

iQ

**SPECIAL FEATURE**

AN INFORMATION  
MANAGEMENT  
APPROACH TO  
**PROJECT  
MANAGEMENT**

MEET  
**LOUISE  
HOWARD**

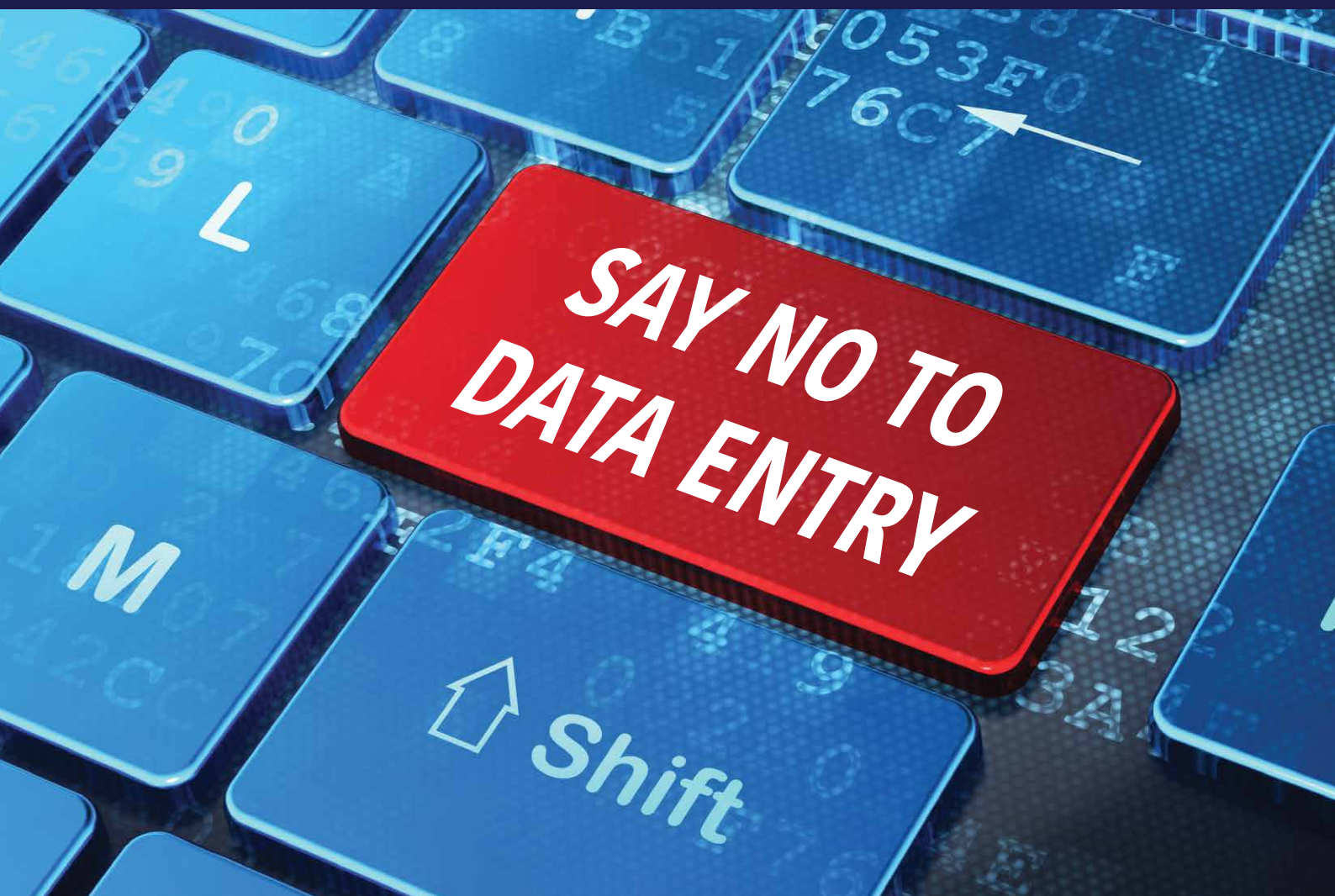
THE NEW  
EXECUTIVE  
CHAIR  
OF CAARA



**IN THIS ISSUE**

- **CHATGPT:** A GROUND-BREAKING APPLICATION OF AI THAT WE WILL ALL BE HEARING ABOUT IN THE FUTURE.
- **DISQUIET IN THE ARCHIVES:** ARCHIVISTS MAKE TOUGH CALLS – THEY DESERVE OUR SUPPORT.
- **MEET THE RIMPA AMBASSADORS:** 2023 GLOBAL AND LOCAL AMBASSADORS.
- **23 CAREER TIPS:** MAKE 2023 YOUR BEST CAREER YEAR EVER.

# Gone digital but still doing manual data entry?



**ezescan.**   
*making digital work*

**Automated data capture for...**

- ✓ Corporate Email Capture
- ✓ eForms Capture
- ✓ Digital Mailroom
- ✓ Backscanning Projects





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MAGAZINE

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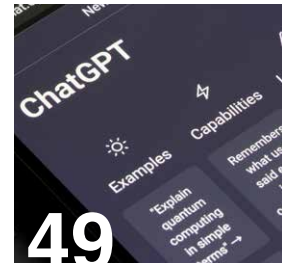
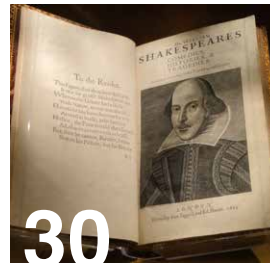
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**ANNE CORNISH** MRIM  
CEO, RIMPA GLOBAL

## VIEW FROM THE CEO

I'm hoping everyone had a great Christmas or Happy Holidays as we are now in full swing for 2023. Last year saw the world commence the recovery from something that none of us have experienced before, and this year that recovery will continue as we see members attend more in-person events, participate in a huge RIMPA Live program in October, become part of a Global Consortium for Information Management and much, much more.

The first of January saw the enactment of the newly elected Board and our Local and Global Ambassador groups. The 20 volunteers working as member ambassadors and representing various locations, will be working towards achieving the RIMPA Global strategic plan. The first meeting of these groups took place in January, and I can vouch for them as being some of the most passionate, enthusiastic, and eager volunteers. The commonality amongst all is that they want to continue the growth and exposure of RIMPA for the benefit of the members and maintain long-term sustainability both locally and globally.

With this amazing group and our productive strategic Board, 2023 will see RIMPA grow even more with plans to:

- Increase membership by 500+ members
- Improve members' digital interaction
- Increase member benefits
- Introduce a career pathway program
- Hold 42+ in-person events in various locations across Australia and New Zealand
- Deliver over 41 different workshops multiple times throughout the year
- Present a RIMPA Live Program like never before - Gold Coast in October
- Become a co-founder and manager of the first Information Management Global Consortium
- Continue to create partnerships with likeminded bodies
- Own and release an accredited scheme for ISO30301 – Management of Records in relation to auditing requirements
- Provide members with platforms to expose innovation and ideas relating to information management

And more

**The commonality amongst all is that they want to continue the growth and exposure of RIMPA for the benefit of the members and maintain long-term sustainability both locally and globally.**

As a member it is important that you have a say in the future of RIMPA Global. You are invited to participate in the next layer of the One RIMPA transition with the announcement of Committees and Working Groups. You may recall from previous correspondence that Committees have a longer life, whilst working groups are short, sharp, and relate to a specific purpose. I encourage you all to consider participating in an area that resonates with you, so keep an eye out for the announcements.

There is so much excitement around the new year and it is great to be involved with a community that sees a challenge and takes it on rather than walk away. We have all been aware at times that our profession is not always the most respected, but together, both locally and globally we can change this ideal entirely.

I Look forward to catching up with you all in 2023.

**- Anne Cornish** MRIM  
CEO, RIMPA Global

## WELCOME TO OUR NEW MEMBERS

The Membership has begun picking up again after the holidays. In the past quarter we have welcomed nearly 119 new nominees, 13 organisations and 198 individuals, which now also include ARMA/RIMPA and ARANZ/RIMPA members. Read all about our members in the below list and a few other topics that may spark your interest in our membership space!

### TRAINING WORKSHOPS

We have released a range of new online training workshops for 2023 with an improved structure to allow for a clear training pathway in the areas of Information, Records and Data Management! Back by popular demand is also our face-to-face sessions!

With over 40 different training workshops to choose from, you can enhance your skillset by selecting your very own tailored training pathway to help support your professional development journey.

In addition, RIMPA has introduced virtual Organisation Workshop Bundles (OWBs) to make it easier for organisations to pay and for members to map out and commit to their professional development pathway. *To view the new workshops, pathways, and more head to page 42*

### IMPLEMENTATION OF NEW MEMBERSHIP SYSTEM

The RIMPA team are currently hard at work in the midst of implementing the new CRM system. Although it is a big process, the end result will be highly advantageous to both our members and staff, with many key benefits and enhancements to your experience.

At the time you read this, there should only be a few weeks till our Go Live date!

Some of the key benefits include:

1. Personalised website experience
2. The core functionality sits on a powerful membership engagement platform
3. Market-leading CMS to give the RIMPA team creative freedom
4. Comprehensive event set-up and delivery capabilities
5. Ability to build strong membership communities
6. Addition of a member-to-member chat and directory
7. Personalised direct communications

We are looking forward to hearing what you all think!

Did you know...  
We celebrated our  
**2500th member**  
this quarter!  
**Congratulations to**  
Agnes Goodwine!



### ARANZ AND RIMPA GLOBAL FORM MEMORANDUM OF UNDERSTANDING

In November 2022, RIMPA Global and the Archives & Records Association of NZ (ARANZ), two leading industry bodies in records, information and archives in Australia and New Zealand, were thrilled to announce that they entered into a MoU which provides members from both organisations the opportunity to access additional educational content, online resources, and discounted member rates to attend events.

"Partnering with ARANZ provides all New Zealand Information Management practitioners with additional opportunities, shared resources, increased collaboration and a bigger voice when advocating for IM changes in ANZ" – Anne Cornish, CEO RIMPA Global

The provision of education to members is paramount to both RIMPA and ARANZ and this agreement allows all members to access content and events that covers records, information and archives.

**ARANZ** ARCHIVES & RECORDS  
ASSOCIATION OF NZ  
TE HUIINGA MAHARA

Like ARMA International, these global relationships will continue to build the RIMPA Global community and provide much needed exposure for our industry.

In the past quarter we have welcomed a total of 43 ARMA International members from Canada, Trinidad and Tobago, and the United States and 12 ARANZ members from across the ditch!

### NEW CORPORATE COMPANIES

#### ACT

Yorke & Northern Local Health Network

#### QLD

Rural City of Wangaratta

#### SA

Avantix

#### VIC

CQ University

Indigo Shire Council

Shire of Dardanup

Town of East Fremantle

#### WA

Albury City

City of Melville

Dept of the Prime Minister and Cabinet

### NEW INDIVIDUALS

#### NIGERIA

Sathaka Mann - 1st Year Student

#### NSW

Kay Harris – Vista Information

Arpita Khare – Berrigan Shire Council

#### QLD

Julie Locke - 1st Year Student

Leanne Morrison – City of Gold Coast

Cathleen Stanley – National Archives of Australia

Sarah Tabone – The Public Trustee of Queensland

#### SA

Andrea McKinnon-Matthews –

Andrea Matthews Consulting

Kerry O'Donohue – SA Dental

#### TAS

Samara McLroy – Em Dash Consulting

Modupe Oluwabiyi - 1st Year Student

#### VIC

Nicole Brett - 1st Year Student

Jennifer Cilia – Labour Hire Authority

Hannah Coles - 1st Year Student

Samantha Gunther – ARPANSA

Shannon Mitchelmore - 1st Year Student

# RIMPA and ARMA Membership Benefits

Arm yourself with double the benefits and enhance your career further when you add on an ARMA International membership to your existing RIMPA membership.

**D**rive your career and gain access to more information and resources outside of Australia and New Zealand.

Apart from the amazing list of benefits you receive from RIMPA, for a small additional fee you will also receive:

- Weekly updates with timely and relevant resources
- Special discounts on training and certificate programs, events and programs
- Online and Chapter Community, industry groups, and mentorship programs
- Complimentary webinars from industry experts
- 24/7 access to a library of publications
- Job-seeker access to the career center

## WHO IS ARMA INTERNATIONAL?

ARMA International is the community of records management, information management, and information governance professionals who harness the benefits and reduce the risks of information.

ARMA International supports professional and career advancement with forward-thinking education, continued meaningful networking, and cutting-edge business tools - everything members need to successfully navigate the full information cycle.

**ARM YOURSELF WITH  
DOUBLE THE BENEFITS**



## Update from Public Record Office Victoria

**P**ersonal information is at risk when agencies do not have an effective disposal program in place and continue to hold public records for longer than required.

We have recently published information about privacy and recordkeeping as well as a new Records Disposal Authority (RDA) for identity verification to help Victorian Government agencies ensure they are managing personal data responsibly and lawfully.

Public records are any records made or received by a public officer in the course of their duties, and can be in any format, including documents, databases, emails, images, and recordings. Public offices should only collect and retain personal information when it's necessary for their functions or activities.

Destruction of public records must be carried out in accordance with Standards, including RDAs, issued by the Keeper of Public Records. Public offices are encouraged to destroy documents supplied to verify personal identity as soon as the records are no longer required to reduce the risk of privacy breaches.

Visit <https://prov.vic.gov.au/recordkeeping-government/a-z-topics/privacy-and-recordkeeping-obligations> for more information.

### NEW RDA FOR VIC GOV SCHOOLS

We are also pleased to announce the approval and publication of a new RDA for records of primary and secondary schools. This new RDA will be replacing PROS 01/01 RDA for School Records which has been used by government schools since 2001.

Visit <https://prov.vic.gov.au/about-us/our-blog/new-rda-victorian-government-schools>.



**NEXT EDITION: JUNE 2023**

## Realizing the Full Potential of Information Management in Governance

- **Accountability:** Ensuring Transparency and Accountability through Effective Information Management
- **Use:** Leveraging Information Management to Drive Efficiency and Effectiveness in Governance
- **Compliance:** Ensuring Regulatory Compliance and Risk Mitigation through Information Management in Governance



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**COPY DUE: 7 APRIL 2023**

Submit your story to:  
[editor.iq@rimpa.com.au](mailto:editor.iq@rimpa.com.au)



## MEET THE NEWLY APPOINTED **EXECUTIVE CHAIR OF CAARA**

# Louise Howard

### 1. Tell us about your career journey to date?

I describe my career as a bit of jungle gym, rather than a career ladder. After starting as a young public librarian in local government, followed by a stint as a historian with Brisbane City Council, I spent five years at Queensland State Archives. From there, I moved into the ICT and data space, first working in the Queensland Transport Department's ICT team, then as Director of Library and Learning at Griffith University, before becoming Director ICT Infrastructure and Cloud at Griffith.

I've always been a data and technology nerd, so loved learning more about the systems, networks and technology that underpin the work we do as information professionals. I even undertook a data analytics and cybersecurity graduate certificate and learned how to code (badly!) in Python and R.

My dream job, however, was to be Queensland State Archivist, as I could see the potential for the role and how it could support government in the digital world of data and information. It's also one of the only jobs in the world where you get to work in the past, present and future at the same time, and after a year and a half in the role, I'm enjoying it as much as I thought I would.

### 2. What do you see as the major tasks facing you as Executive Chair of Council of Australasian Archives and Records Authorities (CAARA)?

I'm fortunate that, in collaboration with our previous Executive Chair, Simon Froude, who is now Director General, NAA, and the other CAARA members, we developed the new CAARA Statement of Intent, which outlines CAARA's key focus areas, including the reality that as digital technologies drive global change and innovation, archives must transform.

Through CAARA, we are working to share experience and knowledge across the information management and archival industries to help us to build capability for the creation and effective management of digital records. CAARA members will also continue to work across our shared institutions to embrace First Nations' worldviews and methods of creating, sharing and preserving valued knowledge. Dr Kirsten Thorpe stated at this year's Australian Society of Archivists annual conference that archival organisations continue to 'privilege the archive' which must change if we want to effectively support First Nations peoples' self-determination. There is an opportunity for CAARA to influence this transformative work within the archival and information management profession.



**3. As a leader, leaving a great legacy is arguably the most powerful thing you can do in your career and life. What would you like to see be achieved during your term as Executive Chair of CAARA to improve the practice of government archives and records management?**

Any legacy achieved during my term would be a shared success with the other CAARA members who are all also executive leaders in archival and record management organisations. The strength of that legacy is the shared commitment of our organisations to deliver effective recordkeeping and archival management that support the democratic principles of government transparency and accountability. With technology continuing to evolve, as we've seen in the last few months with ChatGPT and other AI tools starting to become more mainstream, a shared focus is how we preserve digital government records, and how we manage new and emerging technology along with the volume, veracity and velocity of data and information growth.

Government archives are also established within a Western method of managing information, archives and knowledge. Archives are beginning to embrace the principles of Indigenous Data Sovereignty and consider the rights of First Nations peoples to collect, regulate, own and use the data that is recorded about them, their communities, their land and resources.



Roman site of Vindolanda in the UK



**4. Can you share with our readers your top 3 success habits that have driven your career pathway?**

1. Keep learning, and say yes to learning opportunities when they arise, even when you think they may be difficult and challenging, in fact especially when they are challenging and difficult, because that's when you will grow and learn the most.
2. Give people space for possibilities - acknowledge that everyone brings different neurodivergent contributions to the workplace, and that the diversity is the strength of a team. I love the quote, often mistakenly attributed to Einstein: "If you judge a fish by its ability to climb a tree, you will go through life thinking everyone is stupid".
3. Take the job seriously, but never take yourself too seriously, life is too short and workdays too long not to bring humour and fun to your work.

**5. Tell us a secret about Louise Howard that nobody would have guessed or known.**

Not so much a secret with anyone who knows me, but I like nothing better than digging. Whether it's delving for records in the archives, looking for a solution to an ICT problem, literally digging in my garden but, most of all, I am passionate about digging at archeological sites on my holidays.

Last year at the Roman site of Vindolanda in the UK, I unearthed a Roman writing tablet, which is essentially a 2000-year-old record of communication on a very small piece of wood. This year I should find out what was written on it when it gets translated and we'll see if it has the answers to the universe or whether it's just a Roman soldier's shopping list!





COUNCIL OF AUSTRALASIAN ARCHIVES  
AND RECORDS AUTHORITIES

# Statement of Intent

**We acknowledge the traditional custodians of Country and their continuing connection to land, sea and community.**

We pay our respects to the people, the cultures and the elders past, present and emerging. We are committed to opening up public archives to Indigenous interpretation and embracing Indigenous worldviews and methods of creating, sharing and preserving valued knowledge. We support the creation of ethical spaces of encounter, respect, negotiation and collaboration.

## Documenting our nations' stories and memories

**Decisions and actions of government impact individuals, local communities and shape our nations.**

Information and data captured in public records provide evidence and insight into our history across Australia and New Zealand.

As digital technologies drive global change and innovation, archives must transform.

*“Information access is crucial to government accountability and trust.”*

DR VIVIENNE THOM AM

## Council Membership

The Council of Australasian Archives and Records Authorities has member representation from government archives authorities of the Commonwealth of Australia, New Zealand and each of the Australian States and Territories.

## Preserving the memory and securing access

**CAARA archives strive to ensure the memory of government across Australia and New Zealand is preserved, secured and accessible.**



### CAARA archives have ...

**Hosted Over 50,000**  
visits to research centres each year.

**Over 15 million**  
website visits each year.

**750** full time equivalent employees  
preserving over **800km** of physical records  
and over **3 million GB** of digital records.





## Integrity and Trust

**Government transparency and accountability are profoundly aligned with effective recordkeeping and archival management.**

Activities and functions that are funded and controlled by government should be documented, and those records should be available in the future to ensure government accountability and meet citizen needs.

**CAARA leads research and collaborative work to ...**

Maintain and embrace **comprehensive** and inclusive **records**.

Secure, preserve and make **records** available **today** and in the **future**.

**Build** capability for creation and effective management of **digital records**.

## Leadership Focus



### Sharing Experience and Knowledge

to unlock the long-term value of government records and archives for the people of Australia and New Zealand.

#### CASE STUDY: Response to the Royal Commission

The Royal Commission into Institutional Responses to Child Sexual Abuse highlighted the ways that recordkeeping supports accountable organisational cultures and helps victim/survivors to seek redress. In response we produced nationally consistent advice on identifying and retaining records that may support investigations into claims of child sexual abuse. We also agreed on simplified arrangements for the preservation of the records of the Royal Commission.



### Collaborating and Building Expertise

to secure, preserve and make records available to communities today and in the future.

#### CASE STUDY: Response to the need for effective digital recordkeeping

By supporting our staff to work collaboratively through the Australasian Digital Recordkeeping Initiative (ADRI), we have developed tools that allow us to apply common responses to evolving technologies. These tools include consistent positions on Microsoft 365 and Software as a service, and agreed guidance on sustainable digital file formats.



### Creating Common Understanding

of emerging issues and opportunities for records and information management, so we can respond more effectively together.

#### CASE STUDY: Response to the Tandanya-Adelaide Declaration

As part of the world community of archives we endorsed the Tandanya-Adelaide Declaration, which recognises the need to embrace First Nations' worldviews and methods of creating, sharing and preserving valued knowledge. Our First Nations working group provides a forum where Indigenous and other staff can build networks and increase our capability to respond to the Declaration's challenge to us. The Group is working on a plain English version of the Declaration, as well as renewing and expanding our guides to information about Indigenous people in government archives.

## Priority Actions



'Be active leaders in ensuring that governments and government agencies understand the value of information management'. Thom Review—Recommendation 2

'Partner with vocational education institutions and other third-party training options to provide training in digital literacy'. Thom Review—Recommendation 9

Continue implementation of recommendations of the Royal Commission into Responses to Child Sex Abuse.

### MEASURES

- Support the Emerging Recordkeeping Issues Special Interest Group to deliver more tailored advice and training for use by government agencies.
- In response to jurisdictional and national progress reports reflect and identify priority areas to share experience and knowledge.
- Ability to break down barriers on resourcing to support more effective preservation and access to records.
- Degree to which recommendations related to records management from the Royal Commissions are implemented.



'Seek economies of scale and more efficient use of scarce skilled human and other resources to manage the storage and preservation of digital information'.  
Thom Review—Recommendation 7

### MEASURES

- Support the ADRI Working Group to deliver tools, guidelines, policy for enhanced digital preservation and information management.
- Level of collaboration and coordination between organisations to develop a strategic focus on the integrity, reliability, authenticity and accessibility of digital assets now and in the future.
- Capability to build principles and functional requirements for the ever changing digital world of records.



Deliver a unified approach in supporting our First Nations Communities across Australia and New Zealand.  
Contribute to improved access to, and management of records relating to vulnerable people.

### MEASURES

- Support the First Nations Working Group to implement plans for the Tandanya-Adelaide Declaration.
- Ability to identify emerging trends in the provision of public access to records relating to First Nations and vulnerable communities.
- Ability to develop principle and policy statements that support a unified approach with common understanding.







# Welcome to our 2023 Industry Partners

**"Alone we can do so little; together we can do so much."**

- Helen Keller

2023 is bound to be bigger better and bolder for RIMPA Global, and with these businesses by our side anything is possible! We asked our industry partners to share with us what they are most looking forward to working alongside RIMPA in 2023!

## DIAMOND



**ezescan.**  
making digital work

### EZESCAN

"It's 2023 and EzeScan is excited to announce that we are renewing our Diamond Industry Partner relationship with RIMPA for the fifth consecutive year. We are looking forward to engaging with the records and information management community to help foster innovation, automation, change and assisting members to navigate through their on-premises or cloud business automation journeys."

## PLATINUM



 **Chrome Consulting**

### CHROME CONSULTING

"Chrome Consulting joined RIMPA as there is an industry move to expand governance beyond the unstructured world to the structured domain. These changes now see the record covering both the content and processes, something we strongly believe helps drive adoption, business benefits and compliance."

## COMPU-STOR

### COMPU-STOR

"Compu-Stor is privileged to be a Platinum Industry Partner of RIMPA during this exciting and continued evolution. Our association with RIMPA allows Compu-Stor to gain industry insights to ensure our services continue to be of relevance in the records and information management industry. Compu-Stor is proud of the relationships we have built from being a sponsor and we look forward to fostering those relationships in the coming year."

## GOLD



## AVE POINT

"Being RIMPA's industry partner, we have increased our brand awareness among records and information professionals and generated new leads and sales opportunities."



## IRON MOUNTAIN

"Iron Mountain are proud to be a RIMPA Industry Partner in 2023. We are committed to supporting the development and growth of the records and information management industry and all of its constituents."



## RECORD POINT

"As 2023 kicks off, RecordPoint is thrilled to once again partner with RIMPA to help support the Australasian records and information management community. Whether we're partnering on events, collaborating on industry research, or helping to build the skills and knowledge of the community, we're looking forward to a busy year working together to further the industry."



## MICRO FOCUS

"Micro Focus is proud to continue our valuable partnership with RIMPA in 2023 and we look forward to supporting our users with our innovative Information Management & Governance solutions with RIMPA's broad reach and influence in the industry."

## SILVER



## GRACE

"RIMPA is not only committed to promoting industry best practice and innovation but has embraced the inevitable changes within the industry as it continues to evolve – it is for this reason Grace is pleased to continue our support of RIMPA as an Industry Partner in 2023."

The industry evolution of traditional hardcopy records management to digital information management has seen Grace too innovate the services we provide. Our long-standing customers, who have traditionally had a reliance on storage of paper records and manual processes, seek guidance to adopt a plan that will see them transition to digital at their own pace.

Grace is looking forward to working with RIMPA members, familiar and new, in 2023 to create actionable and tailor-made transformation pathways, to launch their organisation into the digital future."

## Objective

## OBJECTIVE

"Objective is excited to continue to be a RIMPA Partner in 2023. Modern organisations are creating, accessing and sharing an extraordinary amount of digital information daily."

It is more important than ever for technology providers to engage directly with the records community to identify opportunities for improving information management and capitalising on this valuable asset."

Through our partnership with RIMPA, Objective has a direct line into the daily work life of practitioners who care deeply about records management and understand its core purpose in government."

## BRONZE



## MIKTYSH

"Miktysh supports RIMPA to deliver organisations the best practice and industry standards of information management to achieve their full information lifecycle outcomes. Together, we can do demonstrations, deliver training, and provide collateral to companies who need to stay organised, secure and compliant with the latest innovations on records and information management."



## RECORDS SOLUTIONS

"As a leader in the industry, Records Solutions are proud to be part of the Industry Partner team supporting RIMPA Global in 2023. We are looking forward to an exciting year where our long-term partnership with RIMPA Global continues to flourish and strengthen, providing benefits to all in our industry!"

# Introducing Our 2023 Local and Global Ambassadors



Ambassadors act as the members' voice from locations around the globe to support and promote RIMPA's vision and objectives.

Some of the key responsibilities of an ambassador includes:

- Advocacy – local understanding and knowledge
- Identification of Opportunities – new members, new partners, new trends, new vendors
- Collecting Intelligence – the best local venues, presenters, industry movements, the best local venues, presenters and industry movements.
- Promoting RIMPA Global – participating in non-RIMPA events to further extend the RIMPA Family
- Member Engagement – attending events, updating members and providing advice
- Stakeholder Management – improving the vendor experience within RIMPA



To find out  
more about our  
Ambassadors  
visit our website  
[rimpa.com.au](http://rimpa.com.au)



## GLOBAL AMBASSADORS



David Fricker



David Moldrich FRIM



Jacqueline Stockwell



Stephen Clarke

## LOCAL AMBASSADORS



Alice Blanchard



Bethany Sinclair Giardini MRIM



Carolyn Hartman



Dianne Colls



Frank Flintoff ARIM



Jade Reed ARIM



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Tara Berry

# How To Become A Better Networker

## When You Hate Socialising With Strangers

BY DR AMANTHA IMBER

'I love networking and making small talk with strangers,' said no one ever. Luckily, Marissa King, a Professor of Organisational Behaviour at the Yale School of Management, who literally wrote the book on the topic – Social Chemistry – has a weekly ritual to make networking a little more enjoyable.

King explains that there is extraordinary power in our existing networks. And arguably, the most impactful thing that most people can do to improve their network is to reinvigorate dormant ties. Dormant ties are people who you might not have seen in two or three years, or even longer.

Research led by Daniel Levin from Rutgers Business School examined the benefits of reaching out to dormant ties. The researchers asked people to make a list of ten current connections and ten people they haven't reached out to in two or three years. Participants were then asked to get back in touch with these people for advice or help with a project.

Levin and his colleagues found that dormant ties were extraordinarily powerful in that they not only provided more creative ideas to people, but the trust had endured within those relationships.

King applied this research to design a ritual that she now carries out every Friday. 'I write down the names of two or three people. And I reach out to them just to say, "Hey, I'm thinking about you". Sometimes, I will have an ask or something I'm hoping to get out of it, like feedback or a question. Most of the time it's just, "Hey, I'm thinking about you". That, for me, has been a source of great joy, but it's also been extraordinarily helpful.'

Before starting this ritual, King was hesitant. 'I thought "Oh my God, isn't this going to be awkward?"' Personally, I'd be having the exact same thought, too. It turns out, it wasn't.

'The more you do it, the more you realise that this is actually great. It's also helpful for me to imagine myself being in the other person's shoes. So, if I imagine I received this email, would I be happy to receive it? The answer is almost always "yes".'

King thinks about how she can be helpful to the people she is re-establishing contact with. For her, there are three ways she can achieve this.

The first is to say, "thank you". 'We know that gratitude is extremely powerful as a source of connection. So I think, "Is there a mentor who comes to mind right now or someone who gave me a piece of advice a couple of years ago or served as a role model?" I simply reach out to them and thank them for what they've done.'

While this might seem inconsequential, research has found that people tend to underestimate the effects of saying 'thank you' and giving someone a compliment. In one study, people either gave or received praise from someone else. They were then asked to estimate how positive they would feel after giving or receiving these kind words.

The researchers found that people significantly underestimated the degree to which their compliment would boost the mood of the other person.





King's second reason for reaching out to people in her existing network is to share something she thinks the other person might enjoy, such as a podcast or an article. 'There are lots of things that we all have to give and saying, "I'm thinking of you" is in many ways a gift, too.'

The final reason is to ask for help, which she also believes can be a gift. People enjoy feeling that their expertise matters, and research shows that when we are asked to help someone else, it makes us feel closer to the person to whom we're offering assistance.

King says that despite the fact she is reaching out to people with whom she has had no contact for several years, she almost always receives a reply. 'I can't even think of a time when I haven't,' she admits.

The impact of her networking ritual has been huge, especially during 2020 when she spent most of the year in lockdown due to COVID.

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### **...the most impactful thing that most people can do to improve their network is to reinvigorate dormant ties.**

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'Particularly during the past year, it's been a lifesaver. It has allowed me to feel connected during moments when I didn't feel as connected as I possibly could be.' King's husband also adopted the ritual and found a new job, even though he wasn't looking for one. It was his dream job working with an amazing group of people, which was a game-changer for their family.

Time spent nurturing relationships with existing connections can not only lead to rewarding exchanges, but also to potentially transformative opportunities.



#### **ABOUT THE AUTHOR**

Dr Amantha Imber is the author of *Time Wise* (of which this article is an edited extract), the founder of behavioural science consultancy *Inventium* and the host of *How I Work*, a podcast about the habits and rituals of the world's most successful people.





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## Career Tips To Make 2023 Your Best Career Year Ever!

According to Catherine Kennedy, there are 23 things employees should consider over the summer break in order to make 2023 their best career year ever. As people2people's NSW Managing Director and with over 17 years' experience in recruitment and the careers space, Catherine shares her insider knowledge on how to prep for the new year and ensure those hopes, resolutions and manifestations come to life.

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BY CATHERINE KENNEDY

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## 01. Forget 'quiet quitting' it will get you nowhere - put your hand up:

Luck can only take you so far. Playing it safe at work might seem like the easy on-trend option, but if professional development is on your agenda, then staying comfortable could prevent you from accomplishing great things.

## 02. Jump out of your comfort zone:

Write down three things that make you feel uncomfortable in your current role and plan how you're going to act on them or offer to take on the task. It doesn't have to be huge; baby steps will lead to changing your mindset and achieving your goals.

## 03. Introduce a 'busy jar' on your desk:

Like a swear jar, it's a great way to make yourself aware of the stress you are actually putting on yourself and change your language. Pop a gold coin in every time you consciously tell yourself you're busy or stressed. Hopefully you don't save too much!

## 04. Be proactive on feedback:

Rather than sitting back and waiting for review time, pro-actively ask for feedback, but make sure you ask specifically for constructive feedback! Top performing people tend to stay at the top of their game because they consistently search for ways to be and do better

## 05. Always be kind:

Just because you want to develop your career this year doesn't mean you need to compromise on your integrity and level of empathy for others. Kindness always trumps poor behaviour, especially in the workplace!

## 06. Really get to know all your colleagues:

Working from home has introduced natural boundaries to really connecting with your work peers. With back to the office back on the agenda, now is a great time to bolster your work relationships. Plus, being genuinely interested in your colleagues not only helps ease the stress of the day, it adds to job satisfaction, career growth and it makes you feel good!



## 07. Celebrate the success of others:

We try to teach our children this at an early age and sometimes as adults we can easily forget. People like people who make them feel good and revelling in someone else's success from time to time can make you feel good too!

## 08. Drop perfectionism:

Sometimes we may tend to strive for perfection, yet in this day and age it's exhausting and frankly impossible to keep up. Don't mistake this for work ethic though, there is a big difference. Try to cut yourself some slack and get out of the perfection-zone in 2023. Choose your battles.

## 09. Schedule breaks and stick to them:

Research shows that micro-breaks are good for productivity, even though to start with it feels counterintuitive. With regular, small breaks, your ability to concentrate is increased and stress is reduced, so take the time to make that cup of tea or go for a walk around the block. You can even ask your colleagues if they want a cuppa (see number 6). Breaks should not be taken at your desk!

## 10. Disconnect from technology:

Create a phone, email and social media free time zone in your home or at the office. It doesn't mean you can't check for an urgent message or email you're waiting on, but dedicating even an hour free from it can result in increased efficiency and reduced stress levels.

## 11. Sleep needs to be at the top of your priority list:

There are so many reports on the benefits of a good night's sleep and in 2023, just like brushing your teeth twice a day, it's time to get serious about implementing good sleep hygiene. A good night's sleep is proven to reduce brain-fog and irritability and even bigger health risks like diabetes, obesity and sleep apnea. If you find drifting off at night challenging, you're not alone.

Try to avoid all those things you know you shouldn't be doing and if you can't drop off, or wake in the middle of the night, try focusing on your breathing. Breathing in through your nose and out through your mouth requires concentration, leaving you little time to think about the worries of the day. If external factors are at play, keep some ear plugs at the ready rather than stressing about the sleep you're missing out on.

## 12. Start breakfast with a frog:

The saying goes, "Eat a live frog every morning and nothing worse will happen to you for the rest of the day". It's simple, tackle the hardest task on your to do list each morning and the rest of the day will flow. Try it, you'll be surprised just how effective this is.

## 13. Get in the zone:

Discover your flow and avoid multitasking. Start the day with 5 minutes of meditation, there are so many free apps out there that there are no excuses! Once you're fully in the moment you'll notice your productivity skyrocket.

## 14. Help others:

Research shows that being helpful to others has a knock-on effect. It's a great way to build self-esteem, with the inner enjoyment experienced in helping others enriching and expanding your own life. As the Dalai Lama says, "It is not enough to be compassionate – you must act".



## 15. The power of

**three:** Instead of declaring things like I'm not drinking this year, or I'm not eating chocolate, or I'm going to the gym every day, pick three smaller healthy habits that aren't impossible to achieve. If you can conquer them with ease, you can always add more!

## 16. Network, network, network:

It's time to build your tribe or reconnect with other professionals in your industry. It's not only a great way to meet people who understand your day-to-day challenges, but it can be an effective way to stay on top of what's happening in your field and increase your personal brand from a career perspective.

## 17. Add a meeting

**buffer:** Stop booking and accepting back-to-back meetings, allow at least 30 minutes in between meetings to reset and declutter your brain, this will help you recharge and reduce your anxiety to get the best out of each meeting you hold or take part in.

## 18. Ask 'Are you ok?'

**on a daily basis:** Don't wait for R U OK? Day to ask a colleague or someone you know or care about if they're ok. Trust your gut instinct and act. You don't need to be an expert to reach out, just a good friend and a great listener. Starting a conversation could help them to open up.

## 19. Ask yourself 'Are you OK?'

Check in with yourself regularly, too. Be honest with yourself. It's ok not to be ok from time to time, but it's not sustainable in the long-term. Does your workplace have a mental health programme or first-aider? There are lots of workplace programmes your company can join. Maybe consider being the champion of this worthy cause yourself?

## 20. Don't keep doing what you've always done:

As the saying goes, "If you keep doing what you've always done, you're going to get what you've always got". Think about it. Change is difficult, otherwise you'd be doing it all the time. Ask what it is that stands in your way. Is it confidence, qualifications, or time? Each of these roadblocks can be overcome, often in conjunction with the other.

## 21. To thine own self be true:

Are you aligned with the values of your organisation? Do you even know what they are? If you are you'll likely feel energised and positive, surrounded by like-minded people. If you're not, you're probably feeling burnt out and undervalued. Research organisations in industries of interest or who are active in areas you're passionate about. It'll feel less like work and more like a calling – sort of!



## 22. Consider a short sabbatical:

Some organisations are open to sabbatical leave (paid and unpaid) and know the benefits to an employee, especially a long-serving one, who will return fired up and energised. If you love something, set it free...

## 23. Take control:

You are in control of your own mindset, so in 2023 make a conscious effort to make it a 'growth mindset'. Believe that you can grow from and thrive on challenges, learn new things and stretch your existing abilities.



### About people2people:

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[people2people.com.au](http://people2people.com.au).

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# The Information Management Approach to Project Management:

# Insights, Strategies and Pitfalls

“Artificial Intelligence is a tool, not a threat.”

– Rodney Brooks, Australian Robotist

BY LINDA SHAVE FRIM

## WHAT IS A PROJECT AND WHAT ARE POPULAR PROJECT MANAGEMENT MYTHOLOGIES?

A project is a group of interconnected activities that are planned and then executed in a certain sequence to create a product or service to a defined quality standard, within budget, within a specified timeframe, to achieve planned and agreed outcomes.

Popular project management methodologies such as Agile have been around for some time. Project management methodologies are rooted in hardware, software, application developments, system migrations, technology and network architectural projects. The advantage of Agile is that it embraces unpredictability by allowing you to break down projects into smaller chunks, which make it easier to prioritise, add or drop features during the project lifecycle. This agility makes Agile far more attractive for business and project managers than some other methodologies such as Waterfall. The Waterfall project management methodology is rigid and inflexible making it almost impossible to change features mid-way through the project lifecycle.

## PROJECT MANAGEMENT TOOLS TO TAKE YOU INTO THE NEW AGE OF RAPID CHANGE AND COMPLEXITY OF INFORMATION MANAGEMENT

Traditional project management tools and software extract information in a ‘pull’ format. This information can assist project managers to measure their efficiency against project milestones and track deliverables against Key Performance Indicators (KPIs). The downside of these long-established project management tools is that they cannot predict ‘what if’ future scenarios, nor pre-empt issues before they arise.

Digital transformation projects are becoming more complex. There is now the need for new project management tools that enable both pull and push access to real time data. Real time data such as structured, semi-structured, unstructured or sensor data and tools that proactively ‘think’, ‘do’ and provide dashboards, visualisation and reports at any time to support the project manager.

The development of Software as a Service (SaaS), and the utilisation of cloud-based project management software tools for streamlining standardised project management processes, are enabling organisations to improve performance monitoring, resource management, increasing efficiency and effectiveness, reducing costs and identifying project pitfalls.

I believe that in 2023 we will see the further development and the use of artificial intelligence (AI) tools for project management. AI tools are already starting to make an appearance in large to medium complex scale projects. For example, the Australian Government, CSIRO and Data 61 are investing in AI and Machine Learning (ML) technologies and solutions for such things as emergency management, traffic control and smart city infrastructures.


## WILL ARTIFICIAL INTELLIGENCE REPLACE CURRENT PROJECT MANAGEMENT METHODOLOGIES?

Awareness and understanding of artificial intelligence vary across different segments of industry and society. For example, the terms artificial intelligence, machine learning, cognitive technologies and cognitive computing are commonly used. In fact, AI and ML are often combined or confused; despite ML being a sub-field of AI.

Cognitive technologies are products of the field of AI. Products that are able to perform tasks that only humans used to be able to do. It is in these areas of cognitive technologies and machine learning that we are now seeing significant interest and commercial activity by vendors. It is these areas of AI that will potentially affect or will likely soon affect organisations, industries and societies and, therefore, AI for project management holds great potential.

**It is these areas of AI that will potentially affect or will likely soon affect organisations, industries and societies...**





**Quantum computing has the potential to revolutionise classical information processing and holds the promise to solve these complex challenges for business and government now and into the future.**

AI has the potential to handle most (if not all) of the 49 processes outlined in the Project Management Body of Knowledge (PMBoK) as they relate to the traditional project management methodology. AI coupled with robotic or intelligence process automation for project management could be trained as a cognitive tool to support the five different stages in project management, these are initiation, planning, execution, monitoring and control, and closing the project. AI for project management will also aid in the automation of project risks. The utilisation of AI models at the different stages of a project can help identify and alert teams of any impending risk as AI can observe the actual progress against the planned schedule, resource management and/or point out any underperformance against key performance indicators (KPIs).

Robotic or intelligent process automation for project management, also referred to as 'autonomous' project management, would need limited input or involvement from a human project manager, thus potentially relieving the human project manager of the manually intensive and time-consuming tasks. This would allow the human project manager to concentrate on providing leadership, negotiation, storytelling, empathy, communication and critical thinking.

The next stage to AI for project management will be the need for continuous learning, just as the human workforce needs to continuously learn and adapt, so do 'artificial intelligence' software tools for project management. Enter ML for project management. In brief, ML uses sophisticated algorithms to "learn" from massive volumes of Big Data and is used to improve the accuracy of predictive models. The more data the algorithms can access, the more they can learn, and the more accurate the outcome, depending on the nature of the business problem being addressed.

The Deloitte University Press, released a report from the Deloitte Center for Government Insights, called 'AI-augmented government using cognitive technologies to redesign public sector work'. It provides an excellent insight into how AI can benefit government, cognitive technologies in government work and automation choices. [https://www2.deloitte.com/content/dam/insights/us/articles/3832\\_AI-augmented-government/DUP\\_AI-augmented-government.pdf](https://www2.deloitte.com/content/dam/insights/us/articles/3832_AI-augmented-government/DUP_AI-augmented-government.pdf)

Another area for project management and project managers is the rise and use of Quantum Information Processing. As business and government create, capture and use real time data feeds, datasets are becoming larger and more complex and the use of traditional classical computers is being increasingly challenged. Quantum computing has the potential to revolutionise classical information processing and holds the promise to solve these complex challenges for business and government now and into the future.

#### **INFORMATION MANAGEMENT INSIGHTS OR PITFALLS TO CREATIVE PROJECT MANAGEMENT?**

ML automates analytical model building by using statistics, operations research and physics to find hidden insights and value in data by embedding analytics. By using embedded analytics to transform data into meaningful insights they are also providing the capacity for the ML systems to learn automatically from patterns or features found in different data sources. Real time data sources that project managers can now source from structured, semi-structured, unstructured and sensor data that can be collected from multiple sources such as smart grids, citizen and customer digital transactions. This real time data combined with AI and ML can provide real time dashboards, visualisation and reports at any time to support the project manager.

The primary pitfall to creative project management is the quality of the data sources available. You need to know that your data sources are trustworthy (accurate and reliable), available (when and where required), usable (data needs to be in a usable format) and you have the analytic tools to undertake the analysis. Successful use of AI and ML is reliant upon the cleaning of data, the availability of data, the quality of the data gathered and structuring of the datasets to effectively analyse, interpret and extract meaning. The quality of your data is key for conducting data analytics, data migrations, integrations, transformations projects and planning projects for the future.

## MASTER THE INFORMATION AGE USING DATA ANALYTICS AND DATA LITERACY TO ENHANCE PROJECT MANAGEMENT.

Data analytics refers to the process and practice of analysing data to answer questions, extract insights, and identify trends. Data analytics integrates structured, semi-structured, unstructured and sensor data with real-time feeds and queries, opening new paths to innovation and insights for project management and project managers. Data analytics is devoted to realising actionable insights that can be applied immediately based on existing interrogations.

Data literacy is the ability to read, understand, and utilise data in different ways. Being data literate is important because it can help non-data professionals read and understand data, and use it to inform their decision-making. Data literacy skills play a crucial part in project teams enabling them to identify, locate, interpret and evaluate a range of information and data types in an ethical manner, and then use that information to respond to specific questions or issues. It should also be noted that many enterprises, Government (Commonwealth and State) and their agencies are also using digital storytelling to improve reader engagements and get better results. The use of storytelling can help project managers break down, translate and communicate complexities and much more.

## THE FUTURE OF PROJECT MANAGEMENT - WHERE TO NEXT?

In conclusion, neither progress nor future technological advances can be stopped. The future of modern project management will continue to evolve and create new opportunities as well as identifying issues that will need to be addressed, just as the traditional approaches to project management have done in the past and over time. Nevertheless, the future is bright, with AI, ML, robotic and intelligent process automation (autonomous project management) managing an increasing number of the mundane and boring tasks that project managers face today. Paving the way for new project management approaches and the embryonic digital literate project manager of the future.



### ABOUT THE AUTHOR

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

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# Project Management:

# Apply the Secret Sauce

BY CRAIG GRIMESTAD

Project Management is an amazing tool used to accomplish complex objectives. It coordinates the contributions of individuals and groups to accomplish what none of them could do alone. Project Management coordinates the timing and specific contribution(s) of each, so as not to waste effort or resources in the performance and completion of projects.

With such a powerful tool, what could go wrong? Actually, plenty – especially in complex projects where a lot of individuals need to interact and work together. To manage the human interactions that occur during a project, there is a “Secret Sauce” that can actually boost the overall performance of the project.

I digress, but there is a truism about Project Management that I find fascinating. Every project has three main elements: cost, schedule, and performance. When a project is established, all three parameters are “set”; however, as “life happens”, all three together are rarely attainable. In fact, two out of the three can be attained, actually, any two out of the three can be attained by letting the third parameter vary. For example, if cost and schedule are chosen to be maintained, then performance must be allowed to vary. That means that not everything that was intended to be accomplished, will be accomplished. Some portions of the plan will be left undone, or done not as well as intended. That may not be acceptable. Let’s say instead, that performance must be maintained. All performance elements of the plan must be accomplished, as it is in the design, testing, and building of a new generation of aircraft. That means that cost, or cost and schedule, must vary. This is why cost overruns for projects frequently make the news.

In the IM world, organisations are frequently constrained by budgets, fixing the cost. That leaves schedule and performance. Similar to a project for a new generation aircraft, IM projects commonly include the implementation of technology, which must be fully implemented to accomplish the intended project purpose. That leaves the schedule as the parameter most likely to be varied. The project may well require more time than the intended plan. Time is commonly a difficulty for IM projects anyway, as the entire workforce is often included in the implementation. Individuals in the workforce have other primary responsibilities to attend to. Further, the degree of acceptance, or resistance, to the IM project is difficult to predict ahead of time. All of this makes ‘schedule’ the most likely parameter to be varied. Backup plans should be developed to prepare for the likely necessary project extensions.

All of that to say, applying the “Secret Sauce” will have high value for Project Managers in the achievement of their goals. It provides benefit to all three parameters: cost, schedule, and performance. This “Secret Sauce” is to develop an “Esprit de Corps” for both the working project team, and the group of individuals impacted by the project. Some years ago, a janitor at NASA was asked what he was doing there. He answered “I am helping to put a man on the moon”.



Clearly his identity was as a project team member, focused on achieving the project goal. His specific tasks were not as relevant as the overall project attainment. This esprit de corps mindset, this fully engaged project identity, should be the objective of project leadership for maximum performance of the project.

General George S. Patton was one of the most, if not the most, successful Generals in World War II. His tactics and leadership style are still being studied and taught in business schools today. General Patton used this secret sauce with his command. In a letter of commendation his superior officer wrote in part:

“After observing the work of your division, I desire to commend you, the officers, and all enlisted men, for the esprit de corps, the energy, the endurance, the initiative, and the fine fighting spirit evidenced throughout this most strenuous exacting work.”

What are the ingredients of this “Secret Sauce”? For that we turn to another historic figure, Joseph M. Juran. Joseph Juran was involved in the quality movement back in the 60s, 70s and 80s. He was one of the statistical gurus responsible for the transformation in Quality Control from quality by inspection, to modern Total Quality Management. As such, Juran had many project encounters trying to change norms, customs, and patterns of the workforce. Juran successfully navigated these troubling waters and developed a list of eleven “Rules of the Road” to follow.

#### THESE ARE THE INGREDIENTS OF THE “SECRET SAUCE”:

1. Provide participation to the recipient society
2. Avoid surprises
3. Provide enough time for the recipient society
4. Start small and keep it fluid
5. Create a favourable social climate
6. Weave the change into an existing, acceptable part of cultural pattern
7. Provide a quid pro quo
8. Respond positively
9. Work with and recognise leadership of the culture
10. Treat the people with dignity
11. Keep it constructive

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**...each of these rules should be carefully evaluated, with a determination made of how that rule is to be addressed.**

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The construction of the “Secret Sauce”, that is, the amount of effort needed for each ingredient will be determined by the specifics of each project. As IM projects tend to involve the entire workforce, with the intention of changing the norms, customs, and patterns of work, each of these rules should be carefully evaluated, with a determination made of how that rule is to be addressed. This would include actions taken for that rule, and how success will be determined, or measured. This “Secret Sauce” plan should be reviewed periodically to assess status and consider revisions.

It may appear to be a lot of effort to develop the appropriate “Secret Sauce” for a project, and it might be. However, consider the value, the potential improvements, of having the workforce energised, and actively working with the project team to improve performance, minimise cost, and to complete the project as soon as possible. In a way, when esprit de corps was established, the workforce has now joined the project team. In truth, the project’s esprit de corps will also likely have residual ongoing and enduring benefits for the organisation.

Contrast that, the workforce’s energised participation, with problem after problem being identified for the project, with a reluctant, or resistant workforce. If General Patton can implement an esprit de corps across the entire 3rd Army (220,000+ men), it is achievable for any organisation.

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## Disquiet in the Archives:

# Archivists Make Tough Calls With Far-Reaching Consequences – They Deserve Our Support

BY STUART KELLS,  
ADJUNCT PROFESSOR,  
COLLEGE OF ARTS, SOCIAL SCIENCES AND COMMERCE,  
LA TROBE UNIVERSITY

Right now, for technological, ethical and political reasons, the world's archivists are suddenly very busy. Advances in digital imaging and communications are feeding an already intense interest in provenance, authorship and material culture. Two recent discoveries – a woman's name scratched in the margins of an 8th-century manuscript, and John Milton's annotations in a copy of Shakespeare's First Folio held in the Free Library of Philadelphia – are examples of how new tools are revealing new evidence, and how distant scholars are making fascinating connections.

At the same time, and even more importantly, the holdings of archives, libraries and museums – “memory institutions” – are being scrutinised as the world grapples with legacies of racism, imperialism, slavery and oppression. Some of the holdings speak to heinous episodes and indefensible values. And some of them were flat-out stolen.

The so called “post-truth” era is a third cause of the burst of archival activity. Politicians and activists, mostly from the political right, have attacked facts and science. Archives have come under pressure to rewrite history or have done so on their own initiative. The decision of the US National Archives to obscure anti-Trump slogans in a 2017 image of the Women's March is a case in point.

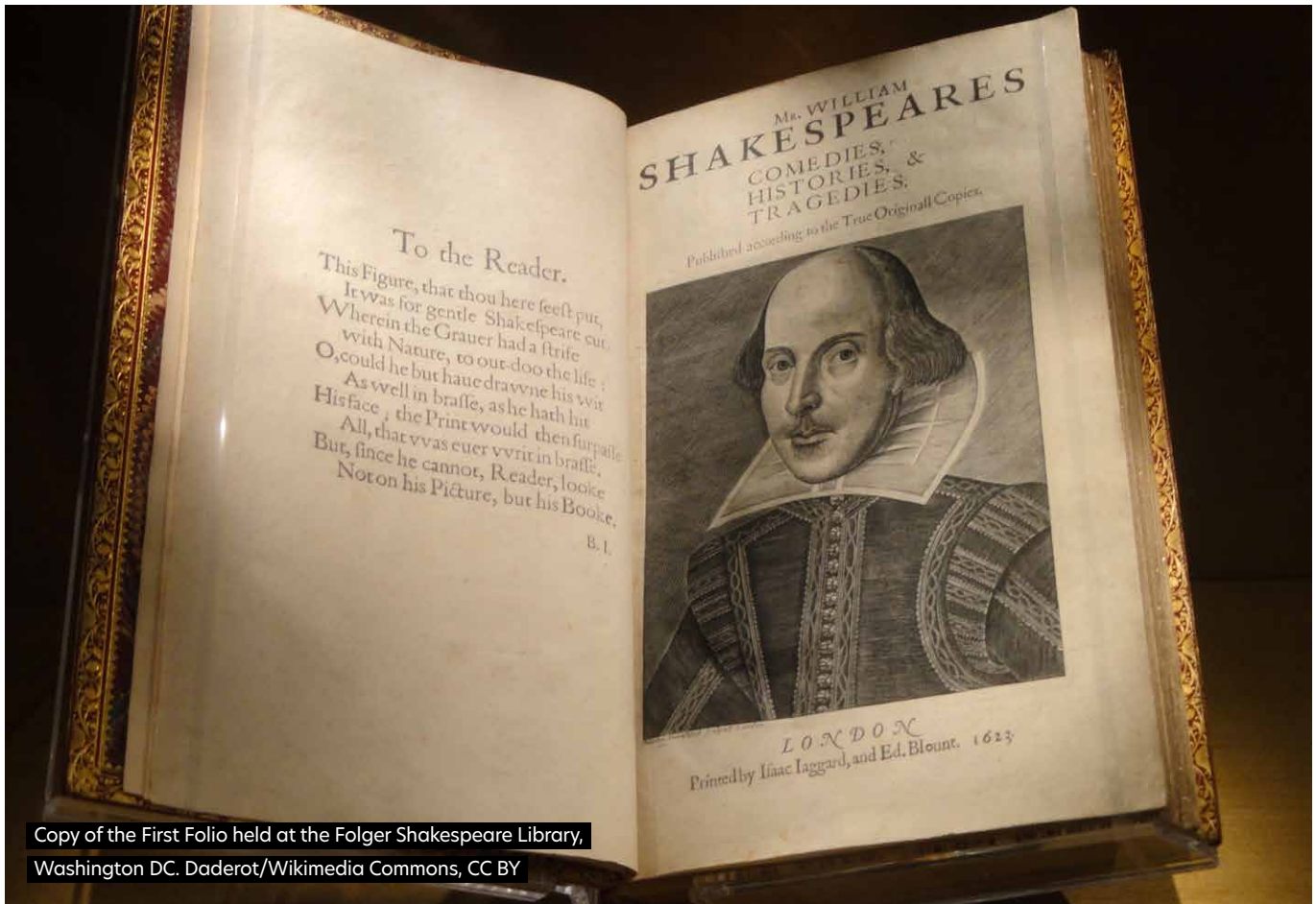
Post-truth narratives pose all sorts of archival conundrums. In Australia, for example, people raised eyebrows when the National Library began collecting the posts of anti-vaxxers and conspiracy theorists, as part of its effort to document the COVID-19 pandemic.

Buffeted by strong and competing forces, archivists are in a tough spot. Their ability to navigate a path forward, moreover, is made more difficult by non-archivists' foggy and unrealistic expectations of what archivists actually do, and what they might do in the future.

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Copy of the First Folio held at the Folger Shakespeare Library,  
Washington DC. Daderot/Wikimedia Commons, CC BY



Jorge Luis Borges  
Wikimedia Commons.

### WHAT TO SAVE?

In principle, every detail of every kind of object is useful and valid as historical evidence. Two recent examples of this fractal property: the field of biocodicology – the study of biological traces in books and manuscripts – is turning library dust into valuable data, while the field of fragmentology is looking inside old book-bindings for hidden pieces of even older texts.

But this is not enough to justify keeping everything. And even if we wanted to, we couldn't. In his story *The Library of Babel*, Jorge Luis Borges imagined an infinite library, but here on earth there are limits.

Despite the rise of e-books and online periodicals, publishers still produce millions of physical books, journals, magazines and newspapers every year. Then there are amateur publications, along with personal, official and commercial documents, multitudes of flyers, catalogues, posters and other ephemera. We can't keep everything in this bulging pile of paper.

### JORGE LUIS BORGES IMAGINED AN INFINITE LIBRARY.

Non-textual objects are also part of the story of humanity, but we can't keep all of them, either. Not only do we lack the room and money and curators to keep it all, for reasons of civilisational self-preservation we need to recycle as much of it as we can. And for reasons of civilisational sanity, we shouldn't even attempt universal preservation, which – the moral of Borges's story – is a sure-fire path to madness.

The physics of digital storage are different to those of physical archives, but ultimately the same rule applies: we can't keep all the corporate and news sites, social media posts, blog posts, computer games, AI mash-ups, YouTube videos, messages, comments, selfies, porn – all of it growing by the second.

Keeping a single, static copy of the internet at any given moment is a Google-scale task. Now imagine what would be involved in preserving all the previous copies simultaneously, not just as static versions but dynamic ones, meaningfully accessible and covering every corner of the internet. That task is beyond even the imagination of Borges.

**Read more: For the record: Digitizing archives can increase access to information but compromise privacy.**



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## Every good curator knows the value of a regular cull, but patrons and funders have romantic conceptions of collection practices.

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Sir Thomas Bodley revived the Bodleian Library at Oxford in 1602.  
Remi Mathis/Wikimedia Commons, CC BY-SA

### THE MINEFIELD OF DECISION-MAKING

The work of archivists, therefore, necessarily involves decisions about what to preserve and for how long.

Those decisions are a minefield. Libraries, for example, are regularly criticised when they refuse donated books. “Why won’t you take our nineteenth-century bible,” the donors ask indignantly, “or our set of old racing guides, or Encyclopedia Britannica, or Funk and Wagnalls?”

Libraries and museums are criticised even more loudly when they are caught removing items from their collections. Every good curator knows the value of a regular cull, but patrons and funders have romantic conceptions of collection practices. Senior librarians get into trouble when people see,

round the back of the library, the skips full of “deaccessioned” books.

In the global shift towards digital resources, libraries have been so trigger-happy in retiring physical holdings of newspapers and magazines, that some mastheads may no longer exist at all in physical form, their non-digital properties forever lost to research.

Physical newspapers are not the only ones in trouble. Late in 2022, the National Library of Australia announced that funding for its hugely popular online newspaper archive Trove would likely run out in mid-2023.

Just as dangerous for librarians is the offloading – sometimes

sheepishly, sometimes flagrantly – of valuable items via suave, big-city book dealers and auction houses, such as Christies and Sotheby’s.

In the 1980s, for example, at a time of tight budgets and financial austerity, the John Rylands Library in Manchester auctioned 98 of its best books on the grounds that they were “duplicates”. But a closer look revealed many of the books were unique in important ways. The sale sparked an outcry; author Nicolas Barker likened the disposals to the sale of a trilith from Stonehenge.

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**Read more: Trove’s funding runs out in July 2023 – and the National Library is threatening to pull the plug. It’s time for a radical overhaul.**





Thomas Wise (1859-1937)

### THE BENEFITS OF HINDSIGHT

Librarians get in trouble when books leave – and when books arrive.

At the start of the 17th century, Sir Thomas Bodley revived one of the great Oxford libraries. He had firm ideas about what constituted “worthy books” for the revitalised collection. They certainly did not include “such books as almanacks, plays and an infinite number, that are daily printed, of very unworthy matters”. When Dr Thomas James, Bodley’s librarian, allowed such volumes into the collection, he earned a sharp rebuke. After Bodley’s death, James collected them with gusto.

With 400 years of hindsight, we can see Bodley’s definition of a worthy book was biased and fallible. His definition left out the first published works of Shakespeare, as well as many other early modern works of exceptional cultural and literary interest.

With our super-powered hindsight, we can also see that his 17th-century value judgements reflected explicit and implicit prejudices about class, gender, nationality, ethnicity, religion, high and low culture, and politics.

Of course, the same is true about curatorial judgements today. There is no such thing as an apolitical archive. Even an archive that is assiduously bipartisan or multi-partisan will still reflect choices about the scope and balance of the represented perspectives.

Right now, at our strange social moment, in which “woke” – a synonym for (racial) respect – is wielded as a politicised insult, archival work is even more political than usual.

Sir Thomas Bodley revived the Bodleian Library at Oxford in 1602. Remi Mathis/Wikimedia Commons, CC BY-SA

### DANGER AREAS

How things leave and how they arrive are just two of the danger areas for archivists. Archives are full of hazards, including light, air conditioners, thieves and careless handling.

Fakes are another danger. Bogus Socratic scrolls famously infiltrated the ancient Library of Alexandria. In the late 19th and early 20th centuries, the Wrenn Library (subsequently in the University of Texas) and the British Library accumulated large holdings of Thomas Wise editions in the years before he was exposed as an audacious forger.

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**Most archival mistakes are the result of a failure to do something that is right but difficult or doing something that is wrong but easy.**

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How should today’s archivists chart a course through this perilous terrain?

Most archival mistakes are the result of a failure to do something that is right but difficult or doing something that is wrong but easy.

In the “easy but wrong” category, simple mistakes have led to the preventable damage of art, artefacts and books. The photo modification at the US National Archives was a grave dereliction of archival duty, but it was an easy path to follow, and technically a simple thing to do.

For an example of “difficult but right”, we need only consider that for much of the 20th century, Western “memory institutions” largely reflected a white and chauvinistic view of worthy items. It was hard for archivists to retain evidence from the cultural fringes. But many forward-looking archivists and institutions swam against the official and political tide, assembling collections focused on women, civil rights, banned books, queer literature and “low” literature, such as the cheap magazines known as “pulp”.

With hindsight, we can see that retaining and conserving those collections was emphatically the right choice. Banned and marginal texts are essential to several grand human projects, including filling in silences and erasures, and building foundations for a fairer and more inclusive society.

There are still obstacles to representation and inclusion, but the argument has largely been won. Recovering women’s history, decolonising the archive, queering the archive – these have all rightly become mainstream endeavours.

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**Read more: As libraries go digital, paper books still have a lot to offer us.**

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## CONTENTIOUS MATERIAL

One of the most difficult frontiers for archivists today is whether and how to record social and political phenomena that progressive people would rather did not exist.

We have just come through the Trump era (or phase one of the Trump era) and we are still going through the COVID era. Both eras have spawned populist, sometimes militant and incendiary literatures and discourses.

In Melbourne, the State Library of Victoria is collecting pandemic-era imagery, including photos of anti-vax graffiti and anti-government protests. With the help of that library and other institutions, the National Library of Australia is keeping anti-vax, “pro-freedom” websites and social media posts.

Holding this kind of material is a challenge and a paradox for archives. The anti-vax sites are symptoms of anti-truth forces that are anathema to archives’ truth-telling goals. In the 19th century, the forger Thomas Wise relished the credibility that came from the British Library holding his publications. Now, the anti-vaxxers celebrate the official preservation of their material as a similar badge of legitimacy.

But no matter how obnoxious or fantastical, these records are historically relevant. They are part of the full story of politics and activism in Australia. For future scholars looking to understand the COVID era, the records will be invaluable.

Archivists cannot and should not blind humanity to its own mistakes. But the best archivists also know the importance of context when conserving and presenting difficult material. The records from the COVID fringe need proper and honest framing.

Such framing would acknowledge that the anti-vaxxers and conspiracy theorists did not represent a majority view, or even a significant minority one. It would also acknowledge the influence of misinformation and conspiracy theories beyond the fringe: on vaccine hesitancy, for example, and on the tactics of mainstream political parties that flirted with and even courted the anti-vax vote.

**Read more: The war in Ukraine shows how libraries play a vital role in challenging disinformation.**



Anti-vaccination rally, Brisbane, March 15, 2022. Darren England/AAP

**Without evidence, there can be no history. And without history, we can't understand ourselves or chart a good course into the future.**

## THE VALUE OF ARCHIVES

Preserving the story of humankind: that is the noble goal of archives, libraries and museums. It can sometimes seem like an abstract luxury, but it is actually very tangible, and essential. Without evidence, there can be no history. And without history, we can't understand ourselves or chart a good course into the future.

The clichéd image of archival work as dusty, dull and benign is a long way from the truth. Archivists are continually making hard decisions at the sharp edges of politics and social change.

What can society do to help? We need a wide conversation to better understand the nature and value of archival work, and the limits of what archivists can do. We need to give archivists an explicit licence and the necessary resources to continue to make difficult decisions.

For that to work, the community needs to protect archivists from politicians and narrow interests. Only then will archivists feel safe to be transparent about what they are keeping, why they are keeping it, and the judgements they are applying in order to put the holdings in their proper context.

Looking back over the past two millennia, archivists have made every kind of curatorial mistake. They have rejected worthy items, let in unworthy ones, mishandled objects in their care, and fallen prey to fakers and frauds. But only rarely have they lost sight of their core purpose.

On the big issues of our time, we should trust archivists to make the right calls. And we should give them our understanding and protection so they can do their work in peace.



## ABOUT THE AUTHOR

Stuart Kells has written on a wide range of subjects including libraries, publishing and professional services. His books and shorter works have been published around the world. He delivered the 2018 Jean Whyte Lecture and the 2022 Murray Talk. His history of Penguin Books, Penguin and the Lane Brothers, won the Ashurst Business Literature Prize. He is editor of Library Planet, and Adjunct Professor at La Trobe University's College of Arts, Social Sciences and Commerce. He recently wrote the history of Melbourne University Publishing.



# Why Information Management Is Becoming Increasingly Important For Employees.

BY BASTIAN MAIWORM

## Why knowledge management is becoming more and more relevant in every company.

In companies, more and more employees are sitting at their computers and becoming so-called 'knowledge workers'. These are employees who generate added value not through physical work, but through intellectual work. For these employees, it is elementary to be able to access the company's know-how quickly and efficiently in order to generate corresponding added value.





Information management is about making information available to a company's employees as efficiently as possible in order to increase the company's overall efficiency.

### KNOWLEDGE MANAGEMENT AS A PROBLEM

Why do companies struggle to provide information efficiently to employees?

This is due to a number of things, but it has to do in particular with the history and technological developments of the last few decades.

When companies first started digitising, there were only a few file formats that were stored centrally on a server in the company. Over time, file formats have expanded and new software solutions for different use cases have been developed. Only in recent years have systems changed from on-premises to cloud solutions. Thus, the underlying logics of file storage also change over time and the way systems talk to each other in an automated way.

### WHAT ARE THE CHALLENGES FOR GOOD INFORMATION MANAGEMENT IN THE COMPANY?

#### 1. Historical data & systems

One of the biggest challenges is the history of organisations, which makes it difficult to access information quickly and easily. Often, information is stored in different systems and formats, making it difficult to find and use quickly. This can lead to delays in projects and decision-making, and affect business efficiency and performance. This is also due to the change in how information has been stored over time (for example, tagged/without tags, etc.).

#### 2. Data silos

Another factor that complicates information management is data silos that talk little to each other and are poorly searchable. These silos can lead to important information not being shared and employees having difficulty getting information from colleagues. This can lead to misunderstandings and ineffective work processes.

#### 3. Employee turnover

Employee turnover can also lead to information management problems. When employees leave the company, important knowledge and information is lost with them. This can lead to new employees taking longer to learn the ropes and delaying important processes and decisions.

#### 4. Communication

Due to home office and remote work, the way companies communicate is changing from synchronous to asynchronous. This leads to new challenges in information management, because it is no longer possible to "just ask" a colleague for relevant information. In addition, it is extremely disruptive for employees when they are engaged in a task and then pulled out of it.

#### 5. Increasing data volumes

Data volumes have been increasing incessantly. In most companies, the data has been unmanageable for employees for years. The problem: many older systems and servers cannot scale accordingly and lose massive performance over time.

### WHAT CAN AN EFFICIENT INFORMATION MANAGEMENT SOLUTION LOOK LIKE?

An enterprise search solution is considered as an example of an information management solution. In general, there are various approaches to solving these challenges, which can generally be located in the area of enterprise content management.

Enterprise search is a concept in information management that enables organisations to quickly and easily access information stored in various systems and applications from one location in the IT landscape. The enterprise search system searches all available data sources to deliver relevant results that match user queries. In doing so, modern search systems use deep-learning algorithms and are thus able to interpret employee search queries. The system can, of course, be integrated with various systems to be accessible from as many locations as possible.

In order to integrate enterprise search into an existing IT landscape, all data sources that are to be searched must first be identified and collected. These data sources can be databases, file stores, document management systems and other applications.

Once set up, employees can use the enterprise search system to search for information by entering specific keywords, phrases or questions. The system then searches all available data sources and returns relevant results that match the queries.



## BENEFITS OF BETTER INFORMATION MANAGEMENT IN THE COMPANY?

Better information management can bring a number of benefits. In particular, the bottom line should of course be increased profitability for the company.

### 1. Employee experience

First, it can significantly improve the employee experience on a day-to-day basis, as employees waste less time searching for information and can find it faster and easier. This also leads to fewer frustrated employees, as they are less likely to be asked for information by colleagues and can focus on the work that really adds value.

### 2. More efficient work processes

More efficient work processes are also an important benefit of better information management. With a centralised location for information and better searchability, employees can access the information they need faster and speed up their work processes. This helps the company operate more efficiently overall and complete projects faster.

### 3. Better decisions

Better decisions, based on better decision-making, are another benefit of better information management. With access to all relevant information and data, employees can make better decisions and be confident that they are addressing all factors. This leads to better quality decisions and can strengthen the company overall.

### 4. Employee satisfaction with IT systems

Especially in an employee market, it is important to keep employee satisfaction in mind. If employees can easily access the information they need and don't have to deal with ineffective or poorly searchable systems, they will be happier. This will reduce turnover in the company. A modern and user-friendly IT stack counts as a decision criterion for a new job these days, especially for tech-savvy people.

### 5. Further development of the workplace towards New Work

Better information management helps to develop the company in the direction of New Work. New Work refers to the use of new technologies and working methods (agile, more independent working, remote) to improve collaboration and employee performance. With better information management and the use of modern tools and technologies, the company can take advantage of New Work to improve its performance.

## CONCLUSION ON INFORMATION MANAGEMENT

Overall, information management is becoming more and more important. There are a lot of challenges and changes that are forcing the companies and employees to access and use information quickly and effectively. This increases employee satisfaction on the one hand, but also the efficiency of the company on the other. As companies use more and more software solutions in the future, information management will become more and more relevant.



### ABOUT THE AUTHOR

Bastian Maiworm is the Co-Founder & CRO of the enterprise search tech company amberSearch. Bastian and his Co-Founders recognised the need for a state-of-the-art

information management solution and now help companies and their employees to find and access information as easily as possible within enterprises. Bastian primarily writes about the latest developments relevant to enterprise search and start-ups. He looks forward to growing his network on LinkedIn and meeting new people at different events. If you think that there might be an opportunity, or if you'd like to dive deeper into his topics, please reach out to him.

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# How To Tackle Your Digital Heap

BY ROB BATH

**Your content is in a mess.**

(If you read that and disagree, then this article is probably not for you.)

Your organisation has assembled many years of files, e-mails, documents, and miscellaneous content, which have been stored across multiple platforms with deep and painfully inconsistent folder structures. Metadata is something you can only dream of – and automated records management is a distant objective that you know that you need but cannot imagine will ever be remotely possible. You might have tried to work out quite how much content you have, or where your most valuable information has been stored – often you might have found the results disheartening. I like to refer to this ever-growing mountain of unstructured content as the ‘digital heap’ – something that you know you need to tackle, but do not know where to start.

That was, of course, before you rushed into enabling Teams. So now, in addition to the creaking file shares and bulging SharePoint sites, you have hundreds or perhaps thousands of Teams, which have sprung up out of nowhere, leaving you unable to understand which part of the organisation they belong to, let alone the value or sensitivity of the information they contain.

If that sounds like you – do not worry, you are certainly not alone! Almost every organisation’s unstructured content tends to resemble something like this – only a small number have managed to successfully rein in their digital heap.

I regularly get asked about how to tame this chaos, something that I am going to attempt to answer in this paper.





## SO WHERE TO START?

You have probably already come up with several strategies for tackling the heap. Perhaps you should segment it? Perhaps you should identify areas that are safe to delete? You have wondered how much of the pain you can delegate to the wider business – then realise that they are going to focus on their day jobs and will never find time to tidy up the mess.

You might even have started implementing some of these approaches and have managed to take a few chunks out of the heap – only to find that, despite your efforts, it has somehow still managed to continue to grow bigger.

I feel that the best initial thing you can do to tackle your digital heap is to turn your back on it. Instead of focusing your time and effort on the existing mess, I would urge you to direct your attention towards the endless flow of new working areas that are being created every day. If you can apply governance to this ‘dripping tap’ of new SharePoint sites and Microsoft Teams, the digital heap will become a lot easier to handle.

## STEMMING THE TIDE

Now, let us be clear, the constant drip feed of new workspaces are something you do not want to stop altogether. If you turn off the tap, staff will quickly find new ways of collaborating – very often ones that are completely outside of your control. Instead of merely stopping users from being able to create new Sites and Teams, what you want to do is control the creation process.

In Microsoft 365, it is really easy for users to create new Sites and Teams. By default, any user can easily spin up as many new working areas as they want, give them any name they choose, and invite any colleagues that they wish to join them as members. This results in a bit of a free for all – with hundreds or thousands of workspaces being created, without any easy way of determining the purpose, value, or even the owning department. The first step is to prevent users from creating new workspaces by turning off self-service group creation. However, this cannot be done in isolation – as turning off the tap will quickly cause pressure to build as staff find alternative collaboration solutions. As such, when you disable self-service group creation, you will want to simultaneously introduce a new provisioning process.

## Metadata is something you can only dream of – and automated records management is a distant objective that you know that you need but cannot imagine will ever be remotely possible.

The aims of this new provisioning solution will vary between organisations, but, typically, most want to ensure that their workspaces are being configured consistently. There are lots of different approaches you can take here, but I would suggest that you will want to start with identifying your objectives. Typically, the primary objectives of provisioning include the following:

**Supporting multiple ways of working** – your provisioning process can include a series of different ‘templates’, each of which is optimised to support different types of activity across the organisation. As such, your provisioning process can utilise templates that provide a consistent starting point for the structure of your projects, committees, and departments (and other types of work that are common across your organisation).

**Content classification** – a provisioning process allows you to identify and apply appropriate default metadata to your libraries and folders. Each file will then be tagged ‘by-stealth’, simply based on where it has been saved. The idea here is to ensure that content is automatically tagged when it is first created, reducing effort for staff, while significantly improving the ability to find and manage information.

**Context** – controlling the provisioning process offers you a unique opportunity to compile information about the context of the Site/Team, making it far easier for you to appraise its value in the future. If you choose to, you can even present some of this context back to your users – perhaps through naming conventions, descriptions or even replacing the workspace’s default image – which can help your staff become more confident about the purpose, ownership and security of their workspaces.

**Information protection** – you can easily weave sensitivity labels and even data loss prevention policies into your templates, so that content that requires a higher level of control can be protected automatically.

**Retention** – one of the core aims of controlling provisioning is to ensure that all content is automatically included within the scope of your records management strategy. By integrating retention labels and policies into your provisioning process, you can make certain that all of your records are governed across new workspaces.

Very often, you will encounter resistance if you try to introduce controls around the creation of Sites and Teams. I have often heard people argue that the introduction of a provisioning process will impose barriers that delay or even impede users. This is very much not the objective!

Instead, our aim should be to ensure that the process of creating a new Site or Team is as simple as possible and that it introduces benefits for the whole organisation. Sure, you will need to introduce a new form that captures information about the nature of the working area that is being requested, and, naturally, filling out this form will slightly slow down the creation process. However instead of focusing on the negatives, make sure to extol the benefits that you can introduce, not just the improved governance, information protection and reduced duplication, but also how much easier it will be for staff to search for and find well-classified content.

I strongly believe that applying governance through a provisioning process will lead to significantly improved organisational efficiency in the medium to long term.

## If you turn off the tap, staff will quickly find new ways of collaborating

### BUT WHAT ABOUT THE HEAP?

Do not worry, I have not forgotten! Fixing the issue with the dripping tap does not fix the issue with the digital heap – but it certainly helps!

Once you have fixed the tap, the digital heap stops growing. From this point forward, every chunk you can take out of the heap will be reducing it.

The first thing I would recommend after turning off the tap is to undertake a high-level audit of your digital heap. Try to identify the volume of data, the depth of your folders, and map this to the nature of the content and the part of the organisation who 'owns' each area. There are automated tools (such as SharePoint Migration Assessment Tool or, for file shares, DROID or TreeSize) that can help with this.

Some organisations decide to assemble a team who are tasked with working through the heap to assess or even migrate content into a different structure. This is certainly a feasible, if costly, approach, which certainly can prove effective, if there is a pressing need or deadline involved. Personally, while this process can certainly make significant inroads, or even flatten your heap altogether, it is frequently too time-consuming for many organisations to countenance.

Another approach is to look towards technology as a potential solution that can help you chip away at your digital heap. For content in Microsoft 365, we can make use of various tools to try to apply context to your content at scale, including the following:

**Trainable classifiers** – identify common types of content across your tenant and automatically apply retention and/or sensitivity labels to them. Trainable classifiers allow you to take advantage of artificial intelligence (AI) to automatically

find consistent types of files. You train the classifier with at least fifty examples of the type of content and the AI will do the rest, by automatically scanning areas of your tenant and tagging files that are identified.

**Sensitive information types** – another method of scanning your Microsoft 365 content at scale is to use sensitive information types. These allow you to find content containing specific codes or reference numbers and are especially useful when looking for content that contains personal information, such as driving licence or passport numbers. Once content containing the code/number has been found, you can automatically apply either retention or sensitivity labels to them, helping to improve the governance of content across your tenant.

**Azure information protection (AIP) unified labelling scanner** – if areas of your digital heap are stored across file shares or on-premises SharePoint farms, then the AIP scanner might be a useful tool to consider. The scanner allows you to automatically apply sensitivity labels by identifying content containing specified sensitive information types or regex patterns. Perfect for extending the governance found in Microsoft 365 across your legacy data.

**SharePoint Syntex** – a great tool for scanning files and automatically extracting metadata through AI. Best used for more consistently structured content (such as invoices and purchase orders), SharePoint Syntex allows you to build models that scan and apply labels to content that it identifies. If you want to find out more about SharePoint Syntex, why not check out my colleague Leon's blog [www.leonarmston.com](http://www.leonarmston.com).

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**...you will encounter resistance if you try to introduce controls around the creation of Sites and Teams.**

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Viva Topics – another workload that takes advantage of Microsoft’s AI capabilities, Viva Topics scans your content and identifies relationships in your existing data. The product automatically builds a knowledge network, using AI to identify key ‘topics’ – essentially, it is a bit like having an internal Wikipedia, built out of your existing content. While Topics certainly does not replace a good information architecture, it presents an interesting option to automatically derive additional value from your legacy files.

There are plenty of other technical solutions you can lean on to help you tackle your digital heap, with a wealth of third-party products available that scan, assess and classify your content. However, I should point out that you might need to combine several approaches, as each in isolation will only help resolve some of your legacy governance issues.

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**instead of focusing on the negatives, make sure to extol the benefits that you can introduce, not just the improved governance, information protection and reduced duplication, but also how much easier it will be for staff to search for and find well-classified content.**

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Finally, while ‘doing nothing’ to tackle your digital heap clearly is not a solution, I should point out that once you have fixed the dripping tap, your heap becomes easier to manage with each passing year. Frankly, as the information in the heap drifts from active towards legacy, the process of making bulk decisions becomes much simpler. Now, to be clear, I’m not suggesting that you can reach for the delete key and dispose of the entire heap – more that you will be more easily able to identify areas of the heap that don’t have high value, and perhaps even haven’t been accessed in several years, and use this information when making your decisions.

If you want to have a chat about your own challenges with the digital heap, do feel free to throw questions my way – I am always happy to try to steer you in the right direction.



#### ABOUT THE AUTHOR

Having overseen some of the most extensive digital record management solutions in the UK, Rob is a leading authority on compliance in Microsoft 365. He is a regular speaker at IRMS events and serves as the IRMS’s Digital Director [www.intelogy.co.uk](http://www.intelogy.co.uk)





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Classification Skills	IRM-L1- #03 Concepts of Classification Schemes IRM-L1- #04 Metadata Fundamentals & Values IRM-L1- #01 Developing Classification Schemes IRM-L1- #01 Implementing Classification Schemes DM-L3- #01 Reference and Master Data Management
Risk Management Skills	IRM-L1-#02 Risk Management - Fundamentals IRM-L2-#03 Risk Management - Development & Implementation IRM-L3 # #03 Developing a Risk Management Matrix in Readiness for Digitisation
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Security Foundation Skills	IRM-L2- #02 Information Security Values IRM-L3-#02 Information Security - Understanding the Different Types DM-L4-#02 Data Security and Data Governance
Digital Transformation Skills	IRM-L2-#06 Creating and Managing Digital Framework IRM-L2- #08 Planning for Digitisation IRM-L3-#03 Developing a Risk Management Matrix in Readiness for Digitisation DM-L1- #01 Big Data Basics for Digital Transformation DM-L1-#02 Planning for Digital Transformation
eDRMS Implementation Skills	IRM-L3- #07 Project Management for Implementing your eDRMS IRM-L4-#09 eDRMS Business Requirements
Information Management Soft Skills	IRM-L2-#05 Managing Virtual Teams IRM-L4-#02 Change Management for Information and Records Management Projects IRM-L4-#06 Writing Effective Policy IRM-L4-#07 Stakeholder Management IRM-L4-#08 Project Management for Information Management Projects

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- #06 Information Standards & Best Practice - Fundamentals
- #07 Information Governance - Fundamentals

### **Level 2 Practitioner / Skilled Operational**

- #01 Developing Classification Schemes
- #02 Information Security Values
- #03 Risk Management - Development & Implementation
- #04 Information Governance Framework
- #05 Managing Virtual Teams
- #06 Creating and Managing Digital Framework
- #07 Physical Records - Archival Preservation and Management

### **Level 3 Management / Specialist**

- #01 Implementing Classification Schemes
- #02 Information Security - Understanding the Different Types
- #03 Developing a Risk Management Matrix in Readiness for Digitisation
- #04 Archival Preservation and Embarking on a Preservation Project
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- #06 Cloud Computing
- #07 Project Management for Implementing your eDRMS
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- #03 Information Assets Register Understanding and Development
- #04 Selling the Value of Information and Records Management
- #05 Social Media Information - Capturing and Managing
- #06 Writing Effective Policy
- #07 Stakeholder Management
- #08 Project Management
- #09 Natural Disaster Response & Recovery and Records Management-In Progress
- #10 eDRMS Business Requirements

## **DATA MANAGEMENT WORKSHOPS (10)**

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- #01 Big Data Basics for Digital Transformation
- #02 Planning for Digital Transformation

### **Level 2 Practitioner / Skilled Operational**

- #01 Data Governance
- #02 Data Literacy - Building a Data Driven Workforce
- #03 Digital Archiving, Preservation and Continuity

### **Level 3 Management / Specialist**

- #01 Reference and Master Data Management

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# Managing The Health Of Your Assets Using Power Bi

BY JACQUI TYLER

A critical element of any business is document control. The profession of Document Control enforces controlled processes and practices in the administration and management of documents. Sectors that utilise document control include, but are not limited to, engineering and construction and those seeking or holding ISO 9001 certification.

To achieve good governance and control over documents, an essential factor is to ensure they are centrally located. This situation is sometimes not possible due to a range of factors such as company restructures, legacy systems, information silos or the lack of perceiving the inherent value of documents as a business asset. To assist good governance and control, the implementation of reporting and analytics can provide a valuable mechanism for end-users.

This article looks at the utilisation of Microsoft Power BI as a tool to identify the health of documents - irrespective of where the data is located - in an asset management department of a large organisation.

The administration, management, and control of documents that sit in various sites can be extremely challenging, and inadequate document control processes are a primary agent that can be detrimental to an organisation. A study by Boyd, Pucciarelli and Webster (2012) emphasised that defective document-driven business processes can expose companies to serious risks and/or compliance issues.

Further to this, the study showed that this situation is common across industries, companies and businesses. Poor and inadequate processes in the management of documents has the potential to result in high costs to businesses.

For end-users, reporting and analytics provide an avenue to display what has occurred in the past, communicating what is currently happening, and providing a guide to future events.

Power BI offers the ability to connect, model and visualise data from a range of sources and can be used as an important reporting and searching mechanism in the administration and management of documents.

Data visualisation, a feature of Power BI, is a process of taking raw data and transforming it into graphical or pictorial representations such as charts, graphs, diagrams, pictures, and videos which explain the data and allow insights to be gained by the end-user.

## BACKGROUND

In 2018, a new document management system was being implemented in my organisation. As a member of the Asset Data area, I was tasked with understanding the state and status of documents in Network Asset Management (NAM). My role as a Business Improvement Analyst, was to assist with document control activities in NAM for end-users. This took place in conjunction with a co-worker in Asset Data and Assurance who managed the NAM team site. In this context, end-users comprised engineers from the fields of Civil, Electrical, Signalling and Telecommunication.

Utilising Power BI, a dashboard report was developed by a co-worker in the Asset Business area of asset management. When this person left the organisation, I assumed the administration of this dashboard. On taking over the dashboard, my initial idea was to supplement what had been previously developed.

I had minimal experience with Power BI, but soon came to the realisation that building the Power BI report from scratch would benefit in two areas. Firstly, I would gain a broader understanding of the data I was working with, and secondly, I would also develop skills in using Power BI. In developing the report, I was able to determine that NAM was responsible for approximately 1400 documents.



Figure 1 - Examples of Data Sources that Connect to Power BI (Source: <https://www.datacamp.com>)

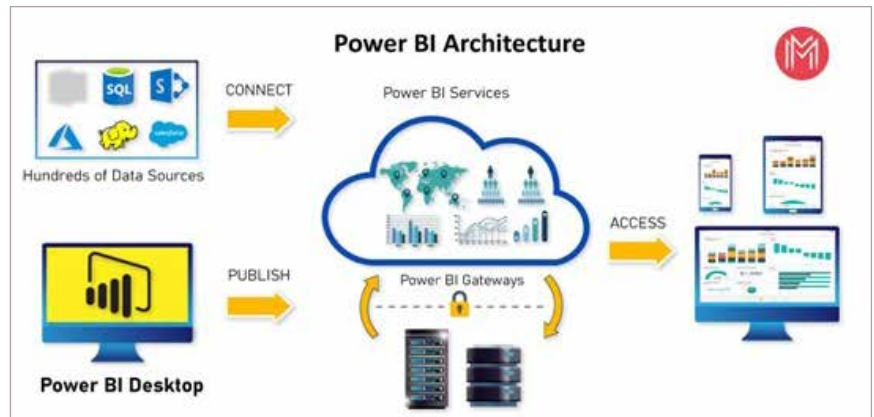


Figure 2 - High Level Power BI Process (Source: <https://mindmajix.com>)

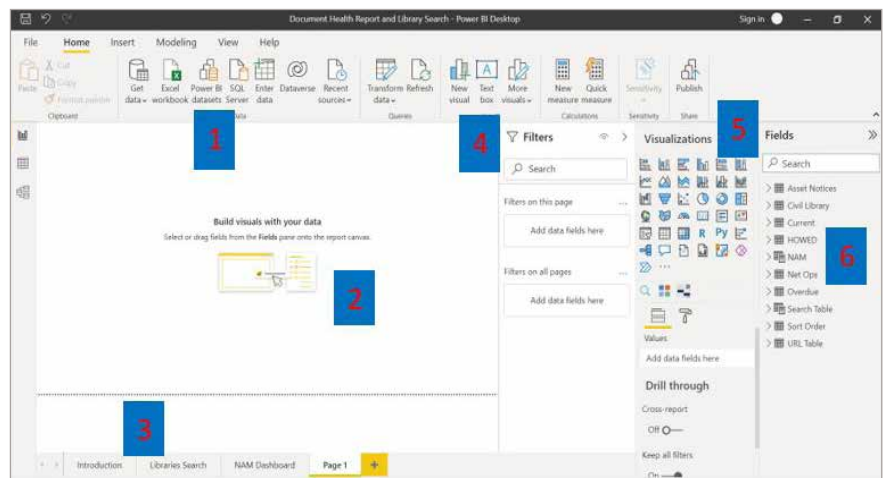


Figure 3 - Power BI Page Layout

Content Domain	Document ID	Count	Library	Current Status	Doc Owner	DocumentStatus	Title
Control Systems	HWD-03581	1	Assets	Current	Huth, Paul (Network)	Approved	CER Establishment Checklist
Control Systems	HWD-03589	1	Assets	Current	Huth, Paul (Network)	Approved	CISCO Router Commissioning Certificate
Control Systems	HWD-03590	1	Assets	Current	Huth, Paul (Network)	Approved	CISCO Switch Router Commissioning Certificate
Control Systems	HWD-03585	1	Assets	Current	Huth, Paul (Network)	Approved	Checking Design Checklist
Control Systems	HWD-03595	1	Assets	Current	Huth, Paul (Network)	Approved	Closed Circuit Television Test Certificate
Control Systems	HWD-03630	1	Assets	Current	Huth, Paul (Network)	Approved	Design Review Checklist
Control Systems	HWD-03660	1	Assets	Current	Huth, Paul (Network)	Approved	Handover Certificate - Control Systems Engineering to Net
Control Systems	HWD-03706	1	Assets	Current	Huth, Paul (Network)	Approved	Mobile Radio System Master Test Certificate
Control Systems	HWD-03763	1	Assets	Current	Huth, Paul (Network)	Approved	Multiplexer System Master Test Certificate
Control Systems	HWD-16340	1	Assets	Current	Huth, Paul (Network)	Approved	Quick Guide to HBC3 Mobile Radio
Control Systems	HWD-16341	1	Assets	Current	Huth, Paul (Network)	Approved	Quick Guide to SCC3 Handheld Radio
Control Systems	HWD-16342	1	Assets	Current	Huth, Paul (Network)	Approved	Quick Guide to SCC3 Mobile Radio
Control Systems	HWD-03808	1	Assets	Current	Huth, Paul (Network)	Approved	Radio Coverage Test Record
Control Systems	HWD-03824	1	Assets	Current	Huth, Paul (Network)	Approved	Remote Weigher Interface Fault Reporting Form
Control Systems	HWD-03860	1	Assets	Current	Huth, Paul (Network)	Approved	Telecommunications Disconnection
Control Systems	HWD-03865	1	Assets	Current	Huth, Paul (Network)	Approved	Telemetry Radio Test Record
Control Systems	HWD-03893	1	Assets	Current	Huth, Paul (Network)	Approved	Transmission System Master Test Certificate
Control Systems	HWD-15887	1	Assets	Current	Huth, Paul (Network)	Approved	Asset Commissioning Check Sheet Weighbridge
Control Systems	HWD-15907	1	Assets	Current	Huth, Paul (Network)	Approved	Vehicle Sepura TETRA Radio Install
Control Systems	HWD-16322	1	Assets	Current	Huth, Paul (Network)	Approved	EZE Design - DTC

Figure 4 - Example of Data Source Table

These documents were sitting in four different SharePoint sites: the company-wide SharePoint library which held 17,000 documents, and three different team libraries comprising 420, 350 and 69 documents. Each of these libraries had been built by different people and/or teams, and each held different structures, data categorisation and metadata fields.

## MICROSOFT POWER BI

What is Microsoft Power BI? This application can be described as 'a collection of software services, apps, and connectors that work together to turn your unrelated sources of data into coherent, visually immersive, and interactive insights'. <https://www.brightwork.com>

Reports, dashboards, and apps in this application are the building blocks that are used to explore data and to make business decisions. Large volumes of data from multiple sources can be used to present interactive dashboards and Business Intelligence reports.

## THESE IMAGES ILLUSTRATE THE POWER BI APPLICATION.

### Figure 1 - Examples of Data Sources that Connect to Power BI

(Source: <https://www.datacamp.com>)

### Figure 2 - High Level Power BI Process

(Source: <https://mindmajix.com>)

### Figure 3 - Power BI Page Layout

This image shows the features and functions of Power BI.

1. Data Source Import
2. Visualisation pane
3. Report pages
4. Visual filters
5. Visual options
6. Imported source tables

Below outlines the features and functions of Power BI's reporting page

## REPORT CREATION

### Figure 4 - Example of Data Source Table

The first step in the development of a report was to connect to the source data, located in four different SharePoint sites, and then to shape and clean the data so that specific information could be presented. Each source was brought in as a table and then the data was arranged or transformed.

```
= Table.AddColumn("#Sorted Rows2", "Content Dom", each if [Document ID] = "HWD-03593" then "Civil"
else if [Document ID] = "HWD-15879" then "Safeworking and Train Operations" else [Content Domain])
```

Figure 5 - Condition Column

```
Search Table =
UNION(SUMMARIZE('Asset Notices', 'Asset Notices'[URL], 'Asset Notices'[Document ID], 'Asset Notices'[Title], 'Asset Notices'[Content Domain],
'Asset Notices'[Doc Type], 'Asset Notices'[Review Date]),
SUMMARIZE('HOWED', 'HOWED'[URL], 'HOWED'[Document ID], 'HOWED'[Title], 'HOWED'[Content Domain], 'HOWED'[Doc Type], 'HOWED'[Review Date]),
SUMMARIZE('Net Ops', 'Net Ops'[URL], 'Net Ops'[Document ID], 'Net Ops'[Title], 'Net Ops'[Content Domain], 'Net Ops'[Doc Type], 'Net Ops'
[Review Date]), SUMMARIZE('Civil Library', 'Civil Library'[URL], 'Civil Library'[Document ID], 'Civil Library'[Title], 'Civil Library'[Content
Domain], 'Civil Library'[Doc Type], 'Civil Library'[Review Date]))
```

Figure 6 - New Table Creation

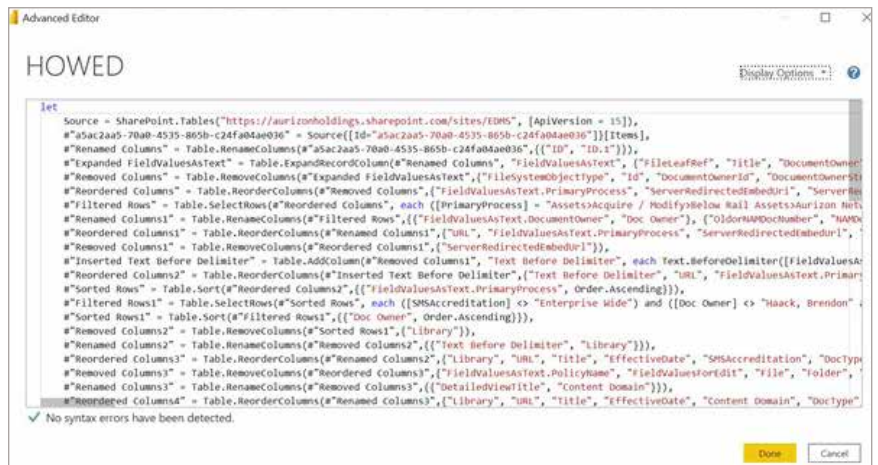


Figure 7 - Advanced Editor

```
1 DocStatus = if('Search Table'[State]=TRUE(), "Overdue", "Current")
```

Figure 8 - Dax

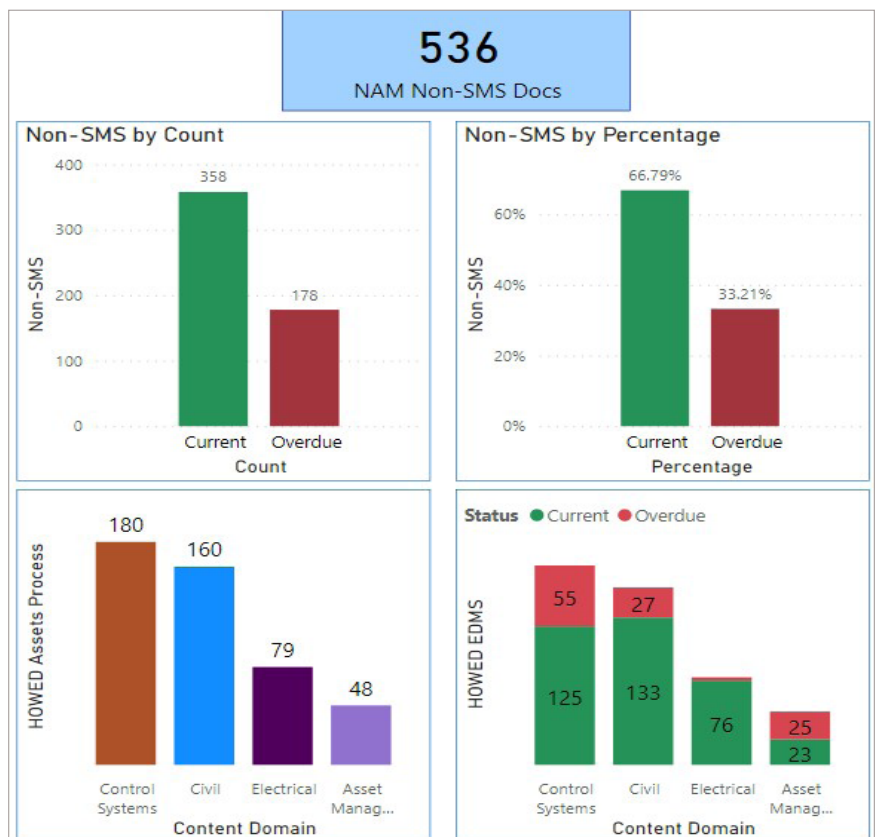


Figure 9 - Example of Report Visual (1)



This included the renaming of tables and columns, ensuring field columns contained the correct data type, for example: dates in date fields, text in text fields, removal of spaces, correction of field errors, removing rows or columns not required and so on. In Power BI, the functionality to shape data is quite comprehensive.

The next step was to enhance the data using measures, calculations, relationships, and the writing of queries using M language (Data Mashup or Data Modelling Language) and DAX (Data Analysis, Expression).

These two languages are used to manage, manipulate, filter, and analyse the data, but they are not the same and not dependent upon each other. Each one has different syntax, structure, and logic. They also enhance the data so that improved analytics and visualisations are displayed.

### M LANGUAGE

Figure 5 to Figure 7 are examples of M Language used for the addition of a conditional column in the Advanced Editor and for the creation of a new query table.

### DAX

DAX (Figure 8) includes a collection of over 200 functions, operators, and constructs to calculate and return one or more values. This helps you create new information from data already in your model. Using DAX, you can add three types of calculations to your data model:

- Calculated tables
- Calculated columns
- Measures

Once the data was shaped, the next stage involved aligning and combining the tables to a single source table. This was done by using a formula to select specific fields from each source table to create an additional table where relevant fields could be manipulated. Using this information, visualisations were then added to the report canvas. The final report was comprised of six pages and provided end-users with different data and visualisations on each sheet comprising a range of tables, column charts, cards, slicers, and filters. Tables provided the data in a grid view where the related data was displayed in rows and columns i.e., document number, document title, effective date, review date, process owner, author, content domain and



trends over time for each content domain for current and overdue documents. Column charts provided a count and percentage for each content domain for documents for the relevant area. A card was used to display a single number showing the total document count for NAM documents and a chiclet slicer allowed data to be filtered using a 'button' for a particular selected category.

Visuals in the report were presented using various colours, fonts, text sizes and background colours. In addition to this, was the ability to search for and display documents from the various SharePoint sites via a hyperlink. Data could also be filtered according to various options that included content domain, date, area, status, and process owner.

**Visualisations in the report are shown in Figure 9 and Figure 10.**

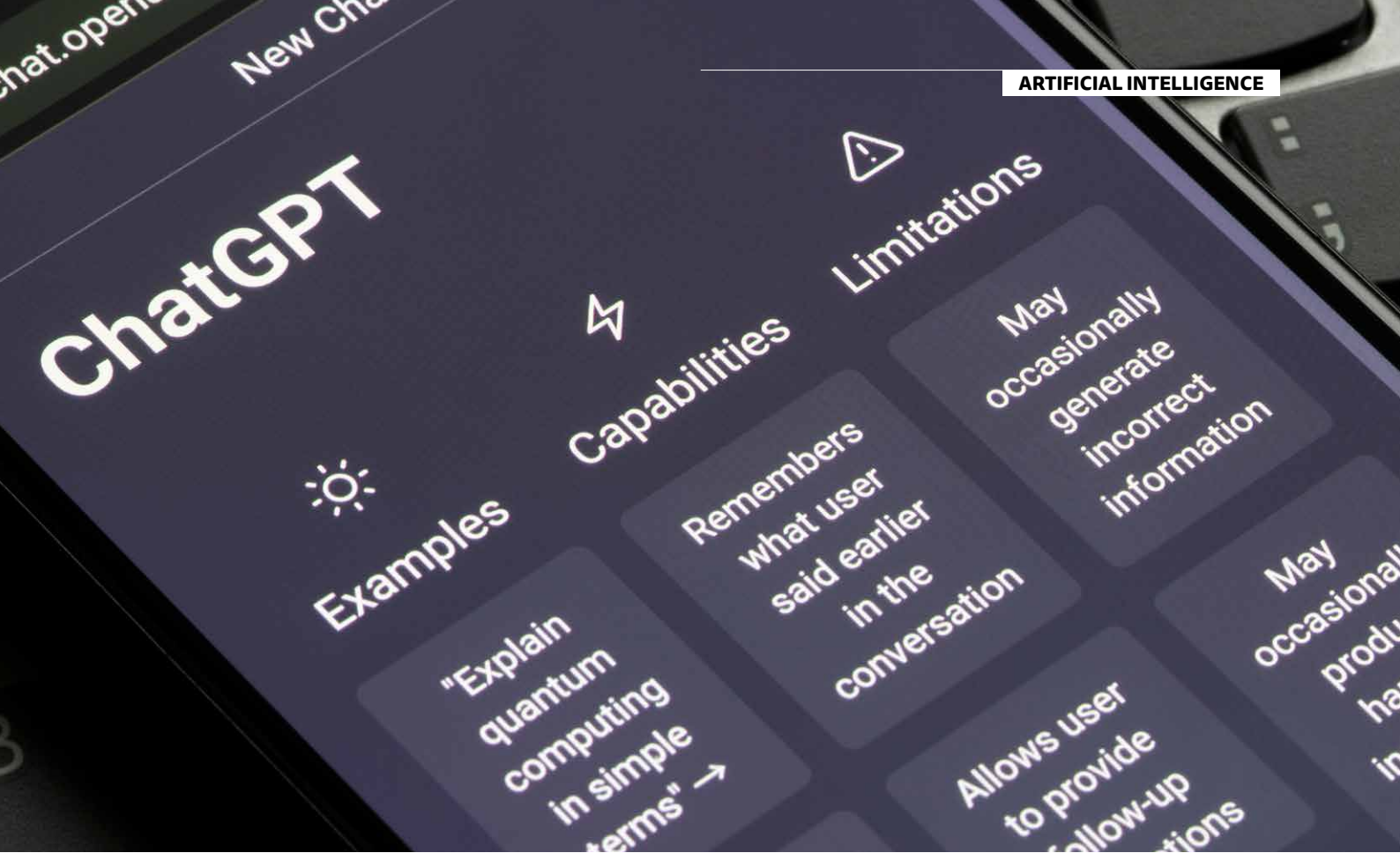
### CONCLUSION

The above demonstrates how Power BI can be used to effectively govern and manage information sources residing in various locations. This application allows the presentation of data in distinct patterns where informed observations can be made. Additionally, large amounts of data can be managed quickly and effectively. Using Power BI, management in my organisation can utilise the information in the report to provide up-to-date information on the status and currency of documents for specific content domains. This enables the various areas to utilise and prioritise resources more efficiently, to ensure documents they own are current. Team members can use the search option to locate documents via a keyword search or via a filter regardless the location of the SharePoint site. As data is being pulled from the source and the report is automatically refreshed each day, near-real-time analytics of trends and indicators can be accessed by end-users.



#### ABOUT THE AUTHOR

Jacqueline Tyler is a Business Improvement Analyst at Aurizon Network. She holds a Master of Information Management Records Management and a Bachelor of Arts. With seventeen years' experience in the field of Information Management, Jacqui uses this knowledge helping Network Asset Management administer engineering documents. Specialising in Document Control, Jacqui uses her expertise for the daily governance of documents working as a gatekeeper with the Aurizon Enterprise Document Management System.



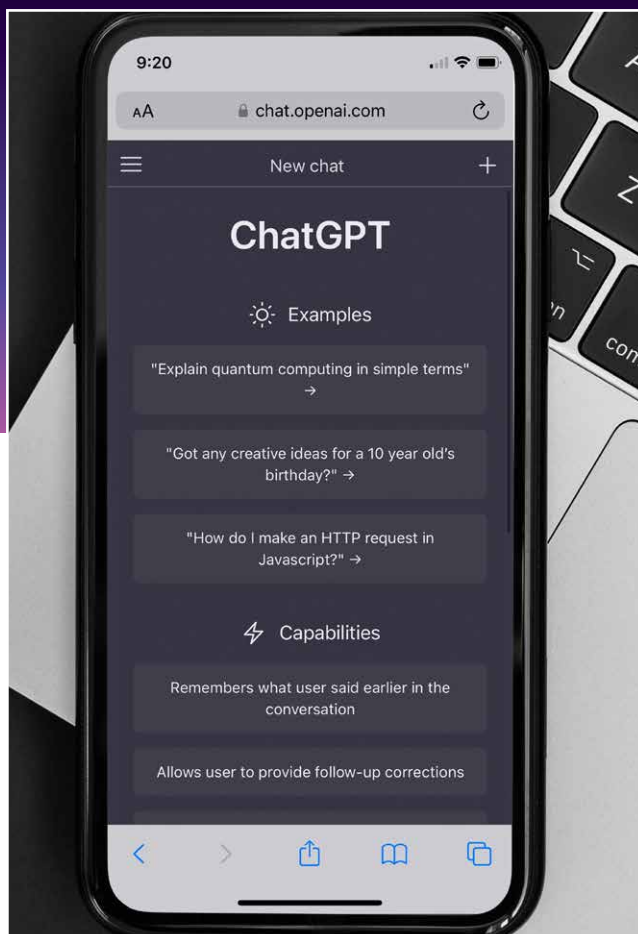
# ChatGPT Is A Ground-Breaking Application Of AI That We Will All Be Hearing About In The Near Future.

BY DR KEITH DARLINGTON

In the December 2022 issue of IQ, I described the state of the art of AI automatic writing systems and discussed an extraordinary AI language generation model called GPT-3. However, one of the shortcomings of GPT-3 was that it was not accessible to the general public.

But around the same date as the December issue was published, OpenAI announced a newer version of GPT-3 (also known as GPT 3.5) that is now available for use by anyone with access to the Internet.

It has been making headline news ever since. It's called ChatGPT and is likely to have a ground-breaking impact – we will all be hearing about this powerful tool soon. Already, it has had an immediate impact with the number of new users of ChatGPT rising rapidly – a million in the first few weeks. It has also generated much controversy in academia. In this article, I explain why.



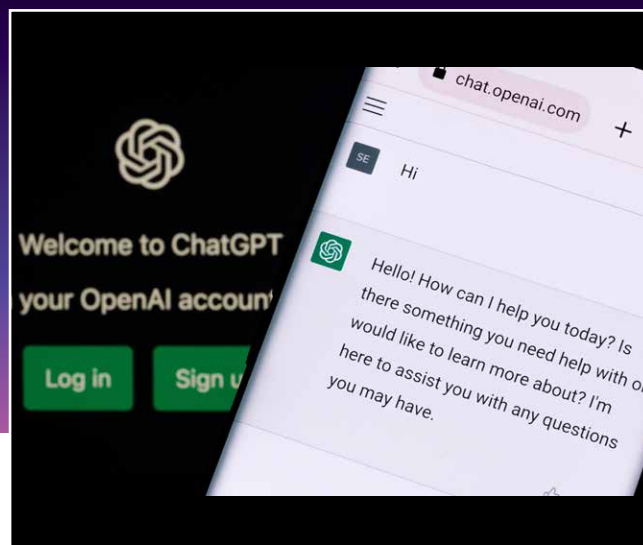
### CHATGPT IS A CHATBOT BASED ON THE GPT-3 LANGUAGE MODEL

ChatGPT is a chatbot based on the GPT-3 language model. It is easy to install and use on any device connected to the Internet – including a smartphone. It is freely available at the Website <https://chat.openai.com/chat>. A chatbot is a means of communicating – usually via text input and output – with the system. Chatbots are not new and I have described them in previous iQ magazine articles.

Chatbots take requests, questions or prompts and provide rapid answers. It can simulate human conversation with the system for users and can follow up responses with further questions. Previous generations of Chatbots have lacked the knowledge to communicate in a meaningful way with a human user. But ChatGPT has been trained on copious amounts of data– over 300 million words that use 175 billion parameters for learning.

Furthermore, it's been trained on sources of data on the Web that include Wikipedia, Google, Reddit, Twitter, and more. This is what gives it superiority and sets it apart from its predecessors. As Prof Michael Wooldridge, director of foundational AI research at the Alan Turing Institute in London, says: "These are the first systems that I can genuinely get excited about."

It would take 1,000 human lifetimes to read the amount of text the system was trained on, and hidden away in all of that text is an awful lot of knowledge about the world." (<https://www.theguardian.com/technology/2023/jan/13/chatgpt-explainer-what-can-artificial-intelligence-chatbot-do-ai>).



### USES OF CHATGPT

The number of uses of ChatGPT is seemingly endless. For example, it can write fictional stories, write poetry, generate sports reports, suggest vegan recipes, and give advice on how to improve your fitness level. But it can do much more, such as solve equations and create charts and graphs depicting, for example, sales figures for a small business. It can even write computer program code supplemented with focused explanatory text. It can provide explanations of complex concepts, such as quantum physics, or indulge in celebrity chat and joke-telling if that is what the user wants. It can provide further follow-up explanations and give examples where appropriate.

In short, it appears to know everything about everything. But it does avoid giving meaningful answers to questions that require opinions and beliefs – particularly on sensitive issues like religion or politics. Of course, this is understandable because it has to be seen as unbiased and objective.

For story writers, it could become a boon because the generation of text from computerised language models can sometimes reveal unexpected insights thereby enhancing the imagination of the human author. For this reason, it can turn out to be a blessing for thought-provoking and unlocking creativity.

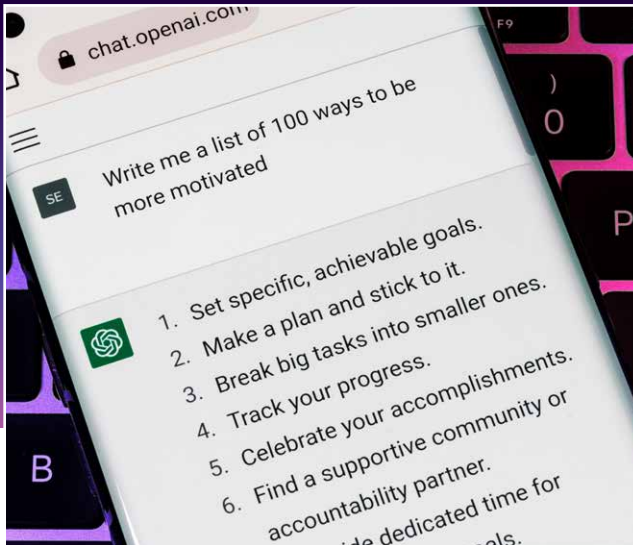
In education and training, students, at all levels, could benefit from ChatGPT because they can get instant access to virtual learning tools that enhance their understanding of concepts and clarify any misunderstandings. ChatGPT could serve as a teaching assistant – a virtual personal tutor. According to Kate Darling, a research scientist at the MIT Media Lab (<https://www.sciencefocus.com/future-technology/gpt-3/>), "ChatGPT and other AI-based language applications could be, and perhaps should be, integrated into school education. Not indiscriminately, but rather as a very intentional part of the curriculum".

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**It would take 1,000 human lifetimes to read the amount of text the system was trained on, and hidden away in all of that text is an awful lot of knowledge about the world."**

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## ChatGPT is imperfect and can sometimes give wrong answers. To make matters worse, it exudes confidence and convinces users of its certainty - even when it's wrong.

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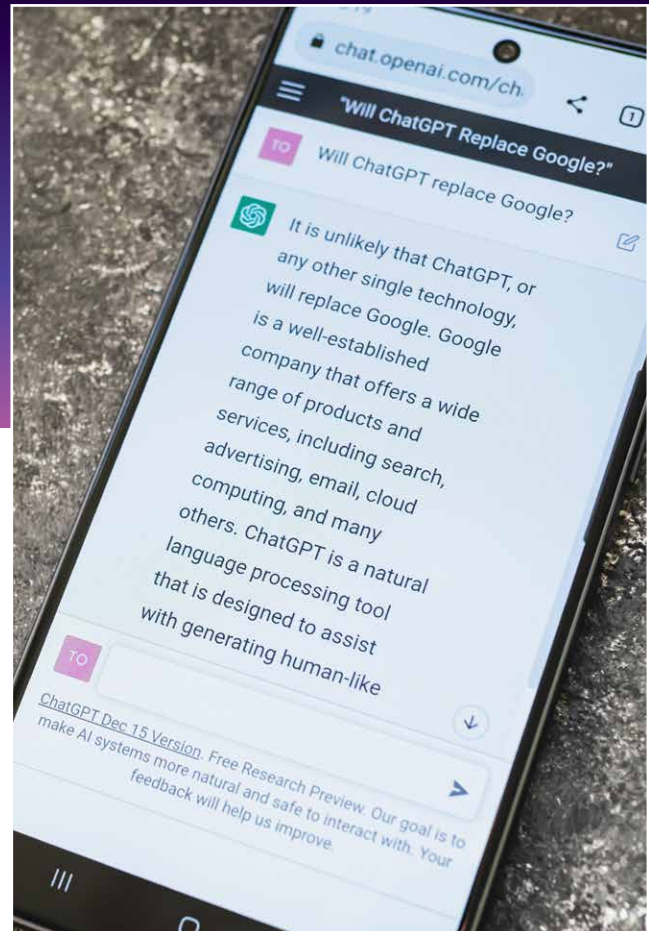
Others take a very different view, believing that its impact could have a disruptive influence on education because it could easily facilitate plagiarism in coursework assessments. Headteachers and academics have already expressed concern and in New York, the city's education department has ruled that ChatGPT will be forbidden across all devices and networks in New York public schools.

Universities have also reacted quickly by setting up working groups to assess the challenge posed by ChatGPT. In one case, staff in the computer science department at University College London recently decided to change an assessment. Students had previously been offered a choice between an essay-based or skills-based assessment as part of final coursework. The essay option has now been removed. (<https://www.theguardian.com/technology/2023/jan/13/end-of-the-essay-uk-lecturers-assessments-chatgpt-concerns-ai>).

However, a representative for OpenAI said that the company was working on a system for countering cheating by "statistically watermarking the outputs". The technology would work by subtly tweaking the specific choice of words selected by ChatGPT, in a way that wouldn't be noticeable to a reader, but would be statistically predictable to anyone looking for signs of machine-generated text".

### CHATGPT - THE FUTURE

ChatGPT is imperfect and can sometimes give wrong answers. To make matters worse, it exudes confidence and convinces users of its certainty - even when it's wrong. Furthermore, it currently struggles to reconcile recent data - dates up to the end of 2021. Users need to be aware of these limitations. Another problem is that ChatGPT sometimes has difficulties coping with the high volume of users.



I have sometimes encountered messages stating that the system is working at capacity, please return later. Perhaps this is not surprising given the rapidly escalating number of users. However, ChatGPT is a language model that is only a few months old. It is also learning constantly and many of the teething problems will eventually be resolved.

ChatGPT is likely to lead to other disruptions. The technology giant Microsoft is investing heavily in ChatGPT prompting much speculation that it may become incorporated into its search engine BING or be part of a new search engine. This seems likely to disrupt the dominance of the Google search engine in the future. Whatever way these events unfold, our relationship with technology is likely to change as a result of the emergence of this extraordinary AI tool in the years to come.



#### ABOUT THE AUTHOR

Keith is a recently retired university lecturer in Artificial Intelligence (AI) living in Wales. Keith's PhD was in AI specialising in explanation facilities for intelligent systems. He graduated in pure mathematics and taught mathematics and computing during his career. Keith has written several books in computing and expert systems and presented several conference and journal papers in AI related topics. His current interests include machine learning, robotics, and common-sense reasoning.

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## COMPU-STOR



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Ph: 1300 559 778 | E: [sales@compu-stor.com.au](mailto:sales@compu-stor.com.au) | W: [compu-stor.com.au](http://compu-stor.com.au)

## IGNITE



Ignite has been assisting public and private sector organisations with talent services since 1984. We provide Specialist Recruitment (IT, Federal Government, Business Support & Engineering), On Demand (IT managed services) and Talent Solutions (RPO, Training, recruitment campaigns & talent management services). For four decades, we've been igniting the potential of people and have built a reputation as Australia's trusted talent advisor. Locations: Sydney, Western Sydney, Canberra, Melbourne, Perth

Ph: 02 9250 8000 | E: [Catherine.hill@igniteco.com](mailto:Catherine.hill@igniteco.com) | W: [igniteco.com](http://igniteco.com)

## CORPMEM



CorpMem Business Solutions specialises in the MAGIQ Documents EDRMS and provides a wide range of services focused on improving your business by increasing the Return on Investment (ROI) made to deliver records management. InfoVantage is our flagship software designed to create a Records and Information Management Knowledge Platform that leverages off and integrates into whatever corporate EDRMS you have implemented. CorpMem converts their clients' corporate memory into a knowledge asset. Location: Caloundra

Ph: (07) 5438 0635 | E: [hello@corpmem.com.au](mailto:hello@corpmem.com.au) | W: [corpmem.com.au](http://corpmem.com.au)

## INFORMATION PROFICIENCY



Information Proficiency is a Records and Information Management specialist providing a full range of services and software. We cover everything IM; from strategy to daily operational processing practitioners, full managed services, technical support and helpdesk, training, software development, data migration, system design and implementations. We work with many IM products including MS365, e-signature, workflow, scanning, reporting and analytics. We also develop a range of productivity tools and connectors. We work hard to understand your requirements and implement solutions to match. Services available in all states and territories. Locations: Perth, Western Australia

Ph: 08 6230 2213 | E: [info@infoproficiency.com.au](mailto:info@infoproficiency.com.au) | W: [infoproficiency.com.au](http://infoproficiency.com.au)

## EZESCAN



EzeScan is one of Australia's most popular production capture applications and software of choice for many Records and Information Managers. Solutions range from centralised production records capture, highly automated forms and invoice processing to decentralised enterprise digitisation platforms which uniquely align business processes with digitisation standards, compliance and governance requirements.

Contact: Demos Gougoulas, Director Sales & Marketing | 1300 393 722

## IRON MOUNTAIN



Iron Mountain Incorporated (NYSE: IRM), founded in 1951, is the global leader for storage and information management services. Trusted by more than 225,000 organisations around the world, and with a real estate network of more than 85 million square feet across more than 1,400 facilities in over 50 countries, Iron Mountain stores and protects billions of valued assets, including critical business information, highly sensitive data, and cultural and historical artefacts.

Ph: 02 9582 0122 | E: [anita.pete@ironmountain.com](mailto:anita.pete@ironmountain.com) | W: [ironmountain.com](http://ironmountain.com)

## FYB



At FYB our customer promise is to provide secure, easy to use, leading edge technological solutions, to enable organisations to harness the power of their information so they can provide excellent services to the community. We've stayed true to our core beliefs—to deliver the best information governance, systems and solutions to our customers.

Ph: 1800 392 392 | E: [info@fyb.com.au](mailto:info@fyb.com.au) | W: [fyb.com.au](http://fyb.com.au)

## IPLATINUM



iFerret is a turnkey enterprise search solution developed by iPLATINUM that works like "google" over your corporate data. iFerret enables you to find information quickly across your enterprise. Location: Sydney, Melbourne

Ph: 02 8986 9454 | E: [info@iplatinum.com.au](mailto:info@iplatinum.com.au) | W: [iplatinum.com.au](http://iplatinum.com.au)

# VENDOR DIRECTORY

## LTD

Leadership Through Data provide Microsoft 365 focused information and records management training that has been developed by information and records managers to Australian and New Zealand Records Standards. Our core offerings are designed to help Information and Records Managers make sense of Microsoft 365 so that strategy and policy can be developed with a true and accurate understanding of the platform's capability. Our SharePoint Foundation offering helps with understanding the core of M365 before providing education in specific aspects – Records Management, Information Protection and Privacy Management, and Information Architecture.

E: jacqueline@leadershipthroughdata.co.uk | W: leadershipthroughdata.co.uk



## MICRO FOCUS

At Micro Focus we help you run your business and transform it. Our software provides the critical tools you need to build, operate, secure, and analyse your enterprise. By design, these tools bridge the gap between existing and emerging technologies—which means you can innovate faster, with less risk, in the race to digital transformation. Locations: Sydney

Ph: 0416 223 226 | E: dincsoy@microfocus.com | W: microfocus.com



## OBJECTIVE

Objective Corporation - Powering digital transformation with trusted information. With a strong heritage in Enterprise Content Management, regulation and compliance, Objective extends governance capability throughout the modern workplace; across information, processes and collaborative workspaces with governance solutions that work with Objective ECM, Micro Focus Content Manager and Microsoft 365. Through a seamless user experience, people can access the information they need to make decisions or provide advice from wherever they choose to work. Locations: Australia: Sydney, Wollongong, Canberra, Brisbane, Melbourne, Adelaide, Perth; New Zealand: Wellington, Palmerston North

Ph: 02 9955 2288 | E: enquiries@objective.com | W: objective.com.au



## RECORDPOINT

Founded in 2009, RecordPoint is a global leader in cloud-based information management and governance services. Our adaptable layer of intelligence offers complete insight and control over all in-place data, records, and content, enabling organisations to increase compliance and reduce costs. RecordPoint enables regulated companies and government agencies to reduce risk, achieve greater operational efficiency, and drive collaboration and innovation.

Ph: 02 8006 9730 | E: salesapac@recordpoint.com | W: recordpoint.com



## RECORDS SOLUTIONS

Records Solutions is an Australian-owned company, founded in 1994. Created BY Information Managers FOR Information Managers, our team provide records and information management solutions to the industry. As a software neutral vendor, our only concern when working with you is what is best for you. With a Quality Management System developed in accordance with AS/NZS ISO 9001:2016, we aim to assist you in achieving the best outcome for your project. Locations: Brisbane

Ph: 1300 253 060 | E: admin@rs.net.au | W: rs.net.au



## TIMG - THE INFORMATION MANAGEMENT GROUP

TIMG has been in the Information Management business for more than 20 years. We are known as a company that solves Information Management problems and we remain committed to providing innovative, smart and cost-effective information management solutions for our clients. As the digital world rapidly evolves, we remain committed to helping clients accurately store, track, access, retrieve and cull data. Some of the services we offer include Document Conversion and Digitisation; eDiscovery solutions for the legal industry; Litigation Support; Document Management Software; Aperture Card Conversion; Online Backup and Cloud solutions; Mailroom and Mail handling services; Scanner Sales and Rental.

Ph: (02) 9305 9596 | E: info@timg.com | W: timg.com



## VOTAR PARTNERS

Votar Partner's number one priority is our clients. Working independently of all software and IT vendors, we offer our proven and specialised expertise to empower our clients to achieve their goals. Our subject matter experts can help you develop and implement practical initiatives across each stage of the information management lifecycle, ensuring that your records and information management practices support and enable business improvements, and remain relevant.

Ph: (03) 9895 9600 | E: votar@votar.com.au | W: votar.com.au



## WYLDLYNX

Wyldlynx – We take your business personally. Wyldlynx provides Information Management, Governance solutions and services using a unique blend of cutting-edge technology, real world experience and proven industry principles. This allows Organisations to manage their Information, Security, Privacy and Compliance across enterprise systems with reduced risk, complexity, and cost. Wyldlynx has a reputation for delivering value through long term relationships built on trust, shared vision, and a continual investment in relevant innovation. Locations: Brisbane

Ph: 1300 995 369 | E: contact@wyldlynx.com.au | W: wyldlynx.com.au



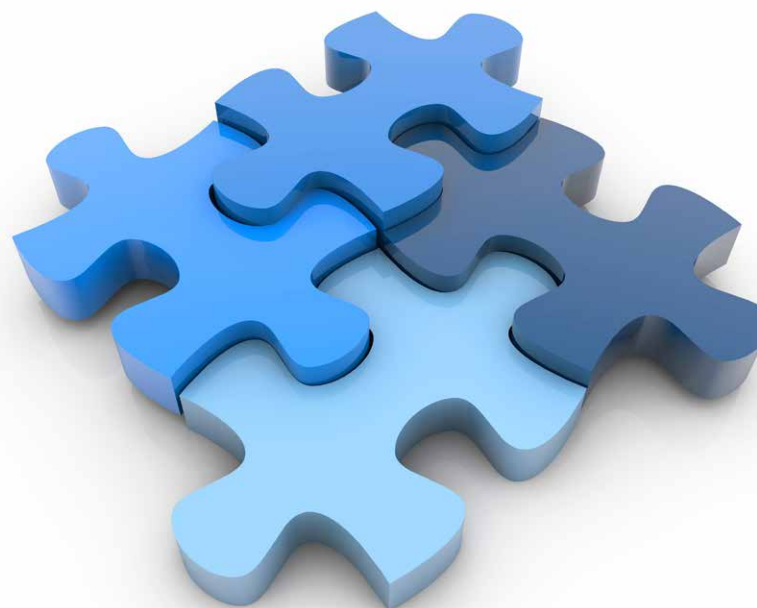
## ZIRCODATA

A market leader in Records and Information Management, ZircoDATA provides secure document storage and records lifecycle solutions from information governance and digital conversion through to storage, translation services and destruction. With world class Record Centres nationally, we deliver superior service and solutions that reduce risk and inefficiencies, securely protecting and managing our customers' records and information 24 hours a day, every day of the year. Locations: HQ Braeside, Victoria

Ph: 13 ZIRCO (13 94 72) | E: services@zircodata.com.au | W: zircodata.com.au



**Connect**  
with RIMPA's Vendors





# MEET THE BOARD

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

RIMPA's Board of Directors bring decades of industry insight and a wealth of experience, who formally represent the organisation.



Thomas Kauffhold  
B Admin, Life MRIM  
Chair Of the Board / Director  
2020-2023



Peta Sweeney FRIM  
Vice Chair / Director 2022-2024  
Strategic Pillar:  
Member Engagement



Bonita Kennedy Life  
ARIM  
Executive Director and  
Director 2020-2023



Rebell Barnes MRIM  
Director 2022-2024  
Strategic Pillar: Social and  
Environmental Programs



Jeremy Manford  
Director 2021 - 2023  
Strategic Pillar:  
Advocacy & Collaboration



David Pryde Life MRIM  
Director 2022-2024  
Strategic Pillar:  
Innovation and Standards



Nancy Taia MRIM  
Director 2022-2024  
Strategic Pillar:  
Member Engagement



Lisa Read White Life FRIM  
Director 2022-2024  
Strategic Pillar:  
Advocacy & Collaboration



Peter Williams ARIM  
Director 2021-2023  
Strategic Pillar:  
Governance & Risk

## RIMPA GLOBAL CENTRAL OFFICE

MEET THE TEAM  
BEHIND THE SCENES

1/43 Township Drive, Burleigh Heads Qld 4220

[www.rimpa.com.au](http://www.rimpa.com.au)



Anne Cornish MRIM  
Chief Executive Officer



Jo Kane B Bus (Tsm)  
Grad DipTeach (Sec)  
Cert IV (WIT)  
Marketing, Events  
and Collaboration  
Manager



Tynelle Spinner Dip.  
(Lib&InfoServ)  
Membership  
Engagement Manager



Thomas Davies  
Digital Marketing  
Coordinator



Sunshine Craig  
Executive Assistant and  
Accounts Officer



Renee Harris  
Membership Services  
Officer



Munaa Said  
Principal Trainer  
and Assessor



Owl Member  
(Master of Information  
Management)  
Guardian of  
Information Officer



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