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Information overload

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The View from the Chair

DAVID PRYDE, MRMA

Chairman of the Board,
RIM Professionals Australasia

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Professionals Australasia

Information overload

In forums around the world, records and information managers have been debating for at least 10 years whether records and information management is still a relevant discipline, whether its frameworks are robust enough to manage the new information super highways (channels) or whether there may be 'bigger, better, faster solutions'. Ten years on – they are still deciding!

While we attended many conventions in that time and listened to experts explain our demise through some form of technological information 'ice age', the dinosaurs that clung to basic RIM principles and practices survived.

I believe that information overload in the Information Age is a syndrome that affects the practitioner not the user. Let me explain…

The term 'information overload' was conceived in a 1964 book by Bertram Gross, titled *The Managing of Organisations*, but it wasn't until 1970 in his book *Future Shock* that Alvin Toffler made the term popular.

>> "FUTURE SHOCK IS THE SHATTERING STRESS AND DISORIENTATION THAT WE INDUCE IN INDIVIDUALS BY SUBJECTING THEM TO TOO MUCH CHANGE IN TOO SHORT A TIME." <<

(ALVIN TOFFLER 1970)

Toffler refers to the difficulty that a person may experience when trying to understand an issue or attempting to make a decision that can be caused by the presence of too much information.

PRACTITIONERS AT RISK

As recordkeeping practitioners during the Information Age, are we learning to be good facilitators of information as well as good custodians and managers, as we engage new information channels and technologies? The question arises – does information overload still exist in 2011? If it does – does it still resemble Toffler's *Future Shock*? I don't believe it does – in fact I will go so far as to say that it is not the user but the practitioner who is most at risk of being information overloaded.

The causes of information overload are generally considered to include the following:

1 A rapidly increasing rate of new information being produced.

2 The ease of duplication and transmission of data across the internet.

3 An increase in the available channels of incoming information (e.g. telephone, e-mail, instant messaging, RSS).

4 Large amounts of historical information to dig through.

5 Contradictions and inaccuracies in available information.

6 A low signal-to-noise ratio.

7 A lack of a method for comparing and processing different kinds of information.

8 The pieces of information are unrelated or do not have any overall structure to reveal their relationships.

I believe that Gross and Toffler, while serving a purpose to provide context to this discussion, have in fact been superseded. Many, if not all of the causes of information overload have been contradicted by business drivers, customer needs, technology and evolutionary adaptation.

Today's user has a voracious appetite for information, is technologically savvy, and can multi-task across the whole sensory field simultaneously. Have a conversation with a teenager while they text with one hand, and Facebook or Twitter with the other, you will be surprised how much you understand them. While we contemplate the complexity of managing email, the y generation has bypassed it.

Under its original definition, information overload refers to the difficulty a person can have understanding an issue and making decisions that can be caused by the presence of too much information. (http://en.wikipedia.org/wiki/Information_overload).

Yet as records and information managers don't we take delight in pointing out to management that decision making is improved when the records are available, comprehensive and complete? This does not speak of an over informed, future-shocked community to me, rather it highlights a public that has shifted its thinking from paper-safe to digitally secure in a very short space of time. Acceptance of digital information as the means to open and transparent government, secure e-commerce and integrated communication platforms providing 'real time' information delivery will continue to drive investment into this area.

What I do see and hear regularly when I talk to our members and other RIM professionals is that they are under stress to gain control of these new and growing information channels, to bring them into existing frameworks or by developing new ones.

With every new application come clones or copies and we can't handle them all. Many organisations are still agonising over how to deal with email in their records management framework, without thinking about Facebook , Twitter or Myspace.

What is the policy regarding phones that take pictures, surf the internet, and allow email to be sent or retrieved? How does this affect the robustness of your RIM framework? Perhaps you will just store everything in your EDMS or CMS repository!

REDUCING THE STRESS
I thought it was interesting yesterday when I saw a complaint on a listserve about the appalling manners of email authors who use txt (oops text) spelling. I agree with them and cringe at the thought of a few of mine that have been hastily shot off. (My Bad). Should one of those missives ever find itself a prime exhibit at one of Her Majesty's courts – will we have to cross-examine some youth under voting-age to decipher the actual text scribble?

Records managers today, in their efforts to deal with the management of resources, adaptations of classification schemes, managing staff and all the other stuff contained in their job descriptions, are now faced with these new technologies, applications and hardware. Not only do they have to understand it, analyse it and determine how it will add value to the organisation – they must determine how they will integrate it into the current framework.

Hence I believe that as practitioners we are susceptible to 'future shock' as a result of the many issues confronting us at one time. This time of stress can be reduced if we deal with one issue at a time, remembering to ensure our records management frameworks are robust enough to deal with whatever we are facing, and not forgetting our RIM foundations.

We do have to adapt but let's not 'throw the baby out with the bath water' – the basics will always remain the same, how we apply them innovatively to these new and different forms of information should be our goal.

David

From the CEO

KATE WALKER
FRMA MAICD AMIM, MBA, BSC (BAdm),
AdvDipBus (Rkg), DipBus (Adm)

Chief Executive Officer,
RIM Professionals Australasia

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Overload rollercoaster

Information overload is not a new concept, believe it or not. It's just entered a new cycle and reared its head again with the digital revolution.

Computers have allowed individuals to generate huge amounts of data / information and the internet has allowed everyone / anyone to share that information with virtually no limitations. We also have to deal with mobile / smart phones, GPS, IM, RSS etc etc and therefore, the amount of information flowing has increased exponentially.

The role of information professionals is to process information correctly meeting legislative and regulatory compliance. People look at us to help them process the information, pick what information on which to focus and discard irrelevant information. We are trained to evaluate information and ensure compliance and we should therefore be indispensable.

CAUSES AND SYMPTOMS OF INFORMATION OVERLOAD

So, the question is… is it the abundance of information that is the problem, or a general lack of maturity in approaches to designing effective organisation and access mechanisms? That is, our ability to filter through what's there. So, does it come down to findability whilst ensuring legislative and regulatory compliance?

Are we stuck in thinking 'this is best practice for us', but does it really meet the needs of the users now that we have pushed the role of record creator / receiver onto others? Is it time to reassess how we do things ourselves? Do we design effective filters that promote findability whilst being user-friendly?

It's interesting, that information fatigue (information overload) has actually been included in psychological studies. Symptoms which accompany information overload include:

- increased cardiovascular stress, due to a rise in blood pressure

- weakened vision (Japanese study)

- confusion

- frustration

- impaired judgement

- decreased benevolence to others.

What can be done? The crucial thing is to remember that we have control over the information in our lives, and the maxim to live by is 'decrease quantity, increase quality'. Thereby we can reduce (or at least schedule) and manage the incoming information flow.

Information overload has a significant impact on productivity and in a workplace productivity survey, two in five people feel they are headed for an information 'breaking point'. Managing the overload depends on personal circumstances, to some degree. However, you must find a method that works for you.

Examining each information input in our lives, including the content, delivery method and access device, will help us to realistically assess what it is we're doing with our time. Consciously thinking about the effectiveness and desirability of each stream of information, and of ways to improve them, will help to get the best information to you in the best way.

As information professionals, we are best equipped to recognise information overload and deal with its effects. We know information; it is our business. We are better positioned than anyone to deal with our own information load and to share those skills and techniques with those we serve… so it seems we need to add psychology to our required knowledge!

A lot of questions – which I hope you will take some time to think about – hopefully it will mean a way of helping you manage the overload rollercoaster.

Kate

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CHANGE OF GUARD AT THE NATIONAL ARCHIVES

Ross Gibbs has concluded his position as Director-General of the National Archives of Australia, a role he has fulfilled for the last eight years, allowing him to return to his home town of Melbourne. Also, Director of Strategic Relations Adrian Cunningham has departed Canberra for his home town of Brisbane.

Mr Gibbs has now commenced his new role as Director of the National Archives' Victorian Office. Dr Stephen Ellis, Assistant Director-General of the Archives' Operations and Preservation Branch has been appointed as Acting Director-General until a permanent appointment is made.

Adrian Cunningham has also taken up his new position overseeing the establishment of Queensland State Archives' Digital Archives Program.

In a statement to the archives community in April, Adrian said: "I am very excited by this new opportunity and looking forward to moving back to my home state. After years of talking about digital archiving it will be terrific, though a bit scary, to be responsible for actually building one!"

He worked in Canberra for more than two decades. At NAA, where he worked for 13 years, he oversaw collaborations with government, industry, professional and international partners on digital recordkeeping and other recordkeeping initiatives.

Ross Gibbs, Director of the National Archives' Victorian Office

VICTORIAN OMBUDSMAN HIGHLIGHTS POOR RECORDKEEPING PRACTICES

The Victorian Ombudsman has critised the poor recordkeeping practices of a Victorian Government Department and Melbourne City Council as part of an investigation into the circumstances surrounding the probity of The Hotel Windsor redevelopment proposal in Melbourne.

In a report tabled in the Victorian Parliament on the 10 February 2011, the Ombudsman found that the lack of proper recordkeeping in relation to the assessment process had hindered his investigation and in turn, lead to concerns about inadequate accountability and transparency during the assessment of the application to redevelop the hotel.

The Ombudsman specifically identified the failure of staff to create records of meetings, identified poor file management practices, including the failure to file documents accurately and folio files. Furthermore, there was evidence of "files in an inadequate condition, with documentation not kept in chronological order and documents filed loosely and file covers without the historical movement of files between officers". In the opinion of the Ombudsman, he found the failure to keep proper records breached the *Public Records Act* and *Victorian Public Records Office Standards* (PROS 97/002).

NZ DIGITAL "NO NUMPTIES" SCHOLARSHIP

A $5,000 education scholarship to assist New Zealanders studying in digital development and knowledge institutions overseas has been launched in the name of Scots-born Kiwi, Internet pioneer and media identity, Mr Paul Reynolds, who died suddenly on 23 May last year.

The grant is backed by the National Library of New Zealand and InternetNZ and will be administered by the Library and Information Association of New

Zealand Aotearoa (LIANZA). It will be offered biennially over 10 years.

LIANZA Executive Director, Alli Smith, revealed that the scholarship will be known informally as the "No Numpties Award", an acknowledgement of Mr Reynolds' frequent,

The late Mr Paul Reynolds, internet pioneer and media identity

amused use of the mocking Scottish description of the ignorant in phrases like "a right numpty".

Applicants must be working in "the digital space" in or for the New Zealand galleries, libraries, archives and museums sector. Applications close on Monday, 30 May 2011 and the successful applicant will be announced in September.
• For details and an application form, go to www.lianza.org.nz/sites/lianza.org.nz/files/code_of_practice_part_2.pdf.

MORE ON THE "VISION AHEAD"

The exciting Corporate Intelligence kite flown by Euro-technaut Ken Tombs in February's *iQ* has found positive links all across the globe.

The idea's being talked up as a dramatic new thread for an information management conference … somewhere … soon.

The out-of-left-field flyer from France-based Ken amounted to a simple thesis:
• Traditional work of the information manager is being overrun inexorably by computers; ergo, we must re-invent ourselves. Biggest gap in the market is information analytics: the ability to spot trends and problems ahead of the opposition and the headlines.

Ken calls the art "corporate intelligence". Elsewhere it's called "business intelligence". Others say "decision science" or "strategic analytics", but it adds up to the same thing. It's being discussed on a specially-created LinkedIn webpage, *Vision Ahead – Corporate Intelligence (RIM)*, its "vision" title cribbed from the headline on the *iQ* display. Since the *iQ* heads-up, corporate

intelligence news has been popping up all over the place.

From Vancouver, British Columbia, Vicki Lemieux, Director of the Centre for the Investigation of Financial Electronic Records, posted a surprise to the LinkedIn page: "The global market for analytics programs will grow from $25.5 billion this year to $34 billion in 2014, according to IDC." She enthused: "To further buttress Ken's perceptive observation, Deloitte's Canada has just contacted me to say they are expanding their Data Governance practice in Canada and are looking for experts in data governance, analytics and life cycle management. Sweet!"

The London *Economist*, commented as long ago as February 2010: "In recent years Oracle, IBM, Microsoft and SAP between them have spent more than $15 billion on buying software firms specialising in data management and analytics. This industry is estimated to be growing roughly twice as fast as the software business as a whole."

A year later, in February 2011, technology and business intelligence enterprise Gartner Inc was forecasting the global business intelligence software market to *grow* almost 10 per cent, reaching US$10.8 billion in 2011.

Ken spotted Milwaukee, Wisconsin, consultant, Argentine-born Guillermo (Bill) Cabiró comments. On his Strat-Wise blog, Bill calculates that only 5 per cent of employees use business intelligence tools to perform analytics effectively. He says: "To become a true analytic competitor, the company has to change the culture so everybody, not just the experts, thinks and acts based on facts and understands the drivers that support strategy and sustainable profitability."

The word comes from Bangalore, India, too. Analytics services company Mu Sigma ("do the math") CEO, Dhiraj Rajaram, had answers: "One does not need a PhD. Sophisticated analytics software is not a pre-requisite; first principles-based thinking and a hypothesis-driven mindset are the key elements. A qualified analyst can cut and slice the information available without any expensive software to yield insights that guide businesses to make the right decisions."

Back in the US of A, Alex Szalay, an astrophysicist at Baltimore's Johns Hopkins University, is anxious over proliferation of data making them increasingly inaccessible. "How to make sense of all these data? People should be worried about how we train the next generation, not just of scientists, but people in government and industry," he says.

Maybe, in their quiet way, Ken Tombs and *iQ* have given the answer.

GOULDING MADE NZ CHIEF ARCHIVIST

The new Chief Archivist for Archives New Zealand is Greg Goulding, who had been filling the role in an acting capacity for much last year.

Greg has worked for Archives New Zealand and its predecessor National Archives, since 1989. He took over the top job substantively on April 4.

Mr Greg Goulding,
Chief Archivist,
Archives New Zealand

Before appointment as acting Chief Archivist, he was Group Manager, Government Recordkeeping. He has worked across the department, in archival, corporate and management roles.

Other new appointments at the archives include:

- **John Roberts**, Government Recordkeeping Group Manager (acting)
- **Evelyn Wareham**, Public Sector Digital Continuity Manager, Government Digital Archive Programme
- **Alicia Wright**, Archives Management Group Manager (acting)
- **Mark Stoddart**, Regional and Access Services Group Manager (acting)
- **Jolene Armadoros**, Community Archives and Responsiveness to Maori Group Manager (acting)
- **Alison Fleming**, Government Digital Archive Programme Manager.

SCHWARZENEGGER PAPERS BOUND FOR ARCHIVES

Record-keepers at the California State Archives have been told to expect several truckloads of documents from the Schwarzenegger administration.

The day before leaving office, former Governor Arnold Schwarzenegger signed an executive order transferring his official papers to the State Archives "as soon as practical".

Staff said the shipment would likely include between 4,500 and 5000 boxes of printed documents and six to eight terabytes of electronic documents. The archives will index the documents and make them available to the public. The documents include bill files, news releases, speech files and letters from constituents.

Schwarzenegger has taken advantage of a law that allows most of the documents to remain sealed for at least 50 years.

INTERNATIONAL COUNCIL ON ARCHIVES CONGRESS

In 2012 the International Council on Archives will be running a Congress in Brisbane from 20 to 25 August.

This event only occurs once every four years and moves throughout the world so it is an excellent opportunity for RIM Professional Australasia's members – some 1,500 delegates from all over the world are expected to attend. The theme for the congress is *A climate of change*.

As RIM Professionals Australasia is assisting with the Congress, instead of running inForum in its traditional format in 2012, a series of one-day multi-stream conferences will be held in Melbourne, Wellington and Perth in late August utilising speakers from the ICA Conference. The theme for inForum 2012 will be *Business + RIM + ICT = Strategic Success*. Pencil these dates in your diary now:

- **Melbourne – Tuesday 28 August**
  Ibis Melbourne, 15-21, Therry Street, Melbourne
- **Perth – Thursday 30 August**
  Kings Perth, 525 Hay Street (cnr Pier St), Perth
- **Wellington – Friday 31 August**
  Abel Tasman, 169 Willis Street, Wellington

Stay tuned for more information including a call for papers for inForum 2012 later this year.

QUARTER MILLION DOLLARS FOR "LOST" MOVIES FOUND IN NZ

A quarter of a million US dollars has been earmarked to restore a collection of 40 "lost" US silent-era movies rediscovered in the holdings of the New Zealand Film Archive.

The grant was announced in December by the Save America's Treasures agency, a US federal partnership with the President's Committee on Arts and the Humanities, National Film Preservation Foundation and others.

The agency reported: "Only 20 per cent of American films created before 1920 exist in the United States today, but a new cache of 40 silent-era films previously considered lost has been recovered and repatriated from New Zealand. It will add substantially to that 20 per cent and likely re-write current understanding of early filmmaking in the US."

The 40 works are among 100-plus 1910-20's US films and film fragments conserved by the New Zealand Film Archive (NZFA), some of which have already been returned to US archives for restoration. Many of these were in the collection of Hawke's Bay film buff,

Jack Murtagh (1913-1989), an early-years film projectionist and later cinema advertising salesman.

NZFA National Programmes Manager Jane Paul, told *iQ*: "It is thought that 90 per cent of our film so far repatriated to America survives nowhere else in the world. New Zealand was frequently the last place to receive travelling prints and they were often not returned to distributors because of the expense."

Collections from several other NZ centres have been deposited with the archive, many during the seven-year *Last Film Search* tour by Jane Paul across New Zealand in the 1990s.

Brightest amongst the "lost" John Murtagh gems is a full-length feature, *Upstream*, a 1927 melodrama by the director John Ford, whose later movies like *Stagecoach* and *How Green was My Valley*, made him a Hollywood legend and earned him four Academy Best Director awards.

The film's unique value was identified in 2009 by a US film archivist visiting the NZFA and was restored in Sir Peter Jackson's Miramar, Wellington, laboratories, funded by 20th Century Fox, old owners of *Upsteam*. The newly-preserved work was premiered in Hollywood last year to a 1,000-strong audience. NZFA plans screenings of the movie in NZ this year.

20th Century silent co-stars Earle Fox and Nancy Nash in the "lost" 1927 movie melodrama, *Upstream*.

In the meantime have you seen the details for inForum 2011 to be held in Darwin, 11-14 September?

ICA 2012 Congress website: www.ica2012.com

inForum website: www.inforum.net.au

DISASTER PREPARATION AND RECOVERY GUIDE FOR RIM PROFESSIONALS RELEASED

A new reference guide released by RIM Professionals Australasia provides easy to follow tips for preparing for a disaster, recovery tips for cleaning up after a disaster and salvage tips for saving as much as you can.

The *Disaster Preparation and Recovery Quick Reference Guide* is not a replacement for professional assistance from a conservation/preservation expert but offers practical advice for things that you can do to make their job easier and reduce your losses.

Electronic and hard copies of the guide are available from the RIM Professionals Australasia Online Store. The hard copy version comes with a bonus Disaster Recovery CD produced by the Guide's sponsor STEAMATIC.
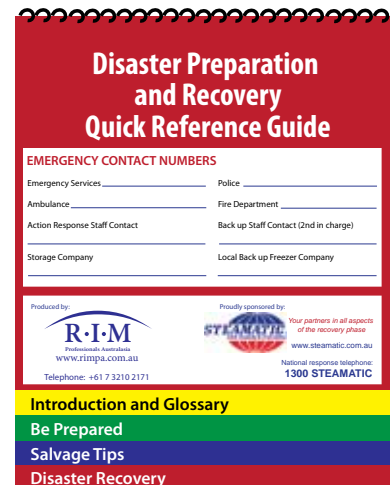
- **Electronic copies cost** AU$10.00 for members, and $14 for non-members;
- **Hard copies are** AU$18.00 for members, and $22.00 for non-members.

RIM Professionals Australasia members should log in to the members only site before going to the online store in order to receive automatic pricing discounts. **iQ**

Plea to halt destruction of Communist archives

Furious official voices around the world have protested recent Hungarian Government plans to destroy what it calls "the immoral documents of an immoral regime" – the police, security and ministry files from the country's years of Communist rule held in the Hungarian State Security archives. Now, an Australasian records manager and proud daughter of a Hungarian freedom fighter in the 1956 Budapest uprising against the Reds, gives her passionate reasons for protest.

BY **TRACEY FENTON**

Ferenc Fukszi

M y initial reaction to the news? Shock, disbelief, anger and disappointment, just to name a few core emotions. If I looked at this just from a records management perspective, I guess my reaction could seem a tad over the top.

However, I am the daughter of Ferenc Fukszi, my heroic Dad who fought for Hungary's freedom alongside his brother, my uncle, in the 1956 Budapest uprising against Communist rule. As a result, I feel passionately about this on many different levels.

Hungary, surrounded by seven countries, Slovakia, Ukraine, Romania, Serbia, Croatia, Slovenia and Austria, has had a turbulent history which is still largely unknown by many. For years, Hungary has been a land of struggles and battles, not just in terms of military conflicts but also political. The most poignant and predominant for the Hungarian people of the last century was when their beloved country fell into Communist hands and the horrific events that took place soon after.

Even after the 1945 post-World War II general election that saw the 'Smallholder' party win 57 per cent of the vote, the Red Army remained in Hungary and the Communists eventually took over Government. Enter the State Security Authorities (Allamevedélmi Hatóság) and State Security Department (Allamevedélmi Osztály) whose mission was to unleash unspeakable tyranny against anyone rising against the Communist rule.

They didn't have a bad recruitment programme, either. Some publications have estimated that in 1956 alone, one in 10 Hungarians were secret State Security Department informants. Don't be too harsh on them. The people were promised all sorts of goodies, including freedom. Wouldn't you be tempted if you had no home, no clothes, no food for hungry mouths?

BETTER NOT TO SPEAK OUT

Add that number to those already in the secret police, and you were better not to speak, move or do anything, else you risked being turned in for questioning and whatever else they felt like doing to you during questioning. It was an immoral and gruesome time for Hungary – a nation that pleaded for overseas help but received very little.

Events from this time have been recorded and preserved in many forms. However, the actual source documents and materials are the most precious things. Without these, people will begin to dispute and refute what is spoken of and/or recorded in books, newspapers, etc. Yes, archives, the good, the bad, the ugly and immoral, are the evidence and the foundation to any retelling of what went on in the past, regardless of the form of the retelling.

The view the Hungarian Government holds is an interesting one. Their view is why *"preserve the immoral documents of an immoral regime"*? Yes, the time was immoral, but governments cannot and more importantly should not be able to delete parts of the past they don't want to keep, or which reflect a time they, well, just didn't like. It goes back to what I said earlier: this is evidence and the foundation for the stories passed down to future generations.

Regardless of the way that past events are passed down, without these archived records people will think, because it is human nature: "Oh, it wasn't that bad! If it was, show me the

proof". It will happen, because it has happened with other events in the world.

Furthermore, I and others want to trace what happened to families during those times. I am under no illusions and I'm not seeking revenge. I just want to know and appreciate my roots and the struggles Dad and his people went through to get where we are today. Granted, some may want to use secret police, interior ministry and state security files for other reasons. Some motives are not as pure as mine. However, that is where one would hope appropriate access control policies and procedures have been set up to mitigate such risks.

SAVE THE HUNGARIAN 'VOICE'

I would also like to suggest that archival material is more than just proof or evidence of an event or a time gone by. It's a 'voice' of a company, organisation, a nation and its people. Archives as a whole speak volumes in terms of what has occurred. For Hungarians they had no real 'voice'. Well, they couldn't, could they? For years they have had to be careful of what and how they spoke of past events.

My Dad eventually escaped across the Austrian border and fled to Scotland where he married. When he went back with my Mum to visit his parents in the 1960s, he would have to report to the police station. Talk of the uprising was a no-no even then. Caught speaking of it in a way that could be misinterpreted, he ran the risk of being brought back in for questioning.

The records that the Hungarian Government want to destroy are the voice of Hungarians. The records show and reflect

❯❯ "THE RECORDS THAT THE HUNGARIAN GOVERNMENT WANT TO DESTROY ARE THE VOICE OF HUNGARIANS" ❮❮

the truth about what went on back then. It's as if a portion of Hungary's 'voice' will be taken away all over again, letting those who should be held accountable get away with it all over again.

FINAL THOUGHTS

What Hungary's Government wants to do is not unique. We all know that certain records of the Nazi regime went 'missing', for example. My questions are these: What does the destruction proposal mean for the other records contained within Hungary's archives? Will the Government come up with other reasons to destroy yet another set of archived material? Will other governments around the world want to emulate the practice?

Archives are special, regardless of whether they reflect the good, bad, ugly or an immoral moment in time. They are the vessel in which we, here and now, can travel back and learn about our past in order to shape our futures. If there are gaps in our archives, well, I leave you to fill in the rest… **iQ**

Memento Park in Budapest displays 42 pieces of art from the Communist era between 1945 and 1989

About the Author

TRACEY FENTON (her father chose something pronounceable in English) is Records & Information Management Officer for Scion, the New Zealand Crown Research Institute for Forestry, based in Rotorua.

• She can be contacted at Tracey.Fenton@scionresearch.com.

New Zealand's Christchurch CBD was hit by a 6.3 magnitude earthquake on 22 February 2011

Story Snapshot

- Some companies have no means to recall their files after a disaster.

- Setting up an offsite server and digitising records is the answer.

- Professional imaging services can help companies with this process.

Digitisation core to disaster recovery management

In a state of national emergency, how well prepared is your business to keep working through the chaos?

BY **STEPHEN BEIGHTON**

On 22 February 2011, New Zealand's Christchurch CBD was hit by a 6.3 magnitude earthquake, a catastrophic event which left thousands of people displaced from their homes and their businesses.

Companies both large and small had to abandon their desks and their clients in order to save themselves. But once the dust settled and businesses attempted to return to work, many employers quickly realised that their companies had no actual means to recall their files. Unable to access their offices for weeks after the quake many businesses – and their clients – were left in limbo.

That is why organisations have to be aware that setting up an offsite server, and converting their paper files to digital formats, could ultimately result in the company's survival.

DIGITISATION CASE STUDY

For the regional office of the Government's Companies Office, which houses the second largest register of New Zealand's company records, the quake which shut them down for three weeks could have been devastating.

"Had we still been paper-based, the more than 150,000 company records we house would have been inaccessible to businesses for those three weeks," says Companies Office group manager Justin Hygate, who is based in Christchurch.

"As a Government agency we have a huge responsibility to ensure those records are available. This information is crucial to every business transaction going on every day and without them big chunks of commerce would have been significantly slowed or in some cases badly impacted."

Business however was uninterrupted, with all information instantly available online via the New Zealand Companies Office website housed in Auckland. While the Christchurch business functions were handed smoothly over to the Wellington office as part of a comprehensive disaster recovery management plan.

Part of this plan has involved a lengthy process of digitisation. Since 1996, the millions of documents housed in the Office's nine regional offices have been successfully captured and converted into PDFs. Off-site scanning bureaus have been used, and on-site scanning bureaus created, including a range of specialist scanning equipment to ensure speed, accuracy and quality.

Digitisation is not just a matter of scanning documents, but doing so in a way that meets the stringent criteria of the *Public Records Act 2005*. This includes not only high quality and accuracy but aspects such as attachment of a range of meta-data for archivists, requiring specialist equipment and skills. Professional imaging services have the capability to provide such high-level and high-capability service via a wide range of equipment allowing digitisation of any format. Processing methods range from scanning and image optimisation, data recognition, data validation and verification to formatting data for delivery to the final application.

About the Author
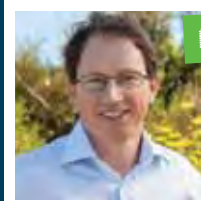
STEPHEN BEIGHTON is the Sales Manager and Director of Desktop Imaging, New Zealand. He is responsible for developing and managing client imaging solutions ranging from project work, business integration and software solutions across New Zealand. Since 1996, Desktop Imaging has been responsible for the digitisation of the Government Companies Office's nine regional offices.
• He can be contacted at Stephen@desktopimaging.co.nz.

Digitisation is not just a matter of scanning documents…

Special software also enables capturing and manipulating images and data to enhance quality and extract and add various metadata elements. For the Companies Office with archives of very old records, this was an important service.

The Companies Office systems have now been brought in line with modern global standards, enabling it to focus its operations on just three sites – Wellington, Auckland and Christchurch – where the digital documents are now the business's legal records.

With round-the-clock public access available via the internet, efficiency gains have been significant, with substantially reduced staff workloads and turnaround times for people requesting files.

With the initial massive task of back-record digitisation now complete, new documents are published online less than 24 hours after they are received.

The ease of online access to major company documents contributed to the Companies Office website being named best government sector website in the 2002 Netguide Web Awards.

For businesses around New Zealand, the Christchurch earthquake has been a major wake up call in disaster recovery management. One of the most alarming aspects has been the sheer number of small- to medium-size business owners desperate to get back into the CBD to access their work records.

"As I see it, in our business and our personal lives, there is no question about the value of ensuring you have digitised versions of everything, stored not just on backup servers, but in the Cloud," says Mr Hygate. **iQ**

Building NSW's first digital State archives solution

In its 50th anniversary year, the State Records Authority of New South Wales is embarking on a project to develop and implement the NSW Government's first digital State archives solution – transforming State Records into a truly 'digital' archive for the 21st century.

Story Snapshot

- Government compliance to a standard for digital recordkeeping continues.

- Future Proof strategy ensures Government is capturing 'born digital' records.

- The aim is to turn State Records NSW into a truly digital archives authority.

The digital State archives project is a major initiative within the Future Proof strategy for better digital recordkeeping across the NSW public sector. Established in 2007, Future Proof is all about ensuring that digital records are meaningful and trustworthy – so that they can support and enable Government business and record our rights, entitlements and history. The work State Records has been doing under the Future Proof banner can be divided into two main areas:

1 improving digital recordkeeping by NSW offices; and

2 protecting and preserving the State's digital archives.

BETTER DIGITAL RECORDKEEPING IN NSW PUBLIC OFFICES

Government does the vast majority of its business in the online environment. However the systems and processes used to keep reliable and authentic business information to back up decisions and actions in that environment are not always adequate. Particularly where Government business is transacted using systems that sit outside of the traditional domain of the records manager (such as line of business systems), the risks to Government associated with poor recordkeeping increase.

That is why a *Standard on digital recordkeeping*[1] was issued in 2008, establishing a concise set of requirements for NSW public offices relating to the creation and management of digital information as records. A compliance timetable for this Standard was explained in a Premier's Memorandum in 2009, and last year the first of a series of milestones was assessed in a compliance monitoring exercise.

This Standard, issued as a mandatory standard under section 13(1) of the *State Records Act 1998* is a significant foundation for the formation of the digital State archives of the NSW Government in that it requires that public offices:

1 define the digital records that they require to be made and kept,

2 put in place measures to make sure these records are kept in recordkeeping systems meeting certain minimum requirements, and

3 take care to manage recordkeeping metadata properly over time.

The Standard makes no distinction between recordkeeping in the EDRMS-style or business systems environment; a requirement for evidence, once identified, may be met using a dedicated records system, business system or a combination of these, providing the overall effect is to meet the minimum functionality and metadata requirements in the Standard.

The digital recordkeeping standard is essentially a much higher level and more concise iteration of the detailed sets of requirements for digital recordkeeping, such as those found in Europe's MoReq2[2], the United States' DoD 5015 standard[3] or the International Council on Archives' *Principles and Functional Requirements for Records in Electronic Office Environments*[4].

The ICA requirements are a globally harmonised set of principles, functional requirements and generic guidelines for software which is used to create and manage electronic records in office environments. The three modules – *Overview and Statement of Principles, Guidelines and Functional Requirements for Electronic Records Management Systems* and *Guidelines and Functional Requirements for Records in Business Systems* – are available on the website of the Australasian Digital Recordkeeping Initiative, whose members – the National Archives of Australia, the Queensland State Archives and Archives New Zealand – led their development. While not mandated for NSW public offices, these resources are referred to frequently as valuable implementation tools.

In order to achieve the goal of improved digital recordkeeping across the NSW public sector, various other initiatives have been undertaken over the last few years including incorporating digital recordkeeping requirements into Government processes for new systems procurement and design, face-to-face and online training in basic digital recordkeeping principles, and the running of workshops on the assessment of systems supporting high risk business against recordkeeping requirements.

A reference group was also convened comprising senior managers from a range of NSW public offices, the Digital Records Advisory Group (DRAG). This group meets quarterly, and is a vital sounding board in developing new forms of advice and guidance on digital recordkeeping. They will continue to advise and support the development phase of the digital State archives project, hopefully also serving as pilot partners for digital archives transfers.

COMMUNICATING FUTURE PROOF

A significant component of the Future Proof strategy has been the establishment of regular communications on a variety of platforms. Most importantly, the Future Proof blog provides frequent updates on news, case studies and topics relevant in the world of digital recordkeeping. The blog also lists resources bookmarked on the Web that may be of interest, and publishes a podcast series with a digital recordkeeping flavour.

All of this is designed to supplement, rather than replace, the suite of digital recordkeeping policies, standards and guidelines on the 'main' State Records NSW website. Twitter is another great way to engage with a bigger audience than just the NSW public sector – many archivists and other recordkeeping professionals doing exciting things here and abroad in digital recordkeeping and digital records preservation follow @FutureProofNSW (or are followed) on Twitter. Again, these platforms will be used even more heavily to communicate broadly and often about the progress of the digital State archives project as it gets underway.

DIGITAL RECORDKEEPING VS DIGITISATION

It is important to be clear on what Future Proof and the digital State archives project are all about: they are not about the digitisation of paper-based or other hard copy archival records for the purposes of preservation and access on the Web. State Records already has a digitisation program for that purpose, and some of its output can be seen via the *Photo Investigator* online search tool[5] or on Flickr photostream[6].

Rather, Future Proof is about ensuring that Government is making, capturing and keeping authentic and reliable 'born digital' records – the emails, electronic documents, web pages, digital photos and so much more that constitute essential business information and evidence allowing Government to carry on its affairs in an accountable way.

Of course, where Government agencies decide to implement scanning of hard copy records such as incoming correspondence as part of their normal business processes and no longer retain the hard copy originals, these records are also digital records of Government business with many of the same challenges

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records.nsw.gov.au/recordkeeping/
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2 MoReq2 was developed by
the European Commission at
the request of the DLM Forum,
an independent European
organisation of archives and other
public and private organisations

3 For details of this specification and the associated compliance
program, see the United States Department of Defence Joint
Interoperability Test Command Records Management
Application (RMA) site: http://jitc.fhu.disa.mil/recmgt/

4 Available from the Australasian Digital Recordkeeping Initiative
website: http://www.adri.gov.au/products.aspx

5 Photo Investigator: http://investigator.records.nsw.gov.au/asp/
photosearch/

6 State Records NSW Flickr photostream: http://www.flickr.com/
photos/state-records-nsw/

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recordkeeping/Government-recordkeeping-manual/rules/
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8 http://investigator.records.nsw.gov.au/

as born digital records, and will almost certainly come to us in transfers of digital State archives comprising a range of digital record formats.

PROTECTING AND PRESERVING THE STATE'S DIGITAL ARCHIVES

The digital State archives solution will build on foundations that were established in 2007 with one of the very first Future Proof initiatives, the issue of a policy statement on the preservation of digital records[7]. This was issued following the release of a discussion paper and extensive consultation. Our policy incorporates the following principles:

• *Digital State records should be migrated forward as technologies change.* This principle is about using careful, planned migration of digital records as a preservation strategy. Records that are required for long periods of time such as State archives should be migrated into open, stable formats so that they remain accessible and unhampered by proprietary controls while they are being retained beyond their initial business use.

• *The content and essential characteristics of digital State records must remain unchanged through preservation processes.* This principle relates to the reality that digital records change their 'look and feel' over time and through migrations. However where a feature of a digital record is essential for understanding its meaning, it must be preserved.

• *Digital State records must be preserved in context.* Many of the activities that we have been engaged with to date in the Future Proof strategy have been concerned with building better digital recordkeeping systems. These systems generate and link important information to records that give them context – in the original business process that they relate to and also showing subsequent processes that they act

in. This information – metadata – needs to stay persistently linked to the records right up to and including their transfer as State archives.

• *Digital State records must be secure and tracked throughout the preservation process.* A key characteristic of an authentic record is that it has been managed in a secure and accountable way, avoiding opportunities where it could be easily compromised.

• *Digital records preservation programs should be flexible.* The tools and techniques for preserving digital records are constantly evolving. We cannot say whether a better or more appropriate method for preserving records will emerge in the years to come. That is why our digital preservation program is designed to be flexible. All digital State archives will be maintained by State Records in bitstream in addition to any other formats that they are migrated to, in order to take advantage of future developments in digital records preservation. In addition, our approach will be based on the use of non-proprietary technologies to avoid any loss of control over Government owned information as a result of changed commercial arrangements in the future.

A PROPOSAL TO BUILD A DIGITAL STATE ARCHIVES SOLUTION

One of the key activities for the Future Proof team has been the development of a business case seeking funding to enable State Records to implement NSW's first digital State archives solution based around the digital records preservation principles just outlined. It has been a long road towards this goal, with the first proposal for a digital State archives submitted in 2003. Since then there have been a succession of bids until early in 2011, State Records was successful in securing just over $3.5 million from the NSW Treasury ICT Reinvestment Fund, to be spent over three years.

The digital archives infrastructure implemented with this project will complement and integrate with State Records' existing systems and processes for the management and use of paper-based archival records in line with the *State Records Act 1998*. It will conform to international standards and best practice for trusted digital repositories and will adopt common tools and approaches used by other Australasian Government archives authorities as members of the Australasian Digital Recordkeeping Initiative.

The solution will comply with the international standard for open archival information systems (OAIS) and will make use of a range of digital preservation tools, including the National Archives of Australia's 'Xena' tool for the format identification and normalisation of a range of digital records formats.

The digital archives solution that we are planning to implement will be capable of receiving digital records in a variety of formats from NSW Government public offices, and will convert them into stable, long term preservation formats. Records preserved will be available for retrieval by public offices and ultimately they will be made findable and accessible online to the public as appropriate under the State Records Act's access regime.

DIGITAL ARCHIVES PARTNERSHIPS

There are many digital records in public offices today requiring preservation as State archives. Details of these have been gathered for some time, as supporting information for funding

bids. Amongst these are records of Commissions of Inquiry, infrastructure projects and scientific records. It won't be possible to start accepting transfers of these kinds of digital records for preservation as archives right away. The plan is to gradually start working with targeted agencies on 'pilot' transfers, with the aim of testing and refining processes and technology.

As already noted, maximum use of the community of digital preservation developers and implementers both here and overseas is planned – those who typically share their work freely and assist one another in addressing new challenges like the emergence of new formats for digital information. For a relatively small institution with limited resources, this spirit of collaboration is extremely useful.

It will also be important to work closely with other NSW agencies concerned with the management and availability of Government information, such as the NSW Office of the Information Commissioner and the State Library of NSW, to jointly achieve the aims of more transparent, open Government as well as achieving efficiencies through a more centralised approach to manage the published digital output of Government.

A DIGITAL FUTURE

So where to from here? It is important to stress that plans for the digital State archives are not just about setting up a digital repository into which digital objects are received passively. Rather it's about turning State Records NSW into a truly digital archives authority, taking on a crucial interpretive role for users of records in the connected age. In a world where digital information is available in massive quantities, decontextualised, recontextualised and dynamic, with more and more Government information available for people to access, use and analyse, State Records is uniquely positioned to add value. For example, the archival control information we keep in Archives Investigator[8] provides a rich picture of the changing administrative arrangements of Government

>> "… IT'S ABOUT TURNING STATE RECORDS NSW INTO A TRULY DIGITAL ARCHIVES AUTHORITY, TAKING ON A CRUCIAL INTERPRETIVE ROLE FOR USERS OF RECORDS IN THE CONNECTED AGE" <<

over time and its highest level functions and activities, and if linked to details of contemporary digital recordkeeping systems could offer a powerful way to understand and access NSW Government digital information in this complex environment.

State Records would like to see a more seamless approach to registering and making Government information available in context, triggered by this project. It would also like to see far greater use made of the recordkeeping metadata generated by the compliant digital recordkeeping systems seen implemented across Government today, benefiting all the future users of the records whatever their purpose. In these and other ways, the digital State archives project will mark a significant milestone for State Records as it moves ahead into its next 50 years. **iQ**

FOR MORE INFORMATION:
State Records NSW website: http://www.records.nsw.gov.au/
Future Proof blog: http://futureproof.records.nsw.gov.au/
Future Proof on Twitter: http://twitter.com/FutureProofNSW
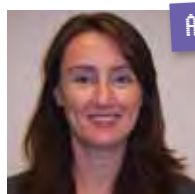
About the Author

CASSIE FINDLAY is a Senior Project Officer in the Government recordkeeping program of State Records NSW. In this role she is responsible for State Records' digital recordkeeping and archives program, 'Future Proof'. From 2001-2004 she was the Secretary of the International Council on Archives' Committee on Appraisal, and in 2003 she was a guest editor of a special issue of *Archives and Manuscripts* on appraisal. Cassie wrote the chapter on digital recordkeeping for the new edition of *Keeping Archives*, the Australian Society of Archivists' archival textbook.
• She can be contacted at Cassandra.Findlay@records.nsw.gov.au.

A records call to arms

This award-winning author and former iQ *editor relies on records for source material for his internationally selling books. But, he has found, many invaluable records that should be in public institutions are in private hands and likely to be lost.*

BY **STEPHEN DANDO-COLLINS**

As I read the words of First World War German soldier Robert Winter, I was struck by how universal was his story. He wrote that he had been having nightmares in which his girlfriend back in Konigsberg, East Prussia, was kissing another man.

This was all the more poignant because I was in the middle of researching my latest book about Australian history, *Crack Hardy*, a true story in which two of the three brothers at the centre of the book were having similar concerns. Eventually, the AIF's Sergeant Ned Searle's girlfriend back in Australia, Win Watson, would dump him. Meanwhile, Ned's baby brother, Private Ray Searle, was pining in the Somme trenches for his girlfriend 'Little D', who had stopped writing to him.

All these intimate details were coming from the diaries and letters of the men concerned. Winter's little diary is held by the Australian War Memorial in Canberra. The letters, diaries, poems and photographs of Ned, Ray and Viv Searle, and their mother and sister, are in private hands – mostly those of my cousin, Craig Searle.

The 'Searle horde' had come to light in 1990, when a country woodshed was being demolished. The finder had thought of throwing these records out, but, thankfully passed them onto Craig Searle, a schoolteacher, who gratefully conserved and transcribed them for family members to read. A year later, Craig was contacted by a relative who held Viv Searle's diary, and he was able to transcribe that as well.

It was then that I first read these precious Searle family records. I knew then that they contained a gripping story – about the Great War of three young Australians, from the first wave of the Gallipoli landings to Flanders and the Somme. One of the Searle brothers was killed on Gallipoli, one in Flanders. The third came home a decorated hero. This book also became the story of the nation as a whole coming of age during the First World War.

The Searle brothers' story was particularly personal to me, as these 'boys', as I think of them, were my great-uncles. It was so personal that for almost two decades I shied away from writing the book that became *Crack Hardy*. By the way, 'crack hardy' was a saying prevalent among the Anzacs; it means 'grin and bear it', which the Searle family had to do a lot of during 1914-18. Encouraged by my publisher at Random House, I wrote 100 manuscript pages about the Searle brothers, based on their letters and diaries, and on remembrances of other family members including my mother, declaring that I would walk away from the project if I was not comfortable with those 100 pages. Needless-to-say, I kept on with the project.

PRESERVING THE STORIES OF A NATION

As my researches took me to the Australian War Memorial, National Library and national and state archives, I found that there are woefully few Australian soldiers' letters and diaries held by public institutions. Those that are, are treasure-troves of information. Several historians also kindly gave me copies of the letters and diaries of soldier ancestors in their keeping.

I have encouraged my cousin, and the relative who has Viv Searle's diary, to pass the Searle documents and photos onto public institutions, so that others can share their contents. Even if they do it in their wills. Likewise, I encourage all those who tell me that they have similar family documents at home to contribute them to public institutions.

The reaction from many when I do this is one of surprise. They do not believe that the scribblings or photographs of long dead relatives would be of interest to the nation. I assure them otherwise. Such records are not only food and drink for historical researchers and authors like myself. The interest in tracing family history created in Australia and the UK by the *Who Do You Think You Are*? television programs has fuelled a veritable family history industry. *Who Do You Think You Are*? conventions at London's Wembley Stadium attract tens of thousands of attendees. Family history is BIG.

Over decades of research into military and convict history around the globe, I have found that Australia possesses some of the largest, and most accessible stores of personal records and photos in the world. Full marks to the National Archives, National Library, Australian War Memorial and state archives for that. But my research for *Crack Hardy* tells me that there must be

The cover of *Crack Hardy* (left) shows two of the Searle brothers; it is from a collection in the hands of Searle descendant Craig Searle. In researching his book, the author turned to the Australian War Memorial (middle) and the National Library (right) in Canberra.

countless other valuable records out there in bottom drawers in suburban and country Australia.

So, I would like to issue a call to arms. Firstly, to my fellow Australians, please donate your family records and photographs – however insignificant they may seem to you – to a public institution. Or, at the very least, to your local historical society. Don't allow them to be thrown out when you've gone.

Secondly, to records managers in public institutions. Please, conduct a regular call to the public to donate their family records and photos. Perhaps during Information Awareness Month each year. I know you probably don't have the resources to deal with large influxes of private material, but at least you can conserve material until you do. And this will also give you a good case to seek more local, state and federal government funding in an era of government cutbacks.

Finally, my call to arms is to politicians, at all levels. Please, don't cut back records funding when so many valuable private records need to be collected, conserved and made available to the nation.

Former Governor General of Australia, Major General Michael Jeffery, has very kindly described my book *Crack Hardy* as "a beautifully scripted expose of one family's experience of war". That expose would not have been possible without the personal records of the men and women I write about in *Crack Hardy*. Many of which were unearthed in a woodshed and nearly thrown out.

There are many more great Australian stories waiting to be told. They are lurking in records hiding in similarly unlikely places. I hope they, too, can be located, preserved and presented to the nation. iQ

About the Author

STEPHEN DANDO-COLLINS is a former editor of *iQ*, and the author of 23 books. *Crack Hardy: From Gallipoli to Flanders to the Somme, the true story of three Australian brothers at war* (Vintage) was launched in Canberra on 14 April by Her Excellency the Governor General of Australia.
• He can be contacted at Sdandocollins7@bigpond.com

"I ENCOURAGE ALL THOSE WHO TELL ME THAT THEY HAVE SIMILAR FAMILY DOCUMENTS AT HOME TO CONTRIBUTE THEM TO PUBLIC INSTITUTIONS"

PHOTO: COURTESY GLAMORGAN WAR MEMORIAL & HERITAGE CENTRE

This 1914 photograph of YMCA Tent, Mena Camp, at the foot of the Pyramids in Egypt is another rare photo in private hands.

Managing consultations efficiently

"How do we effectively manage large volumes of responses to community consultations with limited resources, especially when these volumes will increase due to more accessible online engagements?"

BY **DAVID EADE**

Increasingly I am asked the above question by organisations that I work with – and it's a great question. The growth of the internet as a means for spreading the 'engagement net' ever wider brings with it the potential for a much greater degree of community participation. Unfortunately, this is a double edged sword.

Greater engagement leads to better policy, planning and community outcomes. However, increased consultation responses leads to more work for already over-stretched engagement staff.

Currently, the most common form of response from the community is a large, unstructured block of text, either as an email, a hard copy letter or the output from a web form.

The engagement officer then undertakes the following resource intensive steps:

1 **Identify relevance** Is the comment relevant to the current engagement activity? For example, the engagement is about a new waterfront precinct but a member of the public takes the opportunity to express their views on the state of the local roads.

2 **Extract themes** Often responses are highly specific in nature, and yet the engagement officer needs to identify broader themes for reporting and consensus indication. For example, a response on proposed beachfront walkways reflects a concern about environment issues.

3 **Relate feedback to specific topics** The traditional method for online consultation on large documents such as community, transport or environmental plans is to provide the document as a PDF or HTML pages and request responses either by email or web form.

A huge amount of effort goes in to extracting the comments and tying them to specific sections of the consultation document. For example, sentences 3 and 7 of my email response both relate to section 3.4.3 of the transport plan.

All of this takes time and increases exponentially based on the number of responses and variety of channels through which responses are received. So what is the solution? How can the responses be processed efficiently without having to 'throttle' the number of responses being sought?

Based on my experience with large scale consultations in the United Kingdom and the United States, I believe the answer lies in changing the tools, techniques and processes used for community consultation.

TOOLS

Increasingly organisations are turning to online interactive documents as their primary consultation tool. Web based interactive documents allow engagement officers to highlight specific topics of consultation; document sections, options, recommendations or proposed policy for community input.

This achieves a couple of aims. Firstly it focuses the attention of the consultee on a specific topic, in a way that the traditional 'please provide feedback on this 200 page document' simply can't.

Secondly, it automatically ties the response to a relevant section of the document therefore eliminating manual work needed to assign comments in an email to sections of the original document.

The last stage is to then feed the catagorised responses and stakeholder details directly into the consultation management database, to allow for further processing and reporting.

TECHNIQUES

Now, what if you could combine quantitative, or structured, feedback with the unstructured comments on the same topic? What if you could get the consultees to clearly identify the broad theme of their response? For example:

"Is your concern relating to a) the environmental impact, b) the economic impact for the town, c) the cost to implement? Please elaborate …"

By combining a question with a series of pre-defined answers to the more unstructured feedback, it gives organisations visibility over both the theme (quantitative) and the feedback (qualitative) relating directly a specific section of the engagement document.

However, collecting all this information in a more structured way is only part of the solution. Once the data is collated you then need effective reporting tools to be able effectively analyse the results of the engagement. For example:

What percentage of responses to Option 1 are positive? How many of the responses focus on environmental issues. What demographic is most passionate about the changes to the proposed land usage?

There are a number of tools that can provide various pieces of the consultation puzzle outlined above. My experience, of course, is with Objective's uEngage product which addresses all of the above in a single, simple to use, web-based system.

Story Snapshot

- Greater engagement leads to better overall outcomes.
- Changing the tools, techniques and processes for consultation can help.

PROCESS

However to manage consultations effectively and achieve results, technology isn't the complete answer. Asking appropriate and meaningful questions of the community and encouraging consultees to get involved via a streamlined response process ensures efficiency.

As a recent example, a large UK central government customer of Objective's experimented with allowing consultees to provide their responses either by the interactive document mechanism or using the 'old' model of commenting by email on a pdf document. Most still commented by email. Of course, this led to the processing overheads described above.

They decided to turn off the ability for the community to comment by email and only provided the interactive document mechanism. To their surprise, the response rates they got to the 'interactive document only' engagement were similar to when they offered a choice of engagement mech-anisms, however the processing time and resources needed was now reduced dramatically.

SUMMARY

I believe there is a way to efficiently manage large scale engagement consultations and reduce the burden on already over-stretched staff. Combining the use of interactive documents with subject specific comments and questions, a scalable consultation database and comprehensive reporting improves the efficiency of the consultation process. It removes the manual effort involved, and facilitates greater levels of community input leading to better outcomes for the community. **iQ**

About the Author

DAVID EADE is the Industry Solutions Manager, Objective Corporation. See page 45 for more information about David, who is a speaker at this year's inForum in Darwin.
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Transfer to archives

Archives New Zealand has a commitment to help government agencies achieve a smooth efficient transfer of records to archives

BY **HYWEL GWYNN WILLIAMS**

So you have your disposal schedule – now what? The transfer of records to an archival repository isn't a process that can be done in a hurry without special funding.

Transfer needs to be planned with the backing of your organisation. Archives New Zealand has a commitment to help government agencies achieve this and the following tips are meant as a guide to planning for a smooth efficient transfer.

Applying disposal decisions and preparing for transfer are both time and resource intensive. The best way to prepare for the backing needed is to plan and write a business case in order to get the necessary 'buy in' from management.

A business case will include planning for the following: time, space to work, tools and resources, personnel, training and consultation processes balanced against the cost of storage, legislative compliance, loss of reputation and institutional risk. You may need to identify key internal relationships within the organisation and build upon them in order to support your business case.

Story Snapshot

- The transfer of records needs to be taken slowly and planned in advance.

- Storage methods need to be compliant with the Government Storage Standard.

- Agreeing the access status of records is important before the transfer begins.

- Digital records also need to be considered.

HIGH VALUE, HIGH RISK AND HIGH USE RECORDS

Archives New Zealand gives priority to the transfer of records that are at risk, of high value and potential high use. Records most at risk are often those that have the greatest archival value. We are keen for agencies to include any legacy records, those 25 years old or older, that they might still have.

Sometimes, alternative storage may be needed for records that are still active, but little used. Storage on site, offsite, in-house or in commercial facilities will be decided by the organisation's business needs. Whichever method is chosen, it needs to be compliant with the Storage Standard[1].

Legacy records will need careful identification and may pose health and safety risks from unsuitable locations or mould. They may be fragile. Well-managed transfer of legacy records is a time-consuming process and appropriate time and resources must be allocated.

SO, WHAT NEXT?

Before records can be transferred, a list needs to be prepared and the records boxed and packaged. Records may need to be listed from scratch, though there may be lists that can be used as a basis from which to start.

An important step is agreeing the access status of records and establishing appropriate access restrictions. Identifying the relevant business groups and staff to be consulted is another key. Appropriate internal and external stakeholders should be contacted regarding cultural considerations such as *tikanga Māori* (Māori protocols) for records pertaining to *tangata whenua* (indigenous people).

Education and professional development news

BY **DR MARIAN HOY**, MRIM

COURSE RECOGNITION

At the 5 March 2011 RIM Professionals Australasia Board meeting, courses from two universities were recognised for a period of five years. As the profession sets new directions in the records and information management space, there is scope for students to undertake a wider range of courses, crossing records and archives management, knowledge and information management and library and information services. All the universities that have received course recognition have been responsive to the broadening of directions and are constantly reviewing and updating the mixture of course units that are available. The universities that have been accredited also provide for single units to be undertaken for those not quite ready to embark on full degrees or just wanting to focus on one area for professional development. Links to all the courses recognised by RIM Professionals Australasia can be found at the following link: http://www.rimpa.com.au/professional-development/courses-available/

The two universities most recently recognised are listed below.

• **Charles Sturt University**
Charles Sturt University offers undergraduate and post graduate courses with several exit points to tailor to individual needs.
– **Bachelor of Information Studies**
   (exit points for Associate Degree and University Certificate)
– **Graduate Certificate of Information Studies**
– **Master of Information Studies**
   (exit point for Graduate Diploma of Information Studies)

CONTACT http://www.csu.edu.au/courses/library-information-studies
Phone: +61 2 6338 6077 or 1800 334 733 Email: RPymm@csu.edu.au

• **University of Canberra**
– **Master of Information Studies**
   The Masters in Information Studies is a one year full-time or part-time equivalent for those with four years of formal higher education level study behind them. It allows for specialist and general streams in records management, knowledge management and library and information services.

CONTACT http://www.canberra.edu.au/courses-units/m-coursework/information-studies/online/957aa
Phone: +61 2 62015958 Email: Sally.Burford@canberra.edu.au

Education and career stand at inForum 2011

The education and career stand at inForum 2011 will again provide a wealth of information about course offerings at vocational and higher education levels, either full degrees or single units. You can find out more about pathways between vocational and higher education. Bring your questions and have a discussion about what is possible and what might suit your particular needs. There will be brochures from the recognised courses so you will have something to take away with you. Plus a signed copy of Steve Bailey's book *Managing the crowd: rethinking records management for the Web 2.0 world* (London: Facet, 2008) will be the lucky draw prize for the stand.

A wider range of courses is on offer, crossing records and archives management, knowledge and information management and library and information services.

After WikiLeaks is it all over for The Archives?

On 23 March 2011 in Sydney, new recordkeeping and archives discussion group The Recordkeeping Roundtable, in conjunction with the NSW Branch of the Australian Society of Archivists, hosted the event 'After WikiLeaks, is it all over for The Archives? WikiLeaks and the future of recordkeeping in a connected world'.

BY **CASSIE FINDLAY**

The event was facilitated by Anne Picot, Deputy University Archivist at the University of Sydney, and a member of Standards Australia's IT21 Records Management Committee.

After a welcome by Hamish Hawthorn, CEO of the event's sponsor ATP Innovations, Anne Picot kicked off proceedings by outlining the ground rules for the evening and with some observations on WikiLeaks, journalism and archives. She introduced the first of the event's four speakers.

Cassie Findlay

Cassie Findlay sought to describe her reactions to WikiLeaks and frame these in the context of being a recordkeeping professional / archivist. She described the stark contrast that she had seen at the start of the year between the media reporting on the 1 January release of 1980 Cabinet records by the National Archives of Australia and the coverage, discussion and debate stimulated by the recent releases by WikiLeaks such as CableGate and the Iraq and Afghanistan war logs. She posed the question: are WikiLeaks doing our job for us and doing it better?

In considering this question, Cassie spoke about the nature of our role as recordkeeping professionals – in particular our responsibility to enable the creation and use of records to serve as evidence and agents of accountability and reform. She argued that we need to keep sight of our contract with the citizens of our democracy to ensure they have the best possible 'historical record' – including records created today – on which to base their decisions and interactions with governments and corporations. Are we living up to that contract at present with gatekeeper mindsets and blanket records closure rules?

As a profession, she said, we have extremely powerful ways of placing records in their temporal, administrative and functional contexts – why should these understandings be only available for records of 30 year old events?

Cassie also raised some questions about some digital recordkeeping principles which do not seem to be so important to the media or the broader community who have been users of WikiLeaks records. She also explored the notion that an archive is designed to be permanently available as promised by WikiLeaks, as compared with some of our models for trusted digital repositories.

She concluded by asking: has WikiLeaks shown us as a profession to be hopelessly out of step with the possibilities offered to us by technology and the online world?

Stephen Gillies

Stephen Gillies spoke about users' expectations of information access today, referencing a quote from 1945 about the 'library of the future'. Even in that era, Stephen said, there was an awareness that information output would very quickly fill the largest repositories and that there needed to be some movement away from keeping information physically.

The archives profession, he argued, needs to take note of the way people's expectations and the technology are moving – we are already at the future state imagined by Neal Stephenson in his 1992 book *Snow Crash*, in which people physically interacted with their information in virtual reality. If our content is not visible and accessible using the latest tools it will be overlooked.

Stephen also spoke about the difficulties inherent in the categorisation of information, the challenges posed by the massive quantities of data generated by social media and the prevalence of the cloud as a platform for not just documents but organisations' entire computing capabilities. Stephen concluded his presentation by explaining the model that the big players in online technologies are now following, and that archivists should heed:

- Connect anyone
- Access anything
- From anywhere
- On any device
- At any time

Linda Tucker

Linda Tucker explained that the Office of the Information Commissioner is part of a worldwide movement away from *freedom of* information towards the *right to* information. The emphasis is now on the importance of open access, proactive release and a clear recognition of the importance of greater transparency in government. But the role of agencies is not, she argued, to be official versions of WikiLeaks, but rather to be stewards of information and ensure that it is managed and released in ways that promote transparency, while acknowledging important privacy protections.

Linda considered possible drivers for the advent of WikiLeaks. She suggested that what has been seen by some as a 'free for all' is perhaps a reaction to what Leo Strauss termed the elitist notion of democracy – the idea of the 'necessary lie'. That is, that elites should rule, aware of the actual state of things, and feed the people favours to keep them happy in their 'blessed ignorance'. She noted that in the same way that archivists have a contract with the people in a democracy, citizens take up a social contract with government whereby they relinquish autonomy in exchange for certain privileges. WikiLeaks has challenged the assumption that the State knows best and that the public could not survive the unveiling of the fables that have been sustaining us. This is a valid argument, Linda argued – particularly in an era of claimed open government.

Some have argued that WikiLeaks may in fact promote greater secrecy but in Linda's view there will always be those who leak information where they see it being withheld to mask misconduct. She said that the role of agencies is to act in the spirit of GIPA to proactively release evidence of actions – including those that perhaps did not go to plan, to take the wind out of the sails of a hostile media or other detractors.

Perhaps, she argued, the fear of disclosure limiting public servants' frankness that some have argued will be a result

The speakers

1 Cassie Findlay is an archivist and recordkeeping professional who is currently responsible for State Records NSW's digital records strategy, Future Proof.

2 Stephen Gillies is President of the System Administrators Guild of Australia, Principal Consultant for the IT security and advisory business 3rd Base Networks (3BN) and a founding member of the Internet Society of Australia.

3 Linda Tucker is Manager of casework and compliance for the NSW Office of the Information Commissioner, who prior to joining the OIC worked in employment and migration law as a solicitor and barrister and as an academic on international environmental law.

4 Barbara Reed is a principal of consulting and training firm Recordkeeping Innovation, internationally known writer and thinker and contributor to a number of national and international standards for recordkeeping.

of WikiLeaks will instead result in people behaving in a more circumspect and appropriate manner in their communications, knowing they may be out there for all to see. Linda urged us to see the work of the Information Commissioner in these terms – as offering a framework for better managed, more open information that will flow on to a public service with greater integrity and less to fear.

Barbara Reed

Barbara Reed started her talk with the observation that WikiLeaks has jolted us as recordkeeping professionals, by quietly reinventing our role. Barbara proposed that many of our core professional understandings and practices were broken, and that in many cases this is a result of our processes being based around lapses of time and 'end product' thinking. Models and rules for access, security classification and appraisal have all fallen foul of this trend, resulting in messy and ineffective regimes.

Barbara posed the question: What is an archive? Is WikiLeaks an archive? She suggested that an archive is defined by a community – this is something that we have seen develop on the internet over the last decade. If so, she argued, then our notions of archives that are based on control by authoritative bodies and which respect strict boundaries between the personal and private, between government and organisations, do not stand up any more. What implications does this have for our role?

Barbara also explored the notions of archives and trust, authenticity and originality. The WikiLeaks records are authentic copies, not originals, she said, but in a digital world what does this signify? She also considered the formation of the archive. WikiLeaks presents us with a miscellany of 'stuff', ripped out of its originating context and brought together by a philosophy rather than an administrative or juridical rule. It's located in many places, it's in the cloud. All of these characteristics present fundamental challenges to the way we as recordkeeping professionals see the world.

Barbara concluded her remarks with a challenge – everyone is an archivist now, records are an incredibly powerful political lever, we need to understand this and move away from time lapsed, end product thinking and start working much more proactively on the formation of archives – from the front end. **iQ**

• For a full report on the event and to listen to podcasts of the speakers' presentations and Q&A session, go to: http://recordkeepingroundtable.org/

About the Author

CASSIE FINDLAY is an archivist and recordkeeping professional at State Records NSW. Her story on State Record's digital records strategy, Future Proof, is on page 14.
• She can be contacted at Cassandra.Findlay@records.nsw.gov.au.

ON THE RECORD

An occasional column

BY **GLENN SANDERS**, MRMA

Usually I choose topics from various Internet forums, but this time I'm pondering the forums and communication channels themselves: amidst information overload, has an over-abundance of forums distorted the debate that is an essential part of professionalism?

We have a wide choice: we can twit and blog, get into Facebook or LinkedIn, subscribe to newsletters and RSS feeds, or persevere with listservs. The pressure is always to get with the newest: Twitter and Facebook are far more prominent than archaic listservs and RSS feeds. Even conservative government organisations are exploring Yammer for internal communication, even if many staff still struggle to adapt to email.

However, these latest forums are 'pull' technology: you have to remember to pull the messages to you, compared with 'push' technology, where messages are pushed out to you automatically. The boundaries are blurred, and yes, I've set LinkedIn to send me emails when things happen, but the underlying technology means I have to remember to go to each website to see what's happening. In contrast, listservs and RSS feeds are pushed out to my inbox without action from me.

Frankly, I find push easier to manage, because I delete most messages unopened, and read only the ones I'm interested in. In contrast, I've been too busy to remember to get into LinkedIn for three days now (and the subject lines in LinkedIn's auto emails are useless).

The second characteristic of most social media is their focus on the individual rather than the message. Look at me, aren't my tweets clever? Read my blog, aren't I wonderful? Reply if you like, I might respond. Or not. Just like writing a column for a hardcopy journal really. I write: does anyone notice? Do circulation numbers equal genuine readers? How many 'friends' do you have online, and what on earth does friend mean in this context anyway?

So where is the professional discussion and debate located? A few years ago listservs showed promise, but are slowly dying. There is a glut of information available, and lots of people active, but we've not got an accepted venue for ongoing professional debate, and without that, professionalism is threatened. Information overload swamps us, and provides alternative sources and tools that lead some to question the very need for our existence. But information overload has also distorted the

>> **"BUT INFORMATION OVERLOAD HAS ALSO DISTORTED THE NATURE AND USEFULNESS OF THE CHANNELS AND FORUMS WE USE TO COMMUNICATE AND DEBATE"** <<

nature and usefulness of the channels and forums we use to communicate and debate.

At a more mundane level, it doesn't encourage use of the RIM Professionals Australasia listserv when you get 30 out of office replies whenever you post a message. We are supposed to be good at document management folks! Set up your auto responder properly, shut down your listserv membership temporarily, or subscribe via a Gmail account and never use out of office. It's simply not professional to flood any listserv with proof that you are either careless, inconsiderate or incompetent. **iQ**

• **What do you think?**
Get back to me on the RIM Professionals Australasia listserv, or at sandersinfo@gmail.com.

About the Author

GLENN SANDERS, BA, Dip Lib (UNSW), GDDM, MBII (RMIT), MRMA, has been involved in managing information in government and the private sector, for over 30 years. As a freelance consultant, he introduced computer systems into many organisations.

Long a proponent of decentralised operations, he has also set up two large central records facilities. Recently he has been involved in selecting and implementing electronic document management systems, and managing a large hardcopy cleanup prior to a major office relocation.

RMs abroad

Meet the Australian and New Zealand RM professionals who choose to live and work overseas.

**LONDON:
Sue Hill**
Managing Director,
Sue Hill
Recruitment,
a specialist
employment
agency to the UK
information sector

What's your background?
I was born back in the 1950s in Taneatua township (once known as the end of the railway line) in New Zealand's sunny, North Island Bay of Plenty. In those days few were encouraged to go to university so, clutching my university entrance certificate nonetheless, off I went to become a Work (Time & Motion) Study Engineer.

What took you to London?
I came to London in the early 70s (via a stint in shipping in Sydney) as I wanted to be where it was all happening. My first real job at age 23 was managing a company that provided information on film. Then I ran an information services company for nine years and moved into information recruitment in 1986. I can truthfully say it has been happening ever since.

Why did you go overseas?
From the age of 16 I intended to come to London as I knew it was where I wanted to be.

How did it work out?
I think we make our own luck through hard work and I certainly managed to capitalise on being in the right place at the right time by working hard. It was fortuitous that my first real job had information as its core. That lead nicely to others and in each new job the contacts, clients and people were the same – a real benefit.

Advice for someone else planning such a move would be:
Network in advance of going – there are so many more ways to do that now. Explore the opportunities before leaving and be very realistic about what you can do, what you are willing to do (and where) and how you are going to find work. The economic climate should not be a deterrent but you need to be realistic and understand that the job market will be tight.

How did you get into RM?
I have never been a practitioner but in the late 1980s the company I worked for was offering training in this area and many librarians had moved into records roles as the opportunities arose. I learned from candidates who were seeking work what the skills needed were, and also by attending many of the training courses on offer. As RM has developed and moved along I have ridden the wave and also ensured that the team here at Sue Hill Recruitment (SHR) stayed abreast of developments as well.

A little known fact about you is:
My hair is not naturally red.

The luckiest moment in your life was:
I can not attribute luck to any one moment.

Your personal benchmark for success is:
Treat others as I would like to be treated, work hard and then I know I can sleep well at night.

Where to from here? Any new ambitions?
As I'm now 60 I'd like to find more free time to use my 'freedom pass'!

With whom/what do you like spending down time?
On our Dutch barge in the French canals with my partner Robert. French food, French wine and slow-moving scenery is good for the soul.

What book(s) are you currently reading?
Since I stumbled across Stieg Larsson, I have also discovered Jo Nesbo, Henning Mankell and 10 or so more Nordic crime writers who keep me in reading material.

Which movies have you enjoyed recently?
The NZ Film *Boy* and *The King's Speech.*

What sort of car do you drive?
An 11-year-old Smart which was the twentieth to be imported into the UK. Love it.

Your favourite restaurant and/or dining experience is:
Zucca http://www.zuccalondon.com/ in London's Bermondsey St. Fresh, inexpensive, well thought-out Italian food (from a British chef).

How would you like to be remembered?
Sue propped me up when I was a bit down and helped point me in the right direction.

• Sue Hill can be contacted at sue.hill@suehill.com

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SEATTLE: Michael Hoyle
An independent consultant and research associate with the International Records Management Trust (IRMT) and other projects.

What's your background?
I was born in Wellington, New Zealand, and grew up in Australia, the Middle East, Europe and the Caribbean. My education included political science and history at the Australian National University in the mid-70s, librarianship at the Canberra College of Advanced Education, now the University of Canberra, and, in the late 1990s, a Masters in Information Management and Systems at Monash University, Melbourne.

And your work history?
I worked in the Australian public service including stints in regional offices of the Australian Archives, now National Archives of Australia, and in 1995 began a six-month secondment to the National Archives of New Zealand, now Archives New Zealand. Six months turned into 10 years and eventually I became the institute's Group Manager, Government Recordkeeping.

I was appointed Chair of the Association of Commonwealth Archivists and Records Managers (ACARM) and Secretary General, then President of the Pacific Regional Branch of the International Council on Archives (PARBICA). In 2005, I moved to Seattle.

Why did you go overseas?
I have been travelling for a good part of my life and I like change. Through my ACARM and PARBICA work I had become increasingly involved in recordkeeping issues in developing countries. They exposed me to the challenges faced by recordkeepers in the Pacific Islands and the developing world.

How is it working out?
It's been pretty good. Since moving to the United States I have worked in Bangladesh, Botswana, Bermuda, India, Lesotho, Sierra Leone, Tanzania, Yemen and Zambia, and in some of the big international development institutions in Washington, DC, and London.

So what do you actually do when you are out in the field?
Most developing countries are moving from manual to electronic recordkeeping systems. Many are dealing with records that have been poorly managed or where systems may have collapsed through neglect, war or natural catastrophe.

Working in partnership with local professionals and other advisors my colleagues and I try and ensure that solutions are practical and ongoing. Delivering training courses is my favourite activity. I'd also like to do more work in the US. Recently I ran an electronic records workshop in Texas and I have spoken at various meetings including ARMA chapters and the annual Society of American Archivists conference.

Advice for someone else planning such a move would be…
Have an open mind, be patient and don't rush to judgment. Get out of your comfort zone; think outside the box. Working with people from different backgrounds and cultures is essential. Don't expect the whole world to do things the same way you have always done them.

If you are used to fortnightly pay, four weeks' annual leave, sick leave and international business class travel, think very seriously whether this is for you. If however you are independent, and are willing to take the plunge, then go for it! While you may crash, you can also fly and the rewards and experiences can be fantastic.

A career highlight while working overseas?
I think the most recent highlight was being told by a training course participant that I had made him realise that his records job was worthwhile and important.

Most hair-raising moment while working overseas?
Flying in old Soviet helicopters with dubious safety records or riding tuk tuks, wearing a suit and tie of course, weaving through fast moving, heavy Bangalore traffic and choking on its fumes – each has its moments. Examining records stored in dark, dirty basements containing occupied prison cells can add new dimensions to survey work. Random automatic gunfire can be a tad disturbing, too, and receiving a safety manual with full instructions on what to do if kidnapped – all rather worrisome.

Would you return to Australasia?
I enjoy seeing family and friends in Australasia fairly frequently. That said, I don't want to return to live there, just yet.

Where can old mates reach you?
Linked In is the best way to find me.

How would you like to be remembered?
Canadian colleagues call me the Indiana Jones of the recordkeeping profession; not a bad epitaph! But, I think, it would be great to be remembered as having had some influence on international recordkeeping, particularly in developing nations. **iQ**

PUTTING THE RECORD STRAIGHT
by a Grumpy Old Man

These messages could be based on the opinions of Victor Meldrew, who is alive, not very well,
but enjoying being grumpy in the records management department of your local government offices…

IS IT ME?

Am I the only person involved in information management who grinds his teeth when the red-top papers publish another scare story about lost pen drives, laptops left in taxis, CDs dropped in train carriages, social care case files gone missing, government papers revealed by long lens of the paparazzi, and so on?

And then what adds insult to injury is when they present how such and such a government organisation is apparently incapable of managing the probity and security of its information, like it was rocket science and a challenge only exceeded by turning lead into gold and solving global warming?

My frustration is enhanced by American IT vendors that tell me that we must invest in a $300,000 email system for "eDiscovery" or face an $8m law suit, and I am fed up pointing out that this is the UK, not Wall Street. (To the disk salesman with an eDiscovery hammer, everything to do with storage looks like a nail...).

Even worse are the plethora of dot.com GRC point solution that are in the right place on some quadrant or wave, which appear to add hassle to users, solve no tangible problem, and are sold only on the puerile basis of fear, uncertainty and doubt. All of them rely on the value being avoidance of fear and litigation. Is it just me that thinks that they "doth protesteth too much"? No wonder we hold them in the same contempt as we regard those damned ambulance-chasing accident-exploiting lawyers that I hear on the radio, that make Alan Rickman's Sherriff of Nottingham look like Sister Theresa of Calcutta.

HOW RECORDS MANAGERS HAVE NOT HELPED THEMSELVES

I remember a Bay-area ECM software salesman telling me that all records managers are anally retentive geeks with long hair, brown shoes, all the time in the world, and no budget. I accept that most records managers have not helped their cause because few can articulate what is the value of successful records management to their organisations, and express it in the metrics of the pay packets of local authority chief executive. (You know them; they are the guys who now have to figure out who to fire to keep their own jobs to get their knighthoods......) Fewer still could explain in one sentence what successful records management actually looks like, to "the man on the top deck of the Clapham omnibus…"

Most of the RM consultants and service providers have not helped, as they seem to occupy a world whereby all standards are so complex that you need to hire a consultant to understand

what to do. They measure their success in man-days and SLAs (service level agreements), but leave everyone baffled because most IT vendors think file plans are trivial, cost nothing and deny that you cannot build an information system without one.

We have yet to find a CIO that does not wince when the term records management is mentioned because it smacks of dusty librarians that make no difference to the CIOs career, bonus or persona gratification. As a result the RM profession has to stop marketing itself as cold wet fish to diners that want sushi.

The only way to attract attention at Board level is fear and greed, in a subtle way. One key lesson is to exploit the mindset of decision makers at that level , who do not want to know how new applications for funding work or how much they cost; they expect their C-class sponsor 'their IT experts' to explain the former and their accountant to know the latter. Instead, they really want to know:

- "Do these guys understand our business? (Ensure we continue to get a licence to operate, perhaps...)?"

- "Can we rely on them? (So we do not end up in jail, or even worse, in the *Daily Telegraph*...)

Put another way, if we do not put the RM professions' house in order, we will only have ourselves to blame. We need to switch from stressing the functionality RM, wringing our hands about user denial and complaining about the sheer volume of duplicated junk files on shared drives. We need to start marketing the value of controlled compliance that directly impacts the company's licence to operate, without over-stating that and destroying our credibility. Failure to do so is not trivial – you may be working for Capita shortly…

ARE PURCHASING DEPARTMENTS ON ANOTHER PLANET?

All IT purchasers seem to follow blindly the advice of the IT Strategy Police that the functionality of IT products is the only thing that matters, and persistently under-value the ability to substitute products if the vendor does not perform or puts up the prices

>> "THE ONLY WAY TO ATTRACT ATTENTION AT BOARD LEVEL IS FEAR AND GREED, IN A SUBTLE WAY" <<

unreasonably (ask any SAP user…). When we buy envelopes, filing cabinets, paper folders and boxes of paper, we employ professional purchasers who compare every supplier on price on delivery, because the quality and functionality of paper and envelopes is proscribed.

Yet email, document and records management systems and printers are just as much a commodity, but we find that less than 10% of buyers insert a condition that the system adopts non-proprietary interfaces, print formats, archiving formats or RM procedures to enable substantiation... In other words we do one thing in Asda when we buy pasta, and apply different rules to commodity product in the office. Do we leave our brains at home too?

SIR HUMPHREY IS ALIVE ON THE WEST END STAGE AND IN EVERY GOVERNMENT AGENCY…

Even worse, most government buyers take months to define their requirements which are, er, 99 per cent the same as other Government buyers for routine administration. The whole purchasing system seems to deter small companies that innovate, encourage large companies with big overheads over-engineering, wheel reinvention and cost over-runs. No wonder the CEO of a large Indian services business recently described the way the UK Government buys large IT contracts as "an old boy's club".

SACRIFICING SOME SACRED COWS IN THE RECESSION

Put it another way, tell me how much your word-processing improved with Office 2007, and how much you saved your organisation, to justify the upgrade cost of hundreds of pounds, by the time you add the new laptop, operating system etc, in these straightened times. You would not buy a car without considering alternatives, so why do so many Government departments buy Office with next-to-no discount when there are much lower cost alternatives already proven? German cities like Munich have gained an operational return within two years of converting to Open Source, and saved real cash of at least 30 per cent each year afterwards in software maintenance and unnecessary upgrade costs. Don't tell me the arguments were technical. Open Source products are almost free, so I know a lifestyle decision when I see one… By the way, we use Microsoft Office all the time…☺

LET US NOT EXCLUDE THE IT DEPARTMENT FROM CASTIGATION

Whilst their notorious incapability to distinguish between backup and archiving is mere ignorance (my mum used to tell me that there is no excuse for ignorance, but then she had never met an IT Help Desk), their capability to reinvent the wheel is boundless, using new jargon of course. One classic case is recent data management initiatives. In RM terms, there is no difference between electronic data processing systems and document systems as they can both be records when it comes to governance. Records managers have been managing records for years, but the IT middleware vendors have reinvented the wheel and called it master data management. They are all agog with new data Quality initiatives, focus on Referential Integrity, and, wait for, practise Metadata Management.

Well, if it looks like a duck and quacks like a duck, it is a duck. All those data processing acronyms are actually new-age words for what records managers have doing with file plans and paper records for years. There is a bottle of Bollinger in our office for the first records manager to tell me that they have actually been consulted by the IT Dept on a Master Data Management project…

I USED TO THINK I KNEW THE TWO GREATEST LIES IN IT, BUT SEARCH IS A THIRD

When you hear a snake oil salesmen mention "Integration" and "Interface", then don't walk: RUN out of the office. But there is a third great deception on IT: "All search engines will find just the right information or website, and if they do not, it is your fault for not being able to structure a query".

I never cease to be amazed how successful search engine companies are getting hundreds of thousands of pounds for a proprietary Search engine when you can get one that does 99 per cent of the same job for nothing off the internet. It must be subliminal, and I recall reading an article that said that buyers subliminally think that freezers are like their mother – always there with food – and supermarkets always place nappies next to the aisles of beer. Well, Search engines seem to follow the same line and even CFOs seem easily persuaded that when they buy one, they inevitably get "total compliance". I think they believe they bought it in a box called "A Miracle Happens Here. "

THE GREAT OUTSOURCING MYTH

We all know that outsourcing does not always work and outsourcing compliance has its own little challenges, as BP recently found out. They did not own the platform, employ the workers, design the rig, or write the procedures. But it was their CEO who lost his job, had to appear before a Senate committee and "wanted his life back" for an incident five thousand miles from head office that took 40 per cent off the stock price and cancelled the quarterly dividend for the fist time in the company history. Other industries manage this conflict: My brother is a doctor that calls Anaesthetics 99 per cent boredom, 1 per cent blind panic. Any nurse could do it, but we do not allow medical operations without a fully trained gas-passer...

IT'S NOT FAIR! HOW SHAREPOINT IS SUBJECT TO A DIFFERENT SET OF RULES

Most content management vendors are trying to figure out why their systems are subject to rigorous ROI calculation yet SharePoint, that well known content management system, is not. Don't talk to me about the cost of SharePoint being justified by "better collaboration". No, that is not the same as the collaboration for which you got shot in France in 1943, but some immeasurable lifestyle PC-based distraction that means more time in the office and less with your customers (citizens).

Perhaps SharePoint is really a platform for social networking? I am reminded of the wise words an IT sales manager said to me recently when watching an Enterprise 2.0 demo (not to be confused with a repeat of Star Trek). He said "Whilst the sales guys were updating their TwitFace, reading all the blogs etc, responding to all the LinkedIn requests, and doing their emails, our competitors were out closing deals…"

How dreadful!

Send them on a time management course at once – there is an iPhone app for that… **iQ**

About the Author

• To find out more from the grumpy old man visit www.strategy-partners.com/grumpyoldman

EDM: More than scanned paper

Within the NHS in the UK there is a fair amount of misunderstanding about Electronic Document Management (EDM) and how it might deliver clear and calculable benefits to Trusts. Here, the author examines the paper record process and compares it with an electronic alternative, concluding with some very credible cost savings.

BY **BRENDAN MAJOR**

Story Snapshot

- Replacing the Dickensian paper chase that underpins most hospital care processes with an EDM system will reduce costs and improve quality of care.

A common problem is the confusion in the minds of some Trust managers between scanning and EDM. Scanning, the process of converting physical documents into digital images (typically PDF or JPEG files), will clear your medical library shelves but it won't help your business much and won't release much cash. However, coupled with an EDM solution these scanned images enable a Trust to release very substantial amounts of easily identified cash.

The best EDM systems are agnostic about the document media and are able to handle, store, manipulate and distribute e-mails, files, faxes, graphics, voice files, and scanned images. They are also capable of integrating with most EPR and clinical system in use within Trusts. Digitising paper notes and integrating these images into other systems allows a Trust to design and drive workflows that minimise or remove redundant and costly processes.

THE ITINERANT PAPER RECORD

U-Tube, Flicker and the like are awash with 'horror' pictures of hospital medical record libraries; images of papers records toppling off shelves, stacked precariously in boxes or simply bulldozed into corners like so much litter. The message is clear – this is no way to treat information about individuals' most intimate vulnerabilities and we are rightly shocked that

the paper debris in the image is made up of records which if lost or damaged could result in harm to a patient. However, public indignation might be even more acute if they realised that even if these records were assembled in well-ordered ranks they would still represent a precariously arcane system of managing information.

Individual hospitals vary in the detail around the medical record library model they use but the essence of the process is pretty common across most acute Trusts. If you were to undertake a very simple outpatient attendance at a hospital what would the journey of your patient record look like?

The referral letter written by your GP would arrive at the hospital and a crisp new piece of expensive specialist stationery is taken from the admitting clerk's drawer – the patient folder. Unless of course the patient has arrived via A&E in which case an A&E receptionist extracts a different type of specialist stationery from their drawer.

A barcode label is probably printed off and the folder is annotated with your name and key bits of information known or guessed about you and into this folder is placed pretty well every scrap of documentation relevant to your visit – the referral letter from your GP, your reception assessment questionnaire, triage results, recordings of any pathology or radiology test requests made, and copies of the results of these tests. (You may think it odd that the paper record should include pathology results since this information is available and recorded electronically on the hospital's Pathology system; but clinicians don't want to have to check multiple systems to get an overview of a patient's care so this duplication is common practice. In fact what usually happens is that these copies once added to the folder are annotated by the clinician, either as an aide memoire or as a communication to others who might read the notes).

At the end of your initial visit your folder could easily contain in excess of 30 pages – some of these pages will be stapled together, some will be typed, some handwritten, some of the pages may be made of card or of carbonated 'flimsies', some portions will be colour coded and some of it will probably be double sided.

After your visit, the doctor will place the folder in his or her 'out tray' where it will be collected by a clinic nurse or possibly an admin assistant. The nurse will review the contents and progress any actions required e.g. pass it to the doctor's secretary if a letter needs to be written to your GP, to the appointments centre if a follow-up appointment needs to be made, directly to the ward if you were to be admitted, etc.

Folders which don't require any further action are stacked in the library returns box where they are collected by a porter or one of the roving library staff. When the folder arrives at the library a clerk will usually 'book in' the folder using either a manual 'in/out' book or more usually a piece of library record tracking software. The librarian or a colleague will then shelve the record.

Let's assume you were asked to come back for a follow-up visit. A week or so before your scheduled visit the Trust's patient administration system will generate a 'pull list' which will be sent to the records library. The librarians will hopefully find each of the records on the pull list and assemble these into clinic lots so the right batch of records will go to the right clinic location. The librarian will also 'prep' the record for the clinic, a process which can comprise moving the right pieces of paper to the top of the folder, inserting blank templates etc. They will then 'book-out' the record using the record tracking system, and a porter will then pick-up and trolley the batch of records to the clinic where the clinic clerk will check and sort the records as required – they may also 'book-in' the records if the hospital has extended the

records tracking system to the clinics in an attempt to reduce the number of lost records. From here your doctor will use your record and add another few (dozen) pages to your folder and the migration of your record back to the library begins once more.

Of course there are others who may request your record from the library, hospital coders who retrieve your record to code your treatment in order to claim payment, researchers, auditors, other hospitals etc. On each occasion you hope your folder gets booked out, added to, booked in and in all that movement it won't get lost or won't be 'out' at a time when you attend the hospital for treatment.

So your confidential health record goes through maybe 10 or 12 hands on each outing from the library, each return journey takes about a week or 10 days, and on each visit your folder gets a bit more battered, a bit more dis-ordered, and certainly fatter.

I have kept this scenario intentionally simple and have not touched on the very thorny and complex implications of duplicate folders being created when you turn up at a hospital which can't locate your folder or when it doesn't realise you were a patient previously, the existence of specialist libraries (for renal care for example), libraries in remote locations, the existence of confidential libraries for sexual and fertility care, the creation of temporary folders where records are lost or mislaid, or how Did Not Shows are treated.

THE STABLE PATIENT RECORD

What might this world look like where a Trust has installed a good quality EDM solution? Well for a start the specialist folder stationery could go, your virtual patient record folder would be generated electronically the moment the Trust accepted your GP referral and duplicates would be avoided since the system would automatically search for any previous record.

Electronic input from Pathology or other Trust systems would be fed directly and automatically into your folder. The system would produce bar-coded labels which your doctor would affix on any paper generated – for example your doctors notes. The barcodes identify the sheet as yours so the mass collection of clinic sheets are simply dumped into a high-volume scanner hopper where they are read and intelligently attached to the correct bit of your record, the original sheets are then shredded. If the doctor wants to annotate an earlier note or a test result they can do so on screen and the system will automatically version control the amended document and record, who made the annotation and when.

Your follow- up appointment necessitates no picking-list since there is no physical folder taking up shelf-space, no record prep is required as that happens automatically, and no portering is required even if your clinic location is on a remote hospital site. In fact there has been no clerk, porter or admin manipulation of your record and should any others need to access your record they can do so knowing that your doctor can access it at the same time if required.

Records aren't lost, and the EDM workflow solution will also ensure that any action required will be tracked and chased so your GP can be notified immediately and electronically, clinical coders can be notified that your care is complete and the relevant portions of your record forwarded to them for coding.

DO THE SUMS

So, for a typical Trust where are the savings in deploying scanning plus EDM? Well do the sums yourself but for an average 300 bed District General Hospital (DGH) the following are credible savings:

75% of the number of record library staff multiplied by the average salary band:	75% of 24 staff earning £23,000 pa (AU$36,000) = £414,000 (AU$648,000)
Number of porters or administrators engaged in transporting patient notes around the Trust and between trust sites multiplied by the average salary band:	10 staff earning £23,000 (AU$36,000) = £230,000 (AU$360,000)
An industry average of 15% of each medical secretary's time spent chasing patient notes multiplied by the average salary band:	15% of 40 staff earning £29,000 (AU$45,000) = £174,000 (AU$270,000)
An industry average of 40% of each ward or clinic based administrator's time spend chasing patient notes multiplied by the average salary band:	40% of 30 staff earning £23,000 (AU$36,000) = £276,000 (AU$432,000)
Number of times a patient appointment had to be rescheduled because their notes could not be located or were with another clinician multiplied by average cost of a clinic attendance	150 rescheduled attendances costing £130 (AU$203) = £19,500 (AU$30,450)
Cost of standard and specialist patient notes stationery multiplied by the number of records generated each year	£2 folder for 20,000 new patients each year = £40,000 (AU$62,400)
Cost of off-site records storage	£80,000 (AU$125,000)

We taxpayers might harrumph at the amount of NHS money expended in hospital 'admin' but cutting back on medical record library admin support will quickly result in an inefficient and unsafe hospital. However, only replacing the Dickensian paper chase that underpins most hospital care processes with an electronic document management system will deliver that magic bullet of both reducing cost and improving quality of care. *EDM is not the poor-cousin alternative to a real electronic patient record system (EPR), it's the essential partner of any credible EPR* integrating into the digital record the un-structured paper component that makes up so much of every patient's current and previous medical record. **iQ**

About the Author

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Don't let the students get you down

How to recognise and manage challenging behaviour in the EDRMS classroom.

BY **MICHELLE LINTON** AND **KEVIN DWYER**

> "To my way of thinking this is a waste of time. The last two attempts at rolling out this EDRMS didn't work; no one is interested in records and we always mess up our IT roll-outs anyway."

> Look, I understand why we have to use this new recordkeeping system – compliance and all that, but my boss says our unit is too busy to use it"

> "This would be useful if I could use it to workflow my processes. Why are we not learning about workflow? Anyone could learn this basic stuff in one hour."

Alas these cries will be very familiar for anyone who has taught end users how to use EDRMS software. We call them challenging behaviours: constantly distracting other participants from learning the EDRMS features and making it difficult for the trainer to move smoothly through the training.

Additionally they create stress for the trainer. That's problematic enough for the occasional trainer delivering training once or twice a month. But when it comes to having to deliver consecutive sessions over multiple weeks, left unchecked the stress build up on trainers can lead to mental fatigue. Then there's the run-on effect of poorer training delivery for subsequent classes not even exhibiting these behaviours.

WHAT TO EXPECT AND WHAT TO DO

What kinds of behaviours can we expect in the classroom and what can we do to minimise their impact before we begin the facilitation?

By identifying and grouping the outbursts of disruptive emotions we've experienced, we've classified them into seven emotional expressions that lead to characteristic behaviours in the classroom. Much of what the participants express stems from the overload of change, stimulation and expectations, plus information they get from the project itself and misinformation they get from discussing things over coffee amongst themselves.

The key to deciding what simple, practical management techniques to use is to understand what causes the emotional expression. We may then apply framing, managing or closing techniques in response that will minimise class disruption and maximise learning attention.

INSECURE

These people may be nervous about their ability to learn new skills, learn computer skills generally or share information. In psychological terms, they will have 'low self-efficacy'. People with high self-efficacy see challenges and obstacles as a spur to new learning. People with low self-efficacy react in the opposite manner.

They may have personally experienced failure at learning new skills before, especially new computer skills. Or they may have experienced other people failing before and have perceived, if they can't do it, I can't either. More deeply embedded still may be social interactions where they were criticised for their inability to learn or practice a new skill, or where they were 'betrayed' by others when they shared information and this has dented their confidence. Or they simply may have felt stress, which is normal, but interpreted the signs of stress at their core as indicators of their lack of ability.

To provide a sense of security and calming, frame your expectations by making a comment that we don't expect full retention, just the concepts. Provide security by highlighting their training book as reference. Or if they have a specific concern, manage their concern by acknowledging it and informing them where in training it will be covered.

A management technique which requires a little more skill and is very effective is to ask leading questions to enable individuals to build personal pride in success.

OVERWHELMED

People who are overwhelmed will display a high degree of anxiety. They may already be feeling they have too much to do, or are struggling to cope with their role and responsibilities. They cannot figure out how they could possibly add learning a new set of processes and a new system to their already busy schedule. In the classroom, they'll demonstrate understanding and claim a willingness to use the system, always with a but…

Specifically, they may be concerned about:

- how to perform their standard business process in the new EDRMS
- lack of management support and cooperation
- willingness of colleagues to participate
- their existing workload.

In a rollout this is a very common challenging behaviour. In the classroom these people need to be able to visualise structured steps to moving forward such as white-boarding one current process and mapping the software interactions. Using the metaphor of "How do you eat an elephant?" – "One bite at a time" is a useful response, to enable students to chunk down the issues which seem to be overwhelming.

RESISTANT

The most annoying people in a classroom are those resistant to change. They have three classic rationales for being resistant to change[1]:

- **I want to stay where I am because…**
  …my needs are already met here
  …I have invested heavily here
  …I am in the middle of something important

- **I do not want to change because…**
  …I do not understand what is being proposed
  …the destination looks worse than where I am now
  …I do not trust those who are asking me to change

- **I am not going to change because…**
  …I am able to ignore the change
  …I have the power to obstruct the change

They will clearly state they won't be using the new system, that this is a waste of time; they will be determined to find negative features in software or relate stories of how this has failed before.

It's very easy for a trainer to fall into the trap of just giving up on these people in the classroom. Try asking them "What is one thing the software will make it easier for you/ your business unit to do?" Or frame their participation in the training by pointing out the organisation policy, the participation expectations of students and current levels of use.

EAGER

The eager user is motivated generally by self-interest. They become self-absorbed in the opportunities for themselves or occasionally their teams. They may have read information about the software before the course and completed any pre-training activities.

This sounds like the ideal participant, but these people are excessive in their enthusiasm. During the course they ask copious questions beyond the scope of the course, and beyond other participants' comprehension. They prolong discussions on their personal recordkeeping requirements to the detriment of other participants' learning. Plus they keep the trainer back for half an hour after class to continue the chat!

We love eager participants, but we don't need to manage them to complete the training content. Give them some praise but reiterate the timing requirements of the course and what additional support and training they can get outside of this course.

OUTSPOKEN

Attention-seeking participants in training classes are easy to spot. They offer low-value comments, highlight their own ability and are critical of others (although rarely others in the class). Their willingness to be opinionated frequently extends to poorly instructing and advising other participants. They may be somewhat negative, but not persistently so.

Attention seekers, in psychological terms, may be driven by feelings of low self-worth built upon childhood experiences, insecurity, or may suffer from a sense of arrogance that transfers across from their daily life to the training session.

Addressing the root cause in the space of the few hours of a class is impossible. The cause of their outspokenness is not related to the training or the project. It is the way they are. Management requires techniques that allow the participants' self-esteem to remain intact. Simply thank them for their contribution and express you'd like to hear from others as well. Also try explaining that part of the learning is in using the training manual and finding your own way.

UNDERVALUED

People with a victim mentality may be missing one or more needs[2] prevalent in human nature: certainty, variety, significance, love/connection, growth, and contribution.

To that end they may be aggrieved at the perceived lack of inclusion in planning for the project. For example they believe they could have contributed to the process to date, the business classification scheme design or the naming conventions. They do not believe they have been able to make a contribution and therefore feel excluded. Or they may be disgruntled with the rights/permissions they have been assigned and feel that they have little significance in the scheme of things.

These people need to feel valued and empowered during the course, and leave with steps to continuing to add value to the project. Try explaining the background behind the decision-

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

It may also be helpful to take a note of their concerns to pass on to management.

DISENGAGED

People who are disengaged are easy to ignore. They do not ask any questions, avoid eye contact, may play with their phone or other application and do not stay aligned with class activities. It's easy for a trainer managing a large class to feel quietly relieved at not having to interact with all participants. But the reality is – this person isn't learning. And their behaviour may also be interpreted as a licence to others in the class to behave the same way.

There are several reasons for people to be disengaged. Many of them have other sources of emotion as their root cause. For example, people may be disengaged because they are nervous or because they have a sense of arrogance. It is important for the trainer to engage the student to attempt to understand what is driving their disengagement before trying to apply a remedy.

Being able to engage with all participants makes a trainer feel worthwhile. Firstly, take time to get to know students on arrival. Upon starting the course, request phones are on silent and only used for urgent business.

Think about your challenging students in the context of the emotional responses we have outlined. Recognise the response and manage the behaviour using a specific approach. It takes time to become accomplished, but the rewards for the trainer are great, and can be instrumental in improving uptake of the EDRMS. In particular, start with ensuring that you show real interest in students during class, asking specifics of where, how or why they will complete work with the new software. **iQ**

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Youth focus:
the future is
in their hands

The ongoing survival and success of the RIM industry relies on our ability to introduce new blood, and with current and future generations becoming increasingly tech savvy and digitally aware, a new wave of potential records and information industry practitioners is on the horizon. Here we outline how RIM Professionals Australasia is contributing to the development of RIM as a career option.

AN AMAZING OFFER!

RIM Professionals Australasia has offered one years' free association membership with substantially discounted student membership thereafter, heavily discounted student rates at events and 10 free student registrations to attend inForum for many years, and these are enthusiastically taken up by people already studying records and information management.

However, in 2011 a long-term goal to improve the knowledge and image of the information industry and increase its attraction as a career option for youth (15-25 year olds) to ensure the continuation of the industry in the long-term is starting to come to fruition. This is in line with RIM Professionals Australasia's Strategic Plan.

STEPS TO DEVELOPING RIM AS A CAREER OPTION

☑ Development, completion and release of a career DVD introducing the records and management industry as a viable career option.

☑ Development, completion and release of a dedicated career website **careers.rimpa.com.au** which features profiles of 'typical' positions in the industry, outlining education and skill requirements, position description, salary range, job titles and 'a day in the life' for position types from base entry level to manager as well as consultant, educator and expert. The site also links to RIM Professionals Australasia recognised courses and features the career DVD.

☑ To 'get amongst the people' by taking stands at career expos and having local branch volunteers on hand to talk to interested students and career changers about the RIM industry. As well giving attendees the chance to speak to real practitioners, the stand also features our career DVD, a career brochure, a flyer listing available courses, posters explaining what the industry is about, a pull-up banner and a 'giveaway' three-sided highlighter featuring the careers website address.

☐ Information kits sent to career counsellors introducing the RIM industry and promoting its viability as a career option. (Due to be completed July/August 2011)

☐ Attendance at career expos in 2012 with the possibility of holding 30-minute presentations about the RIM industry in some locations.

SO HOW DO WE KNOW IF WE ARE SUCCESSFUL?

Being a long-term project which has only just begun, in the short term we are judging our efforts as successful if we get genuine queries of interest from students and/or career counsellors.

View from the floor: Melbourne career expo

Members of the Victorian Branch of RIM Professionals Australasia attended the Careers & Employment Expo at Melbourne Exhibition Centre in March 2011.

On Friday, we had many school students asking about Records and Information Management. For many of them, it was their first exposure to RIM. We got the normal questions: is it to do with records? (…the music type). Or, isn't it to do with computers? But some students grasped the concepts of information management when we mentioned networking sites Facebook and Twitter.

The expo was a great opportunity to get the interest of the careers counsellors from the schools, and many of them were keen to take up our offer to speak to students at their school. Next expo, we will have more education material for students and teachers to take away.

Saturday provided us with a different audience – we found many people thought we were an employment agency and asked us to help them find jobs! Many people were also interested in finding out more about our profession. I personally spoke to quite a few people who were interested in having a career change who hadn't even thought about a career in RIM.

All in all it was worthwhile attending, and the lessons we have learnt will enable us to provide more information at the next one.

Debbie Prout
Vic Branch President
RIM Professionals Australasia

Students check out the stands at the Melbourne career expo

Countdown to Darwin

See first-hand how communication and collaboration are leading to new cutting-edge technology and innovation at this year's inForum.

The theme of this year's inForum is COMMUNICATE: COLLABORATE: INNOVATE, and fittingly, the conference is being held in Darwin – a city that has had to use these three principles to survive and thrive despite its history – the bombing of WW2, Mother Nature's fury in the form of cyclone Tracy, the tyranny of distance, the climate. Despite all, it has prevailed to become the lively, multicultural city and 'gateway' to Asia that it is today.

In inviting you to attend this year's inForum, David Pryde, Chairman of RIM Professionals Australasia says: "I feel privileged and extremely excited to invite you to attend inForum. These three to four days of knowledge sharing, networking and social activities are designed to give records management professionals the tools, confidence and capability to be more communicative, collaborative and innovative in their workplaces and networking environments."

Delegates will again be able to choose from the two streams and daily workshops available. Also, the vendor community will again be in attendance and on display, so that participants can see first-hand how communication and collaboration are leading to new cutting-edge technology and innovation.

"In light of current, global discussions about the existence (or not) of records and information management as a relevant,

Top and above: The Darwin Convention Centre

business tool," says David, "I urge you to attend Inforum 2011 as a showcase of innovative development, taking records and information management to the next level." **iQ**

For more information on inForum and to register, go to **www.inforum.net.au**

Highlights of the education program

In February *iQ*, we introduced some of the key speakers for inForum 2011 including:

- **Professor John McMillan AO**, the Australian Information Commissioner and former Commonwealth Ombudsman

- **Brooke Wooldridge**, Project Coordinator, Digital Library of the Caribbean, Latin America and Caribbean Center at Florida International University

- **Shadrack Katuu**, the former Manager Information Systems at the Nelson Mandela Foundation, and advisor with the South African Human Rights Commission and the Steve Biko Foundation

- **Steve Bailey**, senior advisor on records and information management for JISC infoNet and author of *Managing the crowds: Rethinking records management for the Web2.0 world*.

Other highlights in 2011 are as follows:

Kevin Lindeberg
The good, the bad and the ugly: The Heiner Affair

The Heiner Affair embodies all the fundamental values which make up civilised societies, and illustrates, perhaps as never before, the importance of best practice recordkeeping in maintaining these values. Values such as equality before the law, the right to a fair trial, government by the rule of law, respect for human rights, probity in public office, freedom of the press, and the right to know. In these times of challenge, the ability and obligation of stakeholders to boldly "communicate, collaborate, and innovate" is an essential counter to abuse of power to maximising *the good* that can often come out of such bad and ugly experiences.

The paper will examine various ways professional stakeholders (eg. archivists/records managers, teachers, legal practitioners) and others (eg. politicians, whistleblowers and journalists) can build on the lessons of the Heiner affair to maximize *the good*.

The paper covers communicating and collaborating within and outside the recordkeeping community to achieve/secure further existing or other innovative measures like:

a mounting a coordinated nationwide campaign on all Australian governments regarding their respective public recordkeeping legislation to amend the employment status of Federal/State archivists by making them Officers of Parliament to enhance their status and that of the profession

b enhancing the current teaching of the negative and positive lessons of the Heiner Affair in Queensland Education's *Business, Communication and Technologies* syllabus for Years 11 and 12 students

c creating an independent webpage, titled *Archives Watch*, to maximise global access to best practice recordkeeping, its importance to the rule of law, and to expose serious abuses of power when they occur.

The speaker: Kevin Lindeberg is a former Queensland public sector trade union organiser who now works as a freelance political cartoonist/caricaturist/illustrator while he continues his quest for justice in the Heiner Affair.

Dr Bob Pymm & Rachel Crease
Tracking the carbon footprint: recordkeeping and global responsibility

There is a growing awareness of the need to significantly reduce our carbon emissions in coming years. However, people need to be better informed as to how they can make a difference – what behaviours need modifying to make the biggest impact and where can the necessary information be found?

How can consumers know the inputs to the products they are buying, to the transport they are using and the energy they are consuming unless manufacturers and other suppliers are required to make such records publicly available. Governments too are keen to instil a sense of personal responsibility and understanding within the populace by enabling controversial legislation to be enacted to support carbon reduction programs.

This paper will consider what governments in various countries have enacted, or proposed, regarding the appropriate recordkeeping systems necessary to record carbon outputs in the production and manufacturing processes, and in the packaging and delivery of products to the consumer. In addition, the need for producers to maintain appropriate records in order to satisfy governmental demands for reduced emissions and trading offsets will also be considered.

Tracking the carbon footprint and recordkeeping: learn more at inForum 2011

Finally, the paper will discuss whether the role and status of recordkeeping within organisations may be enhanced by this need to maintain complex manufacturing and production records in order to meet government and societal demands for environmental accountability.

The speakers: Dr Bob Pymm is a senior lecturer and course coordinator of the Master of Information Studies program at Charles Sturt University. His interests are in the areas of preservation of digital materials, issues around audio visual materials and popular culture and archives.

Rachel Crease is an educational designer at Charles Sturt University, Learning and Teaching Services working in the Faculty of Education. For the last two years, Rachel has worked with the School of Information Studies on the design of new distance education courses for online delivery. Rachel has attended the Association of Australian Environmental Educators conferences and has been instrumental in building 'green' concepts into a number of subject offerings.

Christine Ianna
A disaster network for Queensland (Q-DIS) and AIICM 2011: Just add water!

The Queensland Disaster Information Network (Q-DIS) was launched in December 2010 as a cross-sectoral discussion group for sharing information on disaster preparedness and planning.

From necessity it rapidly evolved into a hub for posting news and updates on whom and what had been affected by the unprecedented weather events that impacted on Queensland in the first weeks of 2011.

This paper will discuss how a 'social networking' site such as Q-DIS can be used to facilitate communication and collaboration across the different but allied sectors of information management, heritage collections (moveable and immovable), libraries, archives and galleries; and how risk management, disaster preparedness, planning, response and recovery are not the domain of any one sector.

The paper will also discuss difficulties in getting uptake of a cross-sectoral forum such as Q-DIS; the National Heritage Emergency Action Response Team (HEART) initiative of the Australian Institute for the Conservation of Cultural Material (AICCM); how the 'flood and cyclone events' of January / February 2011 have clearly demonstrated the value to be gained through communication and collaboration within and across sectors especially in terms of disaster preparedness and risk management expertise, advice, resources and contacts.

The speaker: Christine Ianna has worked in Materials Conservation in Queensland for more than 25 years. In this time she has held permanent and consultant positions at the Queensland Museum, Queensland State Archives and the State Library of Queensland. These positions have all involved collection preservation. Her early work focussed on the conservation treatment of waterlogged objects and metals from maritime archaeological sites and historic shipwrecks off the Queensland coast. This has helped develop her interest (some would say passion) for risk management, disaster preparedness and planning; and response, recovery and salvage logistics. Christine is a Professional Member of the Australian Institute for the Conservation of Material (AICCM) Inc, a member of the AICCM Heritage Emergency Action Response Team (HEART) initiative and has carried out disaster preparedness training throughout Queensland in association with a range of organisations including Museums & Galleries Services Queensland and the Australian Society of Archivists Qld.

Vincent Ishwar
How remote can it get? Working with change in the outback

The Central Australian Aboriginal Congress based in Alice Springs has 300 staff, over 4 million records, 9 branches, 7 locations and remote auspiced clinics. It is building an information management program from the ground up. The presentation will explore the many challenges the organisation has encountered with implementing 21st century information management in a private, non-profit, community health service provider in the outback. The paper will also explore the impact of the move to e-health records on the information management landscape.

The speaker: Vincent Ishwar immigrated to Australia as a skilled migrant from South Africa in 2003, where he was a Regional Library manager for 14 years, being responsible for 55 libraries. These were mainly large public libraries and included three libraries at Westville prison - the largest prison in the southern hemisphere. For the past 4 years he has worked with Central Australian Aboriginal Congress's records.

Setting up a disaster information network in Queensland.

Building an information management program from the ground up in Alice Springs.

David Eade
What to do with the explosion of online community engagement?

How do we manage the growth in response to consultations conducted online?

that have the potential to introduce efficiencies without having to 'throttle' the number of responses received; consider the record keeping implications of online community engagement; and conclude that changes in approach, data collection and technology can all contribute to manageable engagements that provide meaningful input and ultimately greater outcomes for the community.

The speaker: David Eade is a Product Manager, technology evangelist, Government 2.0 pragmatist, passionate communicator and organic gardener. He has more than 20 years of experience in the IT industry, working in the fields of e-commerce, knowledge management, information management and online community engagement. He is passionate about the potential of online communities and the technologies of the web to change the way governments and enterprises work — for the ultimate benefit of the wider community.

H Larry Eiring
Workshop: Digital natives: Their impact on RIM and society

This thought-provoking interactive workshop will present the case that a new era in global societal evolution is upon us. It is an Era unparalleled in human history, one where business, society and management information are driven by individuals who are the first true 'all-digital natives' with the ability to communicate, collaborate and create communities of interest without any boundaries whatsoever. The impact of 'Generation3C' with their roots in a totally digital world will transform global society and the way information is created, managed, shared and retained in dramatic fashion.
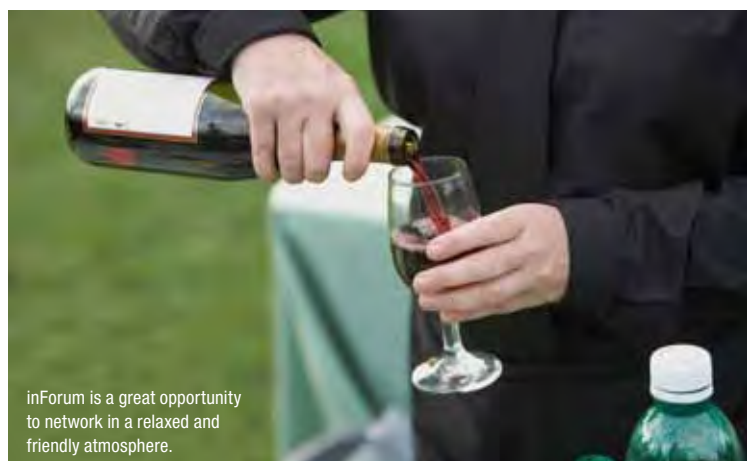
The growth of the internet as a means for spreading our 'public engagement net' ever wider brings with it the potential for a much greater degree of community participation. Unfortunately, this is a double edged sword. Greater engagement leads (theoretically) to better outcomes (be they policy, planning or community outcomes). However an increase in the number of responses to consultations has traditionally led to more work for already over stretched agency staff. How do we effectively manage large volumes of responses to consultations with limited resources, especially when these volumes are likely to increase as a result of more accessible online engagements?

This paper will consider the current resource intensive processes for online engagement used in many organisations; analyse trends in online and traditional community engagement

The speaker: H. Larry EIRING, CRM, FAI is an Information Management Strategist, Consultant and Industry Thought Leader in the field of digital information management. He is currently the President and Principal Strategic Consultant for H.L. Eiring International Consultants, an independent information management and social network consultancy based in Antioch, California. Larry is a past president of ARMA International. **iQ**

inForum is a great opportunity to network in a relaxed and friendly atmosphere.

CALL FOR ENTRIES IN THE J EDDIS LINTON AWARDS

The J Eddis Linton Awards for excellence in records and information management (RIM) in Australia and New Zealand, RIM Professionals Australasia's pinnacle awards, are presented annually in three categories.

1 OUTSTANDING INDIVIDUAL CONTRIBUTION
Aimed at those members who have achieved excellence in RIM and contributed highly to the profession.

Can be self-nominated or nominated by an independent person or group.

If you feel you have – or know a RIM Professionals Australasia member who has – contributed significantly in the workplace or to the profession as a whole, you are urged to send in a nomination.

The nominator is required to provide a summary in no more than 1000 words of why they are nominating. They may be required to meet with the awards judging panel, and may be asked to provide documentary evidence.

## 2 OUTSTANDING GROUP CONTRIBUTION
Aimed at RIM Professionals Australasia members who as a group have achieved RIM excellence and contributed highly to the profession, open to groups, committees (other than RIM Professionals Australasia committees), vendors, business units or consultants (whose work has not been performed for personal gain).

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

3 OUTSTANDING STUDENT OF THE YEAR
Awarded to a student who has achieved excellence in educational studies in records and information management.

Open to fulltime and part-time students who have completed a dedicated records and information management course in the previous 12 months (July to June). iQ

ENTRIES CLOSE 1 AUGUST
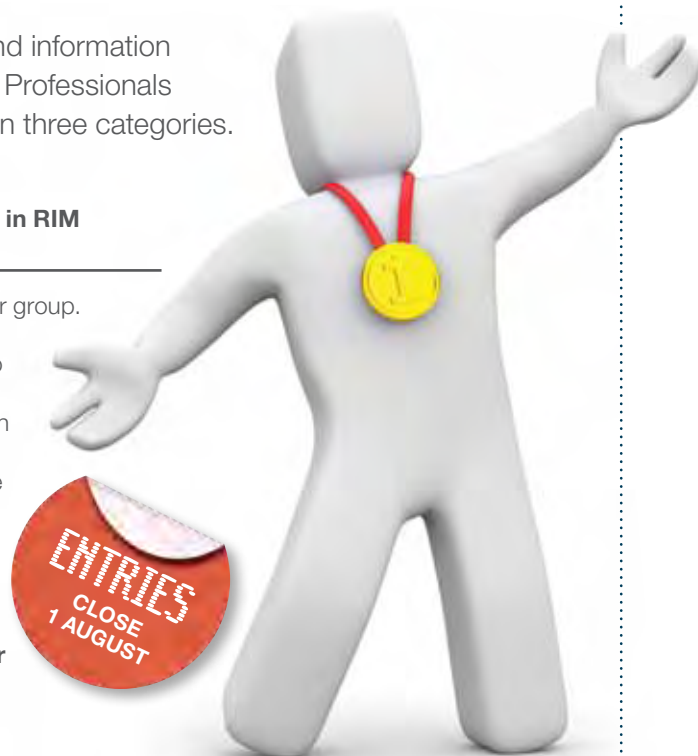
*For more information about the J Eddis Linton Awards and an application form, for all categories, see the RIM Professionals Australasia website: http://www.rimpa.com.au/grants-and-awards/linton-awards/

WIN! a Canon Digital Camera in the Objective RIM Professionals Australasia Article of the Year Award

All articles by RIM Professionals Australasia members which appear in either *iQ* or the yearly RIM Professionals Australasia online publication the *Information & Records Management Annual (iRMA)* automatically become eligible for the award. No entry forms required.

The winning article will be one which makes a contribution to the understanding or discussion of its subject matter and will be pertinent to the records and information management industry. Contents can be technical, academic or light, as long as the work is original, written in an involving, readable style, and shows the author's thorough grasp of the subject.

The judging panel is the Editor of *iQ*, an Objective Corporation representative, and a member of the RIM Professionals Australasia National Board.

In addition, every published article wins RIM Professionals Australasia members CPD points, and, as *iQ* is formally recognised as a peer reviewed journal, authors engaged in tertiary studies can claim maximum points for published peer reviewed material.

The award also brings the winner a $499 (RRP) Canon IXUS 110 IS digital camera – 12.1 megapixel, 4x optical zoom, wide-angle lens, and 2.8 inch LCD screen – courtesy of Objective.

If you're a RIM Professionals Australasia member, or your organisation has corporate membership, and you have an article published in a RIM Professionals Australasia publication, you automatically become eligible for the Objective RIM Professionals Australasia Article of the Year Award.

ENTRIES CLOSE 1 AUGUST

Objective

Article of the Year AWARD

*To discuss an idea for an article, and open the door to the Objective award, email editor.iq@rimpa.com.au.

PHOTO: DARWIN CONVENTION CENTRE 2009

ENTRIES SOUGHT FOR JIM SHEPHERD AWARD

The Jim Shepherd Award is awarded to vendors in recognition of vendor/ trade support of the RIM Professionals Australasia and in recognition of services to the records management industry.

Previous winners include Tower Software, Objective Corporation and Recall. A nominee must demonstrate:

- A minimum of five (5) years continuous sponsorship of RIM Professionals Australasia at both Branch and National level (sponsorship can be financial or 'in kind').

- Active involvement in advancing the records management industry.

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

- Must be a Corporate Member of RIM Professionals Australasia.

- Applications covering these criteria and demonstrating the company's suitability must be submitted by either an individual RIM Professionals Australasia member (who does not work for the company) or by a Branch Council, Chapter or SIG of RIM Professionals Australasia.

- Self nominations will be accepted, but must be endorsed by a professional RIM Professionals Australasia member who does not work for the company.

- The nominator is required to provide details of the nominee, incorporating the award criteria, in no less than 1,000 words. **iQ**

ENTRIES CLOSE 1 AUGUST

***For more information**, see the RIM Professionals Australasia website: http:// www.rimpa.com.au/docs/awards/fed/shepherd/index.cfm

》 "THIS YEAR'S AWARD WILL BE PRESENTED AT THE GALA AWARDS DINNER AT THE INFORUM CONVENTION IN DARWIN IN SEPTEMBER" 《

NEED A PRODUCT, SERVICE PROVIDER, CONSULTANT OR CIVIL MARRIAGE CELEBRANT?

To assist records and information professionals in sourcing products and services, we've created Marketplace. Marketplace is a simple to use, online directory that can be accessed by clicking on the 'marketplace' link on our main webpage. We also regularly email members the direct link to the site, so keep an eye out and bookmark the page!

Need a copy of the Australian Records Retention Manual? Check out Information Enterprises Australia's advertisement under 'publications'. Require a consultant? We have 16 consultancy companies advertising their services, from sole traders to boutique agencies to large companies. Storage systems, recruitment companies, imaging and a slew of other services are also available. We even have a marriage celebrant who offers a discount to RIM Professional members!

We encourage all records and information professionals to take a peek at the directory, and if you have a product or service, you'd like to advertise, contact wendy.daw@rimpa.com.au Advertisements are inexpensive and effective, and in some cases, there is no charge at all. If you are seeking employment, or you run a non-records and information microbusiness, you may be entitled to a free advertisement – just ask for more details.

And for anyone in Victoria seeking the details of the marriage celebrant, here they are:
- **Barry Baker – Marriage Celebrant**
  Your Special Day Your Way

I am committed to sharing your wedding day with you and offer a professional service which will reflect in your memories that will last a lifetime.

I am one of the "new breed" of Marriage Celebrants in Victoria and have my own unique style with a fresh modern approach to conducting Civil Wedding Ceremonies for couples seeking an alternative to a Religious Ceremony.

I would like to have the opportunity of sharing your wedding day with you and with your guidance, I will help you to create a Ceremony that is unique and special to you.

RIM MEMBERS, FAMILY AND FRIENDS RECEIVE A 15% DISCOUNT!

Barry can be contacted at barry.baker@surgeons.org or on (08) 9808 1491.

RECEIVE 15% OFF THE FULL PRICE

When you get the chance have a browse through Marketplace, you never know what you might find!

marketplace.rimpa.com.au

On the Grapevine inForum

inForum, the RIM Professionals Australasia 2011 Darwin convention, is approaching and stands and sponsorship opportunities are selling fast. For those of you who can't spare the staff to man an exhibition booth, sponsorship is a great way of advertising without being caught short-staffed or incurring unexpected costs.

Bronze sponsorship

For smaller companies or those with limited budgets, a bronze level sponsorship is just $2,500 plus GST. At this level of sponsorship, you could choose to sponsor the farewell function, which is very popular amongst convention attendees. Included in the bronze sponsorship is a ticket to the Gala Dinner, which can be exchanged for one category listing in our online products and services directory (http://marketplace.rimpa.com.au/)

Silver sponsorship

The next step up is silver sponsorship, which is a very popular category. Only one silver sponsorship opportunity remains at this point – the sponsorship of the internet cafe. For just $5,000 plus GST your company's website will be the homepage on all internet cafe computers. You also receive full silver sponsorship acknowledgement, can have a staff member at the internet cafe, a ¼ page ad in *iQ* and two tickets to the Gala Dinner (which can be exchanged for two category ads in our online products and services directory).

Gold sponsorship

Gold sponsorship covers sponsorship of the Welcome Reception. The Welcome Reception is well attended by delegates and trade exhibitors who see it as a fantastic opportunity to meet new people and catch up with past contacts at the beginning of the convention. This premiere networking event is a social highlight of the convention and in 2011 will be held on the Esplanade at the Darwin Convention Centre overlooking Stokes Hill Wharf. Gold sponsorship includes a ½ page ad in *iQ* and two tickets to the Gala Dinner (which can be exchanged for two category ads in our online products and services directory).

Gala Dinner sponsorship

The final, and most prestigious sponsorship opportunity, is the Gala Dinner sponsorship. The Gala Dinner is well attended by delegates and trade representatives as well as a number of partners. Typically there are 300 guests at the dinner which is themed (this year it is a swashbuckling pirate adventure). The sponsorship includes four tickets to the convention, full acknowledgement as our Platinum Sponsor, and a full page ad in *iQ*. iQ

• If you are interested in an exhibition stand, display stand, or sponsorship please contact Wendy Daw on 0419 719 820 or email wendy.daw@rimpa.com.au

Education and professional development news

CPD Program

As the 2010-2011 CPD Program draws to a close, it is time to start planning for the next program. The support by RIM Professionals Australasia members and their colleagues who attended these workshops has been great. Evaluation sheets from the workshop had suggestions for future CPD activities and these are being considered, plus there has also been a general call for expressions of interest.

• **HAVE YOUR SAY** about what CPD you think the profession needs and let Dr Marian Hoy, our Professional Development and Education Officer know. Send her an email at marian.hoy@rimpa.com.au

CUL04 MUSEUM AND LIBRARY/INFORMATION SERVICES TRAINING PACKAGE AND WORKFORCE DEVELOPMENT RESEARCH

Members of RIM Professionals Australasia have been involved in this review as it contained a number of recordkeeping units. This review is well underway and is at the stage of addressing the make-up of new qualifications and new and revised units. Several recordkeeping units have been incorporated into the new qualifications. Investigation to date has identified potential synergies between archives, records, libraries and museum competency units at the Certificate II and Certificate III levels with more specialisation at the Certificate IV and Diploma level.

The latest draft is at: http://www.ibsa.org.au/news-and-projects/news/tabid/112/articleType/ArticleView/articleId/215/Scoping-Review-CUL04-Workforce-Development-Strategy-for-Museum-LibrariesInformation-Services.aspx

There are also some valuable workforce development research papers at the same site (see link under heading dated 5 November 2010) which, along with the recent publication on 'Tasks, Competencies & Salaries for Recordkeeping Professionals (TCSRP)' http://www.rimpa.com.au/professional-development/tcsrp/ are proving to be very helpful for managers preparing business cases for funding, continuing professional development and organisational structures. iQ

Review

Style guide for members

Records and Information Management Professionals Australasia (RIM Professionals Australasia) has released a style guide to assist members in ensuring the association demonstrates a consistent brand across all its communications and appearances.

The purpose of this style guide is to maintain our image and identity, as well as to contribute to the development of a strong corporate identity with our members. The style guide has been developed to ensure that RIM Professionals Australasia presents a uniform image which links our products while still allowing them to retain an individual identity. The style guide provides standard designs for stationery and basic communications such as white papers, brochures and letters which make up the public face of the association. The guide is a living document and is expected to change over time.

USE OF ABBREVIATIONS

The Records and Information Management Professionals Australasia name should always be referred to in full the first time it is used, supported by the abbreviation in brackets (RIM Professionals Australasia) and thereafter in abbreviation whenever it is written or included as text in documentation. The letters RIM should always appear in capital letters.

The official name of the company is Records and Information Management Professionals Australasia. This is the name that will be used in official public communications when representing the association, such as speeches and presentations.

The approved and preferred abbreviation for use in common communications and day-to-day dealings is RIM Professionals Australasia.

The non-preferred abbreviation is RIMPA and this should not be used for communications in relation to the association.

THE LOGO

The RIM Professionals Australasia logo is an image which is easily recognisable to members and public/audience. The logo includes its components: the arch, dots and RIM Professionals Australasia letters together.

The RIM Professionals Australasia logo artwork is available in .pdf, .jpg and .eps formats. It is available in standard colours, black and white.

Usage

The only alternative for the use of the RIM Professionals Australasia logo is where the association's web address appears underneath. The appropriate logo should be used as outlined and the web address should always appear centred beneath the logo as in the given examples.

RIM Professionals Australasia logo – no web address
To be used when the association's contact details are also available somewhere on the document, or in the case of electronically when there is a link to the website.

RIM Professionals Australasia logo with association's web address
To be used only when the association's contact details are not available on the document or in the case of electronically when there is no link to the website.

Most commonly the logo will appear this way on promotional products and materials.

RIM Professionals Australasia logo with career's web address
To be used only when specifically promoting the association's youth focus and then only when the association's contact details are not available on the document or in the case of electronically when there is no link to the website.

Most commonly, the logo will appear this way on promotional products and materials.

When and where

When using the RIM Professionals Australasia logo in printed publications please obtain a version of the logo from the Marketing & Convention Officer (details below). Please do not redraw or re-typeset the logo in any way. While the physical dimensions of the logo can be enlarged or reduced, it is important not to change the ratio of the height to the width (ie. it should not be stretched out of proportion).

It is unacceptable to use a copy of the logo obtained from a website in printed documents as the quality is not of a high enough standard.

ONE COMPANY – ONE BRAND

While RIM Professionals Australasia is made up of many branches and chapters, it is one association and as such it is important to present a common and united brand, eg:

• RIM Professionals Australasia NSW Branch

• RIM Professionals Australasia VIC Local Government Chapter

This includes adhering to this style guide and the consistent use of:
– corporate banner
– corporate brochures
– corporate gifts and giveaways
– corporate templates including Around the RIM newsletter, event template and powerpoint template

• **Should you have any queries in relation to this guide please contact Kristen Keley**, Marketing and Conventions Officer on phone +61 8 82509374 or via email kristen.keley@rimpa.com.au **iQ**

The information outlined above is an excerpt from the style guide; the full document is available under Branch Templates in the Members Only area of the associations website: members.rimpa.com.au. Also available in this section are the association's powerpoint template, event flyer template and Around the RIM newsletter template.

Transfer to archives

When transferring records, consideration needs to be given to records containing *whakapapa* (genealogy), historical information of cultural value or information pertaining to lands and transactions involving Māori, *iwi* (tribes) and *hāpu* (sub-tribes). Government agencies have previously chosen to have the records blessed before they are transferred. Archives New Zealand aims to observe the relevant cultural protocols.

From our experience, agreeing the access status can also be a lengthy process. Much consultation may be required, so it needs to be planned, allowing enough time for a variety of opinions to be considered.

WHAT ABOUT DIGITAL RECORDS?

Any non-standard media and digital records need to be identified by the organisation. Archives New Zealand is currently building the Government Digital Archive and will be working closely with agencies while developing the functionality to be able to transfer digital records from 2013.

All government agencies will eventually have digital records to transfer. Preparation for transfer starts at the creation of the record, if not before. It is important that recordkeeping requirements are built into the design of any new business systems in accordance with the Digital Recordkeeping Standard, the Metadata Standard and the Technical Specifications.[2]

Existing systems should be considered when applying disposal decisions and identifying long-term digital records. The sooner they are identified the sooner records can be managed appropriately for their long-term preservation.

NOW THEY ARE PUBLIC ARCHIVES

Once the records have been processed by Archives NZ, the information is made available to the public through our online finding aid, *Archway*[3]. From now on:

- open access records can be ordered online and viewed in the Reading Rooms, or online if digitised

- information about Restricted Access records can be viewed on *Archway*, unless otherwise agreed

- controlling agencies can order records on Government Loan if needed, or view them in the Reading Rooms.

The transferred records are no longer active records of your agency but Public Archives. These records, created in the course of serving the people, are now safely kept for posterity. They are a valued part of our memory and history. **iQ**

>> **"EXISTING SYSTEMS SHOULD BE CONSIDERED WHEN APPLYING DISPOSAL DECISIONS AND IDENTIFYING LONG-TERM DIGITAL RECORDS"** <<

BIBLIOGRAPHY

1 Archives NZ *Continuum* Resource Kit: http://archives.govt.nz/advice/continuum-resource-kit.
2 Ibid
3 Archway: http://www.archway.archives.govt.nz/
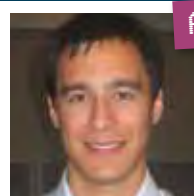
About the Author

HYWEL GWYNN WILLIAMS is an Archivist in the Arrangement and Description Department of Archives New Zealand. The unabridged version of this paper is on-line at http://archives.govt.nz/transfer-archives-how-plan-smooth-efficient-process displayed below the PowerPoint slides of Hywel's presentation to a Government Recordkeeping Forum in Wellington, NZ, in March 2011.

2011 Career Expos

WHERE	DATES	EVENT NAME	VENUE
Melbourne	25-26 March	National Careers & Employment Expo	Melbourne Convention & Exhibition Centre
Canberra	1-2 April	National Careers & Employment Expo	Cancelled by Organiser
Sydney	6-7 May	National Careers & Employment Expo	Sydney Convention & Exhibition Centre
Brisbane	13-14 May	National Careers & Employment Expo	Brisbane Convention & Exhibition Centre
Adelaide	20-21 May	National Careers & Employment Expo	Adelaide Showgrounds
Auckland	9-11 June	Coca Cola Careers Expo	ASB Showgrounds
Wellington	27-28 June	Coca Cola Careers Expo	TSB Bank Arena
Perth	19-21 August	Skills West Expo	Perth Convention & Exhibition Centre
Darwin	16-17 September	National Careers & Employment Expo	Darwin Convention Centre

RIM Professionals Australasia's virtual career expo stand

RIM Professionals Australasia

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Coming up, in the August issue of *iQ*:

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Deadline, 31 June 2011

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Managing paper and electronic information together is no easy task. How do you expand your records management program to include an ever-growing volume of electronic information? You partner with the company thousands have trusted to help store, access and manage their information regardless of format – Iron Mountain. With unmatched experience, putting us at your side makes information easier to manage. We can do more, together.

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