

# iQ

InfoRMAA  
Quarterly

Vol 21 - issue 3 – August 2005 – issn 0816-200x  
AU \$12.50 per issue (incl GST)

## WHAT IF?

Are You Ready For  
Disaster on Your  
Doorstep?

Why You Must Overhaul  
Your Disaster Plan

**COME THE FLOOD**

**FROM THE DUST OF 9/11** World Exclusive



**RIM Education & Training Feature**

**RMAA Perth International Convention Preview**

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## inforMAA Quarterly

Vol 21 - issue 3 - August 2005

OFFICIAL JOURNAL OF THE RECORDS MANAGEMENT  
ASSOCIATION OF AUSTRALASIA

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\$75.00 (plus GST) per annum for all issues (incl postage), from:

### Membership & Financial Services

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GPO Box 1059 BRISBANE QLD 4001

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### BACK ISSUES

Back issues of *IQ* are available on microfiche from:

West Net Systems Pty Ltd

67A Third Ave

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<http://www.rmaa.com.au>

*IQ* magazine is published for the RMAA by Comperation Group Pty Ltd, Level 7, 275 Alfred Street, North Sydney, NSW 2060. Editorial management by Fame & Fortune Pty Limited.

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### Front Cover:

Robert Simko's dramatic photo of the second hijacked airliner hitting the WTC on September 11, 2001. See *IQ* Interview, 'From the Dust of 9/11,' page 18 of this issue







# Dear Colleagues...

**I hope the new financial year finds you in good health and spirits, and ready to take on the exciting challenges that lay ahead. At the September AGM in Perth, I will be ending my term as National President of the RMAA as well as Director representing NSW for nearly 12 years. I'd like to take this moment to share with you some of my perceptions about the state of our profession.**

We've made great strides for a profession as young as ours (in this country of course). While we still have some distance to go in order to see the potential of RM's fully blossom in Australasia, we have been fortunate because of strong support from legislators, the RM community, and dedicated RMAA members whom I've been privileged to work with and represent.

During these years, highly significant underlying shifts have occurred, with far reaching affects on the growth of the RM profession here in Australasia. As a result of these shifts, our profession has grown stronger and our political agenda even more ambitious. We are in the process of establishing future objectives, so please let us know the issues you feel need prioritised attention.

## OUR CHALLENGES

The challenges are out there, and now more than ever we need your support. The bottom line is that we need more support from you if we are to prevail in realising the full potential that RM has to offer.

Currently less than 30% of the RM's in Australasia belong to a professional association. If we could double our membership, we would more than double our chances of completing our ambitious agenda in the coming years. Please take a moment to review the new RMAA Membership Categories.

Just as importantly, we need volunteers to help develop policy, represent the profession and undertake activities at branch level. As the Year of the Volunteer motto states: 'Volunteers – incredible people doing amazing things'. It has been a pleasure being part of an Association where many volunteers have put in many hours of hard work, and your

efforts have been appreciated, even if apparently gone unnoticed.

Ultimately, the practice of our profession has come down to us through the effort of thousands of years of contemplation, practice, and debate, regardless of intermittent battles and periods of repression. Through the ages RM has struggled and survived!

As the current recipients of this legacy of struggle, and hope for present and future generations, it is natural and honorable to give back to our professional ancestors, so that our steady movement forward can continue with the fuel of time, money, energy and intention that our tradition deserves.

I have, as have many Association presidents before me, worked hard to sculpt RMAA into an organisation worthy of that honor. If you aren't a member, please join. You can find more details on our web site [www.rmaa.com.au](http://www.rmaa.com.au). If you are a member, please consider upgrading to Professional Member levels. Together we can take RM to new levels of efficacy and acceptability, imbuing and enriching our communities with its full potential.

I would encourage all our professional members to get involved with our Continual Professional Development program as a way to encourage records managers to be active professionals; the Board encourages records managers to be involved in the RMAA Mentor Scheme.

Finally I would like to encourage all members to attend our next National Convention in Perth on 11-14 September 2005. The theme this year is 'Expanding Horizons' and it is intended to demonstrate the changing focus and view of records management, looking at traditional records management theories and practices, investigating other less traditional areas of records management and discussing where we are going in records management, what influences are out there for us and what skills we will need to meet the challenge.

I look forward to catching up with everyone at the convention.

**Chris Fripp,**  
RMAA's National President

**Chris Fripp,**  
MRMA MAICD AMIM  
National President, RMAA



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# From the CEO

## 2004–2005 and the RMAA

**In overview, we have had a great year. We have a growing membership, we have some wonderful individuals working with us as staff and are supported by a strong board and councils. We have well exceeded expectations in each activity stream and have a solid basis to continue to develop on.**

It is important for members to know that with all the growth and opportunities we are experiencing, we view our core business of supporting individuals and the profession as the highest priority.

The list of things that we ought to have done are somewhat ameliorated by looking at the things that we have achieved. Activities of the year include:

### Seminars and Workshops

It has been a busy workshop year with workshops and seminars. We held a variety of workshops through the year, with the support of Branches and Board Directors.

If history is any guide, the bureaucrats will ensure they have tightened up any loose areas that allow members to “automatically” attend our International Convention, so it is critical that you budget and negotiate this as early as possible. As you’ll see in the preview later in this issue of *IQ*, the Convention provides you with numerous benefits.

### Administration

Wendy Daw carries and evolves our administrative activities at a high level of performance and enthusiasm. New memberships continue to flow in and we have a small but growing product database. Our accounts remain in good shape and we have kept the membership fee increase to the bare minimum.

We have added two new contracted positions to our ranks recently: Wendy’s position as full-time Business Support Officer and Kristen Keley joined us to become our Marketing and Event Manager.

This is definite growth – previously we only had one part-time staff member working three days per week. The expectation for the year ahead is that our present constellation will be able to handle the anticipated workload with some support.

### Membership

For every 2 new members we lose one not renewing. This has been a constant experience over the years. Our membership fees cover an *IQ* magazine subscription and contribute to all activities that we consider are in the wider interests of the membership in our Membership Services activity.

The membership income does not cover this but it keeps clear to the membership what the membership fees are spent on.

### Branches

Generally local branches are strong and growing. The progress lies in the fact that local branches thrive independently and are assisted when they ask for help or information via the office.

One challenge is that some branches feel we should have no authority over the way individuals or groups conduct themselves yet the Company is responsible. Another is that members of branches can miss the information loop and miss out on activities that are advertised through the Association and in *IQ*. Communication is an issue that I have spoken on numerous times.

### Web page

I would like to warmly acknowledge and thank Gary Barber (of Radharc) for the great work he has done over the years setting up and managing our new website. Also for the personal support he has given me. Gary came to my rescue when I was faced with a technology beyond my comprehension and managed to design and operate the site for us.

You will have noticed the polls and surveys that we have been running on our website. These quick polls and surveys provide the Association with valuable insight into our members needs and the professions’ quirks and issues.

### Publications

The change in format of the *IQ* has been well received and future editions are being prepared well in advance. We are also looking at expanding *IQ* in the near future – look out for more information about this.

**Kate Walker,**  
CEO of the Records  
Management Association  
of Australasia

## Branch News

We continue to get good feedback about our branch newsletters. It is pleasing to see that the development of Branch Newsletters is now easy, thanks to the development of the template for branches to use. It also keeps with our "branding" so the arms and fingers of marketing can extend easily.

The number of magazines on news stands reflects wide interests in the community. So it is with our membership. We have those who are interested in the international recordkeeping, others archiving and others in wider social or scientific issues. We are looking at ways we can address these different interests, which may include arranging subscriptions for our members to get other publications or introducing other sections within *IQ*.

Remember that at times your computer or the server fails, so keep your *IQ* and Branch Newsletters handy.

## Board

QLD, WA and NSW all had Director terms expire in 2005 and details of your incoming Branch Director's can be found on the website.

I warmly thank the retiring Directors for their contribution to our board work. They have been most enthusiastic supporters of our work.

## Professions Australia Accreditation

At the end of April 2005, the RMAA was accepted into Professions Australia. Professions Australia is the business name of the Australian Council of Professions Ltd. This is a step forward in getting our profession recognised across all spheres of business and government.

## The year ahead

Each year the year ahead looks more challenging. We do not have great resources to execute even a modest wish list of things that ought to be done. However the past few years indicate that if we stay focused on our core business of supporting the information profession we survive and grow.

## Growth

Growth is always an exciting process and knowing how to recognise a healthy optimum for any activity is the key for health. We are structured for organised growth and any new expectations of our Association will require additional support to carry them.

It is interesting to watch some devotees of the profession striving for one, powerful "single-desk" organisation, reckoning size with power. The RMAA is an appropriate vehicle for such political power. I am more concerned that there are many empowered professionals throughout the land who provide leadership in their own circumstances.

As a national association I see our task being to foster strong organs of information management activity in Australasia with an immune system capable of ensuring the health of the whole organism.

Part of the process of being a professional association is to deal with the ever increasing details of existence. Insurance becomes increasingly more complex, Occupational Health and Safety becomes more litigious and detailed. Industry participation through various bodies and functions also call.

Few of these activities provide an income to cover them and most are additional costs to our association. Much of it is still covered by various members, council and staff in a voluntary capacity. The great contributions individuals have made to get the Association to where it is today continue on top of the valued and remunerated daily tasks.

## Annual General Meeting 2005

We are planning to hold our Annual General Meeting at the International Convention in Perth, in September 2005.

If you are unable to attend in person, you can provide a proxy (either electronically or to another person). Please contact me for further details.

## And Thank You

We have achieved much and none of it would have happened without the support of our members and the dedication and application of some in particular. I would like to offer my personal thanks to all our board members for their generous contributions to the Association and particularly the support they provide myself and our office team. Also a big thank you to our very capable office team: Kristen and Wendy who not only work very hard but are a joy to work with.

## Farewell, Muchas Gracias, Merci, and Thank You to Outgoing RMAA President, Mr Christopher Fripp

After having served his term as President with great distinction, Chris Fripp steps aside in September to devote more time to work and family.

Chris led our association during a critical period in our history, through Constitution and structure changes. His steady hand and affable nature helped ensure our success in many projects, and his vision of what the RMAA could become was instrumental in laying a firm foundation for his successor.

We wish Chris well in his future endeavours; we plan to continue to develop the RMAA with as much passion as Chris displayed over his years on the Board.

Kate Walker  
RMAA CHIEF EXECUTIVE OFFICER  
Chief Executive Officer  
kate.walker@rmaa.com.au



# From the Editor's DESK

## WHAT IF?

This issue brings you our much anticipated feature on disaster management and planning, leading off with 'From the Dust of 9/11, an extended *IQ* Interview with Alison and Robert Simko of New York City, who lost both their home and business in the terrorist attack on the World Trade Centre on September 11, 2001, and who led the community in recovering from the disaster. If the Simkos' compelling story doesn't spur you to overhaul your disaster management plan, nothing will!

Our feature also looks at disaster experiences in Australia and the UK



*IQ's* Editor, **Stephen Dando-Collins**, (left) deep in conversation with **Robert Simko** at 'Ground Zero', New York City  
Photograph by Louise Dando-Collins

involving records recovery. And, from Indonesia, we have a graphic illustration of the grueling nature of manual records recovery in the wake of a major disaster.

In this issue we also look at the hot topic of email management, a subject increasingly in the news and in courtrooms around the world, with Frank McKenna, CEO of software house Knowledgeone Corp, writing exclusively for us to spell out what he sees as the problems and the solutions.

We have a feature on RIM education and training, led by a timely piece from Margaret Pember of Curtin University, with other articles looking at the new Core 6 RM knowledge domains and CPD. Plus, two Sydney academics tell us there's more to RIM education than boxes, bits, and bytes.

## OBJECTIVE *IQ* ARTICLE OF THE YEAR

On page 60 you'll find the shortlist for the 2004-05 Objective *IQ* Article of the Year Award. The eleven shortlisted articles, which are now with the judges, cover a diverse range of subjects including biometrics, email, FoI, records security, EDRMS, corporate governance, ethics, history, and education.

At *IQ* we're always looking for articles which cover subjects of interest to our RIM readership and which offer insights, the lessons of experience, and new points of view.

To discuss an idea for an article for *IQ* send me an email today - I'll happily work with you to develop your material. My email address is [editor.iq@rmaa.com.au](mailto:editor.iq@rmaa.com.au).

## RMAA PERTH CONVENTION

This issue of *IQ* includes a preview of the 22nd RMAA International Convention, to be held in Perth from September 11-14. If you haven't already registered, do it now. It promises to be the RMAA's best ever convention. Among the leading Australian and overseas presenters will be Alison and Robert Simko, who feature in this issue.

Beating a path to Perth myself, I look forward to meeting as many *IQ* readers as possible at the convention. See you there!

**Stephen Dando-Collins**  
Editor  
*IQ* Magazine  
PO Box 317 Potts Point NSW 1335 Australia

# 'Dear Editor...'

## Is FaCS WorkSite Rollout Really the World's Largest?

I'm just reading through the latest copy of *IQ* (May 2005 issue) and noticed the claim in the Industry News that the FaCS implementation of WorkSite is the largest in the world.

The article probably omits some facts but I can certainly say that this is nowhere near the largest implementation of WorkSite in general.

I managed a 6,000 person rollout in the UK through my previous company, Baker Robbins and Company. This rollout was to 2,500 people in the London office and further 3,500 across 28 offices worldwide. So, I'm afraid that the facts are somewhat inaccurate.

By the way, thanks for keeping *IQ* filled with some interesting facts and articles.

**Ian Cowan**  
New Zealand

*IQ* asked Interwoven's agents, who provided the original story material, for their response to Ian's information...

## The Interwoven Response

We have just checked with the UK and USA and the FaCS rollout is without doubt the biggest commercial or government rollout of WorkSite. It is true that there are bigger legal company rollouts but we do not consider these commercial or government, they are a very narrow vertical.

What Interwoven is pleased about is the move from the legal vertical into mainstream, and FaCS is a great example of that.

**Markom Marketing**  
Sydney

## Great Work, *IQ*

Congratulations on the new *IQ* format. This truly is a professional looking mag and one that the RMAA should be very proud of...keep up the great work.

**David Moldrich**  
Melbourne

# The Email, the Whole Email, and Nothing But the Email

**The latest corporate court cases in the US, some involving the Sarbanes-Oxley Act, illustrate how emails are contributing to both convictions and acquittals.**

Shock waves reverberated around the world when, in June, a court in West Palm Beach, Florida awarded billionaire US business tycoon Ron Perelman US\$1.45 billion in compensatory and punitive damages in a case he'd brought against bankers Morgan Stanley, a case in which emails had played a significant role.

Perelman had sued Morgan Stanley after they'd brokered his sale of camping equipment manufacturer Coleman to appliance maker Sunbeam in 1998. The jury found that in making his decision to sell, Perelman had relied on fraudulent statements by Morgan Stanley.

The sale cost Perelman US\$604 million after the 14.1 million Sunbeam shares he received as part of the deal plummeted in value once accounting irregularities surfaced at Sunbeam. Perelman's lawyers claimed that Morgan Stanley knew about those irregularities but kept the facts from Perelman.

The case tipped against the bank after it failed to produce email records as ordered by the court. Did the missing emails contain evidence which incriminated Morgan Stanley? We'll never know. One way or another, Morgan Stanley's management of email records left much to be desired.

As reported in May's *IQ*, a survey last year in the US by Ferris Research found that 75% of organisations had no technical systems in place for managing email records. Frank McKenna, CEO of software house Knowledgeone Corporation (which this month changed its name from GMB), tells *IQ* the true figure is probably more like 85%. (See McKenna's article '6 Reasons Why Organisations Don't Manage Their Emails Effectively' later in this issue.)

With legislation such as Sarbane-Oxley (SOX) making electronic records management critical


to compliance today, is there any excuse for major enterprises failing to manage their email records?

Meanwhile, in a major SOX-related case, Richard Scrushy of Alabama's HealthSouth, the first CEO indicted on SOX charges, was acquitted in June.

Federal judge Karon Bowdre had dismissed two of three SOX counts after forensic accountant Harvey Kelly testified that despite 23,000 hours of investigation his team had failed to find a single email or memo at HealthSouth linking Scrushy to the fraud. Fifteen of Scrushy's subordinates had pleaded guilty to fraud, and several tried to implicate Scrushy, but the jury found that no evidence, documentary or otherwise, incriminated the CEO.

The issue of archiving emails is made increasingly complex by the sheer volume involved – the Clinton White House amassed 18 million emails over its 8 year term, for example – and the question of what to retain and what to delete.

In submissions to the National Archives and Records Administration recently, seven US government agencies supported a proposal to erase government emails considered to have no long-term public value. But who decides what's valuable and what's not?

For RIMs, there seems to be a simple email rule of preservation – save it, because one day it might save you or your organisation! 



Numerous US corporate leaders are finding themselves cuffed and in court, in cases where records are playing key roles. (This gentleman is only guilty of modelling the handcuffs for our camera)

**This issue's HOT TOPICS page is brought to you by SYNERCON, vendors of a.k.a. ® Retention and Disposal Software**

## Microsoft Kowtows to Chinese Web Censorship



Microsoft chairman **Bill Gates**, who recently praised the Chinese leadership

**BEIJING:** In a move that has irked human rights advocates, Microsoft Corp has banned bloggers from using words such as 'democracy' and 'freedom' on its Chinese Web portal.

China's communist government recently required all internet bloggers in the People's Republic of China to register their Web journals with it. Now, it has convinced Microsoft to change the Chinese version of its blogging portal MSN Spaces to reject words deemed contentious by the Chinese Government, such as 'democracy,' 'freedom,' 'human rights,' 'Tiananmen Square,' and 'Taiwan independence.'

Microsoft's move has brought a storm of protest from civil rights organisations such as Reporters Without Borders. In response, Microsoft has issued a statement saying that it is its policy to comply with local laws and regulations in each country where it operates.

Several months ago Microsoft chairman Bill Gates praised the Chinese regime's form of government. "It is a brand new form of capitalism, and as a consumer it's the best thing that ever happened," he said.

Nortel, Yahoo, and Google have also bowed to the Chinese censorship policy. Google was blocked by the Chinese censors prior to its compliance, with the Chinese government using sophisticated proxies and firewalls (nicknamed the Great Firewall of China) to prevent Chinese internet users from accessing sites containing content deemed unacceptable.



## Enron Document Destruction Conviction Overturned

**WASHINGTON DC:** The US Supreme Court has overturned the conviction of accounting firm Arthur Andersen which centred on the destruction of documents in relation to Andersen client Enron.

Arthur Andersen had been convicted in 2002 in a New Orleans court for witness tampering. The conviction had come about after the firm's employees had been accused of illegally shredding documents relating to the Andersen audit of Enron's books. Enron had folded in 2001 after losing US\$68 billion in an accounting fraud.

Arthur Andersen's defence lawyers had contended that the documents had been shredded as a part of the company's official retention and disposal policy. The documents concerned were 'preliminary and could be misconstrued,' they said.

The Supreme Court ruled 9-0 that the instructions to the New Orleans jury by the trial judge had been too vague, as they hadn't required proof that the accounting firm's staff knew they were doing something illegal.

Chief Justice William Rehnquist noted, "Document retention policies, which are created in part to keep certain information from getting into the hands of others, including the Government, are common in business."

## Study Finds Chinks in the WCM Armour of Microsoft and Other Big Players

**CAMBRIDGE (Mass):** A web content management evaluation by leading US IT research group Forrester has revealed that while providers such as Microsoft, Vignette and EMC/documentum have a major market presence it is the specialist ECM vendors who have the edge in WCM tools.

The Forrester Wave Web Content Management study involved lab evaluations, vendor and user surveys, and product demonstrations covering nine vendors whose WCM product generates a minimum of US\$20 million pa across at least 100 customers. The vendors evaluated were EMC/documentum, FatWire, Interwoven, Microsoft, Percussion, RedDot, Stellant, Tridion, and Vignette.

With ECM emerging as a major software category and market demand for WCM on the rise, Forrester says that vendors of higher-end systems are under pressure to improve their products' ease of use to make them competitive with easy to use and easy to deploy systems being marketed to small to medium businesses. Meanwhile, 84% of users Forrester surveyed plan to increase their WCM deployments to support new customer-related and employee-related initiatives.

WCM users are a diverse lot, say Forrester, ranging from content owners and site managers to IT, but site managers are now demanding more control, and content creators and business users increasingly want to contribute and manage content using desktop tools such as Microsoft Office, Word, Excel, and Windows Explorer.

The Forester Wave evaluation found that in relation to external sites FatWire, relatively tiny European provider Tridion, and Vignette show clear WCM product strength, while ECM vendors Interwoven and Stellant provide breadth, with Interwoven ranked a leader in external site support. On the other hand, the other vendors including the industry giant Microsoft have WCM limits, lacking breadth and depth in areas that impact on their external site support.

For intranet initiatives, Interwoven again ranked as a leader, along with EMC/documentum and Stellant, with all three possessing strong capabilities to bring order to internal site chaos. Tridion, Percussion and RedDot systems rated 'good' intranet usability, while FatWire's and Vignette's strengths in one scenario didn't, according to the study's authors, translate to another.

Microsoft's solution finished a poor last in the internal site evaluation, with what Forrester considered a lack of depth, its good points being outweighed by limited content repository and a below average content management application.

(Forrester's Robert Markham from the USA will be a keynote speaker at this year's RMAA Convention in Perth, WA.)



## US Public Records Paper Addresses Compliance Storage

**WASHINGTON DC:** Public officials need to consider compliance storage management of records to abide by laws and regulations, avoid penalties, and foster knowledge management for better decision making, according to a recently released US paper.

Published by the US Centre for Digital Governance, the paper, 'Public Trust & Public Value through Effective Stewardship of Public Records', addresses public policy effects on public storage management and discusses technology options in relation to compliance storage.

The paper can be downloaded at: [www.centerdigitalgov.com/center/filereg.php?file=PublicTrustandValue.pdf&name=Public%20Trust%20and%20Public%20Value](http://www.centerdigitalgov.com/center/filereg.php?file=PublicTrustandValue.pdf&name=Public%20Trust%20and%20Public%20Value)

## Black Returns Boxes Before Judge Sees Red

**TORONTO:** Conrad Black, one-time media baron with newspapers in Canada, the US, UK and Australia, has returned 12 file boxes containing what he claimed was 'personal property,' after being caught on CTV removing them from his former corporate HQ.

After Black and his wife were forced off the board of his former holding company Hollinger International Inc in June, Black was evicted from his Toronto HQ. He had been ordered by Ontario Superior Court judge Colin Campbell not to remove any documents.

But Black returned to his office with his PA and chauffeur to remove 12 filled cardboard file boxes, only to be filmed in the act by closed circuit TV cameras.

Black has subsequently handed 12 boxes over to an inspector acting for Ernst & Young, who were appointed

by Judge Campbell to investigate Hollinger's financial affairs.

## Google Factors 'Truth' into News Record



Google founders **Larry Page** and **Sergey Brin**, (left), conduct a meeting at Google headquarters in California

**LONDON:** Search engine giant Google has reportedly lodged a patent for a new algorithm that can factor in a 'truth' rating for news stories sourced via Google News.

The London *Guardian* says the Google News division's 'truth rating' will rank news stories according to accuracy, reliability and topicality. Google News searches news stories from 4,500 major news sources worldwide.

According to the *Guardian*, in coming up with each story ranking, the Google News software would automatically analyse the amount of important coverage produced by the source of a news story, the source's staff size, circulation, breadth of coverage, and global operations, as well as the amount of online traffic the individual story generated.

This focus on 'the truth' is perhaps no coincidence - Google's corporate motto is 'Don't be evil.' Google, now worth US\$80 billion and rated the world's largest media company, is spending US\$500 million on developing new technology this year, and the Google News truth algorithm is a part of that programme. Algorithms are the online equivalent of Coca Cola's secret ingredient formula.

A Google spokesperson would neither confirm nor deny the 'truth formula' story, saying that the company does not discuss individual patents and that Google News is "evolving all the time."

## 80-20 Stops Searching As it Sells Retriever to Verity

**SUNNYVALE:** Californian software house Verity Inc has taken over 80-20 Software's Retriever desktop search product as 80-20 concentrates on the governance risk and compliance (GRC) market.

Verity's software solutions provide integrated search, analysis, classification, recommendation and monitoring of an enterprise's information, with 11,500 organisations worldwide using Verity to manage their intellectual capital.

The Retriever Enterprise product was the first personal search tool to be fully integrated with Microsoft Outlook email when it was launched by 80-20 in 1999. In the deal with 80-20, Verity acquires all intellectual property assets related to Retriever Enterprise and will further develop the product as a Verity solution.

Verity CEO Antony Bettencourt commented, "The 80-20 technology is clearly the most sophisticated offering of its type and it will support Verity's strategy."

80-20, a GRC specialist, will direct the capital generated by the Retriever sale into the development of the next generation of GRC solutions, to enable users to effectively meet Sarbanes-Oxley and other compliance requirements internationally.

## Million of Emails Undo Spam Firms

**BOSTON:** The Attorney General of Massachusetts has successfully sued two firms which sent out millions of unsolicited emails.

As a result of the suit, a judge has shut down 2K Services Ltd and Ecash Pay Ltd, finding that they had violated state consumer protection laws and CAN SPAM, the federal anti-spam law.

The Attorney General is also seeking costs and financial restitution from 7 'ringleaders' of the spam group, although commentators believe it unlikely they will end up paying.

## Two Years For Stealing Records from National Archives

**WASHINGTON DC:** Sixty-eight-year-old Howard W Harner Jr has been sentenced to 2 years in prison for stealing historic documents from the US National Archives.

Harner had smuggled 118 documents of US Civil War vintage out of the Archives in his clothing. He admitted making US\$47,314 from the sale of many of them on E-bay. To date, 61 of the missing documents have not been recovered.

As a result of Harner's arrest, National Archives staff now search the shoes and clothing of everyone who enters and leaves the Archives.

## German Expert Warns Against Biometric Passports

**BERLIN:** Germany's Data Protection Officer, Peter Schaar, has called on his government to hold off the introduction of biometric passports as he questions their efficacy.

In his first public report since taking up his post in December 2003, Schaar criticised plans by the German Government to introduce biometric passports from September this year, describing the move as "premature." Schaar has called for a moratorium on the introduction of German biometric passports at least until the middle of 2006 so that the scheme can be more closely studied.

According to Schaar, biometrics is a poorly thought-out technology, especially when applied to passports. He says that scientific tests have already shown that biometrics are not always reliable when universally applied. There is also the problem, Schaar says, of how to prevent unauthorized parties from reading and using the data contained in biometric passports, potentially a major concern in countries with inadequate or no data protection laws.

Last December the EU required all member countries to introduce biometric passports by the summer of 2006, and Peter Schaar says there is no need for his government to rush into biometric passports, especially if it is only to prevent the US from imposing stiff visa requirements. According to Schaar, 2006 is soon enough for their introduction, providing time enough for a closer look at the whole idea.

## French Police Records Expose Collaboration With Nazis

**PARIS:** Police chief Pierre Mutz has agreed to hand over to the Paris Holocaust Museum records detailing French police collaboration with the Nazis in the persecution of French Jews during the occupation of 1940-44.

Much of the wartime police archive was destroyed in 1948, but tens of thousands of incriminating documents survived, and will be made public by the museum.

Within months of the 1944 Allied liberation of the city, 15,000 Paris policemen, 20% of the force, had been dismissed for aiding and abetting the Nazis, and dozens were shot, but up till now the full extent of the collaboration has not been widely known.

## Irish Won't Release Govt Records Because National Archives Are 'Full'

**DUBLIN:** Ireland's National Archives office says it hasn't accepted major releases of records from government departments under the 30-year disclosure rule in years, because of space shortages.

The Irish Department of Health, one of the departments affected, hasn't made a major release under the rule,

which makes government documents publicly available 30 years after their creation, since 1993. It says that it will release material covered by the 30-year rule to the public when specific records are requested, subject to personal information restrictions.

The Department also says it is funding an initiative where its available 30-year records are microfilmed for the National Archives.

## Brandbank Uses Interwoven DAM Solution to Deliver the Goods to UK Grocery Trade

**FARNHAM:** Brandbank, Britain's leading provider of product images to the retail grocery sector, has teamed with Interwoven to provide a superior brand management tool using digital asset management.

Managing product images and data online, Brandbank has a blue chip client list including leading supermarket chains Tesco and Sainsbury's as well as manufacturers Heinz, Unilever and Proctor & Gamble.

Previously, Brandbank held digital assets on behalf of its clients, but lacked full DAM capability to support its internal back-end processes and provide a platform for a hosted DAM offering. It has eliminated that deficiency via Interwoven's MediaBin Asset Server software.

By offering Interwoven's solution via an ASP model, says Broadbank, it can provide its clients with a low cost, flexible 'try before you buy' DAM environment.

Via MediaBin Asset Server, Brandbank clients can now control, distribute and publish product images. Manufacturers' marketing teams can provide global sales forces and business partners with instant, self-serve access to approved, current product photographs, logos, audio and video material, datasheets, advertisements, presentations, and documents.

## French Say 'Non' to Google Digitising Project

**PARIS:** The head of the French National Library has condemned Google's plans to digitise millions of books written in English, expressing a fear of American cultural domination.

In the project, Google will digitise 15 million books held by Oxford, Harvard and Stanford Universities and the New York Public Library, at no cost to the institutions involved, (*see the lead story in Industry News in the May 2005 issue of IQ*).

Jean-Noel Jeanneney, Head of the French National Library, told Paris daily *Le Monde* that the Google project is "confirmation of the risk of crushing American domination in the way future generations conceive the world."

## TRIM Passes the Test For DCA

**LONDON:** The UK Department of Constitutional Affairs (DCA) is rolling out its new TRIM Context EDRMS after rigorous testing.

In 2000, the DCA estimated that its paper records would increase by 40 million pages within 5 years, and realised that an electronic solution was critical, especially as the British Government's e-government initiative required that by the beginning of 2004 all new government records must be capable of electronic storage and retrieval.

After extensive market evaluation TOWER Software's TRIM Context proved the only solution that met DCA's needs. Once procurement was complete a 3-month pilot involving 47 DCA users was followed by 15 months of live running.

This testing was designed to not only make sure the software performed as expected but to gauge the amount of change management required when the EDRMS went department-wide.

It became apparent that all DCA staff would not only have to change the way they worked, but be convinced that this was a change for the better.

With testing completed on time and on budget, DCA is now moving to full rollout.

## Instant Library Goes Tribal

**LOUGHBOROUGH:** Leading UK RIM consultancy Instant Library has merged with 5 other information management and IT companies to become Tribal Technology, a division of Tribal Group Inc.

One of Tribal Technology's chiefs is Dr Paul Duller, new Chairman of the 21-year-old Records Management Society of Great Britain. His Tribal colleague Jamie Burton is editor of the RMS journal, the *Bulletin*.

Tribal Technology is the result of the merger of Instant Library, FD Learning, Tribal Data Solutions, Tribal Managed Services, Foundation Software Solutions, and Tribal Asset Management, which creates a company with a \$100 million annual turnover.

Tribal Technology says that the merger means: "We can offer an even wider range of records and information management services to private and public sector organisations."

## WWII Records Surface to Accuse Aussie Octogenarian of War Crimes

**BUDAPEST:** Records from a Hungarian government archive have been used to build a case against Perth, WA pensioner Charles Zentai, who is accused of murdering 19-year-old Hungarian Jew Peter Balazs in 1944.

The records survived the decades under communist rule which followed the fall of the pro-Nazi Hungarian government through to the coming of democracy in the 1990's.

They document statements given by members of the Hungarian military to the Budapest People's Court, testifying to the beating to death of Balazs in Budapest in November, 1944 by three officers including Warrant Officer Karoly (Charles) Zentai.

One member of the trio was sentenced to death in 1947 for Balazs' murder, another received life in prison. Zentai, now

aged 83, emigrated to Australia in 1950 and currently lives in Perth.

Zentai, who denies any involvement in Balazs' murder, was arrested by Australian Federal Police in Perth in July. Hungarian prosecutors want to extradite Zentai to stand trial in Budapest for his alleged part in the crime.

## EU Standardises Contractual Clauses for Data Transfer

**BRUSSELS:** Companies in Europe now have a standard set of clauses as a legal basis for the transfer of data to controllers outside Europe.

Approved by the European Commission at the end of last year and introduced on April 1, the clauses were proposed by seven international business associations with the aim of providing an 'adequate level of data protection' under the EU's strict data protection laws.

The text of the clauses can be seen at: [www.iccwbo.org/home/e\\_business/ICC\\_model\\_clauses\\_FAQs.pdf](http://www.iccwbo.org/home/e_business/ICC_model_clauses_FAQs.pdf)

## PforP Finds Place for Objective ECM Solution

**LONDON:** Leading UK not for profit housing and urban regeneration specialist Places for People Group has invested in an enterprise content management system from Objective Corporation.

Employing 1,600 people at 28 offices in 10 subsidiary companies, Places for People manages 52,000 homes for sale and rent across Britain. Experiencing rapid growth, and after several acquisitions, Places for People found itself with multiple IT and RM systems and a number of different databases, plus vast amounts of paper records.

Interfacing with SX3's iWorld housing management system, the Objective ECM software will be rolled out across all Places for People sites.



Tony Hayes, Place for People's Head of Information Management and Technology, said: "Objective enables us to consolidate our information effectively using one platform, cutting IT costs at a stroke and making the management of our information very straightforward."

"Objective provided us with a future-proof solution, through its web content management, for example, and is very easy to use – making the change of system less of an issue for our staff."

## PRA Creating RIM Job Opportunities in NZ

**WELLINGTON:** As Kiwi recordkeepers and archivists celebrate the introduction of the Public Records Act 2005 (PRA), there are already signs the Act is creating new employment opportunities in New Zealand.



At a party to celebrate the introduction of the PRA, from left, **John Timmins**, President of ARANZ, **Alison Fraser**, Immediate Past President of ARANZ, **Ray Grover**, NZ's former Chief Archivist, **Helen Hancox**, President of RMAA New Zealand, and **Diane Macaskill**, Archives NZ Chief Executive and Chief Archivist.

RMAA New Zealand Branch President Helen Hancox told *IQ* that a number of new jobs are being advertised in New Zealand as various organisations realise the implications and obligations of the new PRA and the subsequent need to employ professionals to manage their records.

A dramatic increase in demand for RIM professionals also occurred in the UK after the introduction of records-impacting legislation there in January, in that case the new UK Freedom of Information Act.

## Genesis Energises its ECM with Objective 7

**AUCKLAND:** New Zealand energy generator and retailer Genesis Energy has selected Objective Corporation's new Objective 7 enterprise content management solution.

Genesis supplies 640,000 New Zealand electricity and gas customers from its hydro, thermal, and wind generation plants, and is developing a gas turbine generator. It will use the recently launched Objective 7 solution, (see *IQ's May 2005 Industry News*), to enable 500 users to capture and share documents and manage 80,000 engineering documents across eight North Island locations.

Genesis Energy Chief Executive Murray Jackson said: "We selected Objective for its capability for a distributed architecture, which will transform our eight sites into knowledge centres, sharing a smart central repository of information."

"As our generation capability and retail customer base expands, it is important that we have a secure system to manage electronic data and records. Objective will help to reduce our exposure to risk."

## Telecom NZ Connects With 80-20 for Board Information Management

**WELLINGTON:** Telecom Corporation of New Zealand has chosen 80-20's Leaders Online software for the distribution of information to its board and executive team.

Telecom NZ, formed when the former telecommunications division of the New Zealand Post Office was privatised in 1987, today employs 6,000 staff in NZ, and 2,000 in Australia via its AAPT subsidiary, and has more than 3 million customers.

Telecom is the first major New Zealand company to purchase Leaders Online. This GRC (governance, risk management and compliance) software, developed by 80-20 in Melbourne, has achieved high market penetration in Australia with customers such as Telstra, Commonwealth Bank, and Coles Myer.

## Digital Amnesia Seminar Highlights Growing Web Publishing Problems

**CANBERRA:** Presenters at a Digital Amnesia seminar held by the Australian Library and Information Association (ALIA) have rung alarm bells about problems associated with the publication of government information on the Web.

ALIA Director Roxanne Missingham told *IQ* that the April 21 seminar attracted 150 participants from throughout Australia and New Zealand.

Seminar participants learned from keynote speaker Patrick Callioni, Division Manager of the Australian Government Information Management Office, that the close of government bookshops (due to under use) had led to the proliferation of publication of government reports on some 1,150 government websites.

Callioni told the seminar that, in relation to website publication, "Technical storage issues, including technical obsolescence, may never be completely resolved", and that policy must be established to cover changing attitudes to electronic documents and their storage.

Steve Matheson of the Australian Bureau of Statistics told the seminar that with a greater ABS emphasis on its website, print publication of ABS material will decline by 15% over the

next two years. But the National Library's Assistant Director General of Collection Management Pam Gatenby said that a survey of resources in the Library's catalogue with urls found some 14% had 'link rot' and no longer worked.

*(IQ will take a more detailed look at issues raised at the Digital Amnesia seminar in its November issue.)*

## Survey Exposes Risk of Sharing Amended Metadata

**SYDNEY:** An international survey has found that 90% of businesses have no awareness of the potentially damaging information that resides in amended documents and as a result are increasing their risks and liability when reviewing or exchanging documents.



**Andrew Pearson,**  
Workshare's  
Managing  
Director  
APAC

The survey, conducted by IT research consultancy Vanson Bourne and sponsored by document integrity software supplier Workshare, covered 300 businesses worldwide – 100 in the US, 100 in the UK, and 100 in Australia – with remarkably similar results across all three regions.

While, say the researchers, 75% of business documents contain legally sensitive information, it had not occurred to 90% of respondents that amendments to documents that are subsequently shared without being subject to a risk/liability review could pose serious security problems for their organisations.

Commenting on the findings, Andrew Pearson, Workshare's Managing Director Asia-Pacific, said: "If metadata is the DNA of a document, then maintaining its integrity must become a priority."

Highlighting another area of concern, respondents said that their contributions to documents only end up in the final version 40% of the time,

which, according to the researchers, creates significant gaps in the document audit trail.

Vanson Bourne comment that with auditing and data capture increasing in importance as a result of legislation such as Sarbanes Oxley, Basell II, Data Privacy Act, and CLERP 9, there is a mounting case for companies to maintain tighter control over document compliance and security.

The survey also found a high level of dissatisfaction with email-attached documents, with more time spent on these than on dealing with spam. Business professionals spend an average 2.5 hours dealing with amendments and approvals related to email-attached documents.

Exhibiting a lack of faith in existing technology, 82% of respondents still prefer to use hard copy documents for complex approval processes.

## Deakin Uni Opts for CDM Legal Solution

**MELBOURNE:** Deakin University, one of Australia's largest tertiary institutions, has adopted Interwoven's Collaborative Document Management solution to enable its legal department to more effectively manage critical documents and emails relating to contract administration.

Deakin University has 35,000 students and 2,500 staff at five main campuses in Melbourne, Geelong, and Warrnambool. Its legal department oversees legal matters ranging from acquisitions to faculty issues, investments, grants, and R&D.

Previously, Deakin's legal department has consumed time dealing with document version issues and tracking down critical content stored on desktops. And Deakin departments used to initiate contracts, mail them to the legal department for review, after which they would be mailed back.

The university was looking for a solution that could work easily with Linux and UNIX systems and which closely matches the way legal practitioners work. With more than 1,000 law firms worldwide and 100 corporate legal departments standardising

on Interwoven's CDM, and having previously acquired Interwoven's TeamSite software for its overall content management, Deakin felt that Interwoven's CDM product, which is based on the WorkSite MP software, stood out among the potential solutions.

Said Richard Tanner, Deakin University's Director, Information Technology Services Division, "Interwoven will significantly contribute to improved efficiency within the legal department, as we now have an audit trail for contracts from the time they are initiated to the time they are reviewed, signed, and so on."

The university is also considering expanding the Interwoven CDM to create a 'tollgate' for all departments, through which projects would pass in order to proceed to the next phase. This project management process would enable all users university-wide to access, share and store project-related information in one central repository for documents and emails, potentially improving efficiency, tracking, and compliance.

## RMAA and ASA Agree To Closer Ties



**SYDNEY:** The Records Management Association of Australasia and the Australian Society of Archivists Inc have signed a memorandum of agreement committing the two bodies to working more closely together.

The boards of directors of the RMAA and ASA, the peak professional bodies in the records and archives sector in Australia, decided on the initiative to maximise cooperation and communication on issues of joint concern.

RMAA National President,

Chris Fripp, said at the signing at the NSW State Records Office in May, "We recognise that there is a greater likelihood of success in tackling such issues if we pool our energies and resources and share our ideas."

Specifically, the two bodies will now cooperate in political lobbying and public policy issues, will share information and expand cooperation on standards development, will increase the number of joint workshops and seminars, will harmonise accreditation policies and procedures, and the bodies' presidents will consult more closely.

The MoA also provides for a joint campaign to promote the benefits and importance of recordkeeping to the business community, and joint efforts to forge strategic alliances with other bodies. Progress on issues covered by the Agreement will be reviewed in two years time.

## Evidence Law Reform on Table

**CANBERRA:** The Australian Law Reform Commission (ALRC) has joined with the NSW and Victorian Law Reform Commissions to produce a white paper on uniform national evidence law.

The paper, *Review of the Uniform Evidence Acts* (DP 69), proposes unified national evidence laws for all federal, state and territory courts. In the 1980's, uniform evidence legislation was introduced federally and in NSW, the ACT, Tasmania, and on Norfolk Island, but the remaining states and the Northern Territory still have separate and differing evidence laws.

ALRC President Professor David Weisbrot said, of the existing multiplicity of laws, "It is unnecessarily complex for lawyers and needlessly costly for litigants and business." He added, "Business must contend with many differing rules governing important matters such as client privilege and the storage and maintenance of corporate records."

Comment on the paper will be received by the ALRC until mid September. Final recommendations will be made to the Attorney-General in December. The paper is available online at: [www.austlii.edu.au/au/other/alrc/publications/dp69/](http://www.austlii.edu.au/au/other/alrc/publications/dp69/).

## Court Orders Release of Medical Records

**MELBOURNE:** The Victorian Supreme Court has ordered the medical records of a woman who had a pregnancy terminated in 2000 at 32 weeks be released to investigators by the Royal Women's Hospital.

The Medical Practitioners Board had instigated an inquiry into the propriety of the late abortion after a complaint from National Party senator Peter McGauran. The Board initially seized documents relating to the case but the hospital challenged the Board's right to the documents in court. An appeal to the Supreme Court was lodged after a magistrate ruled in favor of the Board in 2004.

An unhappy Victorian branch president of the Australian Medical Association, Dr Mark Yates, told the *Melbourne Age*, that the court's ruling set a "disturbing precedent."

## 80-20 Compliance Solution the Mayne Choice

**MELBOURNE:** Multi-billion dollar healthcare company the Mayne Group has selected 80-20 Software's Leaders Online software to underpin its Sarbanes-Oxley Act (SOX) Section 302 and 404 compliance initiatives.

While Mayne is an Australian listed company, because it is registered with the US Securities and Exchange Commission it is required to comply with SOX corporate governance provisions.

Mayne's General Manager Business Risk and Audit, Tim Bradfield, remarked: "Our goal is to avoid the costs and effort associated with manual Sarbanes-Oxley reporting processes." Bradfield said that Leaders Online will not only streamline Mayne's SOX program, it will support their wider risk management and compliance activities.

The software from 80-20, who claim the mantle of Australia's and New Zealand's only provider of fully integrated corporate governance, risk

management and compliance software, will also permit Mayne Group to meet the immediate and ongoing requirements of Australia's CLERP 9 legislation.

## Fed Govt Launches Publications Discovery Service

**CANBERRA:** Special Minister of State, Senator Eric Abetz, has launched the new release of the online Australian Government publications service, [publications.gov.au](http://publications.gov.au).

At the launch, Senator Abetz spoke of the government's forthcoming strategic review of metadata. He also noted that the Joint Committee on Publications was interested in issues relating to access to government publications and guidelines, and forecast a move to publishing on demand.

## Objective the CALM Choice in WA

**PERTH:** The West Australian Department of Conservation and Land Management (CALM WA) has selected Objective to provide its EDRM solution.

CALM WA manages information ranging from documents and photographs to maps and physical samples of flora and fauna. With its current paper based environment, CALM was concerned that it was exposed to risk of non compliance with the WA State Records Act 2000.

Objective's EDRMS will be used by more than 1,000 CALM staff at 50 locations. CALM's Manager Corporate Information, Debra Rule, commented that the choice was influenced by "Objective's ability to integrate with Geographical Information Systems, while providing a user friendly, centralised index to CALM's business information."

She said the system "will improve the provision of essential information to decision makers."



## TeamSite the Healthy Solution for NSW Govt

**SYDNEY:** The New South Wales Department of Health has launched Interwoven's TeamSite Web content management solution.



**Greg Weblin** of NSW Health

NSW Health will use TeamSite to improve the communication of critical health-related information to a broader public audience.

Research in 2003, at the time of the SARS epidemic, showed that 27% of all Web users Australia-wide were using the internet to search for health-related information, and NSW Health realised that efficient website management was critical in the health environment.

"The onus was on the Department to provide accurate, relevant, error-free Web content to make sure that all parties, from the patient to the doctor, get access to the best information on health issues," says Greg Weblin, online services manager with NSW Health.

NSW Health evaluated five different software solutions, with Interwoven's TeamSite coming out on top in all evaluation criteria.

"It wasn't just the product that was critical to us," says NSW Health's Weblin. "but the support that we would receive during the implementation process."

NSW Health says one of the attractions of TeamSite is that it allows it to establish a single standard across the statewide health system in Web content and maintenance and authorisation processes, reducing the reliance on paper-based systems.

## Qld Natural Resources Goes Further Down Interwoven WCM Path

**BRISBANE:** The Queensland Department of Natural Resources, Mines and Energy (NRME) is extending Interwoven's TeamSite solution for its Web content management.

NRME manages the natural resources of a state which is equal in size to the British Isles and the whole of Western Europe combined, and a major challenge in the past has been managing and disseminating large amounts of information over such a vast area.

In 2002 NRME conducted research which showed that while stakeholders preferred phone and written communication, 62% had accessed the Department's website in the previous 12 months. NRME decided that the time had come to move from using the Web as a repository for information to utilising it to provide information to customers in a way that would save time and money. Following a whole-of-government tender process in 2002, Interwoven's TeamSite was chosen for a 50-seat pilot.

With TeamSite enabling NRME users to create standard website content that goes through an approval and quality assurance process before publication, freeing them from technical concerns and allowing them to focus on content, material that was taking up to two weeks to get to the Web team's job queue now achieves same day publication.

NRME Web traffic subsequently increased by 50%, and NRME has now moved into stage two of the project, extending it to a further 250 users, with business groups now responsible for their own content.

NRME reports that TeamSite's workflow tools have streamlined the approval process, and contributors can be confident their material is standards compliant.

## IN MEMORIAM

### Dennis Haraszti, Recordkeeper

It is with sadness that we record the death of Dennis Haraszti, who passed away suddenly on April 7, 2005. Dennis had been an active member of the ACT Branch of the RMAA since 1993.

Dennis worked at the Department of Health and Aged Care 1999-2001 and was part of the team that lead the desktop upgrade and implementation of WorkPlus (later relabelled CoreDocs), among the first EDMS in the Commonwealth Government.


Dennis did consultancy work with Recall, briefly joined the Department of Immigration & Multicultural Affairs, and from 2003 until his death worked with the Department of Family and Community Services, (FaCS), where he took a lead role in the deployment of iManage, the new document management solution.

Dennis was never afraid to have a go at something new or tackle the 'too hard basket cases,' and was always one to provoke thought and debate. He is a great loss to the records management community.

### Norm Davies, First RMAA Branch Secretary/Treasurer

On June 20, Norm Davies died of heart failure at the St George Hospital in the Melbourne suburb of Kew. Norm was the secretary/treasurer of the first branch of the RMAA, formed at Melbourne in 1969.

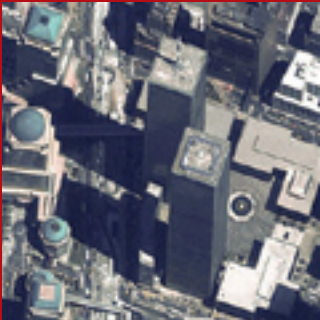
Mike Leigh, MFMA, inaugural president of the Victorian branch, said of Norm: "Those of us who knew him will remember a man of integrity and humour. His diligent and prompt accounting skills set a benchmark for others to follow, and his friendship and approachability endeared him to all. He became my best friend, and I will miss him and his tall stories."

"Our sympathies go out to Norm's wife Wilma, his daughter Rima and son Chris, and to his grandchildren." 



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# From the D Disaster and Recover



**WORLD EXCLUSIVE**

# **Just of 9/11 y in Lower Manhattan**

By Stephen Dando-Collins



**How would you recover if both your home and business were destroyed in one fell swoop? Exclusively for *IQ*, New York City newspaper proprietors Alison and Robert Simko tell their story of disaster and recovery following the most harrowing day of their lives - September 11, 2001.**



## Part 1: The Disaster

**E**leven year-old Lucy had slept badly overnight. She'd had a nightmare, all about an explosion and a fire. Over breakfast, she recounted it to her parents Alison and Robert Simko and four year-old brother Theo. Lucy's mum and dad reassured her that it had only been a bad dream.

After breakfast, as Alison bundled the children into the lift for the ride 26 floors down to the street to go to school, Robert walked to work, all the way to another apartment on the same floor of the Gateway Plaza tower. Once, this apartment had been their home; now it contained the offices of the Simkos' business, the *Battery Park City Broadsheet*, a flourishing community newspaper.

It was 8.15 am, and starting out as just another day for the Simkos and millions of other New Yorkers. Except the day was Tuesday, September 11, 2001, a day which was about to change New York City, the USA, and the world.

As Robert sat down at his desk, his eyes went out the window, to the busy Hudson River below, whose comings and goings he documented in his RiverWatch column in the *Broadsheet*. His gaze lifted, to the islands out in New York Harbour. Liberty Island, with Lady Liberty standing tall and stately, her Norwegian copper coat green with age. Ellis Island. Governors Island. With New Jersey, where he'd been born, in the distance. He loved this sight, could never grow tired of it.

His eyes raised to the sky - blue, clear. The air slipping in through the open windows was warm and comfortable. Telling himself it was going to be a great day, Robert settled down to work at his Mac G3 computer.

Robert was both publisher of the *Broadsheet* and its chief photographer, while Alison was the paper's Editor-in-Chief. He had graduated from Rhode Island School of Design back in 1976 with a degree in photography, and had gone to work for famous portraitist Arnold Newman, who pioneered environmental portraiture, with photographs of the world's rich and powerful. Newman had been awful to work for, but his rigid discipline and Robert's hard work had helped the young photographer survive, then thrive.

Moving on to work for Magnum Agency photographer Bert Glinn, Robert had travelled first class around the world

on corporate photo assignments. Then he'd joined *Adweek* magazine as staff photographer, doing the rounds of the Madison Avenue advertising agencies.

It was at the magazine that Robert met a newly hired *Adweek* journalist: "One delicious-looking Alison V Rogers," he says two decades later with a grin. Within two years they had married. Before long, Alison had left *Adweek* to have Lucy. And Robert set up as a freelance photographer, working from their Gateway Plaza apartment.

In the *Broadsheet* office on September 11, Robert took his eyes from his computer screen and checked his watch - 8.30. Alison would be back from ushering the kids to



**Burnt out FDNY fire truck at Ground Zero, September 11, 2001**

school before long, and together they would take a look at the layout for the paper's next edition, which, based on the advertising bookings, would be the most profitable in their four years in the newspaper business.

**A**lison kissed Lucy goodbye in the lobby of their apartment building. Lucy would walk herself to IS89, her middle school three blocks north of the World Trade Centre's 110-storey twin towers, where she was a 7th grader. Alison then led four-year-old Theo by the hand, out into the sunlight, for the walk to his preschool on Greenwich Street in the Tribeca district, six blocks northeast of the WTC. This would be just his third day at school.

Alison and Theo crossed Liberty Street and walked briskly

FROM THE DUST OF 9/11: Continued from page 20

along busy West Street, past the World Trade Centre. The 16-acre WTC precinct was the hub of the Simko family's life, their town centre. Here they did their everyday shopping, banking, and eating out. The WTC lobby even had a piano player to entertain the people standing in ATM lines. A lot of *Broadsheet* advertisers and Simko friends were located here. If the Simkos were traveling across town or to New Jersey, they used the subway station in the WTC basement.

Alison was in good spirits. Lucy was settled at her school and Theo was readjusting to preschool without major problems, the *Broadsheet* had hit its stride, and she loved her job.

When, one hot day in early August, four years back, Robert had voiced the idea of establishing their own newspaper to service the local community, she hadn't jumped at the idea to begin with, even though she did not want to go back to work full-time for someone else now that she had two young children.

But as they'd talked the idea through over the late summer of 1997, Alison had to agree that the district had the best demographics in the country for a successful community newspaper – highly educated, medium to very high income people, a mixture of families with children and seniors who preferred the excitement of NYC to a retirement community in Miami, all with a strong loyalty to Lower Manhattan.

Robert suggested they could set up office in their apartment in the Gateway complex, and maybe later expand into another apartment. After all, they both loved it here in Battery Park City, a part of Lower Manhattan created in the 1970's-80's using landfill from excavation for the new World

At first, Robert and Alison physically distributed their paper themselves, but four years on they had two guys in a van trained up and doing the deliveries. They had a part-time administrative assistant working with them in their offices. A sub-editor worked from home. And, while Alison wrote most of the news stories, she assigned feature articles to a team of freelancers.



**Alison & Robert Simko hard at work in the *Broadsheet's* Lower Manhattan Office**

Photograph by Robert Simko

**“Get out of there,” she urged him. “Right now!”**

Trade Centre and sand from Long Island.

The romantic in Robert liked the idea of setting up a newspaper close to Park Row, former home to famous NYC papers run by Pulitzer, Greeley and Hearst. The Tom Sawyer in him was mesmerised by the Hudson River traffic, as he wondered where all the craft were coming from and going to. The surrounding skyscrapers were his Rockies.

The idea of not having to commute to work certainly appealed to the pragmatist in Alison, and as the couple costed the *Broadsheet* idea and mapped out a production schedule, she had warmed to the concept. By September, while Robert did the rounds of potential advertisers, she was pulling together the paper's first stories.

And throughout the Simko apartment, beside beds and baby cot, spread the paraphernalia of a newspaper office – computers, fax, paper cutter, photo equipment, filing cabinets. It was crowded, it was noisy, but it was exciting. By the time the first edition was ready to go to print, Alison had caught the newspaper bug.

She had started her career at the Curtis Brown literary agency before moving to *Sport* magazine and then to *Adweek*. Her subsequent writing for the *Broadsheet*, described as ‘clear’ and ‘unbiased,’ saw her attending up to eight meetings of community groups each week to tap into local issues and concerns. That grass-roots involvement had given the Simkos’ paper a reputation as the conscience of Lower Manhattan.

By 8.48, Alison was handing Theo over to his class teacher at PS150, when she heard a low-flying jet aircraft pass directly over the school, “With a roar that still haunts me today,” she recalls. While the young children in the room thought nothing of it, the parents all looked at each other, knowing there was no way an aircraft should be flying so low here. “Two or three seconds later, we heard the impact. But I didn’t understand what had happened.”

On the 26th floor at Gateway Plaza, Robert also heard the airliner hit the WTC’s North Tower – a crunching sound, followed by a huge explosion. His windows faced south, so he couldn’t see the WTC. Instinctively he grabbed up a video camera and stuck it out the open window, filming a plume of black smoke wafting across the blue sky.

Back at PS150, Alison hurried down the school steps to Greenwich Street to find out what had happened. Every vehicle in the street had come to a halt, as if all their engines had failed at once. People were getting out; their gaze was fixed on the WTC’s North Tower.

Numerous other parents fresh from dropping off their infants were on the pavement, looking worriedly up at the north side of the North Tower. There was a hole in the tower three-quarters of the way up, between floors 92 and 95. It was just beginning to smoke and glow.



FROM THE DUST OF 9/11: Continued from page 21



## Six days before disaster strikes a cruise liner serenely sails past the WTC towers as it leaves New York

Photograph by Robert Simko

People were saying that a Boeing 767 airliner had flown into the tower. Alison began to shake; a crazy, exaggerated tremble, as she pictured the fate of the plane's passengers and of the people in the tower floors where the jetliner had struck.

At the Gateway Plaza office, Robert turned on the TV, hoping to see coverage of the event at the WTC that would explain what had happened. Then the phone rang. When he answered, Alison was on the line.

Standing in the street outside Theo's school, Alison spoke quickly, anxiously, into her mobile phone, telling Robert what she was witnessing as the North Tower burned. Robert could hear fear in her voice.

"I'm going to get Theo and Lucy," she told him, before hanging up.

Grabbing his stills camera, Robert took the lift to the ground floor. A large crowd had gathered outside the three

Gateway Plaza towers. He joined neighbours standing, watching, stunned, as the upper part of the WTC's North Tower burned furiously. Bringing up his camera, he began to take photographs.

Through his telephoto lens he could see a red-hot inferno spreading across four floors. He felt no fear, just a sense of helplessness. As he was clicking away, he remembered that today a street-sweeper truck was due to clean the area's streets, and he wondered if should move his parked car, or risk a parking ticket.

At this point, normality was still intruding into his thoughts, as Robert and everyone around him assumed that the plane had hit the tower by accident, and that, while horrific, the event was explainable in terms of what was considered 'normal.' He decided to leave the car where it was and concentrate on picture-taking.

Now, before his eyes, people began to jump from the North Tower to escape the heat and flames, plummeting to their inevitable deaths. Feeling quite numb, he watched a dozen or more jump, some singly, some in pairs.

## Now, before his eyes, people

These were people just like him, he thought, people who had gone to work that morning without ever considering that hell would soon be unleashed a quarter of a mile up and their lives would come to an abrupt end. Around Robert, friends and neighbours were weeping, as more victims jumped from the burning tower and thousands of business papers somehow released by the fire floated gently, incongruously from the sky.

At PS150, Alison had gone back inside the school and hurried to Theo's class. All was calm within the school. Theo's teacher assured Alison that Theo was in safe hands, so she ran back down to the street.

People were still standing there, in groups and on their own, watching the tower burn, all uncertain as to what they should do. Again she tried to call Robert on her mobile, but now there was no reception. She was still shaking uncontrollably.

A little after 9.00, Robert was shooting stills of the burning North Tower when he heard the sound of another jet approaching. But from which direction? By the time he'd figured out that it was coming in from the south, he had just enough time to pan around to the WTC's South Tower to take a definitive news photograph of the second airliner ploughing into the glass, aluminium and steel of the tower and creating two giant orange fireballs as its fuel tanks ruptured.

Through his viewfinder, he watched it happen. In his memory today it takes place in slow motion. He can even see the big, shiny Boeing 767 tipping its wings 45 degrees a heartbeat before it was swallowed by the façade of the south side of the WTC's South Tower.

At that moment, 9.03 am, standing on Greenwich Street, Alison heard the second plane hit. One of the two fireballs created by its collision with floors 78 to 84 of the South Tower rolled across the sky directly toward her. She remembers



Left to right: 1. Before 9/11, the WTC from space; Aerial photograph courtesy Space Imaging, Colorado. 2. & 3. The WTC prior to 9/11; iStock Photos. 4. The WTC from New York Harbour; Robert Simko. 5., 6. & 7. September 11, 2001, the aftermath of the attacks; Robert Simko. 8. As seen from space, Ground Zero was still burning two days later; courtesy Space Imaging, Colorado.



FROM THE DUST OF 9/11: Continued from page 22

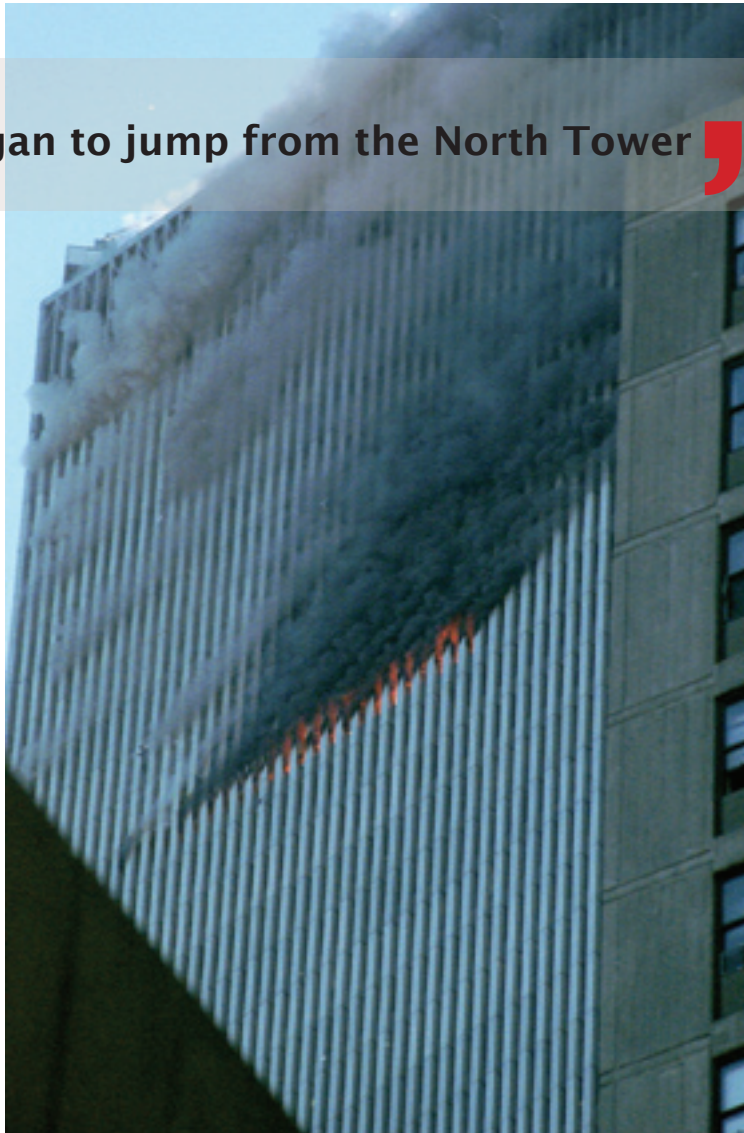
thinking it was like something out of an Indiana Jones movie. Around her, women screamed. Someone vomited. Wide-eyed with panic, people turned and began to run, desperate to get away from the WTC.

Outside Gateway Plaza, members of the by now vast crowd around Robert reacted with horror at the sight of the second plane striking the WTC. There was an audible gasp from the crowd. Grown men near Robert burst into tears. What they were witnessing was surreal, was like the movies, but everyone in the crowd now realised that what was taking place before their eyes was no accident.

"It was the moment we all realised we were under attack," Robert recalls. "I remember thinking, 'So much for Star Wars Missile Defence'."

He knew now too that he was witnessing an epic event. "I thought I'd live through it, but I was also scared." Yet, did it enter his mind that one or both the WTC towers would fall? "Not I," he says definitely.

began to jump from the North Tower



As Robert was photographing the North Tower burning, he heard another aircraft approaching

Photograph by Robert Simko

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MAP 5055

FROM THE DUST OF 9/11: Continued from page 23

As some onlookers turned and fled in terror, running as fast as they could to escape the area, Robert decided to return to the relative safety of his office and took the lift back up to Gateway Plaza's 26th floor. There, he turned on his Radio Shack scanner. In the past he'd used it to listen in on New York Police Department and maritime communications as a way of learning of potential photo-journalism opportunities. Now it would tell him what was happening to his city. As the radio crackled with police conversations, he began to gather essential items.

## She heard her name called across the narrow, cobblestoned street

Within seconds of the second plane hitting, Alison was running. Driven purely by gut instinct, she wasn't running away from the disaster, but toward it, to Lucy's school, to retrieve her daughter.

She found that federal agents had arrived at the middle school and had commandeered all the phones. School staff had herded their students into its cafeteria. Alison collected Lucy, then tried to collect her thoughts.

It occurred to her that the WTC towers might be destroyed by the fires that had gripped their upper floors with amazing speed, and in that case the flames would probably spread. Gateway Plaza, right next door, was not a safe place for her children.

Besides, there was the possibility of further aircraft being flown into the WTC or other city landmarks. Like Robert, Alison quickly realised that NYC was experiencing some sort of attack. She had been at home with baby Lucy back in 1993 when the terrorist bomb had gone off in the WTC basement car park. She had never forgotten how the blast rattled the windows of the Simko apartment that day.

It was there, at the school, trying to figure out where to go next, that Alison bumped into a friend who had a loft apartment on Franklin Street in Tribeca, ten blocks from the disaster scene. The friend immediately offered Alison and her kids sanctuary there.

They all set off for PS150, running again, along sidewalks lined with New Yorkers, some crying, all shocked, who stood riveted to the sight of the burning towers. Alison collected Theo, then headed for Franklin Street.

Around 9.45, at Gateway Plaza, Robert's phone rang. It was Alison. Calling via landline from the Franklin Street apartment, she gave him the comforting news that she and the kids were together, and safe. Robert told her that he'd been downstairs, taken some pictures, and planned to go back down again soon and take some more for the next issue of the *Broadsheet*.

Alison told him to forget about taking photos and to join her and the children. "Get out of there!" she urged him. "Right now! Come here to us at Franklin Street."

"But, an amazing and terrible news story is happening, and we have to document it," he responded.

Alison would have none of it. In the end she begged Robert to come to her.

Reluctantly, he agreed. He said he wanted to collect their essential items, like passports, toothbrushes, underwear. Once he'd done that, he said, he would join her and the kids, taking a few shots of the scene at the WTC on his way. "I'll be there in half an hour," he promised her.

At 9.59 am, Robert was still at the office. He knew that once he left the building it was unlikely the authorities would let him back in. Despite his promise to Alison, for the time being he was sitting tight. Now, from close by, came a thunderous noise. At first he thought that a third plane had hit the WTC.

Then, over the scanner, came the voice of a NYPD officer. "South Tower down."

The unthinkable had occurred. Just as the 'unsinkable' *Titanic* had sunk, the WTC's South Tower, the second tower to be hit, had entirely collapsed – all 110 storeys of it. A cloud of



Robert was able to turn just in time to photograph the second hijacked plane hitting the South Tower.

Photograph by Robert Simko

smoke and dust swirled outside the Simkos' office window. Robert snapped a few pictures out the window. But as the grey cloud thickened he closed the window and retreated to the kitchen, further inside the office.

The cloud snuffed out the light. As he stood there in the kitchen, he could not see his hand in front of his face. There was an awful silence. He had no idea what would follow. The cloud slowly thinned. Light returned.

Robert went to the window. Below, the neighbourhood was coated in thick, grey-white dust. Sheets of office paper floated through the air like confetti. Through a grey mist Robert could make out tugboats nosing into the Gateway Plaza esplanade. He guessed they intended evacuating the hundreds of residents now gathering down there, some of them injured, taking them across the Hudson to New Jersey. He didn't want to be evacuated, not while his family was still here on Manhattan.



FROM THE DUST OF 9/11: Continued from page 24

Alison, at Franklin Street, watching the tower come down on TV, tried not to imagine her husband under those thousands of tonnes of rubble. The last she'd heard from Robert, he was going out to photograph the disaster scene on his way to join her and the kids. She tried to phone him at the office again. But services to Gateway Plaza were now gone - phone, power, water, had all been taken out by the collapse of the WTC's South Tower.

Trying not to panic, nor to show the children she feared for their father's life, she left them in her friend's care, and went to locate Robert at the WTC. The streets were filled with police by this time, sealing off the disaster site to all but emergency personnel, and, despite her pleadings, they wouldn't let her through. Despondently, she rejoined Lucy and Theo.

Robert had sunk down onto the worn leather office couch. Inside the building, the power had died. He had no idea of the situation outside. He thought it quite possible that the

Alison tried calling Robert repeatedly, without success. The children were worried now. Attempting to shield her kids from the disaster, Alison hadn't let Theo watch TV, and only let Lucy see bits and pieces of the non-stop live coverage. But the pair had a good idea what was going on - only later did Alison learn that while as she sat anxiously glued to the television, the children, in the next room, saw the towers go down, from a window.

To reassure Lucy and Theo, Alison lied, telling them that their father was helping rescue people. As the hours passed she several times went down to the street and tried to sneak past police to go in search of her missing husband, but each time she was turned back.

When midday arrived, Robert was still in the Gateway Plaza office. There was a knock on the door. When he opened the door, he saw, in the light of the building's emergency hallway lighting, his friend Charles Frederick from the 21st floor and his three-year-old son Uriah.

Frederick was white-faced with shock. "The towers are down, the towers are down!" he gabbled.

Taking the stairs now that the lifts were out, Robert went with the Fredericks down to their apartment, whose windows faced the WTC site. For the first time, through a brief, windblown gap in the deathly black smoke rising from the collapsed twin towers, he saw distant buildings once obscured by the towers, and saw a giant shard from the South Tower poking grotesquely above the World Financial Centre's Dow Jones building.

Robert spent the next few hours with the Fredericks, looking gloomily out their apartment window at the omnipresent curtain of black smoke in the near distance, trying to gauge whether it was safe to go downstairs. His biggest fear was of being corralled onto a tug and shipped over to Jersey, away from Alison and the kids. "I didn't want to go until I was ready."

He guessed that other buildings around the WTC had been affected by the destruction of the towers. In fact, dozens of buildings had been damaged by falling debris or had caught fire. The adjacent building chosen by NYC Mayor Rudolf Giuliani as the site of his disaster HQ was gutted by fire when fuel tanks

brought in to fuel emergency power for the mayor's HQ, against New York Fire Department advice, had exploded in the heat from nearby fires.



New York City tugboats nose into the esplanade to evacuate 9/11 victims

Photograph by Robert Simko

tower's collapse had started fires all around the area.

The scanner, operating on batteries, crackled with voices non stop. Now one worried voice in particular caught Robert's ear. "North Tower looks like it's tilting. It's gonna come down too!"

For the first time that day, Robert felt real fear. Of the two WTC towers, the North Tower was the closest to his Gateway Plaza building. If it toppled in the Gateway's direction, he was a goner. He thought of putting photos of his wife and children in his pocket to help identification of his body. But then he became convinced that either the odds or the gods were with him and he was not going to die today.

From home and office apartments he filled a backpack with passports, toothbrushes, cash, cameras, eyeglasses, and bottled water. At 10.28, he was sitting at his desk, finalising this collection, when the world shook, and again he was cast into total darkness. The North Tower had just come down.

**The chat board was a lifeline that Alison was quick to use**

In the early afternoon the trio on the 21st floor was joined by another shocked, lost neighbour, who Robert knew only as Bill. As 3.00 pm came and went, with no more aerial attacks since mid morning, with no more buildings in the vicinity collapsing, and with tugboat evacuations apparently now at an end, Robert decided it was time to leave.



FROM THE DUST OF 9/11: Continued from page 25

He went back up to the 26th floor to retrieve the backpack containing his collection of essentials. Already the emergency lighting in the hallways was dimming; before long, he knew, it would die altogether. Equipped with his backpack, Robert returned to the Frederick apartment. By 3.30 he was leading Charles, Uriah, and Bill down 21 echoing flights of concrete fire escape stairs to ground level.

"The scene was devastating," says Robert of the sight that met his eyes when he emerged from the lobby. "The façade of one of the Gateway buildings, the closest to the North Tower, that bore the brunt of the force of the collapse, was scorched and had its windows blown in. One apartment about ten storeys up was blackened from a fire that had been put out." Later, human body parts would be found on the roof of that building.

All around Robert and his fellow escapees lay a carpet of grey ash, 10 centimetres thick,

Smoke from the inferno of the collapsed towers billows beyond the glass of the Wintergarden building

All photographs on this by Robert Simko



There were soon National Guard Humvees armed with 50-calibre machine guns on every street corner in Lower Manhattan



Robert's snap of neighbours Charles and Uriah Frederick picking their way through the 9/11 rubble after evacuating the Gateway tower

which he likened to volcanic ash from Mt St Helens. Lying in and on the ash were thousands of pieces of paper, and debris including two-metre lengths of aluminium cladding from the North Tower's outer skin.

Something glinted in the dust. Robert bent and picked it up - a sliver of microfilm, containing the floor plan of 7WTC, one of the smaller buildings in the World Trade Centre complex, which would soon also collapse.

Robert led his little group along rubble-strewn streets lined with emergency vehicles. The pavements were littered with abandoned baby strollers, briefcases, bags, even shoes. Scores of FDNY firemen sat on the kerbside in their helmets and dust-caked yellow and black fire protection suits, silent, their heads bowed, like battered soldiers just withdrawn from a battle. Some glanced up as the quartet passed; the firemen looked just as dazed and lost as Robert and his party.

At a corner, Robert paused to look along Liberty Street toward the towers' base and the Marriott Hotel. Even the bright afternoon sun could not penetrate the thick pall of black smoke

which rose to the height of the former towers and seemed to suck in the daylight.

"A vision of hell. Pure evil. Something that I didn't want to get close to." He kept walking, increasing his pace to leave this place behind. He snapped some quick photos as they went, but the photo-journalist's desire to comprehensively record the disaster scene had left him. "I lost my desire to even look at it."

A dozen blocks away, Alison was feeling alone, cut off, and close to despair. All phone services to Lower Manhattan below Canal Street were out. The subways had stopped running. Air Force fighter jets patrolled ominously overhead in pairs. The streets were clogged with emergency vehicles. National Guard Humvees rumbled everywhere. Jumpy, heavily-armed men were on every street corner.

Alison could cope with all that, and more. But it was not knowing about Robert that was killing her. She had expected him to come to her by 10.15. Now, it was after 4.30 in the afternoon, and there was no word of him. She was convinced he was dead.

Leaving Lucy and Theo in the care of her friend in the loft, she had come out into Franklin Street, and had sunk down onto the kerb. There she sat, head in hands, trying to think straight and to work out what she and the children should do next.

"Alison!"

She heard her name called across the narrow, cobblestoned street. She looked up. There was Robert, standing across the street from her, smiling an exhausted smile. She sprang to her feet and ran to him. They embraced, and didn't want to let go again... ever.

FROM THE DUST OF 9/11: Continued from page 26

## Part 2: The Recovery

**T**he Simko family - Alison, Robert, Lucy and Theo - had lost their home and their business. As the sun went down on September 11, they had just the clothes they stood up in, and the few essentials that Robert had salvaged from their apartment.

They spent that first night with their generous friend in the Franklin Street loft, but when Robert and Alison arose on Wednesday, September 12 after a sleepless night, it was with the determination to get the kids out of the city right away; no one knew what the terrorists had in mind next for NYC.

After breakfast, Alison and Robert, still shaky and emotionally and physically exhausted, walked Lucy and Theo to Grand Central Station along sombre streets dominated by official vehicles. There the family boarded a train for Mystic, a town 130 miles up the coast in Connecticut, where Alison's parents Brian and Carol Rogers lived. Both had recently retired. Brian had been a rare books librarian at Connecticut College; Carol, a successful Mystic real estate broker.

'Bubba' and 'Nana' Rogers welcomed the shell-shocked family into their home, and offered to let them stay indefinitely.

I knew only that my life had changed and that at this point we could only take one day at a time."

Five hundred people attended the September 14 public meeting, held outdoors on a basketball court on Canal Street not far from the Holland Tunnel. Robert and Alison found that not only community leaders but people who had never previously become involved in community affairs stepped up and wanted to be counted.

Alison and Robert decided there and then that they too wanted to be involved, and, more particularly, they wanted to get the *Broadsheet* up and running again to play a role in their community's recovery. Neither of them thought for a moment of walking away, of going somewhere else and doing something else.

"It never entered my mind," says Robert.

Alison shakes her head. "Lower Manhattan is our home," she says firmly.

Somehow, they would try to get an issue of the *Broadsheet* up and out as soon as possible. Obviously, the intended next edition could not be published. A special edition, about the WTC disaster, was called for.

They knew about the September 11 attack on the Pentagon in Washington DC and the hijacked plane that had gone down in a Pennsylvania field, and sympathised with those who had been affected, but their focus would be on their community, on the tragedy on their doorstep.

But, first, they had to have a roof over their heads. To their amazement they discovered that a *Broadsheet* advertiser,

## Alison had to act like a World War II resistance heroine

But Alison and Robert were determined to get back to NYC, to do what they could to help their city recover from the disaster.

For weeks after September 11, Robert could not bring himself to watch TV, whose numerous channels were filled with images of the disaster and its aftermath. Alison, on the other hand, craved information, and cheered when on Friday the 14th she discovered that the Battery Park City Authority had set up an Internet chat board to allow dispossessed residents to contact family and friends.

"For me, this was a fearfully personal tragedy," she says. "I barely understood this to be a 'world event.' Neighbours were killed, our home contaminated. Men with guns took over our streets. Our livelihood appeared to be destroyed. I didn't know where our friends had gone, if people I loved were safe. It was devastating."

The chat board, where people who had been scattered from Lower Manhattan began to check in and leave messages, was a lifeline which Alison was quick to use. With relief, she began to hear from missing friends.

On the Web too, the Simkos discovered notice of a public meeting to be held on the Saturday to discuss the disaster and how best to recover from it. On Saturday morning, leaving the children with their doting grandparents, Alison and Robert took the train back to Manhattan. They went without any fixed ideas on how they were going to approach their personal futures.

"I felt safer in Mystic," says Robert, "but when my kids would ask, 'What'll we do?' and 'Where are we going to live?'

the Wall Street Inn, located deep within the Financial District, uniquely had power, water, and limited phone services. Robert and Alison took a room. The Wall Street Inn became their Manhattan home for the next three weeks. The only other guests were computer specialists brought in to rebuild computer systems for the New York Stock Exchange and other financial businesses affected by September 11.

Next priority, the newspaper. The *Broadsheet* office at Gateway Plaza had been run using four Macintosh G3 computers. Robert guiltily admits that he had backed up nothing at a separate site. All the newspaper's software and files were up there on the 26th floor at Gateway, and the National Guard was not letting anyone within blocks of the site. Those files covered production fonts, editorial material, photos, subscriber lists, and advertiser and billing details. To get out a new edition, the Simkos would have to start from scratch.

In the midst of catastrophe, they did have one crumb of good luck. Robert had ordered a new G4 Mac, which had been due to be delivered on September 11. He was able to redirect it to Mystic, so at least they now had one piece of hardware to work with. On top of that they had photos Robert had taken on 9/11, and others would soon be offered by contributors. And Alison could write up a storm.

As for advertisers, their files were no use to them anyway. Some of their clients had been killed. Others were scattered to the four winds. Robert would have to go door to door to track down some former clients and secure limited advertising content for the planned special edition.



FROM THE DUST OF 9/11: Continued from page 27

While they put together their special edition, shuttling back and forth between Manhattan and the Mystic production office - the Rogers' study - the Simkos also got their children's lives back on track. Theo stayed at home with his grandparents, but Lucy was soon going to school again. Not at IS89 right away; it was temporarily closed. For now, they arranged for her to go to school in Rhode Island, which was right next door to Mystic, where a family friend also attended.

More good fortune - a week after September 11, residents of the Gateway Plaza towers were given permission by the authorities to briefly return to their apartments to collect whatever they could carry. They would be given exactly fifteen minutes in their former homes. This was a godsend for the Simkos, because they figured it would allow them to retrieve at least one computer and their *Broadsheet* software and file CDs.

Like hundreds of others, they assembled in the street, outside the WTC 'No-Go' area - the entire neighbourhood had been surrounded by chain-link fencing and was under tight military guard. While they waited to go in, Alison poked around in the omnipresent grey dust with her foot. But she was afraid to dig too deep in case she came across a body part.

Through deserted streets which were regularly washed

down by city water trucks to remove the grey ash, and then along the esplanade, they were marched to Gateway Plaza by an escort of National Guard troops armed with M-16's. It looked and felt like a war zone. Irking Robert was a warning from the police not to take any photographs - if he did, he would be arrested and his camera confiscated.

In their building's lobby milled men in windbreakers emblazoned with NYPD, FBI, DEA, FDNY. FBI posters on the lobby walls urged residents to be on the lookout for the black



Right: When Lower Manhattan residents such as the Simkos retrieved their parked cars in the days after September 11, they found them covered by toxic '9/11 dust'

Photograph Robert Simko



September 15, 2001: Local identity **Bob Townley** addresses a crowd of fellow shell-shocked residents who gathered on a basketball court in Lower Manhattan

Photograph by Robert Simko

boxes of the two aircraft that had been flown into the twin towers. The neighbourhood's power was still out, so the Simkos had to climb 26 flights of stairs dimly lit by temporary lighting to reach their two apartments.

Robert had made a list of everything he needed, and now he gleefully grabbed up CD's and disconnected the mainframe of one of their four Macintoshes. He had set up the computers using independent but parallel systems that could support the same operations, so the hard drive from one was all he needed.

Next door, Alison wasn't so happy. On September 11 they had left the windows of their home apartment open 5 or 6 centimetres. That gap had been enough for the WTC dust to penetrate the entire apartment and cover everything in it with a thick grey coating which had also impregnated anything porous. Although the Environmental



FROM THE DUST OF 9/11: Continued from page 28

## Historical Collections Lost on 9/11

Many items going back to the 1700's salvaged in archaeological digs in Lower Manhattan and stored by the General Services Administration at the World Trade Centre in New York City were destroyed in the collapse of the twin towers on September 11, 2001.

A collection of rare papers from the Kennedy White House was reportedly also lost in the destruction of the WTC. Other historic items destroyed that day included a collection held at the Amish Market adjacent to the World Trade Centre.



Protection Agency had declared the WTC dust harmless to human health – incorrectly as it was to turn out – even then the Simkos worried the ash contained toxins. Alison was already experiencing chest pain when she breathed, from the microscopic particles still in the neighbourhood's air. Rather than risk it, they had to throw out all their personal possessions: furniture, bedding, food, clothing, even young Theo's stuffed animals.

On September 22, the Simkos published their first issue of the *Broadsheet* since 9/11. It was just a single sheet, printed both sides, but it was a signal they were back in business. Apart from graphic pictures shot by Robert and regular contributor Bill Hartford, the issue included first-hand accounts of the events of September 11 from a number of the paper's readers.

The issue also gave a long list of important information for residents, covering everything from emergency phone numbers to air quality, health, clean-up, insurance, housing, security, schools, mail, phone, and websites.

Exemplifying the Simkos' determination to come back from the disaster, and their determination that Lower Manhattan would also come back, Alison wrote, in an editorial in that issue:

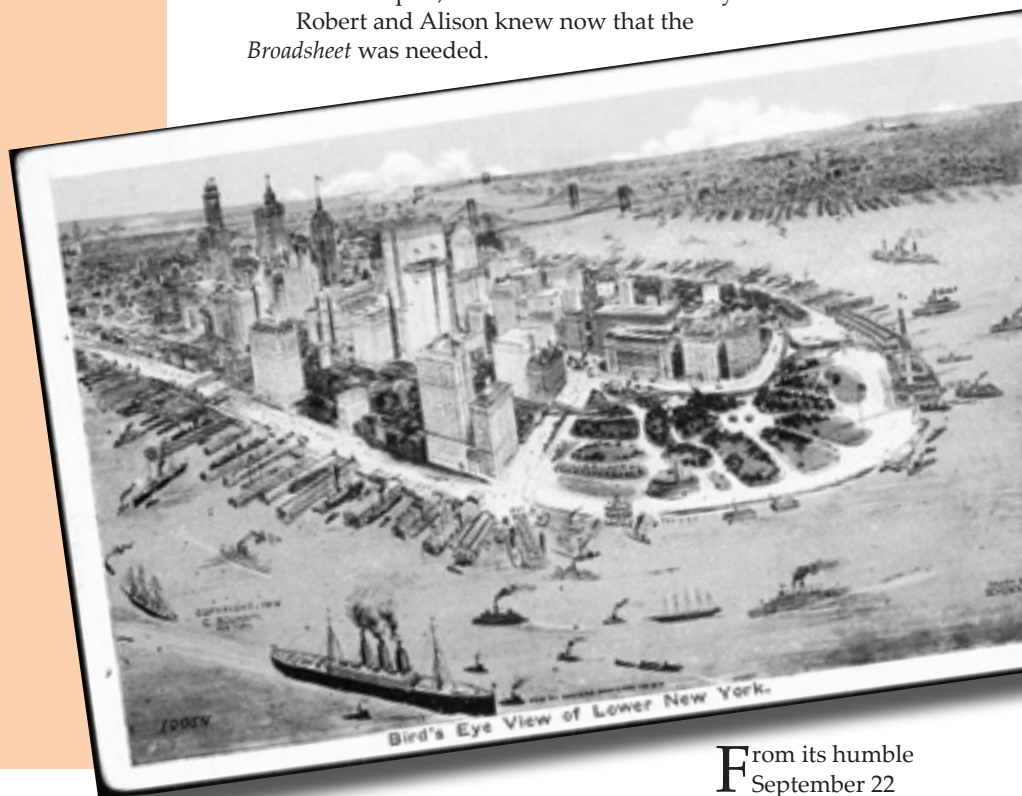
"The shattering events of September 11 almost wrecked our world – but our spirit is intact, our determination stronger than ever. The *Broadsheet* will be part of the efforts already under way to rebuild the downtown community over the months and

years ahead. There's an indomitable feeling throughout Lower Manhattan, and despite unforgettable and horrifying memories, we will go on."

To distribute the September 22 edition, Robert and Alison trundled throughout Lower Manhattan pushing a handcart loaded with copies of the *Broadsheet*.

"People would see us delivering on the street and come up and ask for copies," Robert remembers fondly.

Robert and Alison knew now that the *Broadsheet* was needed.



From its humble September 22 resurrection, the *Battery Park City Broadsheet* returned to its old schedule, with the people of Lower Manhattan hungry for news, information, guidance.

"People told us, later," says Alison, "that when they saw the *Broadsheet* in lobbies downtown, they felt that normalcy was beginning to return. Some people told us they cried when they saw the *Broadsheet*."

The *Broadsheet* was fulfilling a role the large daily newspapers, with their focus on big issues affecting a broad constituency, could not. "We were in demand," says Robert, "to

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FROM THE DUST OF 9/11: Continued from page 29

provide the neighbourhood news that was so important to our readers."

Yet, while they were giving comfort and leadership to others, the Simkos themselves were still without either a home or an office, and were getting by with just a few clothes borrowed or newly bought. When Robert traipsed out of Gateway Plaza on the afternoon of September 11, it was with the expectation that it would be weeks, or months, before he and the family would be able to return to their apartments and their old lives. But that hadn't daunted him.

"In New York City's history, there were three devastating fires that wiped out half the city," he says. "And yet New York always rebuilt itself. I knew that life would be different, but I told myself we'd be back."

Different it was. After several weeks at the Wall Street Inn, the couple moved to a small, noisy apartment on Second Avenue. Alison didn't sleep for a week, so they moved again, this time to a hotel on the upper west side. Their hotel bill was paid for by the Red Cross.

"I only cried when I was exhausted," says Alison, who was attending every public and official meeting she could, writing up her news reports and editorials on a new laptop the Simkos now invested in.

At the same time, she met with representatives from the family's insurance company, the Federal Emergency Management Agency (FEMA), Red Cross, Lower Manhattan Development Corporation, and New York State officials, wading through the mountain of paperwork required of applicants for assistance.

"That assistance included a hotel stay, a debit card with a few hundred dollars to buy groceries, etc," says Robert. "Later, if one chose to commit to living here, \$500 a month for



Above: Exactly one month after 9/11, the streets of Lower Manhattan are almost deserted, and **Alison, Theo** and **Lucy Simko** are wearing face masks out of doors because of the suspect air quality

Photograph by Robert Simko





FROM THE DUST OF 9/11: Continued from page 30

## Alison, Lucy and Theo Simko manage smiles on September 11, 2004, three years after the disaster

Photograph by Robert Simko



Left, and above: The cleanup at Ground Zero would last several years and involve 40,000 workers. This was the scene three years after 9/11

Photographs by Louise Dando-Collins

two years, as an incentive. If you lived in the closest zone to the WTC, you got an additional \$1,500. If you had kids, another \$500."

Other cash payments were promised by the BPC Authority, but they never eventuated. Some condominium owners formed an association, took legal action, and received a settlement. But the Simkos saw none of that.

Writing her *Broadsheet* articles, hounding officials, asking difficult questions, Alison was on a mission, although she didn't realise it at the time. "Putting out on an issue became my way of putting my life back together. I needed to do something constructive. I needed a way to connect with my scattered community."

With the phones still out, Robert's way of connecting was by walking the streets, taking photos, searching out friends, contributors, and advertisers. Fires still smoldered nearby at Ground Zero - as the disaster site had been dubbed by the mainstream media. The air was thick with the smell of burning. Water trucks continuously wet down dusty roadways and sidewalks. Few merchants appeared to be back in business. The anthrax scare was now dominating the headlines, and people were edgy.

"The advertisers I did find were in shock, like all of us. And everyone had their own story. I commiserated with them, wished them well, and offered any help we could give."

The only way to receive mail was by going to the Bowling Green Post Office. There, Robert ran into numerous neighbours. "It was a moving time. Hugging people whose names were unknown but faces were familiar. Many grassroots organisations and websites



FROM THE DUST OF 9/11: Continued from page 31

arose from the ashes."

While advertisers were thin on the ground, there were still tens of thousands of readers anxious to get a copy of the *Broadsheet* in their hands. But getting the paper to some readers was not easy.

"I had to sneak those first editions into Battery Park City," Alison recalls with a smile, "because newspaper delivery was not allowed. The neighbourhood was barricaded for weeks, and you could only pass with proof of residency." Alison had to act like a World War II resistance heroine to spirit 'contraband' *Broadsheets* into the locked down neighbourhood. "I got on my bicycle, and stuffed them into a big bag over my shoulder."

By early November, the Simkos had been allowed to move back to the Gateway Plaza.

"The fires at the WTC site were still burning, the air smelled bad," says Alison ruefully. "If I let myself think too much about it, I worry now that we shortened our lifespans by moving back at this time. But our building had reopened, and the EPA said the air was safe. We felt that we had to return."

But many did not return. "I'd say half our building cleared out," Robert estimates. "Some clearly freaked out and moved uptown, or out of town. All the young families with babies under one or two left immediately."

The Simkos didn't stay in the dust-affected apartment. They subsequently took another, right next door to the *Broadsheet* office. Robert soon had all his Macs up and running again. He'd experienced some frustrating glitches when he'd

tried to link the G3 mainframe he'd salvaged back in September to the G4, but all came right in the end.

He'd been lucky that he'd been able to salvage his software and CDs, having failed to back up at a separate location. "Silly me," he says sheepishly today. Things are different now, he says. "I've refined my backup methods so that if disaster strikes again I am prepared."

As for more elaborate precautions: "I considered bio hazard suits for the whole family and staff when a terror shop opened on Nassau Street." But that idea faded. "The store didn't do well and closed up within a few months. People can't face this stuff."

While, in terms of equipment and location, by early 2002 the Simkos were back where they'd been on September 11, the changes in the *Broadsheet's* market were far more difficult to overcome. An estimated 80,000 people have moved out of the district.

"I know dozens of small retail and professional services businesses that have gone out of business," Robert laments. On top of 9/11, the US slid into recession.

In pure commercial terms, today, almost four years since the WTC disaster, Robert estimates that the *Broadsheet* is approaching the stage it was at back in September 2001. It has taken the Simkos all that time to regain the lost ground.

"Damn, it's been difficult," he says with a sigh. "The setback caused by 9/11 has been life-course altering, and believe me, while I'm grateful to have survived that day, the toll it has taken on me is acknowledged. I guess we're still here because it's a place Alison and I truly love. We know our two kids are

## See the Simkos In Australia

Robert and Alison Simko, publishers of New York City's *Battery Park City Broadsheet*, are being brought to Australia by the RMAA in September and will appear at three industry events.

You've read the Simkos' compelling and inspiring story here in *IQ*. Now you'll not only be able to see and hear them, live, you can meet them and ask them questions.

Sydney, September 5 – At Half Day RMAA BCP Workshop  
Brisbane, September 7 – At Full Day RMAA BCP Workshop  
Perth, September 13 – Keynote Address, RMAA 22nd International Convention

How would you cope if disaster struck at your worksite or in your community? Do you have tried and tested disaster management and business continuity plans in place? Are you prepared for what could be a life-altering event? And in the midst of chaos, who would step up to take the lead?

To arm yourself and your organisation for the worst case scenarios on disaster recovery planning and business continuity planning, don't miss the Simkos.


For More Information and Registration  
Freecall: Oz - 1800 242 611 or 1800-333-802  
NZ - 0800-400-625/626  
Email: [admin@rmaa.com.au](mailto:admin@rmaa.com.au)  
Or visit: [www.rmaa.com.au](http://www.rmaa.com.au)

FROM THE DUST OF 9/11: Continued from page 32

getting a lot out of living here."

Alison nods in agreement. "And I've met many new and wonderful people since that terrible day."

"As a business, we've been hurt and it's taking - not unexpectedly - a long time to recover," says Robert. But then he smiles proudly. "As a newspaper, we are more firmly planted than ever in downtowners' minds."

And that's how, with a little luck and a lot of pluck, Alison and Robert Simko and the *Battery Park City Broadsheet* have risen from the dust of September 11, 2001. 

Text by Stephen Dando-Collins and photographs by Louise Dando-Collins  
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#### The Author

**Stephen Dando-Collins** is the Editor of *IQ* and the internationally published author of a number of books. His acclaimed American history *Standing Bear* is a Person, published in the US in hardback last December, is being released in paperback this October. His latest novel, *The Inquest*, was published in the US in February. The third in his series of histories of the legions of ancient Rome, *Cleopatra's Kidnappers*, is being published worldwide by Wiley in November.



From the Wintergarden building, which was badly damaged by the twin tower collapse, **Robert Simko** gives **Stephen Dando-Collins** an insight into 9/11 and the subsequent cleanup and reconstruction work. Even though by this stage the subway station beneath the site had reopened, Robert couldn't bring himself to use it

Photograph by Louise Dando-Collins

## TRIM Context

### Solving real problems



The timely delivery of information to staff and constituents is a fundamental business requirement for local government. In 2001, Greater Shepparton City Council found its inability to store and accurately retrieve documents was creating inefficiencies in the delivery of information to constituents and staff alike.

The council selected TOWER Software's TRIM Context platform to address these inefficiencies.

TRIM Context is now used on every desktop at the council. Every business document created by the council is stored in the TRIM repository. All incoming correspondence is scanned and stored in the same repository. The application of consistent indexes and classification ensures that information is well organised and easily found.

Read the full story at [www.towersoft.com.au](http://www.towersoft.com.au)



FROM THE DUST OF 9/11: Continued from page 33

## 10 Disaster Recovery Lessons From the Simko Story




been put through a 'clean and rinse cycle' by the White House Council on Environmental Quality before release – turning what had been cautions into positive assurances, apparently to prevent public panic. A later report by the EPA's own inspector general concluded the doctored statements were misleading, as it was impossible at that time to know how safe the Ground Zero air was.

The Simkos had to find vital information for themselves and pass it onto the community via the Broadsheet. As the Simkos proved, a hand-delivered, printed newspaper or newsletter is an effective way of communicating to disaster victims when services are down and officials are tight-lipped or 'spinning' information. But, like the Simkos, be sure you are printing verified facts, not rumours.

1. Physical recovery of infrastructure and key information materials after a disaster will almost certainly take longer than you expect. Have short and long-term plans in place covering a roof over the head, the provision of essential services, hardware replacement, and software and hard copy restoration, in the event of a disaster.
2. Emotional recovery will take much longer. Alison Simko says it took her months to completely 'thaw' from the shock of the events of September 11. The Simko family will probably never completely leave 9/11 behind. The Simkos had each other, their shared experience and shared business and personal problems, and their 'mission' to help others via their newspaper, to help them recover emotionally. For others, ongoing counselling will be the best personal recovery option; build it into your plan.
3. Uncontrollable commercial factors will mean that some businesses will never recover from the economic after-effects of a disaster. Do you have alternate suppliers of services, supplies, or components lined up, just in case your normal supplier goes out of business?
4. Back up your key operating data at a location separate from your main records storage facility. Robert Simko was fortunate that he was able to salvage his software and files after 9/11. Others won't be so lucky.
5. Information flow is critical to morale, safety and relief coordination following a disaster. The Simkos found that after 9/11 normally open sources – at City Hall for example – refused to release even basic information. Meanwhile, within days of September 11 the Environmental Protection Agency was issuing statements declaring the Ground Zero site and the air around it safe even before its own tests had been completed. It turned out that the EPA's statements had
6. Websites provide a key way of promptly contacting and providing vital information to and about persons affected by disasters.
7. If in doubt about health issues relating to a disaster site, keep out, and demand independent tests. The latest indications are that, contrary to early EPA assurances, the dust created by the collapse of the WTC's twin towers, the most heavily computerised complex in the world, contained toxins such as dioxins and heavy metals which may be injurious to the long-term health of people who came in contact with it or breathed the air contaminated by it and the fires which burned for weeks at Ground Zero.

Already, many emergency personnel, 'first responders' who attended the WTC scene on September 11, have serious health problems, mostly respiratory illnesses but including cancer, attributed to 9/11 exposure. Concern is also rising for the health of the 40,000 men and women who worked for years cleaning up the site. The City of New York has now set up a World Trade Centre Health Registry to track the mental and physical health of affected residents like the Simkos who register.

8. Like the Simkos, be prepared to step up and play a part in disaster recovery at your worksite or in your community. Volunteer today, find a role, use your skills and resources, start training/preparing.
9. Have a comprehensive disaster recovery plan for your worksite, organisation or community. If you have a disaster plan, but it isn't complete, complete it now!
10. Test your disaster recovery plan regularly, and modify it to overcome the flaws you discover in that plan. Because, it will contain flaws – there is no such thing as a perfect plan! 

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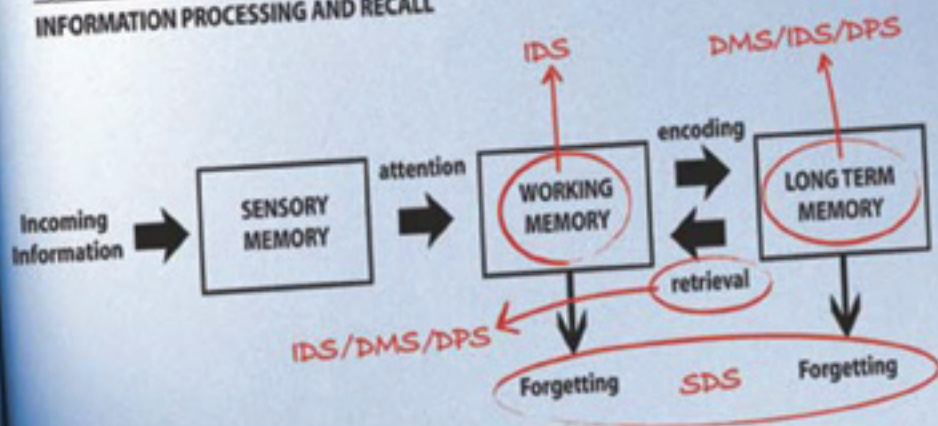
## THE BRAIN AND MEMORY FUNCTION

There are three types of memory - sensory memory, short-term (working) memory and long-term memory. Information is passed from sensory memory into working memory by attention, which filters stimuli to those which are of interest at a given time. Long-term memory function is used for storage of information over a long time. Information from the working memory can be quickly recalled as needed.



figure 11.a

### INFORMATION PROCESSING AND RECALL



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DOCUMENT  
MANAGEMENT  
SERVICES (DMS)



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# What If...?



A lone government employee at the city of Banda Aceh in Indonesia begins the daunting task of drying and cleaning thousands of land title documents recovered after the Boxing Day Tsunami hit Aceh Province last December

Photograph by Jason South of *The Age*, Melbourne. Courtesy Fairfaxphotos

# Are You Ready For Disaster On Your Doorstep?

**What if your organisation is hit by a catastrophe? Do you have a disaster recovery plan covering the preservation and restoration of vital records and information? Are you ready for the emotional as well as the physical toll? This *IQ* special feature looks at disaster management and recovery, and asks: Are you really prepared for your worst nightmare?**

**A**s tragically proven by last year's Boxing Day Tsunami in South Asia, and, closer to home, recent floods in South East Queensland and Northern New South Wales, disaster can and will strike anywhere, any time. And it's not only the natural kind of disaster we must be prepared for, as shown by terrorist strikes such as 9/11, Bali, and the recent July 7 London bombings.

Yet, as a survey published in February's *IQ* demonstrated, (see '*Qld Survey Results Reveal Records Disasters Waiting to Happen*'), many organisations don't even have disaster recovery plans, let alone plans which cater for records and information recovery.

Where plans do exist, they are often inadequate, incomplete or untested. As reported in the June 2004 issue of the *RMS Bulletin*, research conducted in the UK last year by specialist document recovery firm Document SOS found that while upwards of 80% of UK organisations have some form of continuity plan in case of a major disaster, only 30% of those had built document restoration into their plans.

And, as Document SOS points out, paper-based information still dominates the public sector and the legal, financial, medical, pharmaceutical, property management, and recruitment sectors.

Document SOS also found that 80% of companies which suffer major fires on their premises either never recover or never fully recover – because their recovery plans are inadequate.

Even where disaster recovery plans do cater for the preservation or recreation of the documents and records and the information systems which underpin everyday operations, as well as the acquisition of replacement hardware and the restoration of physical infrastructure, few planners consider the needs involved in rebuilding lives shattered by the loss of stability, security, and, worse, the loss of friends and co-workers.

In this feature, we look at three very different examples of disaster recovery. We see how Caboolture Shire Council in Queensland was prepared for records recovery when a flood inundated the Shire offices. It wasn't as severe a flood as, for example, the one last year in New Zealand which damaged 20,000 Hutt Hospital medical files and X-rays held at a records management company's storage facility, but as you'll see it very effectively put the Council's disaster management plan to the test.

From the UK, we have a story about a company which helps with corporate disaster recovery 250 times a year, a story with a singular message - overhaul your disaster plan, now!

And, setting the scene, this issue's *IQ* Interview is a world exclusive – 'From the Dust of 9/11'. Over many months this


year and last, *IQ*'s Editor Stephen Dando-Collins interviewed New York City business couple Alison and Robert Simko, who lost their family home and business in the September 11, 2001 terrorist attacks on NYC's World Trade Centre.

Millions of New Yorkers were affected by 9/11, as it's become known. The Simkos lay no claim to being different to their neighbours, and certainly don't suggest that their 9/11 story can compare with the loss suffered by thousands grieving for loved ones who perished that day.

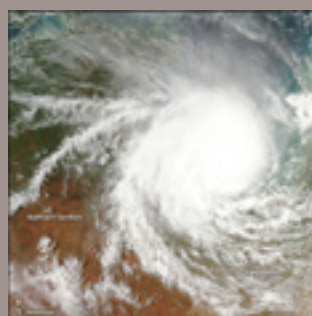
But the Simkos' story is different in one important respect. They ran a community newspaper which was the voice of tens of thousands of New Yorkers in Lower Manhattan, people who turned to the paper for leadership in the wake of the disaster. Especially when government officials would either not give out information or, as it turned out, provided incorrect information.

The Simkos' story is a personal one. A touching one. A chilling one. It's also packed with lessons about recovering from a major disaster. The Simkos never thought something like this could happen to them. But it did.

Alison and Robert will be telling their story at the RMAA International Convention in Perth on September 13. If you can't make it to the convention, the Simkos will also be appearing at RMAA Business Continuity Workshops in Sydney and Brisbane in early September, when Glenn Sanders will also be hosting a hands-on BCP session. Check the events website at [www.rmaa.com](http://www.rmaa.com) for details.

As the Simkos proclaim, be ready for anything, back up everything, and prepare everyone for recovery from the disaster you hope and pray will never happen on your doorstep. Because, one day... 

## We're Overdue for Another Cyclone Tracey



Taken from a NASA satellite in space, this picture shows Cyclone Harvey over the Northern Territory and Far North Queensland on February 7 this year. Fortunately, Harvey passed on without leaving casualties or serious damage in its wake. But climate experts predict more destructive natural events like Cyclone Tracey, which hit Darwin in December, 1974, for

coming years. Is your organisation prepared?

Photograph courtesy Space Imaging, Colorado.





WHAT IF?

# WHY YOU MUST OVERHAUL

By Emma Mckenzie

Attending 250 disasters large and small around the UK every year, specialist document salvage company HDRS rarely finds a clear and functioning disaster management plan in place. The message is clear – with even the best plan often wanting when the worst happens, you should be reviewing how you'll cope with disaster - right now!

# YOUR DISASTER PLAN!

**F**rom speaking to records managers and archivists at recent conferences and seminars, it would appear that the awareness of the importance of having a disaster plan is well understood within the field. Most either have an existing document or are currently embroiled in the joys of drafting their first plan. Unfortunately when these documents are implemented in an emergency their efficacy is often disappointing.

Harwell Drying and Restoration Services (HDRS) deals with c. 250 projects per year involving damage to documents around the UK, and it is rare to attend a salvage where a clear and functioning plan is operating.

Why? Well for most disaster plan authors (or working groups/committees), the task is regarded as complete upon printing a satisfactory version and presenting copies to all key staff. Is the plan viable though: has it been tested to ensure it will work? Also missing are the vital steps of communicating the document to other staff, and training.

A good disaster plan should be a constantly evolving document, which a wide cross-section of your staff is familiar with and trained in. Otherwise it will prove a time consuming, passive paper exercise, and largely a waste of time.

The purpose of this article is therefore to offer some advice for those wishing to give their disaster plan a make-over, or those drafting their first plan to ensure they set off on the right foot.

## How Many People Should Know About the Plan?

A common problem with disaster plans is that the author(s) can be very precious about who is allowed to have access to the completed document. Junior and ancillary staff such as security, cleaners etc have no idea of the document's existence, and are often excluded.

This is a mistake: disasters do not happen at convenient times when you have a full complement of senior staff. If you only work from 9 am to 5 pm, it is possible, probable even, that any incident will be discovered and initially dealt with by less senior staff or cleaners/security.

Their intervention could ensure that the source of the water is stopped, (for example), vital records protected with polythene sheeting and the level of damage minimised before your arrival. Time is of the essence, so action needs to begin as soon as possible.

It is vital to be inclusive in your disaster plan procedures and training. Clearly, after a major disaster, senior staff only could be authorised to make the tough decisions on salvage

priorities, and it can compromise security if your vital records are recognised by too many people.

Think about the parameters and practical ways you can benefit by involving other staff to reduce the impact and interruption.

## When Did You Last Actually Look At It?

Is there a layer of dust on your disaster plan? If so, then at least be comforted that you are not alone in this! Major disasters do not happen every day, and after plan completion authors move on to other work priorities, forgetting about the plan until its review date.

However, it is obviously much easier to implement your plan in a period when of high stress if you are familiar with its content. An easy way to achieve this is to schedule quarterly disaster planning meetings with the key disaster staff.

Hold paper exercises on major incidents with various scenarios, mixing the availability of staff so deputies for key roles can practice. You should then be able to assess the viability

of your plan and review it as highlighted.

Would your plan be robust enough to cope with a major fire or flood? This need not take more than an hour or so, but will certainly improve the viability of the plan when required.

**You cannot afford to wait, given the rate of deterioration of paper after wetting**

## Disaster Reaction Training

It is also helpful to hold regular training sessions for less senior staff in the practicalities of disaster reaction: how to air-dry, how to assess damage, how to handle damaged material, etc. Records allocated for disposal could be water damaged, so that staff can become familiar with how wet paper feels and practice their technique.

You cannot expect your staff to know what to do in a disaster unless they have had some kind of training. There may be initial reluctance, but salvaging soggy documents is actually quite a fun way to spend an afternoon, and will focus the minds of all involved on the key issues.

Involving your facilities/maintenance department in these training sessions may also bring about an improvement in their attitudes towards your storage areas.

Training here will highlight any glaring omissions in your plan, impractical logistics, etc. HDRS has facilitated training days where the institution has recommended dismantling a file for air-drying, only to realise that the risk of losing the order of that file in the confusion after a disaster is too high; it has therefore opted to keep the file intact and have it freeze-vacuum dried, thus eliminating the risk.



WHY YOU MUST OVERHAUL YOUR DISASTER PLAN!: Continued  
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## Who Have You Identified as Suppliers of Professional Salvage Services?

It may seem obvious, but it is much easier to find a supplier of submersible pumps, freezer facilities, document drying, etc, on a rainy Thursday afternoon than at 9 pm on a Sunday evening when you are in the midst of disaster recovery, have limited phone and Internet access, and you have 1,001 other things to do.

Some disaster plans try to avoid calling in external suppliers to assist after damage to stock, at all costs, seeking to cope in-house. This is foolish: they (external suppliers) deal with such situations every week, whereas you hope to avoid them!

Their professional expertise should reduce overall costs by project-managing the incident in the light of their project experience.

Ensure in your plan that you have an alphabetical list of every imaginable contact you could need after every imaginable incident. It does not take long to do this as part of your plan composition, but it can reduce the speed of salvage significantly if you cannot access a key supplier after a fire or flood.

Who do you need? Equipment/people to make the affected area as safe as possible for salvage, ie, damage management companies, suppliers of pumps, crates, freezers, etc, plus restoration facilities. Make sure that for all suppliers identified you have 24-hour access to them; (HDRS has a round-the-clock Priority User Service).

You cannot afford to wait, given the rate of deterioration of paper after wetting, (courtesy of a flood or fire service hoses). Most institutions will be insured in any case, and obtaining professional expertise will probably reduce the costs overall.

Also remember that drying out an archive building after a flood which has not been dealt with for any great length of time will require a professional company, as failure to control the humidity may compound the initial disaster, with secondary damage through mould growth if dehumidification is not dealt with properly.

Ensure that your facilities department has firms identified locally to deal with this: clean-up after a major incident will be beyond their capabilities, and, given the sensitivities of paper to mould, mistakes cannot be made.

Also include the contact details for your insurance company. Given the rate of deterioration of paper, if your disaster happens at 6 pm on a Friday, the call cannot wait until Monday morning. You should have your policy number and contact details listed in your plan as a back-up, in case your internal insurance manager is unavailable.

Check now that your insurance coverage is adequate for your current levels of stock and a worst case scenario of fire or flood.

## Do You Have Any Procedures For Business or Service Continuity?

Very rarely do disaster plans in archives/records management mention business or service continuity, ie, arranging for the continuation of the service you provide even in the event of a disaster. This is a huge mistake: you are there to provide a service and your users will be dissatisfied if not even a limited service is available.

Service continuity is mostly about communication: using intranet, websites, email lists, automated phone messages,

etc, to let your users know what is happening, what services are available and where (eg, the query desk has relocated to another office).

As part of your quarterly disaster meetings, brainstorm practical solutions to business interruption and incorporate service continuity into your plans.

## Are You Up to Date With Current Restoration Techniques?

Many plans state what to do after water damage, but have no protocols listed for more complex damage. Techniques for restoring documents have advanced considerably recently.

Now, processes are available to deal with fire, smoke residues, and noxious odours, sewage and river-water flooding (black water) decontamination, mould, structural collapse, and explosion. Techniques are also advancing for dealing with microfiche, microfilm, photographic records, etc.

Make sure your plan sets clear parameters for what you can and cannot touch after a complex level of damage; for example, perhaps consider using a professional salvage company after a sewage flood, or at least state the minimal personal protective equipment required.

**You do not want your facilities department to try to clean up without involving you**

## What About Health and Safety?

It goes without saying that disasters and salvage are dangerous, but the extent of health and safety considerations in most disaster plans is usually a one-liner such as 'Remember that your safety is more important than any document.'

This is not sufficient for compliance with duties of care for staff under Health and Safety legislation. In a major disaster, Health and Safety will be taken out of your hands, but in a smaller incident, you will be responsible.

A written risk assessment should be carried out before any salvage operation, even a small flood. Somebody could slip in a pool of water and injure their back. Therefore ensure that you have a template for this risk assessment in your plan, and that you list the contact details for your organisation's Health and Safety department in your plan.

Personal protective equipment (PPE) must be worn: it may be unattractive and uncomfortable, but staff cannot opt out of wearing all-in-one suits, masks, etc. It is the manager's responsibility, not the individual's, and if they refuse to wear PPE, they cannot be involved in that phase of recovery.

Hazards can be obvious, eg broken glass, poor lighting, etc, but they can also be obscure, eg mould growth, contaminated water, manual handling. Through training, ensure that staff are encouraged to avoid adopting the superhero persona after a fire or flood. If water is pouring through the ceiling onto shelving with archives boxes, staff should not just dive in: the water could be from a clean pipe, but it could be from a drain or toilet.

They should at least wear gloves and probably a protective suit, or at least verify that the source is clean.



WHY YOU MUST OVERHAUL YOUR DISASTER PLAN!: Continued  
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## What Are Your Alarm-Raising Procedures?

You need to ensure that, if a fire or flood happens out of hours, you are informed immediately so that you can gain control of the salvage operation. You do not want your facilities department to try to clean up without involving you, by drying documents on radiators or with hair-dryers. Believe me, this happens!

Hence the importance of inclusivity is underlined again. Ensure that these groups know who to call from the records management staff in the event of even a minor incident, and that this is also the case for any remote or off-site storage facilities that you operate.

## Do You Interface With Your Organisation's Wider Business Continuity/Emergency Plan?

Following the September 11, 2001 disaster, many more organisations have adopted a pro-active and serious attitude to business continuity and disaster recovery, although the Business Continuity Institute still estimates that fewer than half of UK businesses have a policy.

If your organisation has a business continuity plan, you should interface with it, ensuring appropriate emphasis is given to your building and documents. In HDRS's experience, business continuity and risk managers spend a great deal of time and money thinking about data, telecoms recovery, etc, about where emergency office space could be obtained, but have limited appreciation of the speed of reaction required for salvaging vital paper records.

Yours needs to be one of the first buildings or areas to be attended by the emergency services or facilities department in order to start salvage, so check that it is.

## Is the Document User Friendly?

Consider the circumstances in which your disaster plan will be used: a disaster plan is not the place for flowery language, elegant prose, or jargon. A poorly designed disaster plan could contain a mine of useful information, meticulously researched, but if it is hidden within dense paragraphs of text, detail will be lost.

Use check-lists, bullet points, flow-charts and so on. Rather than explain how you would like items packed, or how to set up and air-drying room, use a diagram to elucidate this much more clearly. Also remember that a wide cross-section of staff may be required for disaster recovery, so the use of jargon and codes should be limited.

Use different colours of paper to denote sections, eg salvage of stock, service continuity, and do not use a small font, as lighting may be poor, and people may have forgotten to bring their glasses!

It is very useful to have a table of salvage guidelines, in each row giving a particular medium (individual files; archive boxes; microfilm) and then in the subsequent four columns listing the priority, basic handling guidelines and packing methods, stabilisation techniques, restoration method.

Inserting the information you have already collated in this table will convey a mass of information in a very user-friendly format.

## Is the Chain of Command Clear?

Major disasters can be confusing, so it is important that your plan makes it very clear who is responsible for what. It is usually most effective to have a tri-partite system to denote clearly the areas of responsibility.

Overall, a disaster recovery coordinator (1) should take charge, overseeing liaison with outside agencies, suppliers, senior managers, etc. In addition, a salvage manager (2) should oversee stock recovery, identifying vital records, setting up air-drying, sorting damages types, etc. Finally, a service continuity manager (3) should oversee communication with users and minimising the interruption to service as much as possible.

Underneath these managers, staff will be required to carry out the tasks, eg moving damaged stock, dealing with telephone queries from users, etc.



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WHY YOU MUST OVERHAUL YOUR DISASTER PLAN!: Continued from page 41

Divide all areas of responsibility between these three roles clearly, so that no vital actions slip through the net. Check-lists will be vital, so that managers and their deputies can ensure that no vital duties have been forgotten.

## Identifying Salvage Priorities

These (and their location) should be clearly stated in your plan: by reference to a list, and equipped with the knowledge of where the incident happened, the managers of the incident should be able to set the salvage schedule quickly.

When defining vital records, remember to include your own working files, any finding aids/catalogues, any areas most accessed by your users. Think broadly about how recoverable or unique a document is, but also about its role within your service. Do back-ups exist? Also consider how quickly the item deteriorates when wet.

Remember that it may not be RM staff finding these items in the immediate aftermath of the fire or flood, due to health and safety concerns, so make life as easy as possible for your facilities department or firms like HDRS.

A shelfmark will not be useful if it cannot be read in poor lighting. Use of fluorescent stickers in boxes to denote them as salvage priorities will help, as will a map with the location of salvage priorities marked on it.

When drawing up your salvage priority list, consider the items' current location: top/bottom rows and the exterior bays of racking are too vulnerable for salvage priorities.

## Making the Make-Over Happen

It is easy to get bogged down with disaster planning: once you start considering the implications of a fire or flood, a vortex suddenly appears and the work involved grows exponentially!

It need not be as time-consuming as you expect, however. No disaster plan will ever be perfect: such a document would be 30 cms thick completely impractical and unwieldy, and would take you years to produce.


In a disaster, you will always have to think on your feet and make tough decisions on the basis of the specifics of the incident. A disaster plan should give you guidance and act as a prompt, not a decision-making magic wand.

Concentrate in clearly defining the roles and areas of

responsibility, and collating fundamental information such as vital records and suppliers. Dare I say it, to collect the vital information for a disaster plan need not take more than a day. Communication and practice are more profitable areas to spend time upon, making sure that this passive document will actually work in practice.

When drafting your initial plan or revising it, set up a framework/timetable at the beginning and disciplined: otherwise, you could still be talking about the plan in two years' time.

Quickly decide upon your format and try to get a skeleton plan up and running within a month, with salvage priorities and all contact details. This way if you have a disaster tomorrow, you will at least know what you want to salvage, and who to contact for help. Further information can be bolted on as you go. Constantly scrutinise the plan for its efficacy.

If you have any questions on training, plan composition, detail on salvage techniques or anything covered above, email me at: [emma.mckenzie@harwell-drying.co.uk](mailto:emma.mckenzie@harwell-drying.co.uk). 



### The Author

**Emma McKenzie** is a Director of and the Priority User Service Manager of Harwell Drying & Restoration Services, the leading service provider of specialist salvage for paper in the UK and Ireland.

She has spent the last 5 years developing HDRS's Priority User Service, used by over 600 libraries, archives and museums, providing a dedicated, specialist response to document or book damage, thus minimising costs and disruption to business continuity.

Emma also composes and reviews contingency and disaster plans for clients to advise them on their likely efficacy and to recommend improvements. In-house training in disaster recovery techniques is also regularly provided for libraries, information services and archives, and well-attended courses in disaster plan composition are regularly held.

Emma holds a degree in Classics from Oxford University and is an accredited Disaster Recovery Technician of the British Damage Management Association, as well as being Chair of the Specialist Group of the BDMA.

This article was first published in the UK in the August 2004 issue of the *RMS Bulletin*. It appears in *IQ* with permission.

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# After the Fire!

Edinburgh, capital of Scotland, where fire destroyed a vital archive at the University of Edinburgh

## Scottish Uni Takes the Initiative After Archive Goes Up in Smoke

**The University of Edinburgh has become one of the lead institutions behind the UK Digital Curation Centre (DCC), after losing its artificial intelligence archive in a disastrous fire.**

UK funding bodies for universities, colleges and research councils have combined to jointly fund the DCC, which brings together expertise from different professions and disciplines to establish strategies and procedures for the appraisal, preservation and archiving of the digital outputs of the research community in Britain.

Professor Tim O'Shea, Principal of the University of Edinburgh, told the *RMS Bulletin*, "As a computer scientist and as Principal of an institution which lost its artificial intelligence archive to fire not two years ago, the importance of the Digital Curation Centre is manifest, and I'm therefore delighted that the University has been able to work in collaboration with others to deliver this facility for the UK." 

## All the Info from Disaster Central


**The Australian Government maintains a national resource centre which provides a variety of information about disaster management to assist organisations to research, prepare and modify disaster plans and to train personnel in disaster management techniques.**

The Australian Emergency Management Institute's Information Centre, located at Mt Macedon, Victoria - perhaps not coincidentally the scene of a major bushfire disaster in the past - has an extensive collection of material available to professional users.

With an active collection development policy, it currently comprises 8,000 books, reports, journals and disaster plans from around Australia and overseas, as well as 200 videocassettes.

Most items in the AEMI collection are catalogued onto a database and are fully searchable by subject, keyword, author, title and date. Bibliographies may be compiled on request.

A special feature of the Centre's journal collection is that articles relevant to the field are fully indexed onto the Institute's computer databases to allow quick access to specific information published in journals.

For more information, or to subscribe to the Institute's periodical publications, the *Australian Journal of Emergency Management*, *Journal Abstracts*, *INFOrecent*, and a disaster management seminars and conferences update, contact AEMI's Information Centre, (03) 5421-5100, email [icemail@ema.gov.au](mailto:icemail@ema.gov.au), website: [www.ema.gov.au](http://www.ema.gov.au). 



# COME THE FLOOD

## Caboolture Shire Council Was Prepared For the Worst

By Angela Garnett

Four years ago, Queensland's Caboolture Shire Council established a set of comprehensive records recovery instructions to cover an emergency or disaster. Two years later it had to implement them when its headquarters flooded.

In 2001, the Records Management Team at Caboolture Shire Council (CSC) began developing a Disaster Preparedness & Recovery Procedure. In the event of a disaster, natural or man made, the procedure, and manual which came out of it, would be used by records management staff, together with relevant parts of a disaster management recovery kit, covering all processes from the time of disaster discovery to the preparation of a final report.

The development of the procedure and manual followed attendance by staff at a Queensland State Archives (QSA) Disaster Preparedness Workshop. The QSA Conservation Officer provided course participants with a guide to setting up their own procedure and Disaster Preparedness Kits. The Records Management Team also consulted similar documents from other government agencies, both State and Commonwealth.

### Policy Development

A Disaster Preparedness Procedure was written to document the responsibility and methodology for the coordinated approach to the recovery of Council's vital records in the event of a disaster or unexpected event. The procedure is today available to all staff on Council's Intranet. Staff are also informed of the availability of these documents at induction training.

Two years after we began developing our procedure and manual a sudden emergency meant we had to put both into action.



## The May Flood

On the weekend of 10/11 May 2003, an inlet pipe attached to a water cooler on the 3rd floor of Council's Shire Administration Building became detached and water continued to flow for approximately 8 hours.

Extensive water damage to carpets in meeting rooms and an adjacent hallway occurred. Tiles in four toilets were lifted, and had to be repaired. Water leaked through the concrete floors to the second and first levels of the building, where further damage was done to floors, light fittings, ceilings and computers.

As luck would have it, two boxes of files stored on the second floor in preparation for archiving were thoroughly soaked. As soon as staff in the Records Management Team were advised, they retrieved the wet files and assessed the damage caused, and a room was made available to begin the recovery process.

Large industrial electric heater/dryers had been hired to dry the carpets in the Reception and Meeting rooms on the 3rd floor, so staff were able to take advantage of this area to dry documents. The files were disassembled and literally 'hung out to dry'. Following their reassembly, the files were placed in the humidity controlled strongroom for six months, to avoid mould growth, and were then archived.

A report of the event was made, and a staff debriefing session later identified items in the Disaster Kit which needed to be replaced or increased. Staff were also alerted to the consequences of a larger disaster of this type. While this event was not on the scale of a major disaster, it was an opportunity to put all our theory into practice and allowed us to polish our procedures and our manual.

## Disaster Preparedness & Recovery Manual

The Caboolture Shire Council Disaster Preparedness Manual identifies priorities and recovery teams, as well as the preparations required for the timely response to and recovery from a disaster involving paper-based, electronic and other types of documents.

Under Salvage Priorities, the QSA manual points out: 'It is essential that Records Managers be aware of the types of



Caboolture Shire Council's Disaster Preparedness & Recovery Manual, left, and the Caboolture Shire Council Disaster Preparedness Kit

records held in the workplace, their priority and location. This will avoid the unnecessary salvage of records which are due for destruction. It is also essential that an agency's vital records receive the highest salvage priority.'

The book *Learning from Disasters: A Decade of Experience* at the National Library of Australia states: 'Disaster prevention is all about knowing the risks, taking steps to minimise the risks and detecting and dealing with problems when they occur. A program of regular building monitoring and maintenance is required.... so is an integrated pest management strategy with regular inspections...

'Staff need to be aware of the risks from water, fire and insects particularly in collection areas. Staff should always be on the alert for evidence of water, high humidity, damp musty smells, mould, fire hazards, and any evidence of pests. Checks for water leaks in storage areas during and after rain should be a part of any collection disaster prevention program.'

Our (CSC) manual also links responsibilities to those outlined by Council's Counter Disaster Committee, which coordinates all aspects of Council's Counter Disaster Plan. It also details the various types of document recovery procedures, many of which were obtained from the QSA Disaster Preparedness Workshop. Council has also developed a list of local contacts (external sources), who would be able to provide equipment and/ or services during times of emergency.

As well as making the manual available electronically, hard copies are also held off-site at the homes of staff in the Records Management Team.

## Disaster Kits

The CSC Disaster Preparedness and Recovery Manual also contains an inventory for two Disaster Preparedness Kits established by Council. These kits are stored at different sites within the shire, one in an air-conditioned, fire-proof strongroom at the Administration Centre, the other at Council's Records Repository, which is located off-site.

The kits are kept in two 240 litre plastic wheelie bins purchased from Council's Waste Management Contractor and bearing the Council name and logo. The wheelie bins are waterproof and portable.

The kits include all types of cleaning equipment such as:



Documents were literally hung out to dry following the flood at CSC

*COME THE FLOOD:* Continued from page 45

sponges, dustpan, broom, kitchen tidy bags, cleaning cloths, plastic buckets, squeeze mop and paper towels. They contain some recovery items, such as: drop sheets, rolls of twine, plastic coated paper clips, pegs, freezer bags, shipping tags and hinged rings.

There is also safety equipment, which includes: torches, hard hats, first aid kits, barricade tape, PVC raincoats, disposable gloves, dust masks and caution signs. The kits are complete with writing materials and a set of Disaster Recovery Forms to record and itemise recovery details.

The approximate cost of each kit is \$1,200. They are audited annually and any out of date items are replaced. Anyone embarking on such a project will need a budget to establish and maintain at least two Disaster Kits.

## Training

Vital Records and Records Disaster Mitigation and Recovery: An Instructional Guide, published by the National Archives and Records Administration (NARA) in the US in 1999, says: 'All agency employees assigned responsibilities in the vital records program should receive appropriate training. Periodic briefings should be given to senior managers, especially those new to the agency, about the vital records program and its relationship to their records.'

'Appropriate agency officials should ensure that employees receive training appropriate to their assigned duties. Such training generally focuses on the identification, inventorying, protection, storage, and cycling of copies of the agency's vital records. Wherever possible it should be integrated with existing agency training initiatives, particularly in such areas as records management and emergency coordination.'

At CSC, all staff in the Records Management Section have attended a Queensland State Archives Disaster Preparedness Workshop. This has provided staff with valuable disaster simulation and recovery demonstrations. Simulation exercises often cannot be reproduced in the workplace, due to time and resource constraints. Officers in two of Council's larger business units have also attended QSA training.

## Annual Auditing

At CSC, the following items MUST be checked at least once a year:

- Disaster Kit Contents - including battery tests, review of perishable goods, etc.
- Recovery Team status - staff may leave or relocate to other departments.
- External Sources - phone contacts up to date.

As the NARA instructional guide points out, 'The records disaster recovery program coordinator should conduct a periodic review of the records recovery plan with the assistance of selected agency officials to determine its adequacy and accuracy. This review should include the list of vendors (with telephone numbers, addresses, and other relevant data) that may have to be called upon in case of an actual records emergency or disaster.'

'The plan should also be periodically tested, much as fire drills and building evacuation procedures are tested. The test should include the records disaster recovery team and evaluate its activities as well as the usefulness and thoroughness of the recovery plan. Modifications to either the plan or to the team's responsibilities should be made as needed.'

## Business Continuity


Council's Records Management Disaster Preparedness and Recovery Procedure, Manual and Kits are just one part of Council's overall Business Continuity and Disaster Recovery Plan.

The development of the procedure and manual and the participation of Council records management officers in Queensland State Archives

disaster training workshops improved our knowledge, confidence and response capabilities.

In our experience, it is just as important, however, that the procedures are well publicised and communicated to other staff in the organisation, creating a greater awareness of the risks affecting the records of an organisation and the processes involved in recovering damaged documents.

## Obtain The Procedure & Manual

Copies of Caboolture Shire Council's Disaster Preparedness and Recovery Procedure and Manual are available from the Council's website at [www.caboolture.qld.gov.au/council/CSCDisasterPreparedness.zip](http://www.caboolture.qld.gov.au/council/CSCDisasterPreparedness.zip). 

## Useful Reference Sites

The following documents and websites were useful references in the preparation of Council's Disaster Preparedness and Recovery Procedure and Manual:

Guidelines for the Storage of Government Documents [Queensland State Archives]

[www.archives.qld.gov.au/downloads/](http://www.archives.qld.gov.au/downloads/)

GuideStorageGovtRec.pdf

Disaster Preparedness and Recovery Manual

[Queensland State Archives]

[www.archives.qld.gov.au/government/guidelines.asp](http://www.archives.qld.gov.au/government/guidelines.asp)

Disaster Preparedness Manual for Commonwealth Agencies [National Archives of Australia]

[www.naa.gov.au/recordkeeping/preservation/](http://www.naa.gov.au/recordkeeping/preservation/)

disaster/chapt1.html

Guidelines on Disaster Management [State Records New South Wales - 07/01/1999]

[www.records.nsw.gov.au/publicsector/rk/](http://www.records.nsw.gov.au/publicsector/rk/)

CounterDisaster/toc.htm

NLA Collection Disaster Plan [National Library of Australia]

[www.nla.gov.au/policy/disaster/](http://www.nla.gov.au/policy/disaster/)

## The Author



**Angela Garnett** is currently Records Management Coordinator at Caboolture Shire Council, Queensland, where she has worked for 12 years. Angela's experience in records management includes working at all levels of government, including with the CSIRO, Brisbane College of Advanced Education (now QUT) and the State Electricity Commission of Queensland (now QEC).



# 6 Reasons Why Organisations Don't Manage Their Emails Effectively

By Frank McKenna

**When *IQ* asked Frank McKenna, CEO of Knowledgeone Corp, why email management is proving such a problem for companies and government agencies around the world, this is how he summed up the problems, and the solutions.**

**A**ccording to Ferris Research, 75% of companies have no systems in place to manage email records. Based on my own observations and dialogue with our customers and prospects, I would say the percentage is far higher; say 85% or more. My guess is that the Ferris survey inadvertently included a number of email 'cleaning' systems as email management systems; thereby skewing the figures.

Given that there is now a variety of proven email management systems (like Knowledgeone's GEM) available for most email servers (e.g., Exchange, GroupWise and Notes), and given the enormous danger of 'unmanaged' email, it is, on the surface, difficult to explain the apparent reluctance of organisations to implement email management policies and systems.

My own experience leads me to believe that the following are the major reasons organisations do not take this critical step:

## 1. LACK OF OWNERSHIP AND LEADERSHIP

Email management transects all of the traditional vertical organisational boundaries. There may well be an IT person in charge of the email servers but there is rarely a senior management person in charge of email organisation-wide. That is, no one person actually 'owns' the problem and no one person has the authority to implement an organisational-wide solution.

## 2. LACK OF UNDERSTANDING OF THE PROBLEM AND OF THE SOLUTION

Most of the people who are senior enough in an organisation to be aware of this problem do not comprehend the complexities of the problem. They have dialogues with IT people who explain the issues in technical terms, not in business or risk-management terms.

## 3. LACK OF DESIRE TO SOLVE THE PROBLEM, PLUS ACTIVE OPPOSITION TO A SOLUTION

There are a large number of IT people and others in every organisation who simply do not want their emails managed, analysed, scrutinised, indexed and saved.



Knowledgeone's  
Frank McKenna

## 4. CONFUSION OVER WHAT IS INVOLVED IN COMPLYING WITH A PLETHORA OF LAWS AND REGULATIONS

One hundred percent of what well meaning bureaucrats and politicians have done to 'solve' what they see as email privacy issues has been badly thought out, badly drafted and counter productive; simply ill-informed, knee-jerk reactions.

Every employer has the right to determine how its resources are used. Every employer has the right to protect itself. Every employer has the right to tell its employees if private emails are allowed or not. Every employer has the right to tell its employees what is acceptable and what is not acceptable in an email.

Solving the so-called privacy policy is dead easy. Herewith is the McKenna solution. Tell employees that:

1. Private emails are not allowed and all emails will be scrutinised for inappropriate content; or
2. Private emails are allowed (in moderation) but that all emails, including private emails, will be scrutinised for inappropriate content; or
3. Private emails are allowed (in moderation) but that they MUST be identified by the keyword "Private" in the subject line. All emails without the keyword "Private" in the subject line will be scrutinised for inappropriate content.

## 5. CONFUSING AND MISLEADING CLAIMS BY COMPANIES MARKETING EMAIL MANAGEMENT SYSTEMS

It is a complex problem (have you ever tried to set up a multi-server email system in a large organisation?) often poorly understood and poorly explained by the sales person.


Add to this the fact that the sales person is usually speaking to the IT person (who lives in a different universe) who then has to 'translate' what he thinks the sales person said to senior management.

Too often, the harried sales person, under intense pressure from the IT interrogator, will simply say "Yes" without really understanding the question or its implications.

## 6. MULTIPLE AND CONFLICTING OBJECTIVES

Is your objective to simply be aware of everything that is in your email store or is it to also meet a plethora of complex and competing regulations and certification standards?

Have you inadvertently set the goal post too high? Have you made the problem many times more complex than it should be? Has it become a "Wish List" instead of a requirement? Why don't you try 'Getting wet slowly' and review your needs again when the basic but critical email management problem is solved?

In the end it is about ownership, understanding and will. If just one senior person with the necessary authority understands the problem and commits to a solution then it will happen. The solutions are out there; they are just waiting for a committed purchaser. 

### The Author

**Frank McKenna** is CEO of Knowledgeone Corporation, the software company he founded as GMB in San Diego, California in 1984. In 2004 he relocated to Sydney. Apart from GEM email management and archiving software, his products include the RecFind suite. Last year, Frank somehow found the time to write his first novel, *Nemesis* - *The Beginning*.

# Educating Employers to Seek Educated Recordkeepers

By Margaret Pember, FRMA

**Having been disappointed by a survey of employer expectations of the skills and knowledge of recordkeeping employees, Margaret Pember says it's time the industry pushed from within to educate management to lift their qualification requirements for records and information professionals.**

**W**estern Australia's Curtin University of Technology has been educating recordkeeping professionals since 1990. Since that time the nature of the profession has changed considerably and courses have undergone a number of metamorphoses to incorporate these changes.

One of the major drivers for course change should be industry need, and a content analysis of recordkeeping job advertisements in *The West Australian* newspaper was conducted to identify the specific knowledge and skills in demand by employers in Western Australia (Pember, 2003a).

From the analysis of the positions advertised it is clear that employers expect recordkeeping professionals to possess a diverse range of domain-specific recordkeeping knowledge and experience ranging from basic entry-level hands-on processing or operational skills to high level strategic skills.

The preferred recordkeeping professional will also be proficient in transferable workplace competencies such as computer literacy, communication and interpersonal skills, staff management skills, teaming skills, and have a strong customer focus. Personal attributes such as enthusiasm, motivation, and analytical and problem solving skills were also considered of great import.

The survey also uncovered a disappointingly low expectation level on the part of employers in respect to recordkeeping qualifications. Only about one-third of the advertisements indicated that a tertiary qualification or progress towards a tertiary qualification was required as either an essential or a desirable criterion, and only 5.1% required membership of a relevant professional association.

Since this analysis of recordkeeping position advertisements other research has shown that little has changed in the recordkeeping industry.

On the other side of the continent, the 2002 NSW records compliance audit conducted by the NSW Audit Office showed that only 12 agencies were totally compliant, and this is in a state with a relatively long history of strong and active leadership in public records management.

Evans' (2003: 8) assessment of the audit report identified a serious professional skills weakness. Evans argues, 'that without a skilled and professionally qualified workforce .... there is little chance of total compliance with the principles audited or any other standards'.

Many records staff members simply do not have the knowledge and skills necessary for the required level of



**Margaret Pember**, Curtin University lecturer, and advocate for higher level recordkeeping qualifications

recordkeeping implementation and practice. Agencies need an understanding of the skills required for 'best practice' recordkeeping, a regular skill audit of staff, an analysis of skills development needs, and the necessary resources to enable these needs to be addressed effectively through appropriate staff training and education.

State Records New South Wales should be commended for the speed and thoroughness with which they addressed these concerns through their *Building Better Records Management Skills* guideline.

**From a relatively unskilled passive receiver of paper-based records to a highly skilled and proactive professional**

## Appropriate Education and Training

What is appropriate education and training for recordkeeping practitioners? Answers to this question really depend on one's perspective. In Australia in the past, the majority of records managers have come up through the ranks or from other information disciplines.

Evans' (2002) survey of RMAA members in New South Wales indicated that 61% did not have any qualification in records management or archives. The major reason given (50.5%) for this lack of qualification was the belief that the experience they possessed was equal to formal qualifications and entitled them to be considered a *professional* despite the lack of a recognised qualification.

In the case of the Curtin undergraduate degree in records management, 59% of students entered the degree with prior experience in records management and were completing the degree to enhance their career prospects, or in the words of one graduate, "to formalise my experience and be taken seriously by management" (Pember, 2003b).



Over the past two decades the recordkeeping practitioner per se has evolved from a relatively unskilled passive receiver of paper-based records (para-professional/filing clerk) to one of a highly knowledgeable and skilled pro-active professional in the information/knowledge industry with ever increasing expectations from employers and regulators.

From the comments made by employer agencies in the 2004 survey (Pember, 2005) it is clear that those charged with the responsibility for the recordkeeping function in agencies have in the main become far more aware of the importance of recordkeeping.

Two major trends are apparent in the employer comments: one business process driven, the other a legislative imperative. The first trend is the move away from a narrow focus on the management of paper-based hardcopy records to electronic document management (EDM); the second trend is a growing awareness of the need for recordkeeping in government agencies to be compliant with relevant legislation.

Employers are becoming aware that specific knowledge and training are required to support best practice recordkeeping and meet legislative requirements and over 90% of agencies responding to the survey support continuing professional development (CPD), although the availability of such training is dependent largely on competition for scarce resources.

Employers commented that support was dependent on level of staff position and ranged from specific skill acquisition to payment of professional association membership, study assistance which included partial or full reimbursement of fees for completed units and time release.

Almost half the agencies surveyed (47.7%) noted a positive correlation between continuing professional development (CPD) and the annual staff performance review. To make the most of these opportunities recordkeeping practitioners need to regularly reassess and deliberately plan and manage their own education and training needs.

As noted, some development will probably be available through the employer, but some will need to be self-funded. A true professional in any discipline will take responsibility for their own professional development regardless of the level of support made available by employers.

## What Do Employers Want?

From the content analysis of recordkeeping job advertisements in *The West Australian* (Pember, 2005), it is clear that employers expect recordkeeping professionals to possess a diverse range of domain-specific recordkeeping knowledge and experience ranging from basic entry-level hands-on processing skills to high level strategic skills relevant to the level of the position.

Often, positions require knowledge and experience in more than one area of information management - for example, recordkeeping and freedom of information (FOI) is a common combination. The preferred recordkeeping professional will also be proficient in transferable workplace competencies and exhibit a high level of personal attributes such as motivation and problem solving skills.

Only about one-third of the advertisements indicated that a tertiary qualification or progress towards a tertiary qualification was required as either an essential or a desirable criterion. The type of qualification required varied but focussed on recordkeeping or a related discipline.

This is in stark contrast to the United States and Canada. Cunningham's salary survey (1998) showed that 68.2% of records and information managers had at least a four-year degree, and this was considered the minimum educational requirement, with the best jobs requiring a masters degree.

A disappointingly small number (4 out of 79) of the positions advertised in the WA survey required eligibility for professional membership of the RMAA. When one surveys professional library advertisements the picture is quite different as the vast majority of such advertisements do mention eligibility for professional membership of ALIA as an essential criterion.

It is also interesting to note that a recent (2004) survey of RMAA members in Western Australia found that only 29 of a membership of 389 (7.5%) were at professional level, (Associate or above).

Current research in Western Australia (Pember, 2005) shows that over 70% of those employed as recordkeeping staff in the State Public Service are employed at State Public Service Levels 1 and 2. Employers noted that low-level staff is easy to



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## EDUCATING EMPLOYERS TO SEEK EDUCATED RECORDKEEPERS:

Continued from page 49

recruit as in the view of some, they “do not require any pre-requisite training or expertise”.

Employers mentioned that there seemed to be “a huge gap between low-level and high-level recordkeeping staff” with a “corresponding gap between the qualified and experienced and the rest”. The “higher levels of recordkeeping staff were very difficult to find as quite often those applying for higher level positions had reasonable technical skills but lacked higher-order skills”.


Another problem identified by agencies was the “limited number applying for positions – simply not enough of them!” There was “considerable difficulty attracting professional experienced staff, few good applicants, and when we interview they do not possess ... skills we are seeking”.

## Pushing From Within

The initial survey results (newspaper advertisements) are now close to five years old, but are supported by continuing anecdotal evidence from employers and consultants (Murphy, 2003) and formal research such as that of Evans (2003) and Pember (2005). All indicators suggest a serious lack of qualified professionals in the field of recordkeeping.

Over a third of the respondents in the research conducted in Western Australia in 2004 (Pember, 2005) mentioned this lack of experienced and qualified staff as a major recruitment problem. According to employers there is an “under-supply [of experienced and qualified recordkeeping practitioners] in Perth”, a “serious lack”.

One respondent noted that for a Level 4 position there were only three applicants and only two of these were suitable. Another noted that there were ten applications for a position advertised, of “which two were quite outstanding, a third could have done the job and after that there was a big gap”.



### RMAA Material Available

The RMAA has a suite of information materials available including the brochure ‘Why employ a professional Records & Information Manager?’ as well as posters on Professional RM and a Competencies Pyramid. All are available, free, from RMAA Head Office: [admin@rmaa.com.au](mailto:admin@rmaa.com.au)

How best to address this issue is one of concern for the industry as a whole. As well as the traditional TAFE and University approaches to education it may be appropriate to investigate other options.


The research of Gonczi (2001) indicates that closer ties between universities, vocational colleges and professional practice may alleviate the perennial problem of the ‘theory-practice gap’. Gonczi sees apprenticeship models for

undergraduate education at one end of a continuum, and postgraduate work-based learning degrees at the other.

Degrees based on this model include an active partnership between professionals in the workplace, the learner/student and the university. Is this a model that could be applied more widely to recordkeeping education in Australia?

If perceptions of professionalism and levels of remuneration are to increase to keep pace with increasing

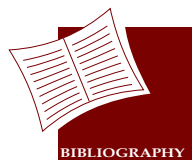
recordkeeping responsibilities, employers will have to be ‘educated’ to expect their recordkeeping staff to possess higher level training and qualifications.

To achieve this outcome pressure will have to be brought from within the industry. And that means by YOU. How can we expect others outside the profession to take us seriously as professionals if we don’t take ‘professionalism’ seriously ourselves? 

### The Author

**Margaret Pember**, FRMA is Lecturer in Information Studies, Faculty of Media, Society & Culture, at Perth’s Curtin University of Technology. Her contacts are, Curtin University of Technology, GPO Box U1987, Perth, WA 6845; email: [m.pember@curtin.edu.au](mailto:m.pember@curtin.edu.au)

This article is based on a detailed research report by the author, which first appeared in *Australian Academic & Libraries Research*, Sept 2003, and is supplemented by her continuing PhD research.



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# Put Yourself in the CPD Picture

**Today, your initial qualification is not enough if you want to get ahead in the dynamic field of information management.**

**Y**ou can no longer rely on your initial training or qualifications to carry you through your career, or on your employer to provide everything you need to develop skills and experience. The old security, if it ever existed, has gone.

Increasingly, managers are taking responsibility for their own lifelong, continuing development. The bottom line is that it is down to the individual. The new security consists of loyalty to oneself, to one's own skills and career progression. This is maximised when individual development needs and goals are aligned with those of your employer.

Last year, the RMAA established a CPD programme to ensure its Professional Members maintain professional competence, update their existing knowledge and skills, and attain new knowledge and skills.

The RMAA CPD scheme is structured for four types of users:

1. Those professional Members and Fellows who are required to maintain their CPD to retain their level of accreditation.
2. Members actively engaged in CPD to assist in their learning and development and to record it in their own confidential account.
3. Members who wish to gain recognition for their CPD with the award of a CPD Certificate.
4. Members who wish to work towards the award of Certified Professional Member of the RMAA, (CARMA).

## The RMAA CPD Certificate

The Records Management Association of Australasia now awards a CPD Certificate to those who have engaged with the Association's CPD scheme and have met certain assessment requirements.

The scheme operates over a three-year period, a triennium, beginning on July 1, with input through a Log Schedule compiled by Professional members with the status of Member or Fellow and lodged on an annual basis.

A Professional Membership Certificate will be awarded at the end of the triennium to those who attain the required point score.

Maintenance of CPD is a requirement for Professional members with the status of Member or Fellow of the RMAA. It is optional for the remaining type of Professional members, Associate.

As an Association member you can request to be formally assessed for the award of a CPD Certificate. An assessor will view your CPD Submission and Evidence and make a judgement on the extent to which the records meet the assessment requirements.

## The Certificate Assessment Criteria

You are awarded a CPD Certificate, valid for three years, when you have satisfactorily demonstrated to the Assessor that you:

1. Have completed the CPD Submission, reporting what you set out to learn and why, what you learned, how you applied this learning in the workplace, and what you intend to do next to develop as a manager.
2. Have developed as a manager in at least one of the six areas of the Chartered Manager Skills.
3. Provided evidence that this learning and development has taken place.

## Certified Professional Member

The award of Certified Member of the Records Management Association of Australasia (CARMA) was established as a hallmark of current competence and professionalism. It provides information professionals, and their employers, with independent confirmation of information management skills and the positive impact they are having in the workplace. No other award can claim this.

The status of Certified Member brings an independent benchmark of your quality as an information management professional. It improves your reputation and credibility with colleagues and external partners and enhances career progression.

Leith Robinson of Perth WA, first member of the RMAA to achieve CARMA status, told IQ, "I was pleased and honoured to be the inaugural awardee of CARMA status. As I am continuing Information Management studies at Curtin University, having achieved Certification has complemented my plans for advancing my skills and career. I encourage all RMAA members to improve their professional standing by participating in the Association's CPD scheme."

With this validation of the currency of your skills will come increased confidence in your information management skills and leadership abilities in the workplace, enabling you to create a significant impact on organisational performance.

## For more information...

Contact **Kate Walker**, CEO of the Records Management Association of Australasia, at [kate.walker@rmaa.com.au](mailto:kate.walker@rmaa.com.au), or view the RMAA website, [www.rmaa.com.au](http://www.rmaa.com.au) 

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## Core 6 Knowledge Domains Define Professional Recordkeepers for Educators

While, around the world, educators have scrambled to configure education and training to equip recordkeepers of today and tomorrow to steer their organisations down the increasingly complex records and information management path, in Australasia the industry's two key bodies have jointly established the Core 6 as a guide to RIM knowledge domains.

According to Melbourne academic and author Livia Iacovino, a recordkeeper is 'the trusted and impartial preserver of the memory of society', (Things in Action: Teaching Law to recordkeeping Professionals, Ancora Press, Melbourne, 1998).

Recordkeepers aren't born, they are trained. Once upon a time that training was 'on the job.' But the digital age has totally transformed the way we manage information, and Iacovino's trusted and impartial preserver requires a body of knowledge that goes far beyond the simple activities of cataloguing and storing information.


Today, as paper records are progressively replaced by digital material and compliance regulations become increasingly demanding, the recordkeeping professional must be knowledgeable in areas which range from electronic data management to the law.

In Australia and New Zealand, the two key industry associations representing recordkeeping professionals, the Records Management Association of Australasia (RMAA) and the Australian Society of Archivists (ASA), jointly set up a steering committee to determine the core knowledge required of recordkeepers today, to guide practitioners, educators and employers and particularly to establish a standard for the structuring of education programmes which would address modern recordkeeping needs.

That Joint Education Steering Committee met for the first time in December 2003, and over the next 12 months defined the 6 core domains of Professional Knowledge required of a recordkeeper.

The committee subsequently formulated a draft statement setting out these 6 knowledge domains, and that statement was circulated around the recordkeeping industry. Subsequent comments were incorporated into a final document, The Industry Guide to the Core Requisite Knowledge of a Professional Recordkeeper, or the Core 6.

That document is now freely available from the RMAA and ASA.

**Recordkeepers, educators and employers are encouraged to use the six core elements of recordkeeping knowledge as the minimum recordkeeping standard in their organisations. It should be their guide to professional career paths, educational programmes, and basic recordkeeper employment criteria.** 

### The Core 6 Domains

#### 1. The Nature of Records

The professional recordkeeper should possess a strong understanding of the nature of records as evidence for accountability purposes. This includes the concepts of full and accurate records, authenticity, reliability, integrity, and usability.

#### 2. Recordkeeping Systems

The professional recordkeeper should possess a thorough knowledge of recordkeeping theories and methodologies used in the design and implementation of recordkeeping systems, and of methodologies used to analyse business processes and systems.

#### 3. Recordkeeping Frameworks & Practices

The professional recordkeeper should possess a detailed knowledge of recordkeeping frameworks and practices including government legislation, governance and ethical frameworks, standards, operating environments, and tools and services.

#### 4. Records Management

The professional recordkeeper should possess detailed knowledge of records management, covering access management and repository management, inclusive of the physical and intellectual control, storage and preservation, disposal and transfer of records.

#### 5. Archival Theory, Methodology and Management

The professional recordkeeper should demonstrate a thorough understanding of archival theory, methodology and management, including access management and research services, repository management, preservation and conservation, intellectual control systems, and descriptive standards for archival records.

#### 6. Appraisal

The professional recordkeeper should be able to assess the need to create records as well as the more common meaning of determining how long records need to be kept.



# There's More to it Than BOXES, BITS AND BYTES

**According to two Sydney academics, recent thinking in records and information management has been marked by a re-invention of the field.**

**D**r Michael Olsson, Graduate Advisor in Information & Knowledge Management in the Faculty of Humanities & Social Sciences at UTS in Sydney, believes there's a growing understanding that records and information management is not just about files or bits and bytes.

"Ultimately it's about people," he says, "meeting the information needs of both individuals and organisations. The Information Management programmes here at UTS really focus on the person-centred approach to information management. We expose students to a whole range of approaches to understanding the complexity of people's relationship with information, as well as a range of techniques for investigating them and developing appropriate management strategies.

"One important aspect of our person-centred approach is a strong emphasis on professional ethics. I think recent corporate scandals both here and in the US have shown how important ethics are in the information and records management fields. In fact we have a Masters student, Christopher Colwell, looking at the issue of ethics in records management." (See Chris Colwell's article 'Raising the Ethical Bar' in the May 2005 issue of IQ.)

In recent times UTS has seen its students come from a greater diversity of organisations and backgrounds than in the past. Students are increasingly weighing up their course choices more carefully, with both short and long term goals in mind. In the short term, many are looking either to enhance their current career with new knowledge and skills, or are looking for a career change. They want something more challenging and rewarding or something that fits in better with their lifestyle,

such as combining work and family.

Another strong trend at UTS has been for people in professions such as health and the law to undertake post-grad courses in information or knowledge management, knowing that by adding to their existing experience they can offer valuable complimentary new skills to employers.

"Our programmes are also enhanced by what our research staff are doing," Dr. Olssen told IQ. "Investigating the relationship between people, information and knowledge in a range of different contexts, for example. We're looking at diverse communities to broaden our understanding. For instance, I'm just starting a project looking at how actors and theatre professionals work together to turn words on a page into a live performance.


"That may not sound like information management in the

original, narrow sense but I think it will end up telling us a lot about how people with different viewpoints and expertises share knowledge to reach a shared goal."

Meanwhile, another University of Technology Sydney academic, Dr. Theresa Anderson, is conducting research that examines the social elements of human-computer interaction, communication in organisations and the interplay between emerging technologies and work practices. She draws on this

research in workshops she delivers about facing the challenge of computer-mediated communication such as email and intranet forums in the workplace.

Says Dr Anderson, "The effective use of information and communication technologies is not simply about technology. Harnessing the potential of email, for example, means understanding the technology, the organisational context in which it is used, the people involved in the communication and the issues under discussion. It also involves an assessment of an organisation's resources and structures, both current and evolving."

According to Dr Anderson, developing an organisational understanding is at the heart of UTS's approach to knowledge management. "It's one of the contributing factors to the strength of our programme," she says. 



**Dr Michael  
Olsson**



**Dr Theresa  
Anderson**



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RMAA CONVENTION  
PREVIEW


# 'Expanding Horizons' in Preview



## 22nd RMAA International Convention Perth, WA, September 11-14, 2005



# Beat a Path to Perth



The Swan Bells, in beautiful Kings Park, a short stroll from the heart of Perth

It is with pleasure that we invite delegates to join us at the 22nd International Convention of the RMAA in Perth in September 2005.

**W**e extend an invitation to all local members of the industry as well as those from interstate and overseas to join us in friendly Perth in September, where you will be assured of a warm and hospitable reception. The venue for the Convention is the magnificent new Perth Convention Exhibition Centre, located on the city's doorstep, overlooking our sparkling Swan River and within walking distance of a host of Perth's leading hotels.

In addition to seeing powerful overseas and Australian speakers and informative and thought-provoking presentations, you can be present for awards presentations and attend a must-see vendor exhibition. And you'll be able to attend the Convention's social events, our opening cocktail party and the Convention ball, always an opportunity to dress up, relax, and mix and have fun with your industry colleagues and peers.

The Convention theme of **Expanding Horizons** is intended to demonstrate the changing focus and view of records management. Over the three session days we will focus on different aspects of the theme each day:

**View the Horizon** looks at traditional records management theories and practices.

**Expand the Horizon** investigates other areas of records management, those which are less traditional but still relevant to an ever evolving industry.

**Beyond the Horizon** discusses where are we going in records management, what influences are out there for us and what skills we will need to meet the challenge.

We look forward to making you welcome and hope you have an enjoyable time in the most exciting and fastest growing state in Australia, while increasing your knowledge about our industry. And, if you're from interstate or overseas we hope that while you're here you'll spend some pre or post convention time exploring Perth, Fremantle and further afield in the wonderful West.

See you in Perth.

**Christine Robinson**  
WA Convention Coordinator  
**Kristen Keley**  
RMAA Marketing & Event Manager

## The Top 5 Reasons to Attend the Convention

### 1. A Great Programme

As always, the RMAA has organised a fantastic line up of speakers to cover the theme of the Convention. There should be something for everyone, including keynote addresses from Prof Fiona Stanley, University of WA, Robert Markham, Forrester

(USA) and Robert & Alison Simko, The Battery Park City Broadsheet (USA) who will recount their first hand experiences of disaster recovery post 9/11.

There are many other excellent speakers covering a range of topics from integration, implementation, preservation and classification through to governance, risk management, competencies and intellectual property.

A feature of the Convention will be a Student Poster Display with posters based on students' conceptualisation of two themes, 'The future of records management' and 'Records



*THE TOP 5 REASONS:* Continued from page 55  
management as a career.'

There will also be a debate entitled "Professionals Debate – Education v Experience", which should prove to be a highlight of the Convention. Kerrie Monzo, Marian Hoy and Chris Colwell will be on the Pro Education side, and Phill Bevan and Tony Caravella among the trio on the Pro Experience side. To make sure it doesn't get too heated, our MC Jon Doust will mediate.

## 2. A Comprehensive Vendor Exhibition

There will be trade stands representing many of the leading vendors in the records and information management industry. See software, products and equipment demonstrated live, meet the representatives and discuss your needs first hand. Talk to them for a couple of minutes or an hour.

This is the only 100% relevant trade show of its size held for the RM industry each year. Not to mention the relaxed atmosphere of our themed Exhibition area or the dozens of free giveaways that delegates manage to collect over the course of the Convention.

## 3. Down to business User Forum Breakfasts

User Forum Breakfasts are being held the morning of Wednesday, September 14, for 5 of the most popular RM

software systems. Attend one of these breakfasts and speak to the people who actually use the systems, network and compare notes.

If you don't use the systems now, you can still benefit by attending a Breakfast for one of the systems that you are interested in and speaking to other current users. With the vendors there to answer your questions, this is a forum for users to 'bare all'.


Companies and products represented at the Breakfasts are: Tower Software (TRIM), Objective Corporation, GMB (Recfind), Hummingbird (DocsOpen) and Advanced Data Integration (Dataworks).

## 4. Networking Galore

300-plus peers located in one place at one time. This is a once a year opportunity to meet with hundreds of other people with similar (or completely different) experiences from your own, sharing knowledge and gaining valuable insight from people who actually work in your industry.

## 5. Glorious Perth

This beautiful city has everything: wonderful food, great sights, diverse culture, literally hundreds of things to do pre and post Convention (or for your family to do while you increase your knowledge). Visiting Perth and surrounds is reason enough to attend the Convention!



The historic Roundhouse at the charming port city of Fremantle on Perth's doorstep

### RMAA Convention Information and Registration

RMAA Convention - 2005 Secretariat  
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Website: [www.rmaa.com.au](http://www.rmaa.com.au)



# Must-See Keynote Speakers

## Professor Fiona Stanley AC, Australia

Australian of the Year in 2003



Professor Stanley is the Founding Director of the Telethon Institute for Child Health Research; Executive Director of the Australian Research Alliance for Children and Youth; and Professor, School of Paediatrics and Child Health, at the University of Western Australia.

Her work has focused on health research and its translation into better health and health care which in turn provides significant social and economic benefits to the community.

In 1979 Professor Stanley's research group established the WA Maternal and Child Health Research Data Base (MCHRDB), a unique collection of data on births from the entire state. It describes trends in maternal and child health and preventive programs (folate for spina bifida prevention; preventive maternal and child health in Aboriginal communities).

Her research work involves conducting and supervising studies in maternal and child health. Main areas include:

- Record linkage and analysis of population data for epidemiological and public health research.
- Collaborations to link research, policy and practice.
- Strategies to enhance health and well-being in populations.
- The causes and prevention of birth defects and major neurological disorders particularly the cerebral palsies.
- The causes and lifelong consequences of low birth weight and other pre and postnatal problems.
- Patterns of maternal and child health in Aboriginal and Caucasian populations.

## Robert Markham, USA

Sponsored by TOWER Software



Bob is a principal analyst in Forrester's Information Delivery research group, focusing on all aspects of content management, including research covering the converging areas of Web content, document and image management, emerging technologies, and content life cycle.

Bob came to Forrester through its acquisition of Giga Information Group. Prior to joining Giga, he was senior system architect for the American Red Cross. He served as the in-house consultant to the Health and

Safety, Biomedical, and Disaster Services Divisions.

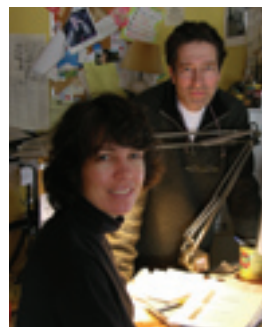
Previously, Bob managed the technical services group for the Pension Benefit Guarantee Corporation, with responsibility for system administration, network monitoring, system upgrades, applications integration, and security analysis.

Earlier in his career, Bob was a system and software engineer responsible for the display and compression systems of Automated Patent and Trademark Office System, which was among the first and largest imaging systems. He designed and implemented a major component of the IRS electronic filing system known as the Archival and Retrieval Facility.

Bob started his career at Jet Propulsion Laboratory where he designed his own computer language called BobTalk, designed computer systems for the Voyager spacecraft, created network protocols for the ground-tracking network, and worked with the SETI team.

Bob received a B.S. in electrical and computer engineering from the California State Polytechnic University, Pomona.

## Robert & Alison Simko, USA



**Robert Simko** is the co-founder and publisher of the *Battery Park City Broadsheet*. He graduated from the Rhode Island School of Design in 1976 with a fine arts degree in photography.

After assisting noted portrait photographer Arnold Newman and Magnum photographer Burt Glinn, he worked on staff for *Adweek* magazine until 1990, when he became a freelance corporate photographer.

Robert started the *Broadsheet* with his wife, Alison, in 1997. In what little spare time he has, he enjoys playing the piano, tinkering with an old sports car, and bird watching.

**Alison Simko** is the co-founder and editor of the *Battery Park City Broadsheet*. She graduated from Connecticut College in 1982 with an English degree. Her work experience includes Curtis Brown Literary Agency, *Sport* magazine, and *Adweek* magazine, where she met Robert.

As a young editor/photographer duo, they covered press conferences and parties together in the mid 80s, and soon fell in love. They were married in 1987. They have two children – Lucy, born in 1989, and Theo, who was born the same year as the *Broadsheet*, 1997. When not working on the paper, Alison enjoys

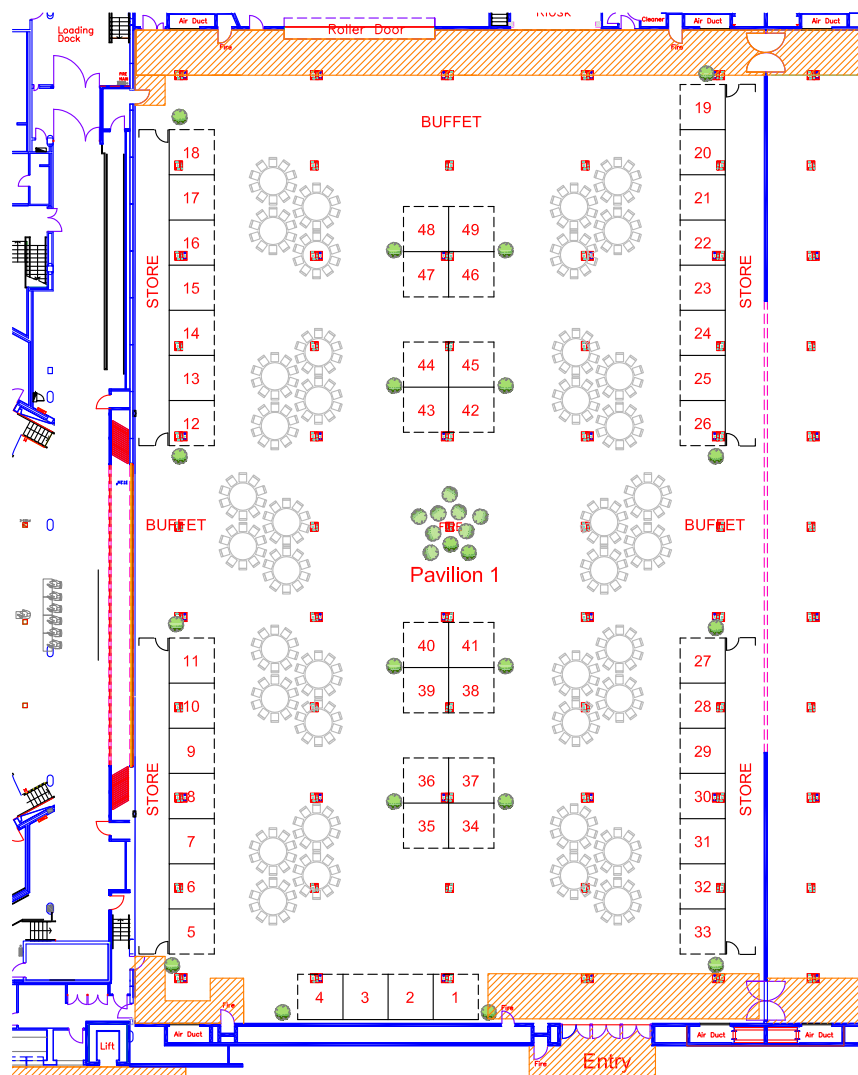
bicycling and reading.

Robert and Alison founded the *Broadsheet* to serve the growing residential population of Lower Manhattan. The terrorist attacks on September 11, 2001 changed the world and left Lower Manhattan devastated. Four years later, the long rebuilding process continues, with the *Broadsheet* a vital source of news and information for the residents of Lower Manhattan.

## Vendor Exhibition: See the Latest RIM Solutions, Meet their Sellers

This high quality vendor exhibition will be held in conjunction with the Convention at the newly-built Perth Convention and Exhibition Centre. The Vendor Exhibition will display and communicate information in a visual form, with vendor specialists on hand to provide explanations and answers. Delegates can look forward to receiving the latest technology and data information to improve their business practices and training programmes

Stand #	Exhibitor
1	Rolls
2&3	Grace Information Management
4	AKA
5	Knowledgeone
6	Dexion
7	State Records WA
8	Info Vision
9&10	Hummingbird
11	Albox
12& 13	Objective Corporation
14	Techniworks
15	National Archives
16	Archival Survival
17-20	(Still to be confirmed - at press time)
21&22	RMAA 23rd International Convention
23&24	Codafile
25&26	Conservation Resources
27	Zetta Florence
28	Term Tree
29-31	Fuji Xerox
32&33	RMAA
34	Canon
35&37	ACA Pacific
36	Kodak
38 & 41	Recall
39&40	Alphawest
42 & 45	Pickfords
43	Lexmark
44	ProScan
46-49	Tower Software



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# So Many Good Reasons to Join the Party in Perth



Longreach Bay at  
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**Beat a path to Perth in September, and you'll not only enjoy the best ever RMAA international convention, you'll enjoy the best the West has to offer in the spring.**

Perth enjoys more hours of sunshine than any other Australian capital city. Even the colder winter months of the year are mild; in some cases warmer than some European summers.

Perth's sublime climate enables visitors to enjoy the city's vast range of outdoor activities - from a relaxing picnic in Kings Park to more energetic pursuits such as jogging, or windsurfing on the Swan River or Indian Ocean beaches.

Accessing Perth's attractions is simple thanks to free public transport within the city centre. Or cruise the river to the nearby port city of Fremantle. Unique for its heritage architecture, Fremantle is rich in maritime history and entertainment. On weekends it comes alive with street performers and markets.

## Make a Pig of Yourself

Dining out in Perth is all about fresh local produce, fine wines and a superb setting. Perth's migrant population and proximity to Asia have had an intriguing influence and the city's most creative chefs are experimenting with a cultural fusion of flavours. The main restaurant districts, Northbridge and Fremantle, have restaurants and alfresco cafes serving a broad range of cuisines, as well as food markets and boutique pubs.

The cafes and coffee houses which line Fremantle's cappuccino strip and the cluster of fish restaurants around the Fishing Boat Harbour regularly draw big crowds, as do the riverside restaurants on the Swan River at Perth's Barrack Square, and at South Perth, Crawley, Nedlands, and Mosman Park.

Beachfront cafes at Perth's 19 beaches from Fremantle through Cottesloe to Scarborough and Sorrento Quay offer good food and stunning Indian Ocean sunsets, while Fraser's Restaurant and the Kings Park Tea Rooms are favourites with visitors for their views of the city skyline. For restaurants boasting rustic charm, head to the Perth Hills or the Swan Valley with its wineries and gourmet cafes.

## You Want Nightlife?

Perth's nightlife has something for everyone. The splendidly restored His Majesty's Theatre is the home of opera, ballet and musicals. A popular commercial venue is Subiaco's Art Deco Regal Theatre, while in Perth the Entertainment Centre features

top entertainers and rock groups. The Playhouse and Subiaco Arts Centre also offer live theatre, while the Perth Concert Hall is the setting for symphony concerts.

Burswood International Resort Casino, a few minutes' drive from the heart of Perth near the Causeway, has 140 gaming tables offering blackjack, roulette, baccarat, mini dice, craps, keno, money wheel and two-up. The casino has several restaurants and cocktail bars, a theatre and a cabaret.

Kings Park, the city's popular playground, stands on the brow of a hill called Mount Eliza overlooking the city. Listen out for the Swan Bells - a seven-storey high bell tower, home of the 18 Swan Bells, a gift from the British Government and based on the original 12 bells in the church of St Martin-in-the-Fields in London, which rang out to welcome back Captain James Cook from his Australian voyage in 1788.

## On Yer Bike on Rottne Island

Barrack Street jetty is the launching pad for ferries to Rottne Island. Famous for its quokkas, the small marsupials which inhabit the island, Rottne has pristine beaches and crystal clear bays.

Just an hour from Perth by ferry or 30 minutes from Fremantle, Rottne offers good diving thanks to numerous shipwrecks and stunning coral reefs. A ban on cars on the island leaves bicycles as the best way of getting around - they can be hired on the island.

## Need Your Golf Fix?

If you're a member of a private golf club in your home state or country enquire about reciprocal playing rights. Many of Perth's private golf clubs have special arrangements with interstate and overseas clubs.

Perth also has world class public courses, in particular Araluen Country Club with its spectacular views, Joondalup Country Club, designed by Robert Trent Jones Jnr, Lake Karrinyup Country Club, home to the Johnnie Walker Classic, and the Novotel Vines Resort, designed by Graham Marsh.

**One way or another, you're going to have a great time in Perth. For more information, visit [www.westernaustralia.com](http://www.westernaustralia.com).**

# Objective IQ Article of the Year Award Shortlist Announced



The Award winner will receive a Canon 7.1 megapixel digital camera

Eleven articles by RMAA members which appeared in *IQ* between the magazine's May 2004 issue and this August 2005 issue have been shortlisted for consideration for the inaugural Objective IQ Article of the Year Award.

The editorial content of *IQ* has, in the words of one reader, 'gone from strength to strength' over the past year or so and we've been able to bring you some terrific reading, with many of the magazine's articles written by RMAA members.

Other articles which have appeared in the magazine are not eligible for the Article of the Year Award because they were not written by RMAA members.

Eleven excellent articles by Association members have now been shortlisted for the award and will be considered by the judging panel (see May 2005 *IQ* for details) over the next month. Every single shortlisted article covers a different subject across the broad RIM world spectrum, and has informed, enervated or entertained *IQ* readers, or all three!

The winner will receive an award certificate plus a fantastic Canon IXUS 700 7.1 megapixel digital camera which features a 3x optical zoom lens and 60fps movie recording and playback with sound.

The shortlisted articles are, in order of appearance in *IQ*:

**Biometrics: The Scary Yet Exciting Challenge for Information Managers**, by **Kristen Keley**, (SA), May 2004 issue.

**Trojan Horse Program: Is This the Records and Archive Management**

**Armageddon?** by **Laurie Varendorff**, (WA), May 2004 issue. This article has since been reprinted in the UK by the *RMS Bulletin*, has appeared on the ACT Government intranet, and been quoted by *USA Today*.

**The Worldwide Impact of ISO 15489**, by **Michael Steemson**, (NZ), August 2004 issue. Another article subsequently picked up by the *RMS Bulletin*.


**Making DIRKS Work**, by **Stephen Macintosh**, (NSW), November 2004 issue. This article was also reprinted by the *RMS Bulletin* in the UK and has subsequently been published on Rick Barry's Open Reader Consortium website mybestdocs.com.

**Memo to the Board: Good Records Management Leads to Good Corporate Governance**, by **Jackie Bettington**, (Qld), May 2005 issue.

**Raising the Ethical Bar**, by **Christopher Colwell**, (NSW), May 2005 issue.

**Old Recordkeepers Never Die, They're Just Filed Away**, by **Jill Saunders**, (Tas), May 2005 issue.

**Educating Employers to Seek Educated Recordkeepers**, by **Margaret Pember**, (WA), August 2005 issue.

The winning author and article will be announced at the 2005 RMAA International Convention in Perth next month, with the article reprinted in the November 2005 issue of *IQ* magazine. 

## Objective

### IQ Article of the Year AWARD

**Toward a Unified Theory of 'Stuff'**, by **Glenn Sanders**, (NSW), May 2004 issue.

**How 16 Questions and an RM Pensioner Can Move FoI Mountains**, by **Michael Steemson**, (NZ), May 2004. Mike's article has since been reprinted in the UK by the *RMS Bulletin*.

**Are Access Schedules the Answer to Record Security?** by **Stephen Bedford**, (NSW), August 2004 issue. This article also appeared in the *RMS Bulletin* in the UK.



## Stephanie and Thomas Go Into the Marriage Records



As reported in the last issue of *IQ*, wedding bells rang recently in Canberra for RMAA ACT Branch Councillor **Stephanie**

**Ciempka** and the RMAA's National Treasurer **Thomas Kaufhold**. For those who find it hard to believe that two recordkeepers could live under the same roof, here's the photographic proof.

## NZ E-Zine Now Auckland Based

New Zealand Branch's e-zine, *Informa NZ*, is now edited out of Auckland, by Helene Rajsic.

Helene, a member of the RMAA's Auckland chapter, is an information consultant with the city's large Filecorp consultancy.

She occupies the editor's chair vacated by Wellingtonian Kerri Siatiras, who has been the able editor of the e-zine since the formation of the New Zealand Branch.

Contributions and queries can be sent to Helene at: [helener@filecorp.co.nz](mailto:helener@filecorp.co.nz)

## RMAA Snapshot: The People Who Help Make Us Tick **WENDY DAW** Business Support Officer



Wendy's is the friendly voice you hear when you call the RMAA info line in Australia or New Zealand. She has been a full-time Association employee for the past four years.

"I first arrived as a temp on a 3-day assignment," she says. "I was difficult to get rid of."

Working 9.00 to 5.00 from our Brisbane office, Wendy maintains the RMAA membership database and online product directory, administers our accounts, and looks after seminar and workshop registrations and payments. From this year too she's been handling our international convention registrations. She also provides

administrative support to the CEO, Executive Committee, and Marketing & Event Manager.

"Over the past four years the RMAA has become more cohesive and efficient," she says. "Methods of reporting have changed and greater information is available to the National Board."

When asked what the most satisfying part of her job is, she says that quite a few moments fall into that category. "Like receiving notification from a branch council that a member who has been debating 'embarrassing themselves' by applying for a status upgrade has finally applied, and received their upgrade."

Then there was the member who took on a challenging role on their branch council with some reservations.

"They've not only made it through their term but have accepted nomination for a second term."

And the future? "I believe the RMAA will have a greater presence throughout Australasia, backed by the improvement of our current technology."



## RMAA Members' Address Notification

The RMAA no longer sends out newsletters and notification of events in the post. Instead, details are posted on the Association's web site and notification is sent via email. To update your email address to ensure you receive prompt notifications, call 1800 242 611 during business hours or email [admin@rmaa.com.au](mailto:admin@rmaa.com.au).

If you don't have regular access to the Internet, and wish a hard copy of notifications sent to you, please complete and return this form to:

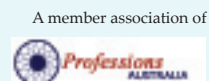
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**GPO Box 1059**  
**Brisbane Qld 4001**

Please send me Association notifications in hard copy, to the following address:

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Postal Address: .....

Postcode: ..... Country (If outside Australia) .....



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# RMAA Directory

**Email contacts:** To contact RMAA National officers by email, use addresses such as [president@rmaa.com.au](mailto:president@rmaa.com.au) or [secretary@rmaa.com.au](mailto:secretary@rmaa.com.au)

To contact officers in RMAA branches, create addresses from branch initials as below, for example, [nsw@rmaa.com.au](mailto:nsw@rmaa.com.au) or [qld@rmaa.com.au](mailto:qld@rmaa.com.au)

## National

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## QLD

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## SA

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## TAS

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Postal	GPO Box 1059 Brisbane QLD 4001	

## ACT

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Secretary	Joan Sohl	Ph: (08) 8924 7336
Postal	GPO Box 1059 Brisbane QLD 4001	

## NZ

President	Helen Hancox	Ph: +64 02 538 9312
Secretary	Alison Midwinter	Ph: +64 04 499 5595
Postal	PO Box 5643 Wellington New Zealand	



# RMAA Branch Reports Now Online

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Part of the large audience for the **RMAA's Queensland State Conference**. See the Queensland Branch Report online for full details.

**RMAA Branch Reports no longer appear in *IQ* magazine.** At its June 2005 meeting, the National Board of the RMAA decided that future Branch Reports will be published on the Association's website.

**FOR THE LATEST NEWS ON WHAT'S HAPPENING IN YOUR RMAA BRANCH,**

**GO TO:**

[www.rmaa.com.au](http://www.rmaa.com.au) [www.rmaa.com.au](http://www.rmaa.com.au) [www.rmaa.com.au](http://www.rmaa.com.au)

## Coming Up

### In The November issue of *IQ*...

- **EXPANDING THE HORIZON**  
Problems and Opportunities Looming in Tomorrow's RIM World
- **HAS WEB PUBLISHING BECOME A CAN OF WORMS?**
- **WHY WE MUST TAKE THE RISK OF GETTING TOMORROW WRONG**
- **THE 2005 RMAA INTERNATIONAL CONVENTION AT PERTH IN REVIEW**
- **AWARD WINNERS** – All the details of J Eddis Linton Awards, Jim Shepherd Award, and Objective *IQ* Article of the Year Award winners
- **RIM Relics**

**WHAT IS IT?**  
See the next issue of *IQ*.



The editorial deadline for the November 2005 issue of *IQ* is **October 1**. Editorial submissions, news and views, particularly on future records and information management developments, are welcome, at [editor.iq@rmaa.com.au](mailto:editor.iq@rmaa.com.au).

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