'THE informaa' Quarterly

TOWARDS BETTER INFORMATION MANAGEMENT "THE REALITIES"

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INFORMAA QUARTERLY

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Editorial Notes
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EDITORIAL

The Informaa Quarterly has served as the official journal of the Association since November 1984. From humble beginnings it has gradually developed into a journal which will inform members of the activities of the Association and provide members with an opportunity to engage in some personal development by writing articles and debating or presenting topics on records management issues.

With this edition members will notice some fundamental changes have occurred. Instead of each state branch being responsible for an edition Federal Council has appointed three co-editors to produce the journal over the next 12 months. This will enable some continuity in editorial policy, layout and design to occur.

The use of more colour and a standard layout for pages provides exciting opportunities to make the journal more interesting to read. Like any journal, some balance has to be achieved in order to cater for all interests of members.

It is also our wish to expand the range of topics covered, to explore new issues and engage in debate on issues fundamental to records management.

In this issue the theme of "Towards Better Information Management - The Realities" is explored. So often do we hear about the need to ensure that the information generated in organisations is properly managed, yet little attention is paid to the realities and problems of how this can be achieved.

We hope that you enjoy reading the journal and that you will be stimulated into writing an article so everyone else can learn.

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STATE NEWS

QUEENSLAND

The major effort for the Queensland Branch this year has been the organisation of the 7th National Convention, successfully completed. Thanks must go to the excellent efforts of the Committee, under the Chairmanship of Murray Stewart, and especially to the official organisers, Carillon Conference Management.

Nearly 300 people attended the Convention and heard an impressive range of speakers addressing the theme of "Managing Information Today". The social programme was well received, and the Convention Dinner at Dreamworld particularly memorable, especially for certain people whose names appeared in lights, so to speak. Twenty-seven National and local companies participated in the Trade Display and said the use of passports to encourage delegates to visit all stands was very successful.

In other news, the Branch participated in a display at the Brisbane Careers Market for school leavers. The Australian Society of Archivists joined us on the stand, and we feel this was of great benefit in promoting the profession, and encouraging potential records managers.

On the Education scene, Harry Haxton has been lecturing in a course for trainee commercial teachers in the principles of records management. Our Education Chairman, Dr John Goodell, a lecturer at Queensland's University of Technology, has been instrumental in having a Records Management subject included as an elective in the Graduate Diploma of Library Science at QUT.

The Branch Objectives for 1990/91 have been adopted and we are looking forward to a very full year.

Wendy Morris
President, Queensland Branch

WESTERN AUSTRALIA

There has been some change in the WA Branch Council. Long standing members of the Council have decided to step down and other members have chosen to relinquish positions they have held for significant periods of time. As a result of these moves the WA Branch has a new Treasurer, a new President and Vice-President, a new Standards and Status Chairperson and a new Membership Promotion Chairperson. However, we have no incumbent in the position of Education Chairperson or Assistant Secretary. The new Treasurer, Roley Sharpe, is working on developing a computerised accounting system for the Branch accounts.

In this time of transition we are planning on some soul-searching amongst the Council and in our meetings will ask the age old questions of "why are we here?" and "are we meeting the needs of our members?". We are hoping that this will provide us with some clear directions as to what is achievable by the Council and what, at this stage, is unattainable.

August was a very frustrating period for the Council, particularly those of us involved with the production of the August edition of the Informaa Quarterly. The Council was under pressure to meet its August deadline because of advertising commitments relating to the Association's AGM and the centre-spread of the Brisbane Convention. We met our deadlines, however, the editorial standard was not good. We apologise for the typographic errors but believe that the standard of papers within the issue was exceptional and certainly provided readers with considerable intellectual stimulation. Again, we would like to extend our apologies to all readers should the quality of the publication have caused any offence.

In September members had the opportunity of attending a general meeting at Brambles Records Management. Members were shown the facilities available within the new building which was built specifically for the storage of records.

The building includes an area which is designed for the storage of magnetic media and other records which are highly sensitive to variations in environmental conditions. Our thanks are extended to David Tinsley and Tony Edge for inviting the members to view the facilities.

October saw the announcement of the successful applicant for the position of Manager: Records within the State Archives in the Library and Information Service of WA (LISWA). Congratulations to Ms Janine Douglas who takes up her new position in November.

For the future, Graham Dudley is coordinator for a seminar the Branch plans to hold in March 1991. The WA Branch will run the seminar developed by the ACT Branch entitled "Storage Media and the Law". Graham has already organised a speaker for the opening address, the Hon. Minister for Justice David Smith. Chief Justice David Malcolm will be a keynote speaker. Other speakers will be Jill Toohey and Kevin O'Conner. Graham is also hoping to get Chief Justice Michael Kirby to speak at the seminar. We believe that the seminar will be well worth attending.

Shirley R. Cowcher
Secretary, Western Australian Branch

* * *

NORTHERN TERRITORY

The following Branch Council members are currently Office Bearers for the year 1990/91:-

PRESIDENT:
Judy Watts (Australian Archives)

VICE-PRESIDENT:
Lorraine Baulch (NT Lands and Housing)

SECRETARY:
Bronwyn Cook (NT Lands and Housing)

TREASURER:
Barbara Pedersen (NT Archives)

REGISTRAR:
Marlene Hewitt (NT Conservation Commission)

OTHER BRANCH COUNCILLORS:
Lyn Mayr (Lands and Housing), Gloria Corliss (Health and Community Services), Baiba Berzins (NT Archives), Ray Holswich (NT University), Celina Natera (NT Treasury), Michael Hopkins (Central Land Council, Alice Springs), Patricia Smith (NT Transport and Works, Alice Springs)

FEDERAL DIRECTORS:
Ray Holswich and Judy Watts

Ray Holswich was President of the Branch until 26 September when he stood down because of his election as Vice-President of the Association at the Federal Directors' Meeting earlier in the month in Brisbane, and his continuation in the positions of R.M.A.A. Delegate to and Area Vice-President for Australia and Oceania of the International Records Management Council.

The Northern Territory Branch has 82 members, including four in Alice Springs. The Northern Territory Branch has set its objectives for 1990/91, and to help achieve those objectives has engaged the services of Karen White, a recognised management consultant, to conduct a one-day workshop for Branch Councillors on "Team Building and How To Achieve Your Objectives".

Planning for the 8th R.M.A.A. National Convention, to be held in Darwin in September 1991, is well in hand as was evidenced at the close of the recent National Convention held in Brisbane. Expressions of interest have already been received from interested delegates, and several major business houses have placed deposits for Trade Display stands.

Obviously, a major priority for the NT Branch during the ensuing year will be to ensure the success of the 8th National Convention. However, a major focus of effort will be directed to achieving the greater participation of members and to obtaining their greater commitment to the Association and suitable promotion of the Association.

Judy Watts
President, Northern Territory Branch

VICTORIA

The Victorian Branch has been busily planning events for the upcoming months. For this reason we have had very little in the way of conferences in the last three months. Our aim is to achieve quality in the conferences we organise, rather than quantity of events.

In the last three months, the Victorian Branch had a moderately successful AGM. This was held at the Le Chateau Conference rooms on 24 July 1990. The AGM was followed by an interesting session held by Chris Hurley, Keeper of Public Records in Victoria. The session covered the Thirty Year Rule, and its implications.

The current economic climate has hit us all. This was evident by the number of Victorian participants to attend the recent 7th Annual Convention in Brisbane. Twenty-seven participants nonetheless made the journey to Brisbane.

Together the ASA and the Victorian Branch will be holding a conference at BHP House on the 31st October 1990. The main topic for discussion will be "Award Restructuring - It's relevance to Records Management and the Archives Industry". This session will be presented by Vivian Church. On that same program there will be a report back on both the ASA Workshop held in Sydney this year, and our National Convention in Brisbane.

November will also be an interesting month for Victorians, as the Victorian Branch presents a seminar on "Records Management in the USA - A comparison of methodologies in records management between Australia and the US", to be presented by Margaret Sneddon. This event will take place on the 20th November 1990 at the State Bank Theatrette. A seminar not to be missed.

Our Christmas function will be a change from the norm. Unlike previous years this year's Christmas function will have no formal speakers. Instead our Functions Committee is organising an event that will take a light hearted look at what we all do. Watch your local Informaa for further details. All I can say now is that it will be held on the 13th December 1990 at the Old Melbourne. Be there.

Another event not to be missed will be the Victorian State Conference. This will be held on the 11th and 12th April 1991, and promises to give Victorians exactly what we have been waiting for in records management. Watch your local Informaa for further information.

Rosemary Kaczynski
Secretary, Victorian Branch

* * *

TASMANIA

The development of a chapter in Northern Tasmania took another step forward on 26th September when a very successful one day workshop was conducted in Launceston. The workshop attracted participants from as far afield as Burnie, and future activities seem assured with a very enthusiastic group of 20 or so people becoming involved.

Also a most successful workshop was conducted in Hobart on the 2-5 October which included visits to various centres and these were very appreciated by the 19 registrants.

The Education Committee is continuing a close working relationship with the local TAFE College with the hope we can get an acceptable Records Management Course established for 1991. This will be a major achievement given the current constraints, but we are very hopeful and have a very good relationship with TAFE staff.

John Behrens
Tasmanian Branch

* * *

NEW SOUTH WALES

The NSW Branch sees 1990/1991 as a period of consolidation after four years at rapid growth. NSW Branch now has an Executive Secretariat which removes much of the burden from the

Branch Council and it is hoped that it will serve to improve services to members. The Executive Secretariat can be contacted each day or evening by facsimile (02) 820 3457.

A number of seminars and events are planned for the remainder of 1989 including:

14th November - Evaluation Criteria for Optical Disk
12th December - Cocktail Party - Christmas

A two day Seminar will be held on April 17th and 18th, 1991.

Membership of the Branch continues to grow with the Branch gaining new members every month.

Planning for the 9th National Convention to be held in Sydney in 1992 is already underway.

* * *

ACT

At the September meeting of the RMAA Federal Council, the ACT Branch was appointed to conduct a comprehensive survey into the marketing of the Association. This survey will include all aspects of the Association's promotional activities including

- Publications INFORMAA Quarterly
  Promotional material
- National Conventions
  Frequency, Location, etc.
- Advertising and Promotional Activities
- Corporate identity, Name of Association, Logo, Stationery, etc.
- Perception of the Association by the public and other professional organisations

The results of this survey will guide the Association in its corporate image and promotional activities over the next few years.

A number of seminars are planned for the next few months, which we trust will be well attended. These include

11th December 1990
Margaret Sneddon
Victoria College
Report on her comparative studies of information and records management in Australia and USA

20th March 1991
All day seminar
Technology - its impact on productivity, efficiency and customer service in government operations

* * *

SOUTH AUSTRALIAN BRANCH

The past few months have been busy. The one day seminar on the legal aspects of records management proved to be very successful. The large attendance indicated a need for such a seminar to be run every two to three years.

In the education area in South Australia Peter Crush has instigated a course in Records Management running at the Kensington College of TAFE. Two lecturers are members of the Branch Council.

SA Institute of Technology also established a new 13 week course for Records Managers through the School of Library and Information Management. The lecturer is a member of the Association. Activities (other than seminars) continue to be poorly attended by members.

Two special meetings held to discuss the role of the Branch and the way members can assist the Branch Council and the Association in its continuing viability were very poorly attended.

A Time Management Workshop attracted only 12 members, and the Olivetti ODIS-3 software system for document management on a PC was attended by only 10 members.

Forthcoming events include
- Debate on index systems
- Dinner with the Federal Executive
- Christmas Luncheon

Tony Aldous
Vice President, South Australian Branch

LETTERS TO THE EDITOR

Dear Editor,

Reference to Mr M Leigh's letter on page 5 of Informaa Quarterly August 1990, Mr Leigh seems to have misinterpreted my article in the February, 1990 Quarterly which does not purport to be a history of the RMAA, Victoria Branch, but as its heading states "Records Management and the Public Record Office, Victoria, a History", and any references to the RMAA are incidental to this theme. The article relates that Records Management was active in the then Archives Division of the State Library as early as 1957 with a disposition schedule embodying the life cycle concept of Records Management, full major training seminars each of a fortnight's duration for public servants in 1958/59 indicated by the Archives Division in conjunction with Board, a report made to the Board on Records Management and Microphotography as a phase of Records Management and a review of legislation in Archives and Records Management in Australia and overseas all made in the late 1950's, further disposition schedules in Central and Local Government areas and full scale seminars for Local Government with Ministerial patronage throughout Victoria in the early 1960's and a submission to the Jungwirth Board of Inquiry (1963) which led to the formation of a Public Records Advisory Committee in 1967 and subsequently a report in 1970 which lead to legislation in 1973 creating a Public Record Office and formalising a records management segment. In other words, Records Management was in full swing in the Victorian Government sector well before the formation of an Association either in New South Wales or Victoria.

It was also in full swing in the Commonwealth Government prior to the formation of any Association. I had made a study tour of the Commonwealth Archives Office in Canberra during 1956 and as a result wrote a paper for the State Government on the life cycle concept of Records Management and Archives but it should be emphasised that Dr T R Schellenberg from the National Archives in USA had visited Australia on a year's Fullbright lectureship in the early 1950's and his "Modern Archives: Principles and Techniques" was published in 1956, the thrust of his thesis being that "a well developed program of Records Management to achieve economy and records disposition was an essential precondition of modern archives" (see Professor F B Evans, The American University, Washington DC in "Modern Concepts of Archives Administration and Records Management").

Further, Ian Maclean, the then Chief Archives Officer of the Commonwealth National Library (the forerunner of the Commonwealth Archives Office) had launched a combined Archives and Records Management program in the Commonwealth Government in the 1950's and had subsequently written of it in the American Archivist of October, 1959. Doubtless Messrs Mulquinney and Skerman (an editorial misprint as Sherman in my article and who Mr Leigh mentions), as employees of Commonwealth Agencies were inheritors of an already established movement and tradition in the Commonwealth Government. Although in the 1950's and 1960's many in the private sector may have been aware of developments in records management in the respective Commonwealth and Victorian Government Archives areas, there is no apparent intellectual novelty in the capitalising on this well established movement and tradition by Messrs Lovett, Leigh and others in forming an Association in Victoria a decade later in 1968/69 and following that of the New South Wales Branch. The American Association was quite venerable by this stage.

My involvement with the Victorian Branch Council began on 17th July, 1969 as documented in the branch records held in the Public Records Office and has been continuous as a member of Council since that date and I do not claim to be an "original" of the branch. Other names mentioned in my article are also sourced from the above documents which are not necessarily exhaustive since the early records are scanty.

Mr Leigh's grandiloquent generalisation of my article as "both misleading and inaccurate" is unsubstantiated and on a tangent. My article is as stated, headed "Records Management and the Public Record Office, Victoria" and the body of the article confirms this. Any incidental references to RMAA are sourced from documentary material. With the mists of time a supposed telephone call of twenty-one years ago may well have lost credence and as developments in the Victorian Archives were well known there may well have been contact before that. Mr Mulquinney, an "original" Victorian Councillor, relinquished membership of the Council and the Association on an employment alteration some time either in the late 1970's or 80's and Mr Leigh has not served on Branch or Federal Councils for some years. The contribution of both to the RMAA are well known as indeed also that of Bert Brewster.

HARRY NUNN BA (Hons) CRM, FRMAA

RECORDS MANAGEMENT OFFICE

The Records Management Office is a Commercial Enterprise of the NSW Government, with clients throughout Australia. Their services are outlined as follows:

- Providing expert professional advice and assistance with Records System Design
- Developing classification and indexing systems, including Keyword Thesauri
- Implementing new records systems
- Providing and designing a wide range of training courses, which can be conducted throughout Australia and tailored to meet individual client needs

The following courses are provided on a regular basis by the Office:

- Records Management (5 day)
- Records Management Regional (3 day)
- Records Operations (1 day)
- Keyword Compilers (3 day)
- Keyword Users (1 day)
- Effective Information Retrieval

Courses are suitable for Records Managers and O.I.C.'s of records systems; Archivists; Librarians; Information Managers and Staff Development Officers.

For further information please contact the Office by phone on: (02) 237 0120 or by Fax on: (02) 237 0142. Level 3, 66 Harrington St, The Rocks Sydney, NSW 2000.

* * * * * * *

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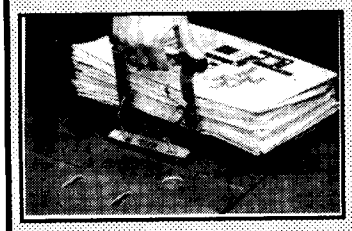
Loeff's patent archives systems

Lever arch files



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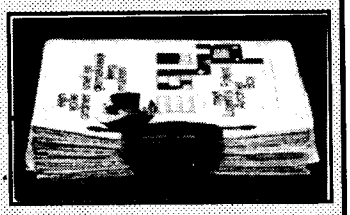

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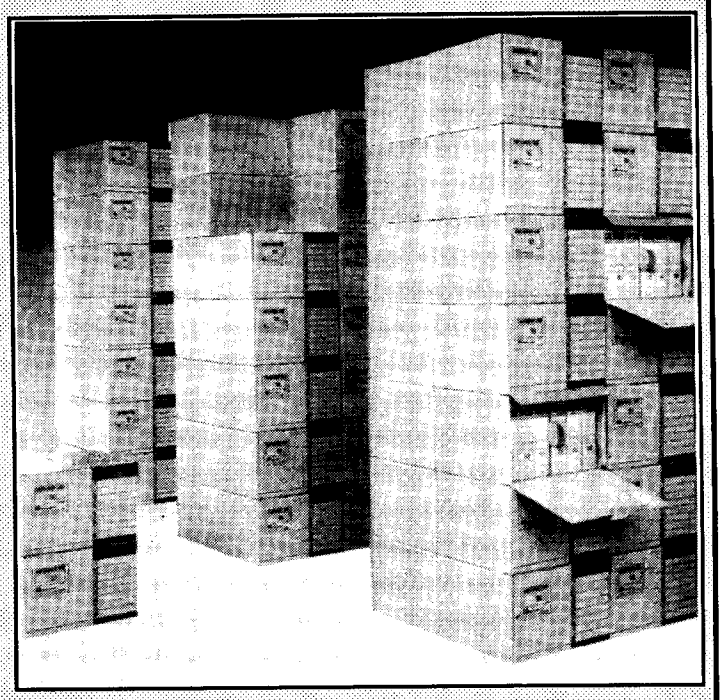

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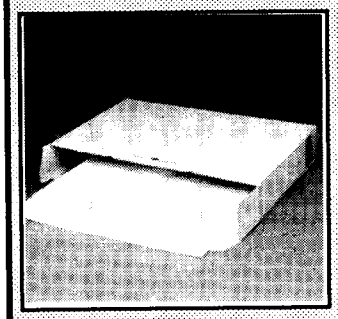

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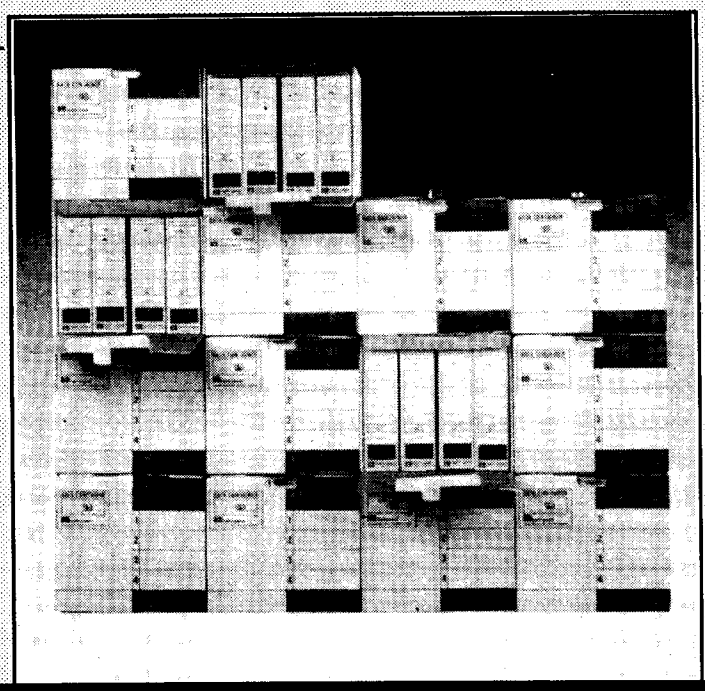

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REPORT OF
32nd AND 33rd MEETINGS OF FEDERAL COUNCIL
SEPTEMBER 1990

The thirty-second and thirty-third meetings of Federal Directors were conducted in conjunction with the Seventh National Convention. The meetings were held on Sunday, 9th September, and Monday, 10th September, 1990.

Directors in attendance were
- Graham Dudley (WA) President
- Philip Taylor (VIC) Vice-President
- Murray Stewart (QLD) Secretary
- Jim Shepherd (QLD) Treasurer
- Ross Thompson (ACT) Public Officer
- Fiona Meyer (NSW)
- Chris Fripp (NSW)
- Thomas Kaufhold (ACT)
- Bill Williams (VIC)
- John Behrens (TAS)
- Dennis Wheeler (TAS)
- Andrew Wood (SA)
- George Smith (SA)
- Neil Granland (WA)
- Judy Watts (NT)
- Ray Holswich (NT)

This report details the major items arising from the meetings.

ELECTION OF OFFICE BEARERS 1990/91

President	Graham Dudley
Vice-President	Ray Holswich
Secretary	Murray Stewart
Treasurer	Jim Shepherd
Public Officer	Ross Thompson

Chairpersons of Committees were appointed by Federal Council. These positions are elected for a two year period in accordance with Regulations 17, 18 and 19 respectively.

Status and Standards	Philip Taylor
Accreditation and Education	Dennis Wheeler
New Technology	Fiona Meyer

FINANCE

The Treasurer, Jim Shepherd, tabled the General Operating Accounts and distributed the Auditor's Report for Federal Council for the year ending 30th June 1990. The Directors commended Jim on the informative reports.

AUDIT AND ACCOUNTING

Following discussion of the current method of audit and accounting procedures, Fiona Meyer was requested to prepare a draft tender, advertising budget and costings for proceeding to tender for national audit services for the Association.

FINANCIAL SERVICES - COMMONWEALTH BANK

Following the decision to standardise banking facilities, the Treasurer presented documents which outlined the change over and administrative requirements of all accounts residing with the Commonwealth Bank. The effort by Jim Shepherd in this difficult task received a vote of thanks from all Directors.

FEE STRUCTURE - 1991/92

Fees will be increased at a rate of 20% (compound) over the next five years, set against the 1990/91 levels. Additionally, the joining fee for all categories of membership has been standardised at $15.00 per category, commencing in the 1991/92 year. A statement and matrix is being prepared by the New South Wales Branch Federal Directors for publication in the next Informaa Quarterly. This document will outline the objectives of Federal Council on the adopted fee rise and the proposed matrix to achieve the five year plan.

MARKETING OF THE RMAA

The ACT Branch presented a very thoughtfully prepared submission on a proposal to undertake a marketing survey of the Association. Preparation of a brief and obtaining of quotations for this project, to be conducted by a professional organisation, will be carried out by the ACT Branch. This project will cover a number of areas including

- Examination of current and proposed activities
- Targeted audience (junior staff, records managers and senior management)
- National advertising
- Registration of "Informaa Quarterly" as a trademark and the Association logo
- The timing of National Conventions

REVIEW OF MEMORANDUM AND ARTICLES OF ASSOCIATION

Philip Taylor tabled the results of the review which was approved by majority and subsequently presented to the 15th Annual General Meeting. The members present at the Annual General Meeting approved the holding of a ballot on the proposed amendments and alterations. Christina Howard (TAS) was appointed as the Returning Officer for the ballot.

CALENDAR OF EVENTS

A Calendar of Events, listing activities occurring in each state was tabled by Jim Shepherd. The publication of this information will prove invaluable, particularly where a member may be travelling interstate and may wish to attend another Branch's meetings. Also, the publication of Branch Council meeting dates will allow for better communication when setting deadlines for replies, etc.

Chris Fripp has assumed total responsibility for maintenance of the Calendar of Events and will produce a Calendar for inclusion in the Informaa Quarterly. State Branches should keep Chris fully informed of Branch Activities so that members may be kept advised on a National basis.

PUBLICITY

Discussion on the appointment of a National Editor, Informaa Quarterly, resulted in the Victorian Branch Federal Directors assuming the role for the next four issues commencing in November, 1990. The Victorian Branch Federal Directors will liaise directly with nominated persons in each state (Branch Editors) and Branch Secretaries are being informed that the "Informaa Quarterly" should be come a permanent agenda item to facilitate a Branch report being published in each issue.

The Federal Executive has been directed to contact an employment agency to commission the drafting of a suitable job description and duty statement for the National Editor and Manager, Production Printing and Marketing.

NATIONAL MEMBERSHIP

This matter was again discussed with two Branches submitting details of present and proposed systems. The New South Wales Branch have been requested to produce a full specification of a proposed system which will then be directed via Federal Directors for Branches to inspect and report to Federal Executive.

MEMBERSHIP UPGRADE - ASSOCIATE TO MEMBER

Three applications for upgrade were presented to Federal Council. Each application was spoken on behalf of by a Director from the applicant's State and I am pleased to report the following members were approved for upgrade to Member Status

Pamela Anne Camden (NSW)
Joseph A David Moldrich (VIC)
Francis James Shepherd (QLD)

Certificates were presented to the new Members at the 15th Annual General Meeting.

INTERNATIONAL RECORDS MANAGEMENT COUNCIL

Ray Holswich (IRMC Delegate) tabled a report on 1989/90 activities which was accepted by Federal Council. Reporting on 1990/91 activities, Ray Holswich spoke on the need to support less developed countries in their attempts to establish National Records Management Associations and that requests for assistance from these countries was increasing.

Comment was made on a perceived lack of communication between member countries who are more affluent and the Federal President, Graham Dudley, urged that Australia continue to assist our close neighbours.

HISTORY OF THE RMAA

After discussion on the writing of the Association's history, a decision was made that each Branch, during the 1990/91 year, prepare its records for lodgement with the Archives of Business and Labour in Canberra. The history will be written following the preparation of a tender for the project, which will proceed when funds are available.

DIRECTORY OF PERSONNEL

Chris Fripp tabled a telephone directory/diary and calendar of events publication. This idea is very original and the New South Wales Branch is to be commended for the initiative shown in the design and layout of the directory. Branches are reminded that success of the directory rests with them by providing updated information to the NSW Branch on a continuing basis.

AUSTRALIAN INFORMATION TECHNOLOGY COUNCIL (AITC)

Jim Shepherd was reappointed as a delegate to AITC Fiona Meyer was appointed as the second delegate.

STANDARDS ASSOCIATION OF AUSTRALIA (SAA)

Ross Thompson was reappointed as a delegate to SAA Philip Taylor was appointed as the second delegate.

LIAISON WITH OTHER ASSOCIATIONS

This matter has been the subject of correspondence and discussion with the Australian Society of Archivists (ASA) and the Australian Library and Information Association (ALIA). It is hoped that a combined meeting of the Executive Committees can be held in July, 1991, in Sydney.

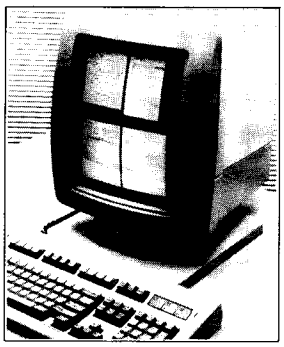
LIBRARY OF "INFORMAA QUARTERLY"

The South Australian Branch is to undertake the collection of all issues of Informaa Quarterly, arrange for their microfilming and distribution of a copy to each Branch. The master microfilm will be lodged with the Archives of Business and Labour in Canberra.

Murray Stewart, ARMA
Federal Secretary

* * * * * * *

IMAGES THAT MEAN BUSINESS FROM KODAK



When you can't see your way through the paperwork, there's more from Kodak than meets the eye.

Microfilm users know that Kodak is a leader in the business of managing document images. With Kodak Image Management Systems, KIMS™ and the Imagelink™ product range, the problem of storage and distribution can be solved... electronically.

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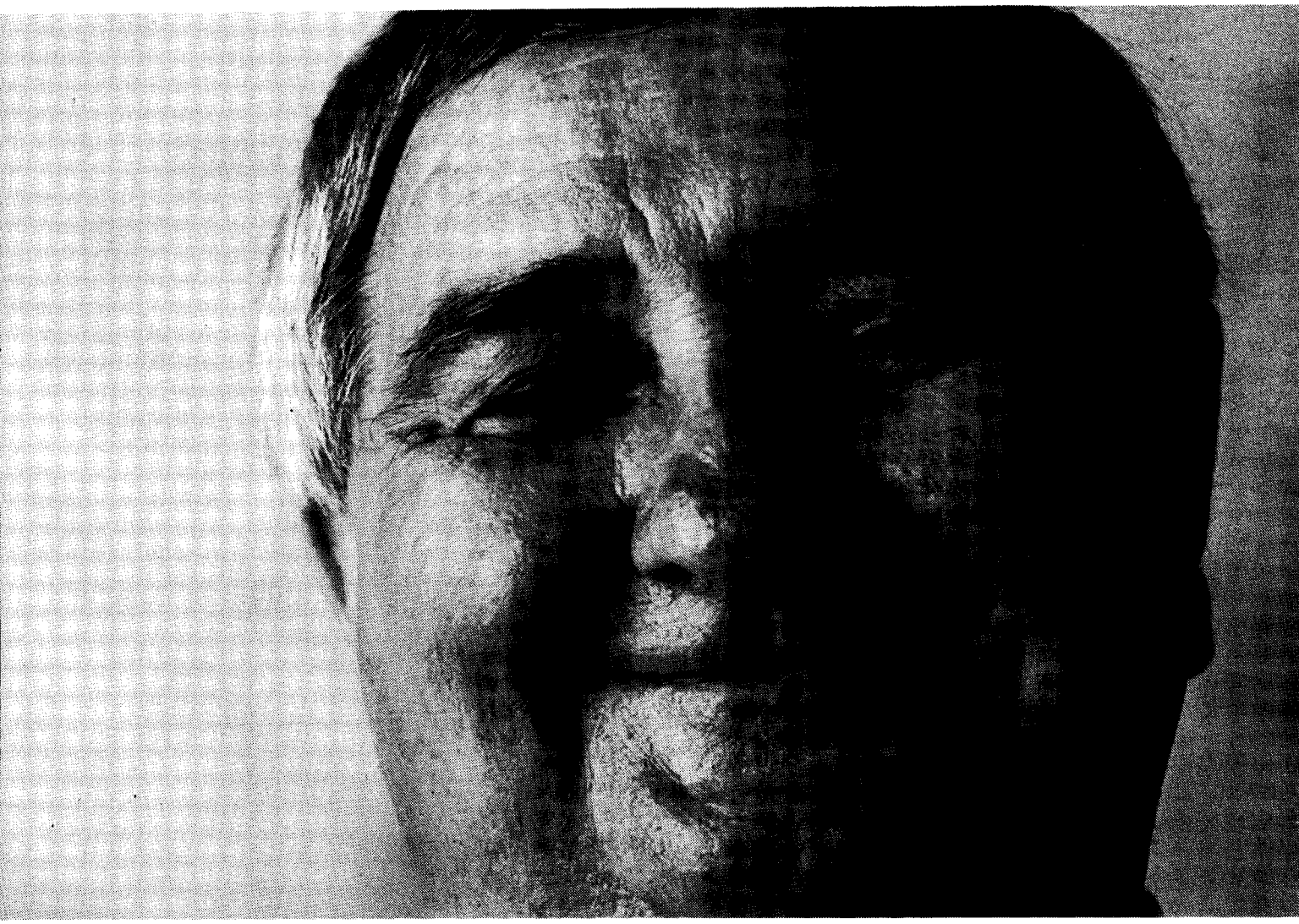

HOW IT FEELS TO HANDLE 300 ENQUIRIES A DAY.

Not perturbed in the slightest. You see, this man's company has a Canon C.A.R. system.

So he no longer has to spend hours searching for information in filing cabinets or boxes. It's in his hands within seconds. And his customers couldn't be happier.

But his company's not the only one taking advantage of the benefits of C.A.R.

The Department of Defence has implemented a Canon C.A.R. system.

The result? Important stock requisitions are retrieved in an instant.

In addition, less stafftime is spent on filing and retrieving and there is greater security of information at all levels.

And a Canon C.A.R. system can be built from the ground up to meet the needs of your business. In fact, we're so confident that a Canon C.A.R. system will make your business more productive and your customers happier, that if you're not fully satisfied with the system, we'll take it back.

So if you have any enquiries, call Canon Information Management today about a Computer Assisted (Information) Retrieval system. Because we all want satisifed customers, don't we?

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McMURTRY SHERBON VARTAN/R504

7TH NATIONAL CONVENTION REPORT
BRISBANE, SEPTEMBER 10-14, 1990

Murray Stewart
Chairman, Organising Committee

As I write this Report, I feel a deep sense of sadness - a feeling which I am sure the other ten members of the Organising Committee are also experiencing. After nearly two and one half years of planning, attending numerous meetings, inspecting hotels, satchels, etc., it has all come to an end! What a way to finish!

Queensland can be very proud of the 7th National Convention ... just as we were in 1984 at the time of the 1st National Convention held at Greenmount on the Gold Coast.

It has been my very great privilege to chair the Organising Committee, and to be fair to all Committee members, I don't intend to make any personal references, but simply extol the way in which the following people worked closely together to make the 7th National Convention the success it was-

Wendy Morris	• •	Branch President, Ex Officio Member
Jackie Elliott	• •	Assistant Secretary
Jim Shepherd	• •	Assistant Treasurer
Terry Tolhurst	• •	Trade Display
Rob Heymink	• •	Advertising, Sponsorship
Michael Hangan	• •	Secretary
Alan Kavanagh	• •	Treasurer
Harry Haxton	• •	Speakers
Joyce Ricketts)	• •	Carillon Conference Management
Denise Harris)	• •	Official Organisers

The main talking point on Friday evening at the close of the Convention, appeared to be the Convention Dinner. This event was held on the first evening of the Convention and the socialising and contracts made between delegates carried right through the remaining two days. It is believed that this format was very successful and it is hoped may be continued in future Conventions.

As an overview, the presentations made by Speakers were excellent and were carried out in a most professional manner. From my own viewpoint, the knowledge gained from attending the Sessions can only help in gaining greater knowledge and making use of it in day to day duties.

The Trade Display and Exhibitors are to be congratulated on the excellence of their products and the way in which they were displayed to all delegates. The two Sessions devoted to the Trade Display were obviously very well received and in one case a comment was made that following the Wednesday afternoon session, a company had more delegates through their stand than in three days at previous Conventions!

In closing, I would like to publicly thank my fellow Committee members for their dedication and attention to the job we were assigned.

On behalf of the Organising Committee for the 7th National Convention I wish Ray Holswich and his team the very best of success for the forthcoming 8th National Convention to be held in Darwin in 1991, and I would urge all members of the Records Management Association of Australia to make every effort to attend.

8TH NATIONAL CONVENTION
DARWIN, NORTHERN TERRITORY
15-18 SEPTEMBER 1991

"THE INFORMATION ENVIRONMENT - TOWARDS 2000"

CALL FOR PAPERS

PLEASE CONTACT:
MR RAY HOLSWICH
UNIVERSITY HOUSE
ELLENGOWAN DRIVE
BRINKIN N.T. 0810

PHONE: 089 - 46 6076
FAX: 089 - 27 0612

7TH NATIONAL CONVENTION PAPERS

Papers are available from the September 1990 Brisbane Convention. The full set of Papers comprises the following

Keynote Address - "Managing Information Today"
Robyn Williams, OA. Executive Producer, ABC Radio "Science Show".

"Managing Information Needs"
Bill Parr, Project Manager, Business Services Division, Queensland Department of Transport.

"Managing Information Tomorrow"
Vic Pullar, BEFIE (Aust), Chancellor, Queensland University of Technology.

"Facility Planning and Management"
Malcolm Campbell, Director, Davenport Campbell (Australia).

"Learning Management"
Michael Gould, Senior Staff Development Officer, Queensland Electricity Commission.

"Managing Obsolescence in Technology"
Roger Worthington, Chairman and Managing Director, QCOM Pty Ltd.

"Managing People in Information Services"
Vic Deadman, MACS, MBCS, Manager Information Services, Wang Australia.

"Managing Change"
Bill Edwards, BCom (Hons), Lecturer, Queensland University of Technology - Faculty of Business.

"Management Planning and Controlling of Information Technology"
Dr James White, BA, MA, MLS, PhD, Lecturer, School of Information Systems, Queensland University of Technology.

"Corporate Archives Management"
Clive Smith, BA, Managing Archivist, Westpac Banking Corporation.

"Managing the Communication Network - The 16 Rules"
Gary Thompson, Manager, End User Systems Group.

"Corporate Information"
Janine Douglas, Manager, Corporate Information, WA Department of Productivity and Labour Relations.

"Managing Systems Developments"
Harry Haxton, BEcon, MRMA, AIMM, Managing Director, Haxton Pty Ltd - Information Management Group.

"Information Management - Getting it Right"
David Sless, BA (Hons) MSc, Executive Director, Communications Research Institute of Australia.

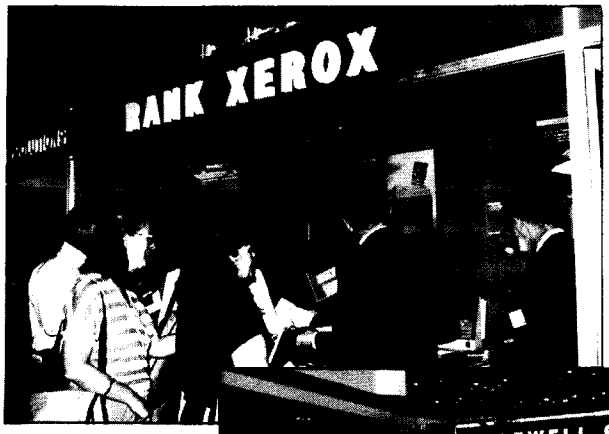
"Managing Conversions"
Dale Kreibig, ARMA, Managing Director, Curo Management Services Pty Ltd.

Cost: $15
Contact: Murray Stewart
Phone (07) 225 4060
or write to
RMAA Queensland Branch
PO Box 358
FERNEY HILLS QLD 4055

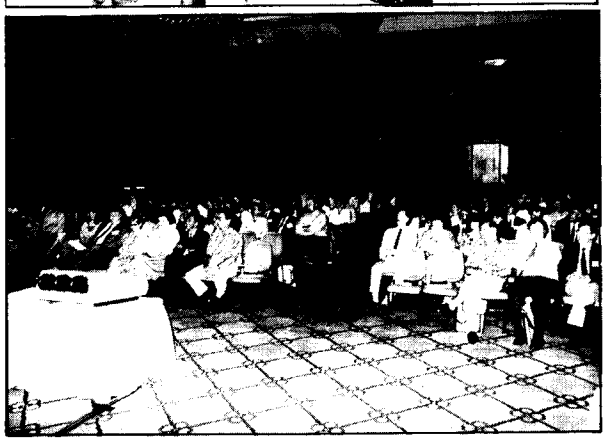
MANAGING INFORMATION TODAY

BRISBANE 11th - 14th SEPTEMBER 1990

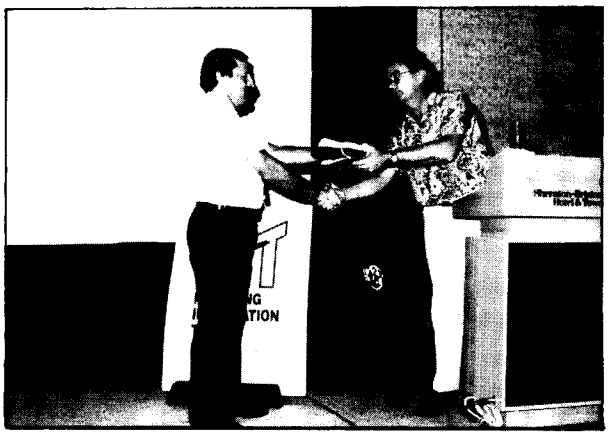
7TH NATIONAL CONVENTION
RECORDS MANAGEMENT
ASSOCIATION OF AUSTRALIA



MANAGING
INFORMATION
TODAY



NON AUSTRALIA P/L
CANON AUS



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- **interfaces to many OA, Image Storage and Database systems available**

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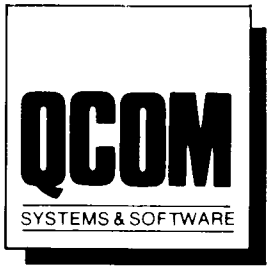


QCOM Pty Ltd
Incorporated in Queensland

5th Floor
10 Moore Street
Canberra 2600
A.C.T., Australia

Phone: (06) 268 3105
Fax: (06) 268 3123

MEDIA RELEASE SEPTEMBER 1990

QUEENSLAND TRAIL-BLAZES THE REST OF AUSTRALIA

While the rest of Australian States are watching closely, the Queensland State Government and QCOM Pty Ltd – Queensland's oldest and most experienced software and services organisation – are leading the way for the requirement of all suppliers of Information Technology Services to Government to have an accredited Quality Management System in place.

QCOM is now the largest software development organisation in Queensland to have gained Government accreditation of their Quality Management System, making them one of only two such organisations (the other being less than 10 staff) to be listed on the Queensland Government's Register of Approved Suppliers.

Their Certificate is in recognition of QCOM's compliance with Australian Standard AS3563 – 1988 Software Quality Management System.

The Queensland State Government has become the "trail-blazers" for the introduction of Quality Management Systems by their potential suppliers. From July 1, 1990 any organisation submitting products or services to the Queensland Government had to have had a Quality Management System in place to be considered.

All other states are following the lead, and speculation has it that the initiative will become Federal standard within 12 months.

In the Information Technology sector of Queensland, QCOM has paved the way as a major supplier of software services to the State Government with their 75-strong workforce being stringently audited by the Department of Manufacturing and Commerce's Quality Assessment Unit.

Their Standards and Procedures, Quality Software Manual and Project Management Guidelines, to name a few, were all placed under the Government microscope for the accreditation – an exercise taking some weeks.

QCOM has been committed to this new Government initiative since its inception. Senior members of QCOM's staff are founding committee members of the Queensland arm of the Software Quality Association (SQA) and 2 of their senior staff are completing the official 6 month SQA Certificate course.

For further information contact:
Ann Barrow - Marketing Manager
QCOM Pty Ltd
(07) 839 3544

ASA

BIENNIAL CONFERENCE

"DOCUMENTING MODERN SOCIETY"

Date: 11-16 June 1991

Time: 9am - 5pm with related social activities (some evenings)

Venue: Sheraton-Wentworth Hotel and State Library of NSW

Cost: Fees vary depending on the registrant's choice of activities

Approximate fees
- 3 day conference $180
- individual registrations for workshops/seminars $50 - $190 for each one

More effective use of information is the key to an economically productive and socially satisfying future. The information locked in documents on paper, magnetic tape, laser disc and photographs determine how well our institutions and businesses function in the present and how they will be judged in the future. Professionals responsible for the creation, management, use and preservation of information sources and services face escalating constraints and change in resources, technology, regulation and user demand. These challenges and the tools and strategies needed to confront them are the focus of an exciting week of conference sessions, workshops, seminars and visits.

Distinguished information professionals from the US and Australasia will contribute their insights and expertise. Keynoting the conference are DAVID BEARMAN, President of *Archives & Museum Informatics* and his wife DR. TONI CARBO BEARMAN, Dean of the School of Library and Information Science at the University of Pittsburgh and incoming President of the American Society for Information Science (ASIS). Both Bearmans are world authorities on information policy, technology and education with particular concern to ensure that our society has a valid information "heritage" available and accessible now and in the future. Archivists, record managers, librarians, academics, museum/gallery curators, researchers, in fact, EVERYONE will enjoy and benefit from contact with the galaxy of exciting and dynamic speakers we have assembled for this meeting.

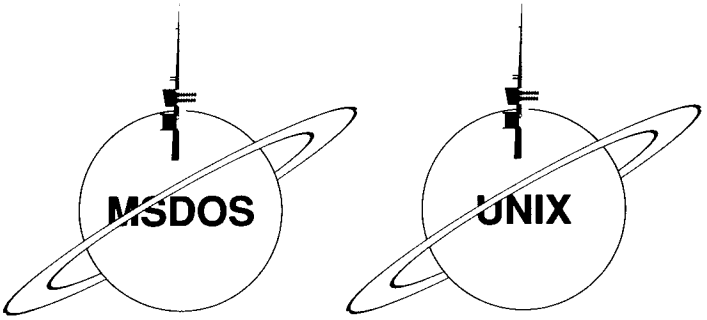
In addition to formal session are tours, social events and visits.

For more information contact

Robert French or Fiona Burn
ASA Conference
PO Box 72
Strawberry Hills NSW 2012
ph. (02) 29 6352
fax (02) 29 3253

TRIM

the COMPLETE Records Management System



TRIM has landed on MSDOS and UNIX

Soon to explore the whole universe

Records Management light years ahead of the rest

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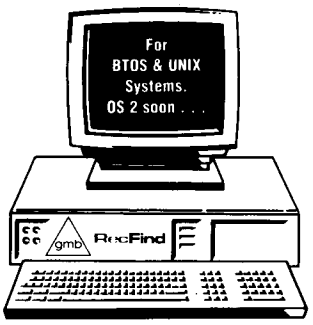
Your Manual Registry System ...

gives you PROBLEMS with:
file tracking, missing files, correspondence tracking, bring-ups, file movements, work management, bar coding ...
not to mention the time spent searching, searching, searching ...

Your computerised Records Management System, using RecFind

WILL ELIMINATE THESE PROBLEMS!

RecFind, the computerised Records Management System already in use by a large number of Australian organisations, will significantly reduce your operating costs and increase the level of service and efficiency in your working situation.



RecFind

For additional information, please telephone, fax or write.
gmb Research & Development Pty Ltd
Suite 204, 10-12 Clarke Street, Crows Nest NSW 2065
PO Box 867, Crows Nest NSW 2065 Telephone: (02) 436 0188 Fax: (02) 437 5975

Now Also Available for MSDOS/Networks, AIX and the AS/400

CONFERENCE
INFORMATION SYSTEMS - THE RECORDS MANAGEMENT PERSPECTIVE

18 - 20 September 1991
Reading University, UK

The Records Management Society of Great Britain is staging an International Conference and anyone professionally involved in the control of information - whatever the level of expertise - should be there.

Delegates are expected from Australia, North America and Canada, as well as Europe. Multi-level tracks will cover: **Basic Skills Training; Professional Development; Office Automation** and the **European Dimension** (with all the implications of 1992).

Keynote speakers include **DR DAVID BEST**, partner with Touche Ross Management Consultants, and specialist in information and imaging management opportunities; and **CARL NEWTON**, consultant, and internationally known writer and speaker on strategic information management.

There will also be a wide range of visits to places of professional interest including **Burmah Oil plc Archives and Records Centre, Eton College Library** and the **BBC Written Archives Centre**. There will be a small but comprehensive **exhibition** of the latest services and equipment about which records managers need to know. There will be opportunities for "hands on" experience, and for advice from the experts on your Company's particular needs. No conference is complete without the opportunity to socialise. There will be a **drinks reception** and **banquet** as well as other meals in the University at which delegates can exchange news and share problems.

This Conference, which is being held in association with the International Records Management Council, takes place from **18th to 20th September 1991, at Whiteknights Parks, University of Reading, England, UK.**

For further details (including early booking discounts) contact Sally Templer at the Conference Office, Templer Associates, 25 Chiswick Lane, London W4 2LR England, UK
☎ 081 995 1791 Fax: 081 995 5150

CALL FOR PAPERS

- If you have a paper which might be of interest in the "Records Automation" or "Professional Development" sessions, please send a 250-word summary, together with brief biography to the Conference Office.

Sue Garland (Chairperson of the Records Management Society) will be pleased to discuss your paper in more detail if you care to ring her on **081 965 7700.**

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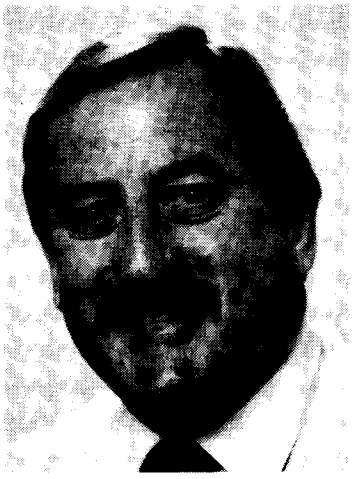
8TH NATIONAL CONVENTION
DARWIN, NORTHERN TERRITORY
15-18 SEPTEMBER 1991

'The Information Environment - Towards 2000'



On behalf of the Convention Organising Committee a cordial invitation is extended to you all to join us in Darwin, Australia's Top End, in September 1991 for the 8th National Records Management Convention.

The themes of the 6th Convention 'Excellence in Communication' and the 7th Convention 'Managing Information Today' have certainly paved the way for the 8th National Convention the theme being 'The Information Environment - Towards 2000', a theme which we believe will attract both an interesting and stimulating range of papers for presentation and discussion. Furthermore it will be the first time that information and records management and the associated environmental issues will be addressed co-jointly.

The Convention will be held in the magnificent Beaufort Hotel situated close to the heart of Darwin and overlooking Darwin Harbour where a Territory sunset has to be seen to be believed. The location will I'm sure create an atmosphere for a very successful 8th National Convention.

Join us in September 1991, and share our Top End hospitality, an experience you will never forget.

Ray Holswich
Chairman,
8th National Convention, Organising Committee

SUNDAY, 15TH SEPTEMBER, 1991

12 NOON	-	5.30PM	Registration
5.30 PM	-	6.30PM	Official Welcome and Cocktail Party

MONDAY, 16TH SEPTEMBER, 1991

8.00AM	-	9.00AM	Registration
9.00AM	-	9.30AM	Official Opening
9.30AM	-	10.30AM	Keynote Address 'The Information Environment - Towards 2000'
10.30AM	-	11.00AM	Tea or Coffee
11.00AM	-	12.00AM	Effective use of Technologies in Information Management
12.00PM	-	1.30PM	LUNCH
1.30PM	-	2.00PM	Trade Display Opening
2.00PM	-	5.00PM	Trade Display Viewing

TUESDAY, 17TH SEPTEMBER, 1991

8.00AM	-	9.00AM	Day Registration
9.00AM	-	10,00AM	RMAA Annual General Meeting
10.00AM	-	10.30AM	Tea or Coffee
10.30AM	-	11.30AM	The Impact of Technology on Archival and Information Management
			OR
			The Administrative Requirements and Trends Affecting Information Management
11.30AM	-	12.30PM	Records and Facilities Protection - Are we prepared in the event of a disaster?
			OR
			Law and It's Affect on Information Management
12.30PM	-	2.00PM	LUNCH
2.00PM	-	3.00PM	Educating Tomorrows Information Manager
			OR
			The Role of Tomorrows Information Manager
3.00PM	-	3.30PM	Tea or Coffee
3.30PM	-	4.30PM	Public Concern for the Environment - It's Impact on the Information Manager
6.00PM	-		Sunset viewing, Pre dinner drinks & Convention Dinner Fannie Bay Goal/Museum

WEDNESDAY, 18TH SEPTEMBER, 1991

8.30AM	-	9.00AM	Day Registration
9.00AM	-	10.00AM	User Requirements of Information Management - Academic/Vocational and Occupational Research Needs
10.00AM	-	10.30AM	Tea or Coffee
10.30AM	-	11.30AM	Managing Information and Cultural Heritage
			OR
			Our Multi Cultural Society - It's Impact on Information Management
11.30AM	-	12.30PM	Achieving More with Less Resources - Challenges and Opportunities
			OR
			Physical Facilities and Environmental Requirements for the Keeping and Preservation of Records
12.30PM	-	2.00PM	LUNCH
2.00PM	-	3.00PM	Plenary Session
3.30PM	-	4.00PM	Tea or Coffee
4.00PM	-	5.00PM	Motivational Talk
5.00PM	-	5.30PM	CLOSING
5.30PM	-	6.30PM	WELCOME SYDNEY 1992 AND FAREWELL FUNCTION

DARWIN

Darwin, capital of the Northern Territory of Australia, has an incredible history, having been destroyed three times by raging cyclones and bombed over sixty times during World War II.

After the devastation of Cyclone Tracey on Christmas Day 1974, the entire city was remodelled and rebuilt with well planned amenities, wide streets and abundant parks and sporting areas. Darwin boasts a truly multicultural society, with more than 40 nationalities represented in its population of 75,000 people.

Features of the City, include a variety of business houses for the enthusiastic shopper, a sophisticated Casino, and a large number of superb restaurants offering a wide variety of cuisines to suit any budget, and accommodation ranging from backpackers to five star International Hotels, all within walking distance of the centrally located Beaufort Hotel, the 8th National Convention venue.

Darwin in September offers Convention delegates warm balmy weather, and a chance to indulge in summer sports and outdoor activities. Delegates and their families can avail themselves of the opportunity to swim and soak up the sun, go sailing, scuba diving or wind surfing, play tennis, bowls or squash or even try their hands at the Casino, barramundi fishing, go sightseeing and experience the Territory's distinctive character.

Don't miss this wonderful chance to see the wonders of the Top End, including the World Heritage listed Kakadu National Park. Only a short distance from Darwin, it is renowned for its spectacular scenery, wetlands, teaming bird-life, Aboriginal art and culture, and unique flora and fauna. Darwin is also fortunate to have many other parks close by including the newly developed Litchfield Park and many other areas of interest.

EXPRESSIONS OF INTEREST

I would be interested in attending the Records Management Association of Australia 8th National Convention being held in Darwin 16-18 September 1991, and require further information please.

NAME: _____

ADDRESS: _____

BUSINESS ADDRESS: _____

TELEPHONE NUMBER:_____ HOME_____ WORK

FACSIMILE: _____

To assist us in the forward planning please indicate where appropiate.

ACCOMMODATION

Deluxe	(From $145 per night)
First Class	(From $120 per night)
Budget	(From $59 per night)

TOURS

Darwin and the Top End boast some of the most spectacular scenery in Australia, from the magnificence of Kakadu to the grandeur of Katherine Gorge.

Convention Catalysts, the Convention Managers are able to offer a complete range of tours in Darwin, Kakadu, Litchfield Park, Katherine and Central Australia.

TRAVEL

Airfares and air/accommodation packages to and from Darwin are available at concessional rates.

International add-ons.

For a little extra, travel can be arranged to and from Darwin via various points in South East Asia.

Please complete this form and return to: **Convention Catalysts,**
GPO Box 4352, Darwin NT 0801

MEMBER PROFILE

DAVID MOLDRICH
Grad. Dip. Info.
Man. MRMA.
AACS. AAIM
Senior Records
Manager, BHP
Co Ltd

David commenced his working career (in 1973) as many other Records Manages have - pushing a trolley for the Australian Broadcasting Commission (ABC) in the capacity of a mail/distribution officer. He quickly realised that he could aspire to much greater heights and so after six months (of frustration!!) he became a professional musician. This new career was pursued for the next 3½ years during which time the term "records" was only referred to in a musical context.

At 23 David finally had worn himself out as a professional musician, and so a more reliable, regular and challenging form of employment was sought. He was appointed to the Commonwealth Attorney General's (AG's) Department as a records officer pushing a trolley in the capacity of a mail/distribution officer.

At the time, the AG's had one of the largest and most comprehensive registries in Australia. The Department had a Melbourne staff of approximately 400. 100 of these were employed in the registry. Over the next seven or so years, David progressed through most positions within the registry and at the time of his departure was employed as the Senior Classifier responsible for 9 staff. During this time David was involved in the Department's implementation of a computerised records management system based on the software product Basis and utilising DEC and Xerox hardware.

In September 1985 David joined the Department of Management and Budget (now the Victorian Treasury) as the Records Manager. His primary role was to project manage the development, implementation and on-going support of a computerised records management system. This task was completed and successfully implemented by March 1986.

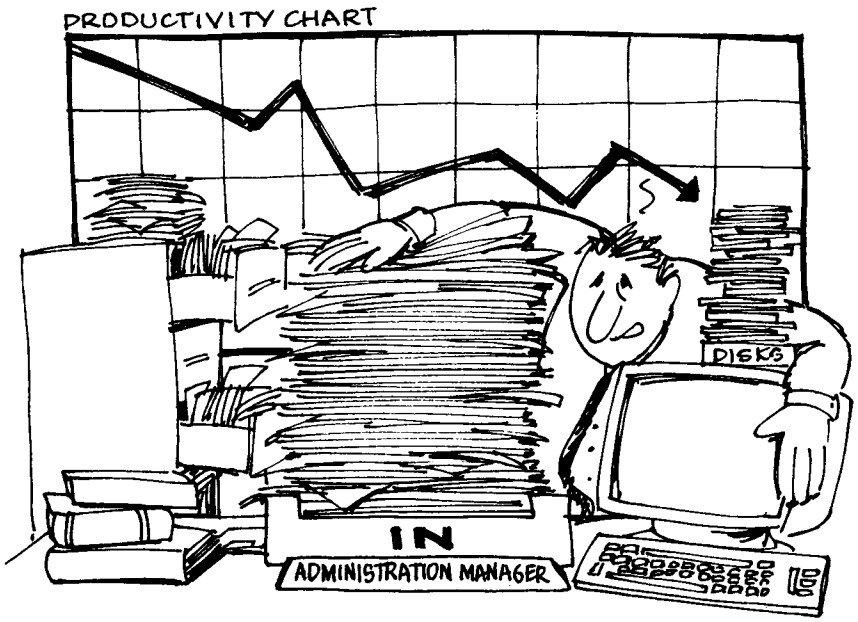
During this period, the Records Management Department also completed a major transfer of the agency's records to the PRO.

In September 1986 David commenced employment with Australia Post. His position of Manager, Information and Records encompassed the following:

- Registrar for Australia Post. This was a national position, and all registries (7 in total - one in each capital city and the National Headquarters) reported to it.
- Word Processing for the Australia Post Headquarters.
- Library resources and systems for the Australia Post Headquarters.

His primary objective in this position was for the development, implementation and on-going support of a computerised records management system on a national basis. In August 1987 the project received official approval from the Australian Postal Commission and David transferred to the Information Systems Department as a Project Manager. The transfer was specifically for the design, tender, evaluation, data entry and implementation for the national computerised Records Management System. All seven sites were successfully implemented by July 1988 and at the time of implementation the system incorporated some 500,000+ registered files.

In September 1988, David joined Opticon Pty Ltd as a Senior Consultant specialising in Records Management. Opticon Pty Ltd is an independent, Australian owned company providing expertise in the fields of Records Management, Image Processing and Optical Disc technology. Whilst employed with Opticon



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David was involved in the following Records Management projects:

- Shire of Mornington
- Shire of Warragul
- City of Doncaster and Templestowe
- Australian Airlines
- Arthur Robinson and Hedderwicks, and
- Electricity Trust of South Australia

In August 1990 David joined BHP as the Senior Records Manager within the Records Management Department (RMD). The RMD provides a management consultancy to BHP Corporate on any aspect of records management including

- traditional manual systems
- computerised systems (as well as bar code technology)
- image systems (as well as optical technology)
- disposal scheduling and related activities, and
- provides advice on all forms of media relating to records management activities

David has been an RMAA Victorian Branch Councillor for a number of years.

LIFE MEMBERS RMAA-VICTORIAN BRANCH

Albert (Bert) Brewster, MRMA

Bert Brewster was awarded Life Membership for his long involvement with the Association and his significant contribution to records management. Bert was one of the early instigators of the founding of an Association devoted to the advancement of records management as a profession. He was one of the original signatories to the Memorandum and Articles of Association. He was involved with the Victorian Branch from 1969 until 1983 holding at various times positions as Branch President, Federal Director, and Chairman Education and Function Committees. Perhaps his best achievement related to his drive and enthusiasm to have a records management course established in Victoria. The course was established in 1974 and continues today.

Bert worked as Records Manager with the Victorian State Electricity Commission until his recent retirement. During his time there he planned and oversaw many new innovations and managed the records through many organisational changes.

Leon Bourton, ARMA

Leon Bourton is the type of person that every Association wished it had. His untiring work behind the scenes in Victoria laid the foundations for a strong Branch. Leon was the Victorian Registrar for many years and was often the initial contact for people with various enquiries.

Leon worked up the career ladder in records management starting as a young mail clerk and ending up as Officer in Charge, Central Registry Branch, Victorian State Electricity Commission. He has now retired to pursue his many other interests.

Alan Skerman, ARMA

The contributions of Alan Skerman towards the Association and records management generally can best be described as the quiet achiever. Another of the founding members, Alan worked very hard to establish the Victorian Branch. He held at various times, positions of Branch President, Education Committee, Functions, and Secretary. It is Alan's work particularly in the education field for which he is most fondly remembered. Together with Bert Brewster and Peter Mulquinney, Alan convinced the Victorian education authorities to run a records management course at TAFE level. He played an important role in teaching a number of the subjects and was an early influence on a number of people working today.

In his working career Alan was with Australian Archives for many years before retiring. He had an important part to play with the Registrars Scheme in the Commonwealth Government.

Alan was awarded Life Membership of the Association in September 1978 in recognition of his outstanding contribution to records management and the Association, the first Life Membership ever awarded.

Since retiring Alan has taken on a new career as a novelist and has had several books published.

Harry Nunn, FRMA

The name of Harry Nunn is synonymous with records management. Another of the founding members of the Association, Harry still continues his involvement as a Victorian Branch Councillor, making him amongst the longest serving continuous Council members in the Association with 22 years of continuous service. Harry has at various times been a Branch President and Federal Director. He was also very active in the international area for a number of years. Harry has spoken at numerous seminars and workshops and also taught records management.

His achievements within Victoria were significant. As Chief Archivist, State Library he was involved in various projects which finally resulted in the passing of the Public Records Act

1973, a landmark piece of legislation which for the first time placed archives and records management on the public policy agenda. He was appointed the inaugural Keeper of Public Records, a position he held until his retirement. During that time the Public Records Office was established, a modern repository complex constructed, and positive steps taken to enhance records management in the public sector by conducting workshops and seminars.

Since his retirement Harry has taken up writing the histories of organisations.

* * *

STATUS

Members, apply now to upgrade your status

- **Affiliate → Associate ARMA**
- **Associate → Member MRMA**
- **Member → Fellow FRMA**

Contact your local Branch Secretary

AUTHORS! WHERE ART THOU???

At the September Federal Director's meeting it was decided that the INFORMAA QUARTERLY would be professionally produced and that the Victorian Branch would act as National Editor for the next four issues. Every state branch has been asked to submit an article each quarter.

The Editors are seeking papers from interested parties for inclusion in 1991 editions of the INFORMAA QUARTERLY. Papers may be articles, seminar papers, discussion papers or any report which may be of national interest. This could include reflection on the success (or otherwise) of an in-house program, an overview of intended changes to a system currently operating, new developments in Records Management practice or theory, discussion of issues currently requiring dialogue or any other subject you feel is relevant and of broad interest.

Articles must be ready for inclusion in the INFORMAA QUARTERLY by the following dates:

1 December 1990
1 February 1991
1 May 1991
1 August 1991

The articles must be typed, double spaced, with a photograph of the author if possible. The article must include a profile of the author. No limit has been set for the length of the article, but it should be suitable for general reading in a magazine format.

Please direct articles to: Judith Ellis, Co editor Informaa Quarterly, ph (03) 890 3530, or GPO Box 2270U, Melbourne, Vic 3001.

(This notice was reproduced with minor alterations from a notice kindly issued by the ACT branch to its members – Ed.)

IMAGING ALLIANCE AND NEW DOCUMENT MANAGEMENT SYSTEM

Kodak And Digital In Imaging Alliance

On September 21, 1990 Eastman Kodak and Digital Equipment Corporation entered into a cooperative marketing alliance to provide imaging solutions in Australia. The solutions will integrate Digital's computing platforms and networks with Kodak's imaging products and services. A number of companies in the United States are already benefiting from the Kodak/Digital relationship, which is already in place there.

The Kodak Information Management System (KIMS) is now available in Australia.

Ziggy Switkowski, Managing Director of Kodak (Australasia) Pty Limited said, "Australian customers will find that the KIMS system not only makes existing paper-based systems more efficient, but can alter the way they conduct business. This can yield a quantum increase in competitiveness.... Enterprise-wide sharing of images can improve customer service by giving a number of people simultaneous access to a document. It can also speed time-to-market for new products and services which require extensive testing and approvals."

Currently only about three percent of business information is computerised. It is estimated that imaging systems could capture 40% of the remaining information, which equates to a multi-billion dollar market world-wide.

Frank Wroe, Digital's Managing Director for Australia said, "Image data is a vital resource of any enterprise and should be freely available across networks like other forms of data. Paper-based data, diagrams and signatures are often as important as facts and figures on conventional computer files.

* * * * * * * *

Kodak's Electronic Imaging System Offers Users Flexible Options For File Processing

Kodak recently released the Kodak KIMS system 5000, a digital document management system that features a variety of input, storage and document delivery options.

"Companies need the ability to integrate document images with existing information systems. Kodak KIMS systems are designed to be the imaging element of these systems," said Paul Heath, manager of Kodak's Commercial Imaging Products Division in Australia.

The KIMS system 5000 is based on Digital Equipment Corporation's computers and embraces many Digital standards. "Kodak imaging products allow customers flexibility in growth in the integration of components which will protect their existing hardware and software investments," added Heath.

The KIMS system 5000 offers a selection of components that includes: a scanner subsystem with optional optical character recognition (OCR), document storage, system host and database management software, document indexing, a printer subsystem and a FAX gateway. "The configuration of the KIMS system is elastic," Heath explained. "Customers can expand it to fit future needs with the addition of new components and capabilities."

KIMS has a number of advantages

- **Storage Flexibility**

The KIMS system 5000 allows users to retrieve images from a number of standalone optical disk drives, or from optical disk libraries as well as 16mm film.

- **Productivity Gains**

Kodak's work-in-process (WIP) software boosts productivity by automatically transmitting images to other users or departments which allows many activities to take place in parallel, thereby speeds document processing. The WIP software contains "tickler mechanisms" to highlight files that have not been acted on in a specified time period. The software also provides several options of electronic page notation.

- **Widespread Access**

Users can view and transmit documents from the KIMS system to a variety of networked devices, including system workstations and image-capable PC's. An internal fax capability allows documents to be faxed to a remote facsimile machine. Images can also be printed and mailed to end users using the printing subsystem. An optional software program allows mainframe terminal or networked PC users at various locations to quickly locate and order documents from remote systems.

The final step to enterprise-wide access occurs when document management systems are integrated with existing information networks.

"The ability to serve images to local and remote users will, for the first time, provide companies with corporate-wide access to departmental documents," said Heath. "Electronic image processing will shape the 1990's as data processing and word processing have influenced previous decades."

(Note: *Kodak, KAR, and KIMS are trademarks*)

Distributed by The Idea Works on behalf of Digital Equipment Corporation

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CORPORATE INFORMATION: A MANAGEMENT FOCUS

by Janine Douglas

Janine is currently Manager, Corporate Information for the Western Australia Department of Productivity and Labour Relations, a position which has the responsibility for Ministerial Services, Records, Archives and Library Services. Since qualifying as a librarian in 1974, Janine has worked in a variety of information services and libraries including Barclays Bank, Bridge Oil, Technology and Industry Development Authority and a number of Public Libraries. She is a member of the WA Branch Council of ALIA and President of ALIA's Special Libraries Section.

Introduction

The halcyon days of the 1980's with their abundances and excesses are gone. Gone forever. They have been replaced by a seemingly incongruous combination of stringent economics and austerity measures, increased competition, unpredictable markets and an unrelenting drive towards productivity gains.

Organisations and their managers wanting to successfully compete and survive in this rapidly changing environment must become proficient at keeping their organisations lean while at the same time operating and producing effectively and efficiently.

Most are becoming increasingly aware that they can improve their performances in diverse areas by ensuring that they have timely access to relevant and accurate information. Technology has made the world a smaller, faster place that does not have time for the slow-moving, change-resistant organisation.

Competitive advantage is gained by the organisation that can quickly obtain information and ideas to spread throughout the organisation. Productivity gains are to be made by organisations able to identify and manage information capably.

Any and all of these corporate achievements call for information management that does not hamper the free flow of information and to make sure that information relationships are identified and maintained (Berge 1988:5).

Notwithstanding diverse characteristics of individual organisation's information needs, we might ask ourselves as information professionals how we can best facilitate this process of information?

This paper will endeavour to demonstrate that establishing integrated information units within organisations to act as single focal points of authority for the management and control of information will only be achieved by the application of appropriate modern management techniques. It will not be achieved by arguing over whether or not it should be a librarian, an archivist or a records manager controlling the information.

It will not be achieved by establishing a strict list of information components which must, at all costs, be included in such a unit.

It will, however, be achieved if we have a customer orientation, a management perspective and a will to succeed.

Information Worlds

A number of studies have been made of the various information components which need to be addressed by organisations wishing to manage the flow of information more effectively. In 1977 the United State Government's Commission on Federal Paperwork recognised nine "information worlds" which could be assessed for integration.

Those worlds are as follows:

- Reports Controls and Inventories
- Records Programs and Depositors
- Computer Data Banks and Information Systems
- Word Processing Programs
- Microform Programs
- Printing and Reprographic Programs
- Libraries and Information Centres
- Paper work Management eg
  - Forms Correspondence
  - Files
  - Directives
  - Statistical Programs and Data

This list does serve to identify and establish the various elements which need to be managed by an integrated approach. Unfortunately, it does not establish that there is a difference between information systems and information services (Upward 1990:48).

Appropriate integrated information involves the provision of relevant services by utilising information systems. It is the management of the corporate information asset or resource as pertinent to each individual organisation.

Evelyn Daniel (1981) of the School of Information Studies, Syracuse University, maintains that there are only three major "information worlds" which have traditionally been divided and separate.

The first is the "literature" world of libraries where information has been put into recorded form. Meaningful organisation has been added along with an element of human judgement.

The second information world is the "document" world of information centres, clearing houses and record centres. Daniel declares that to penetrate this world, we need the tools and understanding that come from paperwork management.

The third world is said to be the "data" world of computers, telecommunication and automated information systems. Once again, the approach has tended to link systems and services, the tendency to confuse the resource and asset (information) with the processing of the resource (information systems).

Information systems are not synonymous with information itself. The systems may be used to store, manipulate and retrieve data and/or information. They may even generate information, but they are not information.

This tendency, indeed this fallacy, was strongly promulgated in the mid to late 1980's in any number of computing journals. Every issue seemed to extol the virtues of "Information Resource Management" (IRM). The primary objective of IRM was to create systems.

Little or no emphasis was placed on the "information as a resource" aspect, scant mention was made of librarians or records managers as the information professionals qualified to manage this resource. The emphasis was very much on systems, computers and data processing personnel.

The last few years have seen a rapid decline in the number of articles supporting this approach. Could this be due to the fact that the computing information professionals failed in their approach to IRM? Could we, as the original information managers, succeed with our approach to IRM by firmly placing the focus on the information itself as a resource or asset to be managed as any other corporate asset?

An Integrated Approach To Information Management

While a distinction has been made between information and information systems, it must be clearly acknowledged indeed stressed that it is the technological advances and improvements of computers that has enabled previously separated "information worlds" to merge and provide a more efficient management approach.

As Maedke (1981:48) writes:

> "information resource management implies that it is time to view the multiple forms of paperwork not as documents and computer programs to be managed, but, rather, as information content to be

> treated as a valuable resource...up until recently the technology did not exist that would permit an organisation to treat information in the same way that other corporate assets were handled ie as an invaluable resource. Today that technology does exist..."

Nearly ten years on, that statement has even more strength and truth. More and more we will be part of an integrated approach to information management.

If we don't initiate that approach, participate willingly in that approach we may find it thrust upon us anyway. An integrated approach to information management requires the establishment of a mechanism which will enable the management function to be applied to information in all its forms. It will treat information as a resource, and ensure improved access to and control of the resource. The mechanism must focus on and integrate all pertinent information sources and ensure its availability by an astute application of technology and up-to-date information systems.

Integrated information brings together information in all its forms from all of the information worlds, especially those usually handled by librarians and records managers and concentrates on information generation and delivery.

In the words of Frederich Owens (1983:464),...

> "Corporate Information....is no longer only a resource that warehouses information and distributes it in answer to staff reference questions, but a proactive unit that generates information on a regular basis to provide stimulus to decision makers throughout the corporation."

We must not construe this as a mandate to develop huge collections, install every new piece of technology we see and dispense every piece of information that crosses our desk or terminal without regard to whether or not it is useful or used. What it is, is a mandate to give users what they need and what they need is not necessarily what they want or what they ask for (White 1989:24).

We must be willing to forgo an emphasis on types of material for an emphasis on information needs. We are best primed if we see and seize the opportunity to become the supermarket for organisational one-stop information shopping (White 1989:25).

But what products, will you, the sagacious information proprietor offer in your one-stop supermarket that will support and contribute to the achievement of corporate excellence and the quest for improved performance and productivity? For, if your products cannot contribute to or show an understanding of the parent organisation's needs, your decision-makers and achievers will shop elsewhere. You will be irrelevant and eventually redundant.

Planning Your Information Products

As information professionals there are many products and services which we could consider. So, how does one identify the appropriate components needed to establish a truly relevant and proactive "supermarket"?

This exercise will vary from organisation to organisation but will, in all instances, require an investigation and evaluation of the various ways and means by which information is provided to or generated by the organisation. It will also require an evaluation and identification of the various systems needed to deliver the information.

The exercise can be quite simple or quite complex depending on the structure of the organisation and the various forms of information it produces and or uses. The complexity, longevity and success of the exercise will also depend on the organisation's willingness to accept change and its recognition of information as a resource that will enhance its performance, and improve productivity and efficiency.

At DOPLAR we wanted to find a means of identifying information components and requirements which would be more effective

and accurate than asking our prospective clients what they thought they wanted. This common methodology assumes two things:

(i) current and existing procedures are satisfactory
(ii) that people know why they do what they do and how it affects or contributes to the work of others

Another shortcoming of this method is that it fails to get people to closely analyse their information needs. They surmise that what they currently use or have access to will suffice. That is, they don't know what they don't get. To answer our need we chose to use a technique based on "soft systems methodology" which originated from the work of Peter Checkland at the Lancaster University.

Checkland applied systems theory to organisations as a means of understanding them. The soft systems approach enabled us to define information requirements without reference to and independent of existing facilities, methods and information provision. The natural progression in soft systems for us was:

(i) know what it is that you want to achieve
(ii) establish the activities needed to achieve these things
(iii) work out what information is needed to carry out these activities

This process holds true for any organisation at any level for management or operations. Once a model of requirements has been established, useful comparisons can be made between it and the real life existing situation, and recommendations and proposals can be made.

Having established our information requirements and how best we were going to achieve them, it was then necessary to develop and implement an information policy. This document examined and described the relationship between resources and client needs, based on our soft systems approach, and outlined the organisation's commitment, and approach to increasing the quality and usefulness of information services in support of the corporate mission.

An information policy or plan is essential to the efficient management of this resource. It provides direction, establishes purpose and identifies philosophies, objectives and strategies.

It goes without saying that a document of this ilk requires and deserves the endorsement of the Corporate Executive Body or its equivalent. This accreditation then empowers you to implement that policy, and should guarantee executive support.

Planning is a tool used by good managers. The use of it implies that a manager is able to think through goals, objectives and actions in advance, and that all these things are based on some method, plan or system and not just on some hunch. The success or failure of an integrated approach to information will depend heavily on the ability of the information professional to plan well and implement the plans and policies which result from his/her planning.

A good information professional will also be skilled in the other interrelated management activities, namely organising, leading and controlling.

These activities in isolation and combination will help managers co-ordinate all available resources, establish a conducive atmosphere and ensure that the organisation is moving towards it's goals.

If we accept that information is a resource then we must also accept the consequent requirement to manage it positively, just like any other resource. It behoves us to become proficient at exercising these interrelated activities in tune with current corporate trends. The information components or requirements which you identify may not be the same as those we identified with our approach at DOPLAR.

Different organisations require different products and different approaches. It may mean a narrowing or expanding of the range of

services offered. However, regardless of the breadth of components uncovered, if this exercise is approached with a view to exploiting information in order to better manage change, contribute to the drive for efficiency and productivity and improve cost-effectiveness, it will undoubtedly mean focusing and integrating information services.

Delivering And Controlling Information Products

The effective use of information resources is acknowledged as being essential to the economic condition of an organisation. It is unlikely that our current stringent economic climate will improve dramatically in the near future. These two important factors should drive us to monitor our collections, appraise our services and strive to promote and develop our professional roles. We need to know the products we work with and take time to evaluate costs versus benefits (Broadsmith 1989:4).

It is incumbent on us as information managers to be responsible for efficient and effective management, and thereby control and deliver these resources in order to support corporate missions. We must be familiar with and comfortable using modern management practices.

We are not above these practices, rather we must be skilled in manipulating them so as to benefit from the strategic opportunities associated with good information management.

Being a good information professional does not automatically or necessarily make us a good information manager. In order to excel as an information professional who manages, we need to emphasize and develop management skills. For too long, we have used the term "management" to cover activities and techniques associated with material handling. Little attention has been given to the real management issues, namely justification, goals, plans, budget, staff, monitoring etc (Hoo 1988:19).

If we are going to efficiently control and effectively deliver the information we handle we must be able to identify the processes we use, analyse them and be prepared to make changes to them in order to achieve "quality results". And, this must not be a one-off activity. We must be continually monitoring our processes. There is always a better way of doing things.

What processes are evident in corporate information management?

A process can simply be defined as bringing resources -

- people
- materials
- methods
- machines

together to produce or achieve an outcome, and if we apply this definition to our workplace situations, we will soon discover that everything we do is part of a process.

Further investigation will also reveal that each and every one of these processes has a customer, and that customer may be a fellow information worker as is the case when a records clerk opens a piece of correspondence and passes it to the index officer, or the customer may be an external client as when a librarian provides a policy officer with a literature search.

Each and every customer has some expectation of these processes. Processes vary, and hence their outcomes vary. This variation results in waste and error. Enterprise Australia, an organisation committed to improving Australia's productivity and quality of performance, says that waste and error of all kinds commonly accounts for up to 30% of the cost of goods and services.

What could you do with a 30% increase in staff or finances? Information managers can have that increase by taking the responsibility to manage processes effectively and identify opportunities for improvements. Remember that as the manager you are ultimately responsible for the great majority of the waste and error in your workplace.

The Corporate Information Branch at DOPLAR was faced with the all too familiar problem of

not enough staff, too much work and not a solution in sight. The thought of a 30% increase in staff was overwhelming. By introducing a "quality" approach to our services we were able to raise productivity (and morale), reduce costs and give our clients a competitive advantage.

We paid particular attention to those processes undertaken in the Records Section, and by constructing detailed flow charts of each activity and then charting how these impacted on each other, we were able to highlight and identify areas of waste, bottlenecks and even unnecessary procedures and activities.

Rectifying these problem areas didn't always involve particularly difficult or complex solutions. In one instance it was simply achieved by reorganising the work area. Implementing a "quality approach" had another benefit. Not only did it raise productivity, but as previously mentioned, it raised morale. It made the staff aware that they too were a corporate asset; it broke down barriers between sections and within sections, and allowed the staff to work together more effectively on improving processes and thus provide a quality product.

We may be tired of the phrase "work smarter, not harder". To you it possibly sounds hackneyed and cliched, but it is now a component of our working lives. By applying good management techniques, such as briefly described, we can work smarter.

Any efforts will not go unnoticed, as indeed they have not at DOPLAR, and benefits will be forthcoming. By being proactive and accepting the responsibility for the effective and efficient control of our resources we are more likely to gain executive support and consideration.

Planning And Organising For Success

The judicious application of appropriate management tools can and will enable the creation of a relevant mechanism for the exploitation of strategic opportunities associated with information. It will ensure that you develop a service with products which meet client needs and expectations. Those tools will further enhance the ability to deliver and control those products and services in the most acceptable manner. Management practice, however, does not stop there.

Good information managers will heighten their awareness of the management trends within the parent organisation and will actively support and participate in strategic, tactical and operational planning. Modern management activity in both private and public sectors requires that we create a framework which defines the steps and guidelines necessary to achieve a given result.

In order to create that framework and achieve the result or action we need to firstly understand the management process and secondly, appreciate the environment in which it occurs. This is particularly true when it comes to the management process of planning.

To achieve relevance and thus survive in an organisation, information professionals who wish to be good managers must actively participate in the strategic planning process. It is not enough to sit on the sidelines and sagely nod our heads in agreement when someone mentions phrases like "mission statement".

We must be very familiar with and practice the entire process; know how to establish a mission statement, objectives and strategies, and how to support these with performance measures. As forward thinking management intent on the pursuit of excellence and productivity, we should not be content to merely contribute to the organisation's corporate plan. Rather, we should enthusiastically endeavour to develop a strategic plan for the areas under our direction.

This plan would of course support the organisation's goals, but would also clearly articulate the purpose, direction, objectives and strategies to be undertaken by the unit. Once again, this is not a one-off project. It is an ongoing management process which continually defines and directs the course of the unit. This planning process should come about as a result of well-defined and clear understanding of customer needs.

At DOPLAR we found that the soft systems methodology served us well in this exercise.

As part of this planning process it would be appropriate to address the issue of performance assessment. Many tools are currently available to managers, some with a greater number of validity problems than others. To overcome some of the difficulties associated with selecting meaningful measures, David Bain (1982:64) has suggested a criteria as follows:

(1) the measures should be valid, reflecting true changes
(2) they should be complete, so that input and output are completely accounted for
(3) each measure should be inclusive of all relevant activities
(4) results should get to management in a timely manner
(5) measures should include cost effectiveness of information

The culture of an organisation, its strategic planning process and the services and products you offer will to a large extent determine which performance assessment tools are most useful to you.

As information professionals we could choose to use cost benefit analysis, value appraisals, performance indicators, document delivery tests, productivity measures or critical success factors. Each one of these tools has its own idiosyncrasies and problems and it is not within the scope of this paper to assess them for use in each individual case.

As an informed manager with intimate knowledge of your environment, that is an exercise for you to undertake. The important fact to remember is that it should be undertaken and the outcomes utilised.

Conclusion

As we move into the 1990's we are moving into an era where information will be increasingly regarded as a corporate resource.

Organisations are discovering that information can support better business practices, assist in the creation of new products, services and markets and give them a corporate advantage.

Information is being recognised as a corporate resource that can also facilitate the management of other resources, however, this can only be achieved when the right information is delivered to the right person at the right time.

Organisations and the individuals which comprise these organisations are not overly concerned with whether or not the timely, accurate information is delivered by a librarian, an archivist or a records manager. They just want it delivered.

To continue disputing over who has the most valid claim to this task means that we run the risk of losing this strategic opportunity to cement our collective place in the information society.

That opportunity will be seized by someone else while we are busy squabbling among ourselves. If we are professionals we must act like professionals, and we need to convince our superiors that we have the ability to contribute to their quest for economic stringencies, increased productivity and competitive advantage.

One of the best ways to achieve this is by supplementing our information skills with good management skills.

By being aware of and familiar with management processes and principles we will be better able to identify client needs and meet those needs, and survive into the twenty-first century.

* * *

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References, see page 47

TAKING THE PLUNGE: MAKING RECORDS MANAGEMENT A PROFESSION

by MaryAnn Rosenthal, Dip Lib.

MaryAnn Rosenthal is Coordinator, Information Services at the State Taxation Office, Victoria. Prior to this she worked in records management at the Health Department Victoria, in the Commonwealth Government, and prior to this spent five years in the private sector. MaryAnn is a guest lecturer in records management at RMIT.

One of the issues constantly irritating Records Managers is that "they" don't treat "us" as the Professionals we believe ourselves to be. The "us" are the Records Managers and the "they" are everyone else. But are we, Records Managers, really professionals? Unfortunately the answer is no.

In a recent article by Pemberton and Pendergraft, the authors listed characteristics they believe make an occupation a profession. Briefly these characteristics are:

- an organised body of specific knowledge, ie expertise
- a period of education and training determined by the profession itself
- client service is the primary motivation
- practitioners have a long term personal commitment to the field
- a professional subculture with a common vocabulary, a sense of common occupational identity, and a shared sense of direction
- the profession's values must be understood by society and reflect or relate to values held by society
- a code of ethics

So, I'll take the plunge, and state, that as a profession Records Management fails in each criteria.

Expertise

Ask seven different Records Managers what specific knowledge is required to become a competent Records Manager and you will receive seven different answers.

Education

The variety of courses available in the Records/Information Management field in Australia is enormous. There are two year part time courses, there are three and four year full time undergraduate courses, there are post graduate and masters courses. None of which entitles the graduate to call themselves a "Records Manager".

Client Service

How many Records Managers could even identify who their clients are? Do Records Managers really provide the best service they can to their users, or do they insist on users fitting in to their system?

Community Endorsement

How often have you had to explain that you don't work in the music industry? How often have you heard of unproductive staff being transferred to Records to "get them out of the way"? Or base grade staff expected to implement new filing systems? Familiar?

Personal Commitment

How many of us can't wait to get work in another area, or get a promotion out of the never ending problems of Records? How many of us try to get as much experience in setting up systems so that we can become "consultants"? How many of us make a commitment to the profession by attending at least one RMAA function each year?

Professional Subculture

Ask the same seven Records Managers to explain the difference between classification and

indexing and, again, you will probably get seven different answers. The terminology used in records management is as varied as the people working in the field. A sense of common occupational identity? Certainly not while we continue to have conflicts over the people with "non-Records Management" qualifications working in the field. A shared sense of direction? Ditto.

Professional values versus society's values - Developing a Code of ethics. What values? Who has ever heard of a Records Manager refusing to design databases that infringe on individual privacy? Would we know if we had? How often have we implemented inefficient security measures on databases because we had no security over the manual systems, so who needs it if we didn't have it before? How often have we allowed people we work with to obtain information from databases for their personal use? Or bragged about "Celebrity X's" latest letter to the organisation?

* * *

So? Enough! It's time to take stock. It's time to make Records Management a profession. Here are some ideas for starting points.

Develop and agree on what special knowledge a person has to possess in order to be called a "Records Manager". The RMAA could start by formalising and publishing their criteria for acceptance as a Professional Member.

The RMAA should only recommend and accredit courses that include curricula that will provide a person with a basis in that "special knowledge". Graduates of those courses would be eligible for professional membership of the RMAA and be entitled to call themselves Records Managers. The RMAA could recommend other courses as "technician" courses or similar (Hoo 1988). Graduates of these courses would be eligible for an affiliate membership but would not be entitled to call themselves "Records Manager". The recent initiative of the RMAA to develop guidelines for the conduct of workshops and seminars is to be applauded (Murray 1990).

Develop and agree on the principle that the clients of records management are those people who genuinely need to access the records. This is not always the same people that employ you. While you have a responsibility to your employers, as Records Managers our ultimate responsibility must be to the users.

Public awareness and community education is vitally important. Get some publicity going for the Annual Conferences. The RMAA has organised some wonderful and controversial speakers in the past. Perhaps the RMAA could employ a specialist to compose press releases to coincide with the conferences. If we can't issue statements to the press then why not to organisations with major records holdings.

The RMAA should get involved in public debate on issues of relevance. Topics that come to mind are privacy issues such as the Tax File Number, retention of unnecessary data on individuals, environmental issues, such as using recycled paper only for temporary value records - records of permanent value must be kept on quality paper. Some other suggestions are monitoring government committees of inquiry for potential input by the RMAA. (I note that there was no official RMAA submission to the Legal and Constitutional Committee's Report on Freedom of Information in Victoria.) Perhaps we could even arrange "open days" for the public to view non confidential records and historical materials or our organisations.

Within our own organisations make sure that the Personnel Branch know that qualifications are available in Records Management. Next time you advertise for records staff state that qualifications or membership of the RMAA are desirable, or dare we say it, mandatory? Get together with other "information specialists" in you organisation. Discuss ideas on how to improve the flow of information around the organisation, or how to reduce duplication of effort. Display an interest in areas that impact on the work of the Records staff. Be PROACTIVE not reactive.

Appreciate that public commitment to the profession won't happen until we show commitment to Records Management. I recall an

incident from my past - as a member of another professional association. I was involved in organising a talk by an overseas visitor. The meeting was attended by about 15-20 members from a total membership of several hundred. After the talk the visitor was discussing the number of attendees. In the visitor's home country a similar session would have involved people travelling from all over the country to attend. That's commitment. People attending conferences during their annual leave. People travelling long distances to attend professional meetings. People joining associations as individuals rather than as corporate members. That's commitment.

Control the vocabulary used in Records Management. The RMAA should encourage the use of a standard Records Management language. Perhaps it could refuse to publish articles that don't use the standard terminology? Perhaps it should encourage the various educational institutions to get together to agree on a standard terminology to be taught in the courses.

If Records Managers are to establish a sense of common identity then this bickering about other professionals coming into the Records Management field has got to stop. Many professions have people crossing fields. Some examples that come to mind include:

Politicians becoming authors (Jeffrey Archer)
Lawyers becoming Media personalities (Steve Vizard)
Doctors becoming Olympic champions (Rick Charlesworth)
Merchant bankers becoming Theatre managers (Jill Smith)
Actors becoming US Ambassadors (Shirley Temple-Black)
Potato farmers becoming sports personalities (Cliff Young)
Soldiers becoming Records Managers (Bill Williams)

Records Management is no different from any other walk of life. Accept that this is going to happen. Use those other professions to assist in improving Records Management. What is attracting these people to Records Management? What skills do they have that they are applying in the Records Management field? Take advantage of these people, and learn from the situation.

A shared sense of direction will only come about when we share a common purpose. When the RMAA adopts a forward plan that we can work towards. When the RMAA sets objectives for the profession. For instance, how about setting a goal that by the year 2000 there will be an accredited undergraduate course in each state of Australia that will entitle graduates to be called Records Managers. Or that by 2010 Records Managers will be a recognised profession in the same way that doctors, lawyers and accountants are today.

The RMAA should adopt a code of ethics that reflect the changing values of society. The ethics should take into consideration those issues of concern to society. Of particular relevance are principles such as:

- protecting the privacy of information provided by the public to organisations
- protecting records of permanent and historical value against physical and intellectual damage
- efficient management of records to assist in paper conservation

Stop whinging about not being seen as professionals and lets get on with the job. Make a personal commitment to Records Management. Recognise your clients. Make a commitment to your clients to provide the best possible Records Management service you can. RMAA take a stand - develop educational guidelines. Publish a list of qualifications that would be recognised as Records Management qualifications. Develop a code of ethics and a method to review those ethics. Set down some future plan for Records Management in Australia.

PS. I'm trying to apply for individual membership of the RMAA but I've not received the application forms yet.

* * *

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INFORMATION TECHNOLOGY - IT'S IMPACT ON MANAGEMENT

by Janine Morrow,
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Introduction

Managers today face the challenge of taking their businesses into a new economic age, the Information Age, the basic tools of which are computers and associated automation.

The development of intelligent computing systems has changed the way in which computers are able to assist managers. The new computers can monitor processes and people, and integrate their actions to an extent greater than ever before. They permit in-depth modelling and analysis of many alternative solutions.

Included in this paper is information on the development of computer hardware and software, and particular information technology products and their impact on management. The history is included to give readers and management, information useful to gaining a grasp on the whole development of the Information Age and of information technology which is so much influencing our lifestyles and ways of thinking and acting.

The computer-based technologies pose one of the greatest challenges man has yet faced. The information explosion requires considerable efforts and realignment of the traditional way of thinking about information systems and the attitudes of populations, business, and government.

Records Management as a profession is posed to take an active role in the use of information technologies and the subsequent management of them. Over the past years there has been a rapid transition from manual systems to computer aided systems.

Records Managers will be required to have an understanding of the development of Information Technology and its effects to appreciate all the changes occurring within the workplace.

Definition of Information Technology

Information technology can be defined as anything remotely connected with computers or a little more specifically, as the acquisition, storage, retrieval, processing, transmission and display of information. The technology requires a rigorous approach to software development and the generation of software in a methodical cost effective way within a process now generally referred to as software engineering.

Information technology can also be defined as the application of scientific and other organised knowledge to practical tasks. Some authors such as Arnold Pacey include in their definition some systems ideas, making it clear that the processes involve people and organisations such as machines. This point is an important one, since hardware performs no useful task if it has not been set in operation by a guiding human hand, and also because failures in complex information technology systems often occur at the interface between humans and the hardware. It is also important in understanding why some information technologies are adopted with enthusiasm in some societies and spurned by others with different cultural backgrounds.

Brief History of Information Technology

This section outlines a brief history on the development of computers. Computing can be broadly described as comprising four generations of hardware and software. There are articles which refer to fifth generation computers but these are largely still in the development stage.

Each generation of computer hardware is based on a different central technology which is explained in Figure 1 below.

FIGURE 1
GENERATION OF COMPUTER HARDWARE

1st GENERATION	-	Electronic Vacuum Tube	(1950-1959)
2nd GENERATION	-	Transistors	(1959-1963)
3rd GENERATION	-	Integrated circuits	(1964-1971)
4th GENERATION	-	Very Large Scale Integrated Circuits (VLSI)	(1971- ?)

Software can also be considered in similar generations as shown in Figure 2.

FIGURE 2
GENERATIONS OF COMPUTER SOTWARE

1st GENERATION	-	Machine coded instructions
2nd GENERATION	-	Assembler languages
3rd GENERATION	-	High level languages, eg COBOL FORTRAN
4th GENERATION	-	Non-procedural products, productivity tools, DBM's

Another area of development is in computer communications. This has progressed from papertape and pre-punched carded batch input, to interactive dumb terminals located near the computer; to using the analogue telephone network to gain access, to now where it is possible to access information digitally anywhere in the world, cheaply and easily.

The history of computers and management can also be categorised into generations. Initially due to their cost and size, computers were only used by large businesses and Government departments for the manipulation of data. These data activities included accounting, staff payroll, billing and inventory systems for business, and scientific weather forecasting, warfare, and social service systems for Government.

The introduction of VLSI circuits and the minicomputer heralded a new age of computing for management. The cost, power, and sophistication of computers had reached the stage of allowing managers to control processes and gather information on the organisation's operations.

The personal computer (PC) marked the beginning of the large scale use of computers by management. The PC provided managers with a low cost, powerful tool for analysing information at a pace previously not possible. The main uses of PC by managers are in-depth modelling and analysis of business problems and operations.

The combinations of a PC, sophisticated software and a cheap reliable digital communications facility gives the manager greater assistance and access to information than ever before. This development has inevitably led to a development in a different style of management.

Information Technology - A Social Process

It is the social implications of the technological development which have a significant impact on the style and method of management within the Information Age.

Australia, in contrast to countries such as Sweden and Japan has a relatively unskilled workforce in the new technologies, as well as in the management of change. Sweden and Japan have both been extremely successful in their management of the process of technological change and each country has a workforce which is highly skilled.

In Australia, one of our unfortunate inheritances from Britain is a style of management which deliberately excludes the workforce from involvement. We do not have a good track record in the general question of interaction between management and the workforce, and our record of managing technological change has been poor.

The dominant view in our society is that technology is inherently a social good. This is the ideology underpinning the view of technology we usually receive from the media; that is, mindless gush about the wonder of human ingenuity with no questioning of social benefits or disadvantages. Deskilling of some areas of the workforce and unemployment are two of the real disadvantages of any technological change. Information technology is one in a long line of change throughout our history. There is little to commend the alternative of mindlessly promoting any technology which is feasible and forcing society to fit into the procrustean bed we make for ourselves, although this has traditionally been the implicit policy for management of technological change in Australia.

The traditional background for managing technology has been implicitly based on a view that the exercise is purely a technical one of applying objective, value free, scientific knowledge to clearly specified tasks. Since technological advances do create social change for both the worker and the manager, a different approach will be required in the future in Australia so we can become competitive with other Western nations.

The distinguishing marks of the manager of the future will include the recognition of the social role of technology, a recognition of its complex effects on society and a recognition of our place as part of complex and poorly understood set of interlocking natural systems.

Technological Developments

So, the next question is, just what are some of these technological developments which are going to impact on both managers and the workers?

The key areas of technological development which will effect managers over the next ten years can be classified into three areas

1. Information
2. Processing
3. Communication

The technologies which will be involved in this development are

a) Information resource management
b) Artificial intelligence - which includes
   - Expert systems
   - Natural language interface
   - Voice recognition
c) Optical discs
d) Intelligent networks
e) ISDN (Integrated Systems Digital Network)

In the following paragraphs I will give a brief description of each of these developments; all of which will have an impact on Records Management practices.

Information Resource Management - IRM is an evolving philosophy about harnessing information. Its objective is to manage, store, access, manipulate, and communicate the raw material of information and knowledge - that is, DATA.

Artificial Intelligence - AI is a collection of technologies relating to computers which emulate human reasoning and perception. Reasoning involves making judgements and learning from experience. Perception means taking raw sensory input such as a sight and sound and deciding how to respond.

Todays AI systems however have many weaknesses, including inadequate response times, defective knowledge bases, unsatisfactory explanations, and inflexible reasoning.

Expert Systems - An expert system is a computer program which uses a series of rules to "reason" about complex situations. The computer program incorporates the knowledge and techniques of human experts as an aid in making decisions. Also expert systems are able to cope with complex situations and uncertainty. The major benefits of expert systems is that they

- enable the storage and retention of expert knowledge
- provide assistance to experts in performing their function
- enable the sharing of expert knowledge
- enable a greater number of experts to be available
- allow faster development of applications over conventional programming techniques

They do however currently have their drawbacks, and these include

- the extraction of knowledge is difficult
- they only operate well over a limited problem domain
- the legal issues over liability are, as yet, untested
- they have no common sense

The main types of Expert Systems include

- Diagnostic
- Configuration
- Consultative
- Planning
- Monitoring

Natural Language Interface - This system provides a means for users to interact with their computer system in ordinary English, in an unstructured way. It can provide a manager with access to a computer without involving extensive computer training. Current natural language systems can only discuss a limited range of topics. They are useful as a friendly interface to complex computing systems.

Voice Recognition - These systems interpret human voice inputs. All systems can be classified into two categories: speaker dependent OR independent and discrete or continuous voice. At present, most devices are speaker dependent - requiring training - and discrete voice.

Optical Discs - These offer the benefit of a large storage capacity, at a fraction of the cost and storage space of its alternatives. They store information using laser beams to write and read data. Currently its limitations are slow access times and transfer speeds, high error rates for non PC based applications, and an ability to erase data. The ability to provide enormous amounts of information on a tiny optical disk will overcome one of the major problems facing modern organisations - the information explosion.

Intelligent Networks - These operate by containing intelligence to anticipate, detect, and resolve any network problems, or at least perform a by-pass procedure. This allows the packaging of the communications network to mass markets due to superior performance, cost effectiveness, and ease of use.

Integrated Services Digital Network (ISDN) - ISDN uses new digital technology which allows communication between any two electronic data sources. Advantages of this over previous technology are flexibility, responsiveness, ease of management, control and cost effectiveness. ISDN will significantly expand the range of communications available, and hence, the possibilities of gaining a competitive edge.

Future Challenges

The impact of information technology on the business world is immense. It is complex, unpredictable, and not always beneficial. Managers must find a way to harness the beneficial effects of technology rather than allowing the complexity and rapid rate of change to awe or deter them. The companies that embrace new technology early tend to benefit most from it. In the high-tech business world an ounce of innovation is worth a ton of conservatism.

Busy managers do not have time to analyse the new developments in technology. They need to know what the technology can do for them and how it can better help them to manage their business and how they can make their decisions better and faster.

In the past computer work has concentrated on processing huge quantities of numeric data as fast as possible, and outputting as much information as was needed, to a point where the sheer volume of numbers was threatening to overwhelm the recipients. Hence the misleading term, the Information Explosion was coined; misleading because the greater the size and complexity of these numerical reports, the less information is actually conveyed.

New technology offers a host of opportunities for improved management decision making, but it is important to understand exactly what "information" is. Voluminous computer printouts might not actually say much; quality is important, not quantity.

One distinct drawback of the growing use of computers is the effect of computer failure. Many businesses come to a standstill or may even be bankrupted by a major computer disaster. Software bugs and sabotage of computer systems can lead to all sorts of problems. Managers must therefore be aware of their responsibility for the ongoing viability of the business. If the company is heavily dependent on its computer system, the viability of the business may be threatened by a major computer failure, whether due to circumstances with the control of the company or not. Managers must have a real appreciation of the impact that a few hours downtime may have on the revenue, profitability, and the customer base of the company.

In conclusion, the challenge facing all of us is to recognise and embrace technological change, seizing new opportunities and also understanding the changes.

* * *

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STRATEGIC INFORMATION MANAGEMENT & CONCEPT AND REALITY

by S. C. Newton

Carl Newton is founder and currently Director of the Strategic Information Management consultancy. He has had several years of experience as an information systems planner with British petroleum and as a managing consultant with James Martin Associates. He was the County Archivist of East Sussex and subsequently Regional Records Manager with British Steel. He has written many articles and monographs on information and records management topics.

The Strategic Issue

Organisations – government, companies, institutions - are currently dominated by their service functions. This can be demonstrated easily by looking at the accounts of a public company. However skilfully massaged the figures are, they inevitably betray the fact that a high proportion of expenditure goes to overhead and peripherals. Administration costs, and the non-productive elements of personnel, prestige expenses, and equipment and maintenance will be likely to effect a reduction of profit close to 30%.[1]

More detailed analysis would almost certainly reveal that the problem is even more fundamental. In any organisation there are three main types of function

- Producing – the conceiving, designing, making and selling of products or services
- Facilitating – the provision of the necessary housekeeping services to the producing functions, ie. stock, accounting, personnel, office management, property and equipment, legal advice, information, etc.
- Managing – the function of deciding the strategic direction, objectives and parameters and co-ordinating all the other functions into an effective machine for achieving corporate goals.

It will be noted that on this analysis certain activities such as office "management" and information "management" are not really management at all. They have become so designated, partly in order to make those who do them feel more important, and partly because responsibility has been abdicated (euphemistically "delegated") by the business managers to technical experts. An area in which this abdication has been most marked over the last 30 years is in information provision.

The greatest value-added function clearly comes from Producing, and the next from Managing. It follows that when investing in information systems, about 80% should go into Producing, 15% into Managing and 5% into Facilitating. In practice it is more likely that 80% has gone to facilitators, 15% to producers and 5% to managers. One consequence has been the growth, now under threat it is true, of the large Systems/Data/Information Department. On a large scale these have repeated the vast Typing Pools which older readers will remember as places where it always seemed impossible to get a letter typed. Now it never seems possible to get a system designed by the Systems Department, or if it is, it is never the one the user really wanted. The reasons for this are varied and interesting, but mainly outside the scope of this article. One reason which is undoubtedly relevant is the absence of an adequate "model" of the organisation based on the functions which it performs in order to achieve its objectives. And even more important the ranking of those functions by their contribution and critical significance to those objectives and whether they are producing, facilitating or managing.

The "business" objective whether it be to manufacture widgets, transport people from A to B, provide hospital beds or promote cultural opportunities are after all why the organisation exists. It does not exist to provide welfare services to data managers, librarians, records managers or archivists, to confine the point only

to the information field. These people may run absolutely first rate services, viewed from inside, but without any essential connection with the external realities of their employers world.

Information Management

This brings us to the second major factor in the present malaise; the piecemeal approach to information management. The abdication of business management to service and technical management has two inevitable consequences. Firstly, the technicians fight each other to establish a role, and once established to maintain it, however deleterious that is in business terms. Secondly, the service which emerges as dominant gets all the investment and the others are starved of resources, irrespective of the true value of what they do. This syndrome has been lamentably reinforced in recent years by the commercial pressures exerted by information technology companies. I never cease to be amazed at the number of clients who tell me they installed such and such a system because they "needed to get into the technology", but can never explain why. This approach of course leads to the automation of procedures which are easy or highly visible, often without asking whether they are being done in the best way, or even need to be done at all.

After all, the objective must be the management of information as an asset to the organisation, not as a liability which has to be got out of the way as fast as possible, whether in a cheap record store in the basement or an expensive optical disk system. To achieve this objective means breaking down the barriers between the discrete disciplines involved. Thus records management, librarianship, archive principles, data management and information science must all be applied to provide effective solutions. The solutions may then be implemented either by automated or manual means, but this decision is generally the least important part of the process.

Finally, it is vital to understand that information is the product of combining relevant and significant data and presenting it in an appropriate and timely context. It has been proved that the maximum number of pieces of data with which the brain can cope at any one time in making a decision is about 10.[2] The "all-or-nothing" technique which many retrieval systems employ must therefore be regarded as of dubious value. Furthermore the reliability of the data is an issue to which too little attention has been paid. Since there must be an error factor in all bodies of data, the multiplication of provision must also magnify the error factor. Context not only determines relevance but it can also be of major significance in validation and retention. The *source* of the data must be managed as well as the data itself. Unfortunately, most data managers have not been exposed to the thinking behind the basic records management techniques on these issues.[3]

Any method for designing and implementing information systems must therefore be able to take these matters into account.

The Need

From what has already been said three major requirements have emerged which must be met if successful systems, whether for records, books, databases, etc. are to be created.

(1) There must be a *strategic* approach, viewing the organisation in corporate terms, however basic, to ensure that the business context is established and that the priorities are known.

(2) The concern must be with the data which provides information wherever it is found. Analysis must therefore cross technical boundaries.

(3) Systems must account for the difference between data and its sources. The consequences of these requirements is a fourth:

(4) The only way in which all these can be achieved is to follow a logical, structured method.

How To Achieve Strategic Information Management

The remainder of this paper deals with the method. It consists of outlines of procedures,

illustrated where necessary, by reference to examples of implementation taken from actual assignments in which the techniques have been used "in anger". To preserve anonymity, and also on occasion to make a point more pertinently, some deliberate deviations have been made.[4]

The method is clearly more suited to larger organisations but the basic principles are equally relevant to small, and indeed scaled down versions have been used for one-man businesses. There are six stages.

1. Business Analysis

In this stage the object is to discover certain key factors about the organisation, especially

- objectives
- strategies for achieving them
- constraints on their achievement
- critical success factors (what must go right)

The main problem encountered at this stage is the general lack of any awareness of these factors even amongst senior management. Even rarer is the existence of stated objectives and strategies. Often a process of deduction has to be employed although a study of the records may establish what is really going on.

2. Information Analysis

At this stage the object is to create a model of the organisation in terms of its information patterns and inter-functional relationships. There are several techniques for doing this but whatever approach is used the end products are

- identification of the functions which have to be carried out to meet the business objectives
- the arrangement of functions into functional groups dependant on the strengths of their interrelationship
- identifying the major information flow patterns and their nature
- establishing the major items of concern to the organisation in information terms
- creating a model which shows all of the above as a picture of the organisation which will be independant of current hierarchical relationships

The building of this kind of model has a number of advantages, among which are the simplifying of complex structures, the ability to express in a non-technical manner the relationships of function and data and on occasion the identification of mismatches. For example the staff of a section complained that they were not able to obtain the data they wanted from their department's records system. On analysis it was discovered that in reality there was no business synergy between them and the remainder of the department. Their inclusion had been the result of a political decision, which had split a function down the middle, dislocating its information structure in the process, though no one had considered that at the time. In consequence an entirely separate record system had to be built.

3. Strategy Formulation

Up to this stage the concern has been to establish what the organisation is about. To determine next is how the information structure relates to the business need and what the key issues are for future development. In this stage the principal processes are

- prioritising the functions according to their role in meeting business objectives. (Grouping them into the three types described at the beginning of this article can be of assistance.)
- matching the business analysis and the information analysis by matrixing functions with information
- establishing the principle environmental factors, (eg. legislation, competitive pressures) structure, organisation culture, information technology and maturity, quality of records, library and data systems, etc.
- establishing, if possible, the costs involved in the management of information
- determining the strategic directions which will also govern the remaining stages of the method. These recommendations should cover all three major information management areas – records, data and published information.

As an adjunct to this stage the corporate standards for each of the three areas should be produced.

4. Functional Group Analysis

Depending on the priorities established by the strategy, the functional groups, which have been identified in the information analysis stage, are now subjected to detailed analysis. This is in order to

- identify the activities and processes
- determine the information inputs/outputs/ needs
- produce a more detailed and function specific analysis of the data elements
- identify the physical sources of the data

Again there are techniques for carrying this out and for modelling the results. For example the so-called "Info-Mapping" approach deals with at least some of these issues.[5]

For records management this is an important stage as it is one at which the convergence of information management disciplines becomes perhaps most obvious. For example, a project with a telecommunications authority revealed that their key priority functional groups were Network Design and Customer Service. This meant that records analysis had to be concentrated in these areas, although these did not in fact correspond to any organisational grouping. This is a fundamental difference resulting from the change of emphasis from managing the sources of data (books, records, etc.) to the management of the data itself. Hence in this particular case a two-stage analysis technique was adopted. The first aimed at identifying, locating and assessing the record series which were relevant to supporting the information needs of the activities and processes within each functional group. The second, and extension of the more traditional type of records analysis, provided a more detailed picture of particular types (and even individual) documents and was used to apply functional and data element codings. This information was then used to determine how records should be integrated with automated database systems, so as to preserve integrity, legal evidence security, etc.

At this stage it would be appropriate to analyse data derived from external sources – publications, on-line public databases and so on. In another project it was found necessary to make a distinction between items kept for record purposes and duplicating material which were in fact "library" items. Analysis showed that in this case (reports) there was justification for hard-copy duplication but that both the data management and physical management needs had to be differentiated.

5. Systems Design

Having established the parameters, it is now possible to construct systems which will answer to the business needs. In this stage the main tasks are

- specifying data retrieval requirements
- specifying requirements for the physical control of data sources
- applying records control methods to databases
- specifying the technical aids needed to meet the design
- preparing models of the data, records, and library systems and an overall model to show how the facilities need to be integrated to support the user

For records this is the stage at which retention schedules, classification plans, indexing needs and storage are determined.

6. Implementation

Little needs to be said here but is is important to remember that one of the benefits of following this method is that implementation becomes very easy, since most of the problems have been identified and addressed at earlier stages. That is not to say that adequate time and resources do not have to be provided, they certainly do, but if the up-front work has been done correctly the implementation is largely routine, and the benefits will certainly follow quickly.

Conclusion

The method outlined requires more effort in the analysis stages than is perhaps customary, but the principles on which it is based ensure that the resulting systems are business-orientated and are designed for effectiveness as well as efficiency. This is central to coping with the problem of getting investment into the right areas and in the right proportions, and in consequence improving profitability or quality of service.

Some of the techniques employed have been used in database building for some time but their application to records and library management is certainly innovative. However it must be accepted that records and books are data sources and that records managers and librarians are in the information business, they are not merely self-justifying keepers of artefacts. Even so, data management is not going to be a single solution to all information problems. There is thus a major need to establish a common approach to managing data and its sources linking it to the purposes of organisation and in consequence giving it a business justification for existence.

* * *

References

1. Lest my readers be incredulous at this statement I set out figures calculated from a selection of 1989 company accounts. Even allowing for an inevitable margin of error, plus the "fudge" factor present in all published accounts, the figures are instructive, taken as they are from a wide range of industries and size of organisation:

British Airways:	cost of sales £3,816m facilities £1,190m (= 31% to cost of sales) profit before tax 60% less than gross
British Petroleum:	cost of sales £19,330m facilities £8,397m (= 43% to cost of sales) profit before tax 66% less than gross
British Steel:	cost of sales £4,250m facilities £2,283m (= 53% to cost of sales) profit before tax 54% less than gross
Standard Chartered:	profit £403m facilities £210m (= 52% to profit)
Watmoughs:	cost of sales £45m facilities £17m (= 39% to cost of sales) profit before tax 53% less than gross
THF:	cost of sales £1,802m facilities £1,009m (= 55% to cost of sales) profit (after adding back productive cost) = 50% less than sales

Facilities have been taken as administration, property, equipment, stocking, depreciation and the cost of facilitating staff. The latter are often difficult to decide with any accuracy from the data provided. As banks do not disclose their turnover the Standard Chartered calculation is based on stated profit. Information management costs must be assumed to be within the facilitating. Very few organisations have any idea what such costs actually total.

2. Iselin, E, "The impact of information diversity on information overload effects in unstructured decision making" in *Journal of Information Science* 15(1989) 163-173.
3. The relationship between data and records is well brought out in eg. Jake V. Knoppers *From Records Management to Information Management in Light of New Technologies*, 1988, and also in different ways in H. Naugler *The Archival Appraisal of Machine Readable Records* UNESCO 1984, John Macdonald "Records Management and Data Management" in this Journal (Spring 1989) and Public Archives of Canada: Long Range Information Plan.
4. The term Strategic Information Management is used to describe the method used by the Consultancy of the same name. At this date (September 1989) it is intended to apply for Trade Mark registration for this term.
5. Burk Jr, Cornelius F. and Horton Jr, Forest W. *Info Map: Complete Guide to Discovering Corporate Information Resources*, 1988. These authors use the term "strategic information management" as a generic. In this article the use is specific to the particular method described herein.

* * *

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ANNUAL REPORT OF FEDERAL COUNCIL

FOR THE YEAR ENDED 30th JUNE 1990

TO

FIFTEENTH ANNUAL GENERAL MEETING

HELD ON THURSDAY 13th SEPTEMBER 1990

AT

SHERATON BRISBANE HOTEL AND TOWERS

DATED 9th SEPTEMBER 1990

Ladies and Gentlemen

It again gives me great pleasure on behalf of my fellow Directors, to present the fifteenth annual report of the Records Management Association of Australia, in respect of the year ended 30th June 1990.

Unlike the previous annual general meeting, this annual general meeting was not postponed. I have divided this report into main subject headings to reflect the main activities of the Federal Council.

ADMINISTRATION

Each state branch elects from their branch council two professionally qualified members of Associate status or above to represent their branch interests as Federal Directors on Federal Council of the Records Management Association of Australia. The Federal Council consisted of the following members for 1989/1990.

President	Graham Dudley	WA
Vice President	Philip Taylor	VIC
Hon Secretary	Murray Stewart	QLD
Hon Treasurer	Jim Shepherd	QLD
Public Officer	Ross Thompson	ACT
Councillors	Pam Camden	NSW
	Ann Robinson	NSW
	Bill Williams	VIC
	Tom Kaufhold	ACT
	Andrew Wood	SA
	Spiros Sarris	SA
	John Behrens	TAS
	Tina Howard	TAS
	Allan Howard	WA
	Ray Holswich	NT
	Judith Watts	NT

Two councillors resigned during the year and were replaced in accordance with the Companies Act 1981.

Resigned Mr Bill Williams on 14th December 1989 and was reelected by the Victorian Branch Council at their March 1990 Branch Council Meeting.

Resigned Mr Allan Howard on 15th December 1989 and was replaced by Mr Neil Granland following an election by the Western Australian Branch Council at their February Meeting.

At the last Federal Council meeting held in Perth, it was decided to form an executive, comprising of the President, Vice President, Secretary, Treasurer and Public Officer. The Federal Executive were instructed by Federal Council to meet four times. Federal Executive meetings were held in March 1990, May 1990, July 1990 and September 1990. The purpose of the Federal Executive was to streamline the administration of the Association, implement recommendations of the Federal Council, ensure that reports are completed and concluded within the time frame allotted by Federal Council. The Federal Executive also was responsible for collating agenda items, reports and formulating recommendations to the Federal Council. The work of the Federal Executive has been reported in the May and August editions of the INFORMAA QUARTERLY to the membership at large. The Federal Secretary on behalf of the Federal Executive has also been responsible for collating four indepth quarterly reports to all Federal Directors. It is the responsibility of each Federal Director to ensure

that their branch council is fully informed of decisions taken, actions proposed or action required regularly for this federal system to work efficiently.

I again call for stable membership to the Federal Council to ensure that projects commenced are completed in accordance with the required and agreed schedule.

FINANCE

The Association's financial position continues to improve as membership levels grow and financial management practices are applied to ensure that monies held are invested wisely. Commencing this financial year all branches will maintain a common banker. This will allow for better cash management plans to be implemented and the Association will benefit from high interest payments. The continued success of annual conferences assist in providing the funds needed to ensure the future success of the Association.

The Treasurer, Mr Jim Shepherd, has continued to assist Branch Treasurers in fulfilling their financial obligations, by providing reminders and fact sheets as to the financial state of each branch.

A federal levy of 40% of all membership dues received by branches is paid to the Federal Council and this amount is further subsidised by a two thirds, one third split of conference profits. This money provides Federal Council with the working capital to cover administration, auditing, advertising and project investigations related to the Association. This conference being held in Brisbane would not have been possible without the financial support of monies from Federal Council. Federal Council also maintains a special project fund from which any branch may draw money for branch related projects that will directly benefit the Association.

The fees for 1990/1991 are as follows:

Corporate membership	
Annual Dues	$125.00
Joining Fee	$ 10.00
Individual Affiliate Membership	
Annual Dues	$ 50.00
Joining Fee	$ 5.00
Student Membership (Full Time)	
Joining Fee	NIL
Annual Dues	$ 10.00
Professional Membership	
Associate	$ 60.00
Member	$ 70.00
Fellow	$ 90.00

I would like to acknowledge with appreciation the assistance provided by the Association Auditors, Deloitte Ross Tohmatsu. This auditing firm has again supervised the consolidation of the Association's final accounts to ensure they are prepared in accordance with the Companies Act 1981.

BRANCHES

The objectives set by each branch at the first Branch Council meeting of the new financial year continue to be met and as new Branch Presidents take control new and exciting objectives are being set and exceeded in some instances. The Branch INFORMAA newsletters continue to improve both in quality and style and are reflective of respective branch editors. The Branch INFORMAA newsletters are the vehicles of branch communication within each state and notify local members of pending seminars, meetings, Branch Council meetings, local, national and international author's writings and are now carrying advertisements that assist in covering the cost of printing and postage.

As the Association's President I was invited to open the 1st Tasmanian Records Management seminar in July 1990. This seminar was very well attended by local registrants and reflected the interest in Records Management nationally. The ACT Branch held a seminar titled "Storage Media and the Law". This seminar was also very successful and attracted over 300 registrants for the one day event. NSW also held a successful seminar at the Holroyd Centre. The Victorian Branch organised a one day seminar "Make Your Dollar Go Further". This seminar discussed the following subjects, Barcoding, Microfilm, Off Site Storage, File Cover Rationalisation and Computer Systems. SA also ran a successful seminar "Records and the Law" with over 130 participants.

Following the successful national membership advertising campaign in 1989, members are still coming forward in all states and the national membership figures are as follows:

	QLD	NSW	ACT	VIC	TAS	SA	NT	WA	TOTALS
FELLOW		2		1					3
MEMBER	2	1	1	6		1		1	12
ASSOCIATE	38	48	22	37	20	20	22	18	225
AFFILIATE	27	85	21	54	20	19	5	32	263
CORPORATE	65	149	67	106	34	34	24	51	530
CORPORATE NOM.	165	390	168	270	79	80	78	142	1372
TOTAL	243	526	212	368	99	120	83	193	1844

The total figure represents an overall increase in financial members in the Association of 134 or an 8.8% increase compared to the previous year's figures.

The Federal Council is mindful of increasing the awareness of the Association and an advertising campaign will again be undertaken during this financial year with advertisements being placed in more local as well as national papers and magazines. This advertising campaign will not only focus on new members but will also attempt to increase the awareness of management to the profession and what the profession can offer to employers in the way of increased productivity.

THE INFORMAA QUARTERLY

The position of National Editor and Manager, Production and Marketing was advertised in the INFORMAA QUARTERLY, February 1990 edition. One applicant for the position was forthcoming, the Federal Executive interviewed and recommended to Federal Council that only the position of Manager, Production and Marketing be offered. The position of National Editor will again be reviewed by the Federal Council prior to re-advertising.

Four INFORMAA QUARTERLY'S were produced during this financial year and continues to provide a challenge for authors, reviewers and State Branches charged with production responsibilities. The journal remains very parochial by states as each edition is produced. However, this will change when a National Editor is appointed and articles, reviews and book reviews are collected and a balanced editorial management practice implemented.

EDUCATION

NSW, VICTORIA AND QUEENSLAND all have well established certificate level records management courses in place. These courses have been accredited by the Association, but will be reviewed in the near future. SA and WA have partial courses running and more needs to be done to ensure that a common standard is applied.

All state Education Chairpersons met on Tuesday of this week to discuss a common certificate level course in Records Management and it is hoped that TAFE Colleges Australia wide will adopt our recommendations.

Dr John Goodell accepted an invitation from the Federal Executive to review the existing courses and his findings were full discussed and a report will be made in the next INFORMAA QUARTERLY.

ANNUAL GENERAL MEETING, DIRECTORS MEETING AND CONFERENCE

The fourteenth Annual General Meeting of the Records Management Association of Australia was held at the HYATT Hotel, Perth, Western Australia on the 13th December 1989 at 08.30. The thirty first Federal Directors meeting was held also at the HYATT Hotel, Perth, Western Australia on the 10th, 14th and 15th December 1989. The 2nd International and 6th National Records Management Conference was held in Perth, Western Australia from the 11th December 1989 to 13th December 1989 and was hosted by the Western Australian Branch of the Association. Despite the national airlines dispute this was a successful conference with over 250 international and national delegates attending.

INTERNATIONAL RECORDS MANAGEMENT COUNCIL

The Records Management Association of Australia continues to maintain strong affiliation with the International Records Management Council. The Immediate Past President of our Association, Mr Peter Smith, remains the President of IRMC. Mr Ray Holswich was elected Vice President Australia and Oceania and the RMAA's delegate for 1989/1990. I continue to hold the position of Executive Director for IRMC. The IRMC was paid $100.00 Australian for each of the fourteen international delegates attending as their share of the profit split. As the Federal President of the Records Management Association of Australia I was invited to attend and speak at the 13th Annual Conference on Archives and Records Association of New Zealand, from 26th - 29th October 1989. This was a most enjoyable experience and I believe promoted our Association to all attendees at that conference.

AUSTRALIAN INFORMATION TECHNOLOGY COUNCIL

The RMAA nominated delegates are Messrs. Jim Shepherd and Philip Taylor. Mr Shepherd attends meetings of the AITC and has made regular reports to the Federal Executive, Federal Council and to the membership via the Informaa Quarterly. Continued membership to AITC will enable this Association to be part of a collaboration with other learned Associations and Societies related to information technology in Australia. Messrs. Ross Thompson and Peter Smith are RMAA's delegates to the Standards Association of Australia. The Standards Association of Australia has not met this year and is currently undergoing operational re-structuring and the delegates will become more involved at the conclusion of the review.

GENERAL

The Federal Directors of our Association continue to give freely of their time and work enthusiastically to promote the Association and Records Management generally. I personally thank them all for their hard work and support during the year.

Finally, I would like to ask all of the Association membership for their full support in assisting our Association to get a Certificate Course in Records Management established in all states of Australia. This would be the first step along the road to professional recognition for all members and the Association.

Graham Dudley
Federal President
Brisbane, Queensland
9th September 1990.

RECORDS MANAGEMENT ASSOCIATION OF AUSTRALIA

A COMPANY LIMITED BY GUARANTEE

(Incorporated in the A.C.T.)

FINANCIAL STATEMENTS - 30 JUNE 1990

I N D E X

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4	Statement by Directors
5	Profit and Loss Account
6	Balance Sheet
7 - 14	Notes to and forming part of the financial statements

RECORDS MANAGEMENT ASSOCIATION OF AUSTRALIA

(Incorporated in the A.C.T.)

DIRECTORS' REPORT

The directors of Records Management Association of Australia, submit herewith the balance sheet as at 30 June 1990, and the profit and loss account for the financial year then ended. In order to comply with the provisions of the Companies Act 1981, the directors report as follows -

The name and particulars of the directors of the company in office at the date of this report are -

Name	Particulars	
Thomas Hellmuth Wilfried Kaufhold	A.C.T.	Records Manager
Ross Grafton Thompson	A.C.T.	Records Management Consultant
Fiona Meyer	N.S.W.	Consultant
Christopher Wayne Fripp	N.S.W.	OIC General Administration Services
Murray Raymond Stewart	QLD.	OIC Central Records Branch
Francis James Shepherd	QLD.	Director of Administration (Brisbane City Council)
Andrew McRae Wood	S.A.	Manager Supply/General Administration
George Robert Smith	S.A.	Clerk
William Robert Williams	VIC.	Records & Archives Manager
Philip Taylor	VIC.	Administrative Officer
Graham Vincent Dudley	W.A.	Records Management Consultant and Director International Records Management Council
Neil Harold Granland	W.A.	Supervisor, Correspondence Control
Raymond John Holswich	N.T.	Administration Manager
Judith Watts	N.T.	Regional Director
John Bertram Behrens	TAS.	Records Officer
Dennis Graham Wheeler	TAS.	Consultant

The principal activities of the company in the course of the financial year were to provide and encourage the development, study and improvement of records management.

During the year there was no significant change in the nature of those activities.

The net amount of profit of the company for the year after extraordinary items and income tax expense was $35,019.

No dividends have been paid or declared since the commencement of the financial year. As the company is limited by guarantee, payment of dividends is prohibited under S66 of the Companies Act 1981.

During the financial year there was no significant change in the state of affairs of the company other than that referred to in the accounts or notes thereto.

There has not been any matter or circumstance, other than that referred to in the accounts or notes thereto, that has arisen since the end of the financial year, that has significantly affected, or may significantly affect, the operations of the company, the results of those operations, or the state of affairs of the company in financial years subsequent to this financial year.

In the opinion of the directors, disclosure of information regarding likely developments in the operations of the company and the expected results of those operations in subsequent financial years would prejudice the interests of the company. Accordingly, this information has not been included in this report.

Since the end of the previous financial year, no director has received or become entitled to receive a benefit (other than a benefit included in the aggregate amount of emoluments received or due and receivable by directors shown in the accounts, or the fixed salary of a full-time employee of the company or a related corporation), by reason of a contract made by the company or a related corporation with the director or with a firm of which he is a member, or with a company in which he has a substantial financial interest.

Signed in accordance with the resolution of the directors made pursuant to Section 270(1) of the Companies Act 1981.

On behalf of the Directors

Francis James Shepherd
Director

Murray Raymond Stewart
Director

Brisbane.

Date: 9th September, 1990

AUDITOR'S REPORT

TO THE MEMBERS OF

RECORDS MANAGEMENT ASSOCIATION OF AUSTRALIA

(Incorporated in the A.C.T.)

We have audited the accounts set out on pages 4 to 14 in accordance with Australian Auditing Standards.

It is not practicable to establish control over membership fees and other income until their initial entry in the accounting records. Our audit relating to membership fees and other income was therefore limited to the amounts recorded.

Subject to the above, we report that, in our opinion, the accounts are properly drawn up in accordance with the provisions of the Companies Act 1981 and so as to give a true and fair view of :

i) the state of affairs of the company at 30 June 1990 and of the profit of the company for the year ended on that date;

ii) the other matters required by Section 269 of that Act to be dealt with in the accounts;

and are in accordance with applicable Australian Accounting Standards and applicable approved accounting standards.

Deloitte Ross Tohmatsu

DELOITTE ROSS TOHMATSU

M.A. Moreland
Partner
CHARTERED ACCOUNTANTS

307 Queen Street,
Brisbane.

Dated: 9 September 1990

RECORDS MANAGEMENT ASSOCIATION OF AUSTRALIA

(Incorporated in the A.C.T.)

STATEMENT BY DIRECTORS

for the financial year ended 30 June 1990

In the opinion of the directors:

a) the attached profit and loss account of the company is drawn up so as to give a true and fair view of the profit of the company for the financial year ended 30 June 1990;

b) the attached balance sheet of the company is drawn up so as to give a true and fair view of the state of affairs of the company as at 30 June 1990; and

c) at the date of this statement there are reasonable grounds to believe that the company will be able to pay its debts as and when they fall due.

The attached accounts of the company have been made out in accordance with applicable approved accounting standards.

Signed in accordance with a resolution of the directors made pursuant to Section 269 of the Companies Act 1981.

On behalf of the directors

Francis James Shepherd
Director

Murray Raymond Stewart
Director

Brisbane.

Date: 9th September, 1990.

RECORDS MANAGEMENT ASSOCIATION OF AUSTRALIA

A COMPANY LIMITED BY GUARANTEE

(Incorporated in the A.C.T.)

PROFIT AND LOSS ACCOUNT

for the financial year ended 30 June 1990

	Note	1990 $	1989 $
Operating profit	2	42,195	59,009
Income tax attributable to operating profit	3	7,176	3,883
OPERATING PROFIT AFTER INCOME TAX		35,019	55,126
Retained profits at the beginning of the financial year		189,276	134,150
RETAINED PROFITS AT THE END OF THE FINANCIAL YEAR		224,295	189,276

Notes to and forming part of the accounts are included on pages 7 to 14.

RECORDS MANAGEMENT ASSOCIATION OF AUSTRALIA

A COMPANY LIMITED BY GUARANTEE

(Incorporated in the A.C.T.)

BALANCE SHEET
as at 30 June 1990

	Note	1990 $	1989 $
CURRENT ASSETS			
Cash		123,119	96,606
Receivables	4	15,414	25,843
Investments	5	132,702	78,430
Inventories	6	2,030	1,843
Other	7	19,056	32,697
TOTAL CURRENT ASSETS		292,321	235,419
NON-CURRENT ASSETS			
Inventories	8	3,543	3,934
Property, plant and equipment	9	10,569	7,634
TOTAL NON-CURRENT ASSETS		14,112	11,568
TOTAL ASSETS		306,433	246,987
CURRENT LIABILITIES			
Creditors and borrowings	12	37,878	53,742
Provisions	10	7,176	3,883
Other	11	37,084	86
TOTAL CURRENT LIABILITIES		82,138	57,711
TOTAL LIABILITIES		82,138	57,711
NET ASSETS		224,295	189,276
SHAREHOLDERS' EQUITY			
Retained profits		224,295	189,276
TOTAL SHAREHOLDERS' EQUITY		224,295	189,276

Notes to and forming part of the accounts are included on pages 7 to 14.

RECORDS MANAGEMENT ASSOCIATION OF AUSTRALIA

(Incorporated in the A.C.T.)

NOTES TO AND FORMING PART OF THE ACCOUNTS
for the year ended 30 June 1990

1. ACCOUNTING POLICIES

General system of accounting underlying the financial statements

The accounts have been prepared using the historical cost convention. The accounts have been prepared in accordance with Schedule 7 of the Companies Regulations, applicable approved accounting standards and applicable Australian accounting standards, bodies and comply with other requirements of the law.

Accounting policies which have been significant in the preparation and presentation of the accounts.

Inventories

Inventories are valued at the lower of cost or net realisable value. Costs are assigned to stock on hand by the method most appropriate to each particular class of stock, with the majority being valued on a first in first out or average cost basis.

2. OPERATING PROFIT

The operating profit before income tax includes the following items of revenue and expense:

	1990 $	1989 $
OPERATING REVENUE		
Membership Fees		
Affiliates	10,919	11,804
Associates	7,556	6,280
Corporate Members	57,949	50,645
Member	380	290
Fellow	-	-
Total membership fees	76,804	69,019

	1990 $	1989 $
2. OPERATING PROFIT (Continued)		
Other revenue		
Advertising	1,775	1,056
Certificate Fee	20	-
Functions Receipts	78,324	29,270
Interest Received	19,908	11,112
Joining Fees	855	1,090
Sale of Publications	5,020	10,793
Profit (loss) on Sale of Badges & Ties	21	(17)
National Convention (Net Profit)	5,397	33,731
Sundry Income	28,344	11,468
Seminar Receipts	19,855	8,586
Total other operating revenue	159,519	107,089
TOTAL OPERATING REVENUE	236,323	176,108
OPERATING EXPENSES		
Accountancy Fees	300	-
Auditors remuneration		
Auditing the accounts	6,380	3,835
Other services	4,130	2,315
Bad Debts		780
Bank Charges	466	262
Consultancy Fees	5,783	-
Depreciation on Plant & Equipment	1,757	1,110
Function Costs	44,649	24,317
Petty Cash	-	134
Postage & Post Office Box Rental	13,296	6,317
Printing and Stationery	17,200	7,460
Publicity and Promotions	250	280
Sundry Expenses	11,147	11,653
Insurances	431	100
Premises Costs	1,271	996
Secretarial Expenses	2,947	4,340
Subscriptions	1,717	2,123
Loss on Disposal of Stock	61	651
Seminar Expenses	29,007	13,293
Special Project Account Expenses	1,323	8,166
Publications/INFORMAA	25,984	17,411
Telephone Costs	552	703
Travelling & Other Meeting Costs	24,655	10,320
Advertising	822	533
	194,128	117,099

		1990 $	1989 $
3.	INCOME TAX		
	a) The prima facie income tax expense on pre-tax accounting income reconciles to the income tax expense in the accounts as follows:		
	Taxable Interest Income	18,399	9,956
	Income tax expense calculated at 39% of taxable interest income	7,176	3,883
	Income Tax Expense	7,176	3,883
	b) Income tax expense comprises :		
	Current income tax payable	7,176	3,883
4.	CURRENT RECEIVABLES		
	Trade receivables	1,733	1,351
	Loan to 6th Convention Committee	-	14,492
	Loan to 7th Convention Committee	13,681	10,000
		15,414	25,843
5.	CURRENT INVESTMENTS		
	Non Quoted Investments - At Cost		
	Investments at Bank	132,702	78,430
6.	CURRENT INVENTORIES		
	Finished Goods - At cost		
	Badges & Ties	1,222	738
	Scarves	808	1,105
		2,030	1,843

		1990 $	1989 $
7.	OTHER CURRENT ASSETS		
	Deferred expenditure	19,056	32,697
8.	NON-CURRENT INVENTORIES		
	Finished Goods - At Cost		
	Badges & Ties	1,566	2,163
	Scarves	1,977	1,771
		3,543	3,934
9.	PROPERTY PLANT & EQUIPMENT		
	Plant & Equipment - At cost	14,118	9,426
	Less: Accumulated Depreciation	3,549	1,792
		10,569	7,634
10.	CURRENT CREDITORS AND BORROWINGS		
	Unsecured		
	Trade creditors	6,725	120
	Auditors' remuneration		
	Auditing the accounts	6,650	4,060
	Other services	540	1,050
	Fees in advance	10,282	1,835
	Seminar fees in advance	-	10,800
	Loan for 6th Convention Committee	-	33,877
	Loan for 7th Convention Committee	13,681	2,000
		37,878	53,742

		1990 $	1989 $
11.	CURRENT PROVISIONS		
	Provision for Taxation	7,176	3,883
12.	OTHER CURRENT LIABILITIES		
	Deferred income	37,084	86

13. REMUNERATION OF DIRECTORS

The directors of Records Management Association of Australia during the year were :

T H W Kaufhold
R G Thompson
F Meyer
C W Fripp
M R Stewart
F J Shepherd
A M Wood
G R Smith
W R Williams
P Taylor
GV Dudley
N H Granland
R J Holswich
J Watts
J B Behrens
D G Wheeler
P A Camden
A Robinson
S Sarris
A F Howard
C Howard

	1990 $	1989 $
13. (contd)		
Aggregate income received, or due and receivable by directors of Records Management Association of Australia from the company and any related corporation in connection with the management of the company and any related corporation	-	-
	-	

The number of directors of the company whose total remuneration from the company and related corporations falls withing the following bands :

	No.	No.
$0 - $10,000	21	21

	1990		1989	
	$	$	$	$
14. SUMMARY OF SOURCES AND APPLICATIONS OF FUNDS				
SOURCE OF FUNDS				
Funds from operations				
Inflow of funds from operations				
Membership Fees	76,804		69,019	
Other revenue	159,519		107,089	
		236,323		176,108
Outflow of funds		192,371		115,989
		43,952		60,119
Reduction in assets				
Current assets				
Trade Receivables	-		520	
Deferred Expenditure	13,641		-	
Loan to Convention Committees	14,492		-	
		28,133		520
Non-current assets				
Inventories		391		
Increase in liabilities				
Current liabilities				
Creditors	6,332		10,260	
Deferred Income	36,998		82	
Loan for 7th National Convention	11,681		22,933	
		55,011		33,275
		127,487		93,914

NOTES (Continued)

	1990		1989	
	$	$	$	$
14. (continued)				
APPLICATION OF FUNDS				
Increase in assets				
Current assets				
Cash at Bank	26,513		28,320	
Trade Receivables	382		-	
Investments	54,272		14,394	
Loan to 7th Convention Committee	3,681		5,000	
Inventories	187		1,770	
Deferred Expenditure	-		24,942	
		85,035		74,426
Non-current assets				
Plant and equipment	4,692		7,496	
Loan to 6th Convention Committee	-		3,000	
Inventories	-		3,434	
		4,692		13,930
Decrease in liabilities				
Loan for 6th National Convention		33,877		-
Income Tax Paid		3,883		5,558
		127,487		93,914

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