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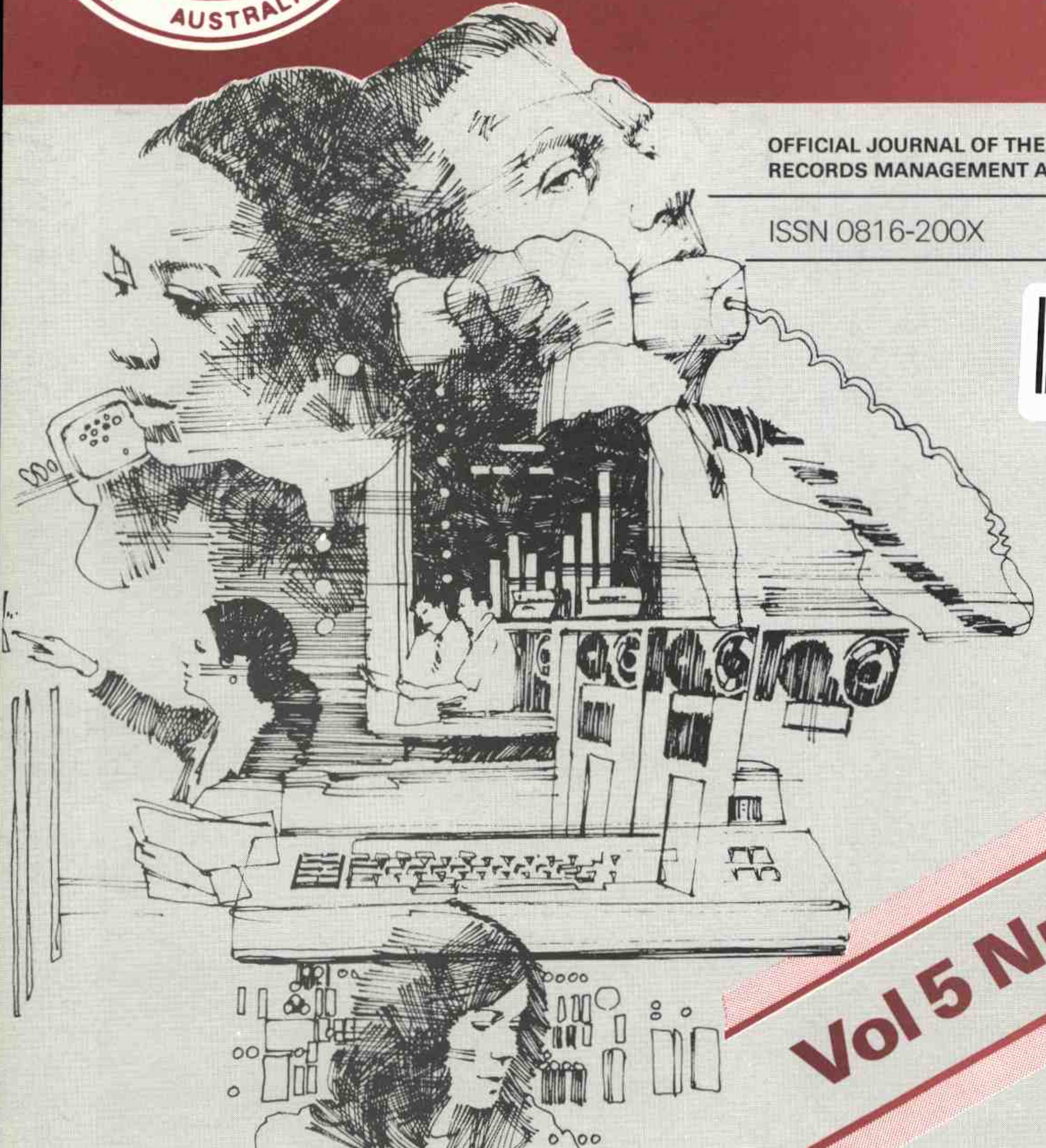

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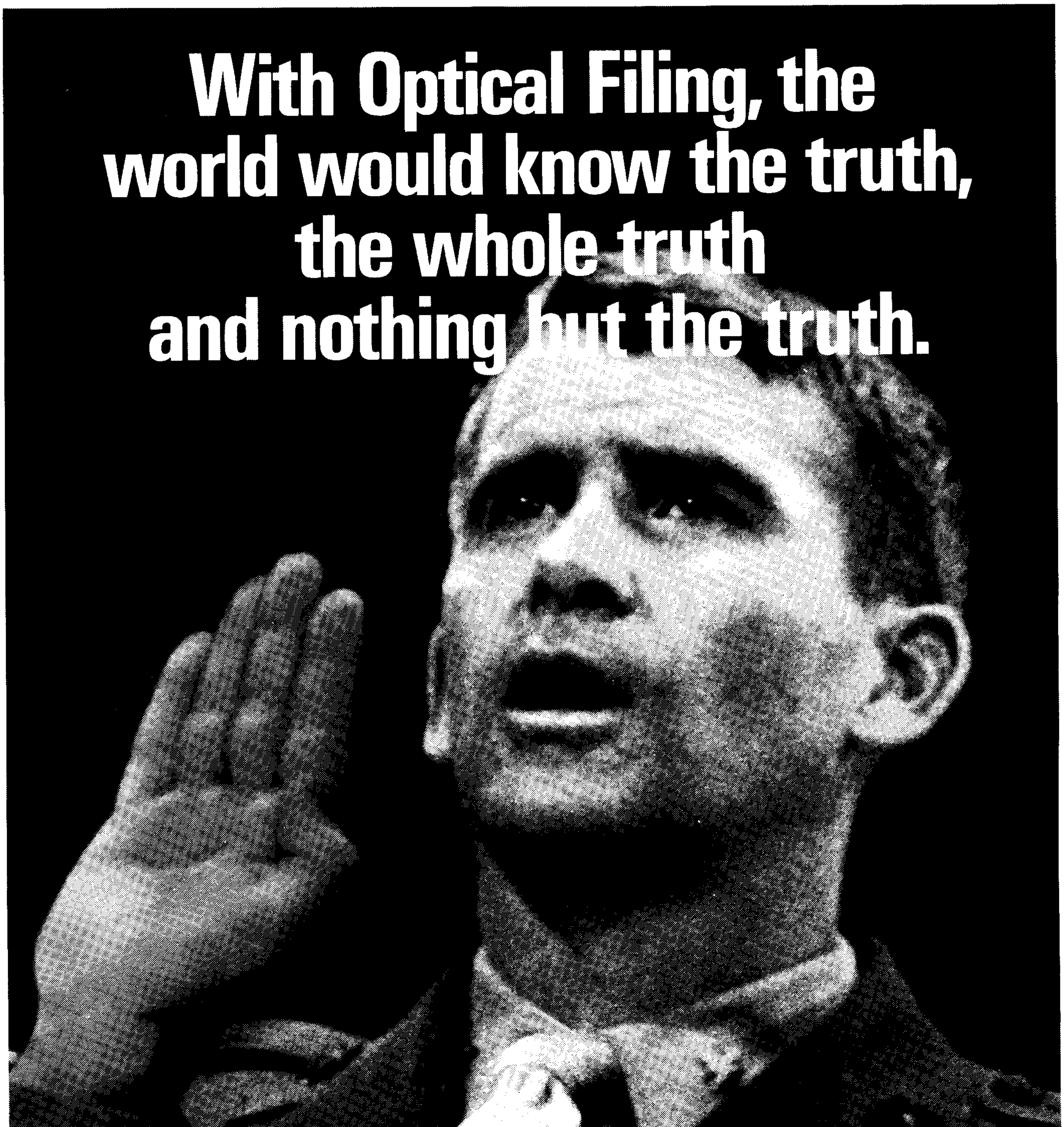

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'The Informaa' Quarterly

Volume 5 Number 3

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MESSAGE FROM THE FEDERAL PRESIDENT

The use of facsimile transmission is increasing at an alarming rate. Will the use of this form of information transfer eventually replace the postal service? I see daily hand written messages, invoices, official media statements, minutes, contracts of service and the likes being moved electronically intrastate, interstate and overseas, company to company and government service to government service. As the Records Manager or the person responsible for the Records area, can you be sure that ALL information leaving your organisation is captured and filed? I suspect not. How easy it is to reminisce about the past. The original fair copy to client or customer, dated and signed in full by the author, the blue copy to file, initialled and date stamped, and the pink copy, dated but unsigned for general circulation and information. Then came the word processor, usually without a three bin paper feed, the original being dated, signed and photocopies made, there being no way to distinguish the original unless letterhead is used. It is quicker, easier and cheaper we are told, and the secretary will tell you "I have a copy on floppy disc too!" But what standard indexing method is used for this electronic system?

Over the last few years much has been written about the linking of personal computers, mini and main frames, allowing users to directly communicate. What corporate information is exchanged? What annotations are added? Do all messages entering or leaving your organisation get printed out and attached to the filing system? I suspect not.

I was pleased to read the article "The Impermanence of Thermal Facsimile Papers" in the ACT Branch Informaa, and reprinted with permission in the NSW Branch Informaa. The Archives community have again come to the lead with a facsimile cover sheet that will assist in the preservation of valuable documents. A warning is issued to all recipients about the instability of thermal paper, and indicating whether or not the original documents will be forwarded by mail.

WARNING

MOST FACSIMILE MACHINES PRODUCE COPIES ON THERMAL PAPER. THE IMAGE PRODUCED IS HIGHLY UNSTABLE AND WILL DETERIORATE SIGNIFICANTLY IN A FEW YEARS.

IF THE ACCOMPANYING DOCUMENT CONTAINS AUTHORISATIONS OR OTHER IMPORTANT INFORMATION, YOU SHOULD BE AWARE THAT THIS INFORMATION MIGHT BE LOST IN THE FUTURE.

☐ We will forward the original documents by mail for your files.

☐ We recommend you photocopy (using a plain paper copier) the following documents and place the photocopies on your files not the facsimile copies.

☐ For guidance, this message may be considered to be of an ephemeral nature.

STATE ARCHIVES OF WESTERN AUSTRALIA

As a Records Manager I would recommend for an additional statement, to be completed by the author prior to transmission. The statement should be directed to the author's record area regarding the file copy. Is this document the original or has there been a duplicate created and passed for filing?

Some of these questions will be addressed by speakers at the 6th National and 2nd International Records Management Conference being held 25th-28th September 1989 in Perth, Western Australia, WILL YOU BE THERE?

Graham Dudley
Federal President
Records Management Association of Australia.

EDITORIAL NOTES

INFORMAA QUARTERLY is a publication of the Records Management Association of Australia. Members of the Association receive this publication as part of their membership.

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BRANCH REPORTS

AUSTRALIAN CAPITAL TERRITORY

The Branch Council elections were held on 11th July 1989 and resulted in the following office bearers for 1989/90:

President & Federal Director	Ross Thompson
Vice President	Kate McCarthy
Secretary	Yvonne Tanks
Treasurer	Sandra Fabbo
Federal Director	Thomas Kaufhold

Over 30 people attended the annual dinner held at the Capital Park Royal on the 21st of July. ABC political commentator Pru Goward was our guest speaker and she provided a highly entertaining series of anecdotes on the trials and tribulations of being a reporter.

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

8 August:
UNISTAT product demonstration presented by Peter Donnelly.

12 September:
"Vital Records" — presented by Helen Nosworthy, ACT Regional Director of Australian Archives.

14 November:
"Motivation and Goal Setting" presented by Kuni Wendell.

12 December:
Christmas Function.

The ACT Branch would like to wish the WA Branch every success with the forthcoming National Convention in September.

TASMANIA

During March the Education Committee conducted the second of its on-site visits of Computerised RM systems. Eight groups of six people were taken on a tour of Records sites operating a Computer system. A discussion and evaluation session was held at the conclusion of the tours.

The Committee is planning two Workshops in July — A Thesaurus Compilers Workshop will be conducted by the RMO of NSW and a Workshop on Operating Procedures and Career Planning.

The Branch has set up a special sub-committee to investigate ways to improve the Records Management image with Senior Management in our organisations.

Fifteen Tasmanian students are studying Records Management subjects with the Queensland Distance Education College. Five of the students are enrolled in Records Management C & D having passed A & B last year. The remaining ten have enrolled in Records Management A & B.

The Branch is canvasing our local TAFE in an effort to have a local course available for Records Management Students.

NEW SOUTH WALES

The NSW Branch continues to hold monthly meetings which are of interest to our members.

Subjects of this years meetings have been — Accessing the Records You Manage, Freedom of Information and its Effect on the Records You Manage, Telelift and Transcar File Movement Systems, Providing Quality Service for Records Management Customers, and How to Make Manual Indexes Disappear.

Our members' meetings attract an attendance of between 30-40 members.

The Local Government and Hunter Region Chapters are continuing to function well.

In March of this year a very successful Workshop was held for 1 day at the Holroyd Centre at Merrylands.

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

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

VICTORIA

Again, this year has been successful for the Victorian Branch in the way of growth and commitment.

To all of our members who applied and were granted upgrades in status, congratulations and well done. There are still members out there who should consider upgrading their status. Application forms are available from the Secretary.

Although numbers were down on last year the AGM and Seminar Dinner turned out to be a great night. For those members who suffered the following morning, you should have followed Bernie (Fred Astaire) Dymet's lead (Opticon P/L) and danced the night away. Thank you to David Moldrich and his Band of Renowned for supplying the entertainment.

Congratulations are also extended to four of our members:

Harry Nunn, Bert Brewster,
Leon Bourton, Alan Skerman.

Their long association and committment to Records Management have finally been acknowledged and all have been awarded Life Membership of the RMAA. Again congratulations to you all.

To the Graduates of the Records Courses held in Victoria, well done. This is your first step in hopefully a long and rewarding career in Records Management.

For our Country members we have arranged a one day Workshop in Bendigo for either October or November. Further details to follow. The Branch has a new Secretary for 1989/90, Ms. Rosemary Kaczynski. Rosemary commenced her career with Footscray City Council moving to Williamstown City Council before transferring to the SEC. Today, Rosemary is the Records Manager for the State Bank.

Please follow Rosemary's lead by joining the Branch Council and do your part to upgrade the profession of Records Management.

SOUTH AUSTRALIA

As mentioned previously the South Australian Branch has been working for some time without a Branch Secretary. This combined with the fact that several Branch Councillors had changes in circumstances throughout the year created a difficult situation for the Branch.

Despite the difficulties, some progress has been made on the education scene in particular. Peter Crush and the members of the education subcommittee have been negotiating with Kensington TAFE College and are confident that a certificate course will be up and running by the beginning of 1990.

The 1988/89 AGM of the SA Branch was held on 19th July 1989 at the API Club in Adelaide. At the first meeting of Branch Council held on the 25th the following were elected:

President	Andrew Wood
Vice Presidents	Helen Francis Brigitte Stephen
Secretary	Spiros Sarris
Treasurer	George Smith
Registrar	Helen Onopko
Convenor Status & Standards	Helen Onopko

Convenor Education	Peter Crush
Convenor/Editorial Publicity	Helen Francis
Federal Directors	Spiros Sarris Andrew Wood

The members of Branch Council have a strong desire to forget the difficulties of the past year and get on with building the Branch and promoting records management in South Australia.

QUEENSLAND

1989/90 Office Bearers are:

President	Wendy Morris
Vice Presidents	Murray Stewart Wayne Murray
Secretary	Wayne Murray
Minute Secretary	Russell Fraser
Treasurer	Allan Kavanagh
Assistant Treasurer	Jim Shepherd
Registrar	Michael Hangan
Federal Directors	Jim Shepherd Murray Stewart
Chairman Status/ Membership	Wayne Murray

Objectives are set and we will continue to promote the ideals and aims of the association.

We had a satisfying year and we're pleased with the support of members, with good attendance at Workshops.

A one-day seminar in May on "Winning the Paper War" was successful — David Sless of the Communications Research Institute of Australia gave a fascinating keynote address on "A New Approach to Forms Design."

On the education front, we successfully negotiated with the Education Department to retain recognition of the Records Management Certificate within the newly structured Associate Diploma of Business at Kangaroo Point TAFE.

Communication with members has been maintained with the monthly branch Informaa compiled by Editor, Russell Fraser.

Membership levels have increased and we congratulate Harry Haxton on his elevation to Member. Without his contribution at State and Federal level the Association would not be as advanced as it is today — well done. We now have two active Members in the Branch — Terry Tolhurst is the other.

NORTHERN TERRITORY

The Territory Branch conducted its Annual General Meeting on 14th July 1989, followed by an enjoyable luncheon at Pommeroys, a well known Darwin "hang out." The first of the 1989/90 Branch Council meetings quickly followed on 19th July 1989 at which the following Branch Councillors were elected to office:

President	Ray Holswich — Northern Territory University
Vice President	Judy Watts — Australian Archives
Secretary	Ray Holswich — Acting
Treasurer	Greg Coleman — Northern Territory Archives
Registrar	Judy Watts — Australian Archives
Federal Directors	Judy Watts Ray Holswich

Committee Chairpersons:

Education	Baiba Berzins — Northern Territory Archives
Status & Standards	Lyn Mayr — Lands and Housing
Editorial	Baiba Berzins — Northern Territory Archives
1991 Convention	Ray Holswich — Northern Territory University

Due to the normal pressures of work being placed on the organising committees the Workshops and

Seminars program for 1988/89 had to be suspended for a short time, hopefully 1989/90 will be a little kinder to us. Council recognises the importance of workshops and seminars and some significant ideas have already been suggested.

Membership:

Congratulations are afforded to three Alice Springs members who have recently obtained "ASSOCIATE" status:

Michael Hopkins, Central Land Council.
Patricia Smith, NT Transport and Works.
Barbara Rose, Executive Support Centre.

All three members were recently elected to the NT Branch Council and will obviously play a major role in formation of the Alice Springs Chapter.

8th National Convention, 1991:

Branch Council have recently appointed Convention Catalysts as its Consultants for the 1991 National Convention. The dates have been set for 15-18 September 1991. The Top End has a lot to offer at that time of the year so we suggest you start planning now not only for the Convention but your holidays as well.

WESTERN AUSTRALIA

When nominations were called in May for election to the WA Branch Council, a great response was forthcoming. 15 of the eligible 24 Associates nominated. As a result, at the Branch Council Meeting held on 18th July, the following members were elected as Office Bearers for 1989/90:

President	M. Medcalf
Vice President	G. Dudley
Secretary	A. Howard
Treasurer	G. Dudley
Assistant Secretary	S. Cowcher
Assistant Treasurer	R. Sharpe
Registrar	R. Sharpe
Education Chairperson	C. Coggin
Programme Director	M. Hoo
Chairperson, Membership	M. Hoo
Standards & Status Membership Promotion	K. Ridley
Editor Informaa	N. Granland
Secretary, Education Committee	J. Bonzas
Federal Directors	G. Dudley A. Howard

It has been heartening to see a number of "new" Associates nominating for Council and bringing with them a high degree of enthusiasm and energy when promoting the Association through Council activities. Neil Granland has done a fine job as Editor of INFORMAA for the past three issues, and Ken Ridley, Lyn Kickett and Shirley Cowcher are new members of Council for 1989/90. Past President Marita Hoo has returned after a leave of absence and congratulations are extended to Jim Bonzas who also nominated for Council after recently attaining Associate status.

The issue dominating activities in Perth is, of course, the 6th National and 2nd International Convention to be held in September. At the time of writing, 200 registrants have been received and planning is progressing smoothly and confidently.

QUARTERLY INFORMAA

National Advertising Manager

Mr. Bill Williams, Victorian Branch President, has been appointed National Advertising Manager for the Quarterly Informaa. All advertising will be arranged and co-ordinated by Mr. Williams. Companies and branches are asked to contact Mr. Williams on:

(03) 658 9670 — Business Hours;
(03) 580 5346 — After Hours;
(03) 654 4854 — Facsimile.

Address:
Mr. Bill Williams,
Records Management Association
of Australia,
G.P.O. Box 2270U,
Melbourne, Vic. 3001

RMAA JOINS AITC

President Graham Dudley has announced that RMAA has joined the Australian Information Technology Council (AITC).

AITC was formed in October 1986 and comprises the following learned societies:

The Institution of Engineers, Australia (IE AUST)
Australian Computer Society Inc. (ACS)
The Institution of Radio and Electronics Engineers Australia (IREE)
The Library Association of Australia (LAA)
The Telecommunication Society of Australia (TSA)
Records Management Association of Australia (1989) (RMAA).

Recognising their shared interests in the information technology field, the member societies of AITC seek to provide a basis for collaboration in functions and activities in information technology in Australia by providing:

* A national focus for information technology in Australia.
* A co-ordination body to collaborate to mutual benefit.
* Pooling of resources to achieve formulated objectives.
* An independant forum for discussion of information technology matters raised by member organisations.
* An independant basis for the development of course curricula in information technology and for recommending standards of accreditation.
* Publication of joint learned society papers in information technology.
* A mechanism for developing consolidated liaison with government.
* A basis for liasing with overseas organisations concerning with information technology.
* A combined force for increasing general awareness of economic and social implications of information technology.

The management of AITC is vested in a Board on which RMAA is represented by Jim Shepherd, Federal Treasurer, who is a past Federal President (1978-81) of RMAA.

AITC's President is elected in rotation, every two years from the member associations as listed above.

Professor Derek Humpage of the Institute of Engineers, Australia, was the Inaugural President who handed over in 1988, to current President, John Goddard of the Australian Computer Society.

Administration and office support for the Board of AITC is provided by the member organisation that provides the President.

The current Board of AITC comprises:

President	Mr. John Goddard (ACS)
Vice President	Professor John Hiller (IREE)
Secretary	Mr. Allan Sangster (IE AUST)
Treasurer	Mr. Kerry Webb (LAA)
Members	Mr. Roger Clarke (ACS)
	Professor Derek Humpage (IE AUST)
	Ms. Sue Kosse (LAA)
	Dr. Clem Pratt (TSA)
	Mr. Jim Shepherd (RMAA)

(Vacant positions have to be filled by IREE, TSA, RMAA).
Executive Director — Alan Kelly (ACS).

Jim Shepherd who attended his first board meeting in Sydney on 20th July, 1989, advises that a number of issues were discussed including promotion of AITC; accreditation policies and procedures for information technology courses; course curriculum planning, cross promotional activities between member associations, national seminar in 1990 on Open Systems Interconnection for Computer Systems (OSI).

Members will be kept informed in future issues of INFORMAA Quarterly on our Association and future direction with the AITC.

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WINNING THE PAPER WAR

David Sless, Executive Director,
Communication Research Institute of Australia Incorporated

I feel very honoured and pleased to be a keynote speaker on this occasion — honoured because your invitation acknowledges that the research of our Institute may be relevant to your practical concerns, and pleased because it gives me an opportunity to talk to you about something that fascinates me — forms.

You have aptly called this seminar "Winning the Paper War." You are at the front-line of the battle to win this war. It is a broad front, and in our time winning the paper war may also be part of a much more important struggle to save our planet. For winning the paper war may mean less depletion of our forests and our planet's delicate atmosphere. I hope that what I have to say about forms will provide you with substantial reinforcements in the struggle to reduce needless and inefficient paperwork.

For the last four years, my colleagues and I at the Communication Research Institute of Australia have been engaged in a large research programme on forms — the common tools of bureaucracy. The reason for this research is because our Institute is dedicated to improving the quality of communication in Australian business and government. As such we have been looking at a number of mundane areas of communication that crucially affect productivity in large scale administrations. One of these areas is forms. We have discovered that by improving forms, organisations can substantially improve their productivity.

I will begin with a broad perspective on the current problems of information management. No account of contemporary problems of information management can be given without acknowledging the ubiquitous role of information technologies. These technologies have been heralded as a means of improving productivity in administration. Yet, there is a great deal of misinformation, and indeed pure mythology, about the role of these technologies in improving productivity. There is no doubt that the new technologies are affecting everything we do — working methods, organisations, patterns of expenditure, and expectations. But have they actually improved productivity? If you are part of the industry which is making, selling or servicing the new technology, you are probably enjoying substantial growth and productivity. But if you are a user of these products and services, the evidence of improved productivity is not so clear. As Bob Solow, an economics Nobel Prize winner, has said, 'you can see the computer age everywhere but in the productivity statistics.'

Given the enthusiasm for the new technology, it is surprising that there is no direct evidence of productivity gains. By contrast, there is a great deal of indirect evidence that new technology can lead to increased costs. For example, in the US banking sector during the period of substantial computerisation between 1958 and 1980, processing expenses for demand deposits rose from 2.05% to 4.34% of total demand deposits — an increase of 112%.

The 1980's, with more sophisticated technology, does not look more promising. Consider a statement issued last year by Digital Equipment Corporation.

> *The hidden costs associated with major computer purchase can irretrievably disrupt a business' expected profitability increase. What was to be the cheapest deal can often turn into a solution so expensive that over time the expected productivity gains are substantially reduced... Generally the initial systems purchase rarely accounts for more than 20% of the cost of ownership over a five year period.*

These estimates come from the computing industry itself and include only some of the direct costs associated with network installation and running. The total costs to an organisation are likely to be substantially higher. There is, therefore, a disturbing gap between the promise of improved productivity that comes with the new technology and its performance — a gap which is having an effect on the sales of computer hardware, as more and more managers become aware that the new technology will not necessarily lead to greater productivity.

None of this will come as a surprise to many of you with knowledge of large organisations where the many failures of information systems are a matter of daily experience. The picture, close up, is very different from the grand vistas seen through glossy brochures. Many information systems are error prone and clumsy to operate. Frequently, during new systems development programmes, original specifications are downgraded, time frames for development are extended, and budgets are revised upwards. System development groups within organisations can seem like financial black holes; an endless amount of money is poured in yet little seems to come out. Initial optimistic projections of growth, like those which accompanied the introduction of electronic funds transfer at the point of sale (EFTPOS), have been downgraded. Since computerisation, the paperless office appears even further away. Paradoxically, with the introduction of desk-top publishing, we are creating even more paper. The paper war is being lost.

Why has the technology failed to live up to its promise? The common answer to this question given by the information industry is that the current generation of systems are still quite primitive and the next generation will remove the problems. Clearly this answer is in the best interests of the industry and, if accepted, leads to the purchase of more equipment.

A different and more subtle answer has emerged from our analysis of the accumulated research evidence. Looking at the sources of difficulty with the new technology, they can rarely be attributed to instances of mechanical failure or even processing limitations. Time and again problems arise at the interface between technology and people. The major areas where much of the new technology fails to live up to its potential are: inadequate systems development methodologies, poor user documentation, error prone input documents, bad screen layouts, poor output documents, and inadequate operator training. Importantly, these are all areas which depend centrally on human communication: system developers, document and screen designers, and trainers all need to understand how to communicate effectively with users. Buying a new machine will not give them that understanding. The usual problems of human communication, such as failures of understanding or misinterpretation, remain largely unaffected by the new technology.

Unfortunately, much discussion of the technology and its advertising blurs the distinction between human communication on the one hand and mechanical signal transmission, data processing, and computing on the other. So that we are left with the erroneous impression that more and faster signal transmission will lead to better and more effective human communication. The reality can often mean more and faster misunderstandings.

Instead of looking for technological solutions we have been investigating something much more humble — forms. Forms are the back bone of administration whether in government or the private sector. Take away the forms, whether the traditional paper variety or the more recent computer forms, and administration would collapse. Forms are the beasts of burden in the information age. Even though most people think of the high technology of electronics as being at the heart of the information age, in reality, without forms there would be no information. Look at any sophisticated information system in an organisation and you will find either paper or electronic forms at many points where the information flows into and out of the system. Application forms, bills, invoices, cheques, standard letters, data input screens and reports are all examples of forms. Inside your organisation, in the very bowels of your administration

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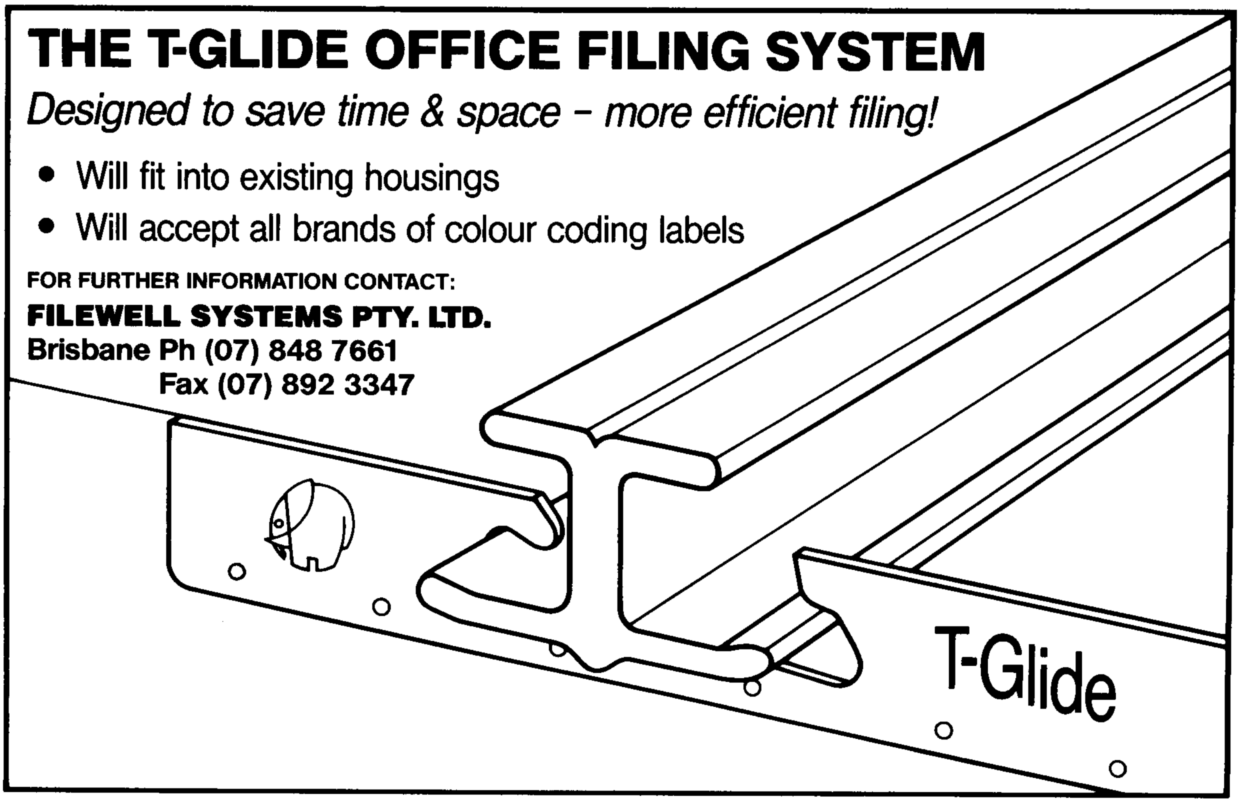

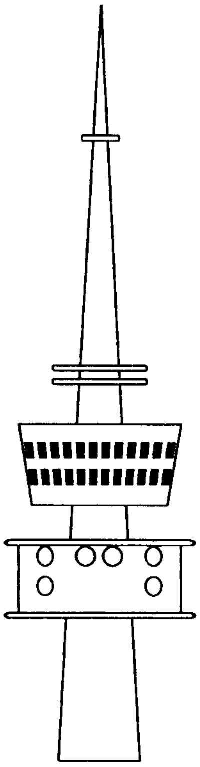

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and procedures, you will also find forms: work sheets, leave applications, data entry screens, stock records and so on. Hardly an activity takes place which does not have its appropriate forms.

Forms are also the public face of an organisation. Forget about the corporate image and the snappy corporate logo, the reality of most people's interaction bureaucracy is through forms. It matters very little to an irate client or customer who cannot fill out or understand your forms what the emblem at the top of the page looks like. Your organisation will be judged not by its appearance but by its performance.

Yet despite their central role, forms are generally badly neglected in most organisations. Last year our Institute — the Communication Research Institute of Australia — conducted a survey of the top 150 companies in Australia. Less than 10% had any specialised forms designers or forms units. Based on what we know about many organisations, each of these top organisations has probably got in excess of 3000 different forms in use.

Millions of transactions take place every year using these forms. For example, we recently made a conservative estimate of basic form transactions in an insurance company, assuming that every transaction was a success, and covering the routine procedures of new policy applications, renewals, and claims. The figure came to over 9 million transactions per annum. Yet in most cases nobody knows how well the forms used in these transactions perform, and, as our survey showed, most organisations do not have the knowledge to make sure they are performing optimally.

The fact of the matter is that most people still regard forms as trivial or unimportant. I remember when I first became interested in research on forms, some of my academic colleagues regarded my interest with disdain. One senior academic on discovering my interest said "Surely forms are best left to jobbing printers!". When I first met the officer of the Australian Taxation Office who had been given the job of improving Tax Form 'S', he confided that he might have been given the task because he had done something wrong in his previous project. In fact the reverse was the case; the Commissioner of Taxation, Trevor Boucher, was one of the first senior bureaucrats in Canberra to realise the importance of forms and he appointed an extremely able officer to steer the project through to a successful outcome. But this is still rare. The majority of executives in both the private and public sector are unaware of the importance of these basic administrative tools.

If you begin to take forms seriously and measure their impact, a totally different picture emerges. They are enormously error prone. Two years ago, following some major studies for government departments, we were invited to Capita Financial Group to investigate their forms. When we began our study of Capita's insurance policy application forms we discovered, in a representative sample of 200 forms, errors on every form — a 100% error rate. In total there were 1560 errors on the 200 forms. To Capita's management this figure came as a surprise. To us this was not in the least surprising. In other studies we had undertaken of government and business forms, we had discovered similar failure rates. What was unusual was Capita's senior management's support for our research and their willingness to allow us to publish the results. Much of the credit for that goes to David Greatorex, Capita's Managing Director, and Georgina Carnegie, General Manager for planning and development.

The forms that were used by Capita at that time were typical of forms still used everyday throughout the public and private sector. So errors of this magnitude are probably commonplace throughout government and business. There are two major consequences of these findings. Firstly, if the errors are discovered, someone has to repair them and this adds to administrative costs. We can only speculate on the total cost to the nation of such errors. But let's suppose it costs an average of 50 cents to correct each error. If you take my figure of 9 million transactions with forms and assume, very generously, only one error per form, then the cost of corrections to that organisation alone is $4.5 million. The actual cost to the economy of correcting error prone forms must run into many hundreds of millions of dollars.

But there is a second problem with high error rates. Many errors made by people completing forms go undetected. Thus the quality of information collected on many documents is well below an acceptable standard for high integrity record keeping systems and databases.

In a submission we made to the Senate Standing Committee on Legal and Constitutional Affairs concerning the introduction of the Australia Card we said:

> *Most, if not all the data currently available on citizens in Commonwealth databases was collected using forms. If our findings can be generalised then the quality of information in these databases is likely to be very poor. Merging a number of databases is not likely to help. Inconsistencies and errors are likely to be so high as to make the cost of repairing faulty information totally uneconomic. Moreover, the errors are likely to be concentrated among people who would be most disadvantaged by delays in payments or curtailment of entitlements. They would also be the least able to account for the inconsistencies.*

Thus there are serious social implications arising from the poor quality of data collected on forms.

All this may seem very depressing. But alongside our negative findings we have been developing techniques of better form design that can have a significant impact on the errors. You can never eliminate errors completely, but we have discovered enough about good forms design from our own research, and that of others, for enormous cost savings to be made.

Let me give you some details from the Capita example I mentioned above which illustrate what I mean. Following an intensive programme of research and development work by Capita staff, using the methods we have developed, a new suite of application forms was introduced. Instead of the original 14 highly error prone forms, there were now only two. The error rate, measured after the form had been introduced had dropped dramatically from 1560 on the original sample, to 44 on an equivalent sample of the new forms — a massive reduction of 97.5%. Moreover, instead of errors occurring on every single form, the errors were now confined to 11% of the forms. We had made some estimates on the cost of error repair on the old form. Extrapolating this figure to the volume of forms processed in the year following the introduction of the new form, we estimated that Capita saved $740,000 within one year of introducing the new forms.

These results are dramatic but not a fluke. They are the result of applying proven techniques to the development of forms. Other organisations have achieved similar success applying the same methods, though they have sometimes been more circumspect in acknowledging the results. For example, the Commissioner of Taxation said in his 1986/87 annual report that the performance of the new Form 'S' Tax Return, redesigned in consultation with ourselves, had brought a

> *'significant improvement in the quality of information coming into the Tax Office. Although difficult to measure in actual money terms, it is apparent that the form has been responsible for an increase in the amount of interest and unemployment benefit income being returned. Conversely it would be expected that this increased awareness and understanding of items in the new form would also mean that more taxpayers receive their full entitlements to deductions and rebates.'*

These results are very gratifying for us as a research institute with a commitment to improving the quality of communication and advising business and government on communication problems. Through our publications program and work shops, which are available to members of our Institute, we are making the techniques we have learnt available to the community.

I would like to suggest to you some valuable lessons from our research which may provide you with directions for winning the paper war. Firstly, and probably most obviously, the paper we use in our organisations is much more important and central to good administration than has previously been supposed. Forms are a major instrument in administration, and they account for substantial costs. There are no accurate costs based on contemporary data. But our estimates suggest that for every dollar spent on printing a form at least a further $20 is spent on administration. Forms are also a very delicate instrument. If they are not properly maintained, they become highly error prone, and the costs of routine repair work can be very expensive. Most organisations, as our research shows, do not have any developed expertise in the area of forms design or management. The situation is so bad that many organisations do not even know how many forms they actually have. The lesson is therefore clear. If you want to improve your organisation's efficient use of paper, you need to introduce a forms management programme and develop in house expertise in forms design. The cost of designing forms well is far less than the costs of living with poor design.

The second lesson from our research suggests that the best results are achieved by having the skills for good forms design in your own organisations. In all the successful projects we have been involved with, our role has been that of advisor and, as befits a research organisation, keen observers. The actual work has been undertaken by the staff of the organisation. The reasons why this is better than bringing in an outside consultant to do the work for you are complex. An organisation gains far more by acquiring the necessary skills than by importing consultants. The skills may be used both to maintain existing documents and develop new ones. Improving forms is to some extent an historical process. Both the required knowledge and the achievements have to be built up systematically over time. A consultant cannot provide such continuity. Moreover, good design depends on sensitive and detailed knowledge of how a particular organisation works. No consultant could acquire the necessary knowledge with the same economy as an employee of the organisation.

One disturbing recent trend is for organisations to employ printers to advise them on all their form design needs. Asking a printing company to look after your form needs without employing your own specialist forms analyst is like asking a pharmaceutical company to look after your drug needs without a doctor as an intermediary. The record of drug companies in the third world, where they are allowed to sell drugs directly to the public, should give you fair warning of what to expect if you hand over responsibility for your forms to a printing company without the benefit of an expert forms analyst working for you rather than the printer. The printing industry has not promoted good forms design any more than the drug companies have promoted the safe use of their product. They have simply promoted the sale of more printing and more drugs. Hardly a strategy for winning either the paper war or the war against drug abuse and overuse.

The next lesson we have learnt concerns false economies. While there are good reasons for being wary of printers bearing forms design advice, it does not follow that the best forms are those that involve the least printing. We have seen a number of projects in which the desire to keep printing and paper costs to a minimum has resulted in form content being squeezed to fit the printing budget. The result is a form which is both highly error prone, resulting in a blowout of administrative costs far greater than the printing, and — in forms which are freely available like tax forms — a massive wastage rate, because people use multiple copies to compensate for the errors they make completing them. If the choice is between a well designed form and a smaller piece of paper or cheaper printing, it is generally better to have the well designed form.

There may be some among you who still believe in the paperless office, despite the fact that the introduction of computers generally leads to an increase in paper consumption. It is conceivable that some changes in paper consumption will occur with some of the most recent technology which is allowing high quality laser printed documents to be made available on demand at the point where they are used. And we are seeing the emergence of a new generation of electronic document storage systems. But even if we do see a small reduction — which remains to be demonstrated — the problems of document design will not go away. Moreover, even if all our forms were screen based, rather than the more common paper variety, we would still be faced with the problems of form design on screen. It is a sad fact that most screens for data input systems in current use are appallingly designed, and this problem is likely to get worse. We are witnessing a strange convergence in technology. As each new operating system in the 1980's is introduced — first in the Macintosh, the Microsoft Windows, Presentation Manager, and Wang Freestyle — computer screens are looking more and more like sheets of paper. At least with a black screen and amber dot matrix characters, there is a limit to the typographical sins that a visually illiterate programmer can commit, though many have managed to excel themselves. The costs of these poor designs in terms of input errors, speed and training can be considerable. But with full colour and an enormous range of fonts, the possibilities for atrocious design become practically infinite, and in its wake will come an infinite variety of ways of wasting resources. Thus whether we are talking about paper or electronic systems the problems of document design remain. And it is likely that the lessons learnt about designing paper forms will be readily transferable to screen design as the screens become increasingly like paper.

Our research also shows that while there are procedures that can be applied to develop good forms, there are no formula solutions that will work reliably across a range of applications. If you want your forms to work, not only must you apply known good design features but you must also test your designs before they are put into use. Unless forms are tested properly before they are used, they are unlikely to perform optimally.

In fact, unless forms are tested, we would argue that they have not been properly designed.

Finally, some thoughts about the future of forms design. I have always believed in driving forward while looking occasionally in the rear view mirror. We can learn a great deal about where we are going by looking at the past. The situation we find ourselves in as form designers today is not unlike the situation book designers found themselves in at the time when there was no standardised spelling or punctuation. Many of our forms, like many books from an earlier age, are difficult to read because there are no agreed conventions of usage. We have therefore been investigating the loose and ambiguous conventions that are currently used in forms. Out of these we have created a grammar of forms which is the forms equivalent of standard spelling and punctuation. We are very excited about this research. For the first time it provides a standardised system for generating forms. We are currently engaged in an ambitious project to put this grammar into an expert system. When this is complete the principles of good forms design will be widely available.

I have talked in this address almost exclusively about forms. But much of what I have said about forms can be applied to other documents. Indeed our research programme has investigated many other kinds of documents, including such things as telephone books, procedure manuals, legal contracts and information brochures. In all we find that their importance in good communication has been grossly underestimated. Winning the paper war may well therefore involve you in convincing your management to reassess the role that many other kinds of documents play in your organisations.

Much of the work we undertake quite clearly benefits the organisations who use our advice. But the primary beneficiaries, from our point of view, are the innocent victims — the members of the public and the workers who have to deal with the poor documentation that many organisations produce. If we can, in some small way, prevent the innocent from paper bombardment, I think we should try and do so. So I would like to leave you with two questions. On whose behalf are you waging this war? And who will benefit from the victory? I think you need to answer these questions before you go into battle.

PLANNING AHEAD FOR YOUR COMPANY SECURITY!

by John McDougall, A.I.M.M.
State Manager, M.S.S. Records Management Services — Queensland

There have been numerous occurrences in recent times that have resulted in horrendous circumstances for many companies that had not developed a "Contingency Plan" to deal with unexpected events, therefore suffering severely with substantial market loss. A number have never recovered at all! Occurrences or disasters can be described in many ways. However, they could include **Fire, Flood, Cyclone, Hailstorm, Fraud, Theft, Sabotage, Accidental or Deliberate Damage, Power Failure, Vermin Plagues, Aircraft Crash, Road Smash, Noxious Gas or Fuel Escape, Viral Attacks, System Failure.**

Despite these potential hazards, many companies and some government departments have a very casual attitude toward the need for contingency planning, and to the security and handling of their vital backup data packages, valuable records and information.

The development of a contingency plan is something that should be placed high on the priority list by all organisations, and actioned as soon as possible. A delay could prove catastrophic!

WHAT IS CONTINGENCY PLANNING?

Contingency planning could be described as risk or loss prevention through simple planning and evaluation. In all businesses, there are key or critical factors which, if occurring, directly impact on the overall viability of an operation.

It is the responsibility of senior management to identify the potential threats and plan against these threats which, if occurring, could put a company out of business or provide serious disturbance to the provision of services by government authorities. By the development of a contingency plan, organisations will be capable of adapting quickly to re-establish normal operations in the event of an unplanned disaster or occurrence.

Whilst almost all companies carry insurance, this provides only for replacement equipment and premises and provides income immediately after the catastrophe. It does not, and cannot, replace information including computer media, programs or records. Your debtor lists, customer lists, trading history, formulae, product specifications and drawings, projected plans, computer software programs and many other records vital to your organisation's survival have gone. The loss of one set of records would be uncomfortable enough, the loss of them all would be disastrous!

Management must ensure that a clear understanding and appreciation of the assets to be protected is established, and clearly defined. Company information is without doubt, the heart of computerised business systems and there are many areas to be considered including operating instructions, business systems documentation and standards, operating systems, job scheduling, application programs, data preparation, job specifications, program modifications, register and equipment specifications.

There is also information resulting from the processing of files — the reports in print, microfiche or screen form. These items containing the majority of company information are normally stored within a small area and are often a vulnerable target for the industrial saboteur. It is the protection of this information where some companies fail to relate to the considerable investment already committed towards the computer hardware itself.

In fact, in 1988, a study on computer security in Australia carried out by RMIT provided some devastating information, as only two (2) of the 392 respondents from some of Australia's largest companies satisfied the minimum acceptable computer security standards.

Major weaknesses identified included:

* Inadequate fire protection.

* Absence of effective contingency plans.

* Poor identification and control procedures.

* Ineffective EDP audit.

Another survey conducted by Ernst & Whinney that was noted in March, 1989 issue of "Business Review Weekly" found that 87% of businesses surveyed listed computer security as one of their main priorities. However, it is estimated that 85% of businesses do not take adequate precautions to protect themselves against potential loss through an occurrence. Although an absolutely secure computer system is not yet feasible, there are many steps available which would establish a backup and recovery plan, capable of ensuring the recommencement of vital processing from scratch, almost immediately.

Organisations might well depend on their contingency plans to store essentials off site. Statistics show that **more than 70% of businesses whose paperwork and computer programs are lost in fires, go out of business within three years of the fires.** Authorities estimate that there are more than 1500 businesses razed by fire in Australia each year.

Fire destroys those essential pieces of paper that every business needs to run efficiently. Fire is a killer and it kills business. With all its information gone, so are its clients — they have gone to competitors.

Unless responsible management has a **Contingency Plan** in place before the disaster, to get the company back into operation immediately after the disaster, the company will lose market share and possibly its total market. Insurance money will not help the business get back on its feet immediately. A well researched **Contingency Plan** will!

The format for developing a contingency plan will differ, depending on the products or services provided by an organisation. However, as a general outline, the following guidelines could possibly be applied when considering the development of a plan.

These are the main actions required for a great majority of organisations, whether they be manufacturers, professional groups or government authorities. An interpretation can be made to suit each area. However, there will be areas, no doubt, that need careful planning in any organisation that have not been covered in this basic plan.

The important element is to have a plan and secondly, to make sure that staff, shareholders and others with an interest in the organisation are aware of the fact that a plan exists.

The cost is small by comparison to the alternative of not having a plan to deal with a disaster should one occur!

Remember — if you fail to plan
You may be planning to fail!

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DEVELOPING A CONTINGENCY PLAN

PHASE 1:

Define	your objectives after a loss by listing them in order of priority.
Identify	the minimum production level required to protect market share and the desirable level of production required to protect revenue.
Investigate	(i) The availability and feasibility of alternative methods of production. (ii) The availability of technologically compatible methods of production. (iii) The availability of off-site security storage for company records and computer media.
Assess	(i) The company records and data programs required to be stored securely off site. (ii) The estimate of the cost of plant replacement. (iii) The production volume of each alternative location and the costs of each. (iv) The revenue loss at each alternative location and costs of each.
Establish	the optimum level of production.
Evaluate	The funding requirement for contingency overheads and the increased costs of production.

PHASE 2

Develop	A flow chart listing all production processes that you cannot do without.
Analyse	The process flow — all those critical procedures upon which your business depends, identifying any weak links.
Threats	Make a full evaluation of the production flow and identify any weak areas.
Design	A contingency plan to minimise the production processes.
Options	Develop options to eliminate or minimise threats and production weak spots.

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PAPER — HERE TODAY, GONE TOMORROW.

by Tamara Lavrencic
Queensland President of the Australian Institute for the Conservation of Cultural Material.

The Archival Paper Action Committee (APAC) was established as a sub-committee of the Australian Institute for the Conservation of Cultural Material (AICCM) in August, 1987.

The aims of the committee are to:

* establish (through the Standards Association of Australia) Australian Standard specifications for permanence and durability of selected grades of paper and board,
* promote the use of archival papers by printers, publishers and governments and to concurrently establish sufficient demand for archival paper to ensure that manufacturers produce it in cost effective quantities,
* seek tariff concessions for archival-quality paper and board unavailable in Australia which is to be used specifically for the preservation of artistic, historical and cultural collections and,
* identify an independent and impartial laboratory testing facility which could monitor standards for archival paper and board.

With regard to the first aim, the Standards Association of Australia is well underway towards procuring an Australian Standard specification for permanent paper.

The second aim resulted in the production of a leaflet which was sent with a questionnaire to most Australian institutes holding records. A summary of the results is being prepared and this will form the basis for a letter to be sent to Australian paper manufacturers, merchants and appropriate authorities.

There has been a strong demand for copies of the leaflet with the numbers requested exceeding the supply. This is a very positive response and indicates the level of interest in addressing the problem of paper permanence.

The main problem is that most modern paper to date has been produced from mechanically ground wood pulp. The presence of wood impurities, mainly lignin, cause such paper to discolour rapidly and become severely embrittled. Such deterioration is often accelerated by the presence of acidic sizes used in the manufacturing process, air pollution, excessive light, heat and humidity.

APAC believes that the most cost-effective strategy to overcome this problem is to use paper which conforms to standards for permanence and durability. While this will not help those records already in existence, it will drastically reduce the preservation bill for future record holdings.

Modern technology exists which can produce bleached chemical wood pulp papers which are alkaline and sized with neutral synthetic sizings. These papers, known as archival paper, should be stable and usable for several hundred years if stored and handled properly.

Archival paper is manufactured in Australia. The APAC leaflet lists suppliers of both Australian and imported papers. Archival paper costs slightly more than some other papers because it is not produced in cost effective quantities. This, hopefully, will be resolved if a demand for such paper is established and sustained and by the response to the leaflet and questionnaire, this looks promising.

RECORDS — THE MAIN ROADS WAY

A summary of three papers on the development of Records Management in the Queensland Mains Roads Department.

HISTORICAL PERSPECTIVE

by Bill Parr.

The Departmental filing system commenced in the 1920's when the Main Roads Board was formed. Little change occurred in the system until the early 80's. Changes in the records sections staff over the previous 10 years or so had been considerable and it was recognised that the filing systems had expanded enormously. Therefore the need for action was obvious to all. The Department's Records Systems were the heart of the organisation. Senior Management decided that Records needed to get a higher profile in the Department, and action needed to be taken to modernise the system. A new Review Committee was commenced under the chairmanship of the Secretary of the Department to oversee development of records systems in the District Offices and to proceed with a review of the Head Office system.

In 1983, a series of workshops was held to bring together officers involved with District office records systems to facilitate exchange of problems and solutions to problems and to introduce them to the Head Office Records System. Key results of those workshops were:—

1. A new perception of Records Officers and the role of their supervisors.
2. A general willingness by representatives of most districts to return to the office with a determination to get District Engineer and District Clerk support for upgrading of the existing District Records System.
3. The need to get all users involved in the development process whilst emphasizing the role that users play to make the system work properly.
4. That the Department should hasten slowly in the introduction of computer software before the bugs in the manual systems were removed.
5. That they had the support of Senior Management of the Department in the efforts to improve their systems.

As a result of that experience, many of the Districts started to get serious with Records. User workshops were conducted, manuals for operators and users were written and new storage systems purchased. In two years the change statewide was dramatic.

The Review Committee then turned its attention to Head Office. Consultant, Harry Haxton, was commissioned to perform his "High-spot review" and make recommendations. The Haxton Report then formed the basis for change... change to existing practices... changes to existing concepts... improvements to the day to day housekeeping arrangements in Central Records ... and then eventual computerisation of the system.

In 1986 a full Departmental wide seminar of Records Management staff was held, to give the opportunity for District and Head Office Records staff to interact and share their successes and failures of the previous years, and to introduce Head Office Branch and Section Heads to the importance of proper Records Management, and the professionalism of the people handling their records.

Simultaneously the Department was in the process of a Clerical Organisation Review which provided an ideal opportunity to look at the level and qualifications of people operating records systems throughout the State. Whilst the result was somewhat less then expected, it did result in some re-structuring and the appointment of new personnel, including a new Records Manager. All those changes resulted in delays in implementation of the Haxton Report recommendations, but by 1987 the familiarisation of the system by new staff was complete and a sub-committee was formed to review progress in the Head Office developments and to make further recommendations for future directions. This was the Head Office Records System Evaluation or H.O.R.S.E.

HEAD OFFICE RECORDS SYSTEM EVALUATION (H.O.R.S.E.)

by Clive Finter.

This project was a very serious undertaking, however, the presence of a number of constraints made the job more difficult. Although management recognised the need for the review, the outcome could have been endangered by the terms of reference being too rigid. Constraints like being given five weeks to start from scratch and present a formal report to management, no likelihood of approval for a computer assisted solution in the short term, and conditions like "there will be no increase in staff" all had to be accepted by the Project Team.

Irrespective of these constraints, the most important facet of the entire project was firmly in place; committed and positive management support. Without support and recognition from senior management that a need for a review existed, the necessary resources would be provided, the recommendations would be fairly considered, and the necessary finance would be made available; then such a review would never have been started. Of course, there are other very necessary requirements, but without total management support, then our HORSE would never have been brought to the barrier. It would have been a waste of time, energy and resources.

The Project Team had firm hold on the reins of the HORSE and derived two strategies for data collection. Staff of the Central Records and Mail Services Units participated in a number of workshops which not only served to provide the necessary data for the review but also served as motivational and morale building sessions. The second strategy consisted of a Users Survey, in which a preliminary check was undertaken of the number of users of the Central Records System. Subsequently, 149 surveys consisting of 23 questions were distributed of which 116 or 78% were completed and returned. These activities resulted in a mountain of data being gathered which was then analysed and the report, containing six recommendations, was prepared and presented to management in October, 1987.

Recommendations:

1. A strategic plan for the ongoing development of Records Management in Main Roads, including the use of computerisation, should be developed, documented and implemented.
2. The Central Records Index and indexing procedures require extensive revision, updating and making available to users.
3. The daily work flow procedures of the Mail Services Unit require extensive revision to meet users' needs and at the same time ensure that the requirements within Central Records and Mail Services are met.
4. User education and "on the job" operator training programmes need to be conducted to equip and advise staff in the procedures and services of the Records Management Office.
5. Staff classification structures require review to ensure that trained and knowledgeable staff are available from within the Section to undertake the full duties and responsibilities of these positions and to provide a line of relief within the Section for all classifications down to and including Administrative Assistant.
6. Provision should be made for further detailed examination of areas relevant to this Review which, because of insufficient time, were unable to be researched in depth. These areas include:
    - (a) The development of a Departmental Retention/Disposal Schedule.
    - (b) Upgrading current file storage facilities in Central Records.
    - (c) Assessing intermediate/archival file storage facilities in Head Office and at Nundah Store.
    - (d) Evaluating the use of microfilm for archival records.

Following the presentation of the report to management, a number of actions have been taken to implement the recommendations:—

- A draft format of a new classification and indexing scheme has been prepared and an officer assigned to special duties to complete the task.
- Radical changes have been made to office layout, staff grouping, and daily work-flow procedures, resulting in immediate improvement in efficiency.
- Further operator training workshops have been conducted, giving staff opportunity to be involved, not only in the planning but also in the practical aspects of change.
- Education of users in the services offered by the Mail Services Unit was undertaken to a limited extent, with further extensive workshops to be conducted when computer assisted systems are ready for implementation.
- A draft Departmental Retention/Disposal Schedule is being prepared for submission to the State Library Board for approval.
- The 200 four drawer filing cabinets in Central Records have been replaced with free standing lateral shelving and colour coded file covers.
- Research has been conducted and a formal submission to establish an Archive Management Program is being prepared.
- A pilot project for the microfilming of archival records has been underway since January, 1989 and the results are an integral part of the Archival Management Program.

Since the Review, there have been a number of other investigations in the Department, all focusing on Information Management. To create some degree of corporate control over these activities, the concept of an Information Resource Centre has been proposed.

INFORMATION RESOURCE CENTRE — THE DARK HORSE

by Ann Hanger.

It is essential that better management level and operational level information systems be developed within Public Infrastructure Authorities. Main Roads, therefore, has been studying its information systems, identifying the problems and making improvements so that it will have information systems that will support management efficiently and effectively. Some of the problems thrown up by the studies include duplication and redundancies of systems in Head Office and in the districts, inefficient services to clients, both internal and external, and unskilled and untrained staff handling the systems.

Senior management, to help overcome some of the problems initiated a number of structural changes in the Department and one of these was the establishment of the Information Resource Centre (IRC), comprising the Library, Records Management Office, Archives and the Museum.

The Library consists of the Head Office Library and District and Branch Office Libraries. The Head Office Library is operated by the Head Office Library staff with the satellite collections being maintained by local support staff.

The Records Management Office comprises Central Records and Head Office despatch. Branches not situated in Head Office and the districts operate their own separate records systems.

Archives, because it is not a fully developed unit yet, is a subsection of the Records Management Office. At present, the staff are formulating a retention/disposal policy for the department and implementing a microfilming program for permanent records.

The Museum is still in the very early planning stages. Material objects for its collection are being identified and collected, and funding sources are being investigated.

Senior management saw the setting up of the IRC as an opportunity to:—

- enhance the already notable and separate achievements of the Library and Records Management Office by strengthening their structural base.
- better deploy the special and complementary skills of librarians and records officers.
- be better prepared for developments in information technology.
- increase opportunities for multi-skilling of support staff.
- better serve the decision makers by providing a one stop shop for information queries.

As the new structure was announced by senior management with very little prior consultation with middle managers in the information resources area, the IRC was regarded as a dark horse until the aims and objectives were properly understood. The new structure has been in place for ten months now and there is a reasonable level of acceptance for it. Acceptance will increase when the Library and the Records Management Office are re-located and opportunities will become available for the IRC management to make improvements to the organisation of the information resources system.

The Library, Records, Archives and Museum were put together because they are in the business of information transfer. They receive information, store it, and then retrieve it for clients. They are the middle people between the information givers and the information receivers.

The brief for the manager of the IRC is to create a proactive environment in which recorded information, pertinent to the needs and opportunities of the decision makers, is easily available to them, so that they will be assisted in achieving the corporate objectives.

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This inaugural conference of the Australian Library and Information Association will seek an understanding of the modern library and information world. The program will examine the diverse interests of the profession, and its role in and response to a rapidly changing social, economic, political and technological climate.

Offers of papers, accompanied by biographical details of intending authors, should be sent to the Chair of the Program Committee. The formal Call for Papers closes on 31st July, 1989, but intending overseas authors may contact the Program Chair up to November 1989. The full text of papers will be required by 31st May 1990. Papers will be reviewed before acceptance.

TENCODE — A UNIVERAL CLASSIFICATION CODE FOR LOCAL GOVERNMENT RECORDS

by Brian Hunter
Principal, Hunter Consulting.

The bedrock foundation of your whole organisation is the ability to classify, store and retrieve information. **Nothing** is more important. If you don't get this right, it will debilitate and frustrate the grandest of your strategies. We all strive to get it right, but our central records operations often struggle for lack of reliable classification codes.

Local Government records management urgently needs it own "Dewey Decimal" equivalent. This is not a new problem, but recent flood tides of information make it seem that way. I know there are a lot of trendy keyword salesmen about, but keyword methods will always corrupt over time, unless controlled by the discipline of a logical, exhaustive classification system. Keywords are not classification systems. They are indexes to be overlaid across underlying classification codes.

I first faced the problem of classification 28 years ago, as a young Shire Clerk. I found I could not buy a code "off the shelf." I was forced, by circumstances, to personally research the problem and to devise in-house solutions. Those solutions now seem to me to be relatively crude, but in the process I learned the beginning rules of classifying municipal material. Those rules and ideas have continued to evolve and refine over time. Six years ago, in a much larger local authority, I began the installation of a classification system which represented major refinement of the original ideas.

Again, I found I could not buy a solution "off the shelf" and a lot of energy went into development of a classification method which I called "Strescode."

I have recently looked at the problem again, this time through the eyes of a consultant. I know that many of us are still struggling in this area, each of us striving to invent his own wheel. I don't think this is any longer an acceptable approach. It is a common problem, an industry problem and we need an industry approach.

Queensland local government recently saw the introduction of a uniform chart of accounts. Because it was largely developed to serve interests outside the industry, many people were not impressed. Nevertheless, the principle of a universal code to classify accounts is now fully supported by the local government industry. There is no reason to suppose we cannot also support a universal code to classify records.

To this end, I have gone back to the drawing board and again revised all the old logic, this time aiming not for a design for one Council but for an industry design for all Councils. As a result, I have now developed a new code called TENCODE, because it classifies all municipal matter into just ten primary classes. If you think this is simplistic, Melvil Dewey used ten for the entirety of all human knowledge and Roget just six.

The TENCODE project began as a modest records management exercise but the final model design is now so comprehensive it has become a tour de force in contemporary local government analysis. It is the first universal classification code written as a model for Queensland local government records. But it has become much more than just a file plan. Because it results from an **exhaustive** analysis of local government functions, it has the capacity to become a new management reference and a training manual for local government educators.

TENCODE is universal in that it can be used as is by the smallest Councils, it can be expanded to suit the very largest, and, if married to the new data base registration and enquiry systems, will provide the discipline to prevent the corruption of those systems over time.

TENCODE accommodates abstract analysis so well that it is the first subject code truely compatible with minute indexing demands and will therefore integrate with meeting secretariat systems. As to capacity for specificity, with analysis possible to five levels, it has adequate case and job file capacity built in.

MAIN LOGIC

So how is the code constructed? How does the classification work?

The method is a composite of several logic components (called "sorting conventions") which are briefly summarised as follows:—

MUNICIPAL/NON MUNICIPAL SORTING, i.e. discrimination between matters germane to the Local Government function and matters external to that function.

LIBRARY CULLING, i.e. the extraction of "dead" or library material.

PRIME FUNCTION ANALYSIS, i.e., application of the Prime Function theory that Councils only do four (4) things, i.e.,

- SPEAKING (the representation or communication function)
- RULING (the regulation or government function)
- DOING (the works and services function)
- KEEPING (the custody function)

PRIMARY/SECONDARY ANALYSIS, i.e., recognition of five (5) secondary functions, namely,

- MANAGEMENT (the administration function)
- MONEY (the finance function)
- LABOUR (the staff function)
- LOGISTICS (assets, materials and support services)
- INFORMATION (reference library services)

TRUSTS SEPARATION, i.e. discrimination between assets vested and assets vested in trust.

UNCLASSIFIABLE MATERIAL EXTRACTION, i.e., extraction of material temporarily or permanently incapable of classification, i.e., interim, nonsense, and general material (material too general for classification).

LOGIC INTEGRATION

All logic is merged to provide a final code of ten (10) classifications, with a standard citation order (in alphabetical sequence) as follows:—

A Code (ADMIN)
E Code (EXT AFFAIRS)
F Code (FINANCE)
G Code (GOVT)
L Code (LOGISTICS)
R Code (REF LIBRARY)
S Code (STAFF)
T Code (TRUSTS)
U Code (UNCLASSIFIED)
W Code (WORKS)

DATA EXTRACTION SUBCODES

The system allocates standard file codes at all levels for the recognition and extraction of selected data for management reporting and reference purposes. The model provides for 10 standard extraction codes (called the "Standard File Group") and allows space for the creation of an additional 10. The 10 in the model are as follows:

0. COMPLAINTS & ENQUIRIES
1. COMMENDATIONS & THANKS
2. POLICY
3. DELEGATIONS & AUTHORITIES
4. SYSTEMS & ADMIN ORDERS
5. STATS & REPORTS
6. LITIGATION
7. CAPITAL WORKS PROGRAM
8. MAINTENANCE WORKS PROGRAM
9. JOB FILES

FLOW CHART SORTING

In cases of difficult analysis the structure of the code allows for classification through an elimination process, using a flow chart. (Figure 2). The chart is not just a sequential controller, but is a check list for testing sorting solutions. It is especially useful for training and for assisting and coaching new staff.

SECONDARY LEVEL CODES

We have seen that the primary level analysis uses 10 codes. Hence the system name TENCODE. The system allows further classification down to 5 levels and the model has been researched and written down to the fifth level. What about the secondary level? How big are the secondary codes?

As with the primaries, code number magnitude is always manageable. The secondary classifications are exhaustive but are nevertheless compact enough to facilitate easy reference. Some examples are —

A Code	19 subcodes	(Figure 3)
F Code	24 subcodes	
S Code	33 subcodes	
U Code	6 subcodes	

The finished work provides exhaustive analysis of all Local Government functions. As a result there is a place for every file possibility or there is a space where it should be inserted.

The model is a jigsaw puzzle dividing Local Government into a finite number of pieces. User Councils can expand the difficulty of the puzzle by dividing a puzzle piece into smaller parts, but the model will always provide a place for every piece.

Why? Because the system developer began with the picture and not with the pieces. He began with the **WHOLE** picture of Local Government. So many software contractors today supply systems which degrade quickly because the contractor has never seen the whole picture and sooner or later pieces turn up which just don't fit and will never fit. When enough of these accumulate, the system falls over.

TENCODE has been designed for maximum user-recognition of primary code separation, i.e., the primary codes have been carefully formulated for maximum disparity or discreteness. This results in very accurate first level analysis of material.

The system stands on its own as a reliable filing and enquiry system. The logic is so thorough there is no need for memorising, no need for a thesaurus, no need for keywords or for any other index.

On the other hand the system fits perfectly with an overlay of additional document registration software if desired.

The system has been written for Queensland practice and it incorporates Queensland statutory references and citations.

There are plans later to edit the system for NSW use.

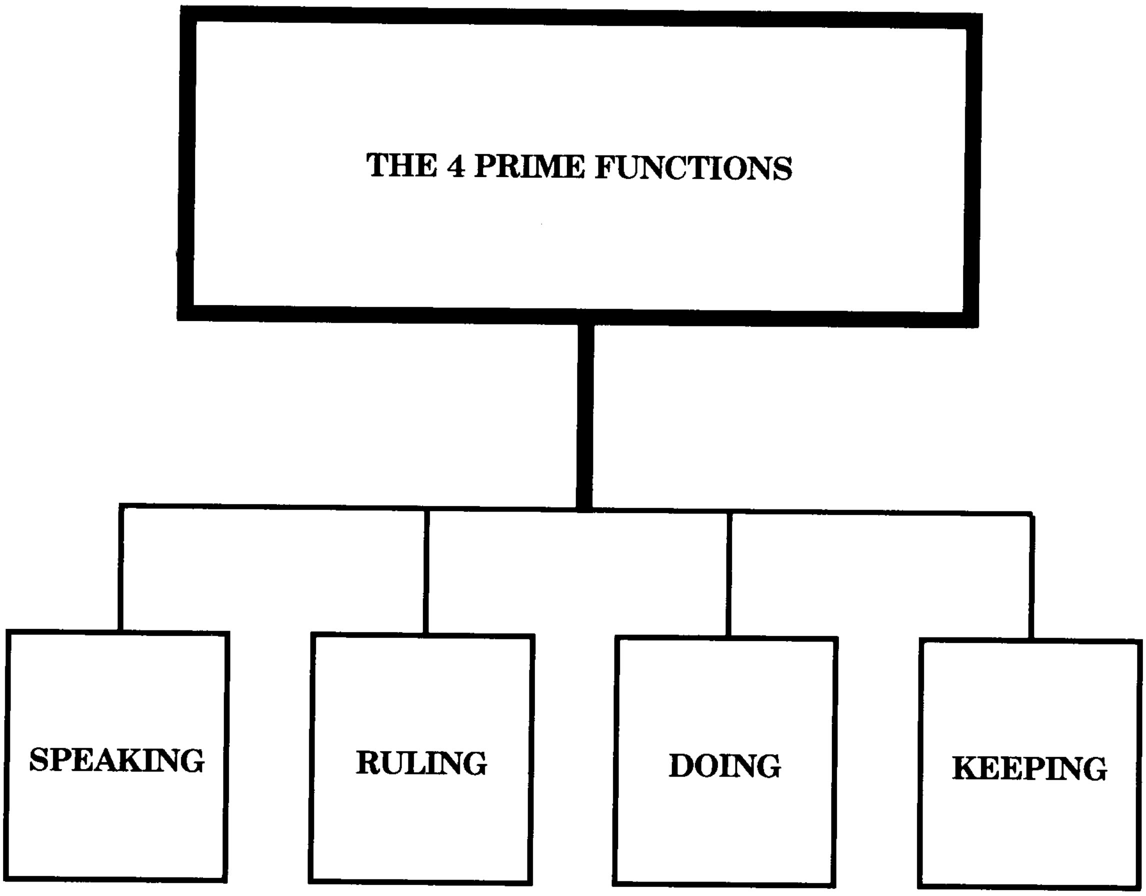
TENCODE opens up Local Government practice in much the same way a schema or a flow chart unlocks a complex statute. Its cross referencing and citation of statutory authorities is a powerful tool for reference and research.

Managers, educators and students will all find the code a valuable new reference device.

FIGURE 1

SORTING THE HAYSTACK — MAIN LOGIC

LOGIC 3


THE 4 PRIME FUNCTIONS
SPEAKING
RULING
DOING
KEEPING

Councils only do 4 things:

(1) **SPEAKING**, or **COMMUNICATION**, i.e., the **REPRESENTATION function;** representing the community.

(2) **RULING**, or **REGULATION**, i.e. the **GOVERNMENT function.**

(3) **DOING**, or **WORKING**, i.e., the **WORKS function;** serving the community.

(4) **KEEPING**, or **STEWARDSHIP**, i.e. the **CUSTODY function**, including trusteeship.

FIGURE 2

SORTING THE HAYSTACK — MAIN LOGIC

LOGIC 10

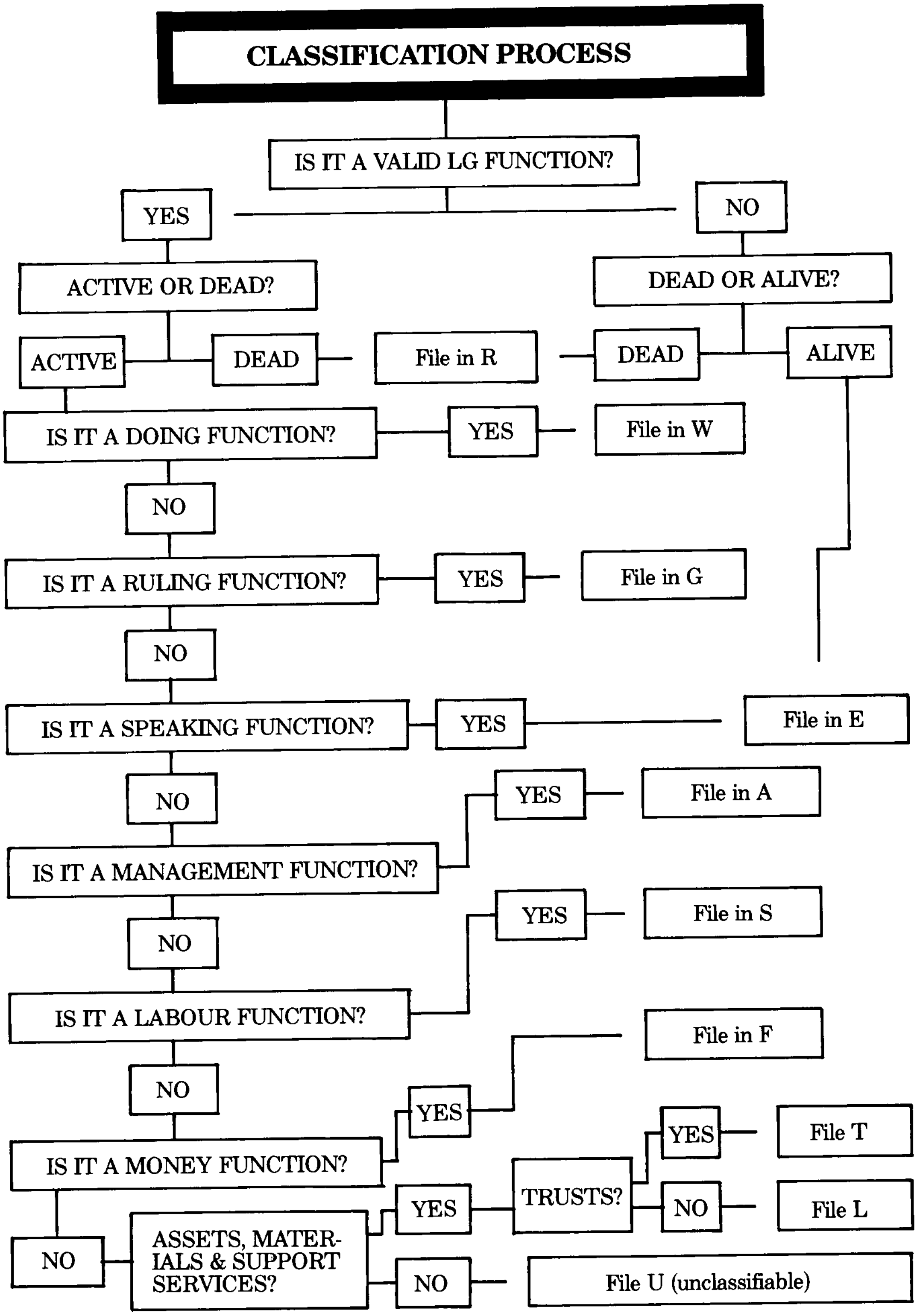

CLASSIFICATION PROCESS
IS IT A VALID LG FUNCTION?
YES
NO
ACTIVE OR DEAD?
DEAD OR ALIVE?
ACTIVE
DEAD
File in R
DEAD
ALIVE
IS IT A DOING FUNCTION?
YES
File in W
NO
IS IT A RULING FUNCTION?
YES
File in G
NO
IS IT A SPEAKING FUNCTION?
YES
File in E
NO
YES
File in A
IS IT A MANAGEMENT FUNCTION?
YES
File in S
NO
IS IT A LABOUR FUNCTION?
File in F
NO
YES
YES
File T
IS IT A MONEY FUNCTION?
TRUSTS?
YES
NO
File L
NO
ASSETS, MATERIALS & SUPPORT SERVICES?
NO
File U (unclassifiable)

FIGURE 3

SECONDARY CODE INDEX

PRIMARY CODE A (ADMIN) — 19 SUBCODES

0 to 9	Standard File Group
20	Charter
30	Charter moderation
40	Corporate insignia
50	Public office
60	Meeting chamber
70	Polls-members-triennial
80	Polls-members-vacancy
90	Polls-referenda
100	Members
110	Members' secretariat
120	Committee system (establishment & constitution)
130	Meetings
140	Meeting secretariat services
150	Consultations, inspections & visits
160	Municipal legislature
170	Town Clerk's secretariat (& office of CEO)
180	Staff boards — incorporation
190	Corporate planning services
200	Management, co-ordination & communication services

GENERAL RECORDS DISPOSAL SCHEDULE FOR LOCAL GOVERNMENT

by Lee McGregor
Queensland State Archivist

The General Records Disposal Schedule for Local Government records in Queensland prepared by Queensland State Archives with assistance from a committee of the Records Management Association of Australia is now complete and was forwarded out to Councils in June. Since 1958 it has been a legal requirement under the **Libraries Act 1943-79** that no local government records are to be disposed of without written authority from the State Librarian. This was to ensure that records of long term historical, legal or administrative value were identified and preserved. With the passage of the **Libraries and Archives Act 1988**, this responsibility was formally transferred to the State Archivist.

Until now, it has therefore been the responsibility of each Council to negotiate individually with the State Archives over disposal of records. The primary purpose of the General Disposal Schedule is to provide a list of records designated as permanent for the guidance of Councils. It was then suggested by a number of Council managers that it would also be useful to prepare a retention schedule for temporary records defining the minimum period for which each type of record should be held. This has therefore been done.

There are now two ways in which a Council may get authorization for disposal of records. Firstly, they may simply continue the existing system of adhoc approvals whereby State Archives is notified each time in writing of any proposed destruction. Or alternatively, those Councils which choose to do so, may prepare and submit their own disposal schedules, using the General Records Disposal Schedule as a guide. Once the Council's Schedule is approved they may then carry out disposal in accordance with their schedule on a continuing basis.

The General Schedule is divided into seven main parts, including the Introduction which gives general advice on its implementation, as well as information on the microfilming of records, maintenance of local history collections, storage and preservation of records, and the problems associated with electronic storage media.

Part 1 lists the broad functional areas into which the records have been grouped. These functional groups are intended to facilitate ease of access to information in the schedule. Part 2 is a list of all records which have been designated as permanent and which must not be destroyed. Part 3 is a list of records which may be considered as vital to the interests of Council and which should therefore be well protected. To a considerable extent, this will overlap with the list of records designated as permanent.

Part 4 is the General Records Disposal Schedule itself. Records are grouped into 16 functional categories and listed alphabetically by subject within those functional areas. Each entry gives a reference number, a brief description of the subject or type of records, whether they are designated as permanent or temporary and a minimum retention period. Parts 5 and 6 contain an index to the Schedule and a Glossary of Terms respectively.

Although the primary purpose of preparing the General Disposal Schedule has been to identify and ensure the preservation of records documenting the history of local government in Queensland, it should also assist Council's in reducing records storage costs through the identification and regular disposal of temporary records once the minimum retention period has expired.

IMPLEMENTING THE LOCAL GOVERNMENT DISPOSAL SCHEDULE

by Russell Fraser — Records Manager, Logan City Council

With the approval by the State Library Board of the General Records Disposal Schedule for Local Government, local authorities now face the task of implementing the recommendations. The Schedule is the result of many months of work by staff of the State Archives in conjunction with Records Managers from a number of Councils, and provides welcome assistance in the battle to effectively manage the records of local authorities.

Local authorities have the choice of two methods of implementation. Option one is to use the General Schedule in its existing form and to advise the State Archives prior to destruction of records. The second method is to prepare and submit their own disposal schedules for approval, using the General Schedule as a guide, and then to carry out disposal on a continuing basis, in accordance with their own approved schedule. Logan City Council proposes to use the latter method, by developing its own Schedule, and incorporating its own specialised requirements; in conjunction with other improvements to its Records Systems, including development of repository storage facilities, and computerisation.

The Program will be developed in five stages, some of which will run concurrently:—

(i) Correspondence Files

(ii) Non-correspondence Records

(iii) Vital Records

(iv) Computer Reports

(v) Archives Program

(i) The first stage, nearing completion, is the preparation of a disposal schedule for correspondence files only and is based on the list of authorised file headings set up by Records Section. Each records series has a determination code and a retention code. The determination code provides a guide as to the date from which a retention period applies, which could be the date of last action on a file, the termination date of a special event such as a lease or contract, or the last day of a calendar or financial year. The retention code is the period in years for which the record will be held, and makes provision for permanent retention, review prior to disposal by Council officers, and a code showing the active period before transfer to repository storage.

The schedule was referred to Council officers for comment on records series which related to their area of responsibility. Retention periods were the minimum specified by the Standard Schedule, with longer periods in certain cases to suit Council's own particular needs. The usual comments were received:—

- "We better keep it, the information might be useful."
- "Don't we have to keep everything seven years."
- "Why don't we microfilm everything."
- "We should keep it just in case."

Agreement was finally reached after patient, (and sometimes not so patient) negotiation, and explanation that the need to keep the records must be balanced against the cost of storage or microfilming. In many cases, the cost could not be justified. It was pointed out to officers that the same information was usually available in other Council records which have longer retention periods, such as Minutes.

It was explained that, prior to destruction, all files would be thoroughly examined by Records staff for any documents which provided proof of Council obligations, historical material, legal opinions, origins of bylaws, precedents or policies, or any other matter which, in the opinion of the disposal examiner, would warrant longer retention. Although most officers were prepared

The General Records Disposal Schedule for Local Government is available free of charge to all Queensland Local Authorities. Other interested parties are advised that the schedule is available for sale. Contact:—

LEE McGREGOR
Queensland State Archives,
162 Annerley Road, Dutton Park, Qld. 4102
Telephone: (07) 844 3215

to trust Records staff, some decided to exercise the option of reviewing each file in the series before destruction.

(ii) The second stage of the program relates to the preparation of a disposal schedule for other Council records, not of a correspondence nature. This will be developed after a comprehensive survey of all Council's records holdings and further discussions with Council officers. The survey will endeavour to list and describe each records series and allocate a retention period for each series, using the Standard Schedule as a guide. The survey would also seek to identify vital records, conduct an inventory of the usage of filing equipment, identify possible micrographic applications and provide information for Council's Forms Management program.

(iii) Stage 3 of the program consists of identifying records vital to Council's operations, and setting up procedures to ensure that such records are protected. A suggested list of vital records is included in the Standard Schedule. However, this list would be checked against information collected from the survey conducted during Stage 2. Procedures would then be set up for the protection of such records. While some of these records are already well protected, particularly those in machine readable form, this program would seek to confirm this.

(iv) The next stage consists of developing a list of computer produced reports. Council currently produces volumes of computer reports, some of which have very short term use. It is proposed to reduce the problem of useless reports being thrown in a corner and forgotten by:—

(a) investigating the need for such reports.

(b) allocating a defined retention period and encouraging the disposal of these reports.

The list will be prepared from information collected by the survey in Stage 2. As new systems are developed, report lists will be forwarded to Records Section and retention periods allocated. Reports which have long-term retention periods will have one working copy produced on paper and an additional copy on microfiche for retention.

(v) The final stage consists of preparing a list of those records which need to be collected for permanent preservation, and develop an Archives Program to collect and manage those records. The Standard Schedule provides a list of permanent records which should be preserved and this will be used as a basis of preparing Council's own list. Records which have value in providing background to Council policies and procedures, as well as those forming part of the administrative history of the Council, should be preserved. Other Council records which form part of the history of the community or which provide information to family history researchers should also be preserved.

In conclusion, the ultimate aims of the program are:—

— to dispose of those records that are no longer needed in a planned, co-ordinated and controlled manner.

— To reduce the volume of inactive records stored in operating areas.

— to set up procedures to transfer inactive records to repository storage.

— to collect and preserve those records which have permanent value.

— to protect vital records.

The program is still in its early stages, and is expected to take up to two years to fully implement. Some stages will run concurrently, and, when fully complete, the program is expected to significantly improve the management of Council's records.

CONSULTANTS — THE USE OF

by Bill Williams M.R.M.A.
Victorian Branch President

In the past 12-18 months, I have been approached by Information Technicians — Archivists, Librarians, EDP and Information Managers acting as Records Management Consultants for help, advice and recommendations as to an appropriate choice of action to carry out a Records Management Review for organisations, some of whom have thousands of staff employed and hundreds of thousands of customers or clients.

I am in no way downgrading the professional status of Archivists, Librarians, EDP and Information Managers, but they, and the organisation for whom they are conducting the Review, must realise that they are not professional Records Managers and in most cases, have little or no understanding of how a records management system operates, let alone how one is reviewed or designed.

The Collins Dictionary describes a Consultant as:—

> "A specialist physician who is asked to confirm a diagnosis, a person who is an advisor, an authority, a specialist and who is held in high regard."

Here are a few of the questions asked by part-time Consultants:

(a) What type of Records Management Systems are on the market, and can you recommend one?

(b) How much does a computerised Records Management System cost?

(c) Who can help me, I don't know where to start?

(d) How did you carry out your review, can I have a copy of your report?

(e) What are Records Managers paid now?

(f) Where do you suggest I advertise to obtain a professional Records manager?

(g) Can you send me a copy of your establishment and a copy of your position descriptions?

Records Management is no place for untrained information professionals unless they have had experience as a Records Manager. To make things worse, it is the Records Manager and his staff who have to live with and operate any records management system designed by them.

You may ask how management can be educated to engage fully qualified professional Records Management Consultants. A few suggestions are:—

(a) The role of R.M.A.A. in registration of consultants.

(b) INFORMAA Quarterly articles.

(c) Your role as a professional in advising management.

It is important to provide feedback to your peers of your assessment of the performance of Consultants engaged by your organisation.

There must be two-way communication; the Consultant must explain how he can help you, and you must know what you want before you engage a Consultant.

In conclusion, please remember that the results of any Records Management Review are yours to live with, and yours to introduce and operate. My recommendation is to obtain the list of Records Management Consultants held by the R.M.A.A., or at least use an experienced, qualified Records Manager to carry out your review. You only get what you pay for, inexperienced, unqualified people may end up costing you more money.

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This course which has been offered by the Melbourne College of Advanced Education since 1985 has this year been included as one of the courses conducted by the Institute of Education as part of the University of Melbourne in the first of the series of amalgamations affecting higher education.

This is a major year in the development of the course. Following two years of planning it has been completely restructured. The revised course is currently undergoing University procedures and is expected to be introduced next year. The revision allows for a sequential presentation of the course on a two evenings a week basis for two years.

At the end of this year the founding course co-ordinator, Gordon Bate, plans to retire. At this stage there are some problems involved in a full-time replacement as the numbers currently enrolled in the course only justify approximately a half-time appointment. However experience has proved that course co-ordinators need to be available on a full-time basis and the appropriate job description needed to cover these components has to be developed.

It is hoped therefore that the University will be advertising later in the year for a person with:

(a) a Masters or higher degree

(b) appropriate qualifications and experience in archives administration and/or records management, and

(c) the ability to teach, at least at assistant level, in another area within the School of Humanities and Information Studies. This would preferably be in some aspect of Librarianship but could be in Business Studies or other areas of need identified by the School.

If any member of the Association is interested in receiving information about this possible vacancy they should contact Dr. Graham Corr, the Head of the School of Humanities and Information Studies, Institute of Education, University of Melbourne, Parkville, Victoria, 3052. Phone (03) 341 8688. Detailed enquiries could be directed to Gordon Bate on (03) 341 8620. (Messages 341 8615) or at the same address.

BOOK REVIEW

Penn, Ira A. and others. **Records Management Handbook.**
Aldershot, Eng., Gower, 1989. $84.00
ISBN 0566056666

This new text covers the records management function, the information life cycle, organizing an integrated program, management analysis techniques, the information survey, management of directives, forms, active records, and vital records, disaster planning and recovery, storage, appraisal and retention scheduling, archiving, disposal, electronic records, training and the future. In fact, the whole aspect of records management — as would be expected in such a work. The publisher claims that newcomers to records management will receive guidance on the questions to ask sales representatives when considering a new system and that the book will be of value to “everyone concerned with the management of information.”

ANNOUNCEMENT

RECORDS MANAGEMENT ASSOCIATION OF AUSTRALIA

6th National Australian Convention
PERTH 1989

Due to the Industrial Disputation being experienced in the Australian Civil Aviation Industry in September 1989, Federal Council announces the POSTPONEMENT of the 6th National Convention.

The Convention has been re-scheduled to commence on the week commencing SUNDAY 10th of DECEMBER 1989, at the Hyatt Regency Hotel, Perth. All delegates previously registered will be individually advised of arrangements.

All enquiries should be directed to the Convention Organisers:

PROMACO CONVENTIONS PTY. LTD.
UNIT 9A, CANNING BRIDGE COMMERCIAL CENTRE,
890-892 CANNING HIGHWAY,
APPLECROSS, WESTERN AUSTRALIA. 6153

TELEPHONE: (09) 364 3311
FACSIMILE: (09) 316 1453

NOTICE OF ANNUAL GENERAL MEETING

(SUBJECT TO CONFIRMATION OF CORPORATE AFFAIRS, CANBERRA)

THE FOURTEENTH ANNUAL GENERAL MEETING OF THE
RECORDS MANAGEMENT ASSOCIATION OF AUSTRALIA
WILL BE HELD AT 8.30 A.M. ON WEDNESDAY, 13TH DECEMBER, 1989,
AT THE HYATT REGENCY HOTEL, PERTH, WESTERN AUSTRALIA.

AGENDA

FOURTEENTH ANNUAL GENERAL MEETING

LOCATION: Hyatt Regency Hotel,
Perth,
Western Australia.

DATE: Wednesday, 13th December, 1989.

TIME: 8.30 a.m.

ATTENDANCE:

APOLOGIES:

AGM 14-1: CONFIRMATION OF MINUTES
Minutes of the thirteenth AGM to be read and confirmed.

AGM 14-2: ANNUAL REPORT OF FEDERAL COUNCIL
The Annual Report of Federal Council for the year ended 30th June, 1989, to be presented.

AGM 14-3: ANNUAL ACCOUNTS OF THE ASSOCIATION:
The consolidated accounts of the Association for the year ended 30th June, 1989, to be read and tabled.

AGM 14-4: AUDITORS REPORT
The Auditors Report as at 30th June, 1989, to be presented for acceptance.

AGM 14-5: MOTION (N.S.W. BRANCH)
That in line with current Australian Government and State Government Anti-Discrimination Legislation the wording of the Articles and Memorandum be changed such that gender form is removed from the document in all places and that Article 1 sub-paragraph 25 be removed from the table of Articles.

AGM 14-6:

MOTION (N.S.W. BRANCH)
That Regulations 9 and 10 be abolished and replaced with the following: "That upon payment of annual subscriptions all members shall be issued with a receipt which acts as evidence for voting rights at general meetings in accordance with Article 81 and all Regulations pertaining to Article 81."

AGM 14-7:

MOTION (N.S.W. BRANCH)
That Regulation be passed to amend the affect of Article 81 by the exclusion of sub-paragraphs (a) and (b);

and that Regulation 5 sub-paragraph (6) and sub-paragraph (4) be amended to delete the note;

and that Regulation 4 sub-paragraph (3) be deleted;

and that Article 9 sub-paragraph (4) be deleted;

and that Regulation 4 sub-paragraph (13) be amended to delete the words in parantheses commencing, "That is . . . . . and ending Council."

AGM 14-8:

MOTION (N.S.W. BRANCH)
That Regulation be passed entitled "Distribution of National Convention Profits" as follows;

That profits from National Conventions be distributed in the following proportions:

One-third to Federal Council

Two-thirds to the Host Council.

AGM 14-9:

ANY OTHER BUSINESS
(as prescribed by Article 57).

CHANGE — STRATEGY FOR SUCCESS

by HARRY HAXTON.

Mission Impossible — planning for the future, and anticipating the changes of the office beyond the year 2000.

The only way to improve the productivity of your information management is to recognize that there is room for improvement. Greater than 50% of the achievement of your goal will be in the recognition of the need and the establishment of a set of goals to be achieved.

In the analysis of many businesses that I have had the good fortune to consult to, the first part of my consulting experience was spent on the resolution of the problem as described by the client. The more mature years have shown to me that much of the physical problem that I was consulted to resolve was not in the records system but in the management of the administration and records management. This is the umbrella under which the physical system lies. Records Management is comprised of two words, the greatest problem is in the second word. There is a distinct lack of management planning, controlling and motivating of the staff to provide the essential elements to the success of information retrieval.

Information technology is fast changing the framework in which business operates. The changes are pervasive, painful, exciting, rejuvenating, inevitable, and for some, intolerable. By extending our intellectual grasp, information technology has rendered irrelevant certain human skills — including some practices by management. At the same time, it has eliminated much of the dirty, repetitive drudge work.

Four significant factors contribute to a successful office change:

1. Any effort must meet a genuine need — even if it is just to learn about the impact of new technology. But the effort will be more successful if it addresses problems or requirements of users within the organisation.
2. Extensive effort must have the backing of top management. With this backing, it can be planned and controlled as a whole, with co-ordination among efforts.
3. A successful effort is almost guaranteed if the users of any office systems change effort are involved in the definition and selection of the solution.
4. The introduction of office systems changes must be phased, starting with a single application or a small user group.

Managers who adhere to old ways that worked in the past are likely to find themselves in trouble. Fail-safe management strategies no longer work. These transitional times favour new approaches that encourage exploration of the new possibilities technology affords.

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- *online/Batch entry*
- *selective dissemination of information*
- *user defined expandable system*
- *wordprocessing interface*
- *comprehensive searching facilities*
- *ordering facilities*

Library Management

- *Monographs*
- *Serials/Subscriptions*
- *Loans/Circulation*

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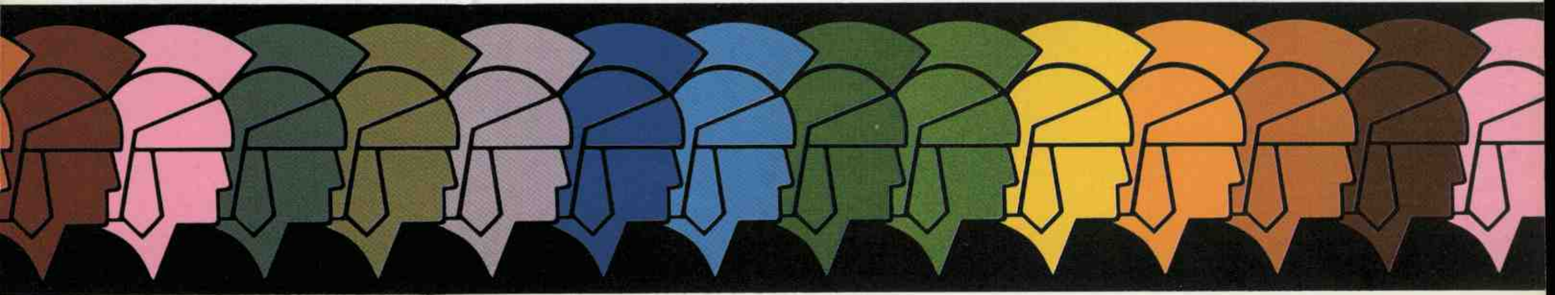

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Australian Society of Archivists 6th Biennial Conference — Marita Hoo

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Computerised Records Management Systems — Pat Wood
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Historical Officers and Records Management — J. D. Walker
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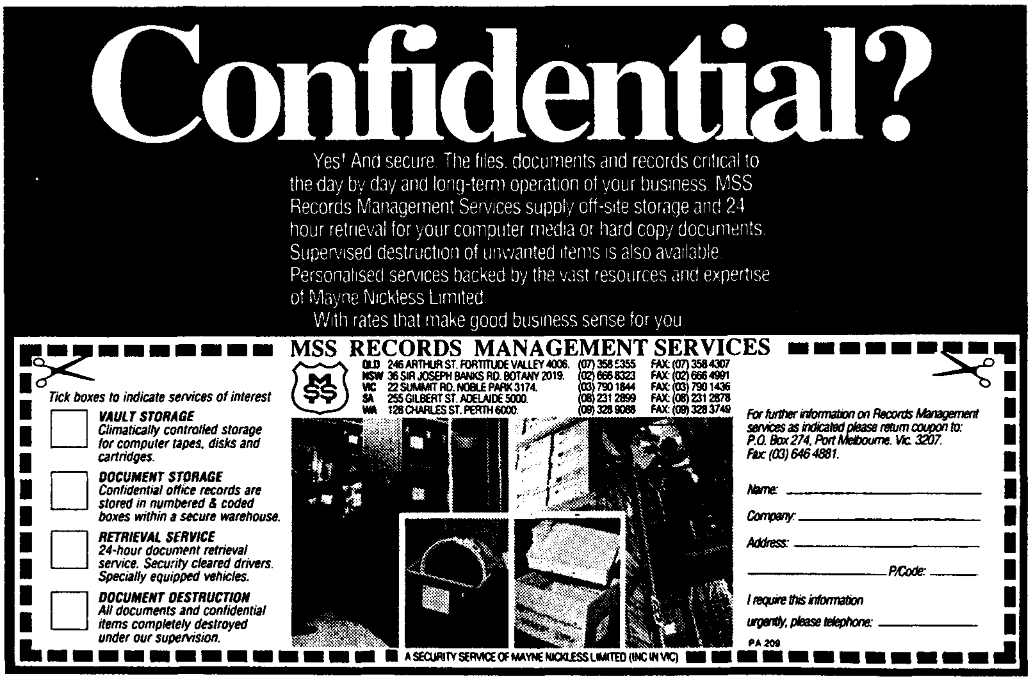
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