Vol 38 / Issue 2 / June 2022

THE RIMPA QUARTERLY MAGAZINE

Capturing Record and Information Management News since 1984

iQ

Meet Simon Froude

the new Director General of the National Archives of Australia

IN THIS ISSUE

ADVANCING AND CONNECTING THE RECORDS AND INFORMATION MANAGEMENT PROFESSION iQ THE RIMPA QUARTERLY PROFESSIONALS MAGAZINE

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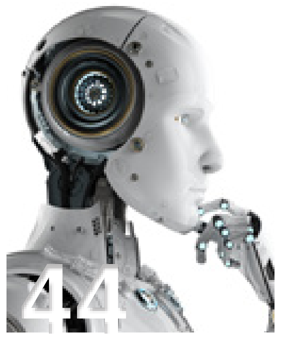


THOMAS KAUFHOLD LIFE MRIM
CHAIR OF THE BOARD, RIMPA

VIEW FROM THE CHAIR

Welcome to the June 2022 edition of the *iQ*. With RIMPA Live only a few days away, RIMPA continue to be innovative with several exciting developments since the last *iQ* edition. Members should be aware of some of these developments via the weekly newsletter and other communications, but I would like to remind you all with a quick overview.

The Board and the RIMPA Team have been working hard on a new initiative referred to as One RIMPA. The aim of One RIMPA is to change the traditional governance model to one that is modern and flexible by responding more effectively to issues, member needs and expectations. One RIMPA is aimed at delivering member services in a more consistent way no matter where they are located and increase the global footprint to take into consideration our international members and collectively influence global issues relating to information management.

> The aim of One RIMPA is to change the traditional governance model to one that is modern and flexible by responding more effectively to issues, member needs and expectations.

I am pleased to say that feedback from members and stakeholders thus far has been very positive and helpful, highlighting those issues that are to be considered while going through the change and transition process. Consultations are continuing with the final proposal and required constitutional changes to be voted on at the next Annual General Meeting in October 2022.

Please note that there is a detailed feature on One RIMPA provided by Anne Cornish in this edition.

Our global influence has already commenced with the recently announced partnership with ARMA International. Members will reap immediate benefit with the opportunity to become a full reciprocal member with ARMA International, for a small additional fee. This partnership will provide the opportunity to work together with ARMA International to collaborate on a unique perspective relating to information management and influence the profession and the industry at a global level.

After a delay of almost 3 years, due to COVID, RIMPA Live will once again take place in Canberra, 14-17 June 2022. It is gratifying to see the support from our sponsors, industry and indeed delegates coming forward to attend this event in person. Originally booked as a COVID restrictive event in 2020, the 2022 event will be smaller in delegates than in the past due to the size of the venue and some COVID restrictions still in place, but I can guarantee that the program and networking will remain trending and exciting in the traditional RIMPA Live way. I am confident that RIMPA Live will be successful and will provide the face-to-face contact that has been so lacking in the last 2 years or so.

This edition of *iQ* will focus on Big Data, an ongoing topic which still requires a lot of discussion, and I am sure you are looking forward to reading the articles on this important subject. The magazine also contains a special feature on the newly appointed Director General for National Archives of Australia, (NAA) Simon Froude. NAA have been a great supporter of the work RIMPA does for the information management profession, and I am sure this will continue with Simon Froude at the helm.

We continually review the RIMPA membership offerings to ensure we can provide the kind of benefits that are up to date, relevant and provide value for money. As such, a new membership model for individuals has been implemented with the details contained in this edition of the IQ.

Enjoy this exciting edition of *iQ* and I look forward to catching up with many of you in Canberra at RIMPA Live 2022.

WELCOME TO OUR NEW MEMBERS

What a quarter we have had at RIMPA

We welcome all our new members and over 100 corporate nominees! Our strong existing membership base and new members will no doubt benefit from the new and improved benefits which have been announced as part of the revised membership model.

Membership Review Committee

As part of the RIMPA strategic plan, a Membership Review Committee consisting of Ally Watson ARIM, Jeremy Manford, Lienntje Cornelissen ARIM, Amanda Day ARIM and Rebbell Barnes MRIM was established to provide recommendations to the RIMPA Board regarding a revised membership model.

The primary focus of the committee was to streamline the model and improve member benefits.

The committee consulted with members to determine the challenges and strengths of the current model by conducting focus groups and surveys.

On March 8th, The RIMPA Board endorsed the revised membership model which can be viewed on the following page. (Corporate membership model to be reviewed for 2023/24)

The revised model provides a "fit for purpose" approach, identifying incentives for our members to move through the membership lifecycle.

Clearly defined exclusive and added benefits, simplified levels, and a revised fee structure influence the new model.

Positive plans are on the horizon for RIMPA, and we hope you enjoy the future that we are all building together.

NEW CORPORATE COMPANIES

ACT
- Murray-Darling Basin Authority
- Chief Minister, Treasury and Economic Development Directorate
- Fujifilm DMS
- ACT Health

NSW
- Fire and Rescue NSW
- Department of Premier and Cabinet
- Gunnedah Shire Council

NT
- Department of Defence

Qld
- Gympie Regional Council

SA
- Adelaide Plains Council

Vic
- Moreland City Council

NZ
- Te Wananga o Aotearoa
- Hutt City Council

WA
- WorkCover WA

NEW INDIVIDUALS

ACT
- Kathleen Turner (1st Year Student) – Department of Defence
- Simon Potter - Australian Office of Financial Management
- Louise Curham - Charles Sturt University
- Mary Joy Quisumbing (Student)

NZ
- Mishka Greenberger (1st Year Student) - Tauranga City Council
- Naomi Wells (1st Year Student) - Open Polytechnic of New Zealand (Student of)

NSW
- Angela Brack - Burwood Council
- Kelton Jarvis - St. Andrews Cathedral School
- Sandhya - Edlapalli
- James Sharkey - City of Parramatta
- Daniel Elias Kana - The University of Sydney
- Susan Maddrell - NSW STARTTS
- HishamRegaiba - Hunters Hill Council
- Samantha Capel - University of Sydney
- Nicole Climie - Department of Defence
- Kirsty McKenzie (Student)

NT
- Anthony McLean - Northern Territory Government
- Aurorah Nelson - NT Health Library Services

Qld
- Timothy Taylor (1st Year Student)
- Christa Philip - Engineers Australia
- Julie Cross
- Tomika Pickering - Records Solutions

SA
- Vanitha Vythilingam (1st Year Student)
- Julia Liebich (1st Year Student)
- Jimmy Sham - Health Information Services - Medical Records Department
- Mercy Cherwon

Vic
- Steven Popelis (1st Year Student)
- Alan KÃ¼ffer (1st Year Student) - RMIT University
- Isabella Ierfone (1st Year Student)
- Claudine Chionh (1st Year Student)
- Tammie Kishere (1st Year Student) - RMIT
- Beth Davies (1st Year Student) - RMIT University
- Jo Winton (1st Year Student) - Curtin University
- Brittany D'Silva (1st Year Student) - RMIT
- Siobhan Kelly (1st Year Student) - RMIT
- Julianne Van Den Helm (1st Year Student)
- Effie Lisgaras MRPV
- Alina Hamilton - ANZCA
- Theresa Cronk - Loreto College Ballarat
- Yun Zhou Huang - Cladding Safety Victoria
- Zahra Zareian Jahromi
- Tony Reyes - Victorian Electoral Commission
- Abbey Meiselbach - National Archives
- Maria Samaras
- Paul Adkins - Level Crossing Removal Project
- Elizabeth Edwards

WA
- May Mang (1st Year Student) - Curtin University
- Michael Hilgendorf (1st Year Student)
- Sandra Buttigieg

NT
- Nathalia Wauchope
- Jean Daet

iQ

NEXT EDITION: SEPTEMBER 2022

AUDIT AND RISK: ASSESSING, IDENTIFYING AND MITIGATING

- The positive effect of an information risk assessment matrix.
- Ensuring that your most valuable information assets are documented in an easy-to-use register
- The Power and Pitfalls of Project Management: what you need to know and implement
- Why don't you refer to the Records Management Road Map when considering your next trip?
- How to gain relief by mitigating your risks: ensuring that organisations feel confident you have minimized the risks associated with their information

Want to contribute to iQ? Refer to iQ's submission guidelines.
Visit rimpa.com.au/news/iq/iq-article-submission

COPY DUE: 17 JULY, 2022
Submit your story to:
editor.iq@rimpa.com.au

CHECK OUT THE

New Member Benefits

	Student $0 - $115	Allied Member $150	Practitioner $475	Certified Professional Fellow: $390 Chartered: $400 Associate: $410
	Secondary school and full or part time tertiary students undertaking relevant study working less than 25 hrs per week or trainees	Retired R/M practitioners, CIO's and other interested individuals	Individuals working in the R/M industry.	Individuals with a minimum of three years experience who meet the NAA Information Management Professional Capabilities
Discounted rates to events, workshops, vocational education and RIMPA Live Convention	✓	✓	✓	✓ (Increased Discounts)
One free local event				✓
Free registration to 30min-60min Webinars	✓	✓	✓	✓
Free registration to half day webinars			✓ 2 included	✓ Unlimited
Educational Online Workshops	✓ 1 included		✓ 3 included	✓ Unlimited*
Free mentoring program	✓		✓	✓
Free annual ezine subscription to the RIMPA Quarterly magazine	✓	✓	✓	✓
Free annual hardcopy subscription to the RIMPA Quarterly magazine				Available upon request
Free industry specific job listings		✓ Unlimited	✓ Unlimited	✓ Unlimited
Regular industry specific updates	✓	✓	✓	✓
Discounted event registrations with aligned partners (refer to website for current partners)	✓	✓	✓	✓
Discounted rates with external training partners (refer to website for current partners)	✓		✓	✓
Professional Recognition: ARIM – Associate, MRIM – Chartered, FRIM – Fellow				✓
Membership with Digital Preservation Coalition (DPC)				✓
Access to Information Management Standards via SAI Global				✓
Membership with ARMA (USA)	✓ + $100	✓ + $100	✓ + $100	✓ + $80

*Unlimited based on level 1 & 2 training workshops. Future workshops for levels 3 & 4 will be offered at a discounted rate for Professional members

Update from the ACT Territory Records Office

This year marks the twentieth anniversary of the establishment of the Territory Records Office and the passing of the Territory Records Act in 2002.

We are planning a number of events throughout the year to celebrate this milestone, including activities as part of Information Awareness Month in May, and our Chief Minister's Governance Lecture in June.

One of the most exciting developments for 2022 is the launch of ACT Memory, our first online database of ACT Government archives. The ACT Government has distributed custody arrangements for its archives, meaning that assembling the data about publicly available records is no small feat. At the launch of ACT Memory on 26 April we are able to boast that the database includes:

- a complete structure of agency/creator level descriptions dating from self-government in 1989, derived from Administrative Arrangements Orders
- a set of function descriptors created using the TRO's whole of government thesaurus and AAOs
- more than 10,000 item level descriptions, created from ACT Government records management systems, and including an indexing project of the Surveyor-General's photo collection.
- series descriptions developed by TRO staff to encompass the available item level descriptions.

Also available through ACT Memory at its launch are digital copies of a series of Fire Brigade Occurrence Books dating between 1924 and 1969. As for all archival discovery tools, ACT Memory will be a work in progress. As well as adding data about records that become newly available each year, we will be working with ACT Government agencies to provide a richer and broader range of data about the history of the ACT community.

This image of the much-loved Constable Kenny Koala is one of thousands of photographs now indexed and searchable through ACT Memory

This year we have also finalised a review of our key recordkeeping Standard. The Standard was substantially revised in 2016, and our most recent review has confirmed that it is still largely fit for purpose. The changes now incorporated into our Standard for Records and Information Governance are relatively minor and take account of the emergence of data management frameworks in the ACT Government since 2016. Feedback from stakeholders on the draft Standard has been positive, and the Office will now look to program a refresh of the guidelines associated with the Standard so that the new language and approach is carried through related documents.

Building on the standard, we are continuing in 2022 to assist agencies to conduct their annual self-assessments of their records management maturity. These maturity assessments are forming the basis of our whole of government plans to improve records management capability. To assist with this program, a change in the way the TRO is funded has allowed us to create two additional positions within our existing funding envelope.

These positions will focus on training, communications and advocacy projects, intended to increase the demand for good recordkeeping advice within government, and the capacity of the ACTPS records and information governance community to meet that demand. The new staff will have a role in communicating the benefits of improved information governance to decision-makers and other stakeholders, developing and delivering training and other capability development strategies for records managers and others, and promoting the ACT's archives resources to the community.

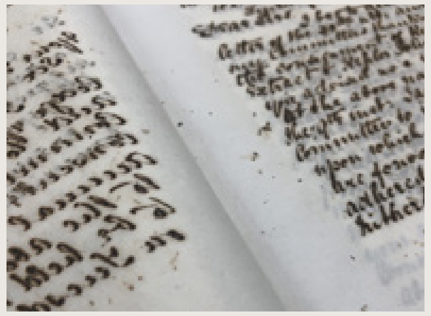
Update from Public Record Office Victoria

Since the completion of our Digital Archive Program, we have been pleased to ramp our transfer program back up.

Since December 2021, five transfer projects have been completed with fifty-two records series and approximately 2257 individual records transferred to PROV and fully described in our catalogue. Highlights include the transfer of Queen Victoria Hospital records from Monash Health, Cabinet Office records and Cabinet-in-Confidence Working Papers and records from the Office of the Auditor-General. The Monash Health records, provide an exciting addition to our collection for researchers with records including annual reports and newsletters featuring such titles as "The Centre News" and "QV Quarterly", correspondence files and minutes of the Board of Management, outward letter books dating back to 1900, staff registers and even an in-patient book spanning from 1899 to 1924.

We currently have twenty-five transfer projects underway including physical transfers of probate records, Land Use Victoria records, Royal Melbourne Hospital, Bendigo Health, Office of Public Advocate and Office of Chief Parliamentary Counsel records, and the digital transfers of the Royal Commissions into the Management of Police Informants and Victoria's Mental Health System. Historic Queenscliffe Maritime records are also soon to be made available via our catalogue.

We will be in touch with all departments about cabinet records transfers for 2022, including Caretaker, in the coming months.



Meet the New **Director General of the National Archives Australia:**

Simon Froude

1. Tell us about your career journey. What has drawn you to lead National Archives Australia?

Like many I commenced my career in the information and archival profession by accident rather than by design. I am very much the accidental archivist.

Before moving to Australia from the UK in 1995 I completed a BA (Hons) in History.

After moving from the UK to Australia at the age of 21, I commenced work as a paralegal research officer in the Attorney-General's Department in South Australia before moving to State Records of South Australia in 1997. That first foray into the world of archives and records management saw me undertaking a broad range of archival duties including transfers of records, public access through the research centre, description projects and the development of retention schedules. At that time the role of an archivist in State Records also encompassed the provision of advice, assistance and training to agencies on the State Records Act and Freedom of Information and Privacy. It was this first role that really ignited my passion for information management and archival practice. A passion that has continued to grow. I subsequently worked across a number of government agencies in information management related roles, including having department-wide responsibilities for information governance, before finding myself back at State Records in 2007.

From 2015 I have led State Records as its Director and during that time have been part of the agency's success in re-inventing itself as an organisation that places the customer at the fore. With improved engagement and broader partnerships, we have altered the way State Records operates. These successes have seen a number of initiatives aimed at improving our service delivery, including the establishment of a ground-breaking Aboriginal Reference Group, as well as a greater focus on staff wellbeing and inclusivity.

The opportunity to lead reforms and embed initiatives that can make a real and lasting difference to the agency and community are what ultimately led to my interest in working with NAA.

NAA's unique position in Australia means that the role of Director-General, and for that matter any role in NAA, comes with great responsibility – a responsibility to do the right thing by all Australian citizens through improved access, understanding and awareness of the collection. It's this ability to cause lasting positive change which really excites me about the role.

2. What do you see as the major tasks facing you as Director General to lead the NAA through its next phase of transformation?

The NAA is an amazing organisation with fabulous staff. It is already held in high esteem both nationally and internationally. It is embarking on a period of ambitious growth. As Director-General my role is to guide and lead the organisation through that period.

There are many challenges facing NAA, similar challenges being faced by most government archives:

- o Improving access to First Nations people and those impacted by past government schemes,
- o Preserving those records that because of their format are at risk,
- o Ensuring a robust and secure digital archive and supporting technologies
- o Digitisation of the collection
- o Increased engagement and collaboration with government and non-government agencies

The Tune Review and subsequent Government Response provides us with a platform for growth and an opportunity to achieve some lasting change. My role is to deliver on these initiatives but more importantly to support staff, stakeholders and customers through that period.

I commence this role at a time that provides great opportunity for the organisation and working with all of the staff I am sure that we will deliver on the agenda that has been set.

3. As a leader, leaving a great legacy is arguably the most powerful thing you can do in your career and life. What sort of legacy would you like to leave at the NAA during your term as Director General?

The NAA is well respected both nationally and internationally, and we need to build on that over the coming years so that we truly are a world-leading archive. I want to be able to walk away from this role knowing that I have left the organisation in a better position than it was when I commenced.

I am a firm believer that archives and records authorities should have an active role to play in society. We have much to offer, both in terms of our archival collections and how we can improve trust in government through improved information governance. What we achieve now can have a significant and long-lasting impact on people and we need to embrace and take responsibility for improving people's lives.

A legacy is a long way off and at the moment, I am just really excited about the opportunity of working with the great staff and customers of NAA.

4. You are well known for your change management, strategic and leadership capabilities. What mistakes have you made along the way that has contributed to you honing these skill sets?

It is impossible to go through life without making mistakes and in my view, it is what we do when we fail, how we react, how we learn and how we respond, that helps us grow. This is true of individuals just as it is true of organisations.

Taking considered risks and failing is not a bad thing, as long as we learn from those so that we improve over time.

> Like many, I commenced my career in the information and archival profession by accident rather than by design. I am very much the accidental archivist.

I think the most critical thing that stands out to me as I reflect on my career so far is the importance of authenticity. Each one of us has worked for a person or people we admire and look up to, someone who we think leads well. This may have been a former boss or a mentor. In these situations, it is easy to try and be who we think those people are, to try and emulate them. And whilst learning from those people we admire is a good thing, I have come to understand that it is important to not to try and be them or be who we think they are – it is more important to be yourself, to be authentic. If we try to be who we are not, then people will see through that and this impacts on that person's trust in you and your vision.

Another aspect which I think is worthy of note, and which is more about personal growth than it is about learning from a mistake, occurred during the transformation I led State Records through. This was a period where State Records re-invented itself. As an agency we reflected on and altered how we approached our responsibilities, our role and our service delivery. It was also a period of personal growth and reflection, where the importance of integrity and trust was heightened and where I realised the gravitas of leading change.

> The opportunity to lead reforms and embed initiatives that can make a real and lasting difference to the agency and community are what ultimately led to my interest in working with NAA.

Taking considered risks and failing is not a bad thing, as long as we learn from those so that we improve over time.

5. What are your success habits?

I am a firm believer in the good that institutions like NAA can achieve and it is this passion and dedication that forms the basis of how I approach leadership and the vision I have for NAA. The notion of trust is also important to me, both personally and in my working life. As someone walking into a new organisation, I have been entrusted to help that organisation grow – this is a significant responsibility, one I don't take lightly, and one I am thankful to get the opportunity to be involved in. To achieve this, I will work closely with the executive team and all the staff across NAA as well as our customers and stakeholders. I trust that everyone connected with the organisation will embrace what we are trying to achieve and work with us to meet those goals.

Authenticity and integrity are critical components of anyone, but more so when in a position of leadership. I approach any situation or decision from these reference points. One success habit that is regularly overlooked is the one of wellbeing. We all have a responsibility to look after our own wellbeing and that of our colleagues and it is a responsibility that I take seriously and encourage others to do as well.

6. What, to date has been the best phase of your career?

Director, State Records has undoubtedly been the highlight of my career so far. I have got to work with some amazing people at State Records and have grown and developed as a result of those relationships. The role of Director has also enabled me to push through some real and lasting changes, for instance the Aboriginal Reference Group, which I hope will bring value to First Nations people for years to come. I am looking forward to taking that passion and drive to NAA.

7. Tell us a secret about Simon Froude that nobody would have guessed or known.

I am a hot-hatch loving boy-racer from way back, with a penchant for small, fast French cars.

I have previously driven a Renault 5 Turbo and a Peugeot 205 GTI. My current French automobile is an eye-popping 'Tonic Orange' Renault Megane RS Sports.

RIMPA Endorses Charter of Lifelong Rights in Childhood Recordkeeping in Out-Of-Homecare

BY BARBARA REED & SUE MCKEMMISH

The Board of Directors have endorsed the Charter of Lifelong Rights in Childhood Recordkeeping in Out-of-Home Care*. In this, RIMPA are aligned with a range of professional recordkeeping bodies and regulators, with Commissioners of Children and Young People, along with service provider organisations in the sector.

The Charter represents an ambitious agenda to put recordkeeping into a prominent position as one of the interventions needed to support children's rights, with a particular focus on children in Out-of-Home Care. The lifelong role of recordkeeping as a means of empowering people who are experiencing, or who have experienced, Out-of-Home Care in Australia has been brought to professional attention again and again.

While recordkeeping professionals have been responsive through advocacy, submissions and engagement with affected communities, the role of recordkeeping has, to date, failed to become a priority in how organisations respond. Yet we know through countless inquiries, investigations, and reports at both state and national level, that records are essential for an individual's identity formation and memory validation, ability to participate and take action (agency), and to hold organisations to account.

This work has been done in collaboration with those having lived experience in Out-of-Home Care. It is firmly embedded in broader human rights.

The landmark Royal Commission into Institutional Responses to Child Sexual Abuse recognised the importance of recordkeeping of the past, present and future in Volume 8 of its report. Post Royal Commission, recordkeeping has been subsumed into child safe principles, diminishing organisational attention on the critical role of recordkeeping. The Charter is a strategic intervention to elevate the importance of recordkeeping in this context.

In Australia, almost 50,000 children, nearly one in every 100 are in care. And the figures are even more confronting for Indigenous children, who are more than ten times more likely to be in care, relative to their numbers in the broader population. The strategies for child protection are in flux, with ample evidence of failing systems. As a state-based responsibility, individual jurisdictions have recognised the significant problems with the systems, but this is complicated by the embedding of approaches supporting a continuation of an essentially colonial mindset.

The Charter takes a quite different, and very strategic approach. This work has been done in collaboration with those having lived experience in Out-of-Home Care. It is firmly embedded in broader human rights. By taking this approach, the Charter seeks to transcend the inevitable stumbling blocks of specific jurisdictional legislation. Rather it positions the child as the centre point, as an individual with inalienable human rights.

To better achieve these rights, the Charter links records - what they say, what they mean and the control of records - to human rights. Based within the framing rights of broad human rights (Participation, Memory, Identity and Accountability), the Charter is informed by key principles of Wellbeing, Cultural Safety and Justice. Within that recordkeeping-specific rights are articulated specifically within our professional sphere of influence. These recordkeeping rights are grouped into three major categories – participatory and records creation rights, rights in disclosure, access and records expertise, and rights to privacy and safe recordkeeping.

The challenges for recordkeeping professionals committed to observing and implementing the recordkeeping rights are very significant. Each of the three major groups of recordkeeping rights pushes at existing recordkeeping practice. They challenge us to do better, and to do things differently. As such, the Charter is a very ambitious document, positioned as aspirational because it is clear that implementing the rights will be on the professional agenda for many years to come. The impact on people's lives as we strive to position recordkeeping practice as a tool for change will be profound.

Understanding the significant changes implied in achieving the Charter, the project has also created a range of practical tools based firmly in the reality of organisational current practices. The range of Best Practice Guidelines and Implementation Advice outlines the issues being addressed and discuss practical, achievable steps to commencing the realisation of the Charter Rights. These Implementation Advice themselves challenge the notion of organisation-centric recordkeeping. They address issues that are known to be thorny in implementation and seek to create small steps along a transformational path.

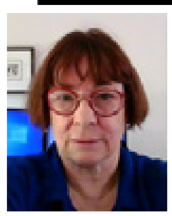
The Charter and all its associated guidance and advice are freely available on the Monash website (monash.edu/it/clrc). The broad range of organisational endorsements positions the Charter as a strategic and aspirational tool with practical guidance to assist in small steps towards implementation. In blue sky thinking, this rights-based approach, clearly linked to human rights, raises tantalising opportunities to rethink organisational practice for all records relating to people.

At this stage, we are working with Indigenous colleagues on a further project to tailor the implementation advice to specifically address the unique needs of Indigenous children and Indigenous service providers.

Emerita Professor Sue McKemmish & Barbara Reed
Digital Equity and Digital Transformation Faculty of Information Technology, Monash University

ABOUT THE AUTHOR

Professor Emerita Sue McKemmish has an international reputation as a celebrated academic, a strong social good advocate, a leader in Records Continuum theorising and a force in recordkeeping and information management. Her recent research focus has been on community-centred, participatory recordkeeping and archiving research relating to rights in records, complemented by ethics of care, in response to advocacy by those with lived experience of Out of Home Care, and First Nations peoples in Australia. Developing inclusive, reflexive research design and practice in partnership with communities has been a critical to part of this research.



Barbara Reed has worked with a range of government, non-government, private and non-profit organisations, in Australia and internationally. She has previously worked on issues empowering access to records for the Care Leaver Community and the Stolen Generation. Much of her consulting work has been focused on developing recordkeeping practices and competencies, transforming recordkeeping into digital practice, and working with a range of stakeholders to create strategic interventions through standards and best practice guidelines.

* See www.monash.edu/it/clrc.

ONE RIMPA

– Proposed Approach

RIMPA (nee RMAA) has worked as a traditional association for many years with very few changes over its 53-year history. Some changes were made to improve governance, RIMPA became a company and within the context of our evolving industry, information was added to the name.

Recognising that society and life has changed, the Board have been inspired to consider a modernised approach for RIMPA. Location and distance are no longer barriers to participation due to the world's digital transformation and the rapid acceptance and commonalty of virtual communications. Our next generation prefer to provide volunteer time on focused, short-term projects rather than a long-term commitment to committees such as Branches and Chapters.

During the past three years the Board have worked to improve member services and ensure that all members receive value for their membership dollars. Areas such as social media, digital marketing, focus groups and extensive collaboration have been driving factors for the move to the One RIMPA objectives.

Remove state, territory and country borders to support a unified approach.

The recent pandemic has demonstrated some of the confusion and inequality that can occur when one country is divided into different areas or separated from their close neighbours (NZ). Removing the border barriers place the whole membership in a position to be one voice, one industry, and one community with one positive culture.

Provide consistent member services regardless of member location.

There are often inconsistencies between branches because of varying reasons such as volunteer numbers, cost of venues, the population and size of the state or territory, and much more, causing members and vendors to experience diverse services for their spend.

Ensure reliable and sustainable company governance.

Changing the current structure with Board, Branch and Chapters, in turn removes the need for numerous annual general meetings and elections and enables one strategic plan to be developed and managed effectively.

Improve engagement with and development of members from younger generations.

As mentioned above the next generation of practitioners no longer have the time nor the inclination to dedicate to long term voluntary projects. Short and sharp with a clear outcome and not a lot of tasks is the current way of thinking.

Increase global inclusion.

RIMPA continues to grow and evolve with many members beneficial projects on the horizon that is anticipated to attract global interest. Areas such as ISO standards, the recent partnership with ARMA International, development of global microcredential professional development packages, an advanced diploma in information management and the development of an accreditation scheme for auditors in the management of records (ISO 30301) are just a few areas where global input and or contribution will benefit the industry as a whole.

Restructure of Branches and Chapters

One RIMPA will disband the current Branches and Chapters. New roles, to be known as Ambassadors, will provide a local presence.

An ambassador's primary role is to support the growth and expansion of RIMPA in a local area. Ambassadors will be a source of information and promotion for RIMPA, it is expected that ambassadors will be in both regional and metropolitan locations. Their presence will act as a consistent group to remove borders and become one.

...one voice, one industry, and one community with one positive culture.

Current Branch and Chapter Presidents will be offered ambassador roles for two years. If approved, ambassador roles will become effective on 1st January 2023. Branch councillors will also have an opportunity to fulfil these roles. Member focus groups will be established in the coming month to 'flesh out' the details of these roles before being presented to the membership for comment. Future ambassador appointments will be via a nomination process and election by all professional members.

Working groups focusing on trending issues or member requirements will have an agreed objective and outcome for a set time. For example, the Board recently appointed a membership review working group to provide recommendations for a refreshed membership model and the best way to improve member benefits. The working group had a six-month period in which to achieve the required objectives and members were invited to participate. This concept proved very successful with volunteers able to nominate for work for which they were passionate.

Board to become competency based

The structural changes to disband Branches invalidates the current Board appointment process. Apart from the independently appointed directors, all other Board members are elected via their Branch. Board members are required to act as a volunteer at both a branch and board level which limits the number of members who can nominate for a Board role. Alongside constitutional and bylaw restrictions, the enthusiasm of members to join the Board has reduced.

To minimise disruptions to RIMPA operations, the Board have agreed to transition to the above process over a 5-year period. Some feedback received from members thus far have requested a more rapid approach to this change as five years is considered a long transition and may not be required. The Board will discuss all feedback provided at the upcoming June Board meeting to be held at RIMPA Live.

The proposed One RIMPA approach requires operational, structural and Constitutional changes and cannot occur until the required constitutional amendments are adopted at the AGM in October 2022.

The Records and Information Management Professionals Australasia (RIMPA) forms Global Partnership with ARMA International (ARMA)

The global partnership between these two leading worldwide organizations will provide many benefits to their collective 7,000 members who will now have the opportunity for joint membership in both organizations; access to reciprocal resources including communities and professional development, education and certifications; and advocacy for the information management and information governance profession.

The Records and Information Management Professionals Australasia (RIMPA) (rimpa.com.au), the longest serving peak body for industry practitioners in the southern hemisphere and ARMA International (arma.org), the world's leading membership organization serving professionals who manage and govern information assets announced on Monday 7th April a Global Partnership to better serve the information management profession worldwide.

The global partnership between these two leading worldwide organizations will provide many benefits to their collective 7,000 members who will now have the opportunity for joint membership in both organizations; access to reciprocal resources including communities and professional development, education and certifications; and advocacy for the information management and information governance profession. Together the two organizations will work together to provide a unique perspective on global information issues.

"Increasing the influence of the organization in the information management profession globally is a key strategic goal put forth by the ARMA Board of Directors. A partnership between ARMA and RIMPA is an amazing opportunity to create a global alliance for the industry and increase the opportunities for all of our members worldwide," added Michael Haley, President, Board of Directors, ARMA.

"Information management and recordkeeping is a global challenge to do well. For the benefit of world citizens, I see the ARMA and RIMPA alliance as a very important step in meeting this challenge through the exchange of information, sharing resources and good will and I am very proud to part of this exciting journey that we are about to embark on," said Thomas Kaufhold, Chair of Board, RIMPA.

> Together the two organizations will work together to provide a unique perspective on global information issues.

The two organizations have already begun collaborating. Nathan Hughes, Executive Director of ARMA and Wendy McLain, President-Elect of ARMA will be attending the RIMPA Live 2022 Convention, June 14-17 in Canberra, Australia, and participate in meetings with the RIMPA Board. Anne Cornish, Chief Executive Officer of RIMPA, Thomas Kaufhold, Chair of the Board of RIMPA and Joanne Kane PR & Marketing Manager will be attending ARMA's InfoCon 2022, October 16-19, in Nashville, TN, and participate in meetings with the ARMA Board.

"The partnership of ARMA and RIMPA brings with it the opportunity to integrate two of the largest information management communities to continue to increase awareness for the industry. The possibilities expand exponentially when like-minded organizations work globally for their membership and foster an environment of growth," said Nathan Hughes, Executive Director, ARMA.

"A RIMPA and ARMA alliance provides both member groups with the opportunity to broaden their knowledge and extend networking opportunities. Working together on global issues and increasing access to professional development opportunities and resources is a positive sign of how society can operate effectively in separate hemispheres," added Anne Cornish, Chief Executive Officer, RIMPA.

The Records and Information Management Professionals Australasia (RIMPA) was established in 1969, represents over 2,000 professionals and organizations in the private sector, Commonwealth, Federal, State and Local Governments. RIMPA has active Branches and Chapters operating in all states and territories across Australia and New Zealand. RIMPA is the longest serving peak body for industry practitioners in the southern hemisphere and actively promotes best practice, sets industry standards and fosters professional development across all business sectors and educational institutions.

Through its international partnerships with other peak bodies, RIMPA provides its members with access to an accomplished framework of professional associations. RIMPA has strategic alliances with the Information Governance ANZ, Institute of Managers and Leaders (IML), Australian Library and Information Association (ALIA), Australian Society of Archivist (ASA) and Leadership Through Data.

ARMA International, formed in 1955, is the world's leading membership organization serving almost 5,000 professionals who manage and govern information in 52 countries. Members represent the community of records management, information management, and information governance professionals who harness the benefits and reduce the risks of information. ARMA provides information professionals with the resources, tools, and training they need to effectively manage records and information within an established information governance framework. Works that are associated with the framework include the Principles, the Information Governance Maturity Model and the Information Governance Body of Knowledge (IGBOK). ARMA recognizes professionals who have mastered these concepts through the Information Governance Professional (IGP) Certification.

> "The partnership of ARMA and RIMPA brings with it the opportunity to integrate two of the largest information management communities to continue to increase awareness for the industry. The possibilities expand exponentially when like-minded organizations work globally for their membership and foster an environment of growth,"

RIMPA PARTNERING FOR THE PROFESSION ARMA

WHAT DOES THIS GLOBAL PARTNERSHIP MEAN TO OUR MEMBERS?

A joint membership with RIMPA and ARMA International will allow you to enhance and harness your professional toolkit with access to global resources, education and international perspectives within the records and information industry.

HOW DO I MAKE THIS HAPPEN?

Upon joining, new members have the opportunity to add a discounted ARMA International Membership or existing members can choose this upon renewal.

If you are a Corporate Nominee and think this membership is vital to you, we would highly recommend approaching the Primary Contact of your RIMPA membership. Just like changing Corporate Nominees throughout the membership year, the ARMA International memberships can also be changed.

With your ARMA International membership you will have full access to their member benefits too!

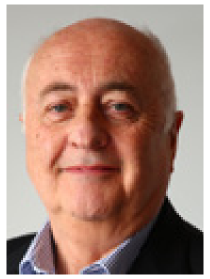
ARMA Member Benefits include:

- Weekly Updates with timely & relevant resources
- Special discounts on training and certificate programs, events and programs
- Online and Chapter Community, Industry Groups, and Mentorship programs
- Complimentary Webinars from Industry Experts
- 24/7 Access to a library of publications
- Job-seeker access to the career center

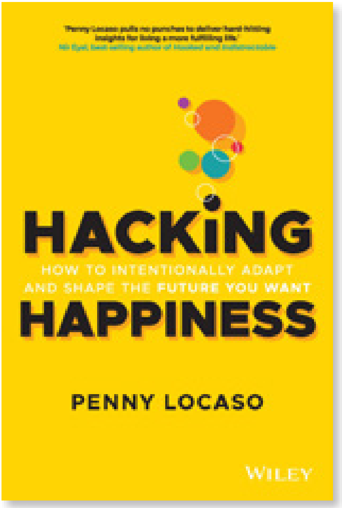
What are you waiting for?

Tap in to the ARMA International community today, advance your career and help shape the future of the information profession.





LEFT TO RIGHT
Michael Haley, President Board of Directors, ARMA.
Anne Cornish, Chief Executive Officer, RIMPA.
Thomas Kaufhold Chair of Board, RIMPA



Hacking Happiness:

How to intentionally adapt and shape the future you want

Author Penny Locaso

REVIEWED BY NICOLE THORNE-VICATOS

Honestly, self-help books are not really my 'thing.' The few that I have read seem to offer a one-size-fits-all solution: that does not work for clothes or in the pursuit of happiness. While I cannot say that I have miraculously hacked happiness since reading the book, I have learnt and been reminded of some pointers that have changed my focus.

The book offers a mix of the author's personal insights, anecdotal examples, and academic references to explain how to hack (happiness). It digresses from the one-size-fits-all approach by offering tools, web resources and in case you really relate to the messages, educational programs and seminars are also available.

As the author points out in the opening pages of the book, the COVID-19 situation has affected massive disruption across the globe. Constant changes in every aspect of our lives have forced us to adapt and adopt new things quickly and suggests the need to evolve will not stop when the pandemic ends. According to the World Economic Forum, 65% of children entering primary school today will work in jobs that do not exist yet. Our children will need to be open to change and who better to learn it from than the adults in their lives. So, we all need to experiment and experience the different choices that are available to us with resilient, open minds: if the change does not make you happy, try something else.

But that is not always easy to do and to assist us, Locaso has developed the Intentional Adaptability Quotient (IAQ) – "slowing down, creating the space to think and bring intention and meaning to the forefront of how you make decisions." Her philosophies are relevant to our profession and align with the key attributes required to perform as effective information managers. For example, Locaso urges readers to become more curious and absorb learnings from situations and others. Information managers need to have an awareness of the workplace's programs, goals, and operating structures to implement strategies that enable business and workers. We need to be able to ask the questions and admit what we do not know about core business functions. The failure to do this could decrease your professional capital and reputation. So, get curious and ask before you build as knowledge gaps tend to stand out upon implementation and jeopardise user take up.

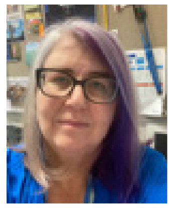
The subject of curiosity is a recurring theme throughout the book and another point that is relevant for RIMPA members is:

curious questions + curious connection = knowledge currency

The ability to form networks and relationships is crucial regardless of career paths. The statement above reminds us that communication is a two-way street that incorporates learning and sharing. Is it time for you to move off the one-way road? A simple exercise to see if you are learning as much as you are sharing, is to keep a tally of how many questions you ask versus how many you answer. This simple hack could increase your knowledge currency and potentially help you snag the belligerent non-conformist in your office.

Another method that resonated with me was 'thinkology': the act of being "deliberate, considered and giving of your attention to just one thing at a time." This idea validated my own personal theory that multi-tasking decreases accuracy and (in my case) becomes more difficult with each passing day! We work with information and data and the need for accuracy (quality) overrules quantity in records management.

Change is not necessarily easy to achieve, and we all cope with it differently. While I personally have not managed to harness the energy to complete the exercises on offer, I have walked away with some reminders, tips and a higher IAQ. And a couple of months post-reading, I am still incorporating them into my work and home life: particularly the tip that saying no more often, increases the value of saying yes! Worth a read if you are looking for a different way to face each day.



ABOUT THE REVIEWER

Nicole Thorne-Vicatos has worked in State and Federal government agencies for 22 years. Her interest in records management began during a temp placement at Main Roads which turned into a permanent role. Since then, Nicole completed a Graduate Diploma in Business Information Management and received the 2013 Records Solution Student of the Year. She believes her greatest achievement to date has been writing a federal government agency's Retention and Disposal Authority. Nicole is a member of the Queensland Branch and is one of the driving forces behind TropiCoP - RIMPA's North Queensland Community of Practice.

RECORDS MANAGERS – Tricks of the Trade

BY CRAIG GRIMESTAD

It's been said that it is not what you know, but who you know, that makes one successful. For the successful Records Manager, it is a bit more complicated than that, it is not just what you know, who you know, what you do, but how you do what you do, and what you are thinking.

RECORDS MANAGER MINDSET

Let's start with the Records Manager's mindset, that is, what should they be thinking? The Records Manager should be thinking their role is to be the **Records Management Visionary** for their organization, and a ***Change Agent*** to turn that vision into reality. They are the principal **Advocate** for Records Management and a **Facilitator** for understanding Records Management, compliance with Records Management requirements, and improvement of Records Management practices. Lastly, the Records Manager should think they are the **"Enforcer"** of Records Management policies and procedures.

The Records Manager needs to have the frame of reference that their responsibilities and actions are mainly those of "service", and that despite Records Management being essential for the well-being of the organization, the organization's areas they serve, will not have managing records as a priority. When put side-by-side with any other business activity, records management will lose. However, at the end of the day it must be done and done well! That is one of the challenges for a Records Manager: to help the organization see the value of records (as corporate assets) and find the time and resources, for effective records management. If the Records Manager comes across as understanding that workers have "better things to do with their time" and is viewed as being helpful, the organization will be inclined to participate and work with someone who "understands", is reasonable, and is trying to help them.

WHAT IS THE RECORDS MANAGEMENT VISION?

Records are a high value corporate asset. Common records like sales contracts, invoices, receipts, work orders, and shipping orders, are the lifeblood of the organization. Proprietary records like patents and trade secrets are the company jewels that help to establish the value of the organization. Sufficient resources must be assigned for the effective management of records, so that records access and retention meet business needs, satisfies legal and regulatory requirements, and avoids risk from having too few or too many records.

As Records Management matures in the organization, Records Management requirements and processes will be monitored vigilantly, and audited periodically, to confirm compliance. Also, the Records Management staff will actively participate in the selection and establishment of new business applications, databases, and records repositories asking questions like: Does this technology facilitate the storage and disposal of records, per their retention requirements?

Records Management improvements will enable business efficiencies. Records Management continues to mature, it will evolve into Information Governance, controlling records creation, processing, storage, access, and disposal. Maturing Records Management policies, procedures, and practices, will improve operating efficiencies that can transition the organization to having the lowest cost operating practices, providing a competitive advantage in its segment.

BEING A CHANGE AGENT

The Records Manager will work to move the organization in a direction that it would not naturally go. The changes advocated by the Records Manager commonly will necessarily impact the norms and practices of the workforce, and the associated value of work done by individuals. As William Juran famously said, "each change is two changes – the operational or technical change, and the social consequence of that change. The social consequence is a troublemaker!". Hence the Records Manager will need to consider themselves a change agent and take advantage of known Change Management principals and techniques to successfully bring about changes to the organization. William Juran provided several suggestions for dealing with resistance to change including "Provide participation to the recipient society", Provide enough time for the recipient society", "Create a favorable social climate", and "Work with the recognized leadership of the culture". These will be covered along with other tricks (or suggestions).

Records Management continues to mature, it will evolve into Information Governance, controlling records creation, processing, storage, access, and disposal. Maturing Records Management policies, procedures, and practices, will improve operating efficiencies that can transition the organization to having the lowest cost operating practices, providing a competitive advantage in its segment.

MATURITY UPGRADES

The records manager will necessarily propose operational improvements. This may include new application(s), a new comprehensive, functional, Records Retention Schedule (foundationally based on legal and regulatory requirements), new records repositories, new email policies or even a clean-up project to dispose of old paper and electronic records. As these projects are developed and proposed, they require organizational approval and funding. Identifying the cost savings and manpower savings will aid in obtaining project approval. Sometimes the savings will be hard cost savings like reduced storage costs.

Other times, the savings will be, or include soft savings like reducing the time required to accomplish an action, like finding and retrieving a desired record. If the change would save on average, even 3 minutes for each hour worked, that is a 5% savings! Don't forget risk reduction. Does this change reduce the organization's risk?

Once the project is approved, there are numerous "Tricks" to bring success:

Define the change – Clearly define the current state and the end state, and what it will require in organizational resources (cost and labor), purchases, and time, to transition from the current state to the desired state.

Work with the recognized leadership of the culture – This leadership is both formal and informal. While the appropriate members of the management team need to be supportive and provide resources, it is also important to include recognized informal workforce leadership. These are the "go to" individuals within the workforce, whose opinion can make or break a project. Having these "go to" individuals be supportive, or perhaps even take ownership and provide local leadership for the change in their area, can assure the change will be made.

Provide participation to the recipient society – This is accomplished when "go-to' individuals join in owning and leading the change. When a "go-to" individual is unavailable, select individuals from the workforce that are open-minded, work well with others, and enjoy challenges. It is often necessary that the proposed change be vetted locally for the workforce to believe the "pitch". This will help assure that the change will work and be implemented locally.

Create a favorable social climate – The change should be developed, communicated, and implemented in a way that the workforce will want the change to be made. Not always possible, but it is best if the workforce will "pull" the change into existence, rather than having it "pushed" on them. I once had in my office a picture of a man pounding the table with the caption "A man convinced against his will, is of the same opinion still! Work hard to have the workforce desire the change.

If the change would save on average, even 3 minutes for each hour worked, that is a 5% saving.

For the individual, their record creation, records utilization, and management of records, is a measure of their personal value to the organization.

***Provide enough time for the recipient society"** – While it may be "quick" to get a new application up and running, it is not usually quick for the workforce to understand, embrace, and utilize a new application. Recognize that pushing a change through too quickly, will in the end, often do more damage (errors [intentional and unintentional], omissions, neglect) than a delay or extended schedule.

Be transparent – When making decisions for projects and programs, be willing to explain the reasoning for those decisions. Providing your reasoning allows others to align their thinking with yours and empowers them to make decisions without you. It also allows others to assist you make a better decision if needed.

Be truthful – Never lie. Your integrity and reputation for being a straight shooter is invaluable. The importance of your boss and the management team to have confidence in your word is priceless. "It must be true and actionable because YOUR NAME said so." Have data to back up your assertions and have your data and/or facts in hand. Do not extrapolate unless you are clear that you are doing so.

Speak objectively – Always speak objectively, not personally. The plan can be improved... Not, your plan is bad.

Concede fallibility - Freely admit to your part of "could have done it better". No one likes a "know it all" who appears to have all the answers and therefore comes across as thinking they are better than everyone else. You may have all, or most, of the answers – so then be a mentor, come across as wanting to help others to perform at their best.

Build Consensus - Team with others who are "leaders" of the established culture. I have talked this through with "John Smith, Sam Timonski, Sue Chadoda, Mary Chin, and Mary Rodrigues," and we think.........

BEING AN ADVOCATE

As an advocate, the Records Manager uses their vision, knowledge, and understanding to promote best practices and advocate Records Management improvements that will move the organization forward in Records Management maturity. Advocates utilize many forms of communication.

Elevator speech(s) – Develop bursts of Records Management information that can be given quickly during chance encounters with leadership. Rather than the usual pleasantries, when an encounter occurs with a member of the leadership team, provide a quick update that you are excited about, which would be helpful to the program if they were aware, and which they would appreciate being knowledgeable about.

Repeat the elevator speech frequently and include "catch phrases" that are easily remembered. The goal is to have others repeat those catch phrases.

Positive News – Keep the message positive. Negative news should not be repeated. There are plenty of others willing to spread negative news. If confronted, be honest about negative news, but speak to your remedy that hopefully is already in process.

Newsletter - Regularly communicate Records Management status and needs to the organization including suggested periods of time for records review, clean-up, and disposal.

Assume you have full organizational support, which you do unless someone tells you otherwise. Consider including highlights of the status reports (see below).

Status Reports - When a Records Management initiative is underway, provide regular status reporting showing progress by area. Structure these in a way that clearly shows who is on schedule and who is not. No one likes to be called out, and this is a gentle and fair way to do so. Leadership in lagging areas will be motivated to energize their workforce and "catch-up".

BEING A FACILITATOR

A facilitator is an essential role to guide and move the organization from old ways and understandings to new ways and understandings with minimal resistance, understanding that resistance may be overt or covert. The desire or goal is to make the workforce feel good about the change, or at least be a "willing" participant in the change.

Education/Training – Assure each worker has a basic records management understanding (Records Management 101) including the distinction between official records, copies, and drafts, and retention/disposal requirements.

Retention Requirements – The Records Manager needs to assure the organization that they (the Records Manager) understand the organization doesn't exist to satisfy legal and regulatory requirements. It may be necessary to help the organization understand what their actual organizational records retention requirements (needs) are, including what is needed to satisfy its customers. Once organizational needs are understood and identified, the organization also needs to comply with legal and regulatory requirements.

Forcing Function – Consider establishing new mandatory compliance friendly applications, repositories, and/or processes. This required departure from old systems and processes to the new compliant friendly tools, and processes, will force the organization to review what it has today, select what will transition, and determine how it will be retained.

What's in it for me? – Guide the business and the individuals in it to an understanding of the value of records to the organization, and the value of records to the individual. For the organization, records are required for its operation, and to help establish the value of the organization. For the individual, their record creation, records utilization, and management of records, is a measure of their personal value to the organization.

BEING AN ENFORCER

The Records Manager will be a principal in assuring Records Management policies and procedures are complied with, as well as assuring departments and individuals' participation in program changes.

Attestation Statements – Periodically it will be appropriate and helpful to require the workforce to attest to completion of an activity or a task. As mentioned earlier, it would be helpful to publicize the percent of attestations received by work area. This will enable management to be aware of status and participate in the drive for completion.

Temporary Exceptions - As programs are initiated, individuals or departments will seek to be exempted from the requirement. While no exemptions should be given, temporary exceptions from requirements should be allowed for specific reasons, and for specific periods of time, with identified corrective action. This case-by-case agreement validates the requirement, while at the same time recognizing the need for flexibility due to business reasons.

Audit, or Compliance Review – Periodically, it is appropriate for the Records Management program to determine if its policies and procedures are being followed as intended with an audit or compliance review. A questionnaire designed to solicit simple "Yes", "No" or "In Process" responses can provide significant intelligence on compliance, without being burdensome to the organization. "Intrusion" into the organization is then only needed where the data shows need for concern.

SUMMARY

The position of Records Manager is a challenging and difficult assignment. These "Tricks of the Trade" are a combination of "Change Management" techniques and specific Records Management program suggestions. These "Tricks of the Trade" can help the Records Manager accomplish their goals, make the position a little less difficult, and perhaps even make the position a bit more enjoyable going forward.

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

The Five Steps for Having Tough Conversations

BY GERARD PENNA

Many leaders avoid tough conversations. As a result, they contribute to mediocrity, and perpetuate an unsatisfactory status quo. They leave other people unaware of the problems and challenges that are theirs to solve and make progress with. My work has focused on revealing the differences between more extraordinary leaders, and the average, typical, ho-hum leadership we tolerate in our daily lives.

One key I have discovered is how they use tough conversations to transform relationships and outcomes. How do more remarkable leaders torque the odds in their favour that a tough conversation will be an effective one? Here's five steps that I've learned from observing, coaching and teaching leaders for more than three decades in countless board rooms, back offices and break rooms.

1. Check for competing intentions: Have you ever approached a conversation with an intention to show up a particular way, but actually behaved in a way that was not as you intended? Maybe your intended assertiveness morphed into submission, or deliberate calm turned to anger?

If so, it is likely the deliberate intention held by your thoughtful modern forebrain was blocked by a powerful non-conscious survival intention originating out of your instinctive reptilian brain. You can avoid being caught unaware by these instinctual urges by asking beforehand, "What competing non-conscious intention might show up, and how could I minimise its effects?"

2. Avoid triggering a fight-flight-freeze response: Just as your brain will be trying to keep you safe, so too will the other persons. Their survival brain will be evaluating what you say and do to decide if this is an unsafe conversation. If their powerful fight-flight-freeze response is triggered, it can render them unable to engage productively. To avoid triggering this survival reflex, think carefully about the words you will use in the first ten seconds to convey the purpose of the meeting. For example, "I'd like to discuss how we can get your best contributions in our team meetings" is a much less threatening statement than "We're here to fix your poor behaviour in team meetings."

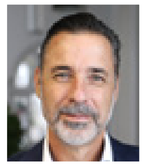
3. Give them a reason to engage: It is a conversation you're not looking forward to, and neither are they. How do you keep them engaged in a discussion that might be quite uncomfortable? The answer is to reveal for them how having this conversation will produce something that they desire and care about - something they will benefit from. This requires you to have some insight into their needs and motivations. You then translate that motivational insight into a statement that highlights the payoff of engaging. For example, if this person cares about delivering outcomes you might say "By talking about it, you can avoid some real risks to completing this project on time and on budget."

4. Ask before advocating: I have observed that most leaders tell before asking. They also spend more time advocating their point of view than they do inquiring into other peoples. This has the unfortunate effect of limiting the other person's involvement and engagement, producing resistance and reluctance. This simply makes a tough conversation even more difficult. If instead you ask before advocating, you activate the psychological Law of Reciprocity reported by Robert Cialdini PhD. This states that by listening first to the other person's point of view, they will then be more willing to listen to yours. When coaching executives to prepare for tough but important conversations, I encourage them to spend as much time thinking about the questions they could ask, as they do thinking about the points that they want to make.

5. Welcome the heat: Conflict between perspectives and points of view can create friction, which in turn produces heat as people and their emotions become activated. That heat is unavoidable if you are getting close to revealing the real issues and perspectives, yet many leaders are afraid that the heat will quickly escalate and go nuclear, damaging themselves and their relationships in the process. This can cause them to withdraw too quickly, submit, and otherwise fail to stand up for themselves. Learning to expect and embrace heat as a necessary condition is a key growth area for leaders who wish to use tough conversations to transform the status quo.

Whilst there is no way of guaranteeing a tough conversation will produce only positive outcomes or feelings, you can increase the likelihood of success by thinking carefully about your approach beforehand, and then executing consciously, considerately, and courageously.

> I encourage executives to spend as much time thinking about the questions they could ask, as they do thinking about the points that they want to make.



ABOUT THE AUTHOR

Gerard Penna is a leadership advisor and coach to billionaires, CEO's, boards, and senior leaders. He teaches in diverse settings from desert mining camps to hi tech start-ups and sky-scraping boardrooms. He is the author of Xtraordinary: The Art and Science of Remarkable Leadership, host of the Xtraordinary Leaders Podcast, and CEO and Founder of Xtraordinary Leaders; a training company deeply committed to lifting the bar on leadership and leadership development.

Learning to expect and embrace heat as a necessary condition is a key growth area for leaders...

Modernising the foundations of records and information systems: Big Data

BY LINDA SHAVE

Modernising the foundations of records and information systems in the era of Big Data 3.0 is the alignment of IT, business strategies and the vision within the organisation. Organisations need to identify and determine which improvements provide the best opportunities for transformation, productivity, governance and economic value.

WHAT ARE THE BIG DATA STAGES?

The term 'Big Data' has been in use since the early 1990s, it could be said that this was the start of Big Data 1.0. **Table 1** provides a brief overview of the Big Data stages.

WHAT ARE THE BIG DATA TRENDS?

Big data trends for capturing, storing and processing complex unstructured and semi-structured data is a fast-moving target for organisations. Big data trends are continuously evolving to meet government, citizen and economic drivers. The following outlines four potential big data trends:

1. Data Fabrics

A big 'data fabric' is an augmented data management architecture that provides visibility of data and the ability to move, replicate and access data across multiple hybrid and cloud repositories. It is a metadata-driven approach to connecting disparate collections of data repositories, devices and tools to deliver capabilities in the areas of data access, discovery, transformation, integration, graph modelling, security and governance. For a business, having a data fabric means that data is free to move dynamically across all private and public cloud resources for greater efficiencies.

Data Fabrics depend heavily on contextual information that integrate with pools of operational metadata, technical metadata and utilise machine learning (ML) to enhance data quality with learning models that can be trained and continuously learn from patterns to improve metadata analytics and business outcomes.

Table 1 – Three Stages of Big Data

STAGE	DESCRIPTION
Big Data 1.0 **Transactional – Early 1990s**	Terms such as data analysis and data analytics for structured data originated from the field of database management. It relied heavily on the storage of data in Relational Database Management Systems (RDBMS). Techniques such as database queries, online analytical processing, dashboards, scorecards and standard reporting tools are common in data that is stored in RDBMS.
Big Data 2.0 **Networked – Early 2000s**	Web/internet and the augmented creation and capture of digital data introduced an immense increase in the collection and storage of semi-structured and unstructured data types. Besides the standard structured data types, organisations now needed to find new approaches, tools, technologies and analytical techniques to deal with these data types in order to extract meaningful information.
Big Data 3.0 **Intelligent – Early 2010 to date**	Around 2010, we saw the increased capture and storage of mobile, real time and sensor-based data and the beginning of location awareness, person centred and context relevant analysis. This has required once again organisations to find new approaches, tools, analytical techniques and technologies. As an outcome we are now seeing the rise of artificial intelligence (AI), natural language processing (NL) and machine learning (ML) for data analytics. AI and ML algorithms are able to process the large volumes of data and produce detailed insights, highlight trends and provide valuable and actionable outcomes.

2. Metadata Content

Metadata content is about cataloguing the descriptions, attributes and the characteristics of the business, technical and operational content that it owns. Metadata content is instrumental in managing, overseeing, and measuring the data governance process. The next-generation platforms will incorporate business semantics and ontologies where data and components are defined and described with different notations.

3. Augmented Data Management

Augmented data management is the application of artificial intelligence (AI) to enhance or automate data management tasks. It has the ability of spotting anomalies in large datasets, resolving data quality issues and tracing data back to its origins or source. AI models are more sophisticated and specifically designed to perform data management tasks and often take less time, make fewer errors and cost less in the long run to operate.

4. Augmented Analytics

According to the International Data Corporation (IDC), companies will be storing more than 100 trillion gigabytes of data by 2025. As a result, companies are finding themselves struggling to keep up. Augmented analytics includes embedded Artificial Intelligence (AI) and Machine Learning (ML) to drive intelligent and trustworthy insights on data. By augmenting your analysis with techniques such as AI and ML you are adding new dimensions and value to your analytical results.

DATA VISUALISATION TOOLS – MAKING BIG DATA MORE APPROACHABLE

End users who are not data scientists or analysts should be able to ask questions of the data founded on their own business expertise. However, the majority of tools available to work with Big Data are complex, hard to use and therefore a potential barrier for wide range adoption. Many organisations do not have the in-house expertise to perform the required data analysis and manipulation to extract the answers that the business is seeking. In short, for many organisations getting the Big Data advantage and identifying the hidden opportunities and value of their data is proving to be a challenge.

To this end organisations need to make data more approachable to end users by utilising data visualisation tools. When combined with data analytics, data visualisation not only makes the data look good, but also makes the data easier to explore, interrogate, understand and interpret. **Table 2** provides an outline of some data visualisation tools.

Table 2– Data Visualisation Tools

DATA VISUALISATION TOOLS	DESCRIPTION
Visualisation	A graphical representation of data by using visual elements like charts, graphs and maps. Data visualisation tools provide an accessible way to see and understand trends, statistical outliers and patterns in data for making data-driven decisions.
Story Telling	The process of creating a story from the findings of data analysis, which allows individuals to understand complex aspects and use them to take actions. There are three aspects of the communications in data storytelling, they are narrative, visual, and data.
Democratisation of Data	The process of democratising data means making data accessible in the right forms and channels to as many people as possible within a company. Decisions can then be made using data that is tangible, easily understood, and business focused.
Data Granularity	The process of being able to provide the appropriate level of detail for the right audience.

THE FUTURE OF PURPOSE-BUILT TOOLS FOR DATA MANAGEMENT

Technologies such as Artificial Intelligence (AI), Machine Learning (ML) and data analytics for data management have been rapidly appearing on the scene and have the potential to help governments, agencies and the enterprise to achieve new horizons. New horizons such as a no-touch government, quantum computing analytics and DNA storage.

1. No-touch government

Whilst still evolving, a no-touch government services aim is to provide a seamless automated and automatic digital service between multiple government agencies without the need of individuals and/or citizens to initiate the transaction. For example, the birth of a child could trigger a data transfer from the hospital to the registration centre, tax office and other relevant agencies, thereby providing a single unique digital identifier.

2. Quantum Computing Analytics

Quantum computing works with a different mechanism and software approach than classical computing and is seen as an emerging area with significant potential for problem optimisation. Computational platforms will provide users access to quantum computers to perform quantum computations via the cloud. The use of computational platforms and the ability for quantum computers to search unstructured data quickly offers new possibilities in data analytics.

3. DNA Storage

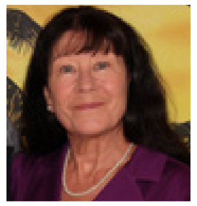
The demand for big data storage has seen the rise of investigations into DNA data storage which is the process of encoding binary data into synthetic, man-made strands of DNA. To store a binary digital file in DNA, the bits are converted from 1s and 0s into the letters A, C, G, and T. An example of DNA storage can be found in the National Film and Sound Archive of Australia (NFSA) who in partnership with the Olympic Foundation for Culture and Heritage (OFCH) embarked on a data storage technology project which used synthetic DNA to preserve the footage of Cathy Freeman's 2000 Olympic 400m race. This was the first ever use of this innovative data storage technology to preserve moving image for long-term archival purposes and will ensure that Cathy Freeman's victory will be preserved for thousands of years.

> Quantum technologies and the evolution of qubits for storage of digital data will require a new workforce, with special skills and expertise.

IN CONCLUSION

Modernising the foundations of records and information systems in the era of Big Data 3.0 is the next frontier for innovation, competition and productivity. New tools such as data fabrics, artificial intelligence, machine learning and other emerging technologies can automate data management to improve data quality and make it easier for end user adoption. Business ontologies as a reference representation model, data catalogues and other functional improvements in metadata, data quality and data security tools will address the required aspects of next-generation platforms.

Quantum technologies and the evolution of qubits for storage of digital data will require a new workforce, with special skills and expertise. This workforce will have to be multi-disciplinary with an understanding of some the underlying theories of quantum computing. This new emerging group of professionals will need to have the right blend of skills in digital information management, metadata content cataloguing, augmented data management, augmented analytics and business. Change is constant and R/IM professionals will adapt and embrace changes in their work environments including new and evolving technologies.



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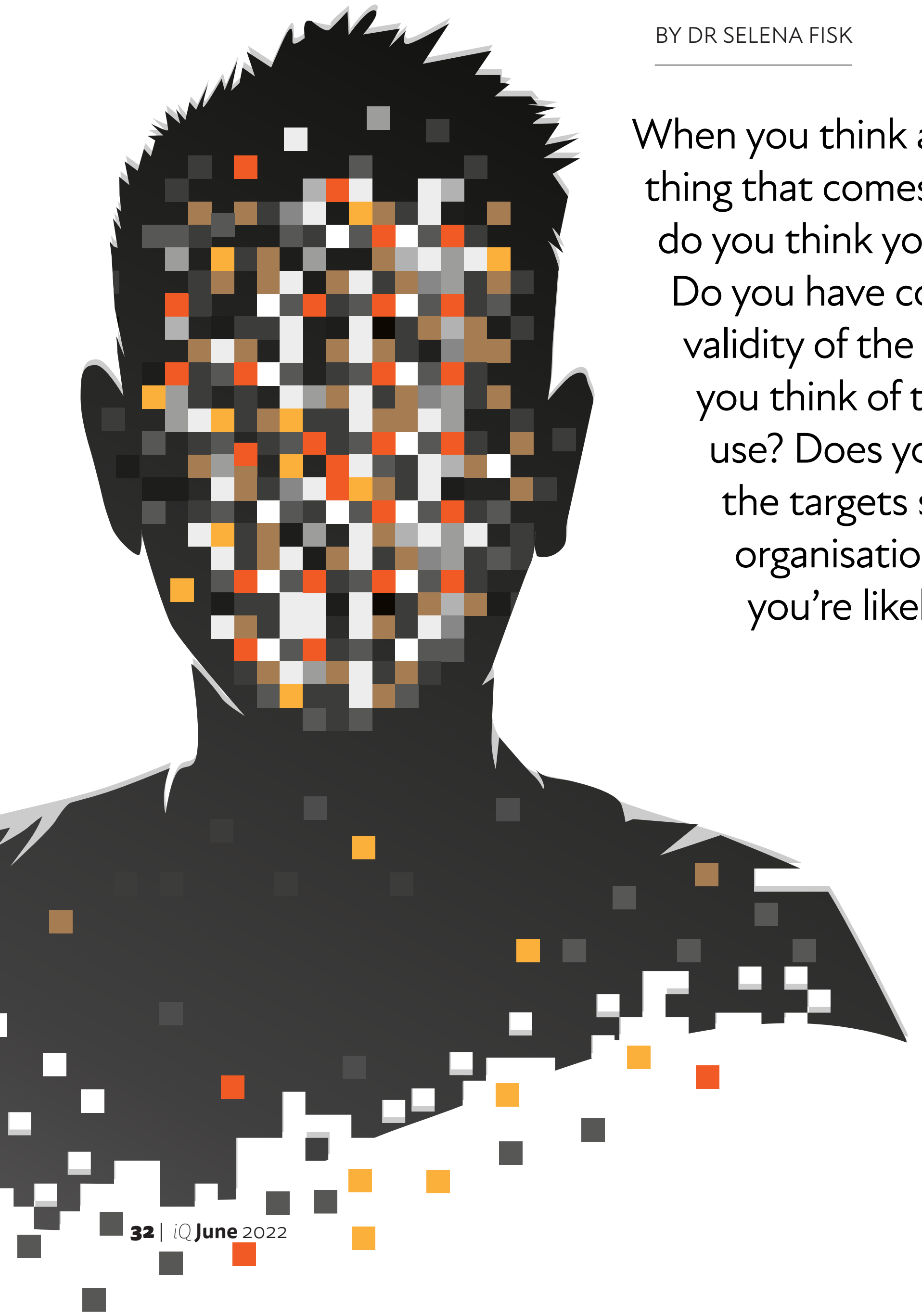
Putting The Human Back In The Data:

Using Data To Lead Change

BY DR SELENA FISK



When you think about data, what is the first thing that comes to mind? Do you love it? Or do you think you're 'not a numbers person'? Do you have concerns about security? Or validity of the data you collect? Or do you think of the technology that you use? Does your mind jump straight to the targets set by the leaders in your organisation? And whether or not you're likely to achieve them?

We all have different reactions to the notion of 'data' and recognising and understanding that is one of the first hurdles that we need to overcome. Our perceptions of data are influenced by our experience in school maths lessons, different work environments, and interactions with and expectations of our colleagues, teams, and organisations throughout our career. If you think negatively when you hear the word 'data', I'd encourage you to think about 'people' and 'potential' first, rather than hard data, or reducing people to numbers. I certainly do.

I'm a data storyteller, and although it is all about the numbers for me, it is also not about the numbers. Numbers are insignificant in spreadsheets and visualisations alone – we desperately need to remember that while some of us collect millions of data points daily, most have come from human beings, and all should be used by human beings.

Unfortunately, when we focus only on building data lakes, data strategies, and the best security, we might forget that the data is actually about humans and is being collected for humans to use.

Regardless of the organisation and role that you find yourself in, your priority in using data should be to get to the point of data storytelling and put people at the forefront of your conversations and thinking. Data storytelling is where we think about the insights in the data, and how we communicate them to and use them to lead change. When we look for insights, either as individuals or teams, we trawl through the oysters to find the pearls (see Knaflic, 2015) and choose the trends that we can do something about (or shift) in our sphere of influence.

Once we have identified the pearls in the data, we need to be able to share these insights and explain them to others in a way that engages them in the story and helps them see the urgency in action. If we are unable to do this, there is a good chance that the insight will not be acted on, and it will remain as something that was 'interesting' but not 'actioned'. By being able to communicate the story of the insight and engage others in the story we then, in teams, decide on potential action and next steps.

At all stages of data storytelling, we engage people in the conversations, thinking, and decision making, and we think about how the data and insights reflect human experience, and what it means for people in your organisation or team moving forward.

One of the main ways that we can ensure that we put humans back into the data through the process of data storytelling is to insist on colleagues, teams and our organisation always being data-informed rather than data-driven. Organisations that promote data-driven strategies run the risk of focusing on the numbers rather than people; whereas organisations that are data-informed, ensure that their understanding of people, contexts, and other contributing factors influence the decisions that they make.

DATA-INFORMED VERSUS DATA-DRIVEN

When talking about the ways in which data can be used, there is an important distinction to be made between being data-informed (which is what we want to be) and being data-driven (what we do not want to be). Being data-driven is like a horse wearing blinkers in a horse race – they can see the finish line and the goal, but they can't see what is going on either side of them. They race towards the finish line, with minimal distractions, and a limited understanding of what other horses and riders are doing.

> Numbers are insignificant in spreadsheets and visualisations alone – we desperately need to remember that while some of us collect millions of data points daily, most have come from human beings, and all should be used by human beings.

Data-driven organisations are ruthless around the numbers. They move staff on if they don't meet targets; they change their product lines to increase market share; and they callously make all the big decisions based on what the numbers suggest will work. I do not believe that organisations should aspire to be data-driven, because despite the fact that I am a numbers person, the data (particularly if you're relying on one piece of quantitative data) can never tell you the whole picture.

Conversely, being data-informed is like being a racehorse without blinkers. They can see the goal and the finish line, and they know what they are aiming for, but they can also take in the speed of horses around them, their position relative to others and slight shifts in movement from horses on all sides of them. There is a finish line, they are working towards it, but they are aware of the context they're in. Being data-informed in business is much the same. When you are data-informed, you use the numbers and rely on them to provide information about where you are going and what you need to do to improve, but you also incorporate your understanding of context, people, the financial climate, market demand and company culture into the decision-making process.

When you are data-informed, you don't make decisions driven by the data – you make decisions that are informed and influenced by the data. Organisations should always aspire to be data-informed if they want to effectively harness the power of data, but never be driven by it.

The aftermath of the September 11 United States terrorist attack is a tragic example of data-driven decision-making gone wrong. Ken Feinberg's book What is Life Worth? The unprecedented effort to compensate the victims of 9/11 (2006) and the subsequent film Worth, directed by Sara Colangelo (2020), both document Feinberg's work as the US Government's Special Master of the September 11th Victim Compensation Fund. This fund had the enormous challenge of compensating thousands of families for their losses due to the attacks. It was tasked with coming up with a dollar figure for each life lost, taking into consideration income, age and marital status. Feinberg's team's initial approach was data-driven, as essentially there was a formula, where demographic details were entered to develop a payout figure for each person.

The victims' families quickly realised that this algorithm led to significant disparities in payout figures. They were angry.

People questioned why their relative was not 'worth' as much as others; it was heartbreaking. Over time, as Feinberg met more families and heard their stories, his approach changed. He learned of different contexts with partners and children, and he attempted to find solutions for longer-term illnesses beyond the two-year program.

Ever so slowly, Feinberg and his team modified the fund, built trust with families and achieved the threshold number of families signing up for the fund. In the end, the fund was responsible for more than 5000 families receiving over US$7 billion in compensation. Although it was, in many ways, an impossible task, the initial data-driven approach was never going to work.

Amazon founder Jeff Bezos is a successful business leader who is data-informed rather than data-driven. This might come as a surprise, as many people assume that Bezos is, in fact, data driven. However, Bezos once said:

'People think of Amazon as very data oriented and I always tell them, look, if you can make the decision with data, make the decision with data... But a lot of the most important decisions simply cannot be made with data.' (Mejia, 2018)

Bezos advocates for a combination of data and gut to inform decision-making, rather than being driven solely by the data, and he is very comfortable talking about the importance of being data informed. Take for example the launch of Amazon Prime. Bezos reported that the numbers indicated that Amazon Prime would not be successful.

> ...there is an important distinction to be made between being data-informed (which is what we want to be) and being data-driven (what we do not want to be).

If he had considered the numbers only, he would not have pursued what is now a key element of Amazon's success. Despite the numbers indicating it might not work, Bezos understood the broader context and emerging market around the idea and decided to go with his gut, despite what the data was telling him. Bezos said, 'you collect as much data as you can. You immerse yourself in that data... but then make the decision with your heart' (Mejia, 2018).

ABOUT THE AUTHOR

Dr Selena Fisk is the author of I'm Not a Numbers Person: How to make good decisions in a data-rich world (Major Street Publishing).

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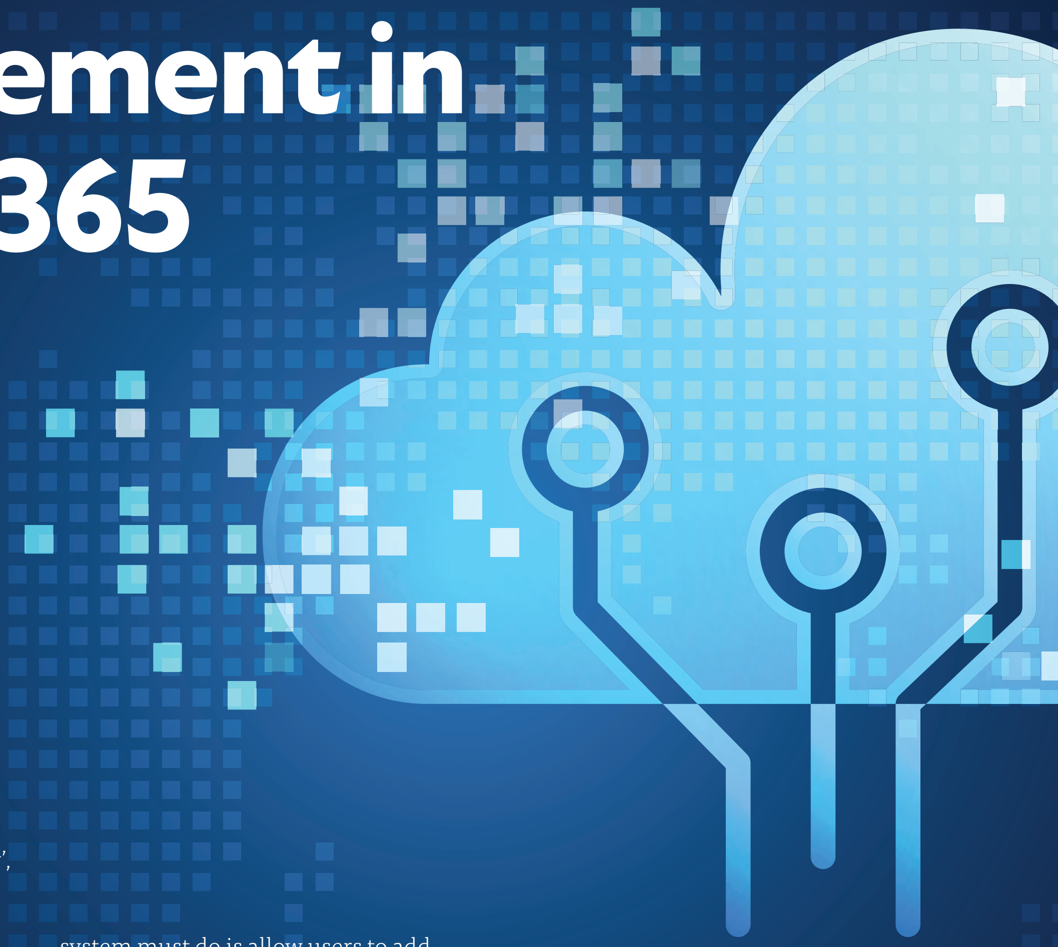
PART TWO

Readers can read **PART ONE** in Volume 38, Issue 1 - March 2022 edition of iQ

Project Cortex and the future of document management in Office 365



BY JAMES LAPPIN

SHAREPOINT AND USER-ADDED METADATA

In a recent IRMS podcast, **Andrew Warland** reported that an organisation he worked with synched their SharePoint document libraries with Explorer, and that subsequently most users seemed to prefer accessing their SharePoint documents through the 'Explorer view', rather than through the browser.

This preference for using the Explorer view over the browser view is counter intuitive. The browser view provides the full visual experience and the full functionality of SharePoint, whereas the Explorer view in effect reduces SharePoint to one big, shared drive. But it is understandable when you think of the relationship between functionality and simplicity. Those purchasing and configuring information systems tend to want to maximise the functionality of the system they buy/implement. Those using it tend to want to maximise the simplicity. These things are in tension – the more powerful the functionality, the more complex the choices presented to end users. The simplest two things a document management system must do is allow users to add documents and allow them to view documents: Explorer view supports both of these tasks and nothing else.

At this point, I will add an important caveat. Andrew didn't say that all end users preferred the Explorer view. Some sections of the organisation had more sophisticated document library set ups that they valued and were prepared to keep adding and using the metadata. But if the hypothesis advanced at the start of this paper is correct, then it is not feasible to configure targeted metadata fields with context-specific controlled vocabularies for every team in an organisation when rolling out a standalone document management system.

Graham Snow pointed out on Twitter that one disadvantage of synching document libraries with Explorer is that, when a user adds a document, they are not prompted to add any metadata to it.

This raises two questions:

- why are Microsoft giving a get out to the addition of metadata, when we know how important metadata is to retrieval?
- why are so many end users seemingly uninterested in adding metadata, when they would, in theory, be the biggest beneficiaries of that metadata?

INFORMATION MANAGEMENT

Graham Snow pointed out on Twitter that one disadvantage of synching document libraries with Explorer is that, when a user adds a document, they are not prompted to add any metadata to it.

Let us start by confirming that metadata indeed is important. To understand any particular version of any particular document, you need to understand three things:

- who was it shared with?
- when was it shared with them?
- why was it shared with them?

This provides a clue as to why many end users don't tend to add metadata to documents. If a document was shared via e-mail, then the end user has the metadata that answers those three crucial questions, in the form of an e-mail sitting in their e-mail account. Their e-mail account will have a record of who they shared it with (the recipient of the e-mail), when (the date of the e-mail) and why (the message of the e-mail). One question we might ask ourselves is why have we not sought to routinely add to the metadata of each document the details that we could scrape from the e-mail system when it is sent as an attachment? These details include the date the document was sent, the identity of the sender and the identity(ies) of the recipient(s).

MICROSOFT GRAPH

Microsoft are trying to make Office 365 more than simply a conglomeration of standalone applications. They are trying to integrate and interrelate OneDrive, Outlook, Teams, SharePoint and Exchange, to provide common experiences across these tools, which they prefer to call separate Office 365 'workloads', rather than separate applications. This effort to drive increased integration is based on two main cross Office 365 developments: an Office 365 wide API (called Microsoft Graph API) and an enterprise social graph (called the Microsoft Graph).

The Microsoft Graph API provides a common API to all the workloads in Office 365. This enables developers (and Microsoft themselves) to build applications that draw on content held and events that happen in any of the Office 365 workloads.

Microsoft Graph is an enterprise social graph that is nourished by the 'signals' of events that happen anywhere in Office 365 (documents being uploaded to OneDrive or SharePoint; documents being sent through Outlook or Teams; documents being edited, commented upon, liked, read, etc). These signals are surfaced though the Microsoft Graph API.

Microsoft Graph was set up to map the connections between individual staff, the documents they interact with, and the colleagues they interact with. For most of its existence, Microsoft Graph has been more of a social graph than a knowledge graph.

The forthcoming project Cortex (announced at the Microsoft Ignite conference of November 2019) takes some steps in the direction of turning Microsoft Graph into a knowledge graph. It will create a new class of objects in the graph called 'knowledge entities. Knowledge entities are the topics and entities that Cortex finds mention of in the documents and messages that are uploaded to/exchanged within Office 365. Cortex will create these in Microsoft Graph and link them to the document in which they are mentioned and the people that work with those documents.

APPLICATIONS BUILT ON TOP OF MICROSOFT GRAPH

The three most important new services that Microsoft has built within Office 365 since its inception are Delve, Microsoft Teams and Project Cortex. All three of these services are meant to act as windows into the other workloads of Office 365. They are all built on top of the Microsoft 365 graph, and they provide signposts as to how Microsoft wants to see Office 365 go and how it sees the future of document management.

MS Teams, Delve, Cortex and Microsoft Graph are eroding the barriers between the document management system (SharePoint), the file-sharing system (OneDrive for Business), the e-mail system (Outlook and Exchange) and the chat system (Teams).

MS TEAMS

Teams is primarily a chat client. But it is a chat client that stores any documents sent through it in either:

- SharePoint document libraries (if the message is sent through a Teams channel or private channel) or
- OneDrive for Business (Microsoft's cloud equivalent of a file-sharing system) if the document is sent through a chat.

DELVE

Delve uses Microsoft Graph to personalise, security trim, filter and rank search results obtained by the Office 365 search engine. Delve pushes these personalised results to individual users, so that on their individual Delve page they see:

- a list of their own recent documents; this shows documents they have interacted with (sent, received, uploaded, edited, commented on, opened or liked) in Outlook Teams, OneDrive or SharePoint.
- a list of documents they may be interested in; this is Delve acting as a recommendation engine and showing documents that the individual's close colleagues have interacted with recently, and which relate to topics that the individual has been mentioning in their own documents.

Delve is working under certain constraints. It does not search the content of e-mail messages, only the attachments. It does not recommend a document to an individual who does not have access to that document.

There are some cases where Delve has surfaced information architecture issues. In an IRMS podcast discussion with Andrew Warland, he told me how one organisation he came into contact with had imported all their shared drives into SharePoint without changing access permissions in any way. Each team's shared drive went to a dedicated document library. The problem came when Delve started recommending documents. Sometimes Delve would recommend documents from one part of the team to people in a different part of the team, and sometimes the document creators were not pleased that the existence of those documents had been advertised to other colleagues.

The team asked Andrew whether they could switch off Delve. His response was that they could, but that switching off Delve (or removing the document library from the scope of Delve) would not tackle the root of the problem. The underlying problem was that the whole team had access to the document library that they were saving their documents into. He suggested splitting up the big document library into smaller document libraries, so that access restrictions could be set that were better tailored to the work of different parts of the team.

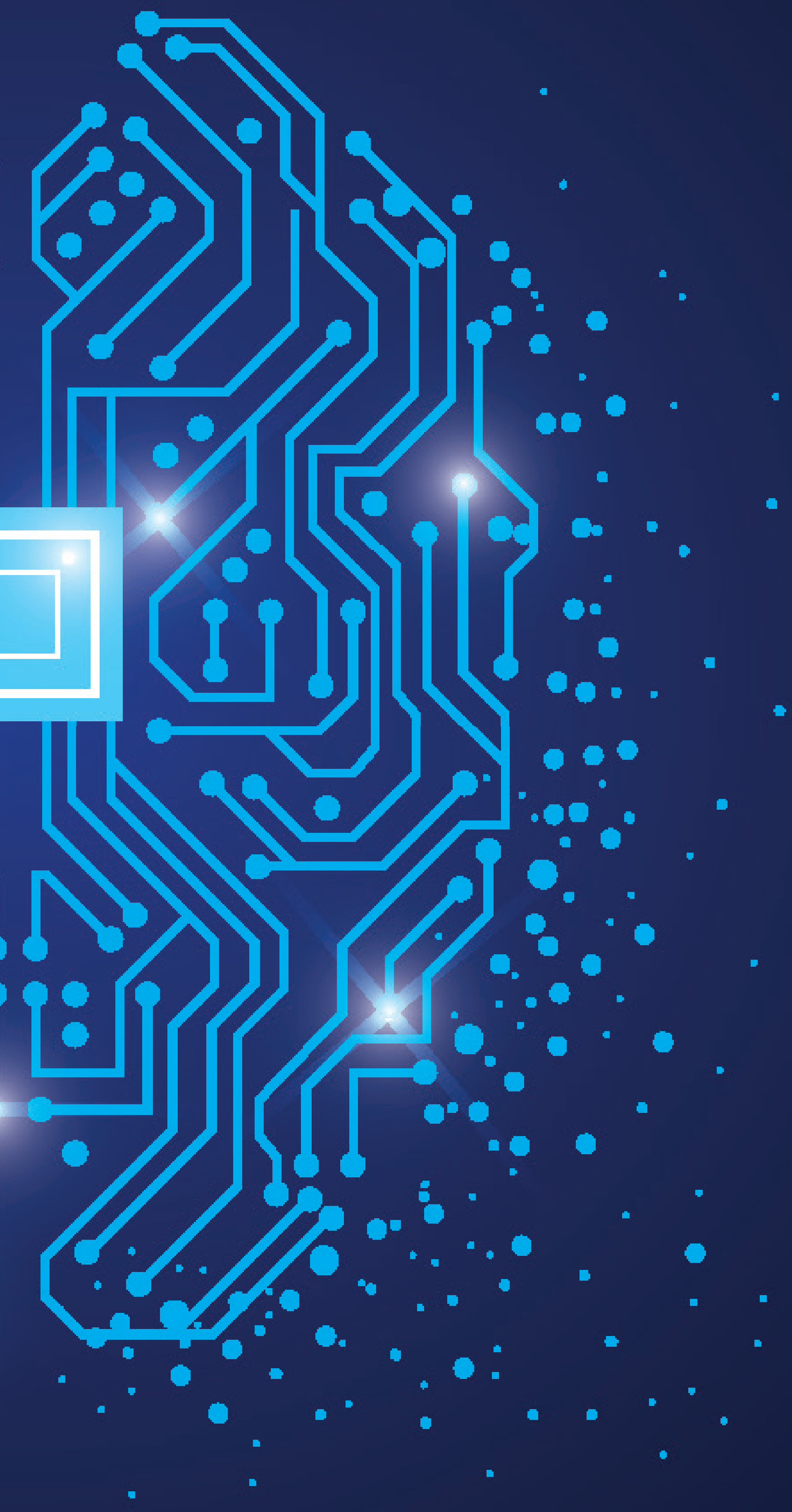
Delve has taken baby steps to unlocking some of the knowledge locked in e-mail systems that is normally only available to the individual e-mail account holder (and to central compliance teams). Delve cannot search the content of messages, but it can search the attachments of e-mail messages and the metadata of who sent the attachment to whom.

PROJECT CORTEX

Project Cortex will take this one step further. It is a knowledge extraction tool. It seeks to identify items of information within the documents uploaded and the messages sent through Office 365. It is looking for the 'nouns' (think of the nodes on the graph) within the documents and the messages. The types of things it is looking for are the names of projects, organisations, issues etc. It seeks to create 'topic cards and topic pages containing key pieces of information about these entities. A link to the topic card will appear whenever the project/organisation/issue etc is mentioned in any Office 365 workload. Users will come across the link when they read or type the name of the entity into an e-mail or a document. The topic cards and pages will also contain Cortex's recommendations as to which colleagues are experts on the topic and which documents are relevant to the topic. Like Delve, Cortex will use Microsoft Graph to create these recommendations.

Project Cortex is tightly bound with SharePoint. Its outputs manifest themselves in familiar SharePoint pages and libraries. Cortex uses the fact that SharePoint sites can be used to serve as an intranet to generate topic pages that function like SharePoint intranet pages. Like SharePoint intranet pages, you can add web parts to them, and they use document libraries to store and display documents. Project Cortex will populate the document library of a topic page with the documents that it mined to generate the information on the topic page. Colleagues who do not have access to those documents will not have access to the page.

One question we might ask ourselves is why have we not sought to routinely add to the metadata of each document the details that we could scrape from the e-mail system when it is sent as an attachment?



The topic cards and pages will be editable (like Wikipages). Project Cortex will link the topic pages for related topics together to form knowledge centres. These knowledge centres will supplement (or rival) the organisation's intranet.

SHAREPOINT AND MACHINE-ADDED METADATA

So far, the knowledge centre/topic pages aspects of Project Cortex have got the most publicity, and they are the aspects that are likely to make the most immediate impression on end users. But I think and hope that the most useful aspects of Project Cortex will be two features that allow you to use machine learning to capture specified fields of metadata for a specified group of content in specified SharePoint document libraries:

- For structured documents (forms and other types of documents that follow a set template), Cortex provides a form-processing feature that allows you to identify particular element forms/templates and map them to a metadata field. For any instance of that type of document, the machine will enter the value found in that place in the document into the given metadata field.
- For unstructured documents, you are able to train a machine-learning tool to recognise certain types of content and recognise certain attributes of that content. This is done using a 'machine-teaching' approach, where information professionals and/or subject matter experts explain to the machine the reasoning behind what features in the documents they want the machine to look for.

Project Cortex will provide a 'content centre' within which information professionals and/or subject-matter experts can use machine teaching to build particular machine-learning models. These models can be published out to particular SharePoint document libraries. The model can then populate metadata fields for documents uploaded to the library.

It would seem, from what Microsoft are saying about it, that the machine-teaching capability will play to the strengths of information professionals, because it will use their knowledge of the business logic behind what metadata is needed about what content. The disadvantage of the machine-teaching/learning model is that it won't scale corporate wide. You will have to target what areas you want to develop machine-learning models for, just like in the on-premises days, when you had to target which areas you would design tailored sites and libraries for.

INFORMATION MANAGEMENT

THE DEVELOPMENTS THAT ARE DRIVING CHANGE IN DOCUMENT MANAGEMENT

The following four developments are driving change in document management:

- the move of e-mail systems and corporate document management systems to the cloud;
- the emergence of cloud suites (Office 365 and G Suite) that bring both document repositories and messaging systems (e-mail and chat) into one system;
- the development of enterprise social graphs within those suites that map people to the content that they create (and react to) and the topics that they work on;
- the development of machine learning.

These four developments are interdependent. Machine learning is only as good as the data it is trained on. Within a standalone document management system, there is simply not enough activity around documents for a machine-learning tool/search tool to work out which documents are relevant to which people. A machine-learning tool/search tool is much more powerful when it can draw on a graph of information that includes not just the content of the documents themselves and its metadata, but also the activity around those documents in e-mail systems and IM/chat systems.

In their on-premises days, Microsoft found it extremely difficult to build shared features between Exchange and SharePoint. Now that both applications are on the cloud, both are within Office 365, both share the same API and both share the same enterprise social graph, it is much easier for Microsoft to build applications and features that work with both e-mail and SharePoint.

THE GAPS THAT PROJECT CORTEX MAY NOT BE ABLE TO FILL

There are four main gaps in the Office 365 metadata/information architecture model:

- There are constraints on how much use the artificial intelligence (AI) can make of information it finds in e-mails. Delve confines itself to indexing the attachments of e-mail and does not attempt to use knowledge within messages. Cortex seems to push that envelope further; in that it does penetrate into e-mail messages.

  If an e-mail mentions an entity (a project, organisation, etc), Cortex will turn the name of that entity in the e-mail into a link to a topic card. However, Microsoft states that Cortex will respect access restrictions, so that users will only have access to topic cards about topics that are mentioned in content that they have access to.
- Office 365's strength is in documents and messages, not data. Most of an organisation's structured data is likely to be held in databases outside of Office 365, and the Microsoft Office Graph does not draw on this knowledge.
- Microsoft Graph is geared towards the here and now. It is configured to prioritise recent activity on documents. It is not geared toward providing ongoing findability of documents over time.
- Microsoft Graph is a model that is designed for any organisation. It builds on the commonalities of all organisations (they consist of people who create, edit, receive and share documents, and send and receive messages). An organisation with strong information architecture maturity and well-established controlled vocabularies in key areas of its business will find that these controlled vocabularies are not utilised by Microsoft Graph. One of the most interesting aspects to watch when Cortex rolls out later this year is the extent to which it integrates with the managed metadata service within SharePoint. What we would really want is a managed metadata service that has strong hooks into Microsoft Graph, so that the graph can leverage the knowledge encoded in the controlled vocabularies and so that the managed metadata service can leverage the ability of the graph to push out the controlled vocabularies to content via services such as Delve and Cortex.

These gaps provide the space within which records managers, information architects, and the supplier ecosystem in the records management and information architecture space can act in.

Below are what I see as the medium- to long-term priorities for information professionals (and the information profession) to work on in relation to Office 365:

- Put your enterprise into your enterprise social graph. Microsoft Graph in your Office 365 is yours. It is your data and sits in your tenant. There is an API to it. You can get at the content. What we want is a marriage between the metadata in your enterprise and the enterprise social graph that has emerged in the Microsoft Graph on your tenant. We need a tool that would enable us to hold control vocabularies (or bring in master data lists held in other systems), link them to each other and hook them into Microsoft Graph, so that the documents and people of the organisation get linked into those metadata vocabularies.

> ...a 'content centre' within which information professionals and/or subject-matter experts can use machine teaching to build particular machine-learning models. These models can be published out to particular SharePoint document libraries. The model can then populate metadata fields for documents uploaded to the library.

A machine-learning tool/search tool is much more powerful when it can draw on a graph of information that includes not just the content of the documents themselves and its metadata, but also the activity around those documents in e-mail systems and IM/chat systems.

- Make the enterprise social graph persist through time. If the Microsoft social graph is needed in order for Office 365 to be findable now, then it will still be needed to find and understand that content in 5- or 10-years' time. The question is how can it serve as an ongoing metadata resource, when it is geared up only to act as a way of surfacing content relevant to the here and now? This challenge has both digital preservation and information architecture aspects. The digital preservation aspects concern the question of what parts of the graph we need to preserve and how we preserve them. The information architecture aspects concern what contextual information we need alongside the graph, and how we can enable any application built on top of the graph to keep current the security trimming of the results it returns. Could we, for example, have some sort of succession linkages, so that successors-in-post can automatically access the same documents as their predecessors (unless personal sensitivity labels/flags had been applied)?
- Make e-mails more accessible. Delve and Project Cortex have come up with ingenious ways of unlocking some of the store of knowledge cooped up in e-mail accounts, without breaking the expectation that each individual has that their e-mail account is accessible only by themselves (or rather only by themselves and their corporate compliance team). Delve does it by confining itself to attachments. Project Cortex does it by confining itself to items of fact. But this does not alter the fundamental problem that the business correspondence of most individuals is locked inside an aggregation (their e-mail account) that is only accessible for day-to-day purposes to the individual account owner.

This is acting as a barrier to day-to-day information sharing and to succession planning. There is nothing fundamentally wrong with having correspondence grouped by an individual sender/recipient. People can be mapped to roles and to topics, projects etc. However, the truth is that an e-mail account is too wide an aggregation to apply a precise access permission to. What we need is the ability to assign items of correspondence within an e-mail account to the particular topics/projects/cases/matter or relationship that the item relates to, so that a more suitable access permission can be applied to these sub-groupings. This seems an obvious use of AI.

SO, HERE IS MY WISH LIST FROM THE SUPPLIER ECOSYSTEM AROUND OFFICE 365

- a tool that lets you keep your controlled vocabularies, link them to each other, and link them to Microsoft Graph (or a clear methodology of how to use the managed metadata service to do this);
- a digital preservation tool, or a digital preservation methodology, for preserving (and enriching) those parts of Microsoft Graph needed for the ongoing understanding of content across Office 365;
- a machine-learning tool that, within each e-mail account, assigns e-mails to different topics/matters and allows the e-mail account holder, once they have built up trust in the classification, to share access with a colleague (or their successor in post) to e-mails assigned to a particular topic/matter.

Part One was featured in Volume 38 Issue 1 March 2022

SOURCES AND FURTHER READING/WATCHING/LISTENING

At the time of writing, Project Cortex is on private preview. What information is available about it comes from presentations, podcasts, blogposts and webinars given by Microsoft.

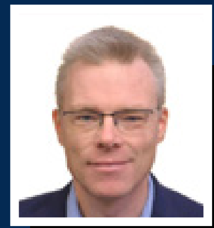
On 14 January 2020, the monthly SharePoint Developer/Engineering update community call consisted of a 45-minute webinar from Naomi Moneypenny (Director of Content Services and Insights) on Project Cortex. A YouTube video of the call is available at www.youtube.com/watch?v=eoNAo6DjisU. The video includes discussion of:

- the ways that administrators can manage security and permissions around Cortex (from 15 minutes);
- machine teaching and the form-processing capabilities (from 19 minutes);
- the interaction of Cortex with the managed metadata service (from 26 minutes).

The philosophy behind machine teaching is discussed in this fascinating podcast from Microsoft Research with Dr Patrice Simard (recorded May 2019) www.microsoft.com/en-us/research/blog/machine-teaching-with-dr-patrice-simard.

THE FOLLOWING RESOURCES PROVIDE SOME BACKGROUND TO GRAPHS:

- In November 2018, Fredric Landqvist wrote this blogpost, comparing Microsoft Graph to the knowledge graphs/ontologies that taxonomists seek to build: <https://findwise.com/blog/beyond-office-365-knowledge-graphs-microsoft-graph-ai>.
- This post gives an introduction to the data science behind enterprise social graphs/knowledge graphs and shows the connection between graphs and machine learning: <https://towardsdatascience.com/graph-theory-and-deep-learning-know-hows-6556b0e9891b



ABOUT THE AUTHOR

James Lappin has been in records management for over a quarter of a century, as a practitioner, consultant, presenter, researcher, blogger and podcaster. He is working on a Loughborough University research project to evaluate archival policy towards e-mail and e-mail accounts. James presents the IRMS podcast and works as a European civil servant. James is the author of the long-running Thinking Records blog. @jameslappin

VENDOR CONTRIBUTION

Understanding The Capabilities Of Organisational Information Systems

The pace at which technological capabilities are growing continues to accelerate rapidly. The expanding capabilities can deliver spectacular results in capturing, managing and using our information, so long as we clearly understand our requirements. How clear are your strategic information objectives and how detailed is your roadmap to achieve the outcomes you seek?

I can clearly remember managing large scale software projects back in the 90s and in particular, I remember how difficult they were to deliver and how much pain was involved. It wasn't uncommon to hear the phrase 'over time and over budget'.

Why was it so difficult? The technology available at the time was not as sophisticated, the infrastructure challenges were not as easy to overcome nor solutions as flexible without 'the cloud', network data speed (well, no need to go there), cost of data storage was high and platform capabilities looked nothing like they do today.

The IT landscape today looks nothing like the 90s and the good news is that technology is more efficient, cheaper, considerably more intelligent, easier to implement and more flexible with configuration and delivery options.

Most vendor platforms provide integration capabilities allowing us to pick and choose the features we require and design architecture which is specific to our needs.

Highly intelligent, consumable software services that provide capabilities now, were unheard of 5 years ago. These allow us to solve most information system challenges, and more importantly, create opportunities limited only by the imagination.

> Highly intelligent, consumable software services that provide capabilities now, were unheard of 5 years ago.

This is great news, and we should all be in full control of our information with the confidence that we are efficient, secure, ready for any privacy challenge, compliant with our relevant regulations and ready to make smart strategic decisions using the value derived from our information.

But that's not the case. Why?

There are 2 primary reasons why we are not improving our organisational information systems as fast as the technology is being delivered. You can't take advantage of the coolest, shiniest technology we have ever seen without being clear what the optimum information ecosystem looks like. This is based on your Organisation and what challenges YOU need to overcome.

The second factor is that the rapid pace of innovation change is more difficult to consistently follow and understand with a view to practical application. In a lot of cases the changes are too fast to realistically understand and implement and the gap between innovative capabilities and actual system implementations is large.

When we can narrow that gap to be able to effectively leverage innovative technologies quicker, we will be closer to a technology cycle allowing continuous improvement.

This will require a shift in what value our partner relationships add to effectively take advantage of the exponential growth in technologies. It's time to stop thinking about band aid fixes and start to dream about how we can disrupt our industry.

What is our massive transformative purpose?

ABOUT THE AUTHOR

Errol LeBoydre has been a System Architect for more than 30 years with a passion to solving simple to complex Information Management challenges. Highly regarded as an integration specialist having delivered many solutions with a focus on process and operational efficiency improvements using cutting edge technologies.

Big Data and its Impact on AI

> ***"It is not the strongest of the species that survive, nor the most intelligent that survives. It is the one that is the most adaptable to change."***
>
> ***- Charles Darwin***

BY DR KEITH DARLINGTON

Adaptability is a key factor in AI systems today and Big Data is helping to make that possible. It has been said that Big Data is to AI what oil is to the automobile – data is the new oil. Big Data has been the catalyst for the success of the current generation of AI systems because it has spawned a swathe of AI applications that use pattern recognition – hitherto thought to be very difficult to implement. The term Big Data was coined to refer to the growing volume of data collected via the Internet and Web applications.

With the rise of social networking and online retailing, copious amounts of data are now available daily. When combined with deep learning AI algorithms, this data can provide valuable insights and add value to businesses.

Correlations can be identified from patterns in the Applications, which were previously thought unsolvable such as pattern recognition tasks are now commonplace. Examples include applications like Google's language translator and Amazon's Alexa. In this article, I look at how the use of Big Data has transformed AI.

THE BEGINNINGS OF BIG DATA

The Big Data concept ignited in 2008 although many earlier projects would have fulfilled its meaning. By that year, Google had started a project called Google Flu Trends (GFT) to monitor flu patterns. It was receiving millions of daily searches and one particular search query on flu caught the eye of researchers. Google can do hundreds of billions of searches to enable flu predictions, such as where it will spread, and how severe it is likely to be. GFT had access to masses of data – leading to good predictions. Other applications followed, such as Farecast, used by Microsoft's BING. This was a free service that enabled users to forecast flight ticket prices when queried by advising them whether to buy now or wait in the hope that the price may drop. Users again had access to masses of data – brute force enabled more accurate predictions. Both GFT and Farecast are no longer in use. Nevertheless, they were the catalysts for the ubiquitous trend that followed.

CHARACTERISTICS OF BIG DATA

Big Data is characterised by the three Vs:

- The volume of data collected. The Internet has precipitated a world awash with data. This data can be human-generated – such as by email and written documents, or machine-generated, such as via smart wearable sensors for personal health monitoring, or CCTV photographs. Furthermore, every day, search engines (such as Google), blogs (such as WordPress), social networking (such as Facebook, Twitter, Instagram, and LinkedIn) videos (such as YouTube), photographs (such as Flickr, Google Photos, Amazon photos), as well as the many governments and government agencies and businesses worldwide acquire and publish bountiful amounts of data in the forms of text, photographs, video, and sound.
- The velocity or speed at which the data needs to be collected, stored and processed. Data comes from many sources thick and fast and therefore, has to be processed quickly – in real-time. Some of this data may contain noise – meaning that some of it will not always be correct, accurate, or complete. But if they are small amounts, then they will not have any significant impact on the learning outcomes.

> Correlations can be identified from patterns in the Applications, which were previously thought unsolvable such as pattern recognition tasks are now commonplace.

- The variety of data that is used. Internet data comes in a variety of shapes and sizes – mostly from heterogeneous sources. Before the Internet, data generally was seen as structured that came from limited-sized data sources. Structured data would be stored in an organised format – such as a database customer record (called a relational database format) with fields representing the customer ID, name, address, credit limit, and so on.
  But as the Internet and Web grew, along with increased computer power, cloud storage, and machine learning AI algorithms, it was possible to process data that no longer needed to be structured or heterogeneous or work with small data sets. Big Data file access would normally use computer clusters. These are several computers networked together so that tasks would be shared by the network, although the user would only use one point of access.

AI APPLIED TO BIG DATA

Not all data analytics use AI. For example, descriptive statistical methods are used to find aggregates and identify trends enabled by giving meaning to data. These methods of statistical analysis are trustworthy because such large volumes of data ensure greater probabilities of truth of the projected results.

AI is used to gain insights through deep learning data analytics. The term machine learning refers to methods that enable the machine to learn without being explicitly programmed by humans. And whilst neural networks had been around for some time, they were improved significantly with the variant called deep learning.

These insights could be gained from understanding why something has happened – i.e., diagnostics. Deep learning could also predict when or what will happen in the future and provide solutions or recommendations to counteract the predicted outcome.

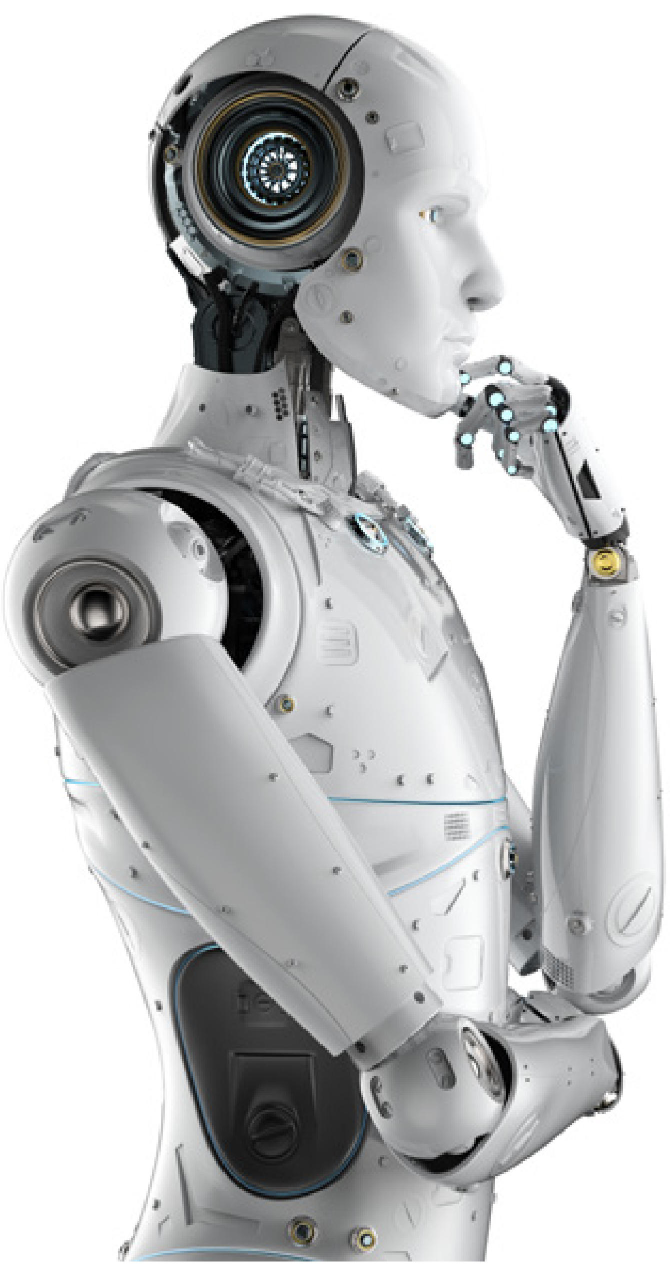
For example, suppose a large international car manufacturer introduced a hybrid fuel model five years ago. Suppose that the company has been concerned by lower sales volumes in Europe in the last four quarters. Big Data analytics has identified a trend over several quarters describing what is happening – such as sales aggregates during these periods.

Applying deep learning algorithms may provide a diagnosis of the reasons that influenced the low sales – such as customer difficulties obtaining variants of this model. The devil is in the detail as they say, and <deep learning can often reveal insights that have deep explanations underlying why something is happening – such as distribution problems for supplies following Brexit in the UK. AI deep learning algorithms could also predict future events. For example, what is going to happen in the next quarter – such as sales continuing to decline. AI algorithms could also predict how best to prevent this – such as by moving supply chains.

BIG TECHNOLOGY COMPANIES USE BIG DATA

Big Data has led to a massive spurt of activity in AI with large technology companies –such as Facebook, Microsoft, Google, and Apple. The invention of the smartphone has meant mass access to digital cameras with instant uploading capabilities. This had triggered an explosion in the number of images posted online daily estimated to be over 3.2 billion in November 2020 (https://theconversation.com/3-2-billion-images-and-720-000-hours-of-video-are-shared-online-daily-can-you-sort-real-from-fake-148630).

Being able to analyze these images, and other data, so that their contents could be understood would give them extensive knowledge about their users. Massive investment in AI from these companies as well as Google, Apple, and Amazon followed. But these images were often unlabelled, in that their contents were unknown. The need to better understand the contents of images led to the emergence of a website called ImageNet (https://image-net.org/).



Big Data has transformed our lives and will continue to grow in the coming decades.

When launched in 2009, it was designed by academics intended for vision research and contained a database of 14 million images. These images contain all sorts of objects, including human faces and are organized and labeled in a hierarchy. New applications can train themselves from these images on ImageNet and therefore gain an understanding of their contents. The improvements in image recognition are such that they now perform some image recognition tasks better than humans.

THE END OF THE SCIENTIFIC METHOD?

The deluge of data now available online has also changed the way that we think about the scientific method because the relationship between theory and data has changed. Before the age of Big Data, the scientific method was based on testing hypotheses using data that followed theories conceived by humans.

Testing these theories would then involve setting up experiments and using samples of data to test the correctness of the hypothesis leading to the theory. Such data would have been carefully designed to ensure that the theory is tested properly. The Big Data approach turned that on its head and led some to suggest (www.embopress.org/doi/full/10.15252/embr.201541001) the end of the scientific method because using AI algorithms, patterns in the data can be detected with high confidence.

CONCLUSIONS

There are some disadvantages to using Big Data because some of the data is messy and we sacrifice precision in data for large amounts of it. Nevertheless, Big Data has transformed our lives and will continue to grow in the coming decades.

The newer technologies of the Internet of Things, along with the rollout of 5G, is triggering an explosion of connected devices giving rise to a swathe of new data, ensuring that this technology will continue to grow for the foreseeable future.

ABOUT THE AUTHOR

I am a recently retired university lecturer in Artificial Intelligence (AI) living in Wales. My PhD was in AI specialising in explanation facilities for intelligent systems. I graduated in pure mathematics and also taught mathematics and computing during my career. I have written several books in computing and expert systems, and presented several conference and journal papers in AI related topics. My current interests include machine learning, robotics, and common sense reasoning.
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The Impact of Data Protection Laws on Your Records Retention Schedule

Article first appeared in ARMA Magazine 18 April 2022

BY TOM COREY

It is essential that your organization's records retention schedule is compliant with the data protection requirements in the jurisdictions where your organization operates. This task may seem overwhelming since jurisdictions around the world are enacting new laws, regulations, and requirements; and organizations are continuing to expand their jurisdictional footprint. The purpose of this article is to remove the fear and intimidation of domestic and global data protection laws and show how these laws and requirements are consistent with the existing objectives of your records retention schedule and information governance policy.

DEFINITION AND PURPOSE OF A RECORDS RETENTION SCHEDULE

The records retention schedule is the foundational document for a records management program. The records retention schedule is a policy that identifies the types of records created and/or retained by an organization. These records are typically organized by grouping them by function or department and then described as either an individual record or grouped together into a record category. The records retention schedule then defines the retention period for those records. Once the record is retained for the defined retention period, the record is then disposed of.

In addition to complying with legal requirements associated with records retention, a records retention schedule addresses the organization's need to retain information of value and dispose of records that have little to no value. By doing this, an organization retains necessary business information while saving money and resources by disposing of unnecessary information that would otherwise drive up the cost of storage, data migration, and litigation.

INTERNATIONAL PERSPECTIVES

INTRODUCTION TO DATA PROTECTION LAWS

Data protection laws, regulations, and rules control the collection, use, transfer, and storage of personal and sensitive information. Personal data protection requirements may be issued by federal, state (provincial), or local governments. In some cases, the laws or requirements are targeted for specific industries by regulatory agencies or non-governmental business associations.

Countries and organizations within the European Union (EU), must comply with the requirements of the General Data Protection Regulation (GDPR)1. Many countries outside of the EU have created and implemented their own data protection laws that are like the GDPR2. For instance, Canada has a data protection law and is currently considering a new data protection law that places even more restrictions on the retention and use of personal data than the GDPR4.

The United States does not have a Federal data protection law that protects all consumers. Certain sectors, such as banking, financial services, health, and insurance have their own data protection and privacy requirements. More recently, state governments began implementing data protection laws consistent with or like global requirements. These states include California, Colorado, and Virginia, with other states considering similar data protection laws.

UNDERSTANDING THE CHANGES

All these laws, regulations, and rules may seem overwhelming at first. There are many data protection laws, and they appear to be changing at a rapid pace. However, the laws and requirements are moving closer together in approaches and requirements and working to achieve the ultimate object of a records retention schedule; to retain records of value and dispose of information with little or no value.

With regards to the records retention schedule, organizations can look at four specific areas. These areas are relatively consistent across jurisdictions and between the various laws.

These four areas are the following:

1. Definition of Personal Data: Personal information is generally defined as "any information relating to an identified or identifiable natural person."8 This is the GDPR definition and other countries have similar broad definitions of personal data.
2. Limited Retention of Personal Data: One goal of data protection laws is to limit the retention time of personal data. While a few countries provide specific guidance on retention periods, most laws state the retention should be limited "for no longer than is necessary."
3. Data Subject Requests: Individuals have the right to know what personal information an organization retains and they have the right to request deletion of that data unless there is a legitimate purpose for retaining that information. A data subject request is an action by an individual to exercise that right, and the organization has an obligation to respond to that request1011.
4. Enforcement of the Laws: The enforcement has been primarily focused on consumer or non-financial employee data (e.g., resumes, personnel files, video/call recordings). Typical examples of where organizations have been fined or sued involved policies that do not exist, are outdated or not applied; unsolicited marketing using personal data; inappropriate use of surveillance cameras; failure to respond to data subject requests; or inadequate responses to data breaches involving personal data.12

MAKING THE RECORDS RETENTION SCHEDULE COMPLIANT WITH DATA PROTECTION LAWS

Understanding now that the laws and requirements are coming together throughout the many jurisdictions, your organization can take the following actions to ensure your records retention schedule is compliant with data protection laws.

Update Your Retention Schedule: Your records retention schedule should reflect your organization. This means it should contain the records created and retained by your organization and the jurisdictions where you operate. Furthermore, the records retention schedule should apply to all records, regardless of media (paper and electronic records).

Retention Times and Disposition Times: The time identified as a retention period should also be considered a disposition time. A retention time is not a minimum time, but the time in which the record is retained and then disposed of.

Identify Categories with Personal Information: Knowing which categories contain personal information will assist organizations in identifying the risks and the purpose for which the personal information is retained. Organizations should place a special focus on consumer and non-financial employee data.

Limit Retention Time of Personal Data: Organizations should understand and delineate the purpose for which the personal information is collected and retained. This purpose may include a retention law/regulation, legitimate business purpose, or based on consent of the individual. Once that is understood, organizations should limit the retention of those records to that purpose.

While data protection laws are expanding, and the fines are real, the reality is that data protection laws are merely reinforcing the fundamentals of the records retention schedule.

Identify and Correct Unreasonable Retention Periods for Personal Data: Unreasonable retention periods may include excessively long retention periods that are not based on a law or the product/service provided to the consumer. This may also include the use of event codes that are subjective or difficult to define in practice or retention periods that are correct in theory but impossible to implement. Organizations should be able to articulate the reason for a retention period, especially if those records include personal information or data.

Add Personal Data Protection Records to Records Retention Schedule: Users of the records retention schedule should be able to identify retention and disposition rules applicable to breach notifications, consumer consents, data subject requests and responses, privacy policies and procedures, and video/audio recordings.

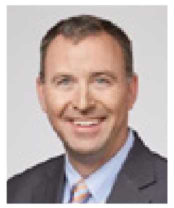
CONCLUSION

While data protection laws are expanding, and the fines are real, the reality is that data protection laws are merely reinforcing the fundamentals of the records retention schedule. Records retention schedules identify the records created by an organization and establish rules for retaining and disposing of that information.

No organization should retain information that has no or little value. Excessive retention leads to higher storage and legal costs and the inability to find useful information. Data protection laws provide that additional incentive to dispose of information to achieve and support the fundamental objectives of good records and information management.

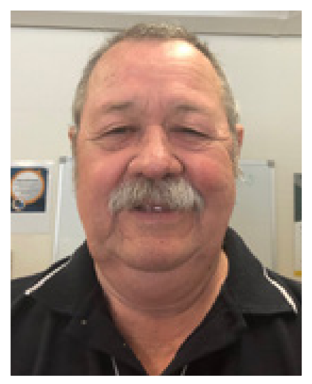
By understanding what is generally defined as personal data, the legal limitations associated with the retention of personal data, the need to respond to data subject requests, and the areas of high risk for fines or litigation, organizations can take effective action on the records retention schedule in full compliance with data protection laws.

This may result in an updated records retention schedule to ensure it reflects the actual organizational records, applies to all media types, acts as a policy to retain and dispose of information, identifies records with personal data, limits the retention periods for those records, and incorporates records types applicable to data protection laws. In conclusion, the impact of data protection laws is not a more complicated records retention schedule, but rather support and reinforcement for the records retention schedule and its core purpose.



ABOUT THE AUTHOR

Tom Corey is a Director with HBR Consulting's Information Governance Team. Much of Tom's work involves assisting organizations in developing information governance policies and records retention schedules that are compliant with domestic and international laws, regulations, and data privacy requirements. Tom is an attorney, licensed in North Carolina, and a Certified Records Manager (CRM) and Certified Information Privacy Professional (CIPP / US). In 2021, Tom received the Britt Literary Award for an article published in IM Magazine. Tom has served as an ARMA Chapter President for the Charlotte – Piedmont Group and is a frequent speaker at international and local ARMA events.



GETTING TO KNOW... Keith Wayne Spence

OAM, ARIM

RIMPA MEMBER

"I've always been Wayne. Born in Denman NSW but forever a BrisVegas Boy and Queenslander. I was a Bank Johnnie with the Bank of NSW until conscripted to the Army (Artillery) in 1970.

I stayed for 46 years with an almost even split of 23 Full and 23 Part-time years' service all over Australia and overseas, one operation (ANODE) and with the Australian High Commission Wellington NZ. Retired as a Major in the Royal Australian Army Pay Corps.

In civilian life I've been an IT/IM trainer, an instructional designer but mostly a records and information management professional. I am married for nearly a golden anniversary with three adult children and two grandchildren. My hobbies are military history as well as all forms of football and reading anything from a "yippee" (cowboys and Indians for the current generation) to non-fiction."

1. What brought you to the records, information management industry? Tell us briefly about your career...

It began with "Registration and Filing" in training as a Clerk Administrative soldier in 1972 because we did it all and I passionately wanted to look after my mates e.g. capturing attendance records to enable a request for rations (daily food) or qualifying for an allowance and more; storing these records in a controlled manner; we had an Australian Army Book No 80-2 which was a classification system conforming to NATO standards and I arranged their pay too.

Some milestones:

- Managed four ACT Government Department's records 1993 - 1999
- Co-authored of the Guidelines for Electronic Documents in the Australian Public Service published in 1993
- Got approval for the Retention and Disposal of Tertiary Education Records in the ACT
- Casual teacher ACT TAFE delivering Records Management Cert III and Cert IV Courses

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

Being the Platoon Commander and Technical Adviser as a Warrant Officer Class 1 who led two fantastic teams at the same time in 1988 and 1989: one introduced the Army to the electronic office (minicomputer system with word processing, spread sheets, email, databases) through the Clerk Administrative employment stream, the other transitioned the payroll system from physical to electronic pay by the Clerks Pay. I was honoured with the medal of the Order of Australia.

3. Who has had a significant influence on your career?

One of my Commanding Officers and a former Honorary Colonel Commandant of the Royal Australian Army Pay Corps, Gus Pauza.

4. What do you love best about being a part of RIMPA?

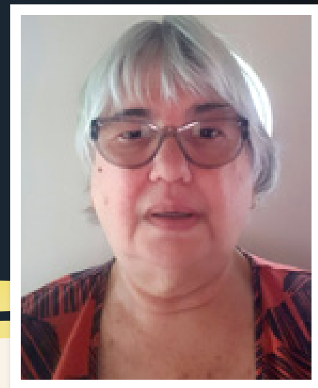
Being with people who talk my talk, walk my walk, and share my passion and the pains.

4. Career or life changing quote or book that has made a difference in your life

"It is much easier to be critical than to be correct." Benjamin Disraeli

5. What's your favourite disco tune?

It's got to be Staying Alive by the Bee Gee's



GETTING TO KNOW... Gunta Bajars

MRIM

RIMPA MEMBER

"Both my parents were born in Latvia and came to Australia as Displaced Persons in the early 1950's following World War 2. They married here and my brother, sister and I were born here. Our parents thought it important we gained an education, something they had missed out on.

In my spare time I like to cook, read, quilt, stitch and garden. I have recently re-started attending events run by the Brisbane Latvian Community. I am Australian first, but of Latvian Heritage and I like to maintain some traditions, like colouring Easter eggs."

1. What brought you to the records, information management industry? Tell us briefly about your career...

I started work in the General Office of MIM Holdings (then Queensland's largest private company). The Records Officer, Burm Ford asked would I like to come and work in Records and the rest followed. Burm had been in contact with Tom Lovett and managed to get to Sydney to an RMAA meeting. She was so enthusiastic over what this could mean in terms or education and recognition.

Burm hosted that first meeting to form a Queensland Branch, and I was the junior filing down the back! While she took no formal part in the new Queensland Branch, she took an active interest in RMAA until her death.

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

I enrolled in the new Records Management Course at Kangaroo Point TAFE. I later also completed the Management Certificate and then enrolled at Griffith University for a Bachelor of Administration. Pretty surreal standing there in my cap and gown. My brother, sister and I each had a degree! Very proud parents!

Holding professional status of Associate and then Chartered Member have also been special, treasured achievements.

3. Who has had a significant influence on your career?

My parents, particularly my Mum in regard to Education. Burm Ford for introducing me to Records and then RMAA, now RIMPA. Along the journey I then met Harry Haxton, Jim Shepherd, Alan Campbell, Phil Taylor, Ray Chambers, Kemal Hasandedic, Jen Curley, Chris Simpson, Nancy Taia, Peta Sweeney, Meryl Bourke, Keith Davis, Anne Cornish, Veronica Pumpa, the branch councillors, and so many others

4. What do you love best about being a part of RIMPA?

It is great to be with people who understand the challenges we face daily. "Do you mean you really like what you do??" We speak the same language, share, encourage and commiserate.

4. Career or life changing quote or book that has made a difference in your life

From the Late Harry Haxton, who was one of the Lecturers at that first Records Management Course here in Queensland, KISS Keep it Simple Stupid.

5. What's your favourite disco tune?

What is that?

John Farnham's Raindrops keep falling on my head – given I was a member of his fan club

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W: compu-stor.com.au

CORPMEM

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

Location: Caloundra

Ph: **(07) 5438 0635**
E: hello@corpmem.com.au
W: corpmem.com.au

GRACE INFORMATION MANAGEMENT

Grace ensures business information is managed as the high-value asset it is, throughout its lifecycle — Capture, Control, Storage, Access, and Secure Disposal. Established in 1911, Grace operates a national network of 28 branches across every capital city and major regional centre, each equipped to provide best-in-class secure physical records and specialist digital information management solutions. Partnering with Grace ensures information is expertly managed, whilst our digital specialists provide tailored transformation pathways to increase digital maturity.

Locations: Across Australia

Ph: **1800 057 567**
E: GIM-sales@grace.com.au
W: grace.com.au/information

ICOGNITION

iCognition is an Australian SME and the trusted advisor of choice to our clients for enterprise-wide information management and governance, consultancy and solutions implementation. We provide IMG services and software to government, not-for-profit, education and private sector enterprises across Australia and overseas. iCognition's goal is to ensure enterprises maximise the value of their information, while minimising cost and risk.

Locations: Canberra, Sydney, Adelaide and Brisbane

Ph: **0434 364 517**
E: Nicholas.Fripp@icognition.com.au
W: icognition.com.au

IGNITE

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

Locations: Sydney, Western Sydney, Canberra, Melbourne, Perth

Ph: **02 9250 8000**
E: Catherine.hill@igniteco.com
W: igniteco.com

INFORMATION PROFICIENCY

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

Locations: Perth, Western Australia

Ph: **08 6230 2213**
E: info@infoproficiency.com.au
W: infoproficiency.com.au

IPLATINUM

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

Location: Sydney, Melbourne

Ph: **02 8986 9454**
Mb: 0405 102 500
Fax: 02 9281 2150
E: info@iplatinum.com.au
W: iplatinum.com.au

OBJECTIVE

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

Locations: Australia: Sydney, Wollongong, Canberra, Brisbane, Melbourne, Adelaide, Perth; New Zealand: Wellington, Palmerston North

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

RECORD POINT

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

P: **02 8006 9730**
E: salesapac@recordpoint.com
W: recordpoint.com

RECORD SOLUTIONS

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

Locations: Brisbane

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

WYLDLYNX

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

Locations: Brisbane

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

ZIRCODATA

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

Locations: HQ Braeside, Victoria

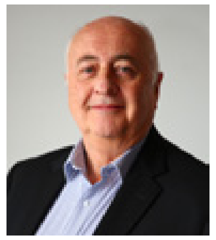
Ph: **13 ZIRCO (13 94 72)**
E: services@zircodata.com.au
W: zircodata.com.au

RIMPA **Connect** with RIMPA's Vendors

MEET THE BOARD

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

RIMPA's Board of Directors bring decades of industry insight and a wealth of experience, who formally represent the organisation. The Board of Directors consists of one elected member from each Branch with a Chair elected from the Board of Directors, as well as three independent directors.

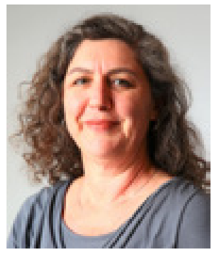


Thomas Kaufhold
B Admin, Life MRIM
Chair and Australian Capital Territory (ACT) Director

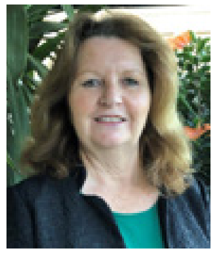
Peta Sweeney BA(LIS) BED MBA FRIM
Vice Chair and Queensland (Qld) Director

John Sim MRIM
Victoria and Tasmania (Vic/Tas) Director

Rebbell Barnes MRIM
New South Wales (NSW) Director

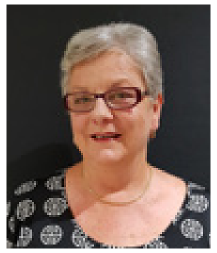


Bonita Kennedy ARIM
South Australia and Northern Territory (SA/NT) Director

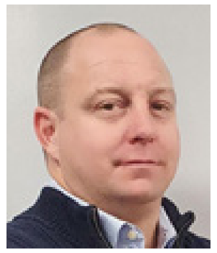


Carolyn Atkinson ARIM
Western Australia (WA) Director

Peter Williams
Independent Director



Julie Apps, Life ARIM
Independent Director



Jeremy Manford
Independent Director

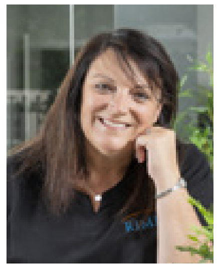
RIMPA HEAD OFFICE

MEET THE TEAM BEHIND THE SCENES

RIMPA

1/43 Township Drive,
Burleigh Heads Qld 4220

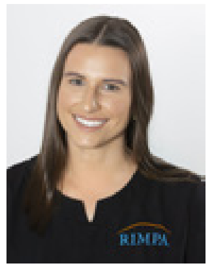
www.rimpa.com.au



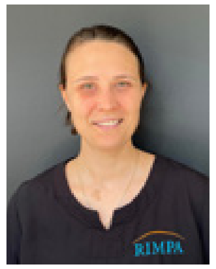
Anne Cornish MRIM
Chief Executive Officer
M: 0419 366 109

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

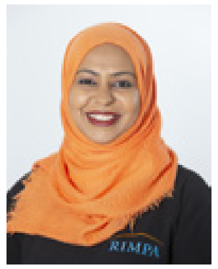
Tynelle Spinner Dip. (Lib&InfoServ)
Member Services Coordinator
M: 0437 464 302



Amie Brown
(B Mass Comm)
PR and Marketing Coordinator



Ashleigh Nemeth
Accounts Officer and Executive Assistant



Munaa Said
Principal Trainer and Assessor

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

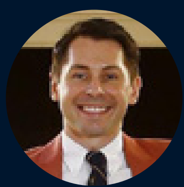
Join us from August 2022 as we hit the road and 'Connect Locally'!

Get back to business at in person events and join us from August 2022 as we hit the road and 'Connect Locally'.

- Featuring keynote speakers: Andrew Matthews, Adam Lindsay, Anne Cornish, local on the ground industry experts, interactive discussions
  - Live Q & A Thought Leader Fireside Chats
  - Manage your Minute Speed Networking with the Trade
  - Mini trade show
  - Plus, networking drinks
- Reconnect with your records and information tribe.
- Enhance your professional development and gain the latest insights and innovations from industry thought leaders.

Keynote Speakers


Anne Cornish


Adam Lindsay


Andrew Matthews

Roadshow dates:

18 August 2022	Perth
14 September 2022	Brisbane
6 October 2022	Sydney
10 November 2022	Adelaide
16 March 2023	Canberra
20 April 2023	Melbourne
22 June 2023	Darwin

Keep an eye out on the RIMPA events calendar! Registrations and programs will be available soon.