iQ

IT'S A WRAP!

RIMPA Global Roadshows connect locally across Australia!

SPECIAL FEATURE: **INFORMATION GOVERNANCE**

IN THIS ISSUE

ADVANCING AND CONNECTING THE RECORDS AND INFORMATION MANAGEMENT PROFESSION

Looking for AI?

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VIEW FROM THE CHAIR

THOMAS KAUFHOLD LIFE MRIM
CHAIRPERSON, RIMPA GLOBAL

Welcome to this edition of the Informa Quarterly (iQ). As it has been in the past, this edition is crammed with topical and useful information. The articles centre around Information governance and leadership, and to spice it up a little an article on artificial intelligence (AI), a hot topic indeed.

The governance articles discuss topics:

Accountability:

Ensuring Transparency and Accountability through Effective Information Management.

Use:

Leveraging Information Management to Drive Efficiency and Effectiveness in Governance.

Compliance:

Ensuring Regulatory Compliance and Risk Mitigation through Information Management in Governance.

> **We also need to get our heads around AI on how it will impact on the way information services are delivered and the ethics around its application. It is good to see the high level of debate on AI going on in many forums, but will it be enough?**

There cannot be enough discussion on these topics so that we can underwrite some resemblance of order in the chaotic, and at times, the untrustworthy world we practice our profession in. The good news is that good governance will go a long way in addressing the trust issues, bur strong leadership is required to put it in place and execute it. We also need to get our heads around AI on how it will impact on the way information services are delivered and the ethics around its application.

It is good to see the high level of debate on AI going on in many forums, but will it be enough? As information managers we need to remain engaged and make our voices heard.

On the home front and globally Anne Cornish, CEO has accepted a number of speaking engagements, the notable ones being the IRMS Conference in Manchester, England in May 2023, the ARMA Canada Information Conference in July 2023 and ICA Congress in Abu Dhabi in October. There is also a virtual presentation to the Society of American Archivists in July 2023. This level of exposure, globally and on the home front, has increased RIMPA's profile and influence and will certainly assist our efforts in progressing the Global Information Consortium in partnership with ARMA International. My thanks to Anne for her efforts in not only promoting RIMPA but also the profession in these important forums.

As part of our efforts to be open and consultative with the industry and the membership, the Board has initiated the establishment of a Wise Legends Committee, dubbed as the OWL Committee. David Pryde, Board Member has led the formation of this committee as part of his portfolio responsibilities.

The purpose of the Committee is to provide advice from exceptional retired practitioners on a range of matters impacting the information management industry and/or RIMPA. To do so, the committee may consult with RIMPA members on matters, such as the practice of records and information management, the needs of information management practitioners and regulatory proposals or changes impacting the information disciplines. The committee can have a membership of up to 10 people with 7 already appointed.

At the time of writing, the committee has already met twice with the view to finalising the terms of reference (TORs) and setting up a list of possible tasks. I look forward to seeing what our exceptional and respected OWL members will come with. Their views and input will be highly regarded given their experience and knowledge with the bonus of reflection over an extensive career unfettered from employment boundaries.

Enjoy the read and all the best.

WELCOME TO OUR NEW MEMBERS

Implementation of New Membership System

We are excited to say that our new CRM system Ready Membership and the new website successfully went live in March! Our existing system was limited with functionality, and we needed a system that would reduce membership administration and optimise the online user experience. The feedback to date on our fresh look website has been highly positive. Our members are enjoying the user-friendly and increased capabilities of the site.

Some key highlights that have proven advantageous to our members include having the ability to:

- Edit profile.
- Add, edit, and delete members from corporate memberships.
- Pay invoices online.
- Download tax invoices.
- Join online with greater ease.
- You can now filter specific event types for you to attend such as webinars or workshops.

We trust everyone has been enjoying the refreshed and engaging Week in Review newsletters and look forward to further enhancing member engagement through the Ready Membership platform. Stay tuned for the next system upgrade for additional benefits such as improved CPD logging and tracking.

NEW CORPORATE COMPANIES

Australian Capital Territory

Joint Capabilities Group, Department of Defence

Department of Defence – Capability and Sustainment Group

ACT Electoral Commission

Queensland

Gladstone Regional Council

Victoria

Vic Roads

Parliament Victoria

New South Wales

Department of Premier and Cabinet NSW

New Zealand

Environmental Protection Authority

NEW INDIVIDUALS

Queensland

Colette Singsby – Dept Transport and Main Roads

Nicole Mohamad - Dept Transport and Main Roads

Judy Evans – Defence Housing Australia

Megan Cappelleri – Datacom

Kate Bambrick – Gladstone City Council

Karen Taylor - Dept Transport and Main Roads

NEW ARMA/RIMPA MEMBERS

Australia

Sarah Rao

Francois Rizk

Nasim Iqbal

Canada

Barbara VanVierzen

Claude Sam-Foh

Baby Ellen Chuatoco

Abiodun Gaji

Jennifer Woods

Michelle Santos

Rob Vermette

Sherry Lovelace

David Yue

Trinidad

Karen Campbell

United Kingdom

Lee Darke

United States

Agnes Goodwine

Andrea Westover

Angel Ramos

Barbara Sladek

Brandi Harmon

Carmen Hubbs

Carrie Stewart

Cheryl Garner

Chris Godinich

Chrystal Jackson

Cindy De-Hart

Cadis Stuart-Hodges

David Dalton

Edward Milton

Eric Turn

Frank Mendoza

Jeanette Bailey

Julie Hughes

Jeremey Souders

John Solomon

Joseph Tate

Kate Russ

Megan Butcher

Beth Muzny

Pamela Schneithorst

Patricia Cabrera

Phillip Mahan

Quendolyn Foster-Patterson

Quincy Byrd

Denise Brewer

Sanjeev Laha

Sharon Brown

Scott Cady

Shannon Bennett

Sue Watson

Tamara Matthews

Tina Your

Toni Ellington

Vincent Zampano

RIMPA AND ARMA INTERNATIONAL MEMBERSHIP

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

Drive your career and gain access to more information and resources outside of Australia and New Zealand. Apart from the amazing list of benefits you receive from RIMPA, for a small additional fee, you will also receive:

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

WHO IS ARMA INTERNATIONAL?

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

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

Contact the Membership Team to ARM yourself with additional benefits.

Email: admin@rimpa.com.au

PARTNERING FOR THE PROFESSION

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iQ

Strategies for obtaining executive and business support: Transforming your workplace culture

- Powerful strategies for gaining executive and business support to drive transformative change in your workplace culture.
- Discover effective methods to engage key stakeholders and secure their buy-in for cultural transformation initiatives.
- Learn from leaders who have successfully navigated organisational shifts, fostering innovation, collaboration, and inclusivity.
- Gain practical insights into implementing change management strategies that can positively impact your organisation's bottom line and employee satisfaction.

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

COPY DUE: 7 JULY 2023
Submit your story to:
editor.iq@rimpa.com.au

Update from Public Record Office Victoria

The 17th of April 2023 marked the 50th anniversary of the passing of the Public Records Act 1973.

The Act: established Public Record Office Victoria, the Keeper of Public Records, and the Public Records Advisory Council (PRAC) defined a public record, and the government entities to which the Act applied, including a definition of what constituted a public office granted the Keeper powers to establish recordkeeping standards and provide advice to agencies assigned heads of agencies the responsibility for records management in accordance with these standards as well as ensuring full and accurate records are made, kept and established provisions for the Minister to appoint places of deposit (PODs) which has allowed records of local significance to be housed in regional centres.

Thank you for celebrating this milestone with us!

SIR RUPERT HAMER AWARDS

In May we announced the winners of this year's Sir Rupert Hamer Records Management Awards. An initiative of PRAC, the awards recognise excellence and innovation in records management within the VPS. Head to our website to see all the winners.

ROYAL MELBOURNE HOSPITAL TRANSFER

We recently finalised two large transfers of files from the Royal Melbourne Hospital. These records were all previously in the custody of the Hospital Archives and span c. 1844 to 2020. The most recent transfer includes administrative records, meeting minutes, correspondence, reports, manuals, diaries and some patient records.

Visit prov.vic.gov.au for more information.

Four New Scholarships have landed!

Get ready to take your professional development to the next level! RIMPA has launched not one, not two, but FOUR exciting Global Scholarships!

If you're looking to boost your professional development, expertise, and experience, the RIMPA Global Scholarships are the perfect opportunity for you. Annually granted by the Member Engagement Portfolio, these scholarships are a testament to RIMPA's dedication to providing substantial assistance for lifelong professional development to its members seeking to improve their skills and knowledge in their field.

Don't miss out on this incredible opportunity to elevate your professional development and become an expert in your field. Apply for the RIMPA Global Scholarships today! Winners will be announced on the 30th of June.

There are four amazing opportunities available for RIMPA members:

Neil Grandland International Convention - ARMA International's InfoCon 2023

The International Scholarship provides flights, accommodation, and full registration for ARMA International's InfoCon 2023 in Detroit, USA, from 8th – 11th October 2023, valued up to $8,000. This scholarship is available to professional members only.

Marita Keenan First RIMPA Live 2023 Scholarship

The RIMPA Live 2023 Scholarship provides accommodation and full RIMPA LIVE registration (including social events), as well as sponsor introductions and a seat at the Chair's table for the Gala Awards Dinner. Available to members who have never attended RIMPA LIVE, travel to RIMPA LIVE is the responsibility of the winner. Valued up to $3,000.

Lisa McDonough Symposium Scholarship

The Symposium Scholarship provides flights, 2 nights' accommodation, and registration to your closest Symposium. This scholarship is available to members who have never attended a RIMPA Symposium and live greater than 200km away, valued up to $2,000.

Harry Haxton Certificate III in Business (Records and Information Management) Scholarship

The Certificate III in Business Scholarship covers the full registration of the Certificate III Business (records and information management), a nationally recognised qualification. RIMPA Global mentors will also be available to you throughout your study. Available to members who have industry experience of five years or less, valued up to $3,200.

These scholarships provide great benefits for advancing your professional learning, industry knowledge, and experience. Professional learning is essential at every career stage, but the cost of learning can sometimes be a barrier. RIMPA Global Scholarships support lifelong professional learning by reducing or eliminating the cost of learning. They can also help you acquire specialist practitioner or management skills alongside technical skills and demonstrate your dedication to your work. Regardless of where you are in your career, professional learning keeps your skills current and ensures you're ready for work, whether you're transitioning between careers, returning to work, or working part-time.

So, if you want to build your confidence, improve your resume, open doors for future job opportunities, and travel both locally and overseas, you have one week to apply!

All applications close on the 8th June 2023! With the winners announced on 30th June.

Good luck!
Visit rimpa.com.au to apply

RIMPA GLOBAL

Unlocking Career Advancement:

The Power of Vocational Education in Records and Information Management

RIMPA Global's Vocational Education courses offer more than just a certificate - they provide a pathway for upskilling and mapping out a career path to enhance your career.

Our courses equip students with practical skills and knowledge that can be immediately applied to their roles, which in turn leads to greater job satisfaction and opens doors for career advancement. By investing in your education, you not only increase your value to your current organisation but also position yourself for future opportunities.

We are thrilled to see so many students taking charge of their career development and we are committed to supporting them every step of the way. Congratulations to our Certificate III and IV students on their achievements, and we look forward to seeing them continue to advance and connect within the Records and Information Management community.

But don't take our word for it - read what some of our Certificate IV students had to say about their experience here.

To find out about how to advance your career contact admin@rimpa.com.au.

CERTIFICATE IV STUDENTS TESTIMONIALS

"The staff in the RIMPA Global training and finance teams are very professional, helpful, and respond in a very short time frame to inquiries and requests for learning assistance. The lecturers are very knowledgeable which shows in their presentations. The fast-paced Cert IV Business (Records and Information Management) was completed in 9 months"

- Deborah Deakes

"I loved the flexibly of the course and being able to do it via Teams. All sessions are recorded which makes it so easy to catch up if you miss a session or return to seek further clarification. Munaa is a great course facilitator and ensures the training is inclusive."

-Liz Tavender

"I was encouraged and supported financially to complete the Certificate IV Business (Information Management & Recordkeeping) by my employer Queensland Museum. My substantive role is Records Management Assistant however I am currently seconded to the position of Business Services Coordinator, Museums and Engagement. Everything from the course has been relevant to both positions and has stood me in good stead for future employment."

-Merryn Major
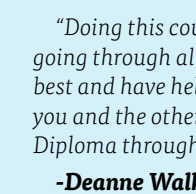
"Doing this course has been the best experience. The sessions going through all the questions and recordings have been the best and have helped so much. I really did enjoy working with you and the other students and am now considering doing the Diploma through RIMPA."

-Deanne Walkington

RIMPA GLOBAL

Reimagined:

RIMPA Company Outstanding Achievement Awards

The 2023 Company Outstanding Achievement (COA) Awards have been reimagined in light of the OneRIMPA transition and the discontinuation of the Branch Excellence Awards.

While RIMPA will still present these awards, the nomination process and criteria have been revamped to better reflect changes in the records and information management industry.

Nominations will be submitted online and assessed in two stages, with the first stage involving responses to set criteria, where points will be allocated based on responses and evidence provided. This first stage will act as a gateway for shortlisting, with those who obtain a specified number of points progressing to the next stage.

The second stage will require nominees to answer questions in three categories:

1. Personal and professional development
2. RIMPA contribution
3. Industry contribution

THE 2023 AWARDS SEASON WILL INCLUDE RECOGNITION IN VARIOUS CATEGORIES, INCLUDING:

- **iQ Article of the Year**
- **Jim Shepherd Vendor of the Year**
- **Julie Apps New Practitioner**
- **Tom Lovett Outstanding Student**
- **Pamela Hall Outstanding Group**
- **David Moldrich Outstanding Volunteer**
- **J Eddis Linton Outstanding Individual**

Shortlisted nominees will be invited to the RIMPA Live Black-Tie Gala Dinner, being held on Wednesday 4 October, where the winners of each COA Award will be announced, this will also include the announcement of the 2022 COA winners, making this a very special night!

The revised process and criteria are expected to make nominating easier and encourage RIMPA members to celebrate their achievements.

So, it's time to start thinking about potential nominees and get ready to submit your nomination.

THE
J EDDIS LINTON
**OUTSTANDING INDIVIDUAL
AWARD**

THE
DAVID MOLDRICH
**OUTSTANDING VOLUNTEER
AWARD**

THE
JIM SHEPHERD
**VENDOR OF THE YEAR
AWARD**

THE
PAMELA HALL
**OUTSTANDING GROUP
AWARD**

THE
JULIE APPS
**NEW PRACTITIONER
AWARD**

THE
TOM LOVETT
**OUTSTANDING STUDENT
AWARD**

**Submit your nominations via
www.rimpa.com.au**

It's a Wrap!

RIMPA ROADSHOW:

Connecting Locally

BY JOANNE KANE

As the event manager of RIMPA's roadshows over the last year, I am proud to say that not only did Anne and I have a fantastic time connecting with the RIMPA community, but our keynote presenters, industry partners and sponsors did too! After such a challenging period due to the pandemic, it was truly rewarding to have the chance to reconnect and build strong relationships with our attendees. These events were a blast for all involved! And we cannot wait to get out on the road again real soon!

One of the highlights of the roadshows was undoubtedly the opportunity to meet and chat with our amazing trade vendors. They brought a wealth of knowledge and expertise to the events, and we had some truly insightful conversations with them.

Of course, the keynote speakers were another major drawcard for the roadshows. Lindsay Adams OAM, a networking expert, shared some invaluable tips on building strong relationships and achieving success in the business world. Dr Selena Fisk's talk on data storytelling and how we can use data to make a positive impact in our communities had everyone captivated. And Anne Cornish MRIM & RIMPA Global CEO left us feeling inspired and motivated with her insights on how to elevate our information management profile. She reminded us that our voices matter and encouraged us to make them heard in the industry.

Overall, we are thrilled with the success of these roadshows and the positive impact they had on the RIMPA community. Our dedication to supporting the information and records management profession in Australia is unwavering, and we look forward to bringing you more events in the future.

And a big congratulations to the winners of the full three-day convention registration to RIMPA Live on the Gold Coast! Enjoy the event!

- Jake Duggan
- Stephanie Switzer
- Debbie Collins
- Warren Purtle
- Tarrakyn Vigar
- Jess Sharlott

Four Risk Mitigation Strategies

for Effective Project Management

BY MITCH M

Written on February 10, 2023. Republished With Permission From Author. Extract Taken From ARMA International

Effective project management requires a proactive approach to mitigating risk. Here are some proven strategies for making sure your projects stay on track.

When beginning the planning phase of a project, one of the first things to consider is what can go wrong. This might sound pessimistic, but effective project managers know that a proactive approach to risk management is always better than leaving things to chance.

Risks include anything that can potentially impact the performance, budget, timeline, or output of your project. This might include digital risks, such as data loss or data breaches, or human factors, such as members of your team taking time off, or supply chain issues. One of the tasks project managers are responsible for is incorporating risk management in the planning phase—and throughout the project, so they are ready to tackle issues if, and when they arise.

Risk management means different things for different types of projects. Large-scale projects have a natural tendency to carry more risk, in which case risk management involves extensive planning. Smaller projects involving just a handful of stakeholders, by contrast, might be fine with some simple risk prioritisation.

With that in mind, here are some proven strategies for mitigating risk when planning your next project:

#1. IDENTIFY AND ANALYSE THE RISKS

The obvious first step is to identify what the potential risks to your project are. However, that is often easier said than done, particularly with more complicated projects involving stakeholders from multiple departments. For example, the finance department is primarily concerned with financial risk, while marketing teams will be more concerned with keeping project timelines on track in order to align their marketing strategies with customer expectations. Chances are, not even the most experienced project manager will have a complete understanding of how every different department or business domain perceives risk.

Before you can effectively identify the risks, it is vital that your project has a clear objective or deliverable, as well as a deadline for completion. For larger or more complex projects, you can break down these objectives into smaller and more manageable tasks. This allows you to not only make them more accessible but also to manage risk on a more granular basis. For example, with a large-scale project, there might be multiple dependencies involved. It is important that you have a clear picture of these to identify potential disruptions to your project cycles.

When mitigating risk, pragmatic project managers tend to gather all their stakeholders together to define risks as a team before analysing their potential impacts. Every risk should be logged and stored in a centralised location to ensure complete transparency.

> **Without a risk owner, there's greater opportunity for risks to fall off the team's radar and incidents going ignored. It is important to understand that enterprise risk management (ERM) does not manage risks by itself.**

#2. PRIORITISE AND ASSIGN RISKS

Once you have identified risks and determined their potential impact and probability, the next step is to assign them to an appropriate risk owner. A risk owner is the individual(s) responsible for a particular risk. They are also the person who other team members will refer to if they are the first to identify an issue while the project is in progress. Designating risk owners ultimately ensures there is always someone accountable for a given risk. Without a risk owner, there's greater opportunity for risks to fall off the team's radar and incidents going ignored.

It is important to understand that enterprise risk management (ERM) does not manage risks by itself. Rather, it is a process for identifying and analysing risks so that risk owners have the information they need to make informed decisions.

Ideally, there should be a team or individual in the organisation who is accountable for every risk. If there is not, the entire organisation will own the risk, which increases the likelihood of it going ignored. When choosing a risk owner to be responsible for high-impact risks, it is essential that they are clear on their responsibilities and what is expected of them. Moreover, risks should not necessarily be assigned to the highest accountable person in an organisation. With project management, it is important to choose the person who will be most closely involved in the given risk domain.

#3. EMPOWER PERSISTENT COMMUNICATION

It should come as no surprise that effective risk management is grounded in clear communication, especially in the case of projects involving stakeholders from various business departments. When communicating risk to different levels and teams in a business, it's important to tailor your message to the individual or team receiving it. It is also important to establish a consistent form of communication that ensures everyone is on the same page. Project management and team communication platforms can provide that vital foundation, while also ensuring complete transparency.

Risk communication should also have a dedicated role throughout the lifecycle of your project. It should factor in during project meetings where everyone on the team has

the opportunity to discuss issues that may have arisen or are at risk of arising. Project managers should also provide the tools necessary to ensure persistent communication throughout the entire duration of the project. To keep your team involved and informed as well as give every team member a chance to report issues, you should establish clear communication protocols. For example, you might have a dedicated messaging channel where team members can report problems which, in turn, sends an automated alert to the relevant party.

#4. MAINTAIN COMPLETE AUDIT TRAILS

Last but not least is the need to maintain complete transparency in your communications. This is important not just for mitigating risk, but also for identifying the source of any issues that do occur. With a transparent and accessible communications platform at your disposal, you can keep a finger on the pulse of your projects, identify trends, and gather the insights needed to continuously optimise your project management strategies—all while reducing risk.

Using the right communications tools can work wonders for mitigating risk. Consider, for example, how much harder it is to communicate risk and collaborate over urgent matters if your team is using a disconnected mix of channels like email, instant messaging, and word-of-mouth. With a single, unified system, you can keep project information and communications pertaining to it in one place—a single source of truth (SSoT) that eliminates ambiguity, along with single points of failure.

CONCLUSION

Overall, risk management is a key aspect of project management that helps to ensure that projects are delivered on time, within budget, and to the required quality standards. For best results, project coordinators should carry out a risk assessment early on during the planning and execution phases, and then on a regular basis throughout the project's lifecycle thereafter.

ABOUT THE AUTHOR

Mitch M is a founder of ContinuSys, which is an Integrated Business Management system (IBMS) that helps organisations become resilient against short and long-term disruptions. The IBMS ecosystem specifically helps businesses in developing and implementing robust business continuity plans to ensure uninterrupted business operations. For more information, visit www.continusys.com.

Why Exercising Courageous Invitations Is Important For Leaders

BY DR JEFFERSON YU-JEN CHEN AND ANNE DUGGAN

Courage and leadership in today's world are synonymous. As CEOs and Senior Executives, we find ourselves operating in fast paced environments, requiring agility and vision to respond to the ever-changing business landscape.

To be effective in today's business landscape, leadership involves more than just leading through direction, but requires the engagement of hearts and minds. Having courage is not a natural behavioural trait and often requires a very specific and intentional act to galvanise ourselves towards courageousness.

"Courage", a derivative from the Latin word 'cor', means 'heart'. When individuals find courage within themselves, they ignite a spark which has the potential to grow and absorb all those in front of them with power and purpose.

The ability to do this is central to strong leadership. To spark a voyage of discovery within ourselves as leaders and for those that we lead, we must be able to take the lead and turn a business vision into reality while demonstrating a commitment to collaboration, diversity, and inclusion.

This requires a level of reciprocity between the leader and others in the organisation, allowing for a more participatory style and a pathway for people to be part of and be seen as part of a larger organisational network that is empowered to deliver outcomes.

COURAGE – IS IT IMPORTANT?

Leaders that demonstrate courage have a huge potential to realise extraordinary opportunity for themselves and their businesses by creating a level of vulnerability which drives trust, inspires, and connects people on a deeper level.

Being courageous enables leaders to unlock breakthroughs in culture, drive innovation and transform strategy, despite the challenging conditions and complex problems that their businesses are facing.

Maya Angelou, the renowned poet and activist, expressed her view on the importance of courage with this beautiful statement, "I am convinced that courage is the most important of all the virtues. Because without courage, you cannot practice any other virtue consistently." Indeed, without having the courage to ignite and fuel your other virtues, you cannot easily activate your best self and dial up your leadership capacity.

WHY COURAGEOUS INVITATIONS?

Having courage requires leaders to have resilience, to be purposeful and intentional, to be authentic, curious, agile or adaptable, and self-disciplined. These things do not come naturally to most. We are often derailed by our own neuroscience and our fears which become the "handbrake" on good intentions or actions.

Fear is the body's natural biological reaction to external threats. How many times has fear prevented you from taking action, making a decision, or changing the course of an organisation due to the uncertainty that could be created?

Physiologically speaking, courage counteracts the signal of fear from being activated. It assists us, as leaders, to self-regulate our emotions and responses by recognising the activation of the fear response and how to manage it. Such self-regulation comes in the form of purposeful and intentional invitations to ourselves to act with courage, to regulate our thoughts and to own the fear.

"I am convinced that courage is the most important of all the virtues. Because without courage, you cannot practice any other virtue consistently." - Maya Angelou,

Our progress becomes more noticeable, and our contributions become more impactful through the series of complementary courageous invitations that we may choose to issue to ourselves. Everyday life presents each of us with many opportunities to create value courageously.

While we recognise that some leaders may issue audacious and courageous invitations to themselves, many others prefer to take a more gradual approach. Even the smallest of courageous invitations can encourage new thinking, disrupt the old paradigm and encourage small (and sometimes transformative) change.

As leaders, this represents growth in ourselves, and allows us to present differently to those that we lead. Courage allows us to re-envision our lives, the way that we operate and the way that we lead. It allows us to persevere and to see our development and growth as a journey, as well as give ourselves the permission to authentically exercise humility and intellectual bravery in order to foster personal and organisational innovation and to spot the opportunities to create value courageously.

Most importantly, it also allows us to get out of our comfort zone, to find new ways of doing things, to activate our strengths and to feel less afflicted by the setbacks that are part of everyday life. Oftentimes, it is just a matter of creating space and breathing to allow us to refocus on the value that we really want to create and the tactics that we should deploy to create it.

As Gary Earl Johnson, an American businessman, author and politician who served as the 29th Governor of New Mexico stated: "Life's a party. Invite yourself." Give yourself permission to invite you onto the dance floor, to transform your vision into a reality and to bring others on the journey with you.

ABOUT THE AUTHORS
Anne Duggan and Dr Jefferson Yu-Jen Chen are co-authors of Courageous Invitations: How to be your best and succeed through self-disruption (Hambone Publishing $32.9)). Dr Yu-Jen Chen is a full-time faculty at the Gordon Institute of Business Science, University of Pretoria, and founder of Forward Notion Advisory. Anne Duggan has over 25 years of experience in leading vast multi-disciplinary teams, in Senior Executive roles in complex and challenging environments. Find out more at www.courageousinvitations.com

RIMPALIVE 2023
3-6 OCTOBER

IN COLLABORATION WITH **DAMA** AUSTRALIA

INFORMATION AND DATA:
Success Through Synergy

RACV ROYAL PINES RESORT, GOLD COAST

The RIMPA Live Convention 2023 is set to be the largest gathering of its kind in the southern hemisphere, bringing together experts, enthusiasts, and curious learners alike for an unforgettable experience.

BY JOANNE KANE

With a jam-packed schedule of exciting and informative sessions, you'll have the opportunity to learn about the latest trends and best practices in the field, network with like-minded professionals, and discover new ideas that can take your career to the next level. Don't miss out on this incredible opportunity to be part of the action at the RIMPA Live Convention 2023!

WHY ATTEND?

After a difficult couple of years with few opportunities to connect face to face, the business of events is back, and you don't want to miss your chance to re-enter the world of connection at this year's RIMPA live convention, held at the RACV Royal Pines Resort on the sunny Gold Coast, Queensland.

Whilst the location may appear to be all play and no work, you are mistaken! This year's convention program has been strategically curated to provide you with multiple streams of educational content, spanning information, records, digital transformation, information governance, M365, data management, leadership, and innovative next-gen sessions.

Recognising the synergistic relationship between records, information, and data management, the RIMPA Live Convention will bring you the latest tools and technologies you need all under one roof to help you effectively manage your organisation's records, information, and data. The varied format of the program providing the flexibility you need to choose the sessions that are most relevant to your work, ensuring that you receive the most value from your attendance!

MULTIPLE STREAMS OF EDUCATIONAL CONTENT

SUMMIT STAGE

The 'Summit Stage' is the centrepiece of RIMPA Live. Speakers and panelists on the Summit Stage are carefully selected based on their expertise, experience and offer valuable insights and information on the latest trends, technologies and best practices in their fields. They are in the industry leaders, subject matter experts, academics and thought leaders who are the forefront of the latest developments in their fields.

THE DATA DYNASTY STREAM

The 'Data Dynasty Stream' is a great opportunity for attendees to learn about the latest trends and best practices in data analysis and to hear from experts in the field. Featuring presentations, discussions and workshops centred around the latest trends in data analytics and how companies are using data to improve their operations and decision-making. Industry experts will discuss the challenges of working with large and complex data sets and the tools and techniques that are being developed to help overcome those challenges.

PRODUCTIVITY POWERHOUSE

Productivity Powerhouse stream is where you get the chance to scaffold your learning around the latest trends and best practices in maximising productivity and optimising work processes within the M365 and AI space. Mixed sessions will cover the role of M365 and technology in productivity and efficiency, including how to get the most out of the tools and apps that can help streamline workflows and automate repetitive tasks.

NEXTGEN TECH LAB

The 'Next Gen Tech Lab' is the ultimate destination for anyone looking to explore the latest innovations in records and information software, products, and services. This cutting-edge lab brings together thought leaders from around the world to showcase their ground-breaking technologies and provide live demonstrations to customers.

You can expect to be immersed in a world of advanced information management solutions. The lab will be filled with interactive session, where visitors can get hands-on experience with the latest tools and technologies. Attendees will have the opportunity to attend live Q&A sessions with industry experts and learn about the latest trends and best practices in records and information management.

LEADERSHIP LOUNGE

The 'Leadership Lounge' stream is designed to provide attendees with valuable insights and tools to develop the skills and knowledge they need to be effective leaders and managers in the field of information management. The sessions will cover various topics related to information best practices, case studies, leadership, and management tools.

It will be interactive space and provide opportunities for attendees to ask questions, share their experiences, and learn from their peers. Some of the topics that will be covered in the sessions include:

- Best practices for information management, privacy
- Case studies on information management, data breaches and cyber security
- Leadership and management tools

INNOVATOR'S LAB

The 'Innovator's Lab' is a collaborative space that will offer workshops and clinics focused on exploring and experimenting with new ideas and technologies. You will learn and develop skills in a 'hands-on' and supportive environment covering topics such as: gamifying governance, understanding AI, the future of information management, data competencies, and so much more!

VITAL NETWORKING TIME

Spanning across 3rd – 6th October, the RIMPA Live convention not only gives you the golden ticket to fulfilling a large portion of your CPD points with the super charged education content on offer, but it gives the invaluable prime time to expand your professional network, gain new insights, and advance your career.

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Get ready to kick off the festivities with a Welcome Reception Carnivale like no other! Join us outdoors for an evening of games, fun, and entertainment. With something for everyone, this is the perfect opportunity to let loose, unwind, and connect with fellow attendees.

Black-Tie Gala Dinner and Company Awards Night

Experience the glamour and sophistication of our Black-Tie Gala Dinner and Company Awards Night. Dress to impress and join us under the stars for an unforgettable evening of fine dining, entertainment, and celebration of our industry's top achievers. Don't miss out on this highlight of the convention!

Happy Hour Sunset Drinks

Take a break from the convention and join us for Happy Hour Sunset Drinks poolside and watch the sunset amongst the stunning backdrop of the Gold Coast hinterland while enjoying refreshing cocktails and delicious snacks. This is the perfect opportunity to relax, network, and unwind after a busy day.

MEET THE THOUGHT LEADERS AT THE RIMPA LIVE TRADE SHOW

The trade show is an integral part of the convention and provides an excellent opportunity to meet thought leaders and industry experts. The trade show features leading vendors and suppliers of records, information, and data management products and services. Attendees will have the opportunity to interact with vendors and learn about the latest products and services available.

The trade show also features educational sessions, where attendees can learn about the latest trends and technologies in the industry. These sessions provide an excellent opportunity to gain insights into the latest developments in the field and to connect with experts who are shaping the future of records, information, and data management.

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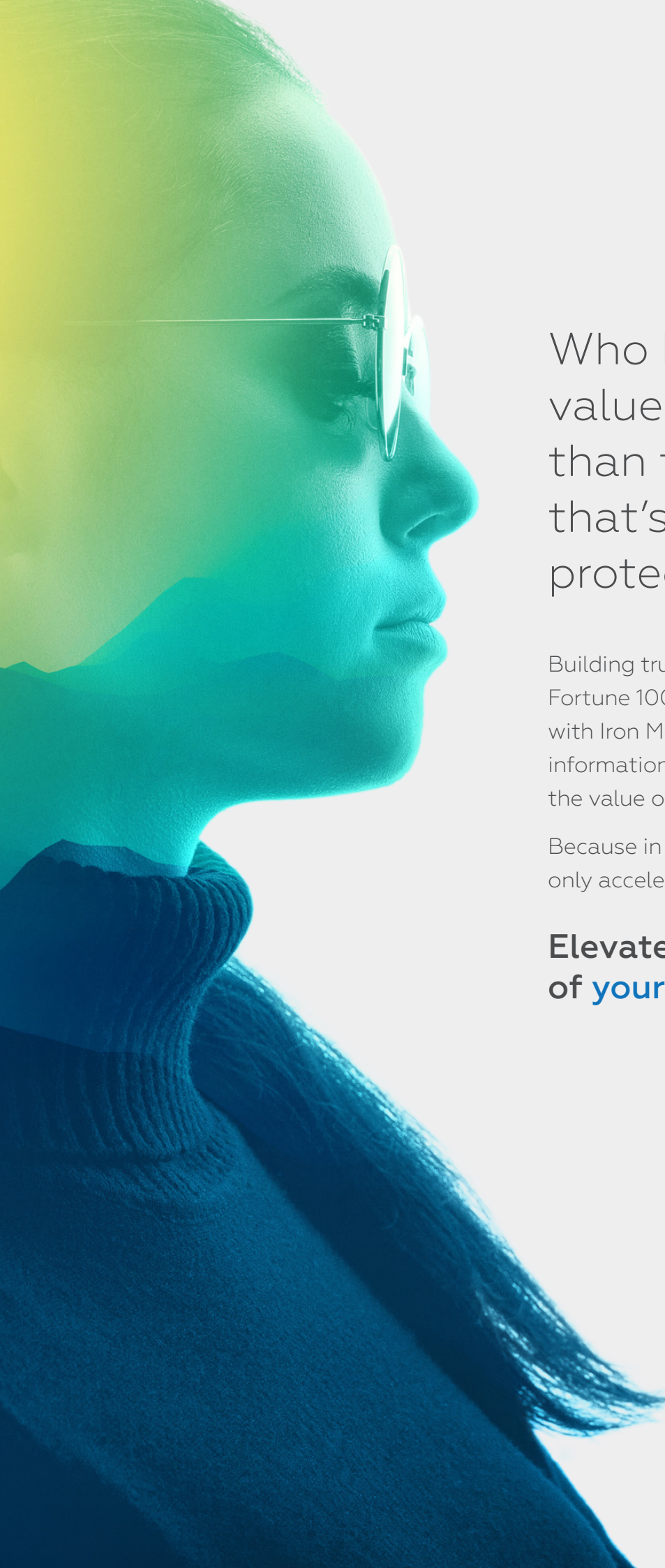
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Is It Time to Supercharge Your Organisation's Engine?

BY CRAIG GRIMESTAD

Organisations can be compared to an engine that drives the production of goods and/or services. Implementing Information Governance will supercharge that engine.

The internal combustion engine is a marvellous invention of the Industrial Age; it takes fuel and air and turns them into power that is used to propel automobiles. Similarly, an organisation can be thought of as having an engine that propels it in pursuit of its purpose and goals. The "fuel" for an organisation's engine is a combination of intellectual and creative thought, manpower (labour), and materials. The "power output" for an organisation's engine is its products and/or services. Automotive engines come in many sizes and capabilities, commonly measured in cubic inches and horsepower. Similarly, organisational engines come with different capacities and speeds of delivery. These are commonly measured in the volume output of products and/or services over a given period. Fortunately, with work and investment, an organisation's engine can have its capacity and speed increased.

What constitutes an organisation's engine? At its core, the organisation's engine is comprised of facilities (including equipment), people, and processes.

The engine churns out products and/or services utilising its business function processes. An organisation's business function processes often include processes for finance, accounting, personnel, research, engineering, manufacturing, quality, sales, shipping, and service; all working together in harmony. Taking a deeper dive into these business function processes, we see that the creation, development, and management of records is essential to each one of them in achieving their goals and contributing to the overall

Applying Information Governance to all an organisation's business processes is like supercharging an internal combustion engine!

performance of the organisation's engine. The more efficiently these processes perform, the better the engine performs for the organisation.

Applying Information Governance to an organisation's business processes is like adding performance enhancing additives to an internal combustion engine. Gartner defines Information Governance as "the specification of decision rights and an accountability framework to ensure appropriate behaviour in the valuation, creation, storage, use, archiving and deletion of information. It includes the processes, roles and policies, standards and metrics that ensure the effective and efficient use of information in enabling an organisation to achieve its goals." The good news about implementing Information Governance in business processes is that it doesn't wear off. As those changes are made, they become the new normal, improving the business process, and thereby improving the performance and capacity of the organisation's engine. Applying Information Governance to all of an organisation's business processes, that is, the entirety of the organisation, is like supercharging

an internal combustion engine! The organisation's engine is now an Information Governance supercharged engine! There are a multitude of benefits when an organisation has an IG supercharged engine. The organisation has full knowledge and control over every aspect of the organisation's operation. The organisation knows the records that it has, how they are created, who created them, who "touches" them, who uses them, where they are located, and who has access to them (for business purposes) during their useful life. The organisation knows when the records are no longer needed for business, legal, or regulatory compliance requirements, triggering disposal, which is tracked also. I digress, but some organisations, to have total control of all records within the organisation's domain, have gone to the extraordinary measure of preventing disk and flash drive read/write capabilities on computers, and disabled local hard drives on computers, requiring all records and information to be retained in approved records repositories. That is likely a bit extreme for many organisations, but that does eliminate the concern and risk of what individuals may

have in their own personal domain, but still on company property.

Knowing everything about the organisation's records provides transparency of operation. This transparency, knowing the path of records from creation (through processing, use, and storage) to disposal, provides the organisation the information it needs to assess if the appropriate knowledge is available to make decisions. If processing steps are "value added", and if the time and effort to accomplish a given task is appropriate, the organisation then can adjust its processes for maximum efficiency, and thereby minimise cost and maximise profitability. Further, with a fully functional IG supercharged engine, the organisation's risks are known and can be minimsed to a level that the organisation is comfortable with.

Organisations generally have been slow to implement Information Governance. Establishing Information Governance can be a significant cultural change and requires time, patience, and resources to implement. Those organisations that do transform their engine into an IG supercharged

engine will enjoy a competitive advantage. Perhaps it's time to give Information Governance another look. Can you envision what your organisation could achieve with an IG supercharged engine?

Quote Source: Gartner.com / Gartner Glossary / Information Governance

ABOUT THE AUTHOR
Craig Grimestad is a senior consultant with Iron Mountain Consulting. His specialty is designing RIM core components with a sub-specialty for RIM auditing. Craig holds a Masters 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 RIM program, and implemented and managed Electro-Motive Division's RIM program. He blogs to: infogoto.com/author/cgrimestad

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- #03 Developing a Risk Management Matrix in Readiness for Digitisation
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Level 2 Practitioner / Skilled Operational
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Realising the Full Potential of Information Management in Governance

BY LINDA SHAVE, FRIM

"Ideas are powerful because they allow us to see the world as it could be, rather than what it is."

- Jason Silva, Futurist, Philosopher, and Public Speaker.

A data literate strategy and digitally skilled workforce are the key ingredients for an organisation to undertake digital transformation programs.

INFORMATION MANAGEMENT IN GOVERNANCE

Information management in governance provides a strategic framework for organisations seeking to control their information. It refers to the systems, rules, practices and controls put in place by an organisation to ensure transparency and accountability. Further, information management in governance describes how data is controlled within the organisation to meet regulatory, environmental and operational requirements, reduce risks and the consequences of cybersecurity and data breaches.

Realising the full potential of information management in governance begins with an organisation maximising the value of its information, enhancing the integrity and trust in the data, and minimising the costs and risks of holding its data. The journey to realising the full potential of information management governance might start with an organisation exploring three primary areas of accountability, use and compliance of data.

ACCOUNTABILITY – ENSURING TRANSPARENCY AND ACCOUNTABILITY THROUGH EFFECTIVE INFORMATION MANAGEMENT

So why is transparency and accountability so important? Transparency is a key data protection principle which is fundamental in data accessibility, integrity and enhancing the trustworthiness of an organisation's data. Accessibility is the process of being able to search, find and use information. Integrity refers to the certainty that the data is not tampered with during or after submission. Integrity also involves maintaining the consistency and accuracy of data over its entire life cycle. Trustworthy data assets ensure that an organisation's data is reliable, accurate and up to date.

Accountabilities are the strategies, processes, leadership and oversight an organisation undertakes to develop a data literate workforce to manage internal data breaches, privacy and protecting data assets from cyberattacks. Accountability also enables an organisation to minimise risks, meet legal obligations, governance and drive effective information management.

A data literate strategy and digitally skilled workforce are the key ingredients for an organisation to undertake digital transformation programs. The primary purpose of the data literacy strategy is to identify, locate, interpret and evaluate a range of information and data types in an ethical manner, and then use that information to respond to specific questions or issues and use that information to ensure transparency and accountability through effective information management.

USE – LEVERAGING INFORMATION MANAGEMENT TO DRIVE EFFICIENCY AND EFFECTIVENESS IN GOVERNANCE

When it comes to the use of data, volume is not the sole indicator of economic value. Most of an organisation's data is unstructured, making it difficult to identify the potential value, and thus its true value may go unrealised.

However, we are now transitioning into a new era of information management. An era that is moving towards the use of artificial intelligence (AI), machine learning (ML) and data analytics. These technologies are opening the doors for organisations to leverage and improve the use, efficiencies, effectiveness and governance by identifying patterns, extracting the value of data, unlocking opportunities and predicting future scenarios. Data analytics integrates structured and unstructured data with real-time feeds and queries, opening new paths to innovation and insight.

Data analytics is devoted to realising actionable insights that can be applied immediately based on existing interrogations. Depending on the knowledge you would like to gain, there are four types of data analytics you can use to leverage and use your data to drive efficiency, effectiveness and governance. These are descriptive, diagnostic, predictive and prescriptive.

Descriptive – What is happening in my organisation?

Looks at data to examine, understand, and describe something that has already occurred over days, months and years

Comprehensive, accurate and real time data

Effective visualisation (the use of dashboards, graphs and charts etc. to represent data in a meaningful and effective way. Making it easier for all users, especially non-experts, to share data/information and communicate insights through storytelling and other mediums.)

Diagnostic – Why is it happening?

- Diagnostic analytics goes deeper than descriptive analytics by looking at why something is happening, what went wrong and what went right
- Ability to drill down to the root-cause
- Ability to isolate all confounding information

Predictive – What is likely to happen?

- Predictive analytics relies on historical data, past trends, and assumptions to answer questions about what will happen in the future based on past results
- Making predictions for the future based on historical data and analytics
- Patterns being used to predict specific outcomes
- Driving future outcomes

Trustworthy data assets ensure that an organisation's data is reliable, accurate and up to date.

Realising the full potential of information management in governance begins with an organisation embracing the use of artificial intelligence (AI), machine learning (ML) and data analytics to leverage and improve the use, efficiencies, effectiveness of governance.

Prescriptive – What do I need to do?

- Prescriptive analytics identifies specific actions an individual or organisation should take to reach future targets or goals.

Provides guidance on what to do next

- Analytics used to recommend actions, strategies for improved data-driven decision making.

During this time of change, information management professionals need to embrace data literacy. Data literacy is a skill that empowers all levels of workers to ask the right questions, to build knowledge, to make decisions, communicate and collaborate with others. Data literacy also involves identifying, locating, interpreting, evaluating and protecting a range of information in an ethical manner to ensure transparency, accountability and effective governance.

COMPLIANCE – ENSURING REGULATORY COMPLIANCE AND RISK MITIGATION THROUGH INFORMATION MANAGEMENT IN GOVERNANCE

Information management in governance plays a crucial role in ensuring regulatory compliance and risk mitigation, especially through digital transformation programs. Compliance and risk governance are enablers to ensure that your organisation has the foundation for ensuring regulatory compliance and risk mitigation through a framework of people, strategies, policies, procedures and technology that are consistent and measurable across the entire organisation.

Risk mitigation is the identification, assessment and prioritisation of risks. For more information on risk management see ISO 31000:2018 Risk management principles and guidelines and ISO/IEC 27005:2022 (information security, cybersecurity and privacy protection) are designed to help businesses analyse and understand the risks and put into place proportionate measures to guard against them.

THE FUTURE OF INFORMATION MANAGEMENT IN GOVERNANCE

In conclusion, the digital world we are currently living in has significantly changed our lives over the past few decades. As a result, new approaches to information governance, data, technology, frameworks, and policies will be required. Realising the full potential of information management in governance begins with an organisation embracing the use of artificial intelligence (AI), machine learning (ML) and data analytics to leverage and improve the use, efficiencies and effectiveness of governance.

For information management professionals, this transition will require new ways of thinking, new approaches and the need for new skills. Luckily, RIMPA Global has been busy developing a wide range of workshops that are covering topics such as Cybersecurity, Data Literacy, Artificial Intelligence and Data Governance, to name a few.
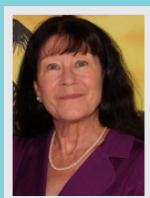
ABOUT THE AUTHOR

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

Compliance:

Ensuring Regulatory Compliance and Risk Mitigation through Information Management in Governance

In Australia, compliance with data protection regulations and risk mitigation is an essential aspect of information governance. The Australian Privacy Act of 1988 and the Notifiable Data Breaches (NDB) scheme require organisations to protect personal information and notify affected individuals in case of a data breach. Failure to comply with these regulations can result in significant legal and financial consequences.

By encrypting data at rest and in transit, organisations can minimise the risk of unauthorised access and theft of sensitive data.

To ensure compliance and minimise risk, organisations must have a comprehensive information management strategy. This includes policies, processes, and technology to collect, store, manage, and dispose of data.

The first step towards compliance is to identify all data that is collected, stored, and processed within the organisation. This includes personal data such as customer information, employee records, and financial data. Once the data is identified, policies and procedures must be put in place to ensure compliance with regulatory requirements.

One example of compliance measures that should be taken is data breach notification. Under the NDB scheme, organisations must notify affected individuals and the Australian Information Commissioner of a data breach. The notification must include details about the breach and the steps taken to minimise the risk of harm to affected individuals.

Information governance also requires an assessment of risks associated with data handling. This includes data breaches, cyber-attacks, and data theft. By conducting a risk assessment, organisations can identify areas of vulnerability and implement measures to minimise the risk of a data breach.

Data encryption is one example of a risk mitigation measure. By encrypting data at rest and in transit, organisations can minimise the risk of unauthorised access and theft of sensitive data. Additionally, access controls and monitoring systems can be implemented to detect and prevent unauthorised access to sensitive data.

Regular employee training is also critical to compliance and risk mitigation. Employees must be aware of their responsibilities under data protection regulations and understand the risks associated with mishandling data. Regular training can help employees identify potential risks and prevent data breaches.

Information management and governance are ongoing processes that require continuous monitoring and assessment. As data volumes increase, so do the risks associated with data breaches and regulatory non-compliance. Organisations must ensure that their information management program is regularly reviewed, updated, and tested to ensure its effectiveness.

In conclusion, compliance with data protection regulations and risk mitigation is an essential aspect of information governance in Australia. Organisations must have a comprehensive information management strategy that includes policies, processes, and technology to protect personal data and minimise the risk of a data breach. Regular risk assessments, data encryption, and employee training are critical to ensuring compliance and minimising risk. By prioritising information governance, organisations can protect sensitive data and avoid legal and financial consequences associated with regulatory non-compliance.

Back to Basics:

How you can, as an Information Manager Leverage IM to Drive Efficiency in Governance

As an information manager, leveraging information management (IM) to drive efficiency in governance can significantly improve business operations. Here's a step-by-step guide on how to do it:

STEP 1:

IDENTIFY INFORMATION NEEDS

The first step in leveraging IM to drive efficiency in governance is identifying the information needs of your organisation. This involves identifying the types of data your organisation needs to manage, store, and distribute to enable better decision-making. A comprehensive understanding of your organisation's information needs will inform the type of technology, policies, and procedures that are required for effective information management.

STEP 2:

ESTABLISH GOVERNANCE POLICIES

To drive efficiency in governance, information managers need to establish governance policies that define how information will be managed, who is responsible for its management, and how it will be used. Governance policies should be tailored to the specific needs of your organisation and align with regulatory requirements. They should also cover areas such as data access and security, privacy, retention, and disposal.

STEP 3:

CHOOSE INFORMATION MANAGEMENT TECHNOLOGIES

There are numerous IM technologies available in the market, and choosing the right technology is critical to driving efficiency in governance. The selected technology should be user-friendly, secure, and scalable to meet the changing needs of your organisation. Some of the essential technologies to consider include a document management system (DMS), records management system (RMS), and email management system (EMS).

STEP 4:

DEVELOP STANDARD OPERATING PROCEDURES (SOPS)

Standard Operating Procedures (SOPs) are a critical component of effective information management. SOPs should be developed to guide users on how to manage information and ensure compliance with governance policies. SOPs should cover areas such as data collection, storage, retrieval, and disposal. They should also include instructions on how to use information management technologies.

STEP 5:

IMPLEMENT TRAINING PROGRAMS

Effective training is essential to ensure that users are equipped with the knowledge and skills required to manage information efficiently. Training programs should cover areas such as governance policies, information management technologies, and SOPs. Training can be delivered through e-learning modules, workshops, or on-the-job training.

STEP 6:

MONITOR AND MEASURE PERFORMANCE

To drive efficiency in governance, information managers must continuously monitor and measure performance. This involves tracking data usage, identifying inefficiencies, and implementing corrective measures. Regular audits should be conducted to ensure that governance policies are being followed, and SOPs are being adhered to. Performance metrics should be established to track the effectiveness of the IM program.

STEP 7:

CONTINUOUSLY IMPROVE

Information management is an ongoing process, and there is always room for improvement. Feedback from users and performance metrics should be used to identify areas for improvement. These could include updating governance policies, upgrading technologies, or revising SOPs. Continuous improvement will ensure that the IM program is always aligned with the changing needs of your organisation.

CONCLUSION

Leveraging IM to drive efficiency in governance requires a comprehensive approach that covers technology, policies, procedures, and training. Information managers must identify their organisation's information needs, establish governance policies, select appropriate technologies, develop SOPs, implement training programs, monitor and measure performance, and continuously improve. By following these steps, information managers can drive efficiency in governance, improve business operations, and ensure compliance with regulatory requirements.

Artificial Intelligence in Information Management

BY IRINA WINSLEY

Artificial Intelligence (AI) has revolutionised information management in recent years by providing powerful tools to automate and optimise various tasks. Here are some great ways in which AI is being used in information management that you might not have known about:

PROS OF AI FOR INFORMATION MANAGEMENT

- Natural Language Processing (NLP): NLP is a branch of AI that helps computers understand and interpret human language. NLP can be used to analyse unstructured data like text documents, social media posts, and customer feedback to extract valuable insights and identify patterns.

- Information Retrieval: AI can help improve the accuracy and efficiency of information retrieval by understanding the context of the user's query and presenting the most relevant information. Search engines, chatbots, and virtual assistants are all examples of AI-powered information retrieval systems.

- Data Cleansing: AI algorithms can automatically detect and correct errors in data, reducing the time and effort required for data cleansing. This can help improve data quality and prevent errors from affecting business decisions.

- Predictive Analytics: AI can analyse historical data and use it to predict future trends and outcomes. Predictive analytics can help organisations make more informed decisions, optimise business processes, and identify new opportunities.

- Document Classification: AI can be used to classify documents based on their content, format, and other attributes. This can help organisations organise and manage large volumes of documents more efficiently.

Overall, AI has the potential to significantly improve the efficiency and effectiveness of information management processes. As the technology continues to evolve, we can expect to see even more innovative applications of AI in this field.

While there are many benefits to using AI in information management, there are also several risks and challenges that need to be considered. Here are some potential risks associated with using AI in information management.

CONS OF AI FOR INFORMATION MANAGEMENT

- Data Privacy and Security: AI systems require access to large amounts of data to function effectively, which can raise concerns about data privacy and security. There is a risk that sensitive information could be exposed or compromised through data breaches, hacking, unauthorised access or people posting sensitive information in the publicly available AI tools such as ChatGPT.

- Bias and Discrimination: AI algorithms are only as good as the data they are trained on, and if that data is biased, it can lead to discriminatory or unfair outcomes. For example, if an AI system is trained on biased hiring data, it could perpetuate discrimination in recruitment processes.

- Lack of Transparency and Explainability: Some AI models, such as deep learning neural networks, can be difficult to interpret and understand. This lack of transparency can make it challenging to identify the underlying factors driving the AI system's decisions, which can be problematic if the outcomes are unfavourable.

- Reliance on Technology: While AI can improve efficiency and accuracy in information management processes, there is a risk of over-reliance on technology. This can lead to a loss of critical thinking and decision-making skills among human workers, which could be detrimental in situations where the AI system fails or makes mistakes.

As the technology continues to evolve, we can expect to see even more innovative applications of AI in this field.

To mitigate these risks, it's important to implement appropriate security measures to protect user data, ensure that AI systems are trained on diverse and representative data, establish ethical guidelines for the use of AI in information management, and prioritise transparency and explainability in AI systems. Additionally, it's important to maintain a balance between the use of AI and human decision-making skills in information management processes.
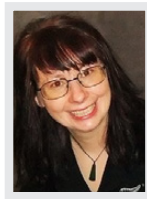
ABOUT THE AUTHOR

Irina is an experienced Information Manager and Microsoft 365 practitioner passionate about using Microsoft technologies for effective information management and collaboration in the modern digital workplace environment. With over 18 years of Information Management experience in the New Zealand Government sector, Irina has an in-depth knowledge of the New Zealand records management requirements.

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LEADERSHIP THROUGH DATA

Overcoming data challenges in the workplace

BY DR SELENA FISK

Data has become the lifeblood of modern businesses, and the ability to harness its power can provide companies with a significant competitive advantage.

Making sense of data, however, is not a particularly easy task. Many organisations struggle to know how to use data effectively, and with inconsistent models of good practice emerging, a changing landscape of data types and technology, and many employees who are self-taught, it is hard to know where to focus our attention or how to build a culture where data is inherently part of what you do.

CHALLENGE 1:

Data literacy is a key challenge and barrier in the effective use of data in organisations. Many employees are not trained to work with data, most have not studied business intelligence or data analytics explicitly, and thus many do not know how to interpret or analyse it effectively. Combine this lack of training with people who refer to themselves as 'not numbers people' and people who lack the confidence to tap into the data effectively, and this can lead to poor decision-making and missed opportunities.

CHALLENGE 2:

Another challenge that organisations face is the sheer volume of data that is available. With so much data being generated every day, it can be difficult to know which data to focus on and how to use it to guide business decisions. This is nobody's fault – often times, data is added, technology platforms are added, new initiatives are introduced, and nothing is taken away. We cannot possibly expect our people to use and act on all of the data that they have available, but we can have a plan to cut through some of the noise and make it easier for people to use.

CHALLENGE 3:

Data quality is another challenge that organisations face when it comes to using data effectively. There is little value in investing time and effort in using and analysing data if we cannot trust the data or insights that we are collecting in the first place. If we are unaware of issues with validity and reliability, this can lead to inaccurate insights and poor decision-making.

CHALLENGE 4:

Data security is the final main challenge that organisations face when it comes to using data effectively. With the increasing amount of data being stored and shared, there is a growing risk of data breaches and cyber-attacks.

Often, if decisions are made about increasing security, sometimes, key users of the data are not involved in decision making. Meaning that some structures are prohibitive or make data use even harder.

To address these challenges and move the organisation forward in their data use, organisations should consider how they might build a data culture that permeates the people, processes, and technology in the organisation. A data culture is one in which data is valued and used to inform business outcomes, and all users know what is expected of them and when.

To address these challenges and build a data culture, organisations need to take a holistic approach that includes people, processes, and technology.

People: Organisations need to invest in data training and support for their employees. This training should be tailored to the specific needs of each employee and should include not only technical skills, but also an understanding of how to use data to inform business outcomes. In my data diagnostic, the two lowest responses, consistently, and across the country are time (40%) and support (46%) from the organisation. These two need to be prioritised to build capacity across the organisation, not just for the people who have 'data' or 'business intelligence' in their role descriptions.

Processes: Organisations need to have a clear data strategy in place that defines the types of data that are most relevant to the business and how that data will be collected, analysed, and used to inform decisions and track progress. Often, this takes the form of a clear organisation-wide data plan, a data policy, and systems and meetings that feature evidence as a key element of the decision-making process.

They also need to invest in data quality tools and processes to ensure that the data being used is accurate and reliable.

Errors also occur when data is not satisfactorily cleaned and processed, or when it is transferred from one form to the other. Minimising the impacts of these challenges by having good processes in place will help ensure decisions are informed by good information that accurately reflects the state of play.

Technology: Organisations need to invest in the right technology to support their data strategy. This includes data analytics tools, data quality tools, and data security tools. There are a range of products available for purchase that visualise data, and a range of products that contain different information on different platforms. Technology should support employees to use the information well, and not expect them to search multiple platforms to find the information that they need.

Organisations are inundated with the amount of data that is now available, but using data effectively is not always easy. They face a number of challenges, including a lack of data literacy, the sheer volume of data, data quality issues, and data security risks. To address these challenges and build a data culture, organisations need to take a holistic approach that includes people, processes, and technology. By investing in data literacy training, having a clear data strategy, investing in data quality tools and processes, and implementing robust data security measures, we can support our people to use data effectively to inform business outcomes, track progress, and gain a competitive advantage.

ABOUT THE AUTHOR

Selena is a data storyteller who is passionate about helping others sort through the numbers to tell the real stories and lead positive change. Data is an increasing presence in our work and home life, yet Selena recognises that this doesn't always come naturally, so she seeks to build skill in others and make the use of data less daunting. Selena has mentored hundreds of executive leaders, middle managers and employees in data storytelling, with the goal of benefitting the organisations and communities in which they work. Selena's book, 'I'm not a numbers person: How to make good decisions in a data rich world" was published in April this year by Major Street Publishing.

New Data Protection and Digital Information Bill

BY ALEXA SMITH, JAMES CLARK, ROBYN PALMER AND JAMIE SANDERSON

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The UK Government has published its long-awaited 'Data Protection and Digital Information Bill'. The Bill will reform areas of UK data protection and electronic privacy law, and will also introduce new regulatory frameworks, most notably in the field of digital identity verification.

By amending the UK GDPR, the Data Protection Act 2018 (DPA 2018) and the Privacy and Electronic Communications Regulations 2003 (PECR), the Bill realises the Government's ambition to recalibrate its approach to data protection and privacy following the UK's withdrawal from the EU.
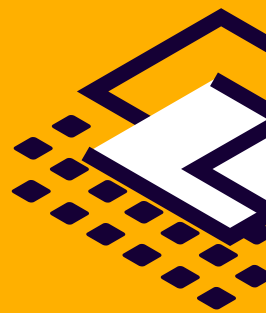
In this post, we provide a high-level overview of key areas of reform. In subsequent posts, we will do a deeper dive on specific areas, as the Bill makes its way through the legislative process. At this stage, it is important to note that the Bill is receiving its first reading in the House of Commons, and the text will change – to a greater or lesser extent – before the Bill passes into law.

DEFINITIONS

The Bill expands upon certain key definitions. These expanded definitions draw on a combination of existing GDPR recitals ('promoting' these into the operative provisions of the legislation) and established the Information Commissioner's Office (ICO) guidance/case law. The overall aim appears to be to provide additional clarity, on the face of the law, about how important certain terms should be interpreted. For example:

Section 1 expands on and qualifies the definition of 'personal data', depending on whether additional information is or is not used to identify an individual. This provision looks to reflect ICO guidance around the standard for anonymisation and reflects a 'subjective' approach to the question of identifiability.

Section 2 creates a statutory definition of scientific research and statistical purposes, by drawing on the existing recitals.

LEGAL BASIS AND PRINCIPLES

More novel is the creation of a new concept of 'recognised legitimate interests' – i.e., processing activities that are deemed to automatically satisfy the legitimate interests balancing test, providing greater certainty to controllers looking to rely on this legal basis (s. 5; Schedule 1).

A number of these mirror the exemptions set out in Schedule 2 of the DPA 2018, e.g., 'the detection, investigation and prevention of crime'. As Schedule 2 DPA 2018 currently exempts controllers from most of the principles other than lawfulness/lawful basis, this can be seen, in part, as a logical extension of existing data protection exemptions for activities seen as being squarely in the public interest.

Similarly, the Bill creates specified new exemptions from the 'purpose limitation' principle, including, for example, the disclosure of personal data to a public authority that is relying on the 'public task' legal basis (s. 6; Schedule 2).

The Bill will reform areas of UK data protection and electronic privacy law, and will also introduce new regulatory frameworks, most notably in the field of digital identity verification.

OBLIGATIONS OF CONTROLLERS/PROCESSORS

The role of the Data Protection Officer (DPO) is to be replaced by a new role, with the title 'Senior Responsible Individual' (SRI; s. 14).

The threshold for appointment of a SRI is slightly different to the existing threshold for appointment of a DPO, with the new requirement applying to public bodies and organisations undertaking high-risk processing. The designated individual must be a senior member of management, rather than simply reporting to senior management. However, the day-to-day tasks of the SRI look to be largely similar to those of the DPO, such as monitoring compliance of the organisation, advising the organisation on data protection issues, taking steps to ensure compliance and acting as contact point for the Commissioner.

Under the proposed new regime, the requirement to carry out data protection impact assessments (DPIAs) is replaced by a requirement to undertake 'assessments of high-risk processing' (s. 17). It is worth noting that the general criteria for triggering a requirement to carry out a DPIA that are currently set out in Article 35(3) of the UK GDPR are to be removed. In their absence, we expect the ICO's specific list of criteria (created under Article 35(5) UK GDPR) to be the relevant reference point.

Despite the name change, the substantive nature of what should be considered as part of these assessments looks largely the same as under current law.

It is also worthy of note that there is a proposed removal of the current obligation under Article 27 for organisations that operate outside of the UK but are caught by the UK GDPR's extra-territoriality provisions, to appoint a representative.

DATA SUBJECT RIGHTS
Key changes in this area include the following:

Controllers will be able to refuse data subject access requests that are "vexatious or excessive" (s. 7). In this context, 'vexatious' is to be understood as requests that are "intended to cause distress", "not made in good faith" or amount to "an abuse of process".

When collecting information directly from a data subject, a controller is excused from the requirement to provide fair processing information under Article 13 UK GDPR where data is collected for "scientific research or statistical processing". Where data is collected indirectly (Article 14 UK GDPR), we now have criteria on the face of the law to help determine when the "disproportionate effort" exemption applies, and the implication that this should be limited primarily to scientific research is, for Article 14 purposes, removed (s. 9).
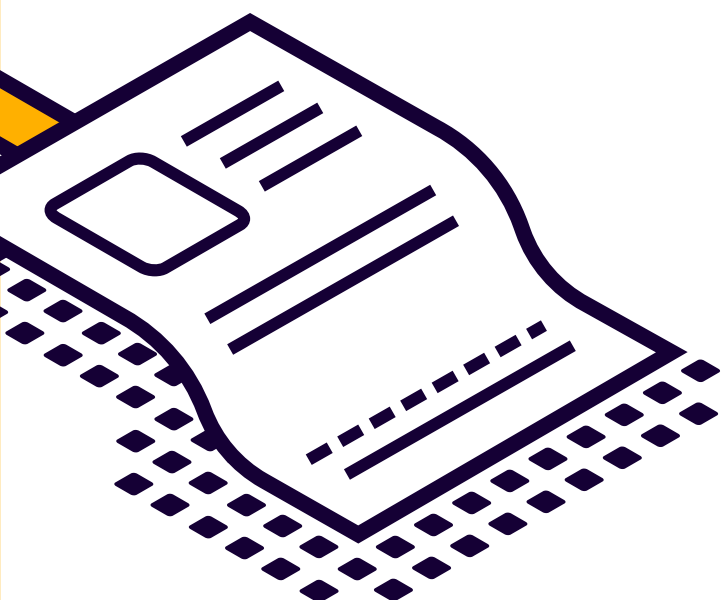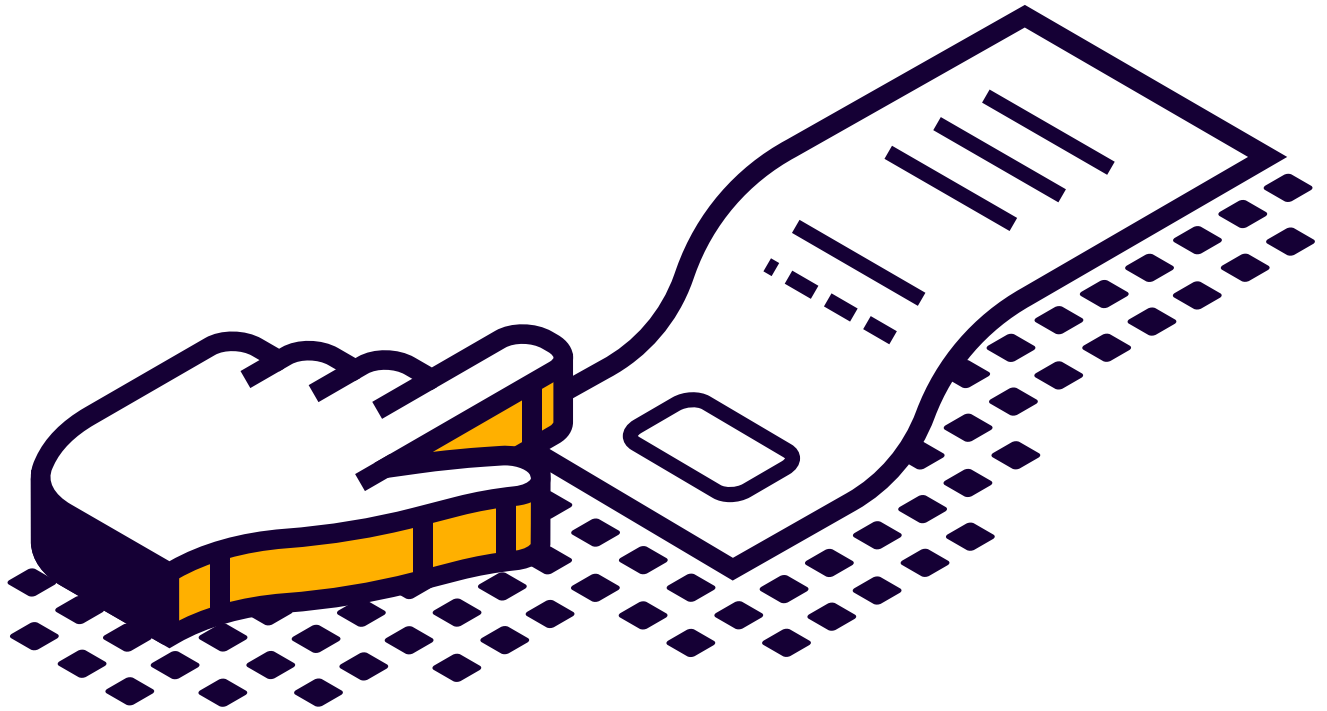
THE INFORMATION COMMISSIONER

Reform of the ICO (which will henceforth be an Information Commission, rather than a commissioner) is relatively wide ranging, and covers a number of themes. For example, there are changes that look to bring the work of the ICO under a higher degree of Government supervision:

• the Commission is to be subject to express duties to have regard to promoting innovation and competition, and safeguarding public and national security (s. 27);

• the Secretary of State can set "strategic priorities"' for the Commission (s. 28);

• the Commission must assess its own performance on an annual basis using KPIs (s. 33).

However, at the same time, the Commission is granted several new powers designed to support its investigatory and enforcement activities, including powers to:

• require controllers or processors to arrange for the preparation of a report at the controller or processor's expense (s. 35);

• require persons to attend at a place and answer questions (referred to as an 'interview notice') (s. 36).

INTERNATIONAL TRANSFERS

The Bill will introduce amendments in relation to both international transfers and the UK's approach to adequacy assessments (Schedule 5).

First, Article 44 of UK GDPR is set to be removed. This is the over-arching requirement that "All provisions in this Chapter [V] shall be applied in order to ensure that the level of protection of natural persons guaranteed by this Regulation is not undermined". Removing this should, in theory, make data transfers less onerous and give greater flexibility to UK exporters of personal data.

The Bill seeks to relax cookie consent requirements in tightly defined circumstances and add clarity as to what comes within the "strictly necessary" exemption...

The previous adequacy assessment criteria are to be replaced by a new 'data protection test' for which the required standard is now "not materially lower than", which looks to be a step away from the EU doctrine of "essential equivalence".
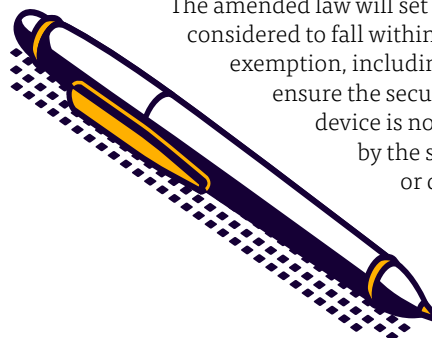
The requirement to carry out transfer impact assessments remains, but the exporter must now consider whether "acting reasonably and proportionately [...] the data protection test is met in relation to the transfer or that type of transfer".

COOKIES

The Bill seeks to relax cookie consent requirements in tightly defined circumstances and add clarity as to what comes within the "strictly necessary" exemption (s. 79):

• Statistics and preference cookies are to move from a consent/'opt-in' requirement to an 'opt-out' standard, subject to strict criteria.

The amended law will set out certain activities considered to fall within the "strictly necessary" exemption, including, for example, to ensure the security of the user's device is not adversely affected by the service, to prevent or detect fraud, and to authenticate a user.

Under the proposed new regime, the requirement to carry out data protection impact assessments (DPIAs) is replaced by a requirement to undertake 'assessments of high-risk processing'

PECR ENFORCEMENT REGIME

The Bill also brings the PECR enforcement regime into line with that of the UK GDPR and the DPA, the most notable change here being the increase of potential fines to UK GDPR levels.

CONCLUSION

Whilst many parts of the Bill look to reflect the Government's stated ambition to encourage innovation and responsibly ease the burden of compliance for businesses, it should be noted that the Bill does balance a softening of the rules in certain areas with enhanced regulation in others – the new investigatory and enforcement powers for the ICO and the increase in PECR fines being the obvious examples.

There are also many examples of changes that are subtle – some of these are simply about reflecting established principles or guidance on the face of the law, others are about tweaking around the edges of existing governance requirements without overhauling them completely.

The Bill runs to 192 pages, and so, necessarily, this article provides a snapshot of the changes introduced by the Bill, which are likely to be of most interest to our readers. Additional parts of the Bill address areas including digital verification services, customer data and business data, and we will look at these in subsequent posts.

ABOUT THE AUTHORS

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James Clark is a data protection, privacy and cybersecurity lawyer who is passionate about all areas of 'data law'. He demystifies this complex area for his clients and prides himself on delivering thoughtful and practical advice.
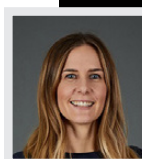
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Jamie Sanderson is an associate in the data protection, privacy and security team at DLA Piper.
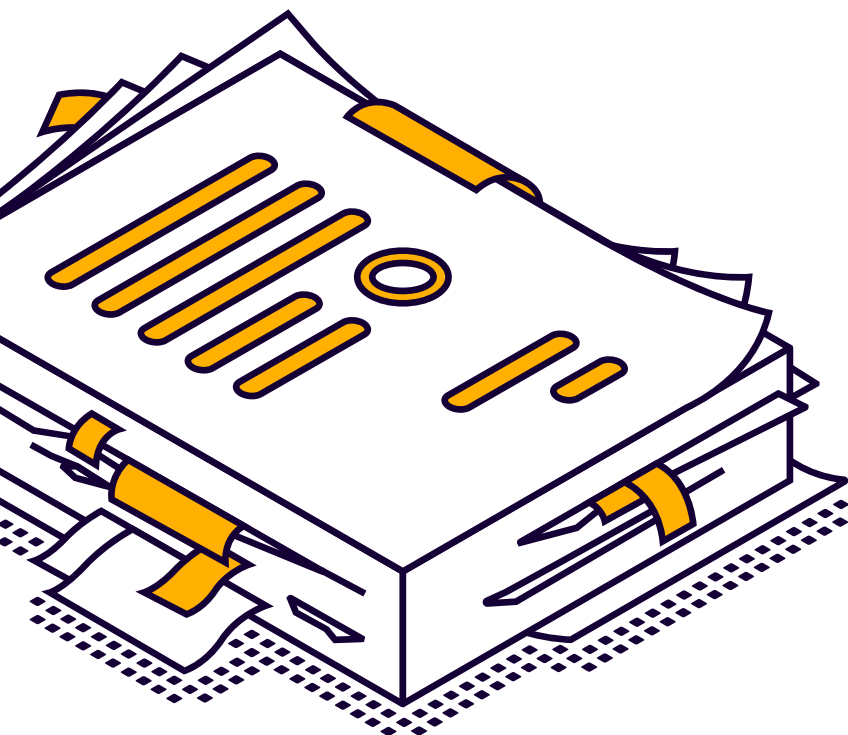
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AI Ethics

BY DR KEITH DARLINGTON

CAN YOUR FACE REVEAL WHETHER YOU ARE A CRIMINAL?

Facial recognition technology is one of many uses of AI that has made an impressive impact in recent years. It's used in many fields and can identify characteristics like age, gender, ethnicity and possible emotional states like your mood. However, because machine learning algorithms can make mistakes and are imperfect, their use in crime detection raises many ethical concerns. There are also ethical concerns about privacy and civil liberties.

These applications of AI have sparked much debate about the ethics of using AI. Some believe it is ethically wrong to create machines that can think and behave like humans. Such views are rare, but there are many others who believe that it is wrong for AI to be used for certain purposes – such as these surveillance systems. There are many in the AI community, and beyond, who believe that the time has come to regulate and ensure public awareness of the threats of AI. In this article, I will outline how this is accomplished. First, I examine AI's ethical concerns and then explore possible solutions.

ETHICAL CONCERNS OF AI

Bias is one of the main concerns. This is perceived as a tendency to oppose or favour people, cultures, or ideas, based not on factual evidence but on opinions and beliefs. This can affect trust in the way an AI system is perceived because trust must be based on facts and evidence, not beliefs. The presence of bias in the working of an AI system can result in many adverse effects such as unfairness, and organisations losing credibility. Bias can arise because AI systems are created by groups of people with similar backgrounds and experiences, and those people are more likely to unintentionally incorporate their own values. One well-publicised example was when Google inadvertently classified a black couple as gorillas (https://www.bbc.co.uk/news/technology-33347866). With this incorrect labelling, Google Photos, a photo-sharing app, made headlines in 2015. This mistake was a consequence of biased data sets that lacked sufficient diversity to recognise people from different racial groups.

Privacy is another concern and there are many ways that individual privacy can be violated. Many of these concerns relate to the privacy of data. Amongst these are who has access to this data. Are there sufficient protections in place to prevent it from spreading and ending up in the wrong hands? Are there sufficient protections in place to ensure the anonymity of the individual use of data? Furthermore, should governments and businesses have the right to capture data about us without consent? For example, how should government agencies and businesses be allowed to use CCTV and facial recognition technology? There is a strong case for its use in the detection of crime or unsocial behaviour, but would it be acceptable to use it for other purposes without consent?

ADDRESSING THESE CONCERNS

To address these ethical concerns, it is vital that stakeholders are aware of the ethical implications of their systems. Stakeholders may include policymakers, legal experts, academics, and other members of impacted communities. Many governments including, Australia, Canada, the USA, the UK, and the European Union, are helping to create an ethical infrastructure by issuing guidelines, and regulations. The guidelines may stipulate the ways that AI systems should be developed and deployed so that they comply with ethical standards.

For example, the Australian Government has published the "AI Ethics Framework" (https://www.industry.gov.au/publications/australias-artificial-intelligence-ethics-framework). They say that "The AI Ethics Framework guides businesses and governments to responsibly design, develop and implement AI".

Regulatory frameworks would incorporate legal
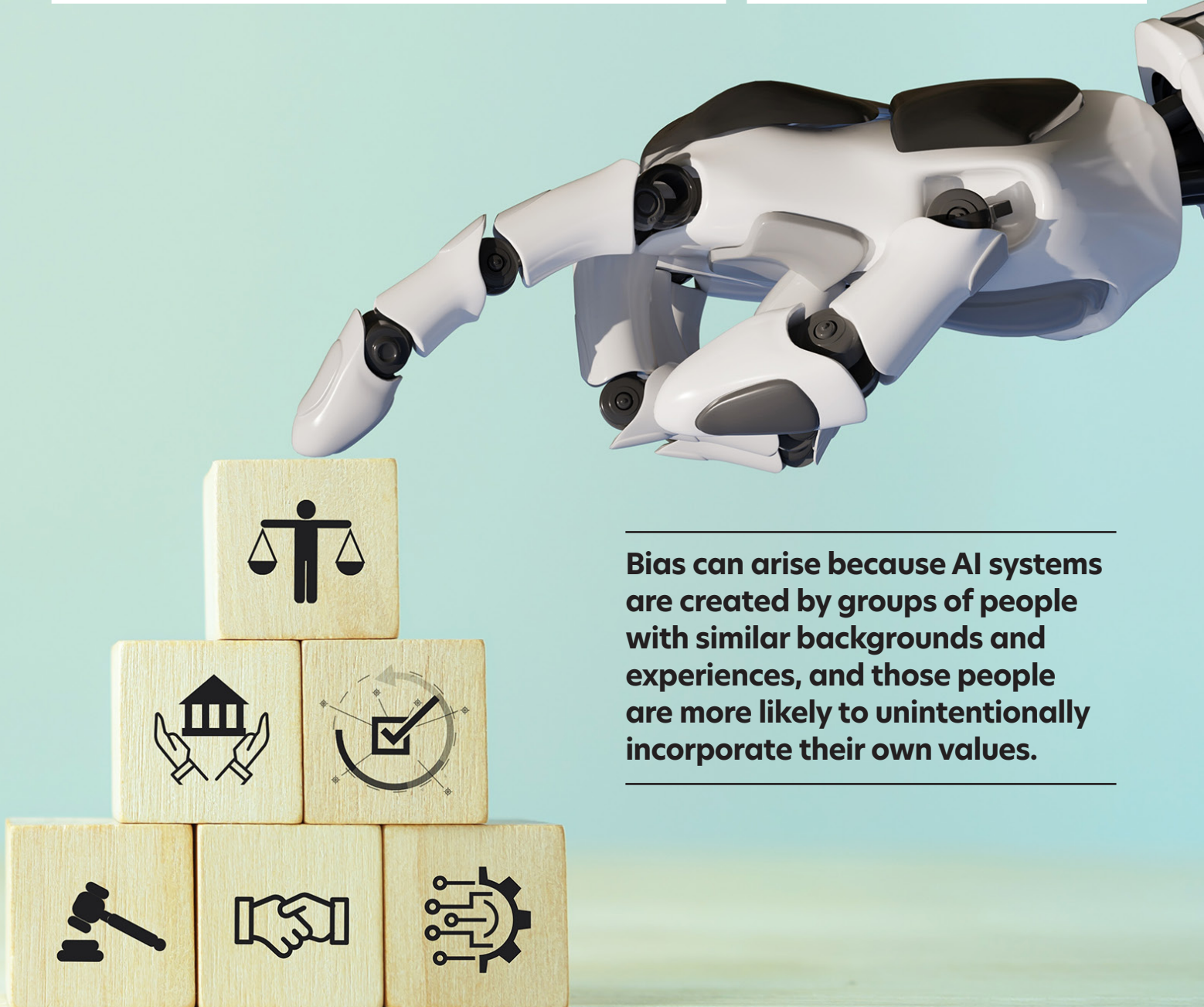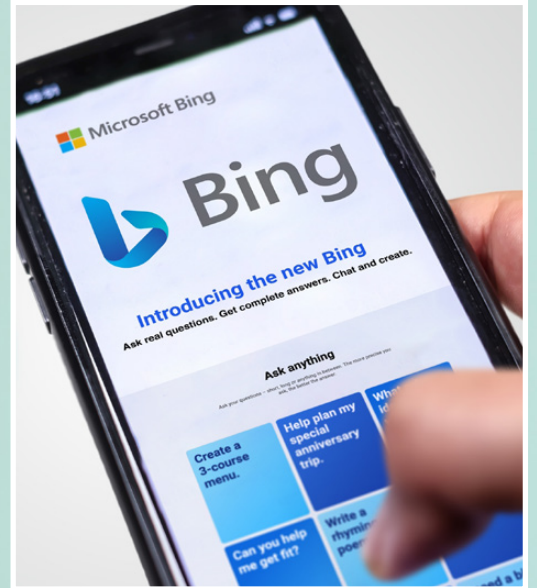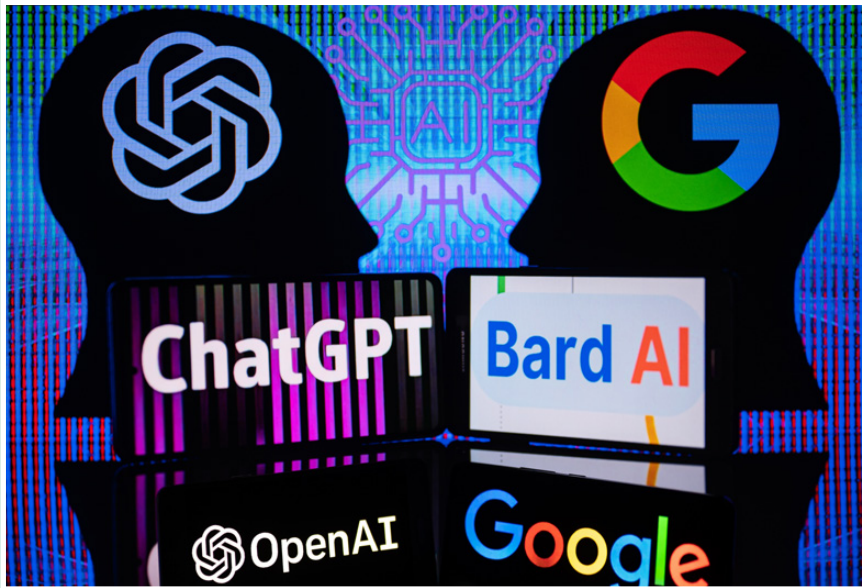
> Bias can arise because AI systems are created by groups of people with similar backgrounds and experiences, and those people are more likely to unintentionally incorporate their own values.

...it should be remembered that e-Commerce is barely 25 years old and was mistrusted by many who were concerned about fraud. Yet its spectacular growth since has been largely due to standards.

procedures on the development and use of AI. These may include specific Data Protection legislation to ensure the individual's privacy protection against the misuse of data. However, a regulatory framework will also need to address the previously mentioned issues, such as bias elimination. This may necessitate enforcing transparency of the algorithms and data sets used for training.

Furthermore, policymakers are frequently involved in international collaborations to address ethical AI issues. One of the important issues of consideration is the development of ethical AI standards that are universally accepted. To understand the importance of standards it should be remembered that e-Commerce is barely 25 years old and was mistrusted by many who were concerned about fraud. Yet its spectacular growth since has been largely due to standards. For example, the adoption of the two-factor authentication standard, requiring additional verification as well as the password to access accounts, has reduced the risk of fraud and improved trust in e-Commerce activities. Internationally agreed AI standards could have a similar impact on AI ethics.

It is also important to test the ethical impact of a new system when it is ready to go live. This would normally require both before and after testing. This is called an Ethical Impact Assessment. It would entail evaluating the ethical impact of the AI system. The purpose is to identify any negative consequences so that the system will comply with ethical standards.

There may also be domain-specific issues to consider such as other legal issues. Whether an individual was affected by a crash in an AI-driven autonomous car, or can prove to have been unfairly rejected by a job application, there needs to be a chain of accountability. For example, who is responsible for a person killed or injured because of a crash with an AI-driven car? Is it the car manufacturer, the car owner, or the person in the car? Accountability for AI systems should be transparent, so that in the aftermath of a crash the parties involved can understand what happened. But a legal framework will be necessary so that insurance companies and the parties involved understand how responsibilities would be assigned.

CONCLUSIONS

AI ethics is a complex issue for society because AI has many beneficial applications and humankind can benefit in a variety of ways. But that must be set against the risks of negative consequences. Citizens should have the right to know what these risks are and how they are being addressed by developers and businesses. AI, like other technologies, has social implications and that means ethical issues have to be addressed, there are no easy answers, but the approaches described in this article will hopefully lead to a workable compromise.

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

BY MICHAEL MCQUEEN:
TRENDS FORECASTER, BUSINESS STRATEGIST AND AWARD-WINNING CONFERENCE SPEAKER

Within an economy increasingly characterised by precarity and uncertainty, the growing class of creators represents an alternative approach to money-making to traditional employment. Largely driven by Gen Zs, who are increasingly turning away from conventional career paths and towards options with greater independence and flexibility, the creator economy continues to work its way into the mainstream.

A kind of gig economy for digital spaces, the creator economy involves those individuals who are using online platforms to publish and monetise content. Posted on platforms like Instagram, TikTok, YouTube, Patreon and Substack, the content of the creator economy is as diverse as the creators producing it. Whether through subscriptions, brand partnerships or advertising, creators are able to generate income through the appeal of their content.[1]

While independence and flexibility, as well as the possible incentive of fame and fortune, make up a significant part of the value offered through the creator economy, much of the motivation that research has revealed within creators lies in the ability to pursue personal passions and engage in meaningful, challenging work.

Nearly half of creators report that self-expression is a core motivation for their engagement in the creator economy, and 40% reported the pursuit of a passion as crucial.[2]

These motivations fall clearly in line with the qualities that characterise one of the biggest groups driving the creator economy – Gen Z. Well over half of Gen Z creators stated that the opportunity to make a difference in the world, as well as the opportunity to engage in interesting work, have flexible hours and reach a large audience with their ideas and creations were crucial motivations.[3]

Gen Z's affinity with the creator economy comes as no surprise, given their characteristics as a generation. With a strong impulse for independence, deep convictions for social causes and a high prioritisation for authenticity, Gen Zs are readily challenging the status quo as workers and consumers. Gen Zs have been raised with a strong sense of self and imagine themselves as being people of influence when they get older. A 2021 study examining this dynamic found that 39.9% of

With a strong impulse for independence, deep convictions for social causes and a high prioritisation for authenticity, Gen Zs are readily challenging the status quo as workers and consumers.

Gen Z women and 45.54% of Gen Z men describe themselves as being a future leader.[4] The aspirational nature of Gen Z has also shaped their sense of personal optimism.

When asked how optimistic they are when it comes to their prospects for success in the next 5 years, the average rating out of 10 was 7 for males and 6.65 for females.[5] This

sense of influence and optimism lends itself to the pursuit of work within the creator economy which places the pressure on the individual to constantly create content, market it and monetise it.

Furthermore, Gen Zs have simply never known a world without the Internet. Not only are they working and socialising there, but they feel most at home there. In a 2021 by Coefficient Capital, 45% of Gen Zs say they feel most like their authentic selves online whereas 40% say that they are most authentic in the real world.[6] Where older generations may fail to consider the internet as a potential source of genuine income, over 35% of Gen Z currently earn money through online channels. For 17% of Gen Z males and 11% of females, the Internet is where they derive all of their income.[7] This number is rapidly growing.

However, Gen Z's engagement in the creator economy is not limited to their own work and creation, but rather extends to their approach to consuming. In a stark contrast to the traditional producer-consumer relationship that has historically characterised the market, the consumption empowered by the digital platforms where Gen Z do much of their purchasing means consumers also become co-creators.

This aspect of Gen Z's typical engagement with content holds important lessons for businesses and brands. Rather than simply viewing, commenting on and sharing content the way Millennials do, Gen Z are passionate about curating and co-creating material. Head of Creator Product Marketing at Spotify Sam Duboff suggests "The openness of Gen Z to create, meme and remix content is driving enormous engagement and blurring the lines between creator and consumer." [8]

For real world brands looking to expand into the younger market, this has meant adjusting their typical marketing strategies. Consider the example of American apple juice maker Martinelli's. This 153-year brand became a viral TikTok phenomenon in May 2020 amongst Gen Zs when users started posting videos of them biting into the plastic bottles to find out if doing so really did sound like biting into a real apple. Within a week, the #martinelli hashtag had attracted more than 28 million views on TikTok and sales immediately skyrocketed.

The company addressed the fever-pitch fascination on Twitter saying "While we don't condone biting into plastic, we are happy to see everyone enjoying our products. Have you tried the juice inside? It's even better than the bottle."[9]

Gen Zs are unmistakably at home within the creator economy and are key drivers in its expansion. Resisting all conventions and traditions of employment, young and ambitious go-getters are taking their personal success and money-making into their own hands. Driven by the desire for flexibility and autonomy, the pursuit of their passions and a strong impulse for self-expression, today's creators are redefining what it means to work in the digital age.

Within the creator economy, businesses and brands would do well to consider the blurred lines that now exist between consumers and creators. In order to best engage younger generations, capitalising on their tendency to act and see themselves as creators and curators will be essential.

ABOUT THE AUTHOR

Michael McQueen is a trends forecaster, business strategist and award-winning conference speaker. He features regularly as a commentator on TV, radio and is a bestselling author of 9 books. His most recent book 'The New Now' examines the 10 trends that will dominate a post-COVID world and how to prepare for them now. To see Michael speaking live, click here. For more information on Michael's keynote speaking topics, michaelmcqueen.net/programs.

For more information on Michael's keynote speaking topics, michaelmcqueen.net/programs.

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Gen Zs are unmistakably at home within the creator economy and are key drivers in its expansion. Resisting all conventions and traditions of employment, young and ambitious go-getters are taking their personal success and money-making into their own hands.

MEMBER PROFILE

GETTING TO KNOW...
Sandra Pickett
RIMPA GLOBAL MEMBER

Tell us briefly about your career...

What brought you to the records and information management industry?

I basically fell into the industry in the 1990s when the Town Clerk of a Local Government Council offered me a Records Officer position. I was so excited even though I had no idea what the job entailed!! At that time, staff visited the central repository in the basement to sign for physical files and return them once finished with them.

On the job, I learned how to record correspondence on index cards by subject matter and author and where to store documents and files in massive storage units. I enjoyed the job so much and gained an appreciation for the discipline that I enrolled in night classes at Swinburne University where I attained a Certificate in Records Management. From there, I moved forward to gain more experience in different roles to expand my knowledge and experience while undertaking further education and lecturing in this space.

You have done incredible work as a RIMPA mentor and trainer over the past 12 months. What drives you to give back?

I was fortunate throughout my career spanning three decades for the support from former employers, colleagues, mentors, regulators, educators and peers within my chosen profession. In return, I'm keen to give back to the profession and practitioners who want to make an impact in the workplace while expanding their careers. For me, this profession has endured many twists and turns from when I first started, predominantly due to technological advances.

For example, I saw the introduction of personal computers, fax machines, emails, mobile phones, scanners, barcoding/readers, electronic solutions (EDRMS), software as a service (Cloud), world wide web, Apple/M365 collaborative platforms, portable devices, digital cameras and the list goes on. These advances contributed to an exciting and yet challenging career at times full of many rewarding experiences to expand my knowledge and emotional intelligence. My chosen career was also rewarding in the sense of sustainable employment and financial stability for myself and my family.

Throughout my career I've always been open to learning through different lenses e.g. further education, research, on the job training and stimulating conversations with like-minded professionals, which gave me the incentive to share my learnings and to guide others where I can on their professional journey.

Any impact I can make, whether big or small, inspires me to be engaged in the workplace and to keep striving to make a difference.

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

It's difficult to choose just one so I'm being cheeky and sharing three.

1. Completing my Graduate Diploma in Archives and Records Management at Monash University in Melbourne. Having formal qualifications complimented by experience, opened many doors and opportunities.

> **I was fortunate throughout my career spanning three decades for the support from former employers, colleagues, mentors, regulators, educators and peers within my chosen profession.**

2. Roles of President and Federal Member of the former RMAA in the late 1990's – early 2000's.

3. Overseeing the largest project of my career that will have a profound impact on Victoria Police's digital transformation vision.

Who has had a significant influence on your career?

There have been several influences that have contributed to the person and professional I am today.

Firstly, my family for believing in me and for their patience (most of the time) while I studied and worked long hours to reach my goals.

Secondly, Anne Cornish as an employer and friend who was instrumental in my career development when I moved from government to the private sector as a consultant. The learning curve in those early years was steep and gave me the confidence and resilience to work with many diverse businesses, people and interesting projects. Thanks to Anne and her incredible vision, energy, transparency and trust, provided me with exposure to different facets of Information and Records Management, strategic planning, project management, training and education, risk management, privacy and FOI. Those consultancy years proved invaluable as a steppingstone to senior management roles.

Finally, John Sim who over the years has been an amazing mentor, boss and friend. His insights and expansive knowledge within the profession has been nothing short of outstanding. I was fortunate to work with John (dynamic duo) in my six+ years as a consultant and in various roles under the former RMAA. I acknowledge John's professional achievements and will always value his opinion – we still reach out from time to time to catch up on our working and private lives.

RIMPA greatly appreciates the immense contribution you have provided as a member toward the organisation. What do you love best about being a part of RIMPA?

An Association that underpins the profession, our profession, with the ability to reinvent itself especially in recent times under Anne's proactive and visionary leadership. I'm always encouraged by the dedication, commitment and passion of the professionals that make up the membership, and their willingness to share their time and life experiences while uplifting the RIMPA flagship across Australia and on the international stage.

RIMPA encourages its members to get involved in various capacities depending on interests and career touchpoints. Depending on your needs and the time you're willing to put into your own development, the

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association offers many opportunities to develop long lasting relationships and/or friendships to deepen your own professional and personal growth.

Even though my contribution has fluctuated over the years, due to personal and professional demands, I will always be connected to the association and the membership for their guidance and support over 30+ years.

Thank you.

VENDOR DIRECTORY

ACA PACIFIC

ACA Pacific is a leading distributor of Document Scanners, Capture Software and Information Management solutions, designed to fast track your path to Digital Transformation. As the distributor for Kodak Alaris Scanners and Software, ABBYY solutions, Contex & Colortrac Wide-Format Scanners and GetSignature eSign solution, we can digitise just about any size and type of document, making it easy to store, share and manage business ready information. Deliver powerful benefits and real-world value to any job function and organisation. Locations: Melbourne, Sydney, Brisbane, Perth, Auckland

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COMPU-STOR

Compu-Stor is a family-owned Australian business specialising in information and records management solutions and services. From document, media & data storage to digital scanning, business process automation and consulting services, Compu-Stor provides a wide range of solutions using the latest technologies & methodologies to deliver secure & efficient services. Through its Digital Transformation Solutions, Compu-Stor helps maximise the accessibility of information within organisations. Compu-Stor works with its customers to provide cost-effective solutions tailored to their needs. Locations: Across Australia

Ph: 1300 559 778 |E: sales@compu-stor.com.au | 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

EZESCAN

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

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

FYB

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

Ph: 1800 392 392 | E: info@fyb.com.au | W: fyb.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

IRON MOUNTAIN

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

Ph: 02 9582 0122 | E: anita.pete@ironmountain.com | W: ironmountain.com

IPLATINUM

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

Ph: 02 8986 9454 | E: info@iplatinum.com.au | W: iplatinum.com.au

VENDOR DIRECTORY

LTD

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

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

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

OPEN TEXT

OpenText, a global software provider, offers information management solutions through OpenText Cloud Editions. Their belief is that companies can achieve smarter outcomes by integrating information and automation. Their OpenText Content Manager solution is a governance-based enterprise content management platform, ensuring compliance with regulations and data privacy. It facilitates the delivery of the right content to the right people at the right time, regardless of device or location. Enterprise Content Management (ECM) encompasses strategies, technologies, and practices for managing content and documents, including document management, records management, workflow automation, and collaboration.

Ph: 0418 636 272 | E: sjamieson@opentext.com | W: opentext.com

RECORDPOINT

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

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

RECORDS SOLUTIONS

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

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

TIMG - THE INFORMATION MANAGEMENT GROUP

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

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

VOTAR PARTNERS

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

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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 GLOBAL

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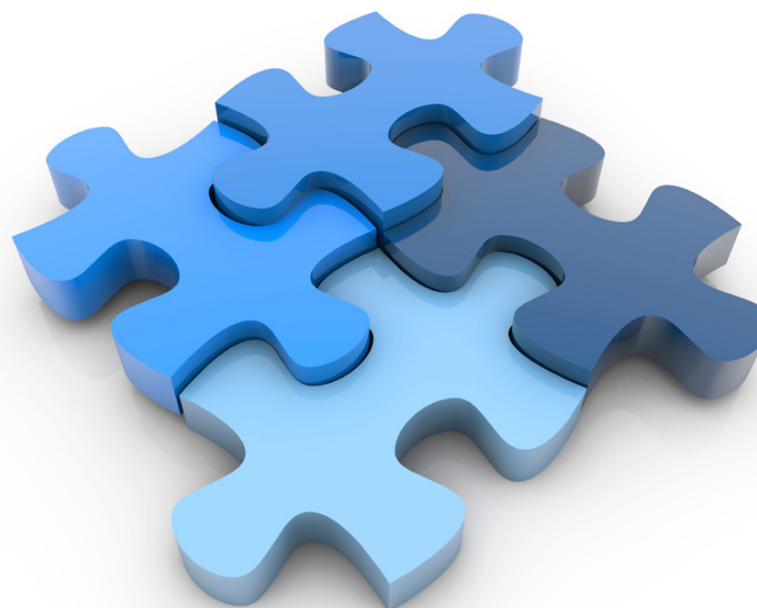
MEET THE BOARD

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

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

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

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

Bonita Kennedy Life ARIM
Executive Director and Director 2020-2023

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

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

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

Ruth Edge ARIM
Appointed Director 2023-2025
Strategic Pillar: Professional Development

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

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

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

MEET THE TEAM BEHIND THE SCENES

Anne Cornish MRIM
Chief Executive Officer

Joanne Kane
Chief Operating Officer

Sunshine Craig
Executive Assistant and Finance Officer

Tynelle Spinner
Membership Engagement Manager

Khobi Ryan
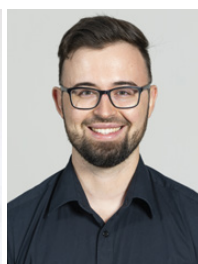Member Relations and Services Officer

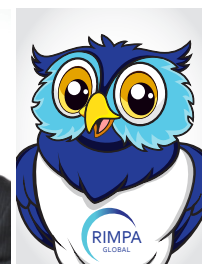**Lisa Janell**
Marketing and Events Manager

Thomas Davies
Digital Marketing Coordinator

Munaa Said
Principal Trainer and Assessor

Adil Afif
Trainer and Assessor

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

RIMPA GLOBAL
GLOBAL

RIMPA GLOBAL CENTRAL OFFICE

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Burleigh Heads Qld 4220

www.rimpa.com.au