iQ

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SUPERHEROS

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Who they are and why
they do what they do.

SPECIAL FEATURE:
VENDOR FOCUS

+

IN THIS ISSUE:

MEET PETER SMITH - RIMPA LIFE MEMBER | AWARD WINNERS ANNOUNCED
PRIVACY IN A PANDEMIC | DATA PROTECTION | AI FOR VENDORS | AND MORE...

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CONTENTS

20   **26**   **34**

VIEW FROM THE CHAIR

THOMAS KAUFHOLD MRIM,
CHAIR OF THE BOARD,
RIMPA

"INVESTMENT IN NEW PLATFORMS HAS ENABLED US TO PROVIDE ONLINE SERVICES SUCH AS OUR NEW RIMPA VIRTUAL WORLD WHICH HAS BEEN MORE SUCCESSFUL THAN WE IMAGINED WITH THE DELIVERY OF HIGH QUALITY AND A DIVERSE RANGE OF LIVE WEBINARS, TRAINING WORKSHOPS AND THE ONLINE COMMUNITY FORUM"

As this is the last edition of the IQ for 2020 it is an opportune time to reflect on the last 12 months and how the world has changed since October 2019 with our highly successful RIMPA Live 2019 Convention and our 50th anniversary celebrations. At that time, the Board and staff were eager to increase the momentum that had been achieved with ambitious plans to move forward on several fronts.

These plans were soon put aside with COVID-19 and a new strategy of survival was put in place, to consider how we could still serve our membership in the best possible way in the COVID-19 environment. Difficult decisions had to be made such as the cancellation of the international summit of information professionals, which was to be hosted in Canberra, May 2020. We were still hopeful in hosting the RIMPA Live 2020 convention in October, Canberra but it become clear that the convention had to be cancelled as restrictions continued to be tightened due to COVID-19 containment measures. We also cancelled planned, local, face to face events in our states and territories.

With a new strategy now being implemented and taking hold, we have managed to maintain our staff levels with the help of JobKeeper and insourcing some of our activities such as editorship of the IQ and financials. Investment in new platforms has enabled us to provide online services such as our new RIMPA Virtual World which has been more successful than we imagined with the delivery of high quality and diverse range of live webinars, training workshops and the online community forum.

The COVID-19 pandemic has allowed us to break into this digital space and a snapshot on page 25 shows that over 1500 virtual attendees have engaged with us. There has been a high demand for virtual training which continues to grow with new workshop topics being introduced regularly.

The RIMPA Live convention, as a hybrid event, was replaced with the RIMPA Rocktober Virtual Event Series which delivered a quality line up of diverse speakers. International presenters were featured with the likes of Maurizio Mencarini from Italy, Vilde Ronge from Norway, and Peter Gaca from the UK. As a first ever we provided a virtual platform for the tradeshow which was a different yet exciting experience.

As part of Rocktober we had the awards event and heartfelt congratulations to all Award winners and while we were unable to have a face to face presentation it was good to be able to live stream the presentations and celebrate the achievements of our colleagues. We welcome this year's Hall of Fame recipient, David Moldrich and Judith Ellis, and our appreciation of their vast contribution and commitment to the Information and Records Management Profession.

The focus of this IQ edition is to celebrate our trade vendors which discusses topics such as the latest trends and innovations, staying ahead of the game and choosing the right software for document and information management.

In closing I would like to thank our amazing staff for their commitment and tireless work in responding to the challenges of COVID-19. I would also like to thank our volunteers, branch councillors and board directors for their commitment and hard work for getting us through, which undeniably has been, a challenging 12 months.

As we head into our holiday break, I wish you all the best for you and your families and look forward to a happier and fruitful 2021.

Member Update

We are well and truly in our 2020-2021 Membership Year (cannot believe it!). RIMPA has introduced a few different levels of membership such as the Webinar Membership and the RIMPA Community Membership.

The **RIMPA Webinar Membership** allows access to 10 x Member Only Webinars for a period of 12 months. This member is considered as a member and is included in our Membership Figures. No other member privileges are included in this membership.

The **RIMPA Community Membership** was launched back at the start of May. These members are considered as 'non-members' and are not part of our Membership Figures. This membership allows non-members to contribute to our industry conversations, however no other member privileges are included.

In the last quarter we have welcomed a total of 81 new Corporate Nominees in addition to the new members featured here.

NEW CORPORATE COMPANIES

NSW
Uralla Shire Council

Charles Sturt University Policy and Records Unit

QLD
City of Gold Coast Council

Australian Financial Security Authority

SA
Attorney General's Department, South Australia

TAS
Huon Valley Council

VIC
Elementum Pty Ltd

NZ
Greater Wellington Regional Council

Manawatu District Council

WA
Rottnest Island Authority ls

NEW INDIVIDUALS

ACT
Chathra Wickramasinghe - Infomaya Pty Ltd

Jonathon Troy

NSW
Elius Levin (1st Year Student)

Lasanthi Peries - St Vincent's Health Australia

Khushrukh Pai

Danielle Mead

QLD
Denise Colbeck (1st Year Student) - Charles Sturt University

Pat Fischer - City of Gold Coast

Phoebe Snow

SA
Rachel Yendle (1st Year Student)

Heather Williams (1st Year Student)

Deanna Fleming - Department of Primary Industries and Regions

VIC
Paige Conway (1st Year Student) - RMIT University

Robert Redmond

Rebecca Parker

Sandra Sofia Adams – AITSL

Svetlana Tishchenko - Major Road Projects Victoria

Fraser Faithfull - Good Shepherd Australia New Zealand

NZ
Ian Brown (1st Year Student)

Jess Moss - Marlborough Lines Ltd

Lisa Huria - Far North District Council

WA
Brioni Daniels (1st Year Student)

Sinead Doyle (1st Year Student)

Georgia Macdonald (1st Year Student)

Marelda Kelly - Archival Affairs

UPGRADED ASSOCIATE MEMBERS
Michelle Woodcroft ARIM – ACT

Peni Baleinaweni ARIM – Fiji

Cheryl Dias ARIM – NT

Johannes Van Der Zant ARIM – Qld

Shenon Ebert ARIM – Vic

Ming Ghee Khoo ARIM - WA

RIMPA joins the Digital Preservation Coalition

BY JAYE WEATHERBURN, HEAD OF AUSTRALASIA AND ASIA-PACIFIC,
DIGITAL PRESERVATION COALITION

In May, this year we were delighted to welcome RIMPA to the Digital Preservation Coalition (DPC), a not-for profit international advocate for digital preservation.

The DPC helps members around the world to deliver resilient long-term access to digital content and services through community engagement, targeted advocacy work, training and workforce development, capacity building, good practice and standards, and through good management and governance. Its vision is a secure digital legacy.

This year the DPC celebrated the opening of a new office at the University of Melbourne, the first in the southern hemisphere, supported through a strategic partnership between the DPC and the University of Melbourne.

This DPC presence in Australasia will enable improved access to the DPC's program of activities for members and digital preservation practitioners across the southern hemisphere; helping support, represent and amplify the work of the very active Australasia Preserves, digital preservation community of practice in the region, as well as enabling institutions at all stages of maturity in the digital preservation journey.

As a DPC Member, RIMPA has a representative on the newly formed DPC Australasia Stakeholder Group, convened as part of the Coalition's governance structure with the opening of the Australasia office. Following its inaugural meeting in April, the Stakeholder Group ensures that DPC members in Australasia inform the development of the DPC's program in the region and have input to the broader strategic direction of the Coalition. Membership benefits for RIMPA also include access to DPC digital preservation events and many digital preservation resources.

We are looking forward to working alongside RIMPA to encourage good digital preservation practice in records and information management more broadly.

For more information on connecting with the DPC's program of activities, please contact RIMPA Administration.

Update from Public Record Office Victoria

Earlier this year, PROV released a new free online training course, Recordkeeping Essentials, to increase awareness and improve understanding of basic recordkeeping requirements within the Victorian Public Sector. While written for VPS staff, any organisation is welcome to use it and PROV can provide the package to organisations who would like to upload it into their own learning system, with a few conditions. A new module is currently being developed as a tool for upskilling staff on digital recordkeeping specifically – anyone interested in providing input into this new module, or feedback on the Recordkeeping Essentials, please email: vanessa.lavars@prov.vic.gov.au.

PROV has also released a Recordkeeping Assessment Tool (RKAT) to allow organisations to self-assess their recordkeeping performance against PROV's Standards. It's free, online and can be used by anyone. Organisations can use the tool to assess different aspects of their practices - for example by selecting the scope which assesses individual business units or systems or selecting the scope which assesses transition to fully digital recordkeeping practices. Once an assessment is submitted, a summary report and detailed report will be provided by email.

Feedback on the tool can be directed to: peter.francis@prov.vic.gov.au

Visit https://prov.vic.gov.au/recordkeeping-government

Beyond Digital Continuity

– Building Trust in the Public Record

Robust and transparent information management practices build community trust in government and are foundational to effective engagement with members of the community. The Australian Government (Cwlth) relies on well-managed information assets (records, information and data) to provide services and advice and implement its policies, programs, regulation and services.

These principles have guided development of the National Archives of Australia's next whole-of government policy Building trust in the public record: managing information and data for government and community.

Effective from 1 January 2021, the policy builds on progress made under the National Archives' Digital Continuity 2020 policy. Driving further improvements in information management the policy will boost the efficiency and effectiveness of Australian Government, and its services to the community.

The policy identifies 3 key requirements to manage information assets to meet Australian Government and community needs:

- manage information assets strategically with appropriate governance and reporting to meet current and future needs of government and community

- implement fit-for-purpose processes, practices and systems that meet identified needs for information asset creation, use and re-use

- reduce areas of information management inefficiency and risk to ensure public resources are managed effectively.

The National Archives plans to release the policy before it formally comes into effect to support Australian Government agencies to plan for its implementation.

Accompanying guidance will also be provided to support agencies in meeting the policy objectives.

For more information about the policy, contact the National Archives' Agency Service Centre at www.naa.gov.au/information-management/agency-service-centre.

NAA
NATIONAL ARCHIVES OF AUSTRALIA

iQ

Annual Report

2019-2020

THOMAS KAUFHOLD MRIM, CHAIR OF THE BOARD, RIMPA

Dear Members,

I welcome you to the RIMPA Annual Report for 2020. The Annual Report provides the opportunity for members to review what has happened and been achieved over the last 12 months. The report includes Branch Reports, a membership update and financial and auditor's reports.

> ## "I AM HAPPY TO REPORT THAT EVEN IN THESE DEMANDING TIMES WE HAVE MANAGED TO INCREASE OUR MEMBERSHIP NUMBERS"

In this context it would be impossible not to mention COVID-19. Like everybody else, RIMPA has been affected both financially and operationally. COVID-19 hit right in RIMPA' s event season with all face to face events being cancelled including high profile events such as the Information Awareness Month summit planned for May 2020 in Canberra, state conferences and various workshops. For the first time RIMPA cancelled its annual convention that was to be 'RIMPA Live 2020 Canberra'. This event was replaced by a program of events scheduled throughout October referred to as RIMPA 'Rocktober'.

In a very short time RIMPA was required to reinvent itself to operate and live in the virtual world. This change required investment in new platforms allowing our members to gain access to services virtually.

Change also saw the requirement for appropriate training of staff and the development of new or adjusted programs and services for our members. I am happy to report that even in these demanding times we have managed to increase our membership numbers which shows that our efforts are being recognised by the records and information management community.

I am proud to say that the transformation has been achieved due to the dedication and hard work of our member support staff, Anne Cornish | General Manager, Jo Kane | Marketing and Convention Manager/ Editor iQ Magazine, Tynelle Spinner | Member Services and Events Coordinator, Julia Lindores | Office Administrator and Amie Brown | Marketing and Administration Officer. My heartfelt thanks and appreciation to our support staff.

I also would like to thank RIMPA Board members, who throughout the last 12 months have supported the changes required in these difficult times, by attending the increased number of board meetings (virtual) needed to work through changes required with the impact of COVD-19. I also want to welcome Rob Di Leva to the Board who recently became our first independent Director.

On behalf of the Board we thank all members for their ongoing support and contribution to RIMPA in 2019/20.

I commend the Annual Report to you as it is intended to provide the necessary information for members to be informed for the Annual General Meeting on 13 October 2020.

OVERALL ACHIEVEMENTS

Considering the year of 2019/20 was half normal and half pandemic driven, RIMPA have been able to achieve a number of great accomplishments.

Below is a snapshot of what the Board, Branches, Staff and many members have been able to achieve.

- Largest number of paid delegates attending RIMPA Live since 2008 (297).
- Introduction of prestigious gala Company awards night
- Bushfire Relief Program in January 2020 with offer of assistance for victims suffering loss of essential records
- Introduction of virtual platforms to deliver weekly webinars for all members during and beyond COVID 19 pandemic. Over 1520 attendees.
- Introduction of an online Community Forum to allow members to network and seek advice from records and information management colleagues
- Virtual training program delivered to over 435 attendees in 2019/20
- Increase of membership numbers by 12%
- Regular collaboration with ASA and ALIA
- Introduction of collaboration partner in HIMAA
- Increase international liaisons by collaborating with ARMA, IRMA and DPC
- A revised strategic plan for 2020/21 (A copy of the 2020-2021 strategic plan is available on the RIMPA website for members to access)

LIBRARY: Read the full annual report at www.rimpa.com.au/public/80/files/AnnualReport192020(1).pdf

Meet Rob Di Leva
RIMPA's new Independent Director

Meet Rob Di Leva, our new Independent Director on the RIMPA Board. Rob will be taking on the education and advocacy portfolio lead.

Rob has a Masters in Neuromuscularskeletal Healthcare and Post Graduate Qualifications in Education/Accreditation and Advocacy. The last ten years Rob has held senior positions across a range of sectors within Education and Membership Organisations with a focus on delivering member focused values mostly in the areas of Continuing Professional Development, Accreditation and Science.

Tell us about your past experiences as a lecturer and how this helped shaped you as a professional today.

I started lecturing in the UK and the first few years was a steep learning curve. Over the years I had some quite profound professional and personal insights that I have carried, developed and shared throughout my career.

A few key insights were:

- to teach is to learn twice. Invest in yourself as a professional and person. So, you can be a more mindful leader and able to assist others. Be a lifelong learner.

- less is more - just because you know a lot about a subject, it doesn't mean you can teach it, or you can influence people around you. Meet your stakeholders where they are and move (up) together.

- student first - everyone sees the world differently. The service you provide needs to meet the needs of the learner. Leaving your ego at the door means you can get on with the more impactful stuff.

- if there is a need - fill it! Always look to do better, refine, improve. Challenge the status quo. Improvements, innovation, and opportunities come from this mentally.

- work with what you have and build. It is a team effort. Have a vision, share the vision, work with the resources you have. Be patient, bold and pragmatic.

What sparks your fascination in membership organisations?

What I find fascinating about member organisations is the complexity; Complex governance, complex relationships.

I find the sector fascinating to watch. From why member groups were originally started to the current era, to how they ensure they maintain relevancy in a very rapid changing landscape.

What prompted you to become an independent director for RIMPA?

I met a couple of members of the board and through those initial discussions it was obvious that they were passionate, purposeful, and careered individuals representing a sector I had little knowledge of. I also saw there was an opportunity to add real value and complement the Board. Being in an environment where I can share my insights for the betterment of a community seemed like a good enough reason to 'get on-Board'.

What defining attributes will you bring to the RIMPA Board?

I like to ask questions. I like to explore the cause of issues and not just address the symptoms of a concern. This mindset is something that I bring to the Board. The technical areas such as education, translation, industry, commercial, and compliance are areas I enjoy. I can be a little random and I like to ideate. Having a group of people who are open to ideating and exploring random thoughts helps drive creative solutions.

How significant have the challenges been during your experience working within the education industry?

Very. That is what makes education so thrilling. From the traditional teaching and learning models to the use of technology. What motivates people to learn is constantly evolving and the response to this has been exciting to see and be a part of.

Moving forward what do you think is in the future for training/education as we shift into more of a virtual world?

It is not just about the virtual world. It is about relevancy and connectedness. Online learning is one of many tools the education sector uses to engage its audience. Done well, it is a great tool to engage an audience, build a strong brand and be impactful. Having access to the right data to ensure we are clear in our purpose and able to change direction when we need to is just as important. The future, in my mind, is ensuring that whatever we do is relevant and meets the needs of our people.

Stress Free

How to thrive under pressure in unprecedented times by Richard Maloney

REVIEW BY LINDA SHAVE MRIM
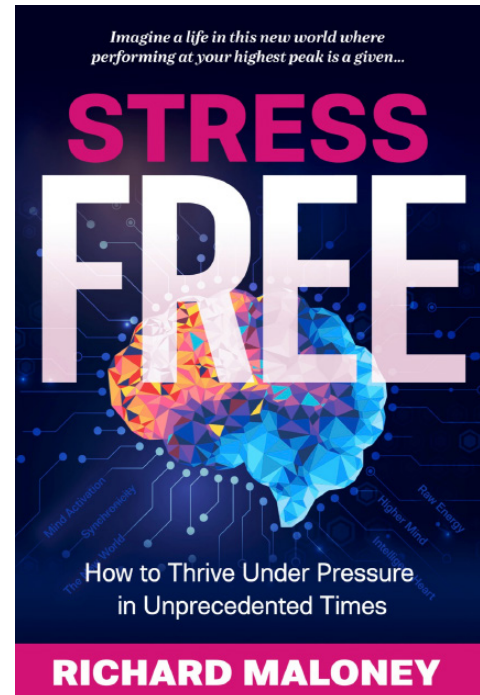
In *Stress Free: How to Thrive Under Pressure in Unprecedented Times,* Richard Maloney is a leadership and employee engagement expert. He is also a master neuro-linguistic programming practitioner. Richard is passionate about helping people thrive, in all aspects of their lives.

2020 has seen the COVID-19 pandemic drive overwhelming societal and organisational changes.

We live in stressful and anxious times so this is a timely book. Richard has based the whole concept of this book around choices, decisions and how making the right ones will lead to a happier, healthier, wealthier and stress-free life. The book combines modern-day sciences and is, according to Richard, a blend of Neuroscience, Positive Psychology, Neuro-Linguistic Programming (NLP), HeartMath Technology and Ancient Philosophies. Richard suggest that the first step towards a 'stress-free mind' is becoming aware of the control you have over your own mind and introduces the reader to the Five Steps to Creating a Stress-Free Life. Further, throughout the book it refers to the MIND as the CHILD and the SOUL as the MASTER.

This article provides a brief overview of what is discussed within each of the Five Steps: Evaluate, Retrain, Clean, Dream and Live. (See Figure 1).

> ## "THE FIRST STEP TOWARDS A 'STRESS-FREE MIND' IS BECOMING AWARE OF THE CONTROL YOU HAVE OVER YOUR OWN MIND..."

Step 1 – Evaluate

Step 1 introduces us to the process of 'Evaluate'. Evaluating yourself mentally, emotionally, and spiritually. The Life Scorecard Assessment requires you to complete 9 questions in total and covers three sections: Body, Mind and Soul. The QM Scorecard is on a scale of 1 to 10 (from poor to excellent). The nine areas cover:

- Body – Sleeping Patterns, Diet and Physical Fitness
- Mind – Language, Now, Letting Go
- Soul – Self-Love, Excitement, Awareness

Step 2 – Retrain

Step 2 introduces us to 'discovering other ways' to reach the top of the mountain and the three key human components:

- The body/vehicle/ physical - is modality to get you to the top of the mountain
- Your mind/explorer/thinker - is the hiker who is wanting to climb the mountain
- The soul/intuition/GPS - is your innate mind guiding you up the mountain

Step 2 also encourages the reader to embrace the 'third person strategy', through four stages and the process called " the Four A's" which are:

- Awareness – Stage 1
- Acceptance - Stage 2
- Acknowledgement – Stage 3
- Allowance – Stage 4

Step 3 – Clean

Step 3 introduces us to 'making room for the new'. The goal of cleaning your mind is to allow you to focus your daily energy on the things that really matter. This section focuses on five areas:

- The Four Stages of Diffusing Old Beliefs
- What you Think is What you Get
- Your Mirror Reflection
- Why is understanding your DNA important
- Love and Forgiveness

Step 4 – Dream

Step 4 introduces us to 'creating the new you'. The goal of dream is:

- Recognising Contrast – This section introduces that 'contrast' is quite simply the guiding hand of the Master.
- See it, Feel it, Become it. Close the Gap – This section introduces the concept of imagination.

Step 5 – Live

Step 5 introduces us to the Seven Levels of Leadership:

- The Disliked Manager – The first level of leadership is usually someone who has moved up through the ranks of the organisation and has been promoted into a leadership role.
- The Disrespected Manager – This person has moved from being disliked to being somewhat liked but has yet to earn the respect of those they lead.
- The Manager/Leader – This is the type of person who now understands that there are two distinct skillsets required to be a leader.
- The Respected Leader – The respected leader has earned the respect as both a manager and a leader.
- The Accomplished Leader – The person has been in the role for a while and during that time, they are consistently showing good values.
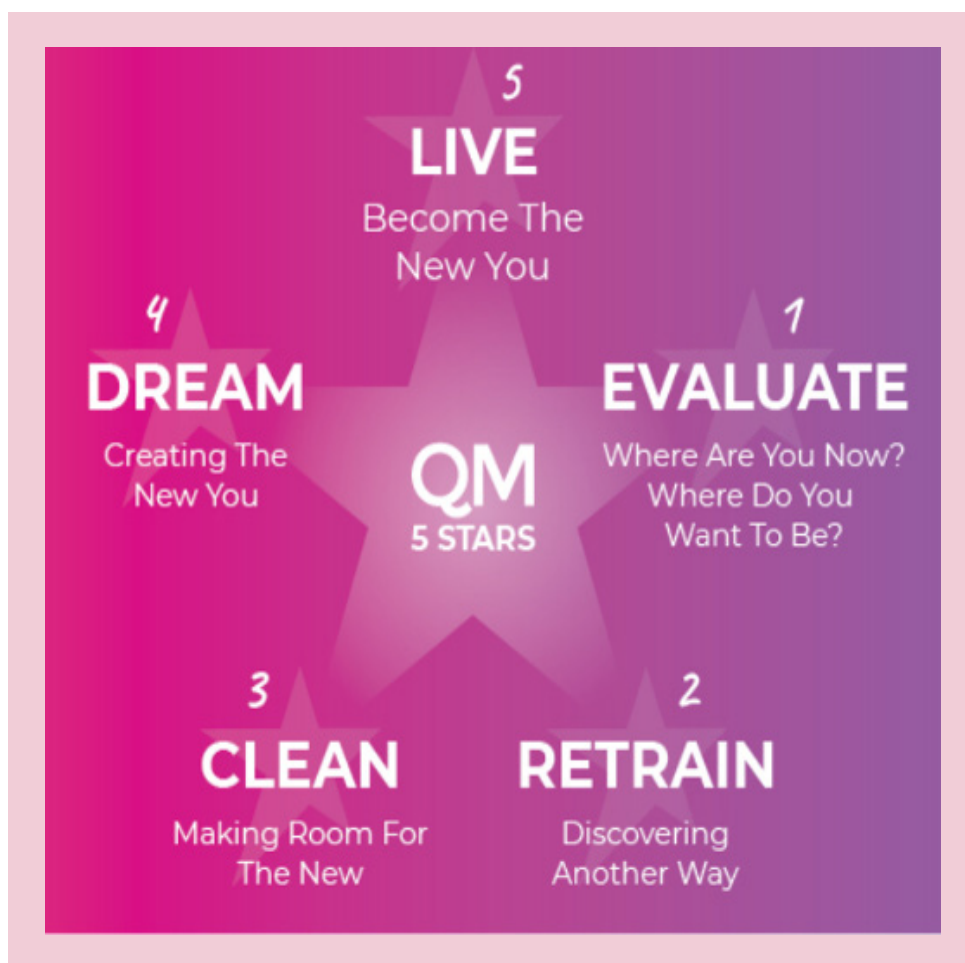
- The Stress-Free Leader – This is someone really focussed on themselves in terms of their own ability.
- The Intuitive Leader – This level of leadership skills show that you are tapping into your inner intelligence.

In summary, this book can help you become a better version of yourself. Most, if not all, readers will find a chapter, idea or concept that resonates. There are numerous real-life short case studies that support and clarify key learnings and there is a range of tried and tested tools to help the reader become motivated to be the best version of themselves.

Richard Maloney has produced a very timely and credible self-help book that is insightful and impressive. The book is about helping you to become successful and lead a happier, healthier, wealthier and stress-free life without pressure, worry or fear. If you are up for the challenge the rewards can be immeasurable.

ABOUT THE AUTHOR

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

The Lulu Rule:

My Advice to Records Managers and Parents of Four-Year Old's

BY ALYSSA BLACKBURN

If you asked me over the last few years where I had learnt the most about records and information management, you probably wouldn't be expecting me to say that the biggest lessons have come from my four year old daughter. But hey, 2020 has thrown up some pretty impressive curveballs, so maybe it is not such a big surprise.

It might seem strange to try and equate managing records and managing a four-year-old. But for those who have tried managing both misbehaving records a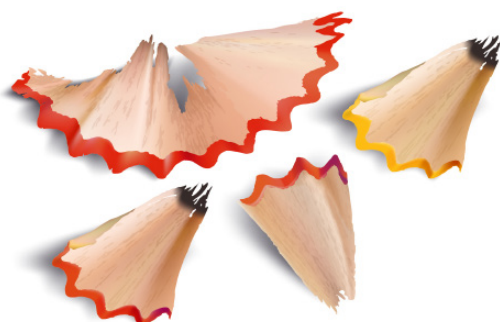nd a misbehaving four-year-old, the parallels may feel strangely familiar. So, on that note, let me introduce you to this tale's protagonist, Lucinda (Lulu) Blackburn.

Lulu is a delightful, funny, gorgeous, complete, and utter terror (who we love dearly). Our headstrong youngest child has been the development of a new family phrase called 'The Lulu Rule'. The Lulu Rule in a nutshell can be summed up as the following.

Pick. Your. Battles.

Now this is something that can definitely be applied to the world of records management, especially when we're trying to implement new programs, new systems or locked in a battle of information structures (either too much or too little!) with our end users.

Let me describe three of the common examples for which we need to apply The Lulu Rule.

The Hills to Die On: Seatbelts, Record Integrity and Defensible Disposal

Almost every time we need to get into the car, Lulu and I will have an argument about wearing her seatbelt. Either she does not want to put it on at all, or she can only put it on herself and I am allowed nowhere near it.

This, however, is a fight I will fight (and win) without exception. Wearing a seatbelt is not only the law, but it is a significant safety issue and I will not drive the car unless she is safely wearing her belt. Fighting about seatbelts with Lulu is a hill I am willing to die on. If this means that we run late for things (and oh, do we run late for things), then that is what will happen because I will not negotiate on this.

If I look at this from a records and information management perspective, there are a couple of areas where I am willing to stand my ground. The two that spring most easily to mind are about maintaining record integrity and being able to run a defensible disposal process.

For me, these are two things for which sticking to my guns is worth the effort of the argument. Ensuring we can maintain the integrity of our records through comprehensive audit trails and proving what has happened to the information are vital components of a records management program.

The same can be said for defensible disposal. Too often I have seen the challenges that arise—including unflattering media attention—when an organisation cannot show that disposal happened in an authorised and compliant process.

Both these issues have significant long-term benefit to a records management program and the payoff for having the argument will definitely be worth it.

It is important that as records managers, we can determine what is our 'seatbelt.' This will look different for each organisation, but it is those things, that if we did not have them, put entire programs or systems at significant risk.

Know When to Fall Back and Compromise: Dinner, Migration, and Legacy Systems

Dinner with Lulu is an area that I have learnt to argue about, up to a point. She is still young and has a very clear 'dinner window' that changes without notice. If we miss it, it will not open again until the next day.

It is important that she eat something, but if that something is two pieces of cucumber and some yoghurt, I have learnt to accept that. This is a lesson I learnt after much pain and heartache from all parties involved (mostly me), but I have found that pushing to a point and

> ## IT IS IMPORTANT THAT AS RECORDS MANAGERS, WE CAN DETERMINE WHAT IS OUR 'SEATBELT.'

then no further has made everyone's lives so much easier and happier.

In records management, there are certainly some things that are worth having an argument for, but it is also important to know when to stop. This might include things like migrating content from legacy systems or how much effort we invest into systems that hold records of low risk and value.

Thinking about migration (and there are 'seatbelt' arguments here too believe me!), it may be that not everything needs to be migrated from a legacy system. If you have analysed the content based on a risk and value assessment – and this is something that is so important – you can determine that only those records that are considered of a certain risk or value will be migrated and the rest can either be (defensibly) destroyed or archived for an additional period of time.

Sticking to your guns for the high risk/high value information is worth the effort, but there might be a point where compromise can be the way to go. I can apply the 'dinner' rule by judging the amount of effort I will expend in managing low risk or value content, especially when it is in a format that I know is not the future preferred state. Is the juice worth the squeeze?

As much as I would love to have the time and resources to manage all content equally, it is just not realistic. I need to make compromise decisions about what will get the most attention. Again, a risk and value framework is an imperative tool here to help me make those decisions.

Your 'dinner' rule will be different depending on the circumstances, but there are areas where compromise after a point will make life easier and happier.

Waving the White Flag: Clothes, End Users Working in A Traditional Records Structure

Lulu definitely has...ummm...style. What she wears on a daily basis is something that I have learnt is just not worth arguing about. If worst comes to worse, I can hang a sign around her neck that says, 'this child dresses herself' and then move on.

To give a better example, she went out once wearing a ballet tutu, a bicycle helmet, sandals and one sock. I mean, at least she would be protected if she fell over. However, in the scheme of things, what a four-year-old wears, does not really matter. If anything, it makes great photos for when she is older.

There are parallels to records management here too. There really are some things that are not worth arguing about. This could be things like migrating security from legacy systems or imposing a traditional records management structure on users who want to work in their own way.

Moving security from one system to another is one of those things that is more complex than just recreating in the new source. This is usually because the structure of the legacy system to the future system differs wildly. This is especially true when migrating to a collaboration platform like Microsoft 365. It is very often significantly easier to implement a new (and potentially less complex) structure in the new environment than it is to bring an old one over.

IN THESE DAYS OF EXPONENTIAL CONTENT GROWTH, MORE COMPLEX SYSTEMS, AND DEMANDS FOR MORE COLLABORATION AND CONTENT REPOSITORIES, THE LULU RULE IS SOMETHING TO FALL BACK TO SO YOU CAN DETERMINE, WHAT IS YOUR SEATBELT, WHAT IS YOUR DINNER OR WHAT IS YOUR CLOTHES.

Similarly (and this is a lesson I'm ashamed to say it took me far too long to learn), asking users to work in a structure dictated by a records program they don't understand or relate to is an exercise in frustration. Wrapping a records management program around how a user wants to work is almost always a better outcome for everyone involved. If some users want denser and deeper structures, but you are still able to wrap your program around this, then this is not something it is worth arguing too much over.

In these days of exponential content growth, more complex systems, and demands for more collaboration and content repositories, the Lulu Rule is something to fall back to so you can determine, what is your seatbelt, what is your dinner or what is your clothes.

Deciding what you will include in each of these areas will help you determine the effort you will expend and for what. It is records management; we know the effort is definitely worth it.

STICKING TO YOUR GUNS FOR THE HIGH RISK/HIGH VALUE INFORMATION IS WORTH THE EFFORT, BUT THERE MIGHT BE A POINT WHERE COMPROMISE CAN BE THE WAY TO GO.

ABOUT THE AUTHOR

Alyssa Blackburn is the Director of Information & Records Strategy at AvePoint, the only full suite data management platform for Office 365 and digital collaboration platforms. With more than 18 years of experience in the information management industry, Alyssa has worked with both public and private sector organizations to deliver guidance for information management success in the digital age. She is responsible for the development of AvePoint's information and records management solutions, AvePoint Records and Cloud Records, and has led the implementation of our records management solution with government agencies and commercial clients across the world.

Three Ways to Ensure
Privacy during a Pandemic:
What links COVID-19 to new regulations?

BY GWENDOLINE HURET, PRODUCT MANAGER AT MICRO FOCUS

2020 has been an interesting and challenging year, and in my conversations with executives in data management across global companies, two recurring concerns are commonly mentioned. The first is unsurprisingly the impact of Coronavirus on their company and their role.

This poses a series of infrastructure and security issues that must be resolved in accordance with enterprise record and data management policy. The second issue has been around for longer, but continues to pose concern for many compliance officers, legal representatives, or even IT security experts: Privacy. So, what do these top record management concerns have in common, and can they both be addressed together? In this article we will illustrate that opting for a strategic data management portfolio can help kill two birds with one stone.

PART I: THE IMPACT OF COVID ON DATA MANAGEMENT

Unexpected times call for unexpected measures. The "new normal" from an IT perspective is now clearly remote working. Offices that do open must respect strict cleaning and social distancing protocols which often lead them to encourage workers who can do so to continue working from home. Whether for the protection of employees or customers, meetings are being held virtually, and every activity that can be done through a remote call is done that way.

In society, healthcare has become crucial. In most organisations now, so has a strong IT department and data management strategy. Technology is what has enabled companies to somewhat withstand this pandemic, and it should be clear in everyone's mind that technology is what will differentiate the successful outliers.

Let's be specific: in a world where a pandemic imposes remote working, the necessary technological tools must be made available to enhance and provide a seamless working from home experience. These tools and corresponding strategy should cover three core areas:

- Communication
- Secure Identification
- Collaboration and Secure Data Access

More on these later.

PART II: THE IMPACT OF PRIVACY ON DATA MANAGEMENT

Privacy, or risk minimization, has always been a relevant topic for executives, but the importance and recognition of having a data management strategy revolve around privacy leapt to the world stage in 2016 with the appearance of the European GDPR laws. Since then, countries around the world have followed suit, some with more or less strict equivalents. In Turkey, the national KVKK law proposes jail time as a consequence along with a fine, certainly enough to motivate most stakeholders in protecting themselves! Our company has seen a huge rise in privacy projects in Turkey since that law, including managing data for the world's largest airport.

So again, although privacy has always been present, projects usually follow a push from local regulations. And the trend is that the spike in privacy projects usually has a 6 month to 1- or 2-year delay, again depending on geographical aversion to fines and risk. Different cultures will interpret these regulations as more or less important, particularly regarding the reputational effect on their customer base. The Anglo-Saxon culture is certainly one to pre-empt regulations and mitigate risk as far as possible.

These local "pushes" from regulation are only increasing, as we have seen privacy laws blossom this year. Both California and Brazil have a start date of 2020 for their privacy laws, but other countries whose laws appeared a few years ago are only just starting to value the privacy-add and begin implementing these projects. I once spoke at a customer event in the USA where 75% of customers said they were starting or looking to start a privacy project in 2019.

The impact of privacy on data management largely revolves around the need to understand risk. Stakeholders want to measure "where they are now", meaning understanding how much unprotected sensitive data they possess, in any format. This requires a discovery or classification step, which depending on the format of the data may require extra functionality such as rich media processing. Stakeholders then want to view this "risk" summarized from one interface, to easily report on it, and finally be able to remediate the situation by acting on it. These actions usually take the form of legal holds, encryptions, moving data to a secure location, deleting data, and so on. The important focus here is on giving the business user access to these decisions, such as "we shall be moving all contracts before 2010 to this location and keeping them 5 years past expiry". This role should not be played by IT.

In accordance with privacy regulations, I have noticed a trend in the need for a "data inventory" as opposed to a "data archive". Data inventories keep track of what data types are present in an organisation and where they are, as well as how they are being managed. It takes data management to the executive level, and also aligns better with how regulators want to receive reports on "purpose of processing" (the number one reason for GDPR fines in the EU remains "insufficient legal basis for data processing"). Companies are not just being asked to protect sensitive data, they must now justify why they are processing such data in the first place. It is a different way of thinking and classifying data.

PART III: COMMONALITIES

Privacy and COVID-19 responses should obviously be organisation-wide. But Data Management really has a lot to offer both these requirements, which have more in common than you might think.

Interestingly, both the COVID-19 and Privacy concerns have followed the trend of inspiring new job roles and even entire committees in certain organisations. Most are now familiar with the "Data Protection Officer", the new role suggested by the GDPR as responsible for assuring compliance with it. I have seen many different profiles being assigned this role, but always data management becomes their immediate top concern once they learn that theirs will be the head rolling if a fine were to materialize. The Coronavirus pandemic has similarly inspired the creation of steering groups and even COVID company newsletters in some cases.

Privacy and COVID-19 impose very similar data management changes which we shall now discuss. In fact, in some cases, the overlap is very evident. Recently I hosted an airline workshop inviting airlines across the world to discuss their privacy concerns. Coronavirus was top of mind in this conversation. Airlines or airports are gathering health data from their passengers, in some cases measuring temperatures and in others collecting forms that certify passengers are COVID-free, and the concern was on how to process and hold this data. If you think this is an airline-specific problem, think again. How many organisations are now testing their staff for signs of the virus? This has serious implications on the management of this type of data: after all what you are collecting here is personal data. How are you going to legally justify holding this information, how are you going to classify it?

TECHNOLOGY IS WHAT HAS ENABLED COMPANIES TO SOMEWHAT WITHSTAND THIS PANDEMIC, AND IT SHOULD BE CLEAR IN EVERYONE'S MIND THAT TECHNOLOGY IS WHAT WILL DIFFERENTIATE THE SUCCESSFUL OUTLIERS.

PART IV: SOLUTIONS

We've already established a technology protocol for Coronavirus above:

- Communication
- Secure Identification
- Collaboration and Secure Data Access

Although the first point is specific to working from home, the second two happen to be crucial to the privacy strategy of a company. The two must be tied together.

Communication

Common sense is in order here. If people are to work remotely, they must be able to connect and communicate remotely. A technological solution here includes webcams, headsets, and the right communication software. Tip: If your employees enjoy using it, collaboration will be stronger.

Secure Identification Tools

Here is where our 2 P's, Pandemic and Privacy, really meet. To communicate remotely and share materials remotely, secure identification is a must for COVID. It is also a must to respect privacy regulations and make sure sensitive information is not leaked. To illustrate this, consider the rise in cyber-attacks during confinement, which represents a security threat. The relationship here is: COVID makes privacy harder and makes it more relevant (consider the airport example of storing health data).

Therefore, identity and access management technology are crucial here. I would also suggest that previous behavior analytics and monitoring technology need to be re-configured to take new COVID patterns into account. For instance, previous algorithms may have inspected someone who logged on regularly at 10pm. Most of my colleagues with children at home find this is now their optimal working time. New algorithms may be needed.

Collaboration and Secure Data Access Tools

This is at the heart of a "Privacy in a Pandemic" play. How can we ensure data is securely accessed and shared in a work from home environment?

COMPANIES ARE NOT JUST BEING ASKED TO PROTECT SENSITIVE DATA, THEY MUST NOW JUSTIFY WHY THEY ARE PROCESSING SUCH DATA IN THE FIRST PLACE. IT IS A DIFFERENT WAY OF THINKING AND CLASSIFYING DATA.

First and foremost: encrypt your data. This is the easiest way to comply with privacy regulations, and usually the fastest and cheapest way to eliminate risk around data. Encryption could mean tackling new or pre-existing databases, or it could mean that you want to ensure that the pdf on your employee's laptop does not get sent outside the organisation. Consider a vendor who can tackle all these scenarios.

Next: to be secure you must audit. Know who is accessing your data and what they are doing with it. Standard records management mentality applies here. This implies granular document or data level security.

Mobility is key here. Data should be accessible remotely, otherwise you comply with the privacy but not the pandemic. A records management solution here should be accessible through tablets or smart phones, and should make sharing easy, within or outside the organisation, whilst still respecting security policy.

Higher maturity organisations can take it one step further and automate policies applied to their data based on its content or sensitivity level. This requires a classification step using discovery technology, and for this I highly recommend a tool that can discover but also then act on data. For instance, you can configure the tool to encrypt any document with personal information in it.

You can configure it to also archive and secure data with financial information in it, and then securely delete this information 7 years later, or the next tax year as per the jurisdictional policy.

PART V: BENEFIT FROM IT TOO

The difficulty of any compliance or risk mitigation role is that you are only noticed if you have done your job badly. If you wake up to your name in a headline, it is not likely to be good news. So, I want to take the opportunity to highlight the visible, cost saving benefits of a "privacy in a pandemic" data management implementation.

Data management technology can actually provide a clear ROI, especially in these economic times which are also a consequence of Coronavirus.

There are two main areas of visible cost savings here: storage and license fee reduction, and a more productive workforce.

The "discovery" exercise mentioned for privacy, followed by archiving, deletion of old data, and even perhaps application retirement, can produce some great savings.

And allowing data to be classified, and easily accessible and shareable from one interface, will lead to measurable performance improvements. The most direct example is the call-centre: when having to access customer information from one unique source rather than all the silos gathered over various mergers and acquisitions, one customer was able to significantly improve response time to customers. Whenever I am frustratingly put on hold with such call centres, I am often tempted to sell them our software.
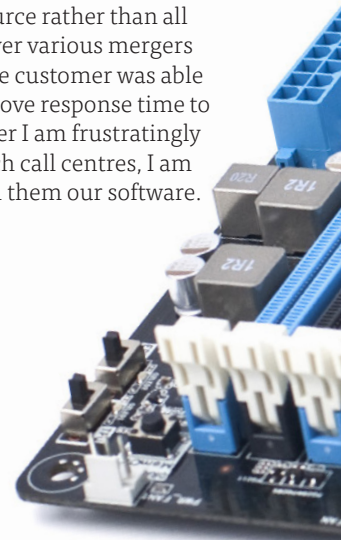
CONCLUSION

When tackling a data management concern such as Privacy or COVID-19 resilience, our industry experience recommends implementing a thorough data management technology portfolio that can help address these issues and more. With regulations and external circumstances constantly changing, your data management strategy should be long-term if it is to be effective. Look for a portfolio vendor who can provide for future needs within your existing platform and develop a strategy that can withstand variations in regulations. Alternatively, having to change data management solutions and technology with every regulation change would simply be too costly and unrealistic in terms of timeline. Key to a long term and resilient data privacy solution is flexible product functionality which can be configured by the business user themselves, and mobile-accessible tools for a mobile workforce.

WHO IS ACCESSING YOUR DATA AND WHAT THEY ARE DOING WITH IT. STANDARD RECORDS MANAGEMENT MENTALITY APPLIES HERE. THIS IMPLIES GRANULAR DOCUMENT OR DATA LEVEL SECURITY.

ABOUT THE AUTHOR

Gwendoline Huret has 9 years of experience in Enterprise Software for Data Management, working at HP, HPE, and Micro Focus. She has specialized in privacy and cyber-security since the start of the GDPR in 2016. She has worked on data management projects across the globe, first in sales and now in product management. Gwendoline has a Masters in Engineering and is based in Madrid, Spain.

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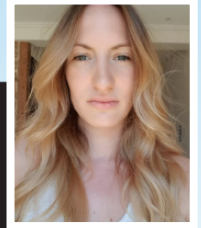
You Don't Need to Archive Your Social Media...
Until You Do.

BY MIRIAM ZOLIN

In 2019 and 2020 Telstra has been broadcasting a series of advertisements featuring heartwarming stories of connection. We saw a couple calling to tell their parents they were engaged, a nanna in lockdown connecting with her daughter and granddaughter, and a farmer with his ute propped on a boulder, trying to call his wife from a phone with no signal.

The tagline "You don't need Australia's best network... until you do" is reminding us to choose the right tools and platforms to support the conversations we want to have.

It seems timely to think about choosing the right platforms in the context of business and government use of social media. As COVID-19 lockdowns have forced Australians to transition their workplaces out of office blocks and into home offices, reliance on social media as a way to provide customer service and community connection has also grown.

Admittedly, these trends were already underway before COVID-19. In data released by **We Are Social, Hootsuite** and **Global Web Index** in February 2020 the number of social media users in Australia had increased by 735 thousand (+4.3%) between April 2019 and January 2020.

> **GOVERNMENT AND BUSINESS HAVE EMBRACED AND AMPLIFIED THEIR USE OF SOCIAL MEDIA AS A KEY CHANNEL FOR CONVERSATIONS WITH CUSTOMERS, DURING THESE TIMES OF CHANGE.**

In their April 2020 report analysing the impact of COVID-19 on our online activities, the same researchers reported that 23% of people surveyed were spending significantly more time on social media.

In line with this trend, government and business have embraced and amplified their use of social media as a key channel for conversations with customers, during these times of change.

For many the virus has simply accelerated a digital transformation journey that was already underway, including a widespread adoption of cloud services like Microsoft 365, and a speedy expansion of social media's role in the communications mix.
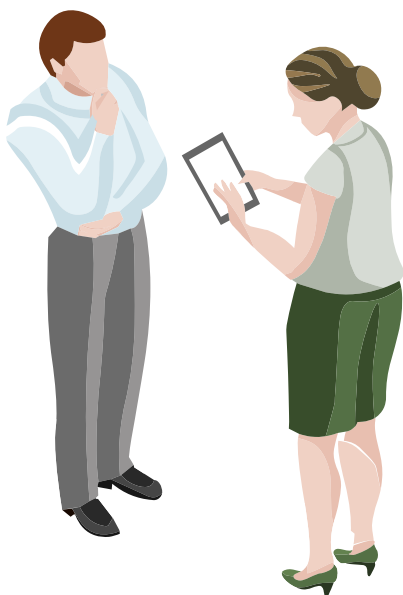
However, there's a risk that this speedy adoption and a focus on the convenience and ease of use commands a high price. With social media, the price is compliance at best, and potentially much, much more.

ARE YOUR PUBLIC RECORDS AT RISK?

For social media specifically, there is a huge risk associated with relying on third parties like Facebook and Twitter to take care of your records, while your social media and service teams are getting on with serving and communicating with customers.

To be clear, if the only place you're keeping your social media records is in the platform where they are published, you'd be well advised to read the respective terms of service of providers such as Twitter, Facebook and Instagram. You may be alarmed to read that it might only take a policy change, an outage or a hack for you to lose those precious records. And have you considered where this data is housed? If you needed to access those records, could you?

National Archives Australia (NAA) provides clear guidance on this: "Social media records held in their native applications on third-party sites may not be legally regarded as a Commonwealth record. Despite being created by an Australian Government agency, the information may not be able to be retained or accessed over the long term."

Subtext: You'd be well advised to archive your social media records, and to ensure the archived records are housed in Australia.

DELETED THAT POST?

Social media can bring out some strong views. The 2020 Yellow Social Media Report reveals that 33% of surveyed business respondents were frustrated by the need to manage negativity and trolls on their socials. Anecdotally, the customers I speak to regularly at Brolly tell me that they're seeing more hate, profanity and negativity side-by-side with all the good conversations they're having. In the face of this bad behaviour, social media teams may choose to delete offensive material from social media accounts to protect the organisation's brand and reputation.

> **AS LEADERSHIP TEAMS BECOME MORE AWARE OF THE VALUE OF SOCIAL MEDIA AS A KEY COMMUNICATIONS CHANNEL, IT WILL BE NATURAL TO HAVE SOCIAL MEDIA RECORDS INCLUDED IN AUDIT PROGRAMS.**

While individual policies vary, most social media teams have clear guidelines for when a post can be deleted. The problem arises when you delete a post that should have been retained for recordkeeping compliance.

On Facebook, Twitter, Instagram, LinkedIn or any other platform, if you delete a record it's gone forever, along with all its context - the metadata, media, links and other data that give a post its meaning from an information management point of view.

For government agencies using social media to interact with Australians, the deleted item was a public record, and should have been retained and classified, and have its retention and disposal guided by an RDA (Retention and Disposal Authority). For other regulated sectors similar requirements will apply.

HOW TO BE COMPLIANT

Bottom line, you may be required by law to archive your social media records. The exact approach will depend on how your organisation is using social media. Government agencies, records management experts like Miktysh and social media management platforms like Hootsuite are working alongside specialist archiving services like Brolly to address the evolving questions raised by the need to effectively capture and manage this type of digital data.

The NAA again: "If your agency uses social media for business activities, the information created is an Australian Government record and needs to be managed."

When researching State and Territory guidance to State government agencies, all have minor variations on a shared theme.

Australian Capital Territory: While not specifically referencing social media, the Guideline to Principle 5: Protect Principle states "ACT Government organisations must secure, store and preserve of records, information and data to protect the interests of the organisation and the rights of employees, clients, stakeholders and citizens, now and into the future." while quoting the Territory Records Act 2002 definition of a record as "information created and kept, or received and kept, as evidence and information by a person in accordance with a legal obligation or in the course of conducting business".

"IF YOUR AGENCY USES SOCIAL MEDIA FOR BUSINESS ACTIVITIES, THE INFORMATION CREATED IS AN AUSTRALIAN GOVERNMENT RECORD AND NEEDS TO BE MANAGED." - THE NAA

New South Wales: "Records and information generated through social media can provide value to business and the community and should therefore be well managed in order to maximise this value. Social media use by government is also subject to community expectations and legislative requirements for the appropriate management of information."

Northern Territory: "A record is a piece of information which has been created or used by a PSO [Public Service Officer] to come to a decision, formulate advice, conduct a transaction, or in some way document government business."

South Australia: "An agency should consider how it manages any official records created during the use of the social media service. This includes recording any decisions made or transactions undertaken with individuals via the social media service. "

Tasmania: "Information about government business is increasingly located in social systems. If this information is needed by your organisation to help perform, improve or report on its operations, then you will need information management strategies to support your social media business."

Victoria: "Social media posts are records when [they are] created or received by a public officer in the course of their duties are evidence of government business. They document

the actions taken by public officers and should be managed as a record for reasons of accountability and transparency."

Western Australia: "any business-related content created by a government organization using social media is subject to the same recordkeeping requirements as information created by other means. Whilst some posts will be ephemeral in nature, or duplicate content from elsewhere, other posts may form part of the organization's business activities and will need to be kept accordingly."

'IT'S COMPLICATED...'

As Michael Schloman from Miktysh noted in his article in IDM magazine last year, the decision about which social media interactions to keep can seem confusing.

Perhaps it is helpful to think about the risks that exist in the world of social media as a starting point, to guide a strategy that goes beyond compliance for what needs to be protected and why.

HACKS AND ATTACKS

Social media channels appear in the news from time to time, as hackers delight in breaking in and wreaking havoc. The July 2020 Twitter Hack is a recent example. If the worst were to happen and your social media accounts were hacked by someone who decided to delete posts or comments you'd created, an archive would at least give you a record of what you'd published, and what had been deleted.

AUDITS

Risk assessments, business continuity planning and communications audits are part of life for any large organisation's ongoing existence. As leadership teams become more aware of the value of social media as a key communications channel, it will be natural to have social media records included in audit programs.

EVIDENCE FOR INQUIRIES AND ROYAL COMMISSIONS

We've already seen a number of inquiries out of Covid-19. There will inevitably be more. If your government agency or other organisation has been engaging customers or citizens with content that needs to be called into evidence, the ability to export true records of your social media activity will minimise the disruption that these kinds of requests can cause.

FREEDOM OF INFORMATION

The website of the Office of the Australian Information Commissioner (OAIC) is very clear about the rights of Australian citizens to access government documents:

"The Freedom of Information Act 1982 (FOI Act) provides a legally enforceable right of access to government documents. It applies to Australian Government ministers and most agencies, although the obligations of agencies and ministers are different."

What that means in practical terms depends on the way the organisation or individual uses social media but again, the core principles are around transparency and access, and the rights of the requestor.

START ARCHIVING EFFICIENTLY SO THAT YOUR SOCIAL MEDIA TEAMS AND YOUR RECORD MANAGEMENT TEAM SHARE AN UNDERSTANDING OF WHY ARCHIVING SOCIAL MEDIA IS IMPORTANT, AND HOW TO MAKE IT PART OF YOUR DAY-TO-DAY.

BRAND AND REPUTATION

While rarely the domain of records managers, brand and reputation are key for the social media team. An archive provides a safety net for social media managers, giving them confidence to manage their conversations on social media, knowing that a deletion or edit that's necessary to protect the organisation's brand will not contravene any recordkeeping regulations.

A CHANGING LANDSCAPE

The compliance landscape for social media recordkeeping in Australia is evolving. Jurisdictions such as the USA and Europe are also grappling with these questions, and at Brolly we're watching closely. Even though the current guidance from Australian government records agencies sometimes seems vague or non-committal, as archiving and records management authorities improve their understanding of this space we can expect that the guiding principles of public access and transparency will remain at the core of emerging regulations.

Industry sectors are also increasingly aware of their obligations in this area. We can expect that regulations such as Dodd-Frank (USA) and EMIR (Europe) for financial services sector will address social media in detail at some point, and that Australian regulations will also have an equivalent focus.

We will continue to see that Government agencies and regulated industry sectors using social media to do business will be mandated to find efficient ways to capture, preserve and protect their social media records, so that they comply with privacy legislation and can also be appropriately accessed as required.

IN SHORT, BE READY

Circling back to the Telstra ad campaign, the next step for government agencies and businesses in regulated industries is straightforward.

If you are having important [business] conversations on social media, find and implement the tools that will enable and support you to continue to do that, uninterrupted.
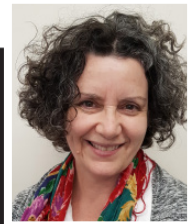
Be ready to have those records called upon for legitimate and appropriate reasons. Start archiving efficiently so that your social media teams and your record management team share an understanding of why archiving social media is important, and how to make it part of your day-to-day.

Talk to a social media archiving specialist, and keep the important conversations going.

ABOUT THE AUTHOR

Miriam Zolin is responsible for content and customer success at Brolly, the Australian social media archiving tool. With over thirty years of experience in content management and digital marketing across multiple sectors including government, financial services and education, Miriam has a developing interest in social-media-as-record, and the broader opportunities and challenges of digital transformation.

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RIMPA EVENTS GO VIRTUAL!

Professional networking with your peers is essential in today's challenging environment.

To make the most efficient use of your networking time, RIMPA has been offering our members access to a range of online events including virtual industry roundtables, webinars, professional development workshops and the new RIMPA Community forum.

25+ WEBINARS	1520+ ATTENDEES	47+ TRAINING WORKSHOPS	435+ ATTENDEES	360+ DISCUSSION THREADS

ONLINE TRAINING WORKSHOPS

Due to the high demand, old and new training workshops were delivered. Some of the new topics covered:

- Digital Archiving, Preservation and Continuity
- Understanding and Developing Information Management Governance
- Data Management and Literacy 101 – The Fundamentals
- Identifying and Developing eDRMS Business Requirements
- Change Management for Information Management Projects
- Project Management for Information Management Projects
- Developing Online Records Management Training Tools
- Information Security – 101
- Understanding and Applying Information Standards in the Workplace
- Creating and Managing a Digital Framework

WEBINARS

On Wednesday 29th April, we held our first online Webinar as part of our newly created 2020 Webinar Series. From this date we have seen over 1500 members attend our members only, free Webinars.

We have held 25 events (around once a week) which have focused on both educational content and vendor-based information.

Our topics have ranged from team management, differing systems, governance, data and of course, the implications of Records Management in the current pandemic situation.

Our most popular webinar was right at the start of the lockdown where David Moldrich (National Australia Bank Limited) spoke about the implications of working from home and the technology that could assist us with our new environments.

A few other popular topics included Electronic Signatures (Lydia Loriente | Monash University), Governance in Sharepoint & Office 365 (Carl Duncan | Wydlynx) and An Introduction to Information Culture (Gillian Oliver| Monash University).

COMMUNITY FORUM

What a busy time we have had in our newly released RIMPA Community. Since the start of May we have had 360 discussion posts in total, 77 individual threads and 283 replies.

The most popular topic has been on the Records/Information Management Software question (posted by Anna Barbagallo) with 19 replies on this topic!

Our most frequently accessed library entry was the Defensible Process Manual posted by Kaye England ARIM. A total of 75 members have downloaded this informative and popular manual!'
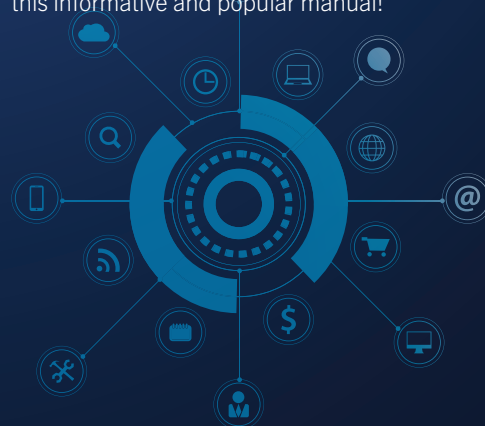
RIMPA's virtual options offer a unique platform for sharing ideas, challenges and experience with peers. Learn and share best practices in our industry, collaborate on issues and make friends with professionals who understand your industry.

Get connected and join the discussion
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RIMPA

Meet Our Superhero Industry Partners

EZESCAN
DIAMOND PARTNER

What is your business about, what services/products do you provide?

At EzeScan we are all about helping our customers take the hard work out of capturing their business-critical information. We create software designed to improve productivity by effectively capturing and putting their information to use, faster. EzeScan uniquely aligns the capture of information with business processes to provide our customers increased levels of document workflow efficiency.

Where are your offices based?

Our headquarters are now located in a brand-new purpose-built facility at Morningside, Brisbane, Australia

How many years has your business been in the industry?

We have been operating since 2002 in Australia, 2009 in the UK and 2014 in the USA, providing ongoing service to our customers in Asia Pacific, Europe and North America.

How many staff do you have working for you?

We have 30+ staff globally. Many of them have contributed a large portion of their working lives to working with our customers.

What would be your top 3 tips for businesses making their way through a pandemic?

Focus on still putting your customers first.

Keep tight control of your cash flow to ensure that you can meet all your financial obligations related to taxes, superannuation, employee wages, supplier payments.

Look for new opportunities. COVID-19 has changed how people are working in businesses and there could be new markets emerging for your products and services.

What is your holy grail tip for flawless records and information management processes/services?

Wouldn't it be great if everything got magically filed in the right place and name correctly every time? For many people AI is seen as being the holy grail, just magically performing this task.

At present Auto Classification and naming using AI is still prone to making mistakes, and requires human intervention to correct errors, or to retrain software to stop making the same mistakes over and over.

For records managers AI does not remove the requirement for good business processes, governance, and overall accountability. A more realistic approach is to use technology to do the heavy lifting of those parts of records and information management, like the repetitive tasks that are highly suited to RPA (Robotic Process Automation).

What sets you aside from your competitors?

We genuinely care about our customers and what is important to them. We listen to their needs and create software solutions that help them to achieve their desired business outcomes, efficiently and cost effectively.

What are you most proud of as a company/Your greatest achievement?

It's exciting to be an Australian company that still actually makes great software here in Australia. Thanks to our loyal customers we have been in business for 19 years. We have successfully built a client base of thousands of customers worldwide who use our software every day to make their work lives easier. We have done this with a team of loyal employees and in partnership with a dedicated reseller network.

What is next for your organisation?

Our R&D efforts have always been focused on creating software our customers need to provide them with the business outcomes they are looking for. At present our customers are asking us for Cloud based solutions and we are responding to these requests.

ezescan.
making digital work

COVID-19 HAS CHANGED HOW PEOPLE ARE WORKING IN BUSINESSES AND THERE COULD BE NEW MARKETS EMERGING FOR YOUR PRODUCTS AND SERVICES.

ELO Digital Office

ELO
GOLD PARTNER

What is your business about, what services/products do you provide?

ELO Digital is providing Records Management, Document Management and Workflow Management solutions for industries and Government entities of all sizes. With over 1,000,000 users and more than 30,000 live sites ELO is a global leader in terms of quality, price, and functionality. ELO Australia's core solutions are based on ELOprofessional and ELOenterprise that can be deployed on premise, in the cloud or as a hybrid solution. Our customers select whether they prefer a CAPEX or OPEX solution. As multi-purpose IAMS, we pride ourselves in providing more at a lower cost.

OUR OPEN ARCHITECTURE ALLOWS US TO INTEGRATE WITH ESSENTIALLY ANY 3RD PARTY SYSTEM.

What sets you aside from your competitors?

ELO is a scalable system that is deployed in a very short period of time. We transfer knowledge to our customers, so they can be self-sufficient as much as they want. Our open architecture allows us to integrate with essentially any 3rd party system. On average, our software is between 25-35% less costly than our competitors' and we usually deploy faster and we do not distinguish between metropolitan, regional, or rural customers – everybody can afford ELO and be compliant.

What are you most proud of as a company/Your greatest achievement?

We are most proud of our ethics! Our customers usually stay with us for a long time because we do not put monetary goals into the foreground. If we have a good partnership with our customers, we will all win. We support selected NPOs with software and services because we want to help those who help others.

Our greatest achievement would be that we have shown many Records Managers that there is a system that is better, less costly and delivers more than they expected.

What is next for your organisation?

We have seen that some of our competitors have started copying our market approach such as RMaaS, subscription models and cloud deployment.

Combining Records Management with Business Process Management is already available with ELO, yet we will continue developing Unique Selling Propositions such as free software for small entities, small Shires, and small Councils. Rate payers of rural and regional areas should not pay more than they can afford.

As the majority of all Australian revenue stays within Australia, we will continue supporting organisations that Do Good.

WITH OVER 1,000,000 USERS AND MORE THAN 30,000 LIVE SITES ELO IS A GLOBAL LEADER IN TERMS OF QUALITY, PRICE, AND FUNCTIONALITY.

CorpMem

CORPMEM
GOLD PARTNER

What is your business about, what services/products do you provide?

We provide remote R&IM Managed Services for sites that use the MAGIQ Documents EDRMS. This equates to having your own records team in the cloud. We can do as little or as much as is required by your R&IM Governance framework except handle hard copy documents.

Secondly, we have a software product called infoVantage. It is a R&IM Knowledge platform that integrates directly with your EDRMS. It was developed to enable the controlled delivery of Records and Information Manage Services to our clients and is so effective we have made it available commercially. InfoVantage stops the loss of your corporate Records and Information knowledge when staff leave and dramatically reduces training time.

The newly developed auto classification functionality is different to what else is available in the industry. It learns from how your organisation currently classifies records to determine the best classification.

WE ENCOURAGE AND SUPPORT THOSE WHO WORK IN RECORDS AND INFORMATION MANAGEMENT AND ARE ACTIVELY INVOLVED IN THE INDUSTRY AND RELATED PROFESSIONAL ORGANISATIONS.

What would be your top 3 tips for businesses making their way through a pandemic?

Embrace working remotely. Our business model was designed around providing services remotely and so when the pandemic started, we did not miss a beat.

Do not stop communicating with your colleagues. Make contact every day, even if there is nothing pressing.

Be compassionate. This has not been easy for anyone.

What is your holy grail tip for flawless records and information management processes/services?

Document in detail your R&IM governance framework. That is what our infoVantage software is all about. There is so much to remember about any organisation's Records and Information knowledge and the biggest

stumbling blocks occur when staff leave and take even the smallest detail with them. If you have all your Records and Information knowledge in an easy to manage highly searchable knowledge base, then losing even your most valued staff member will not cause a hiccup.

What are you most proud of as a company/Your greatest achievement?

We take pride in what we refer to as industry citizenship. We encourage and support those who work in Records and Information Management and are actively involved in the industry and related professional organisations.

AVEPOINT
SILVER PARTNER

What is your business about, what services/products do you provide?

AvePoint accelerates your digital transformation success. Over 16,000 organisations and 7 million SharePoint and Office 365 users worldwide trust AvePoint software and services for their data migration, management, and protection needs in the cloud, on-premises, and hybrid environments.

The Public Office Record of Victoria (PROV) has certified that government agencies and enterprise customers alike can leverage AvePoint's records management solution - Cloud Records, a VERS compliant solution to overcome physical and electronic records management challenges around authenticity, reliability, and ensuring content is maintained in a compliant format long term.

What would be your top 3 tips for businesses making their way through a pandemic?

Leverage cloud-based solutions to enable remote work while maintaining information management compliance.

Automate the management of Microsoft Teams to enhance productivity while working from home.

Make sure the data on your digital collaboration platforms is backed up and protected properly.

What is your holy grail tip for flawless records and information management processes/services?

Be the invisible superhero of your organisation by automating records capture because end users do not want to be records managers.

What are you most proud of as a company/Your greatest achievement?

We have so many things to be proud of, like developing our records management solutions out of Australia. We were also awarded Microsoft Partner of the year for the 5th time in our company's history, which shows our commitment to the platform and developing innovative solutions for business challenges.

TIMG
SILVER PARTNER

What is your business about, what services/products do you provide?

At TIMG, we solve information management problems for more than 15,000 organisations across Australia and New Zealand.

Where are your offices based?

We have a national footprint with offices in every Australian State and Territory. Our Head Office is in Sydney.

How many years has your business been in the industry?

TIMG has been in the Information Management industry for more than 20 years and we are widely regarded as problem solvers who provide innovative and cost-effective Information Management solutions.

How many staff do you have working for you?

We have a permanent workforce of 500 employees across Australia.

What is your holy grail tip for flawless records and information management processes/services?

Understand what you have, where you have it, why you need it and how you need to access it.

Once the above points have been properly addressed, employ the services of an accredited and reliable Information Management company to help you extract the hidden value to be found in your record/document archive while ensuring that you meet your legal obligations.

What sets you aside from your competitors?

Our substantial suite of products and services are fully owned and managed by us. We manage projects in their entirety and do not outsource to third-party suppliers. Our staff are also security vetted and police checked.

What is next for your organisation?

We will continue to focus on getting through these challenging times and are already developing Information Management tools and services for the "Road to Recovery". Our other key focus area is the evolution of our digitisation solutions as we help clients on their journey from 'physical to digital'.

A new approach to records capture

ezescan.

making digital work

Anyone

Intiate Digital Business Processes
- ✓ Hardcopy
- ✓ Digital Born
- ✓ Digital Forms
- ✓ Email

Anywhere

Business Process Automation
- ✓ Name it
- ✓ File it
- ✓ Action it
- ✓ Share it

Access

MICRO FOCUS

SharePoint

technology**one**

opentext™

Anything

ezescan WebApps

Browser Interface Remote Indexing Assistant (RIA)
- ✓ Document Review
- ✓ Data Enrichment

Automate

Automatically align information capture with your business processes

It's A Wrap

RIMPA
ROCKTOBER
ROCKED

Due to the cancellation of the RIMPA Live 2020 Convention, as a result of the COVID pandemic, we have faced one of the most challenging years here at RIMPA head office.

Thank you to all our speakers and presenters.

DAMINA SHEPHERD

JUSTIN HOLT

MING GHEE KHOO

JAYE WEATHERBURN

ESTHER SHEPHERD

ANDREW SMAILES

KATE BUNKER

JOSEPHINE MARSH

VILDE RONGE

RAINER KRAUSE

JULIA MANT

JASON BLAIR

CHRIS VINCENT

MATT O'MARA

MAURIZIO MENCARINI

JASON CARR

FEROZ HUSSEIN

PETER GACA

PETER NICOLAOU

A s a team, we worked right up until the last minute trying to make the convention work, but the unpredictable nature of the pandemic eventually took hold and ceased our convention plans. However, all was not lost! We wanted to make sure we continued to deliver benefits to our members and as an alternative, RIMPA Rocktober was born!

RIMPA Rocktober was a series of half day events, over 4 hours, over 4 days. The mini convention included keynotes, industry experts, vendor presentations, panel discussions and a virtual trade exhibition.

The first day kicked off with question time with our special guest: Director General David Fricker from the NAA. The day continued with Esther Carey (NAA) sharing the latest news on the Beyond Digital Continuity Plan. We travelled across the globe to Norway and discovered an international perspective on organisational business needs with Vilde Ronge from the Norwegian Society of Archivists and then concluded with our panel of industry experts in Collaborative Conversations as they delved into a discussion around Education and Information Management.

Together, team, speaker, vendor, or attendee, we all learnt a lot on that first day! Access issues aside, we finished the day rearing to deliver the next event exactly one week later and were quietly humbled at noticing that a handful of our attendees even completed the Yoga Sessions throughout the day (10000 Points earned on their tallies!)

Jaye Weatherburn, Head of Australasia and Asia-Pacific Digital Preservation Coalition started Day 2 discussing Collaborative Communities for Digital Preservation. We then continued with more live and pre-recorded sessions and travelled to Italy to hear Maurizio Mencarini discuss AI-based Natural Language.

The attendees were on fire at this point, continuing to collate points by connecting with their colleagues, viewing the Trade Poster Presentations, and visiting the virtual trade show.

Day 3 came, and the focus of the topics shifted to the future with Digital Innovations and more international perspectives. The day concluded with our very own Anne Cornish*, George Nattey Director, Department of Prime Minister and Cabinet and Peter Nicolaou from Safeguard Cyber, who continued their discussion on Information technology and information management departments working together.

We were all old hats by Day 4 and seamlessly ran our final sessions. The score tallies were finalised and the lucky winner (not known at the time of publication) received a RIMPA Live 2021 Convention registration.

Thank you to all our presenters, trade, and attendees for making our first virtual convention a lasting memory. We have worked so hard to develop multiple virtual platforms to continue to enable the delivery of member services and Rocktober was another tick on our year of fundamental learnings!

THE MINI CONVENTION INCLUDED KEYNOTES, INDUSTRY EXPERTS, VENDOR PRESENTATIONS, PANEL DISCUSSIONS AND A VIRTUAL TRADE EXHIBITION

THANK YOU TO OUR SPONSORS

DIAMOND SPONSOR — ezescan. *making digital work*

GOLD SPONSORS — ELO Digital Office | CorpMem

SILVER SPONSORS — AvePoint | timg

Sailing Through Change

BY CRAIG GRIMESTAD

You are the captain of the good ship "Information Governance". You have been ordered to sail through the turbulent waters of a narrow straight, which for you is unfamiliar waters. What will you to do? Will you navigate this passage on your own, taking a chance that your ship will suffer damage, likely extending the time to complete the voyage, if you even do actually navigate the passage and complete the voyage? Will you find someone who has navigated these waters before, and is familiar with the passage? Someone who can safely guide you through these waters to arrive undamaged and without delay to your destination?

This is the situation facing Records Management (RM) and Information Governance (IG) professionals as they initiate projects to revamp or modify their requirements and processes. If the change is minor (the passage is short and the waters aren't very turbulent) it might be a change you can manage and are comfortable to manage (navigate) on your own. If the changes are major and you are certain to encounter resistance (the waters are very turbulent and the straight is long and narrow), you would be advised to obtain assistance from consultants that are experienced (navigated these waters before) in project management and change management, to guide you to a successful and timely completion.

Making changes for RM or IG, whether implementing new technology or establishing new requirements, commonly is not as simple as one might think. While mechanically the change can be simple, those required to change their actions or behavior, may not like the change which requires their participation to be successful. Why should they participate? If individuals or a group resist the change, will they prevail? Changes have a social component, which must be addressed and managed for the change to be successfully implemented. Hence, Change Management.

Each company, department, and work group has an established culture. A mixture of norms and beliefs that provide stability to the work environment. When change is advocated, the culture sees a potential threat to its traditions, values and beliefs. Seeing the threat, the culture will assess the threat and respond. It is essential that those advocating change, understand how they are threatening the culture, and prepare answers to the culture that will guide the culture's response and make the change acceptable to, and adaptable for, the culture.

A change management expert will be skilled at assessing the change issues, identifying potential sources of resistance to the desired change, and recommending courses of action to mitigate the resistance, helping to enable the change.

The change consultant can work with all involved, without being encumbered by prior participation in issues and disputes. They can be a trusted sounding board for all sides, understanding the desired intent of the change, and the concerns it brings to the individual and work group. They can speak to all parties about their prior experience in working through similar situations at other companies. They can assure all individuals, or groups, with concerns are treated with respect (a key success factor), and provide recommendations on how to best proceed.

A CHANGE MANAGEMENT EXPERT WILL BE SKILLED AT ASSESSING THE CHANGE ISSUES, IDENTIFYING POTENTIAL SOURCES OF RESISTANCE TO THE DESIRED CHANGE, AND RECOMMENDING COURSES OF ACTION TO MITIGATE THE RESISTANCE, HELPING TO ENABLE THE CHANGE.

CHANGES HAVE A SOCIAL COMPONENT, WHICH MUST BE MANAGED TO BE SUCCESSFULLY IMPLEMENTED.

Expect that the change management consultant's recommendations will at least include guidance on the following areas:

- What form should the change take?
- Should the change be implemented in parts?
- Should there be a trial, or testing period for the change, or parts of the change, with specific individuals?
- When should the change (or change parts) be implemented, and what time should be allowed for the change to be accomplished?
- What should the communication be for notification, awareness, progress, and completion?
- Are any needed instructions clear and doable?
- What is the process for resolving issues that might come up?
- Is there a way to recognize people/groups for participating or achieving?

Your decision to obtain or not obtain help from a project/change management consultant will in part be determined by your concern for pushback, the necessity for full compliance, and a requirement for timely implementation. Small changes, small problems - perhaps you are fine to go it alone. Big changes, big problems - you would be advised to seek the assistance of a consultant to smooth the turbulent waters, manage the resistance for change, and even establish a pattern for future changes as you continue to mature the RM or IG for the company.

ABOUT THE AUTHOR

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

AI for vendors

– A transformation in the making

BY KEITH DARLINGTON
AI CONSULTANT AND AUTHOR
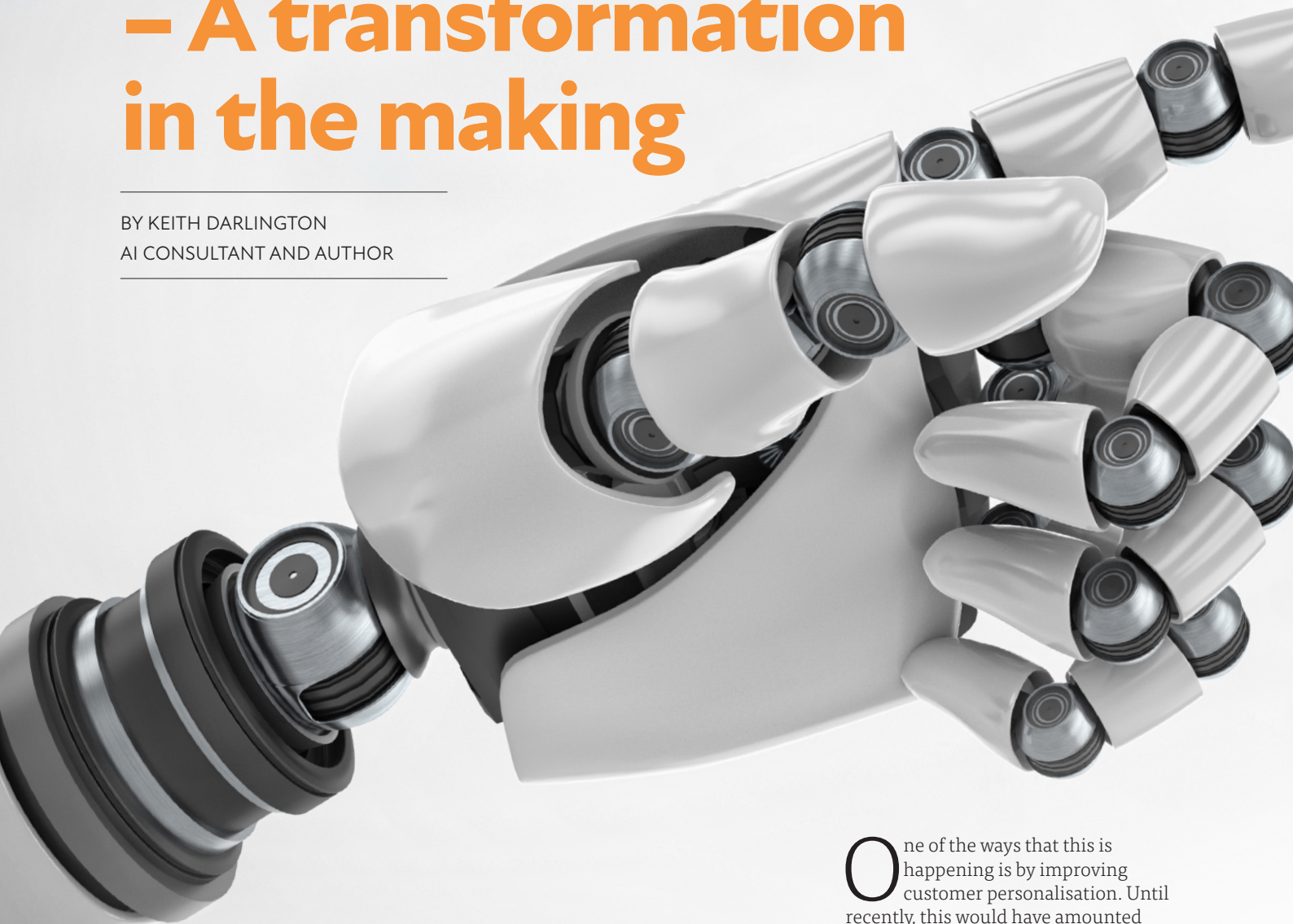
AI is paving the way for opportunities in retailing. Online consumers may be unaware of the subtle presence of AI tools that are helping them make better purchase decisions. Online vendors are using AI to promote sales by improving customer experience.

One of the ways that this is happening is by improving customer personalisation. Until recently, this would have amounted to little more than seeing your first name appear when you logged into your account. But now, AI provides styles of personalisation that can benefit the consumer and vendor (https://multichannelmerchant. com/blog/why-consumers-prefer-personalization/). In this article, I show four ways that this is happening.

They are:

- Recommender systems
- Improving search for customers
- Chatbots for customer interactions
- Using intelligent agents to improve sales.

RECOMMENDER SYSTEMS

Recommender systems have been used in retail businesses for more than a decade but have matured significantly in recent years. Machine learning, a branch of AI, has provided ways for vendors to gain insights from customer behaviour. It has been used in retailing since the late 1990s to analyse large amounts of customer data – such as customer purchasing history – and from doing so, gain insights for decision making. This use of machine learning predated e-commerce on the Web as the data was usually from in-house databases of customer transactions. The AI technique that was used enabled vendors to make decisions that could improve sales –it was known as "data mining".

One of the best-known examples of this was the unexpected identification of the correlation between beer and diaper purchases in a retail chain in 1998 (https://www.forbes.com/forbes/1998/0406/6107128a.html#1f95b3e06260). This discovery led the store chain to postulate that this might be due to young fathers who needed to make a trip to the store to purchase diapers.

The trip, they believed, would prompt the young fathers to reward themselves with beer purchases whilst there. As a consequence, the chain decided to position these items so that they were next to each other in the store and sales rose because of this decision. Many other examples of the benefits of data mining followed.

Nowadays, a high proportion of sales are online. This means that colossal amounts of customer data are available on the Web. This, combined with improvements in machine learning techniques, has led to a rise in the development and use of recommender systems. These systems use data analysis techniques to find and recommend items that are likely to match and appeal to a consumer.

The pioneers of these systems were Amazon and Netflix, but they are now also being used with providers of services, such as the social networking site LinkedIn – which can recommend people to connect with. Recommender systems help consumers to find products and services that they may like – such as books, films, and music. They recommend personalised content based on purchases made or through ratings given by consumers – both implicitly through past purchases and explicitly through customer ratings on Web sites.

There are two main techniques used for implementing recommender systems. They are content-based and collaborative filtering. Content-based, as the name suggests, makes a recommendation based upon the content of the item. That is, they use product item features only. As a simple example, a purchaser of a Led Zeppelin CD album, featuring heavy rock music, may like AC/DC albums since they are a similar musical genre. Collaborative filtering, on the other hand, looks at correlation preferences for groups of users and, based on their similarities, a customer's taste could be predicted and recommended. Using the same example, if many purchasers of a Led Zeppelin album were to also like an AC/DC album then it may be recommended. Correlated items would be listed and filtered in doing so to produce the highest-ranked fits. Collaborative filtering can use large amounts of data and, like the diaper and beer example quoted earlier,

AI PROVIDES STYLES OF PERSONALISATION THAT CAN BENEFIT THE CONSUMER AND THE VENDOR

ONLINE CUSTOMERS INTERACTIONS ARE INCREASINGLY DRIVEN BY AI

can reveal completely unexpected insights. Recommendation systems based upon customer purchases are now very common – and quite effective because they continuously learn and refine their recommendations so that eventually their suggestions coincide closely with the consumer's taste.

IMPROVING SEARCH FOR CUSTOMERS

Online customers interactions are increasingly driven by AI. This is not surprising because customer needs vary hugely. One of the ways that this is happening is through customer search product queries. Google is the leader in search and, over the years, have improved their main search engine using AI. Google uses something called "knowledge graph". It collects an array of facts of world knowledge gathered from a variety of Web sources to present as summarised content. This enhances the search experience for the user by presenting the knowledge in an infobox next to the search results. This knowledge is automatically extracted from Web pages. However, many vendors use on-site search engines whose purpose is to know what products the consumer wants to buy.

This can be difficult because their search engines have to deal with fuzzy queries from customers – such as "do you have a ladies V-neck plain blue cardigan with flowery sleeves?" or "do you have a Duke Ellington album that features Louie Bellson on drums?". Amazon, who account for 54% of all online product searches, is developing a search engine that can learn to predict the context from their customers' search queries as well as recognize synonyms, and so on (https://moz.com/blog/amazon-vs-google). Chatbots (see next section) are also now being used to handle this type of query.

CONSUMERS FEEL MORE VALUED FROM THE PERSONALISED EXPERIENCE THAT THEY GET FROM AI TOOLS

CHATBOTS FOR CUSTOMER INTERACTIONS

Chatbots are automated online help assistants that can enable human sales representatives to concentrate on high-value interactions. Chatbots are AI programs that engage in conversations with humans to help solve problems, usually via natural language text messages. They work by receiving queries or requests from users and then writing a response in natural language. A dialogue can then ensue, rather like a conversation between two people, that can continue between parties until one side or the other terminates the conversation.

In the first generation chatbots that were used a decade ago, the responses that they generated were quite limited because they were programmed to pick up on keywords like "sale", "discount", "returns" and so on, and then use "canned text" scripts to respond. They were without learning capabilities and therefore seen as providing little more than novelty value. Nowadays, chatbots can learn by considering each conversation it has with the customers - so that they can improve future responses. For example, they could learn to identify synonyms or colloquialisms that customers use, or they could try to learn to identify customer intentions – even if those intentions are written or spelt incorrectly. They can assist in sales by providing information on everything, such as product specification, explanations of product usage, and more.

Online chat help has become ubiquitous in recent years using human operators. But augmentation, or even replacement, with chatbots, is now a common trend. AI has changed everything by allowing companies to use chatbots and virtual assistants to answer common customer service questions. Natural language using spoken voice can replace textual dialogue. This has enabled their use in call centres where customers can perform more automated tasks, such as helping to reset a password. As these technologies become more mainstream, privacy and security issues will need to be addressed, because whilst chatbot conversations may be conducted anonymously other data collected for machine learning might be considered sensitive.

USING INTELLIGENT AGENTS TO IMPROVE SALES

Intelligent agents are AI programs that can be built to perform useful tasks on behalf of the customer. They are proactive in the sense that they become active, following some change in a business environment. For example, a customer who visited a product Web page might have been alienated by the price of the product. An intelligent agent might activate if the price falls in the future. This may then trigger a sale. The intelligent agent could interact with the customer via a pop-up window notification on a laptop, or perhaps via a banner and sounds on a smartphone, depending on their preferences. Spoken voice delivery could also be used, such as via the Apple iPhone spoken voice assistant Siri. Intelligent agents can also learn and adapt to user preferences by using machine learning. This is important because a customer's taste may change over time. Customer transactions can be facilitated by using spoken voice intelligent assistants, such as Alexa and Siri, and can even link up with retailers to enable customers to order products by voice.

AI SERVICES FOR VENDORS

Vendors wanting to incorporate AI tools in their Web sites would not need in-house expertise to develop them. A range of development support services are available for implementing personalized content and chatbots. For example, Azure (https://azure.microsoft.com/en-us/overview/ai-platform/) provides support for developing agents, knowledge mining, and more. They also offer support for developing chatbots. Pandorabots, also specialise in chatbot services for a range of businesses (https://home.pandorabots.com/home.html).

CONCLUSIONS

There are, as this article shows, potentially many benefits for vendors who invest in AI. Computers do not draw salaries, get tired, or go on sick leave. And chatbots are not going to get upset by angry customers taking it out on them. Consumers are more likely to feel valued from the personalised experience that they can get from the AI tools described in this article. Furthermore, in an age of availability, customers want immediate answers, so having access to constant support at any time on any day is essential. Vendors embracing AI are more likely to make that happen.

ABOUT THE AUTHOR

Dr. Keith Darlington -AI Consultant and Author. I am a recently retired university lecturer in Artificial Intelligence (AI) living in Wales. My PhD was in AI specialising in explanation facilities for intelligent systems. I graduated in pure mathematics and also taught mathematics and computing during my career. I have written several books in computing and expert systems, and presented several conference and journal papers in AI related topics. My current interests include machine learning, robotics, and common sense reasoning.
✉ : keith.darlington@gmail.com

Staying Ahead of the Impact of a Records Disaster with Steamatic

ERICA BOOKER
NATIONAL SALES AND MARKETING MANAGER, STEAMATIC
AUSTRALIA

For some time now, Steamatics unique technologies have meant that invaluable data can be saved and returned to pre-loss condition when disaster strikes. In fact, countless essential records and documents have been saved from certain destruction by quick action and delivery to Steamatic.

When you fail to plan properly, it can make recovery much more difficult. Have you taken the time to put a disaster restoration plan together that includes internal and external stakeholders? Do you know the true impact if your documents or media become affected from a weather event, fire or mould? Do you know who to call to help you recover from this?

It's not magic, it's having specialised, unique technologies available around the clock to solve seemingly impossible recovery problems. Our ever-expanding facilities mean that you can count on Steamatic to minimise business interruption and loss.

Steamatic has the largest vacuum freeze dryer in the southern hemisphere. With over 60 cubic metres of capacity, our system can accommodate large quantities of document archive boxes, artifacts and objects needing attention.

This massive increase in volume will allow even the largest disasters to be handled with greater efficiency and speed. In fact, Steamatic can now turn around large job lots from wet to pre-loss condition in under a week.

Records Management professionals in Australia, New Zealand and South East Asia can rely on Steamatic to process a large volume of wet documents with a quick turnaround time.

YOUR ENTERPRISE AT STAKE

When disaster strikes and documents and items become effected by water, you have a choice. You can hope the damage will be minimal and hope that the items can be reused in their damaged state, or you can take action to stop the loss. With legal and compliance issues, often there is no choice but to try and save damaged documents. With personal effects, equipment and artifacts the choice is often between replacement and remediation. Specialising in the professional, secure, and orderly recovery of our clients' business records, libraries, and special collections, Steamatic recognises that many of our clients will occasionally experience disasters and other incidents, which require the special handling of their records, books, and other information media. What would first appear to be a 'total loss' can with expedient, knowledgeable, and technical assistance be a full recovery of all the essential information and data.

Using cutting-edge restoration and recovery technologies, media from paper-based documents to film can be successfully retrieved and restored to pre-loss condition. Steamatic offers a wide range of restoration and recovery technologies that offer the best possible solutions for remediation. They are cost-effective in saving items that otherwise would have been written off. Not only cost-effective, vacuum freeze drying gives you options. By acting quickly, you can stop the deterioration of water damaged items and assess the damage. Then you can make informed decisions about the damage, set recovery priorities and recover vital items and information that are needed most.

WHEN DISASTER STRIKES, VACUUM FREEZE DRYING CAN BE THE DIFFERENCE BETWEEN BUSINESS INTERRUPTION AND TOTAL DISASTER.

The cost savings offered by this process are large, the reduction to business interruption is enormous, and the potential losses can be incalculable, especially for large, information driven enterprises. When disaster strikes, vacuum freeze drying can be the difference between business interruption and total disaster. Data and records are the lifeblood of any business. Without them, business stops, and even with the best planning, crucial information can be damaged and even lost. For some businesses, this can mean total disaster. Because data can be held in many differing formats, there's no single solution to treating and saving it. What's needed is a range of solutions and an orderly application of technologies to maximise recovery and minimise business interruption. Steamatic has the technologies to recover information from virtually any format and size, and return it in safe, ready to use form.

DIGITAL INFORMATION

Even smoke and water effected computer files can be rescued with prompt and appropriate action. Optical media, tapes and disks and even computer hard drives can be saved. Steamatic can help stabilise and return to use a wide range of digital formats.

WATER DAMAGED PAPER DOCUMENTS

Paper based documents obviously come in many different formats. Depending on their application and degree of damage and contamination, Steamatic has the resources to stabilise, clean and return to use. Smoke and water damaged documents need special care before returning to service. Dangerous chemicals and mould spores can be retained in the paper fibres, preventing their re-use unless they are specially treated. Once the documents are stabilised and the information they contain is saved, Steamatic can re-supply the information in digital format if requested.

Our high-speed scanning and duplication service can scan documents from almost any size and offers an excellent risk management approach to any future loss.

ORIGINAL DOCUMENTS TO BE RETURNED TO SERVICE

Original documents will usually be saved for re-use for legal, technical, artistic or cultural reasons. Often, they will need a wide range of restoration techniques applied to them to stabilise them and to make them safe for use.

Steamatic can clean and repair even individual pages, as well as repairing bindings and fire damage to the most precious and fragile documents. They're treated with respect and attention to detail to ensure that they will be available for re-use for years to come.

PHOTO AND FILM REPAIR

Some of the most valuable information is held on film-based stocks, especially medical x-rays. Their loss can have profound and lasting effects. With careful, professional treatment, photographic artifacts can be saved. Black and white, colour, motion and industrial films all have differing treatment techniques and only Steamatic has them all, ready for deployment.

The key stages of Steamatic document recovery are:

1. Call Steamatic for immediate response
2. Sort water effected documents, data, computer files etc into separate areas for packing
3. Separate paper documents from plastic covers, bags and any other material that will restrict the evaporation of water. Keep film media wet, do not allow it to dry out
4. Pack documents loosely in archive size boxes, spine facing down
5. Label boxes and create inventory of items packed
6. Items will be collected and placed immediately into refrigerated transport, delivered to Steamatic and placed into our on-site freezers to stabilise them and double space prevent further deterioration
7. Upon approval to proceed with the restoration process, the documents are then placed into the vacuum freeze dryer. For additional safety, most items can be irradiated, or Ethylene Oxide treated to kill any embedded pathogens. This is critical for items that are to be returned to service, it's also considered essential for items that have been immersed in contaminants such as sewage and other biological hazards

Data, information and even works of art can be saved from a wide range of mediums and formats including:

- books
- computer print-outs
- maps and technical drawings
- loose sheet documents and files
- hand written documents / artifacts
- photographs / photographic film
- motion picture film
- works of art and cultural artifacts
- x-rays
- microfiche
- magnetic tapes
- optical media
- computer hardware
- photocopies

Steamatic offers a pre-loss registration to help you in the formalising of your disaster response plan. This service is completely free and prepares you before a disaster strikes. We can even assist you with your plan.

USING CUTTING-EDGE RESTORATION AND RECOVERY TECHNOLOGIES, MEDIA FROM PAPER-BASED DOCUMENTS TO FILM CAN BE SUCCESSFULLY RETRIEVED AND RESTORED TO PRE-LOSS CONDITION.

FOR MORE INFORMATION ON STEAMATIC VISIT WWW.STEAMATIC.COM.AU.

Quantifying Digital Preservation Risks Using Statistics

BY DAVID UNDERDOWN AND HANNAH MERWOOD

The National Archives have been working with statisticians from the University of Warwick and partners from five other UK archives to develop a model that quantifies the risks to digital preservation. This has been done using a Bayesian network – an advanced statistical technique that considers the dependencies between risk events, e.g. the risk of hardware obsolescence depends on the storage medium used.

We now have a complete model and prototype web-based tool for digital archivists to use.

CREATING THE MODEL

To build the model, we first had to identify the key risks to digital preservation and how they related to one another. This began as a brainstorming exercise with lots of sticky notes on walls and ended up as a mathematical network. Through discussions on scope, debates about semantics and careful logical thought, this network evolved and finally settled into what we have today:

Each of these 21 variables (or nodes) has a very precise definition in the model. For instance, 'Tools_to_Render' is defined as 'Availability of tools and software to render the digital material and the expertise to use them' and has two states it can take: 'yes' and 'no'. We know that in reality most institutions will not be perfect but they might be doing something, therefore all of the nodes are given as probabilities, to reflect that there is a scale between the extremes of being very vulnerable to this threat and fully mitigated against it.

Most of the probabilities used in the foundations of the model came from a structured expert judgement workshop. This involved expert quantifying uncertainty of variables relating to digital preservation risks, then results were carefully combined to maximize the statistical accuracy and informativeness of the final data.

A blog post explaining the protocol that was followed can be found here: Who to Trust? The IDEA Protocol for Structured Expert Elicitation

MAKING IT USABLE

From the start, we had to consider how to produce something which archivists would find usable and would want to use – all the hard work that went into building the complex model would be pointless if it only ever exists in statistical code. We therefore decided to build an application which takes the user through a series of steps to help them quantify the risk for their archive and test the impact that different policies may have.

Fortunately our colleagues at Warwick had two placement students from Monash University, Australia, who were able to design and build a Graphical User Interface for the tool (and luckily managed to return to the other side of the world just before COVID-19 hit the UK!). Since then, we have made a few changes based on feedback, and we are hoping to give the tool a final makeover at the end of the summer before we officially launch the first version.

DiAGRAM Network
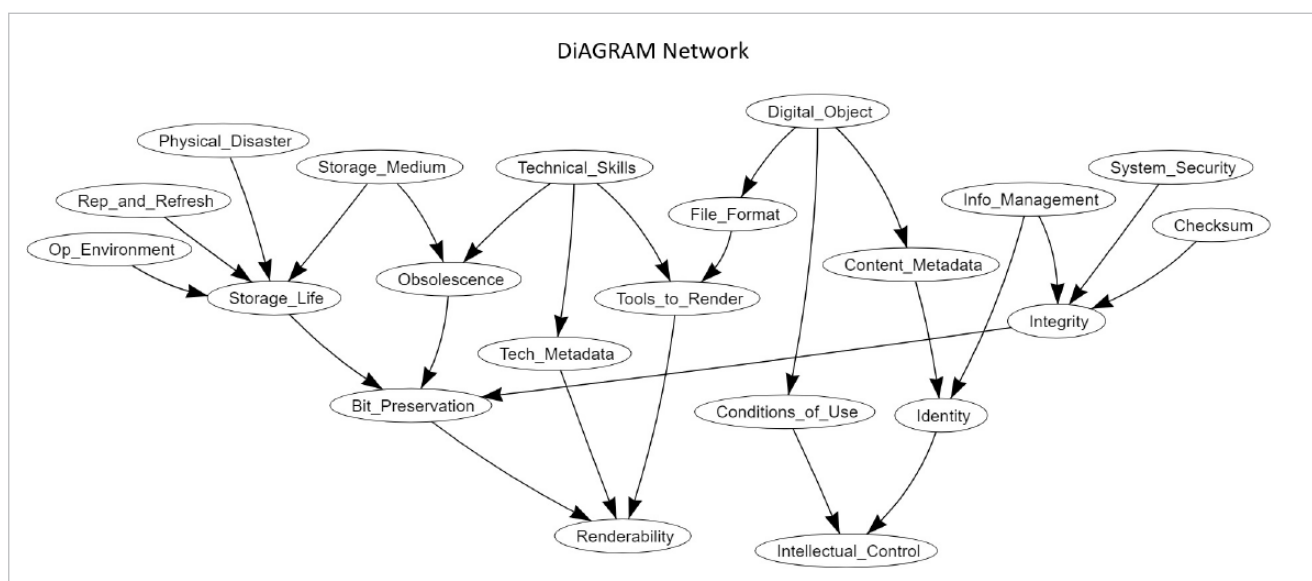
This image shows the full Bayesian network of digital preservation risks modelled for this project. Bayesian networks are statistical models which accommodate the complex relationships between variables of a system (nodes). The arrows show direction of influence.
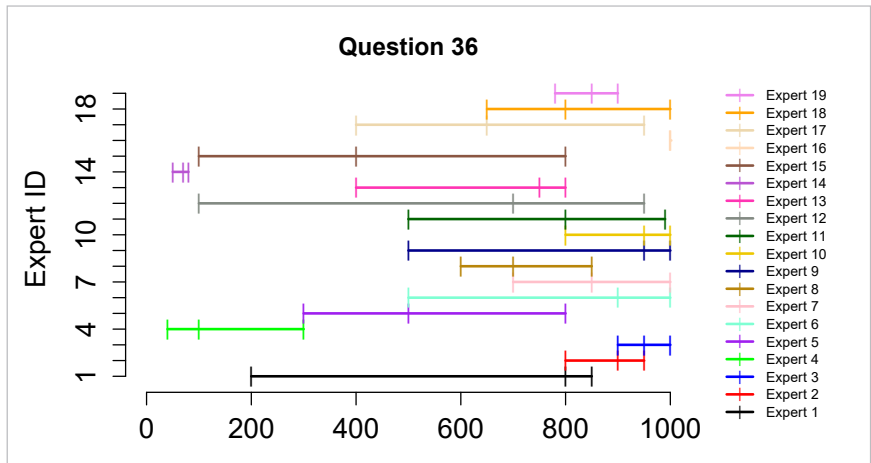This image is copyright the University of Warwick.

The main output from the model is a digital preservation risk score which is currently calculated based on the probability of having renderability and intellectual control, the two digital preservation outcomes as identified by the project team. As with all terms used in the model, renderability and intellectual control have very particular definitions. Every model and scenario will produce a risk score, which archivists can use to quantitatively compare the impacts changing policies will have on their risk.

For the next few months, we are going to be working on our own metadata for the project, to ensure we have comprehensive guidance on how to use the tool and on the methodologies and data behind it. We are also holding virtual workshops with the Digital Preservation Coalition and will be holding more online presentations and webinars once the final model is complete. The prototype modelling tool can be found at <https://nationalarchives.shinyapps.io/DiAGRAM-dev>, and we would love to get more feedback on how useful people feel it is, and any difficulties with the interface. We do have further work planned to refine the interface over the next month.

A range graph displaying the experts' initial estimates to question 36: 'Out of 1,000 born-digital files, for how many would you expect an archive to know their conditions of use?'. Each horizontal line represents the results from a different individual. For each of these horizontal lines, the leftmost point represents the individual's estimate for the fifth percentile and the rightmost point the 95th percentile. The short vertical line in between these end points represents the individual's estimates for the 50th percentile i.e. the median. This image is copyright the University of Warwick.
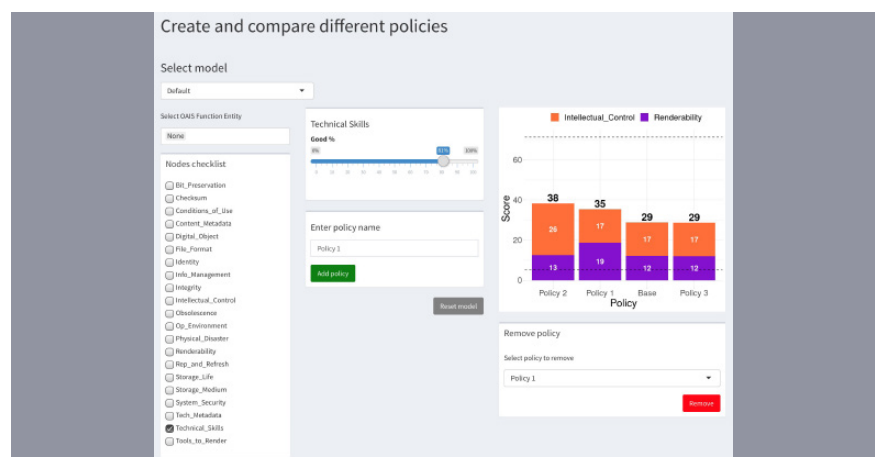
A snapshot of DiAGRAM's user interface. The left of this image shows the user setting a policy where the level of technical skills is 89%. The column graph on the right shows the risk scores for the user's model and three different policies. The purple section of the column represents the probability of renderability, and the orange is the probability of having intellectual control. The higher the total, the lower the risk. This image is copyright the University of Warwick.
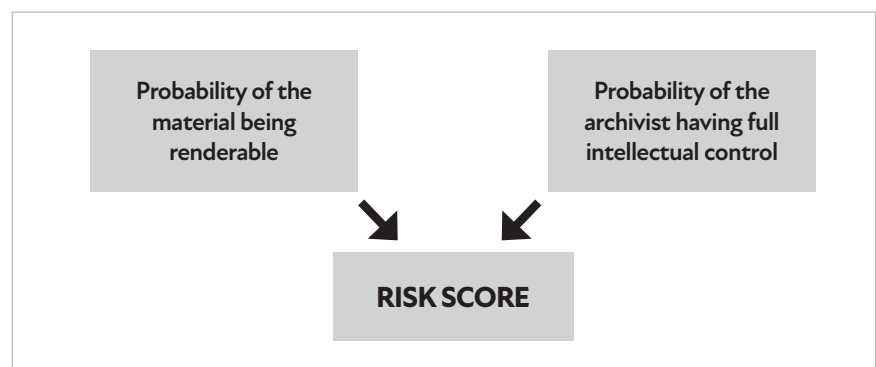
A graphic showing that the risk score is a function of the probability of having the two digital preservation outcomes – renderability and intellectual control.

ABOUT THE AUTHORS

David Underwood is a senior digital archivist at The National Archives. Alongside the digital preservation risk modelling project, he works on transfers of born digital records from government departments, and large-scale digitisation projects such as the 1939 Registers and First World War unit war diaries".

Hannah Merwood is a Research Assistant in Applied Statistics at The National Archives, working on a quantitative decision support tool for digital preservation risk management."

To find out more visit the project's web page:
https://www.nationalarchives.gov.uk/information-management/manage-information/preserving-digital-records/research-collaboration/safeguarding-the-nations-digital-memory/>

A LIFE RECORDING:
PETER SMITH, LIFE MEMBER

Becoming a professional member of RIMPA is achieved through the recognition of an individuals' work, skill level and knowledge in the records and information management industry. You could say that Peter Smith is more than overly qualified for the title.

After 38 years within the local government electricity industry, Peter was approached by Newcastle TAFE with an invitation to teach Records and Information Management. Peter was involved in the field of Records Management until he reached almost 80 years old, which he then felt was time to give it away.

The following timeline gives a brief breakdown of the many achievements Peter Smith has accomplished throughout his long, successful career.

YOU COULD SAY THAT PETER SMITH IS MORE THAN OVERLY QUALIFIED FOR THE TITLE.

1952: Peter Commenced work in local government as a junior clerk.

1954 - 1955: Moved into Records as a filing clerk, then records clerk and eventually becoming the 'Manager of Records'.

1970's: Inaugural president of the first chapter in RIMPA, the NSW local government chapter.

1980 - 1982: NSW State President

1984: Federal Treasurer

1985 - 1988: Federal President

1986 - 1987: Developed and taught the Newcastle TAFE one-year Records Management course.

1988: Chairperson of the Records and Information Systems review panel for TAFE NSW.
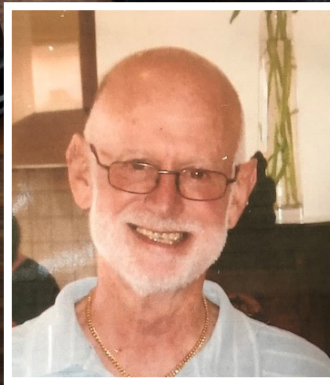
1988: Became a member of the committee formed to produce records management standards.

1989 - 1990: Elected president of the International Records Management Council (IRMC).

1989: Received Life Membership of RIMPA.

1950s

1970s

1980s

PETER WAS INVOLVED IN THE FIELD OF RECORDS MANAGEMENT UNTIL HE ALMOST REACHED 80 YEARS OLD, WHICH HE THEN FELT WAS TIME TO GIVE IT AWAY.

1990s

1992: First secretary for national committee to develop competency standards in conjunction with the arts training council of Australia.

1993: Name on achiever roll of honour at National Electronic Interchange Services (NEIS).

1993: Convened a group of industry leaders regarding RIMPA and ALIA education and training.

1994: Appointed as chair of the NSW State ALIA education committee. Peter was the only person to have served as chairperson of education committees of both RIMPA and ALIA at state or federal level.

1995: Co-ordinated and Co-authored the Records Management book 'Introduction to Records Management.

1996: First person outside of North America to be awarded the international Emmett Leahey award.

1997: Employed by the National Finance Industry Training Advisory Body (NFITAB) to co-ordinate competency and standards.

1997: Retired from full-time work however continued part time teaching of Records Management with the Library Diploma students.

2000s

2000: Awarded the Eddis Linton Outstanding Individual Award.

2000: Awarded Fellow Status at RIMPA.

2001: Developed a package for FINBUS (Business Services Training Division) Records and Archives Training.

CAREER ACHIEVEMENTS

Seconded to head office in Sydney

Became the NSW State Education and Training Manager in Information Management and Library Services

Offered one on one assessment of council staff working in records management

Provided a review of records systems for several councils

Signatory to the Records Management Association's first constitution

Served as chair of various committees

Delivered papers at conferences in all states and territories in Australia and overseas

Initiated national traineeships in records management

Established national steering committee to develop competency standards for RM industry

Managed the development of national records management training modules and courses

Introduced flexible delivery of records management courses

Whilst at Newcastle TAFE, integrated deaf and non-English-speaking students into a one-year records management course

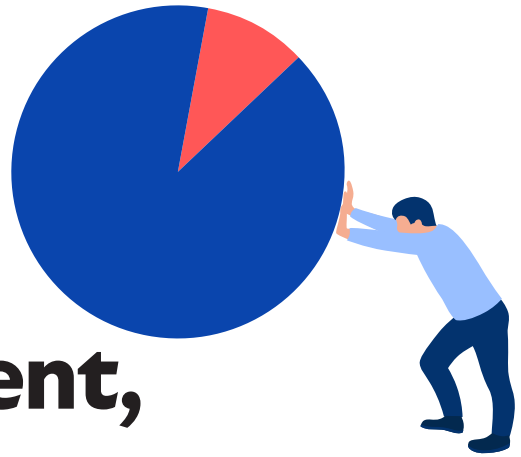Provided industry support for records management awards and material for use in the courses

Provided flexible delivery for colleges teaching library diploma courses with a need to comply with national competency standards

A Report Into Enterprise Software Investment, Amid the COVID-19 Pandemic

BY CAITLIN BURNS DOCSCORP CONTENT MANAGER

Updating to new enterprise software is not something a business will do every day. It's a process that involves time and, usually, money. Weeks can be spent on research, meetings with tech vendors, and feedback sessions with users. Then, when the software is chosen, there are budget estimates, pilot programs, and deployment plans that need to be drawn up.

The chaos and uncertainty caused by the COVID-19 global pandemic is likely to impact all kinds of business projects – including new software purchases. But there is also the question of whether an immediate need to work remotely made software investment an urgent, new priority.

We surveyed 500 project managers in the U.S. in March 2020 to see if software investment would stop while businesses rode out the crisis. This was a time when COVID-19 had forced the closure of many offices, restaurants, shops, and other companies across the country.

GIVING STAFF THE TOOLS THEY NEED TO DO THEIR JOBS MORE EFFICIENTLY WILL DELIVER GREATER COST SAVINGS OVER TIME.

Despite the global pandemic, updating enterprise software remains a priority for many.

Nearly half of all respondents (44%) plan to purchase new enterprise software this year, despite the uncertainty caused by the COVID-19 crisis, and more than half (56%) say updating software that isn't meeting their needs is still a priority for their business in 2020.

It's likely a quick transition to remote working helped businesses realize which of their existing systems needed to be updated or modernized to support it. Where some planned software projects may have been postponed until next year, new projects to help agile and remote working would have become a priority.

IMPROVING PRODUCTIVITY IS PRIORITY #1

60% of people we surveyed hope to boost productivity, rather than improve reporting or reduce costs with investment in new enterprise software.

Updating to new enterprise software can deliver many benefits. It can minimize the work needed to generate reports, allow staff to work faster using more intuitive workflows, and reduce turnaround times for clients.

Businesses likely realize, while cutting costs can improve profit margins today, giving staff the tools they need to do their jobs more efficiently will deliver greater cost savings over time.

BUDGET IS THE BIGGEST BARRIER

Our report found that budget is the most significant barrier to whether an enterprise software purchase will get the green light. User adoption and buy-in from management aren't seen to be major obstacles to investment in software.

UNDERBUDGETING AND UNDERESTIMATING THE TIME NEEDED ARE COMMON MISTAKES

56% of respondents said the last software purchase they made took longer than expected. Enterprise software purchases require an investment of people's time. A single project could have an IT applications manager conducting research, a Head of IT overseeing and advising, and a group of staff testing and providing feedback. Failing to budget enough time to successfully complete a new software purchase can end up costing a business.

30% say their last purchase went over budget. A hasty or half-hearted evaluation and selection process can quickly blow out costs. For example, if the chosen software doesn't work out, the costs can be two-fold because you must begin the selection process again.

To better understand why enterprise software projects were costing more and taking longer than expected, we asked respondents about their steps before purchasing and deploying new software.

43% didn't organize a software demo with the vendor before deployment, and 49% didn't run a pilot program. A software demo can work to confirm what you already know of the product and its features and allow you to visualize how the product will work in practice. A pilot program is a way to try the software before you buy it. It can give future users a better idea of how the software would work when rolled out across the whole business. Both are essential steps in navigating enterprise software selection.

### The changing course of enterprise software selection

DocsCorp surveyed 500 Project Managers in the U.S. to find out if upgrading or purchasing new enterprise software was a priority in 2020.

44% plan to purchase new enterprise software in 2020.

56% say updating underperforming or legacy software is a priority for their business in 2020.

Why are businesses purchasing enterprise software?

3% Other
17% wanted better reporting
60% wanted to boost productivity
20% wanted to reduce costs
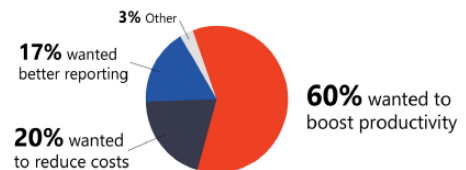
Biggest barrier to purchasing new enterprise software

54% Budget

16% User adoption

11% Buy-in from management

30% said their most recent enterprise software purchase went over budget

56% said their most recent enterprise software purchase took longer than expected

Why did their most recent purchases not go according to plan?

43% did not organize a software demo with the vendor before their last deployment of new software

49% did not run a pilot program before deployment

DOWNLOAD the visual guide to the findings here:
www.docscorp.com/globalassets/documents/infographics/cam-taba-survey-infographic.jpg

AWARD WINNERS
AND RECOGNITION

iQ ARTICLE OF THE YEAR

Sponsored by Iron Mountain
The articles are judged on how informative, engaging and inspiring they are and how the author displays their knowledge of their subject.

ARTICLE OF THE YEAR

WINNER

Natasha Cantwell
for her article: *PROV Map Warper: The Online Tool Built Through Knowledge Sharing*

JIM SHEPHERD AWARDS

These awards are named to pay tribute to Jim Shepherd, one of RIMPA's founding fathers.

VENDOR OF THE YEAR

WINNER

CorpMem Business Solutions

BRANCH OF THE YEAR

WINNER

Queensland

J EDDIS LINTON AWARDS

The J Eddis Linton Awards were established in 1999. They are named to honour one of RIMPA's founding fathers, J Eddis Linton.

NEW PROFESSIONAL

This award is presented to a new professional to the records and information management industry who has demonstrated significant potential to succeed within the profession.

WINNER

Damian Shepherd

OUTSTANDING STUDENT

Sponsored by FYB
This award is presented to a student who has achieved excellence in educational studies in records and information management.

WINNER

Lisa Huria

CONGRATULATIONS
TO ALL THE 2019/20 AWARD RECIPIENTS

AWARD CATEGORIES
- *iQ* Article of the Year
- Vendor of the Year
- Branch of the Year
- New Professional
- Outstanding Student
- Outstanding Group
- Outstanding Individual
- RIMPA Hall of Fame
- Life Membership

OUTSTANDING GROUP

Sponsored by Information Proficiency
This award presented to a group who have either implemented initiatives that have made an outstanding contribution; increased collaboration in either their respective organisation/s or the wider records and information management industry OR groups that have made a significant impact in their organisation or the wider records and information management industry.

WINNER

Castlepoint

OUTSTANDING INDIVIDUAL

Sponsored by Castlepoint

This award is the pinnacle award bestowed upon an individual within the records and information industry by RIMPA. This highly coveted award is the highlight of the award season and is presented to an individual who has made a significant contribution to records and information management in the previous year.

WINNER

Rebbell Barnes MRIM

RIMPA HALL OF FAME

The RIMPA Hall of Fame is a highly distinguished recognition bestowed upon members of the records and information management industry and honours their remarkable contributions.

Inductees are chosen based on their long-standing commitment and dedication to RIMPA and how they have influenced the direction of the records and information management industry. Their contributions will have impacted and inspired their peers and younger members and encouraged them to achieve their potential.

This year's inductee/s are:

INDUCTEES

Judith Ellis Life MRIM

David Moldrich Life FRIM

LIFE MEMBERSHIP

Life Membership is given to a member as recognition of their dedication and continued support to RIMPA and for their commitment to professional membership. This year's recipients of Life Membership are:

RECIPIENTS

Paul Fechner Life MRIM

Debbie Prout Life MRIM

John Sim Life MRIM

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Chief Technology Officer

Mobile: +61 404 151 729

Phone: 1300 996 905

Email: gavinm@castlepoint.systems

Contact: Rachael Greaves

Chief Information Officer

Mobile: 0488 114 767

Phone: 1300 996 905

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INTERVIEW WITH

Feroz Hussein

Feroz Hussein is a Senior Group Archivist. He has worked in senior records management & archival roles with Government Institutions for over 20 years and is currently working for the Finance & Banking Sector in Sydney as a Senior Group Archivist.

member

Tell us briefly about your career...

I have been in the record management & archival industry for slightly more than 20 years. I have an undergraduate qualification in history and a post graduate qualification in information management.

I have actively pursued my interest of working within government agencies as a records manager.

During my career I have been involved with a broad range of records management & archival roles. I have now more recently embarked into the world of web archiving solutions.

What brought you to the records, information management industry?

I found myself working with the National Archives in my first fulltime job after completing my undergraduate qualification and realised I had a special interest for the work I thoroughly enjoyed.

I wanted to be professionally skilled and I truly enjoyed interacting with people. I loved it so much so that when the opportunity arose, I studied archives & records management, which seriously started shaping my career in records!

Throughout your career what has been your proudest achievement or milestone?

I enjoy sharing my records management knowledge with colleagues by helping them understand why records management is important.

This has led to my joy of contributing positively towards records management projects with a best practice approach.

Who has had a significant influence on your career?

Being part of the RIMPA community and networking while keeping up to date with innovations has truly been a highlight. I clearly remember my first interstate RIMPA Conference in Canberra in 2004. Flying from Fiji to attend was breathtaking and a sign of excitement. Becoming an individual member of the Canberra branch was one of the best inspirational journeys I have had towards my career.

You have been a member of RIMPA for many years. RIMPA greatly appreciates the immense contribution you have provided as a member toward the association. What do you love best about being a part of RIMPA?

RIMPA is the leader in Records Management in the Australasia region setting the best benchmark on latest records management trends. I love being a part of this vibrant community.

Where do you see the profession heading in the next decade?

I see the industry reaching out robustly to bigger community engagements providing advanced sound, safe & secure innovative records management solutions for the future generations.

profile

MEET THE BOARD

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

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

Thomas Kaufhold B Admin,
Life MRIM
Chair and ACT Director

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

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

Janine Morris MRIM
GABA Director

Rebbell Barnes MRIM
NSW Director

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

Tim Newbegin FRIM
VIC / TAS Director

Suparna Chatterjee MRIM
Bachelor of Arts (Honours)
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Rob Di Leva
Portfolio Lead Education,
Advocacy and Accreditation
Independent Director

RIMPA HEAD OFFICE
MEET THE TEAM BEHIND THE SCENES

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General Manager
M: 0419 366 109

Julia Lindores B Bus
(Management &
International Business)
**Office Administrator
GM and Board**

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

RIMPA

PO Box 581, Varsity Lakes,
Queensland 4227

www.rimpa.com.au

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

Amie Brown (B Mass Comm)
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