical manner and in a manner that will facilitate their use as part of the archival resources of the Commonwealth"... we have no shortage of mandates or endorsements for our e-permanence campaign.'

PROMOTING RECORDS MANAGEMENT

Glenn Sanders posted a link to an article in the online magazine 'Tech Republic', entitled 'The CIO's guide to effective records management'. Some quotes from the article included, 'successful records management is only possible through the involvement of a cross-functional team that includes records managers or librarians, IT professionals, business managers, and legal counsel' and, 'records managers have retention policies, while IT managers have backup strategies. The difference is profound.' Glenn opined that it was a 'good article from the IT industry'.

Neil Lynch found 'it very frustrating that this is considered to be news', as he had participated in a group in 1991 that consisted of IT and RM professionals among others. He had also 'seen other examples... where an eRMS project team

consisted of people from IT and RM.' He also disagreed 'that IT only views the world in terms of storage... IT has "always" had retention periods'.



GRAHAME GOULD

LIFECYCLE

Jenny Evans commented regarding one of the training courses announced on the listserv, 'I am worried when I see a records management training course being run in Australia with emphasis on the life cycle of records'.

Grahame Gould queried the meaning of "lifecycle".

Richard Rice conjectured that 'life-cycle theory is old hat. (A theory) that states once archived, a record is no longer a "current" record but an "historical" record. The records continuum does not make this distinction. Life-cycle has, in my view, created a huge rift between Records Managers and Archivists.' Clare Cowling concurred.

Jenny Evans: 'The life cycle model traditionally splits records and archives into two disciplines. As a result we had records being taught on the job and in some cases at TAFE level and archives being taught at the professional level within universities. Hence under the life-cycle we have Archivists who were professional (if they acquired qualifications) and many Records Managers without formal qualifications, or in some instances they had para-professional qualifications'. She also provided several links on the topic.

John Sim was of the opinion that, 'AS ISO 15489... was developed on the principles of the life-cycle concept'.

Kate Cumming, 'as a member of the Australian committee that contributed to the development of AS ISO 15489', let us know that, 'AS ISO 15489 has very consciously been drafted as a continuum based document'. It 'brings traditional "archival" considerations into active business, or records management frameworks'.

Richard Rice agreed with Kate and added, 'I don't think life-cycle has ever been very prevalent in Australia'.

Gail Murphy disagreed with that last comment saying, 'the "life cycle" approach was born in 1934 in the USA... so for over sixty years we all lived with the concept quite happily until 1996 when AS 4390 arrived'.

Jenny added, 'when I first became a Records Clerk back in the 1980's the world revolved around the life cycle. I did a TAFE course and its focus was the birth to death concept of records. In one organisation... the Archivists were extremely critical of the records staff that they perceived as having very little idea and we lacked professionalism'.

Stephen Bedford thought 'a lifecycle is easier to explain... continuum fans should come up with a metaphor that vividly illustrates their point'.

Grahame Gould suggested, 'how about a racehorse or workhorse? It is initially more active. As the horse gets older or has more injuries it may become semi-active until one day it is retired to inactivity in a pasture (at which point the "life-cycle" model would call it dead). It's now "archived", but its life is not over, and there may be a possibility for it to come back into activity, for various reasons.'

Glenn Sanders: 'As Stephen said, a model is (just) a model. I'm not sure I see much difference... between a continuum model and a life cycle model'.

Colin Webber: 'the life cycle: we buy a race horse (creation) we use it at different tracks (use), (and) we feed it (maintenance). We can either: put it out to pasture (long term preservation), put it down as the cost of keeping it outweighs the usefulness of the horse (destruction), or we can sell it (no longer our problem). The continuum theory exists where? Only at the long term preservation?'

Elisabeth Wheeler stated that, 'the discipline has moved beyond this (life cycle) model, because it had (and has) inherent shortcomings in terms of the way we find realistic, lasting solutions relative to the problems and challenges in contemporary creation, capture, and management of corporate data through space and time, i.e. in dynamic, distributed networks, employing electronic business systems as the norm.'

I'M TOO SEXY FOR MY...

Phew! Grahame Gould sparked a sizzling debate when he shared his thoughts on the perception of records management, listing the 'positive virtues' as he saw them and concluding that RM is not exciting, it can be boring, other people probably think it's boring, and he has 'to battle to explain the interesting bits.' Grahame finished with the challenge to 'work harder at letting people know' about the profession.

Jane Edinger agreed that we should 'start to talk outside of the information profession square' to promote RM.

Stephen Macintosh suggested, 'promoting and explaining the tools that are used to manage information and (that) evidence should be an important part of any professional recordkeeper's skill base'.

Anne Cornish shared with us her dream to make records management 'sexy'. Greg liked the idea, Maureen Cooper is aiming for Mars, and Maryann Rosenthal is still looking for the sexy bits! Brett Danalake suggested the advent of the 'Naked Records Manager' (reflecting the theme of the 'Naked Chef') and rumour has it there will be a sexy records management 2004 calendar released with strategically placed files and labels. Any volunteers?

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WENDY FEWSDALE AWARDED CENTENARY MEDAL

In May 2003, in a first for records management, South Australian RMAA member Wendy Fewsdale was awarded a Centenary Medal for 'Services to the community, particularly through recordkeeping'.

Wendy started her information management career at the Adelaide University's Barr Smith Library in 1975. Since then, her records management work has spanned custody to consulting services within local and state government.

A cocktail party was held during 'Archives and Records Management Week' to celebrate this wonderful achievement. At this celebration, Wendy revealed her feelings about the award.

'I received an envelope from the Prime Minister's office and, thinking it was probably more terrorism propaganda, nearly put it in the bin. I thought twice about the quality of the envelope, being gold lined I felt I should open it and have a look. It was notification of the awarding of the Centenary Medal for "services to the community, particularly through records management".

'I contacted the relevant office to investigate what this was all about and to find out who had nominated me and why. I was informed that the Centenary Medal

was introduced by the Prime Minister on 28 December 2001 and was created to honour living persons who have made a contribution to Australian society or government. I was also informed that the nominator and the nomination could not be divulged. I was perplexed as to why I was chosen to receive such an honour for what I perceived as just doing my job.'

'I proudly accepted the award from the Hon. Trish Worth, watched by my extremely proud father. I feel that this award is also a recognition of the field of records management and its importance in the operations of government.'

'I thank my peers, as none of (my) achievements could have been possible without the knowledge sharing and input from those in the records management industry within this state.'

'Lastly, I must thank my children Hugh and Holly who had to cope with a tired, stressed, and often absent mum and my partner Shane for his support and picking up the pieces in my absence.'

'I plan to wear with pride all three medals together on my nightie in the nursing home and display the certificate on my wall and hope that time will erode the fact that the certificate has been signed by the dodgy brothers, John Howard and Peter Hollingworth!'

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\$100,000 FOR UK STUDY OF ISO 15489 IMPACT

A British academic research agency has committed more than \$100,000 to a study of the impact of ISO 15489, the international records management standard, on UK business practice.

The Arts and Humanities Research Board (AHRB)¹, a Government-backed higher-education fund administrator, has made the grant to **Dr Julie McLeod**², a senior lecturer for the School of Informatics³ at the University of Northumbria in Newcastle, north-east England.

ISO 15489 was created by the International Standards Organisation (ISO) substantially from the first Australian records management standard, AS 4390. The international standard was adopted as the new Australian guide, AS ISO 15489, last year.

The purpose of the UK study is to:

- identify kinds of organisations adopting the standard, their reasons, and processes
- discover how the standard influences changes in records management practice, wider managerial behaviour and practice, and
- assess the extent to which the 'necessarily generic' standard is relevant and valuable nationally in the electronic environment.

The study will be in two parts: a macro level monitoring the broad range of UK organisations adopting the standard and a micro-level investigating four case study organisations from the public and private sectors.

In a statement, Dr McLeod, said: 'The outcomes will be an understanding of the difference ISO 15489 has made to managing records and any wider influence it has had on changing the approach to records management in the electronic environment. By sharing experience within the profession and more broadly, the research will also contribute to the knowledge of the use of standards for records management.'

The project will launched at an open meeting in the UK later this year. Interim results will be published. The final report will be available in July 2005, Dr McLeod said.

FOOTNOTES

1 Arts and Humanities Research Board URL: www.ahrb.ac.uk

2 Dr Julie McLeod: julie.mcleod@unn.ac.uk

3 School of Informatics, University of Northumbria at Newcastle, Lipman Building, Newcastle upon Tyne, NE1 8ST. URL:

http://online.northumbria.ac.uk/faculties/art/information_studies/lmri/index.htm

OBJECTIVE WINS CONTRACT WITH UK'S NATIONAL HEALTH SERVICE

Objective Corporation announced that it had been awarded a contract valued in excess of \$1 million to supply a knowledge and process management solution, to the UK National Health Service (NHS) Purchasing and Supply Agency.

Mr Richard Chantler, financial director, NHS, said, 'The agency works with around 400 NHS trusts and health authorities and manages 3,000 national purchasing contracts, influencing around half of the \$7 billion spent in the NHS on purchasing goods and services in the health service.'

The agency selected Objective following an extensive tendering process for two interdependent systems, a contract management application and an electronic document and records management system.

Objective will deliver both systems providing the NHS with a complete solution for managing the entire lifecycle of contracts and associated documents.

The solution will replace a host of existing isolated, disparate IT applications scattered throughout the organisation enabling the agency to meet its goals under its strategy to modernise and improve supply management across the NHS ensuring money is spent to best effect.

The initial application will cover the agency's contract management applications thereby automating the existing business processes.

'This application will provide an ideal mechanism for the agency and its personnel to monitor existing and future contractual usage patterns and expiry dates as well as enable us to supply procurement savings as an integral part of our reporting and auditing procedures,' concluded Mr Chantler.

Mr Tony Walls, joint CEO, Objective Corporation, said, 'Securing this contract with the UK National Health Service illustrates the key role Objective can play in underpinning an organisation's standardisation of processes, business improvements and e-government initiatives.'

NSW GOVERNMENT DOCUMENTS IN CONTEXT

Australian supplier of electronic document and records management software to the world, TOWER Software, is pleased to announce the availability of TRIM Context under the NSW GSAS Panel Contract for Records and Information Systems, ITS 2323.

TOWER was the only company to renew their relationship with the New South Wales Government following evaluation last year. 'The New South Wales Government continues to be an important market to TOWER Software', said Dean Kelly, General Manager Asia/Pacific. 'As a significant contributor to our success in Australia and overseas we are committed to continuing and expanding on, our successful relationships with NSW government agencies. To this end our development is directed at producing software that works. TRIM Context offers significant benefits to those organisations looking for scalability, increased performance and efficiencies, reduced risk, business acumen and, tried and proven software.'

TOWER Software signed its first contract with the NSW Government in 1996 and was the first organisation to sign a new contract in September 2002. By the end of the current contract, 2006, TOWER will have supplied NSW Government agencies software for 10 years. In addition, business partners Alpha West and Tower Technology have also been successful in gaining GSAS contracts with TRIM as the core component of their solutions.

**HUMMINGBIRD MAPS OUT
NEW GIS SOLUTION**

Hummingbird Ltd, developer of enterprise information management solutions (EIMS), will further extend the value of geographic information system (GIS) implementations by linking documents to map features. Hummingbird Enterprise™ for ESRI offers a web-based mapping interface for document and records management and queries by linking ESRI's ArcIMS™ software and Hummingbird DM™, an integral component of Hummingbird Enterprise™.

The Hummingbird Enterprise for ESRI solution is applicable across a broad range of industries including government, utilities, education, oil and gas, military and telecommunications. All business-critical information about any selected facility will be available online for quick and easy access, from any location.

'The link between GIS data, such as a parcel of land or a pipeline, and the supporting documents, delivers an extremely powerful value proposition to ESRI customers,' said Christopher Thomas, Government Industry Manager, ESRI. 'Users will have access to the data necessary for immediate and informed decisions resulting in more widely shared information and increased productivity throughout an organisation.'

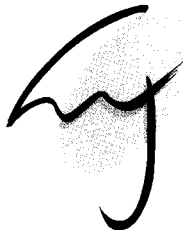
With Hummingbird Enterprise for ESRI, spatial features can immediately be linked not only to data, but also to a wide range of documents, such as photographs, engineering drawings, field notes, word processing documents, spreadsheets, databases, and digitised audio and video. For example, road construction contracts are linked to road segments; scanned deeds are linked to parcels of land; CAD drawings are linked to facilities; and maintenance records to an oil well.

Hummingbird Enterprise for ESRI was developed in conjunction with Farragut Systems, Inc., a Hummingbird and ESRI business partner. Farragut Systems, a full service GIS and System Integration company, has leveraged its knowledge of ESRI to develop the integration components for the Hummingbird Enterprise for ESRI solution, ensuring a stable, comprehensive, and interoperable system that will improve and simplify internal processes.

'The ESRI and Hummingbird technologies work seamlessly together to offer a secure, flexible infrastructure that will support the data and document management needs of any organisation,' said Andrew Pery, Senior Vice President, Hummingbird Ltd. 'With Hummingbird Enterprise for ESRI, our customers can search, manage and access documents easier and faster from either the GIS or from Hummingbird DM, providing more effective collaboration, reduced costs and improved efficiencies.'

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RMAA REPORTS

RMAA REPORTS

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MARKETING CO-ORDINATOR'S REPORT

M A R K E T I N G R E P O R T

I have the proverbial 'good news and bad news' to report this quarter.

First the good news: There are many initiatives in the pipeline, and some wonderful improvements will be obvious over the next six months.

Now the bad news: I can't tell you anymore at this stage, because I don't want to ruin the surprise/s.

What I can tell you is that I have had a very positive response to the new look *Informaa Quarterly* (IQ) magazine, with comments about it being a friendlier format and looking more professional. We have an excellent team working behind the scenes to ensure that it continues to improve. One of the intended improvements is to change the suppliers list to a lift-out format when it is produced as part of next year's February IQ.

In other news, we are expanding our reach into different business magazines to try and lift the profile of both the RMAA and the records management profession. In February, we ran an advertisement in 'Government News' magazine (their audience is all three tiers of government) and in August and September we will be running a half-page advertorial in 'mybusiness' magazine (their audience is small-to-medium private enterprise). Both magazines have a readership of around 40,000 per month.

Finally I can report that the online Product Directory has been reviewed, with categories added/changed and pricing re-evaluated (down). Do you know of a company that could benefit from being in our Product Directory? If so, ask them to contact Wendy Daw on 1800 242 611 for more information.

Kristen Keley ARMA
Marketing Co-ordinator



SPECIAL NOTICE: RMAA MEMBERSHIP CARDS

To ALL RMAA MEMBERS

Due to a special announcement to be made in Melbourne, at the 20th National Convention in September the distribution of your new membership cards has been delayed. The new cards will be delivered to you via mail in the week commencing 15 September 2003.

In the meantime we have extended your current membership cards which will now be accepted as valid until 30th September 2003

Thankyou

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BRANCH REPORTS

B R A N C H R E P O R T S

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Since the last report, our efforts have been directed towards 'Archives and Records Management (ARM) Week' for NSW. A steering committee made up of representatives from the Records Management Association of Australasia (RMAA) and Australian Society of Archivists (ASA), including the Convenor of the ASA Electronic Records Special Interest Group, worked well together in putting together a varied program of interest to a wide audience. I should at this time also thank the Australian Library and Information Association (ALIA) who used their services to promote activities (this was their initiative) and also Julie King who has been of great assistance to us in recent times in organising events. Unfortunately for us, Julie has chosen to leave working for Siller Systems Administration to take up a position with the Rugby World Cup. We will miss her greatly but wish her well in this new endeavour.

During ARM week, the RMAA hosted four events beginning with a successful 'Professional Membership Status Workshop' presented by Chris Fripp and Chris Colwell. The workshop generated discussion about the requirements for professional membership.

We held a seminar entitled, 'Building better skills: Assessing and bridging records management skill gaps' presented by Amanda Barber from State Records NSW. We also had workshops on 'Disaster Prevention' presented by Glenn Sanders and 'Managing Electronic Records' presented by Sandra Hinchey. We thank all these people and our sponsors for these events, including One Umbrella for the seminar and Zenith

Management for the workshops. The status upgrade workshop was not sponsored.

Our next meeting will be our branch general meeting with a seminar on the title 'What is a professional records manager?'. Our branch annual report will be available on the website in due course. I thank my fellow Councillors for their work. At this time only one current Councillor, Kerry Monzo, has advised she is not standing again. I thank Kerrie for her time and work on the Council.

Like other branches, our Council members work hard and hold very responsible positions with considerable loads and they are to be commended for their commitments to the work of the profession. We always appreciate offers of assistance. With Julie King moving on, a particular need exists for helping organise events.

Our Local Government Chapter will be holding its annual meeting in August in Campbelltown. I thank Ian Aird and his team for their valuable work in the Chapter.

In mid-June I spoke at an electronic document and records management conference in Sydney. Having been involved in such conferences for four or five years now I find it pleasing to see the importance these events place on records management. In early ones I attended there was little if any knowledge of records management and its importance in dealing with documents. This is pleasing and needs encouragement.

Geoff Smith ARMA

Branch President NSW

The ACT Branch has once again been hard at work providing activities for our members. The 'Archives and Records Management (ARM) Week' in May was a highlight this year; we were pleased to welcome Mr Ross Gibbs, the new Director-General of the National Archives of Australia to our annual dinner.

Ross delivered a presentation on some of the issues regarding working together amongst professional bodies in the common cause of promoting better recordkeeping. I am pleased to say that Ross has given us his endorsement to provide support for next year's ARM Week activities, in conjunction with the Australian Society of Archivists and the National Archives. This is indeed good news for all ACT members, as we will have a week of joint activities that incorporate all aspects of good recordkeeping and we should be able to provide an interesting program for all in 2004.

The ARM week was also the opportunity to support the ACT Records Office launch of the new Recordkeeping Standards for Government. The Hon. Bill Wood MLA conducted the launch to a large audience that had gathered at the Legislative Assembly.

Professional upgrades

The Branch held a 'Professional Pathways' breakfast in April to bring together the various ways to gain professional development. Our guests were Kate Walker, RMAA Executive Secretary, and Chris Fripp, RMAA National President. Members received very helpful information on how they can upgrade their RMAA membership status.

Speaking of which, congratulations to those members who have received their professional upgrades to Associate member. Terri Kearns from the Commonwealth Grants Commission and Anita Brake from the National Library. Well done!

The Status Upgrade Committee has also been doing some work with potential members to upgrade their membership status with a workshop held during ARM week.

The Branch is now busy planning for their AGM and seminar, 'The Recordkeeping Backbone' to be held at the end of July.

Veronica Pumpa ARMA

Branch President, ACT

Archives and Records Management (ARM) Week

There was something for everyone with the various activities organised for 'Archives and Records Management Week'. Our ARM week breakfast attracted 45 early starters who listened to an interesting presentation on 'Knowledge Management'. Certificates were presented to new Associate Members, Jennifer Curley, Greg Moore, and Shelley Arnold. The State Government and Commonwealth Agencies Chapters both organised activities for members. To wrap up the week a workshop on applying for professional membership was organised. Thank you to all those members who attended functions during the week. We hope you found something of interest.

Queensland State Conference

On the 7 August, the 2003 Queensland State Conference will be held. This year an interesting range of speakers will present a diverse range of topics covering areas such as e-business, managing e-mail, government recordkeeping issues, governance and recordkeeping, and more.

Education

It is pleasing to advise that the Queensland University of Technology (QUT) will be offering a unit in 'Recordkeeping Concepts' in second semester commencing July 2003. The course will cover many issues in contemporary recordkeeping. The unit will be available to students undertaking existing studies, as well as through continuing professional education.

Professional Development Seminars

There has continues to be strong support for the professional development seminar series. Recent seminars have covered classification systems, file attachment devices, and conservation of records. Full details on future seminars can be found on the RMAA web site.

Philip Taylor MRMA

Branch President, QLD





'Archives and Records Management (ARM) Week' is the obvious event to report on in this edition of IQ, so what did little old Tasmania do?

Well, ARM week was a huge success here in Tassie, but with careful planning and coordination better events can be planned in the future.

ARM week has been around for quite some time with some states holding it more frequently than others. We need to review the history of ARM week and look at a more widely coordinated approach to ensure better publicity for archives and records.

At the 2002 national convention in Adelaide, a group of interested people got together to look at a national coordination strategy, but really it was too late for anything beneficial (except the poster) and it is suggested that we get together and start planning now. A national strategy could save on promotional costs and other resource savings.

Anyway, back to this year's event. Tasmania held two main events during ARM week. Alphawest put on a 1/2 day information management solutions event which consisted of a seminar with sponsored speakers in conjunction with a small exhibition area, with partners strategic to our information management business. Speakers included Mark Towers (Alphawest), TOWER Software, Hummingbird and Joy Siller (Siller Systems Administration) who presented a session on, 'Records Management Standards, Compliance, and Risk Today'.

Following the event there was the traditional cocktail party which is where the real benefits of networking come in.

The next day the RMAA hosted a full day seminar, with Alphawest being the major sponsor and Tower also sponsoring the day. The event held something for everyone, including:

- David Moldrich enlightened us with information about the ISO TC46 SC11 Archives/Records Management and IT/21 Records Management scene
- Sue Ashlin talked about the new Tasmanian Health Connect Trial
- National Archives of Australia presented standards and guidelines for the physical storage of Commonwealth records
- Archives Office of Tasmania presented a 'Disposal Schedule for Records of Common Administrative Functions'
- Chris Fripp presented a very frightening wake-up call in relation to disaster management, and
- Joy Siller presented sessions on 'Change Management' and the 'Key to Outsourcing'.

Copies of the papers are available from the RMAA website.

Kate Walker MRMA AMIM
Branch President, TAS



The Branch celebrated 'Archives and Records Management (ARM) Week' with several activities that were well supported by our membership.

A site visit and tour of the NT Archives Service was conducted on the Monday. On Wednesday, Peter Shoyer, the new Information Commissioner conducted an informative presentation on the new Information Act, which included a lively discussion on the records management implications of the freedom of

information and privacy aspects to the legislation. On Friday, members attended a celebration of the week, with a trivia quiz and other festivities.

The Branch Annual General Meeting was held at the NT Archives Service on 11 July.

Linda Bell
Branch President, NT

Melbourne National Conference stands SOLD OUT!

The conference continues to be discussed both by vendors and participants as an event full of rich, valuable content not to be missed in Victoria. We are trying to create more opportunities for our industry colleagues to show their product and services, so please contact Jill Atkinson on telephone 0408 252 062 if you are interested.

The conference has almost reached the 50% of delegate capacity levels and it is only July.

AGM

Notice is hereby given that the 2003 Annual General Meeting of the Records Management Association of Australasia Victorian Branch will be held on Wednesday 30 July 2003. The Annual General Meeting will commence at 4.30 p.m. at the Public Records Office of Victoria, 99 Shiel Street, North Melbourne. I urge anyone with a spare few hours each month to drop into the AGM and become a volunteer.

Local government

The Local Government Chapter has continued to be quite active this year. Three meetings have been held, with our last one on 30 May at Boroondara City Council. It was well attended with 21 people from 14 councils coming along to hear a presentation by Kathy Sinclair from the Public Records Office talking about VERS compliance.

A considerable amount of discussion was generated in relation to archives issues and, as a consequence, it was decided to resurrect the RMAA Local Government Chapter General Disposal Working Group e-mail list. This will enable local councils to discuss and resolve archives issues that arise and also enable greater information sharing between local government councils.

With the AGM occurring before the next chapter meeting we are hoping that new members will be willing to become involved in the group and the RMAA. With the continual increase in participants at each meeting it is good to see that the chapter is alive and well.

Professional development

Continuing professional development opportunities for Victorian members were recently held including a series of records management intermediate competencies upgrade workshops by R. Kaczynski MRMA and a free seminar on, 'The future of managing records in a standards environment' by D. Moldrich MRMA.

See the website for more details www.rmaa.com.au

Peter Gaca ARMA

Branch President, VIC

A number of events have occurred recently, starting with a breakfast seminar held on 3 April at the Radisson Playford Hotel, where Elisa Colak discussed mentoring.

On 9 April, Synercon Management Consulting, in conjunction with the SA Branch, conducted a demonstration of their records management classification product, 'a.k.a.'

A status upgrade workshop was held on 15 May, resulting in three new Associate members for the Branch. Our congratulations go to Donna-Maree Findlay, Nigel Burton, and Marie Feltus on gaining professional status! They will receive their certificates at our AGM on 9 July. There are also a further three members currently completing their applications.

Finally, during ARM week the SA Branch held two events. The first was a seminar on VERS conducted by Howard Quenault of the Public Records Office of Victoria at the Next Generation Complex. The second was a cocktail party, held at Katts Restaurant and hosted by the Branch to celebrate the awarding of a Centenary Medal to one of our members, Wendy Fewsdale (see the article in this edition).

Kristen Keley ARMA

Branch President, SA



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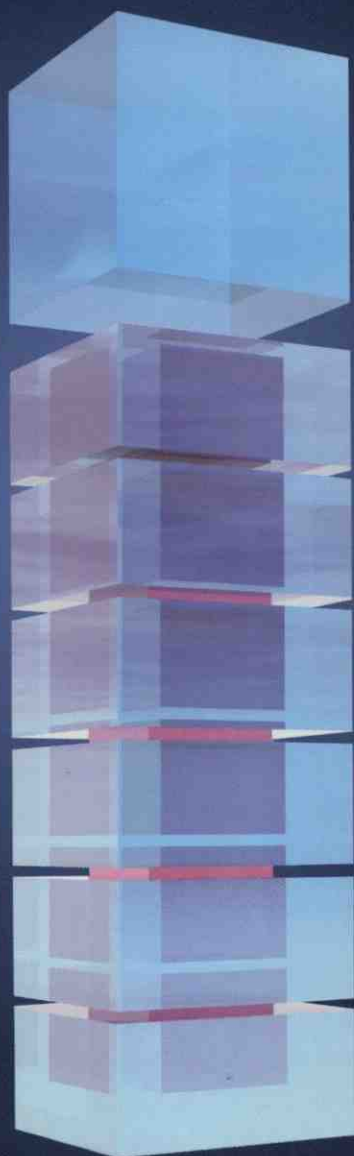


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