

iQ

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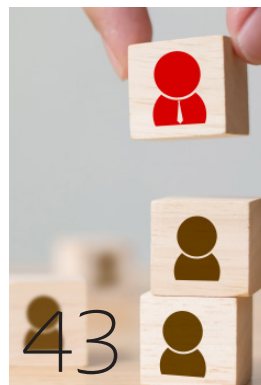
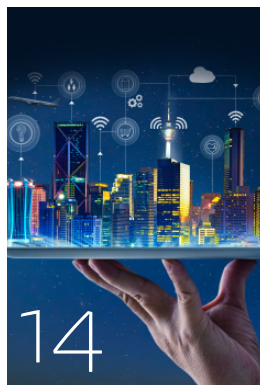
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THOMAS KAUFHOLD
MRIM, CHAIR OF THE
BOARD, RIMPA

**“A tremendous
amount of
investment
is going into
digitisation as
it will,
of course,
transform the
way we access
and use
records.”**

VIEW FROM THE CHAIR

This edition focuses on digitisation – a topic that has been around for a quite some time, as you’d all be aware. A tremendous amount of investment is going into digitisation as it will, of course, transform the way we access and use records. Legacy paper records when digitised will provide unparalleled access to those records from virtually anywhere in the world.

Although, is digitisation always a good thing? Once again, we must apply good records management principles to initially value the record as a good candidate for digitisation and subsequently arrange it in such a way that enables future retrievability and use. Anything less would be a waste of time and money.

There are some interesting articles in this edition’s “digitisation” theme, which I’m sure you’ll find of interest.

As you can see from the front cover, Anne Cornish, as our recently appointed General Manager, is the feature interview in this edition. Several questions were put to Anne, which she answered in her usual candid and straightforward manner. Anne’s interview enlightens us a little bit about her background, plans for RIMPA, and her observations about the information industry.

Over recent weeks the Board has been looking at a strategic plan for RIMPA for 2019-2020. After considerable deliberation, we have devised a plan that divides into three parts: Finances and Operations, Member Services and People and Governance.

The overall theme of the strategic plan is to provide better membership services and to generate additional revenue streams to secure RIMPA’s financial future and in turn, to be able to maintain and provide quality services to our members.

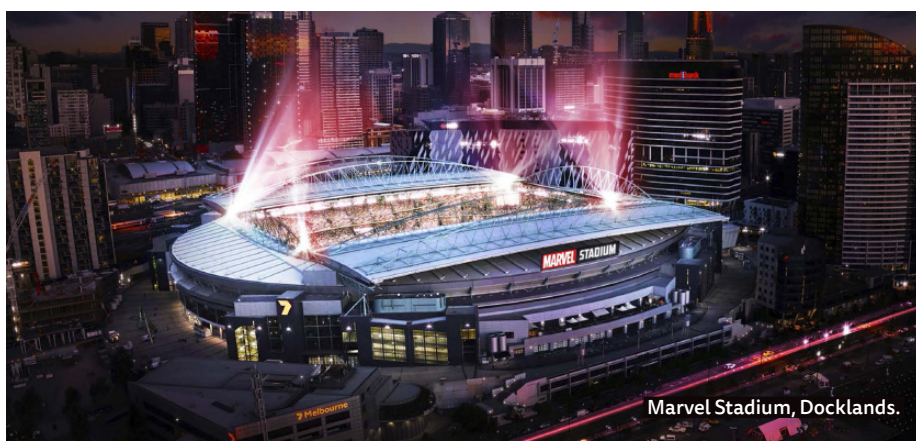
Each part of the plan includes key performance indicators, or objectives, plus designated timelines and allocated resources.

Detailed information has been out for some time about RIMPA Live 2019, taking place in Melbourne this October. The Board met in Melbourne in February and took the opportunity to visit the convention venue at Marvel Stadium, Docklands. We were impressed with the facilities and the events management staff offered some exciting options and arrangements for the event.

I strongly encourage you to register for RIMPA Live 2019, which promises to be an extremely valuable conference with key industry influencers in attendance and excellent networking opportunities.

I look forward to seeing you there and celebrating RIMPA’s milestone 50th birthday together.

Enjoy reading the May edition of iQ.



Marvel Stadium, Docklands.

Member Update

The RIMPA community continues to grow across all categories. We hope that members are finding the new website easy to navigate, user-friendly and filled with valuable information.

Did you know that RIMPA's Professional members can maintain and log CPD points by going to the 'My RIMPA' drop-down menu on the website? We've also updated the Digital Resource Library. To find out more about RIMPA's resources, visit the online library at: www.rimpa.com.au

If you're keen to utilise your membership to its full advantage and increase knowledge, make connections and enhance your career, head over to RIMPA's events calendar on the website for upcoming state-based Branch events.

Information Awareness Month (IAM) takes place during May and is an opportunity for our industry to shine. We encourage all members to spread the word about IAM to help increase public awareness about our field and its importance. Find out more about Branch events for IAM: www.informationawarenessmonth.org

Chartered Members

Dr Shadrack Katuu

Bev Bell

Associate Members

Heather Ragg

Geraldine Merrigan

Edward Hayes-Newington

Michele Nissink

Julie Wright

New Corporate Companies

ACT

Community Services Directorate

NSW

Administrative Appeals Tribunal

TAS

University of Tasmania

VIC

Deakin University

Micro Focus

ACA Pacific

City of Greater Bendigo

Brolly

New Individuals

ACT

Stewart Unwin - Department of Defence

NSW

Morgan Gradwell - Sydney Metro

Taryn Gibbon - ResMed Pty Ltd

Catherine Wiltshire

Northern Beaches Council

Sharon Brooke

Tamworth Regional Council

NZ

Elizabeth Griffiths

WA

Fox Ward - City of Mandurah

Student Members

NSW

Alexandra Chandler

Michelle Gordon

QLD

Alice Sippel

Linda Waldock

Angela Peachey

Ella Fredrics

VIC

Annabel Lee

Paris Elstone

Judith Chandley - RMIT University

Samantha Stolke - RMIT University

WA

Lily Nguyen

Katherine Redfearn - Curtin University

Crystal Gardner - Curtin University

(through Open Universities Australia)



NEXT ISSUE:

Education

The August 2019 issue of iQ will feature a section on education including:

- Is CPD right for you?
- Who are the education providers?
- Branch courses and workshops.

If you have a relevant article, we would love to hear from you.

Please submit your story idea to: editor.iq@rimpa.com.au

Copy due: Wednesday 19 June, 2019

Opening the archives at the University of Auckland

BY STEPHEN INNES



Part of an archives repository at Special Collections, The University of Auckland

Access to archival materials at the University of Auckland Libraries and Learning Services (LLS) leaped forward with the launch of Manuscripts and Archives in February. This catalogue of archives and manuscripts held in the Cultural Collections of the libraries improves discovery by combining information about these rich and varied archival collections into one searchable catalogue, replacing the need to search individual finding aids.

Researchers can now keyword-search across nearly 1,100 archival collections, encompassing 139,000 archival records, 1700 subject terms and 2800 creators' names. The total content of the three university repositories using the system, Special Collections, the Architecture Archive, and Fine Arts Library amounts to some 3,000 linear metres.

The ability to search broadly is especially valuable in a collecting archive where files on subjects such as fluoridation, which may be held in several collections, including the papers of a midwife or the records of a political party, are now found through a single keyword search.

Manuscripts and Archives allow researchers to:

- Search across archival collections.
- Browse collections.
- Refine a search.
- Use filters and facets.
- Sort results and see the hierarchical arrangement of the material within collections.
- Generate citations and finding aids, if required.

The catalogue is the public interface of the LLS instance of ArchivesSpace (AS), an open source, web-based application which supports collection management, archival processing, and production of access instruments, including finding aids and catalogue records. LLS has been a member of AS since 2014 and has been using the backend database since 2016 for production, but the release of the frontend was deferred until the interface met LLS requirements and developer resources became available. Implementation of AS followed the migration of an earlier DB/Textworks database and some 340 finding aids to the Archivists' Toolkit application in 2011.

ArchivesSpace is supported by a community of over 300 major libraries and archival institutions, mainly in the US. AS began life as an integration of Archivists' Toolkit and Archon in 2013, and has moved forward steadily since then with an active and growing membership base.

Collaboration between archivists, cataloguers, and the LLS Digital Development Team was an essential element in the success of the project, and resulted in innovative data integrations between Manuscripts and Archives and the LLS home page discovery layer. This means that archival collections are not isolated within a single database but are discoverable to researchers through a common search interface.

Important considerations for LLS in selecting AS were:

- Offers sustainability through a strong membership base and an actively developed application.
- Ability to contribute to development.
- Efficiency - it integrates a range of description, indexing and collection management functions in one tool.
- Manages the hierarchical nature of archival description successfully unlike library-based systems.
- Promotes data standardisation through adherence to the descriptive metadata standard Description of Archives: a content standard which in turn supports ISAD(G) and ISAAR(CPF).
- Supports the use of data value standards for subject headings, dates, languages, and other descriptive data.
- Automates the creation of Encoded Archival Description (EAD) and Encoded Archival Context for Corporate Bodies, Persons, and Families (EAC-CPF) records.
- Supports exports into common data structure standards including EAD, MARCXML, Dublin Core, MODS, and METS.
- Supports sharing of metadata through the Open Archives Initiative Protocol for Metadata Harvesting (OAI-PMH) protocol.

Although it is not a content management system, AS provides an effective framework for digital object description which can readily be linked to content in digital repositories.

To access Manuscripts and Archives go to: <https://archives.library.auckland.ac.nz/>

By Stephen Innes, Team Leader, Cultural Collections (Special Collections) at the University of Auckland Libraries and Learning Services.
Contact: as.innes@auckland.ac.nz



NZ Moratorium on Records for Royal Commission on State Abuse

BY MIKE STEEMSON

The New Zealand Chief Archivist has declared a moratorium on disposal of public records “relevant to” the country’s Royal Commission of Inquiry into Abuse in State Care and in the Care of Faith-Based Institutions.

In a general notice to Government agencies at the end of March, the Chief Archivist, Mr Richard Foy, directed:

“The disposal moratorium is necessary to ensure that relevant records are protected from destruction and available for the purposes of the Royal Commission and reinforces the Government’s expectations of transparency, accountability, and co-operation from public offices.”

The Royal Commission was established last year to “address abuse that has occurred in State and Faith-based care” and will be inclusive of those who experienced abuse because of their race, gender, disability or mental wellbeing. It is chaired by NZ’s immediate-past Governor-General, Sir Anand Satyanand. With four other commissioners over the past year, Sir Anand has been establishing the commission’s scope, time-scale and terms of reference.

The Commission’s assisting counsel, Mr Simon Mount QC, welcomed the moratorium acknowledging that “survivors of abuse can be confident no Government agency can now destroy or dispose of information relevant to the Commission.” On the Commission’s website, www.abuseinstatecare.royalcommission.govt.nz, he declared:

“The Commission will use its compulsory powers as needed to ensure it has access to all the information it needs. Where appropriate, (it) will require individuals from both State and non-State agencies to provide statutory declarations to explain why any material has been lost or destroyed.”

The Commission expects to work for three years or more and will report its findings to the New Zealand Governor-General.



NZ Chief Archivist,
Mr Richard Foy

US NARA puts public records schedule online for comment



BY MIKE STEEMSON

The United States National Archives and Records Administration (NARA) has introduced online public review and comment processes to changes in US government public records retention schedules.

In its Records Express blog, the agency announced in March: “We are making the change as a result of clear, widespread interest from the public to utilize a web-based platform for a more modern, transparent and efficient way to review and comment on records schedules.”

The new processes were effective from March 4, 2019. Under old methods, NARA published notices in the Federal Register of agency records schedules open for comment. People who wished to review and comment on the schedules had to request copies of the documents, submit comments and receive responses via mail or email.

With the new rules, the public can now access online any new records schedules and their accompanying documents using the U.S. Federal eRulemaking Portal website at www.regulations.gov.

The NARA blog explained: “We will consider all comments received by deadlines and consult with the agency seeking the disposition authority. After

considering comments, we will post a “Consolidated Reply” summarizing the comments, responding to them, and noting any changes we have made to the proposed records schedule. We will then send the schedule for final approval by the Archivist of the United States.”

Industry reception to the new process has been neutral, including a guarded reaction from the Washington D.C., watchdog agency, the National Coalition for History (NCH), reported its demand to NARA late last year “make the actual records scheduled for destruction available online so they are open to public inspection and comment and obviate the need to file (Freedom of Information Act) requests.”

The report commented: “The changes announced appear to address those concerns.” The question becomes whether the online process is user-friendly and delivers as promised.” NARA is interested in receiving feedback on this new process at request.schedule@nara.gov.

Footnote: “Improving the Public Comment Process for Records Schedules”, NARA Records Express blog: <https://records-express.blogs.archives.gov/2019/03/04/improving-the-public-comment-process-for-records-schedules/>

Historic NSW assets added to UNESCO Australian Memory of the World Register

Australia's first ever recorded Census (1828), the Harriet and Helena Scott Collection of meticulous scientific butterfly and moth artworks (1850) and Ethel Turner's handwritten Seven Little Australians manuscript (1893) are amongst eleven items and collections inscribed into the UNESCO Australian Memory of the World Register at a ceremony hosted by the State Library of NSW.

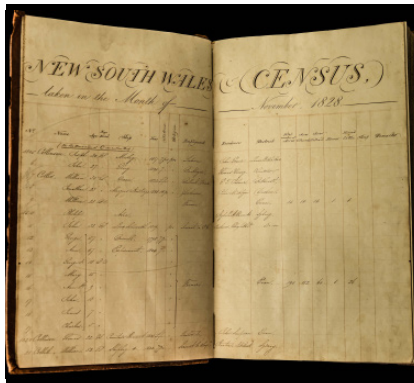
NSW State Archives' Executive Director Adam Lindsay said that the assets from the NSW State Archives, Australian Museum and State Library of NSW respectively, hold significant cultural importance worthy of preservation and wider sharing through the online register.

"From the most important Census ever conducted in NSW, to a unique study of natural history and a manuscript from one of the country's most beloved children's authors, each of these records is a valuable part of Australia's enduring history," he said.

He said that the Census, which will soon tour NSW, is the first and most detailed ever taken in the State, and the only surviving of its kind.

"Whether studying Australian history, convict transportation and administration, British Imperial expansion and colonial settlements, or a particular individual, family or local area, the 1828 Census is a fundamental resource from the State Archives Collection that continues to prove its value 190 years later," Mr Lindsay said.

Australian Museum Director & CEO Kim McKay AO said the Harriet and Helena Scott Collection of 100 minutely-detailed butterfly and moth paintings is the most comprehensive Australian nineteenth century natural science and natural history art archive in the country.



"The Scott sisters were incredibly talented and determined to make a difference. They were prohibited from studying at Sydney University because of their gender and yet their work was so remarkable that their 150-year-old illustrations are still used by scientists today," she said.

According to State Librarian John Vallance, "Ethel Turner gave many young readers a first authentic portrayal of everyday urban life in Australia. It is rare for manuscripts of works such as this to survive, and we are delighted that UNESCO has decided to recognise this unique part of our literary history in such an imaginative way."

"Visitors will be able to see the Seven Little Australians manuscript not only on the Library's website, but in person as part of our special UNESCO exhibition which is open until the 5th May," said Dr Vallance.

A total of nine assets from NSW were inscribed at the ceremony, including papers from diarist Annabella Boswell (Port Macquarie Historical Society), WW1 slides (Tamworth Regional Film and Sound Archive) and archives from the Lithgow Small Arms Factory Museum.

Article courtesy of NSW State Archives.

ASIC accuses banks of dragging feet on fees-for-no-service response

BY PHILIP TAYLOR

The Australia Securities and Investment Commission (ASIC) has criticised Australia's major banks for failing to complete further investigations into fees charged to customers who did not receive the services they paid for.

The Banking Royal Commission examined the issue and called out the actions of the banks. The scandal included customers being charged ongoing fees by financial advisers — despite not even receiving a yearly review — as well as charges to accounts after customers had died.

ASIC identified the delays were down to poor record-keeping and systems, a failure to meet ASIC's expectations of how customers should be identified and compensated and an overly legalistic approach by some banks.

ASIC said the big four banks and AMP expected to pay more than \$1.15 billion in compensation, including about \$350 million already paid or offered to customers.

The total compensation bill could rise as the institutions have not yet completed their reviews into the full scope of fees for no service beyond the instances already reported to ASIC since 2013.

The corporate regulator said the delay was unreasonable.



ARCHIVAL FUTURES

Archival Futures is edited by Caroline Brown and explores current, emerging and future trends for the records and archives discipline and includes contributions from academics and practitioners based in Scotland, England, Canada, Australia, and the United States.

The pace of technological change in the workplace and our daily lives and the volume of digital information produced right now is unprecedented. Because records are created mostly electronically, other more technical disciplines are often making decisions and designing business information systems without regard to archival thinking and practice. With this in mind, the authors were asked to “examine the present and to imagine the archival future.”

Many of the authors referenced industry articles from decades ago, noting that even back then, the profession was at risk of not keeping up.

In Chapter 1, Kate Theimer explores the opportunity as an industry to evolve our thinking and practices to ‘survive.’ As examples, Chapter 2 by Luciana Duranti and Chapter 3 by Victoria Lemieux focus on the technology of distributed ledgers such as blockchain, as a potential solution to the need for trusted electronic records and archives systems.

Geoffrey Yeo questions if we can “keep everything”. In Chapter 4, Yeo considers appraisal in the digital era. He suggests that while we won’t keep everything in the immediate future, we will start to keep more than we did in the past. Yeo foresees that appraisal will start to happen more by algorithms than people, making it possible to deal with much larger sets of data and records, which ultimately requires

FACET BOOKS FOR ARCHIVISTS AND RECORDS MANAGERS



Archival Futures

Edited by
Caroline Brown



changes to archival thinking. When archivists do focus on appraisal, it will be more for areas that computers cannot manage, such as ‘sense-making’. He notes that appraisal should consider what is created in the first place.

Chapter 7 is co-written by continuum thinkers Frank Upward, Barbara Reed, Gillian Oliver and Joanne Evans. The authors’ propose a new disciplinary basis and paradigm shift for records and archives, and recordkeeping informatics, which is extensively covered in the authors recent book, *Recordkeeping Informatics for a Networked Age*. A case study of the personal records of children in out of home care, demonstrates the need for recordkeepers to recognise various rights in records. While traditionally records about children in care might be created and owned by an organisation or government, it can be argued that the information belongs to the individual. Continuum thinking and recordkeeping informatics fittingly acknowledge the complexity of recordkeeping and the various uses, voices and rights in records.

In Chapter 6, Sonia Ranade explores archivists’ access to digital archival collections, noting they should be provided with “meaningful access to digital archives”.

Many have tried to archive the internet. Chapter 8, by Michael Moss

and David Thomas, provides a good summary of some recent efforts such as the failed attempt to archive every tweet by the US Library of Congress. They argue that the internet is an archive in itself, though following different rules to traditional archives. They explore the possibilities of seeing the internet as a sort of accidental community archive or alternative to official archives.

In the final chapter, Craig Gauld notes that continuum theory and the application of postmodernism were proposed decades ago. With an explosion of archival university courses and graduates worldwide, he questions why there is little new critical thinking. Gauld suggests that we “work within traditional principles and parameters” while innovating our practice, whereas other authors encourage us to change our thinking about archives.

Archival Futures demonstrates that recordkeeping and archives have a secure future, provided that we continue to innovate and collaborate with disciplines that intersect with our own.

Knowing this much enables us to adopt new technologies and ways of thinking to remain relevant and to add value to organisations and society.



ABOUT THE REVIEWER LYDIA LORIENTE (BA

(Hon), DipLang (Italian), MEulntStudies, GradDipIKM, ARIM) is a senior records analyst at Monash University. Lydia has also worked in sales, marketing and data management, as well as in corporate governance specialising in policy development and privacy compliance. Informed by records continuum theory, Lydia is passionate about empowering people to do their own recordkeeping, and embedding recordkeeping compliance into everyday work practices.
Contact: lydiabloriente@gmail.com

New beginnings in the records and information management arena

Meet Anne Cornish, RIMPA's recently appointed General Manager

Anne Cornish was appointed to the company in January, six weeks later we put a handful of questions to her about the company's immediate past and future. Excited about the future of RIMPA, she declared enthusiasm for the "new beginnings that promote RIMPA as a sustainable authority in the records and information management arena."

She adds: "I am excited about the new challenges ahead for RIMPA members, my team and myself."

It was indeed exciting news that the 50-year-old company was widening its vision to encompass the whole of the profession across the region, to "stamp the RIMPA brand on our industry", as she put it.

BY MIKE STEEMSON ARIM

Anne preferred the term "strategic objectives" to "restoration" in response to questions. She argued the relevance of a question on RIMPA's "financial standing" insisting: "The financial status of RIMPA remains transparent to all members ... at the AGM."

But she was eager to talk about rising membership ... "more than 20% in the past 12 months" ... re-activation of disbanded branches, new focuses on training and encouraging "NOOBS" as the Victoria Branch insists on calling newcomers, RIMPA as an active service provider for the region, even the re-kindling of the value of iQ itself.

Anne Cornish has been a member of RIMPA and the old RMAA for years, founded and managed her own successful Records Management consultancy in 1993, and is the recipient of numerous industry awards.

The first question sought Anne's view of the company's last year or two.

iQ: The last couple of years have seen a transformation of RIMPA. How is the restoration shaping up?

AC: The Board has made many strategic decisions to bring stewardship and stability back to RIMPA. It was clear that to achieve a new focused direction for RIMPA, several operational and strategic changes needed to be made.

Strategically, the Board acknowledged that the re-establishment of inactive branches was essential to the longevity of RIMPA and provision of consistently equal services to all our members in both Australia and New Zealand.

"The Board and I see RIMPA not just as a membership association but as a robust and active service provider for our region."

Further to this, the Board is working diligently on improving member services with the inclusion of formal training and mentoring programs and a new-look RIMPA Live Conference in celebration of this year's 50th birthday milestone.

To support these decisions, it was agreed to regroup staff into a centralised location. In part, the move was in response to member requests for RIMPA to be located within a central area. The relocation to the Gold Coast made sense from a logistical point of view as this is where the newly-appointed staff are based. This move assisted in managing staff responsibilities, performance and expectations.

iQ: Now that RIMPA is, as you put it in your acceptance statement, “stabilising”, Board Chair Thomas Kaufhold says that you have “led the delivery of reshaping RIMPA over the last year.” What are your plans to continue the restoration?

AC: I would replace the term “restoration” with “strategic objectives.” RIMPA’s vision is to “advance and connect the records and information management profession”. We are changing our approach. The Board and I see RIMPA not just as a membership association but as a robust and active service provider for our region.

In addition, we want RIMPA’s members to take advantage of the many services RIMPA offers. As mentioned earlier, the Board is implementing a range of services to embrace education, training, career advancement and networking opportunities. Some key areas we are focusing on include:

Training: RIMPA is working with branch volunteers, vendors and members to implement state-based courses providing affordable, year-round fundamental skills for members.

We envisage a service that offers regular one-hour webinars that are relative to state-based topics. We aim to become a Registered Training Office (RTO) to encourage delivery of vocational training to current and new members, utilising our vendors where possible to develop and deliver content.

Mentoring: I feel it’s essential to foster career development for new professionals and students.

RIMPA is trialling a formal mentoring program that partners newcomers. Industry mentors will work with newcomers to improve research skills, planning, leadership and management.

“NOOBS” is a newly developed program that has been introduced by some of the younger professional members in Victoria. The program has been approved for implementation across all branches and offers students and new professional members networking experiences with specific content, opportunities to participate in state-based and national events, to present at conferences and much more.

This year, on Day 2 of RIMPA Live, an entire stream is dedicated to this special group as they are the future. The Board plans to encourage this audience by offering them what they need as well as new trends and well-documented ideas.

Anne Cornish has been a member of RIMPA and the old RMAA for years, founded and managed her own successful Records Management consultancy in 1993, and is the recipient of numerous industry awards.





iQ: You are a long-term, award-winning member of RIMPA. You were Queensland Branch Director until accepting this job, and you owned and operated your own company for 25 years. How will this help you undertake the massive number of tasks expected of you as detailed in the position's advertised description, from keeping board minutes to implementing company strategies and "managing national and state events"?

AC: I am confident that more than two decades of running my own records management business and prior roles as Victorian and Queensland directors of RIMPA, coupled with extensive industry knowledge, holds me in good stead to administer the strategic planning that the association needs for the long term.

"RIMPA's membership has been reinvigorated ... Numbers have risen more than 20% in the past 12 months."

In my former working life, I was a consultant for leading businesses, government departments and commercial organisations to help make improvements to their performance through strategic planning and organisational implementation.

For over a decade, I have also been the secretary and president of Palm Beach Currumbin Australian Football League Club and have been a director on various boards and sporting clubs. To further compliment this role, I have experience in hospitality and managing and coordinating national events and conferences.

iQ: It is understood that some commercial details are sensitive but what are you able to tell us about the financial standing of the company?

AC: While I don't believe this is relevant to this article, the financial status of RIMPA remains transparent to all members. All member questions relating to RIMPA's financial status are welcomed to be raised and subsequently answered at the Annual General Meeting.

iQ: What's the plan to get RIMPA back to "an invigorated membership", as you put it, and to grow it further?

AC: RIMPA's membership has been reinvigorated over the past 12 months. At the time of writing this, the organisation's membership sits at 1,600 and is growing. Numbers have risen more than 20% in the past 12 months.

I want our members to be mindful that RIMPA is gearing towards being a service provider. If we deliver the right services, the members will continue to come.

Additionally, with the advent of digitisation, and a whole generation of new, younger practitioners coming into the industry via the lens of the digital landscape, I believe we have the ability to reinvigorate the industry.

Younger practitioners are untapped wells of talent in our field and we need to make sure they are given ample opportunities to enjoy long and productive careers.

The ongoing sustainability of long-term industry practitioners is equally important to our member's base. RIMPA plans to deliver increased value for membership fees and undertake listening exercises to establish precisely what our members consider beneficial.

RIMPA's marketing team recently completed an extensive overhaul of the website. The website is now member-friendly and provides members with a roadmap to help them navigate and consume relevant content and important information about events, upcoming branch meetings and happenings.

iQ: The previous executive head of the company was entitled "chief executive officer." What difference does your "general manager" title make?

AC: A fresh new start, may as well have a new title. Overall there was no particular reason.

iQ: In the past, RIMPA has had active branches in every state and territory of Australia, another in New Zealand. In recent times, some of these branches have ceased or, at least, ceased to function effectively. Currently, what is the status of each of the branches?

AC: The re-establishment of branches across RIMPA's jurisdiction was a priority for the Board in 2017 and 2018. The Board encourages branches to have representation and ownership on proposed changes and the future direction.

In the past 12 months, the Board has worked closely with passionate state representatives to reactivate the Western Australia Branch, New Zealand Branch and in more recent times the establishment of a Tasmanian Chapter. Only our Northern Territory Branch remains to be resurrected. This is on our calendar for the latter half of 2019.

The re-establishment of these branches enables RIMPA to provide standard and consistent services to all members.

iQ: RIMPA's magazine, iQ, has always been an expensive asset to the company. Recent affirmative decisions have been made to return it to print format and strengthen its purpose. Apart from now charging members extra for printed copies, a fee formerly included in annual subscriptions, what else is being done to bring the journal closer to financial break-even?

AC: iQ is a member benefit and a portion of each membership fee contributes to the cost of the publication.

The recent survey conducted relating to iQ reiterated the importance of this publication to our membership with 75% of respondents agreeing that it is one of the main benefits of their membership. The expense has been reduced with the introduction of an e-zine version, but by popular demand, the next renewal period will offer every member the opportunity to purchase a hard copy version of our magazine.

My team and I are currently assessing how we can further strengthen the magazine and enhance advertising space without diminishing content.

iQ: Is there anything you would like to add?

AC: Consultation of members is important to me and as the new General Manager I believe it is vital to seek member input for future improvements.

As a records management practitioner, a previous vendor and business owner I am comfortable that I bring all the required aspects to help rebuild and stamp the RIMPA brand on our industry.

The support of the Board and branches is refreshing and inspired me to pursue this new role. I look forward to new beginnings that promote RIMPA as a sustainable authority in the records and information management arena.

I am excited about the new challenges ahead for RIMPA members, my team and myself.



ABOUT THE INTERVIEWER

MIKE STEEMSON has been involved with records management

and R.M. standard setting since the 1990's, from membership of the British Government's Central Computer and Telecommunications Agency to the International Standards Organization' sub committee TC46/SC11. He is a life member and a former chair of the UK's Information and Records Management Society. He joined RIMPA in 1996, was a founding member of the NZ Branch in 2002, and gained professional membership ARIM in 2003. He is a member of Archives and Records Association NZ (Aranz) Wellington Branch Council.

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Digitisation

Feature Section





The National Archives' repositories hold millions of analogue records.
Photographer: John Gollings

‘Digiteers’ documents and derivatives:

digitising the national archival collection

The National Archives of Australia (NAA) collection documents our history, from dramatic events that shaped the nation to decisions that touched the lives of all Australians. There are many records about people, from the ordinary to the famous, and their interactions with the Australian Government. Their voices echo throughout the vast and unique collection. As a fundamental institution in the democratic process – securing the essential evidence to ensure government accountability, integrity and transparency – the NAA is grappling with the challenges of the digital age.

BY LOUISE DOYLE

The organisation is undergoing its own digital transformation while leading the way in a holistic revolution of digital information management, and capability practices across the entire Australian Government.

Its transformative strategies address critical issues and priorities for securing, preserving and making accessible the essential records of government. They include strengthening information governance and digital capability, which provide for the capture and management of digital information, and securely safeguarding this data including highly stringent cyber-security measures, into the future.

Preserving records at risk of deterioration or loss due to unstable formats or technological obsolescence, and providing new ways for public users to connect with their cultural heritage are also key National Archives transformative strategies. Vital to this is digitisation of the national archival

collection. Simply put, digitisation is central to securing the national archival collection for future generations.

“The National Archives of Australia is rapidly transforming into one of the world’s leading digital archives. Robust and ubiquitous digital-by-default practices permeate all policies, strategies and actions, from the capture of Australian Government records, through to use and re-use of the records by public users,” explains David Fricker, Director-General of the National Archives.

“In the mammoth national archival collection there exists more than 40 million items in various formats: files, documents, bound volumes, artworks on paper, registers, index cards, maps, plans, charts, photographs and negatives, motion picture films, video and audio.

“More than 60 million pages from this analogue collection have been digitised and made available via the RecordSearch collection database on

our website. Page views of this material exceeded 22 million last year. And we expect these figures to increase exponentially over the coming years," Mr Fricker continued.

Despite these seemingly great statistics, only a tiny proportion of the national archival collection – 4.6 percent – is digitised and made available online. Currently, around 1.1 million pages are digitised each year. At this rate, it will take more than 1400 years to completely digitise the national archival collection – all 380 shelf kilometres of it.

Of the records accessed by public users, almost all – 99 percent – are online, despite the overall low proportion of digitised records.

"To continue to remain relevant and meet the needs and expectations of our users – be they researchers, public servants, cultural institutions, media, students, family historians or creatives – we know we need to provide high-quality, relevant, discoverable and searchable online content," said Mr Fricker.

There is no doubt the sheer size of the collection and the resources required to digitise its many formats are challenges – from the hundreds of millions of dollars in funding needed, to ever-present and ever-changing technological demands. These are challenges on which the National Archives has a firm hold.

REACTIVE V PROACTIVE

The National Archives has been digitising records and making them available on its website for close to 20 years. Its National Digitisation Service, launched more than 12 years ago, comprises on-demand and proactive digitising activities.

The digitise-on-demand service provides digital copies of records to public users on request. Users pay (on a cost-recovery basis) for a file of personal or research interest to be digitised and uploaded to the National Archives' website for public access.



Australian Government agencies can request access to records that have been previously transferred into the national archival collection for business purposes. Since the beginning of 2018, to support the government's digital transformation agenda, the National Archives has been providing access to records in digitised format only. Where possible the records are also uploaded to RecordSearch and made available to public users.

The selection of files for digitisation under the digitise-on-demand service is ad hoc and not based on the broader significance of the content nor preservation priorities. That is where proactive digitisation comes into play. This involves digitising records in the national archival collection that are at risk of deterioration or degradation, or

are in high demand by users.

"This includes items at risk owing to damage caused by handling, or loss due to storage on an unstable format or obsolescence of playback equipment. These digitised records are uploaded to RecordSearch and are available free of charge to everyone," said Mr Fricker.

Along with preservation priorities, user expectations are placed at the centre of decisions about which records are to be digitised. National Archives staff undertake surveys of the collection and identify potential records of current or future interest. Members of each state or territory consultative forum – comprising key stakeholders from the community, academia and professional bodies – are then consulted.

Public users are also encouraged to nominate records for digitisation under the proactive digitisation program. In addition, analyses of RecordSearch search terms are taken into consideration, as is anecdotal researcher feedback provided to staff.

The identification of records to be digitised can be driven by a larger agenda. The National Archives on occasion receives targeted Australian Government funding to digitise particular records. This has recently included \$3 million over two years to digitise the personal papers and official records of former prime ministers, with the aim of preserving them and making them accessible.

THE RACE AGAINST THE CLOCK

Paper records are far more durable than records stored on other formats. The National Archives has in place an overarching strategy that addresses the relative priority of each record format with regards to digital preservation.



Records on less stable formats, which are deteriorating at a faster rate than paper, receive priority digitisation.

From the proceedings of land title claims that contain evidence of Indigenous occupation in various parts of Australia, ASIO surveillance footage and secret military operations to censored movie footage, Countdown and recordings of Indigenous languages, the National Archives' audiovisual collection captures much of our nation's cultural history during the 20th century.

"Nearing 1 million film, audio and video items, 28 percent of this collection is stored on magnetic media. While 75,000 items stored on magnetic tape are already digitised, an urgent priority for us is to digitise within the next six years the remaining 190,000 individual audiovisual items on magnetic tape, before this priceless heritage material disappears forever," warns Mr Fricker.

Internationally, experts agree that content on magnetic tape that has not been converted to a digital medium by 2025 will be lost forever owing to continuing deterioration and decay of the medium, and the obsolescence of playback machinery.

Significant resources are required to digitise en masse the film stored on magnetic media – the National Archives estimates that the cost alone is \$25 million. "It is a race against time to

secure the means necessary to rescue the precious magnetic tape collection from simply vanishing," said Mr Fricker.

Motion-picture film stored on cellulose acetate is also at a very high risk of deterioration, particularly film with advanced vinegar syndrome – the chemical degradation of the film base, also known as acetate decay – and with cellulose nitrate base.

It is estimated that 'fatal deterioration' is underway for around 11.3 million items in the national archival collection, including motion picture films, acetate negatives and colour photographic prints. As with film stored on magnetic tape, digitisation of these inherently unstable formats is an urgent priority to preserve the content for future generations.

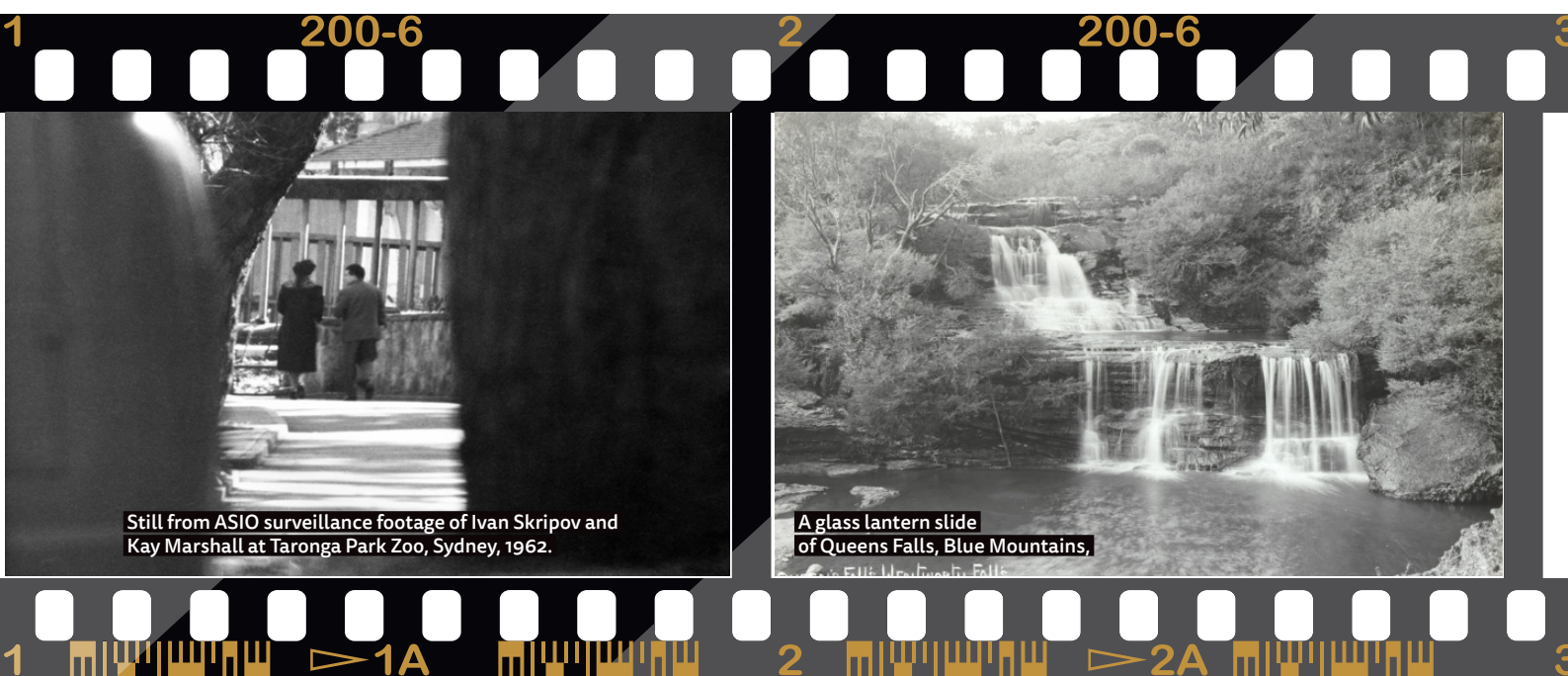
CHIPPING AWAY

Cutting-edge technology and equipment, highly skilled and dedicated staff, and world-leading digitisation practices and standards successfully underpin the digitisation program at the National Archives. High-end document scanners are used to digitise paper records. Bound and fragile items are scanned using overhead digital scanners or a camera system to avoid damage during the digitisation process.

"More than 1 million items are digitised inhouse each year, to meticulous preservation and access standards. But this is not enough and we must look further afield for innovative ways to digitise the national archival collection," said Mr Fricker.

Criteria for Proactive Digitisation of Analogue Records

- ✓ Existing damage and/or vulnerability (for example, threat of technological obsolescence).
- ✓ Unstable format (prioritised for mass digitisation).
- ✓ Reached open access period.
- ✓ Support public events, commemorations, etc.
- ✓ Support National Archives events, publications, websites, exhibitions, etc.
- ✓ Known or expected high use, including:
 - service records
 - name-identified immigration records
 - major policy agency correspondence files
 - pertaining to Aboriginal or Torres Strait Islander peoples environmental activism
 - Cabinet records
 - anniversaries of historical events.



Still from ASIO surveillance footage of Ivan Skripov and Kay Marshall at Taronga Park Zoo, Sydney, 1962.

A glass lantern slide of Queens Falls, Blue Mountains,

The National Archives' Queensland Office is currently piloting a self-service digitisation program. Using a public workstation and easy-to-follow instructions researchers can digitise their required records and save them to a USB. The National Archives also obtains a copy of the files to upload to RecordSearch. Since this pilot commenced in November last year, nearly 10,000 pages of content from the national archival collection have been digitised. Once this pilot program has been completed, the NAA plans to roll out similar programs across Australia in line with demand and available funding.

For many years, the National Archives has collaborated with volunteers to support key priorities, including digitisation – giving rise to the 'digiteer'. Digiteers have, for example, recently described, digitised and rehoused thousands of World War I repatriation records. In addition, many thousands of volunteers participate in the ArchHIVE online crowdsourcing initiative, where consignment lists (lists of records transferred into the collection) are transcribed to searchable online documents. Implementation of a National Volunteer Strategy, currently being drafted, will serve to increase volunteer collaboration opportunities and expand the army of digiteers.

**“More than
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As part of the Digital Continuity 2020 Policy, the National Archives encourages Australian Government agencies to digitise their accumulated analogue records. Agencies will undertake these large digitisation projects to save space, improve access to information, protect records and enable integration with existing information business systems. The resulting benefit is that when records are transferred to the national archival collection, they are already digitised.

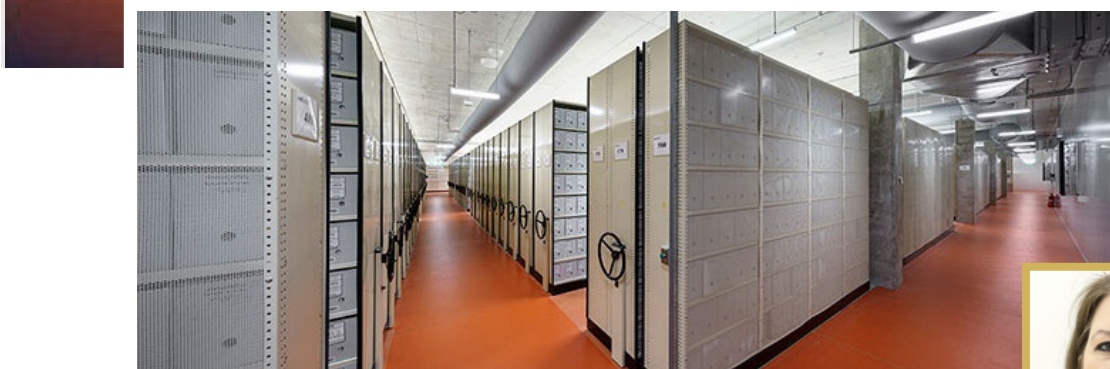
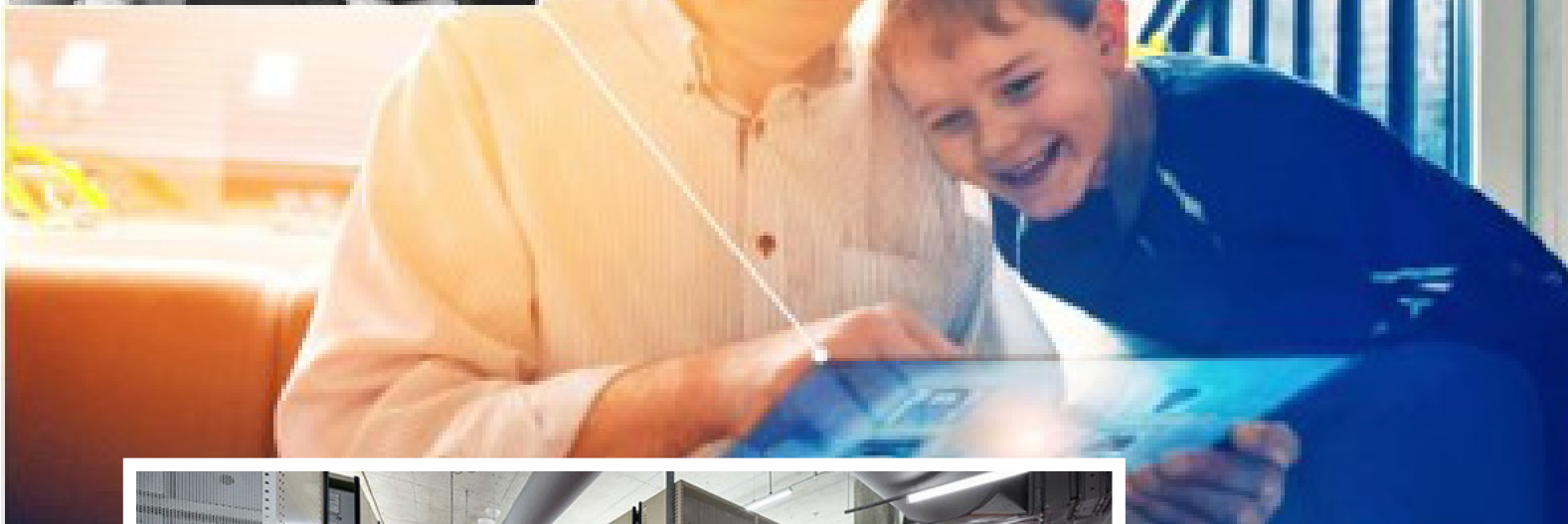
The National Archives works with fellow collecting institutions, community organisations, societies and other groups to deliver digitisation services on its behalf. Similarly, it will engage on a commercial basis, subject to available funds, external vendors to digitise records from the national archival collection.

UNIFORM STANDARDS

With an increasingly dispersed model being engaged to digitise the national archival collection, uniform and well understood digitisation preservation standards are crucial to protect records that are central to our cultural identity. “We have taken the lead on national standards for digitisation and preservation of the collection. This includes providing advice, guidance and feedback to government agencies, and national and international colleagues on current and emerging issues relating to digital formats,” explains Mr Fricker.

Late last year the National Archives launched its Preservation Digitisation Standards. These standards set out the technical requirements for digitising records in line with international best practice, and provide for a preservation master copy that facilitates migration to new formats to avoid obsolescence. The Standards also provide for a derivative file of each record to enable public access and use.

“The National Archives' digitisation standards enable us to preserve and maintain the Commonwealth's records to an evidentiary standard, to provide the basis for integrity, transparency and accountability of government actions, to transmit our nation's memory from one generation to the next, and to uphold the rights and entitlements of Australians,” claims Mr Fricker.



LOOKING TO THE FUTURE

Driving the metamorphosis of the National Archives to a fully functional digital entity is its agency-wide Digital Archive Program. Established in June last year, the program defines and develops the processes, skills and tools that will enable the National Archives to shine in the digital future. Implementing innovative approaches to digitisation and digital archiving is key to the program. It will deliver a state-of-the-art enterprise digital archive, and greatly enhanced digital preservation capability, including increased storage for digitised records.

To keep pace with the rapidly changing technological world, a digital literacy program is equipping staff across the National Archives with the contemporary skills to work

with digital tools and resources. This cultural shift to a new way of working will greatly enhance the National Archives' capacity to preserve, and promote digital access to, its analogue collection.

The National Archives has a responsibility to remain relevant to its users, who expect to access information online from anywhere at anytime. The more it digitises and uploads, more Australians will be able to connect with their national identity and heritage, anywhere, anytime. And the voices of those echoing around the vast national archival collection will increasingly be heard in lounge rooms, offices, studios, libraries, classrooms, and local cafes, and on trains and walking trails across the country for generations to come.



ABOUT THE AUTHOR

LOUISE DOYLE

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GDPR and global data privacy – the future.

Burke and Hare were a pair of murderous body-snatchers in 1828 Edinburgh, where the demand for bodies was outstripped only by the rivalry between anatomists; buyers such as Robert Knox paid substantially for the dead. With new graves hardened against illegal exhumation, they turned their attentions towards the living, the inevitable result being Hare took Crown immunity from prosecution and Burke was hanged. Shockingly were just how many people turned a blind eye to it, including Burke's wife and lecture attendees. A somewhat extreme example I would agree, of where a very few individuals did business legally, then illegally, followed by murderously. But, what greater personal data have we than our bodies, dead or alive, yet the moral and legal considerations counted as little to moderate their behaviour.

BY KEN TOMBS

How can there be an analogy with data protection? In this world of online commerce and social security, if someone loses their identity the results can be devastating, suicidal if happening to someone in the wrong state of mind. With proponents of human injectable 'chip and pin' to avoid cards and passports, inevitably these chips must be programmable in case you change jobs or credit card company. How easy then for the criminal to literally become another person? Will any advantage to business be marginalised by the inevitable checks and balances needed for widescale use? You can't say a 1% failure rate is acceptable if people can't access medical care, or their last train home on a snowy Swedish night. Hackers and criminals make their money from trading snippets of data collected 'legitimately' or stolen, and cross-related using analytics and now AI. Imagine how much data could be harvested from the chipped crowds of a busy railway station.

Without trust in our digital systems, could we be less than 10 years from a return to postal customer systems, losing the advantages dependable technology brings us? In this context, the EU's GDPR is to be applauded for its stance on the individual's right to owning their data, and for commercial honesty to prevail over financial gain. That's the upside of GDPR.

The downside of GDPR is that in sections its strict while, at the same time vague leaving an organisation open to tick-box restricted regimes. The balance of compliance is important, too loose and the positive attitude of an executive is watered down. Too strict and the business will bypass or just ignore their commitment's, leaving them wide open to fines and severe reputation damage. The regulations also catch everyone in there are no clear derogations for business size, other than if you really don't use personal data at the core of your business - manufacturing for example. However, anything to do with at-risk groups such as children or criminals, then even the sole trader must comply. GDPR was created for political reasons by the EU, in that it had no mechanism to inflict pain on the major social media giants, mostly North American. Meaning it tends to be heavy handed and focused on those giants, making life tricky for sole traders and owner/proprietors/SME.

Mix in the psychologies and attitudes of our business leaders from the proprietor to the corporate CEO, and we have a recipe for uncertainty over the next five years. So far, this mix has undermined the adoption of GDPR by smaller organisations, now leaving themselves disproportionately at risk from failing to meet their commitments. Remember GDPR national supervisors are motivated in part by political considerations as they report to their political lords and masters.



“Its imperfect but GDPR is our leading weapon in the fight to neutralise the efforts of hackers and criminals to exploit us financially and keep business on the straight and narrow.”

While they have a legal framework to adhere to, with considerable investigatory powers, they are not a court with independent judges. We have already seen the UK ICO use dawn raids and effectively close a business for straying into illegality under the previous law not just the recent GDPR.

What makes GDPR unique is that all things personal are respected, it sets out that data must be protected by design from the inside and the outside. For instance, an EU citizen goes into an American hospital, the hospital must meet EU conditions, and while the USA has HIPPA and Privacy Shield, they are not GDPR. The reverse is also true, an Australian goes into hospital in the EU and they automatically gain the rights to protect their data as an EU citizen has. Send data via the EU or process that data inside or outside the EU (depending on where you sit), and you are caught in the data processing supply chain aspects. The consequences of GDPR are truly far reaching and that is something most executives just cannot get their heads around, its counter-intuitive to them.

GDPR enforces what we should all have been doing since the 1998 legislation, being respectful of others' information. Given the significance of GDPR in Europe, generally implementation has not progressed well. Typically, it is seen by management as important but not urgent, and for most a few tinkering's around the edges has sufficed, despite the eye-watering fines being lined up for the most brazen offenders.

What are the reasons for this? First for the lawmakers, this legislation hit the streets very fast by comparison to most EU directives; executives didn't have time to become aware of it. It's also complicated at the outset it had many uncertainties and inconsistencies, for example, what age should a child/minor be asked for their permission to process their data. Now a year later it is generally accepted as 13 for when purchasing goods and services, though probably not healthcare where their parents prevail. In parallel, suppliers of all capabilities hyped GDPR adding to the confusion with their technical solutions to find data, manage your incidents, keep your records, write new policies, have new risk controls and many more.

Such a fragmented supplier-side deluge of marketing was incomprehensible to executives, whose natural response was to wait and see what happens and cost. Similarly, executives looked back at the Year 2000 debacle thinking that at the time nothing bad really happened, GDPR is the same, isn't it!

Many American businesses did take note of the fines and a few simply stopped European IP addresses from going to their web site. In some respects, US businesses paid more attention than did Europeans. A few majors tried to brazen it out, which may have backfired as politicians around the world took up GDPR as a tool to target the social media companies. Overall, executives were aware but parked it in the difficult tray until something happened to prompt further action.

My argument is that for every organisation GDPR needs a clear leadership attitude that accepts data privacy considerations may reduce or delay the bottom line. Plus, its actions need an accurate recording to evidence those attitudes were delivered correctly and reasonably through policy and practice.

In summary, if you are a social media provider or do direct marketing and sales, then your name is probably on a watch list already, simply waiting for customers to complain. If you are a smaller business outside of a few identified sectors, the chances are you will get away with doing little for a while yet.

However, the prognosis isn't so gloomy. The EU Data Protection Board which governs all things GDPR in Europe, has published its guidance on certification, opening opportunities for ISO27001 folk to cash in. Their inevitably driving wider compliance slowly over the next five years.

While the forceful drive for GDPR has had limited impact in Europe and the USA, it has focused the political attention of other countries which together may have the capacity to create a unified global regime for data privacy. At the federal level in the USA, the Government is seemingly desirous of abandoning the current Privacy Shield scheme to and loosen those minimal protections. In contrast, most notably California has adopted their own data privacy regulations. GDPR they are not yet, but given California is home to most of the social media giants, it can't be anything other than influential. Should the rumour mills be correct with South American countries thinking of going the same way, then GDPR becomes the benchmark for others.

Even China took steps last year in promoting personal information protection, all we are missing is for Russia to enforce its current laws and we have the necessary quorum for change.

Bring all of this together and in a decade, we may have an international data privacy commonality with universal rights for the individual that crosses most borders. And even if not a perfectly level playing field, it would limit the deliberate abuse of data privacy and the accompanying editorial responsibilities associated with terrorism, obscene and openly aggressive content - much of which can be very personal.

Yet what is the practical impact of this on the records management profession? In the context of GDPR, what can the professional do that adds value and brings protection over the coming decade?

As I referred to earlier, the supply-side is fragmented with a plethora of tools and services used by the customer, who are themselves often strongly siloed on pursuing their given objectives. Then what happens when the regulator comes knocking to investigate data breaches, and wants all your organisation's compliance and operational meta-data - very quickly? We have seen the return of the dawn raid which can be notoriously crude and destructive to a legitimate business. Who is going to handle that, who can take the role to collect and collate not just data privacy content but the wider compliance and technical systems logs and reports?

Worryingly, there are indications that many younger teens are not concerned with protecting their privacy; they are so immersed in social-marketing they don't understand its significance to their adult lives. Imagine a world where our cradle to grave is owned by others who have no concept of responsibility and respectfulness towards others. Its imperfect but GDPR is our leading weapon in the fight to neutralise the efforts of hackers and criminals to exploit us financially and keep business on the straight and narrow.



ABOUT THE AUTHOR

KEN TOMBS is a director of Fusion Experience, a compliance, privacy and cyber protection provider in London.

He began his career in engineering before Honeywell, PwC and others. He's acted for UK, EU and US governments, founded (with Mike Steemson amongst others) electronic document admissibility guidance, and initiated the UK's digital preservation program. He lives in Normandy, France. Contact: kenneth.tombs@fusioncomply.com

FOOTNOTES

1. At least 16 people were murdered.
2. Consumers must trust what the executive of an organisation promise them; the executive must trust their operation is fit for purpose; those teams must also trust their executive's promises; teams are ultimately consumers.
3. I'm, not intending to analyse those details there is plenty of that on the internet with some of it surprisingly good.
4. About 250 full or part time employees is the going rate now.
5. Cambridge Analytica Ltd.
6. 50m euro is the latest.
7. Guidelines 1/2018 on certification and identifying certification criteria in accordance with Articles 42 and 43 of the Regulation 2016/679.
8. Assembly Bill No. 375, Chapter 55, June 2018: This bill would enact the California Consumer Privacy Act of 2018. Beginning January 1, 2020, the bill would grant a consumer a right to request a business to disclose the categories and specific pieces of personal information that it collects about the consumer; the categories of sources from which that information is collected, the business purposes for collecting or selling the information, and the categories of third parties with which the information is shared.
9. There are signs it may toughen up.

Digital archiving:

the seven pillars of metadata

BY MATTHEW HILLYARD, THE NATIONAL ARCHIVES, UNITED KINGDOM

Two of the key challenges facing The National Archives in the digital age are the need to provide new ways of accessing digital archival records and the desire to make digital archival records available for computational analysis. We now need a model that describes our records as data.

We will have ever-increasing amounts of original digital content – the ‘voice of government’, if you will – that we will want to process, index, analyse and compute over. But we will also have all the contextual digital information associated with the creation, dissemination and curation of that content over time: in other words, all its metadata.

When we recently attempted to model just what this metadata might be, we decided to take as detached an approach as possible, focusing on the characteristics and provenance of the metadata, rather than the perhaps more usual approach of categorising the metadata by its function. This was deliberate: not only can the same piece of metadata have more than one function, but, in the future, there may well be new functions for our metadata that we can’t even predict today.

We also see this as an intrinsically archival approach to thinking about metadata. Archivists have traditionally been very interested in the provenance of their collections (ie, where historical records come from and who created them). Now the provenance of the metadata has an equally important focus.

In our modelling so far, we have identified what we are informally calling the seven pillars of metadata. We’ve labelled these Legacy, Primary, Secondary, Supplementary, Derived, Control, and ‘Meta’. To take each in turn:

1. LEGACY METADATA

For The National Archives, this refers to contextual metadata that had its origin before a record was transferred to us. This might be, for example, an audit trail of the record’s authorship, as it passed through its creating department, or the record’s context when stored in its original file system or content management system. In a wider sense, legacy metadata may even relate to the contemporaneous corporate history of that originating department.

2. PRIMARY METADATA

This refers to attributes that are intrinsic to a digital object (even if they are recorded separately to it, in some structured way): for example, a file’s name, extension, file type, format, size, dimensions, resolution, date/time of creation/last access/last modification, author and editor. Sometimes primary attributes may originate externally to the digital object, but become intrinsic to it, such as geocoding calculated by a digital camera and stored in its images’ EXIF metadata.

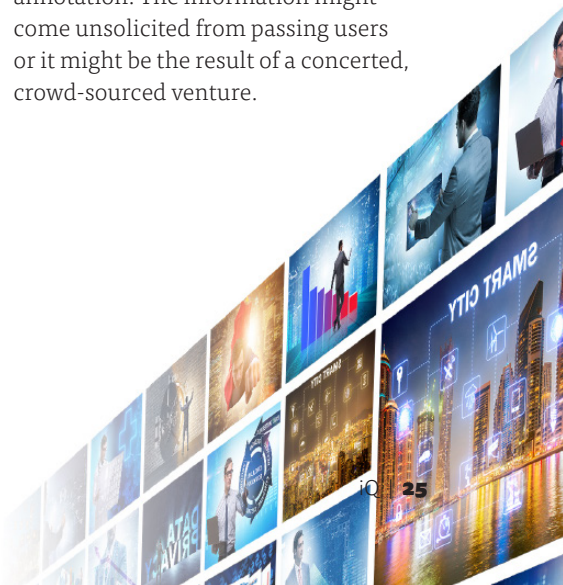
3. SECONDARY METADATA

This includes those attributes of a digital object that are manually (or automatically) created by an official organisation and then maintained separately to the object in some controlled format. This is the mainstay of good archival practice and might be any of the following instances:

- descriptive information, such as a citable reference, description or covering dates
- system information, such as IDs, sort keys, machine-readable dates
- location information, such as file folder, drive, volume or filer
- access information, such as closure/release details, use restrictions, legal status, copyright and cost
- audit information, such as origin, history, transfer, modification, redaction or substitution
- referencing information, such as semantic associations, internal links and hyperlinks (URIs/URLs)

4. SUPPLEMENTARY METADATA

For The National Archives, this refers to information about a digital object that has been contributed (whether manually or automatically) by a third party, who is not part of an official governmental organisation. That metadata is now stored (and may be maintained) separately to the digital object by The National Archives in some organised way for wider use. Examples of this kind of information could include an extended description, suggested corrections, a comment and/or anecdote, an added tag, or an annotation. The information might come unsolicited from passing users or it might be the result of a concerted, crowd-sourced venture.





5. DERIVED METADATA

This describes attributes attached to a digital object that are the result of some type of programmatic analysis or algorithmic computation. This kind of information is stored in a structured format, probably periodically refreshed, and used in applications to improve functionality. A typical example would be the binary indexes that sit behind a search engine. Other examples of derived metadata might include enhanced contextual links or descriptive tags derived through topic modelling; statistics for a corpus calculated in either a local or global context; trend spotting through the monitoring of data usage; and the assignment of probability or confidence ratings.

6. CONTROL METADATA

This, as the name might suggest, is digital information that is used to regulate a digital object, for example, by ensuring that it conforms to international standards by way of format, structure or content. The control therefore might be a schema or an ontology, or it might be a digital record of file system user privileges originally allocated to a digital file. Control might relate to an associated set of instructions that determine the presentation of an object under different circumstances, such as a stylesheet. Ultimately, it might actually be some application code, without which the digital object itself is effectively unusable.

7. 'META' METADATA

Finally, we have even identified the category of 'meta' metadata, or metadata that describes metadata! Metadata is not necessarily a fixed entity; it is subject to change and – in the interest of transparency, context and temporal awareness – it would be good practice to record this change. So metadata itself could be versioned, time-stamped or signed (by what means, or by whom, values have been asserted or modified). We think it will become increasingly necessary to account for uncertainty and probability within metadata, especially when that metadata is no longer produced by qualified human hand; 'meta' metadata is a means for recording such ambiguity.

And, speaking of ambiguity, we should point out that, despite our best efforts, we don't regard these seven categories of metadata to be mutually exclusive. There are inevitably scenarios when metadata may fall more naturally into one category or another, depending on circumstances. Take the example of geocoding in EXIF data: this could be said to be 'derived' metadata, as it is machine-calculated, but its inclusion in a digital image's internal metadata at the time of capture make it feel much more like 'primary' metadata, both logically and physically.

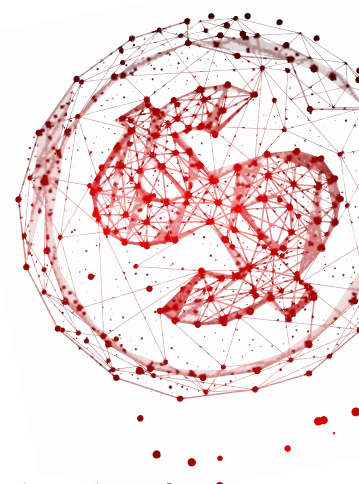
Nonetheless, we hope that the benefits of deconstructing metadata in this way will emerge when it comes to processing the imminent tsunami of digital content from the digital age. We will need ever-more automated ways of contextualising this content and the better differentiated our metadata, the easier that task will be. Description can take many forms, but it will be increasingly important to be able to differentiate official human from unofficial human and approved algorithmic from unendorsed algorithmic descriptions.

A The National Archives

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Call off those “just in case” digitals and feel the savings.

If digitisation is the answer, what was the question?

I’ve heard it said the cost of digitising a storage box of paper records is similar to the value of storing it for 99 years. If it’s useless, there’s no sense in that.

New Zealand information management consultant Helen Hancox, “Top of the Pecking Order” (Managing Director) of Wellington’s Flying Filing Squad, warns that the digital tail is too often wagging the records and information management hound dog.

BY HELEN HANCOX

It is my experience that “digitisation is the answer” usually turns up like a bad odour at a point where an organisation is a wee bit stressed, panicking after a disaster, pushed by a federal deadline or staring down the unlit tunnel of a judicial inquiry. It happens!

For example, take New Zealand’s November 14, 2016, Kaikoura earthquake. I remember it well; felt it 150 kilometres away in Wellington where, even now, several “munted” office blocks await rebuilding. It was NZ’s second largest shake since European settlement, so far costing \$1.8 billion and, sadly claiming two human lives.

The Flying Squad was engaged to sort out the “record” from the “non record” from two-and-a-half tons of paper retrieved from one of the damaged office buildings. We discovered that half a ton of the paper comprised records. We listed them to Archives New Zealand standards using our template: each file and each box gets a barcode. After that, retrieval becomes easy.

As we prepared the files for offsite storage, we discussed with the owners what we were doing with them. Like so many owners in the past facing off-site moves they feared they would never see the files again. We eased their fear to some extent by explaining the retrieval process.

The files were listed so that retrieval would be very easy. As we say - we help you put it away so that you can get it back.

One particularly large group of personnel files had been closed prior to 2010. This meant the records had reached their disposal date in terms of Archives New Zealand’s General Disposal Authority 6. The authority rule: destroy after seven years. Keep a record of the destructions, yes, but no need to keep the files themselves.

But ... the Human Resources team was anxious about losing the 2010 files and insisted they be digitised before destruction. Fortunately, the Squad had no authority to agree to this. But, the HR team wouldn’t budge and wouldn’t trust the off-site storage process. No amount of re-assurance over security and confidentiality guarantees at the facility eased their fears. So, in the end, 16 cartons of heavy, bulky out-of-date, unnecessary records were transferred to one of their other offices “to keep them safe”.

This experience lead me to think about the cost benefit of digitising unwanted old files.

Plainly on-line storage of current work and records of historic value makes sense, but, digitising old files with destruction disposal approval, “just in case”? What’s the sense in that? We recommend a planned approach

to digitisation including a cost benefit analysis. In the case revealed here, though, there was absolutely no cost benefit; quite the opposite: cost of valuable office floor space, shelf space, floor weight, cleaning, and the “wonder what’s in these damned boxes?” cost.



ABOUT THE AUTHOR

HELEN HANCOX

is the Top of the Pecking Order (Managing Director) for the Flying Filing Squad based in Wellington, NZ.

She founded the

Squad after sloughing off a public service lifestyle and weaning herself from social welfare benefit.

Since 1993, the work has expanded beyond providing a flying squad of qualified records workers to implement large and small-scale record management changeovers, to providing training and advice about aspects of Information Management. She is a certificated practitioner of neuro-linguistic programming (NLP) and an active member of the Rotary Club of Wellington.

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Is Digitisation our path to Information Governance?

For companies digitisation can save a lot of money, but perhaps just as importantly, a company could gain greater control over their records. There is an opportunity here to transition the company from a Records Management (RM) culture to an Information Governance (IG) culture. If the company has already established Information Governance as its operating practice, digitisation can be implemented in a way that improves the awareness, understanding and authority of Information Governance.

BY CRAIG GRIMESTAD

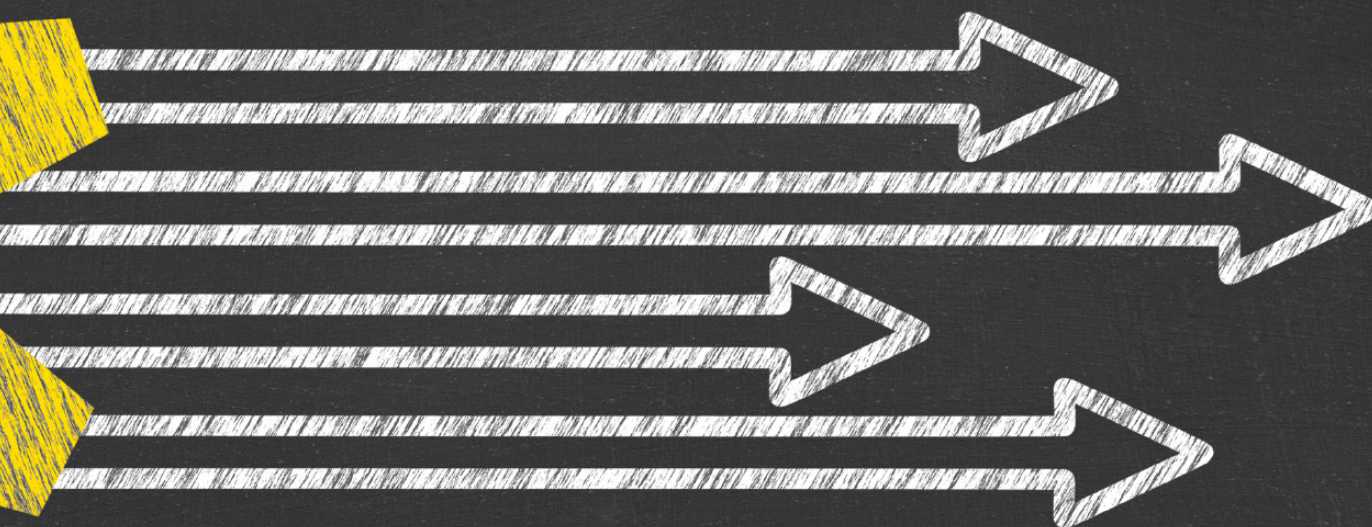
In my series on “Energising Compliance” (iQ Issues August 2015 through February 2017) I included a segment on “Forcing Functions” (iQ November 2016 - Energise Compliance with Forcing Functions) noting that this is the most powerful tool at the company’s disposal to energise compliance with RM/IG. Digitalisation is a forcing function that can be a paradigm changer, with the potential to firmly establish Information Governance as the operating practice of a company. Let’s remember some key principles of IG including:

- Records belong to the company.
- Documents transition from being an asset to being a liability.
- Records are subject to the Records Retention Schedule.

As a company develops its digitisation path, the company should plan ahead, including to take time to engage the workforce with communications touting the benefits of digitalisation and IG, for the company and the worker.

Imagine the benefits to the company of eliminating 80% - 90% of its file cabinets through digitisation including:

- Greater corporate knowledge through the capture and assimilation of previously segmented bodies of knowledge.
- Greater corporate control of retained records including compliance with the Records Retention Schedule.
- Reduced time for information searches for corporate needs, or to satisfy legal discovery requirements through the disposal of Redundant, Obsolete, and Trivial (ROT) files, and the improved assigned taxonomy to the remaining records.
- Floor space for alternate uses.



Imagine the benefits to the worker of eliminating 80% - 90% of file cabinets through digitisation including:

- Recognition of individual contributions to the newly established corporate body of knowledge (reward employees for bringing forward their personal "treasure trove" of information and records).
- Access to the full body of corporate knowledge pertaining to job responsibilities.
- Reduced time to find information for job responsibilities through improved records identification per the improved taxonomy.
- Automated compliance with the RRS for records contained within the appropriate Official Records Retention Repositories.

Of course, as the company eliminates 80% - 90% of its file cabinets, it must work effectively with the owners of the file drawers, whether departments or individuals, to remove the ROT, and then classify and digitise the remaining relevant records. Please don't squabble over a few files here and there. Keep the big picture and its massive gains in view.

A company would do well to recognise that "going digital" will cause many changes, not only in how work is done, but in the perceived value of jobs and the individuals who do those jobs. Digitisation will disrupt the current culture and establish a new one. Accordingly, a company should include the workforce in the planning and preparation for the transition, to minimise and eliminate foreseeable problems, as well as obtaining the buy-in from the workforce. Understanding that this is a cultural change, a company

should include "Change Management" in its planning and implementation. Understanding and following the previously provided Rules of the Road for Cultural Change (iQ February 2014 - Rules of the Road for Cultural Change Part 1 and iQ May 2014 - Rules of the Road for Cultural Change Part 2) will prevent problems in the workforce, and facilitate a successful transition to the IG culture.

Of course, before a company begins a digitisation activity, it needs to have the processes and structure in place to

"Digitisation presents the company with an opportunity unlike few other corporate initiatives."

digitise records, confirm the quality and assign the taxonomy classification to the digitised record, assign the Records Retention Schedule classification and place the digitised record in the appropriate Official Records Repository. Or dispose of the paper copy. This requirement includes scanning equipment, a comprehensive Records Retention Schedule, a Corporate Records Taxonomy, and Official Records Repositories.

Digitisation presents the company with an opportunity unlike few other corporate initiatives. Implementation of digitisation can not only save the company money and reduce risk, but can also be used to transition the culture to either implement or strengthen Information Governance.

There is a real opportunity for a win-win between the company and its workers in the digitalisation of company records. Do not squander this one-time opportunity.



ABOUT THE AUTHOR

CRAIG GRIMSTAD 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

To digitise or not to digitise:

a millennial's perspective

While clichéd, the question of whether to digitise or not is extremely valid. The answer to this could vary greatly depending on the type of records you have, the kind of records you are capturing and maintaining, and even the size of your organisation. I'll preface this article by admitting I'm a new professional and millennial. While I might only have a few years of professional records experience, my birth date has made me part of the digital generation. The digital world is imbedded in my life. I could not live without digital technology.

BY SUSANNAH TINDALL



Our collective millennial generation is reliant on technology, and as we now make up one of the largest portions of the workforce, it is no wonder I see this correlation easing into my professional life. Even larger Australia-wide processes are now digital, from the census to the controversial My Health Record. Digitisation of not only records but the methods and systems that create and manage them, are more critical than ever.

I feel it is essential to distinguish between 'digitised' and 'digital'. I understand that a digitised record was previously a paper-based record that has been converted to digital. Whereas a digital record is one that is born-digital—it has only ever existed in its digital form. It's no doubt obvious due to my general youth and views, that I prefer digital records.

My generation expects that things will be done digitally, and things are changing to work around this. One such example comes from my recent graduation. It is becoming more common across universities to have a digital diploma emailed to you a few short hours after you have walked across the stage and received your testamur. This reduces the need to maintain the physical copy and can be easily shared to future employers or for future study applications. Most significantly, it comes certified, so you don't need to find someone to confirm your information.

I shouldn't be proud to call myself a lazy person, but that's precisely where my millennial life has taken me. Sometime last winter, I was all snuggled up in bed, keeping myself entertained while streaming content. Our internet can be a little patchy, but a movie I quite enjoy had recently been added to the streaming service. We owned the DVD, but it was downstairs, away from the sanctuary of my cocoon. Too lazy to get up and move, I decided to struggle through the buffering. I lasted 20 minutes before conceding defeat and went and got the DVD, passing by the novel the movie is based upon sitting on my bookshelf.

While the above is a strange story to include in an article on digitisation, I feel it is important to stress the millennial reliance on, and

perseverance with, technology. We've enabled ourselves to become lazy - we have created many different platforms for accessing the same content, so we are never away from or unable to obtain the information that we want or need. Even the way we interact with records is no longer based around logging into a computer to use a single desktop program - we want and need to be able to access this information on the go, on any device we have access to.

“While shocking to some, in the five years I spent completing two university courses, I never had any need to visit the library.”

This digital reliance is nothing new, and I can see this seeping into the way we create and manage our records. More and more systems are being designed to reduce the amount of paper that needs to be created, with the aim of making things easier for the end-user. The problem can often be that recordkeeping for these systems can be an afterthought. Systems can be created and decommissioned well before a retention period has been reached, potentially causing information to be forgotten and even become inaccessible.

The rate at which technology changes means we must focus on these systems, mainly who is creating them and whether they know basic recordkeeping requirements. At a very simple level, this could include metadata, audit logs, and the ability to dispose of or remove the enclosed information. While most records have a relatively short retention period, even if a record needs to be only kept for five years, there is no guarantee that the same system would be in use after that period. We don't think about

keeping our smartphone for five years, so why would we continue to use a dated system if there is a better option available? This isn't to say we should chase after the shiny new system, but there are other factors including security and privacy that must be taken into account.

I'm a firm believer that if the system has been adequately assessed, there is no reason that the enclosed records can't be managed. If there are records that need to be removed from a system to be contained centrally, such as an EDRMS, look into integrations, automation or bulk import products. There are many ways of moving information in bulk without the need to handle every individual record.

With a plethora of new systems and processes being introduced, we need to think about our systems. As many electronic records management systems replicate a traditional registry system, how long can we sustain thinking of records in this manner? As the responsibility of capturing records does not just belong to those in the records management team, we need



A common task most of us would have completed at one stage or another is back-scanning - whether sporadic, on-demand, or as a major project. While my role is geared towards advice and governance around recordkeeping, I have worked closely with several business units across my workplace in major back-scanning and digitisation projects. Because the organisation I work for is spread across geographical locations not only in Victoria but around the world, information needs to be quickly and easily accessible.

“My generation expects that things will be done digitally, and things are changing to work around this.”

Apart from the ease of access, there is a physical space issue for managing non-digital hard-copy records. This may be contained within the organisation, whether onsite or offsite or even with an external vendor. If the decision is made to complete a digitisation project, this can often be a costly and time-consuming undertaking. The needs of the individual business would need to be considered, as well as things like the retention of the records - there's little point spending time and money on low-value, short-term records, mainly if there's limited access rate from users.

As a recent graduate, I am no stranger to searching for the relevant information I need. While shocking to some, in the five years I spent completing two university courses, I never had any need to visit the library. The fact that I graduated indicates I utilised appropriate academic resources, but having access to a variety

of journals and e-books online meant that I never felt a need to go in and physically handle anything.

We should look to our friends in libraries and their approach to accessing information. If you have recently searched through an online library catalogue, you'll be provided with a generic search bar, which scans across multiple databases to find the best matching media for your needs. If your organisation doesn't have information stored in systems outside a centralised location, why not create a way to search for information across different systems? In the same way, staff don't need to spend time registering individual records you shouldn't waste time going through each and every possible system your organisation has in order to find one record.

I recognise my reliance on technology won't wane, but only grow as technology develops and continues to make our lives easier. What I do know is that I'm excited to be part of this industry and glad to be a millennial with at least forty years' work experience ahead of me in this field.



to be able to work with those in our greater organisation to understand their needs against our requirements, including standards and legislation. We need to have an open and collaborative approach to those who need to manage records but aren't necessarily records managers.

I am fortunate to be in a workplace that has predominantly adopted a digital solution to common records, whether this is online forms or specific systems for managing particular records. Even though it's been a while since I've had to sign a form physically, we can't ignore that paper has existed in the very recent past, and there's a high chance it's now taking up physical space before it reaches its disposal date.



ABOUT THE AUTHOR SUSANNAH

TINDALL is a records

officer for Monash University. She completed a Bachelor of Arts at The Australian Catholic University, as well as a Graduate Diploma in Information and Knowledge Management at Monash University, specialising in archives and records. Susannah gained experience through volunteering at the Victorian Public Records Office, along with two short-term appraisal contracts at The University of Melbourne. Susannah gave a presentation at 2018 inForum, titled Traditional vs. Digital: A millennials' Approach to Recordkeeping. Contact: susannah.tindall@monash.edu



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Metadata is now the poor man's data

Digital disruption is upon us and the constant flow of innovation and technological advances is dizzying. New technology is being superseded and outdated faster than the industry can implement and adopt it.

BY GUY HOLMES

Records management has a long history of conservatism, structure and attention to detail – characteristics that are held in high esteem. However, in a new digital world, what if some of these defining, heralded characteristics are now being considered as roadblocks and reasons that the records management industry is being held back on its path to digital innovation?

Recently, I completed a project involving a large video collection in which 500,000 betacam tapes containing a television network's legacy archive of news, current affairs and game shows.

In the studio, the network uses a MAM (media asset management system) to search and retrieve video clips required for news broadcasts. The MAM contained a small amount of metadata, a shelf location and a clip number of the footage required to locate the correct clip.

The clip name, clip date, a single sentence of metadata, length in time of the clip, position on the betacam tape, and shelf location for the tape were all that was available. These metadata fields were carefully hand entered, all columns populated, and great care was taken to track the material. The system was not that far off from the Dewey Decimal System invented in 1876 which has been useful for over 100 years.

One example clip in the video library was the "Prime Ministers Christmas Address".

Like a public library, technicians and producers in the studio would pull this tape for the potential inclusion in a news broadcast along with several others. They would watch the clips, see which one is best suited to the news item and extract relevant content for mixing into the show.

**"For many years
this worked fine,
although news
cycles are
speeding up."**

For many years this worked fine, although news cycles are speeding up. To be the first to press 'send' or broadcast is becoming more important than ever as social media, web-based news services and handheld devices make news available 24/7 to the world. Being last to produce a story on a subject of importance is almost a death sentence in media. I think it can be safely assumed that having producers watch four legacy video tapes of coverage on an important news item before they release a broadcast, is no longer going to work if the television station wants to remain relevant.

The metadata for these video clips was helpful, but far from definitive for producers to pinpoint the clip they wanted. It is in my view, a poor man's version of metadata in today's world.

Today, the actual data is the metadata. The video itself is the video's metadata. The electronic version of an entire book is that book's metadata. Let me explain.

In our project with the video of the prime minister, we extracted a clip to broadcast quality HD video on hard disk. We then used several tools from the AWS (Amazon Web Services) ecosystem to interrogate the video in depth. The AWS system called Rekognition, ingested the video clip and processed every frame in the video one frame at a time. In each frame, we performed celebrity recognition, scene detection, sentiment analysis, object recognition, speech to text (converting every spoken word to searchable text), text in image conversion, and facial analysis (ie, expressions, beards and glasses).

The end result was a very rich collection of metadata that had been extracted from the video. The producers could now search for a very specific vision, for example: Tony Abbott is wearing a purple tie and standing next to his wife, near a fireplace.

The technology went so far as to detect precisely which species of Christmas tree was in the background.

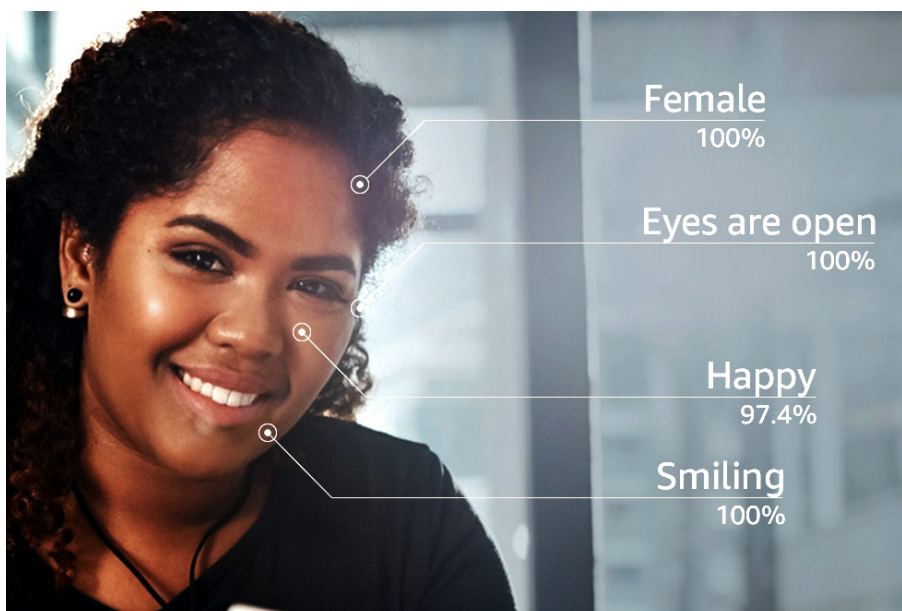
The video itself had become the metadata. Now that video footage is accessible and searchable in the cloud, users are no longer relying on simple metadata fields that force referential integrity, are highly structured, and are limited in scope and depth to find meaningful content.

**“The video itself
had become the
metadata.”**

The same can be said of changes in the records management industry particularly where records are electronic. There's no need to be restricted to searching for engineering diagrams based on a project description, author and a date. Today, by applying new technology, you can search for engineering diagrams that contain a butterfly valve manufactured by a particular manufacturer during a certain date range.

The rigidity and highly-structured nature of metadata in the past is losing its ground to the highly unstructured, loosely assembled data management tools of today. There is absolutely a place for conventional metadata, and I do not advocate for scrapping the systems that have worked for over 100 years.

As an industry, we do need to look ahead, take the blinkers off and perhaps start to give in a little to what is now possible.



ABOUT THE AUTHOR

GUY HOLMES has chased his passions wherever they took him over the past 19 years. In some cases, his passion led him to starting a company that imported wine accessories, and in another he founded a leading global data management company. Truth be told, after starting five companies, from scratch, in various industry segments, it should be no secret why Guy is bald. In most of Guy's business ventures, magnetic tape storage was a key component to the business he was creating, and he spent a lot of time professing the merits of tape storage as the long-term storage medium of choice. However, late one night in 2015, after 19 years, and having read over 5 million tapes, this all changed for Guy when he made a profound discovery. That discovery led Guy to found Tape Ark – a company driven to eliminate historical tape archives from the planet. Guy has a degree in Physics, an MBA in Technology Management and maintains memberships with the ASEG, PESA & the AICD.
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Taking the work out of networking events

BY KERRI SIATIRAS

A “Community of Practice” (CoP) can be defined as an informal network of people engaged in a particular profession, occupation, or job function who actively seek to work more effectively and to understand their work more fully. CoP’s can be a very effective approach for knowledge sharing and transfer and problem solving. They tend to be self-forming and self-governing and dynamic, lasting for as long or as short a time as their members need them to exist.

BY KERRI SIATIRAS

Once a month at lunch time central Wellington hums to the sounds of information management professionals getting together for a chat. Sometimes there are 20 people, sometimes 40 and once there were nearly 60 of us! Welcome to Mezzanine Meetings, a community of practice for information and records management people in Wellington. This is our story or maybe it’s a recipe for networking success?

I was once told that the best ideas occur when you are faced with a set of constraints that you need to work around. That was the place from which Mezzanine Meetings sprang. Four of us were out for coffee one day (Trish O’Kane, Helen Hancox, Monica Greenan

and I), bemoaning the fact that the information management professional associations we belonged to didn’t appear to be able to organise regular and targeted networking or educational events, seemingly because of the effort and bureaucracy needed to run such events. Being solution focussed, and with many years of experience within the profession, we decided to try something a bit different.

Some talking and a strong cup of coffee later and Mezzanine Meetings was born. We managed to secure a venue (thank you Toni Thompson of Wellington City Council) in the Mezzanine meeting room at the public library which is available free of charge

“You walk in to a circle of 20-30 people sitting in what looks like a quintessential Hollywood Alcoholics Anonymous gathering and before long realise you’re amongst a bunch of practitioners happy to discuss, listen and offer opinions on the day-to-day practicalities of organisational recordkeeping and information management issues.”

Andy Fenton, CEO, Desktop Imaging & NZ Micrographic Services

“Being the sole recordkeeping staff in my organisation, attending the Mezzanine Meetings makes me feel that I belong and that I am not alone with the challenges confronting the information management profession.”

Fidela Ladores, Records Advisor, Parliamentary Counsel Office

for community groups. And yes, this is why we call them Mezzanine Meetings. Within a week, the first notice to the community went out on the New Zealand recordkeeping community bulletin board (NZRecs). It read:

Imagine a community of practice group where we get together to:

- Learn from others in the group
- Utilise collective skills and expertise.
- Enjoy meetings that don't include a “lecturing” outside speaker.
- Develop a group culture that actively assists and serves each other.

Our first meeting was held in July 2015 and have since run on a monthly basis.

Our goal was to provide something every month that would take no real effort to organise. Three of us were past Presidents of RIMPA NZ Branch, or its predecessor ARMA NZ, plus other professional groups at various points. Having spent years involved in professional associations as leaders, none of us wanted to lead.

This necessitated a format that meant there was no single person in charge, no pre-determined roles and no commitment beyond the current month. We decided on four rules:

1. No committee.
2. No money.
3. No formal minutes.
4. No more rules.

At each session, one of us starts the conversation with a question or two on the designated topic and it flows from there. It's very casual. Bring your lunch, or not. Take notes, or not. There are no formal notes/minutes taken. And we have resisted all calls for video streaming from interested parties outside of Wellington. This is because the real power and benefit of Mezzanine Meetings is in being there and being part of the conversation. Similar groups have started up in other parts of the country, based on the same notion of informal, networking discussions that centre around a particular topic each time. The formula appears to be working.

So, taking on board the collective knowledge we had of working with groups and communities of practice, we picked the first topic, and then asked the group who turned up on day one what else they wanted to talk about. We'll repeat that once each year to ensure there's always a list of topics lined up for future meetings.

Two and a half years later we are still talking information and records management, with a very wide range of topics being discussed over that time.

Examples of topics to date:

- Privacy and security of information.
- Migration issues.
- Appraisal and sentencing.
- IM outreach.
- Implementation of retention and disposal schedules.
- Recordkeeping behaviours of front-line public sector workers.
- Is EDRMS dead?
- Email archiving solutions.
- Working through the paper backlog – will it ever go away?

We actively encourage an 'open to all' approach. No restrictions on roles, types of organisations, specialty or anything. Consequently, each meeting is usually a really good mix of public sector agency or private sector IM staff, consultants, and vendors. Those attending range from people new to the industry, to those with decades' of experience, plus those on the fringes or in related professions and those who are simply interested. We never know who will turn up and that is fine. Consequently, the discussions can end up very wide-ranging. They often act as catalysts for other smaller meetings between people keen to dive deeper into a particular issue or exchange of ideas outside of the Mezzanine Meetings.

"The Mezzanine Meetings have provided me with additional insight into the information management issues sitting behind agencies' abilities to meet their freedom of information responsibilities, and reinforce my view that FOI roles should be located within the IM team, not with those responding to Ministerial correspondence."

Andrew Ecclestone,
Freedom of Information Consultant

Thinking back over the past few years of Mezzanine Meetings there are a few lessons we have learnt.

So back to this recipe for networking success...

- ➔ If you have an idea, just try it. Better to give some form of networking event a go than wait for someone else to organise it – you may be surprised at how successful it could be.
- ➔ It can be really simple to organise regular and useful events.
- ➔ Networking events do not need to cost money.
- ➔ Having a local organisation willing and able to let us use a meeting room for free helps with the "no money" principle.
- ➔ Having a listserv that reaches our community makes keeping Mezzanine Meetings it in people's minds easy. Thanks so much Victoria University of Wellington for managing the NZRecs listserv.
- ➔ A group doesn't have to have a leader to be successful, but it does need a few with enthusiasm to get it up and running.
- ➔ Hearing stories and experiences from others can be more useful than other forms of learning.
- ➔ A large part of networking success is making the introductions so individuals can then feel more comfortable seeking each other out after the meetings to discuss particular issues in detail.
- ➔ There really is a never ending list of topics relating to information and records management that people do want to discuss.
- ➔ The best ideas really are those that you come up with when faced with a set of constraints or frustrations you are trying to get around.

"... For colleagues new to the field or new to Wellington it's a great way to meet a wide range of senior professionals and begin building their network. Where else can you access the collective wisdom of 900 or more years?"

Claire Benson, Lead Information Management Advisor,
Central Agencies Shared Services



ABOUT THE AUTHOR
KERRI SIATIRAS
is an independent information and records

management consultant. She has extensive experience as both a practitioner and consultant and loves bringing her passion for "organising stuff" to life in her projects. Kerri works primarily within central and local government sectors. She was the President of RIMPA's NZ Branch when it was first established. Over the years she has had several stints on the Branch Council as branch president, secretary and newsletter editor.
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Upcoming Editions

AUG 2019

Education

Is CPD right for you?
Who are the education providers?
Branch courses and workshops.
Deadline (articles due): Wednesday 19 June 2019.



NOV 2019

RIMPA Live | 50th | Vendor focus

+ 21st Century Records Security Challenge: cybercrime's risk to populations, nations, governments, businesses, and critical infrastructures. How is cybercrime evolving and changing? Types of cybercrime: financial crime, fraud, crimes against individuals, threats to the public.
Deadline (articles due): Thursday 19 September 2019.

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FEB 2020

Standards. Have they made a difference?

What has been the impact of records management standards, in particular, in public sector agencies?
Update on international RIM standards.
+ Innovation and excellence: feature articles by RIMPA Live winners.
Deadline (articles due): Thursday 5 December 2019.



MAY 2020

Management and Recruitment in RIM

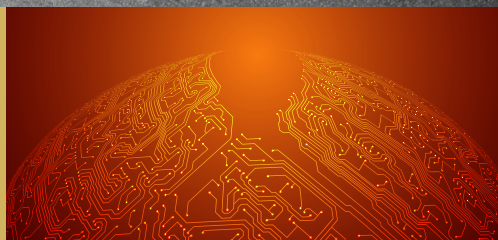
What's in your management and recruitment toolkit? Tips for embarking on a career in RIM / engaging with your organisation / being strategic / developing strategies.
+ Data: how is data acquired, transformed, used for insights?
Deadline (articles due): Thursday 12 March 2020.



AUG 2020

Future of RIM

What will recordkeeping look like in 2050?
What will the workplace be like? Strategies for keeping up-to-date with advancement in RIM in a digital world.
+ Information Awareness Month
Deadline (articles due): Thursday 18 June 2020.



NOV 2020

RIMPA Live | Vendor focus

+ Collaboration: RIM bringing people, systems and organisations together. Building relationships with Information Governance, Risk Management.
Deadline (articles due): Thursday 17 September 2020



Want to contribute to iQ?

Contributors are asked to refer to iQ's submission guidelines and author checklist on RIMPA's website before submitting articles: www.rimpa.com.au Generally speaking, articles are between 1500 and 3000 words. We ask that authors provide a short headline/title, a summary introduction of 40-80 words, break the article up with short subheadings if possible, particularly if the article is long. A 50-100 word bio and headshot (between 1-2 meg) needs to also be supplied. Where possible, provide relevant photos/illustrations and diagrams.

The editor can also be contacted directly with queries: editor.iq@rimpa.com.au

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KEYNOTE SPEAKERS



Kevin Sheedy AO,
AFL Premiership Coach
& Australian Football
Hall of Fame



Richard Foy
Chief Archivist
Archives New Zealand



Randy Kahn ESQ,
President, Kahn
Consulting



David Pich FIML,
Chief Executive
Institute of Managers and
Leaders



Justine Heazlewood
Director and Keeper
of Public Records

CONVENTION PROGRAM

TUESDAY

OCTOBER 8TH

- 2.00pm – 5.00pm ○ Registration Open
- 3.00pm – 5.30pm ○ RIMPA Live Trade Show Open
- 3.30pm – 4.30pm ○ RIMPA Live Young Professionals (NOOBS) Gathering
- 5.30pm – 8.00pm ○ RIMPA Live Convention Welcome Reception

WEDNESDAY

OCTOBER 9TH

- 7.30am – 8.30am ○ Social Media Breakfast
- 8.45am ○ RIMPA Live Official Opening
- 8.50am – 5.00pm ○ All Sessions including keynotes, roundtables, workshops
- 9.00am – 5.00pm ○ RIMPA Live Trade Show Open
- 6.30pm – 11.30pm ○ RIMPA 50th Birthday Celebration Black Tie National Gala Awards Dinner

THURSDAY

OCTOBER 10TH

- 8.00am – 9.00am ○ After Gala Grab N Go Breakfast
- 9.15am – 5.00pm ○ All Sessions including keynotes, roundtables, workshops
- 9.00am – 5.00pm ○ RIMPA Live Trade Show Open
- 5.00pm – 6.00pm ○ Happy Hour & Networking

FRIDAY

OCTOBER 11TH

- 7.30am – 8.30am ○ Digital Archiving Breakfast
- 9.00am – 1.00pm ○ All Sessions including keynotes, roundtables, workshops
- 1.15pm – 3.15pm ○ RIMPA Live Convention official close luncheon, prize draws, and 2020 RIMPA Live announcement

RIMPA Live is THE networking event for industry professionals.

The three-day conference will feature esteemed keynote speakers, thought leaders and architects of change to inform you about all the latest industry developments.

Hundreds of delegates will descend on Melbourne, Victoria, in October 2019 to broaden their industry knowledge, receive professional support and be inspired by new and innovative ideas.

The conference website and registration are now live!

Go to: www.rimpa.com.au for more information about RIMPA Live and register today!

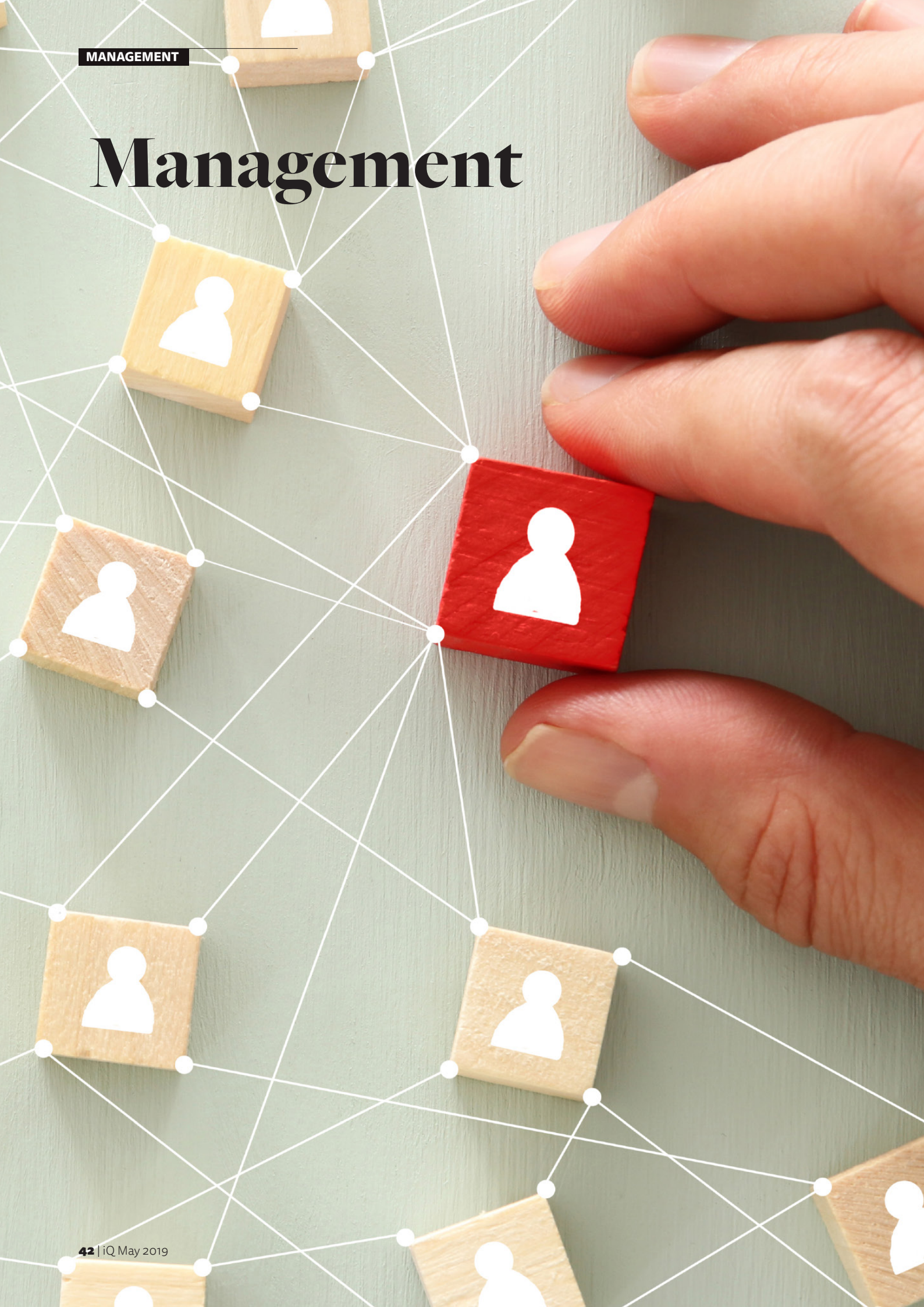
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Management





Putting **Management** into Records Management

"It was also the year I began my working career in one of the most humdrum white collar jobs imaginable as a filing clerk in the records section of the Queensland's Public Curator's Office. My day was spent pushing a file trolley around the building delivering new files and returning old ones."

BY PHILIP TAYLOR MRIM, MA (ARCHIVES AND RECORDS)

The lead quote is by Kerry O'Brien as featured in his recent autobiography. He may have hated his job but we all know that Kerry turned to journalism and has enjoyed a successful award-winning career. So, what happened? Was it a failure of the management of the day to recognise the skills of someone so young and to provide opportunities and a career path that may have led a young O'Brien onto a career in records and information management? The issues connected to managing young people in our industry are not unique with many employees reporting difficulties in attracting and retaining staff.

What is this thing called management? The classical definition of 'getting things done through people' is a little tired these days. Management is a critical factor within organisations. People skills are a key attribute for any manager. The skill of drawing people together to use their expertise, knowledge, skills and emotional intelligence and developing a shared vision to get the work planned and completed are the core skills of a manager.

Building teams and groups with the right people to undertake tasks can involve such areas as change management, building team performance, frontline leadership, innovation, strategic thinking,

managing workplace relations and coaching and mentoring. That's just the beginning. Managing has become more complex and the skills of an effective manager are increasingly sought after.

Sure, there are lots of books on management. Most are boring and make great doorstops and often, the missing ingredient is experience in putting a plan into practice.

A manager's job is to improve and inspire people to do their best and to establish an environment that allows them to reach their goals.

The best managers plan, remove obstacles and provide staff with resources to achieve goals.

This leads to the four classic management functions:

- Plan
- Organise
- Lead
- Control

The reality for managers now is that the workplace is a more complex environment with technology operating systems and procedures being more complicated. The skills of managers are being tested.

A key attribute of a successful manager is to plan. To develop a vision about where an organisation, program or project is going. If you don't plan, how do you know where you are going? Planning requires an objective and realistic assessment

of what is required to be done. Staff, finances, skills, technology, work spaces, consultation and approvals are just the beginning. Setting goals and deadlines keeps the planning on track.

Planning requires:

- Setting goals and creating a plan to achieve them.
- Planning for the unexpected.
- Managing for results.

By setting goals you'll gain an appreciation of what is required to achieve those goals, and what actions need to be taken. Planning is not difficult although it does require time to think of all the possibilities and to make choices.

How often do we have a plan and then the unexpected happens? Our preferred software supplier is overtaken by a competitor, a key staff member resigns, or you only get half the funds you were requesting. It's very well to have a plan but it is wise to also consider what would happen if those plans are thwarted. An effective manager will have back-up plans or develop the ability to quickly adapt.

A manager strives to change the status quo and inspires others to do the same. All managers are different. They have different skills and attributes, strengths and weakness. A good manager will know where weakness are and take steps to improve procedure and policies. Likewise, a manager will form judgments about their staff and

take steps to improve the skill sets where deficiencies are known.

Managers need to harness the natural energy of employees to get them to function at a high level, assume responsibility and get that promotion.

This involves setting goals and providing direction. Where are we going and how do we intend to get there. Too many times there is an assumption that staff will know where the work is going because that's what they do every day. As a manager, you need to make clear goals and set a vision that is attainable and realistic, and that the employee understands.

Goals give people something to strive for and set boundaries and rules that need to be followed. Goals and boundaries also give the manager a way to enter the world of performance review. Many organisations have performance review procedures which are used to judge employees as to how well they are working and contributing to the team.

Building a team is extremely important. The people who work for you are at the front of the activities, interacting with others in the organisation, talking with colleagues and doing the work.

Modern organisations recognise the benefits of teamwork and encourage employees to work together collaboratively. When you develop guidelines for team building in the

workplace, remember that team building is a process that develops over time and random exercises are unlikely to yield results. It is necessary to put some thought into what your goals are, then move toward consistently and selectively.

“Managers need to harness the natural energy of employees to get them to function at a high level, assume responsibility and get that promotion.”

Get to know your staff. Try to understand their different personalities, needs, aspirations, likes, dislikes, strengths and weaknesses. You need to know their preferences when you plan team building activities to you can plan appropriately and not make anyone feel uncomfortable by assigning duties outside their area of expertise and interest.

Provide opportunities for staff to help plan team building activities. This will help them take ownership of the project and motivate them to work together.

Do not expect random activities to have instantaneous results. It is not likely that one afternoon of team-building games will eliminate months or years of slights and resentments that might have built up in a workplace.

TEAM-BUILDING BOOSTS EMPLOYEE ENGAGEMENT

Employee engagement is one of the most crucial elements of successful companies. It demonstrates how much employees care about the organisation's mission, and how hard they are willing to work to ensure that everyone succeeds.

Engaged employees

These employees feel connected to their work and to the team. They're passionate, loyal, and often are the most successful workers, promoting innovation and creating new solutions to old problems. The best organisations have the most engaged employees.

Disengaged employees

They're physically in the office, but not really there. They're exerting minimal effort and are getting paid for it. These employees aren't contributing anywhere near their personal and this has serious consequences.



Actively disengaged employees

The most dangerous type of employee. Actively disengaged employees are not only disengaged, but they demonstrate their unhappiness to undermine the accomplishments of their engaged co-workers. They're "sinking the ship" by poisoning the culture and bringing down the team's success, profits, and happiness.

Employees that are not engaged and actively disengaged could be costing you a lot of money and lost productivity every year.

Among other reasons, team-building is a great way to boost employee engagement, morale, and show employees you care about their well-being. While these are great reasons on their own, there are also huge financial incentives for team-building.

THE BOTTOM LINE – TEAM-BUILDING HAS MASSIVE BENEFITS

By investing in team-building, you'll help drastically improve your engagement among your employees, develop trust, reduce stress, boost morale, and facilitate better teamwork in the office.

In short, team-building activities are a win-win for everybody. Your team feels appreciated, they enjoy a refreshing experience outside of the workplace and become more comfortable with each other. Engagement levels rise which increases workplace efficiency and motivation.

The reality is that you'll most likely inherit staff when you arrive at your new job. Team-building is a wonderful opportunity to win them over to your view and for you to assess whether they can contribute or do you have to make the decision that they need to move on. Tough choices but that is the job of a manager.

Managers can't do everything otherwise you would be working seven days a week 24 hours a day. Managers need to develop the skills to avoid either micro-managing or being totally hands-off.

**“One of the tasks
that managers
have to confront
is change
management...
This requires a
delicate hand.”**

The key to effective delegation is to give employees authority and then ensure they have the resources and skills to accept the responsibilities to complete the tasks assigned.

The keys to effective delegation are:

1. Communicate and explain the job you want them to do.
2. Provide a context for the work.
3. Agree to company standards and reporting lines.
4. Give authority.
5. Provide support.
6. Get commitment.

Delegation can be rewarding for staff (they like being responsible and making decisions) and for also for the manager as they can get on with more important tasks.

Importantly, the need to discuss and understand responsibilities is paramount. Most employees have a duty statement or job description which needs to be updated to describe current responsibilities. The duty statement must explain the context of the job and how it fits with the overall objectives of the organisation.

Delegation of responsibility is how a manager gets things done and explains the relationships between staff. Who is responsible for what tasks and what is expected of them.

One of the tasks that managers have to confront is "change management". For instance, you have been given the responsibility to design and implement a new records management system... This means that familiar routines in the workplace are going to change. This requires a delicate hand. To understand change, understand what is happening. Move staff to a transition phase and prepare them for what the future will look like.

Change management is a difficult area as it can involve entrenched behaviors. As humans we generally don't like to change unless we can perceive a benefit. Kevin Dyer's article 'Managing resistance to change', in iQ February 2019 provides a wealth of valuable insights and strategies to overcome resistance to change.

Our journey to management can sometimes be tough. Difficult decisions have to be made. Dealing with people can be hard and demanding. A lack of commitment and resources from an organisation can also be difficult to cope with. However, at the end of the day, there is significant satisfaction in getting the job done and done well. Seeing staff that have been guided and nurtured to receiving a promotion is rewarding.

Recently, the consulting firm, Six Degrees released a report on the state of leadership in corporate Australia. The survey of senior managers in companies around Australia found that quality leadership was found wanting. The report stated: "Future leaders must have the ability to motivate and inspire the team through passionate communication of the organisations vision and strategy." It went on to identify emotional intelligence and skills in disruptive thinking to be at the forefront of today and tomorrow's leaders.

The modern-day manager must juggle a range of issues. In this article, I have tried to identify some of the tasks to be undertaken. In addition to the usual tasks it is also appropriate to add some new elements. These days mental illness is common. Managers need to be equipped to handle signs of mental illness in staff. Likewise, allegations of sexual harassment have often been identified in the media. Dealing with these types of issues would test the skills of any manager.

Tomorrow's managers will be engaged in a demanding and dynamic range of tasks. They are accountable for the funding allocated to achieve goals and objectives set by more senior management.

In addition to being responsible for their department, managers will need to devote time to functional issues. They also need to make and execute plans in accordance with organisational policies, participate in people management via recruitment, training and retaining staff, and interpret the policies of senior management.

Most important, strong managers inspire and lead staff. Have you got the right aptitude and skills to be an effective manager?



ABOUT THE AUTHOR

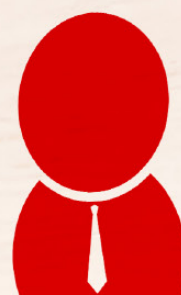
PHILIP TAYLOR

joined the Qld Branch in 1992 after relocating from Victoria. He

became a Branch Councillor in 1993 and in 2001 became Branch President, a position held until 2007. Philip had a long held interest in education for records management staff and was Qld Branch Education Co-ordinator for many years. Philip is currently a member of the Editorial Committee for iQ. His career in records management spanned over 35 years in both state government and higher education sectors. Now retired, he enjoys travelling and perusing a number of other interests. His records management still remains especially in the area where records management interaction with public policy issues. He was awarded Life Membership of the RIMPA in 2006. He has been a member of the former RMAA and RIMPA since 1974.
Contact: philip2013@bigpond.com

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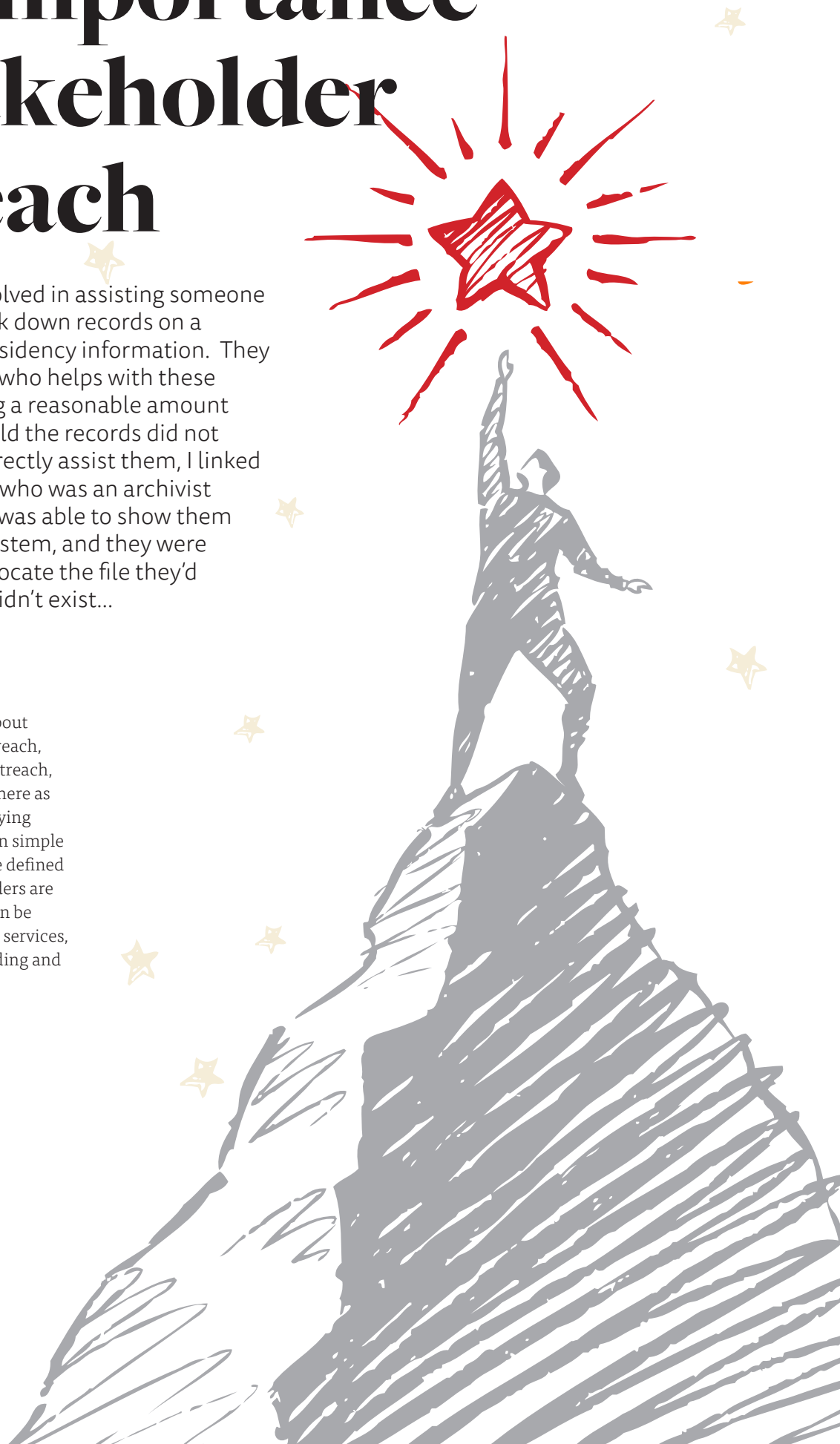


The importance of stakeholder outreach

I recently became involved in assisting someone who was trying to track down records on a relative, specifically residency information. They had gone to someone who helps with these things and after paying a reasonable amount of money they were told the records did not exist. While I didn't directly assist them, I linked them up with my wife who was an archivist for several years. She was able to show them how to navigate the system, and they were subsequently able to locate the file they'd previously been told didn't exist...

BY MATT O'MARA

That got me thinking about the importance of outreach, because in terms of outreach, the agencies involved here as well as the person they were paying money to, had all failed them. In simple terms, I consider outreach to be defined as knowing who your stakeholders are (in this context stakeholders can be anyone with an interest in your services, including staff) and understanding and meeting their needs.



“... in terms of outreach, the agencies involved here as well as the person they were paying money to, had all failed them.”

When I worked at a city council, which fortunately had a city archives department, I made an interesting observation. Upon entering city archives as a customer, there was nothing to tell you what services the archives division offered. I worked with staff to develop a service poster to direct people to various services.

The concept behind the poster was simply to be able to articulate the services provided in terms that the stakeholders would understand. I intentionally avoided using archival terms, using everyday language instead.

For example, if a stakeholder wanted to buy a house we pointed them towards relevant services that would be useful. The staff worked with the communications team to produce a fantastic wall poster which clearly articulated the services offered. The service poster was the first thing that people saw as they entered the archives division and included the additional benefit of saving staff time in explaining what services were offered. It also enhanced our customer service.

Do you have a service poster which clearly articulates the services you provide?

Outreach has many dimensions from understanding, not just obvious stakeholder needs but also to discover who the stakeholders actually are. I call this the stakeholder ‘dark spots’ (similar to those mysterious dark spots on the sun). How can an outreach program be designed to surface these stakeholders?

Apart from the obvious groups you might present to, are there any less obvious stakeholders that you wish to communicate with?

Another critical aspect of outreach is promoting the value of your services. While some might consider this under the banner of advocacy, I still believe it is a key part of outreach.

I created the concept of a brag board or brag poster which in simple terms is a poster that is created after a project is completed. The brag board solves a problem or creates an opportunity and has a quote from a stakeholder on it, which states the value of the project and what it delivered. It doesn't need to be a project; it could be a comment about a service you deliver that has made a positive impact.

We shouldn't be backward in coming forward about the value we provide because if we can't demonstrate our value in some way then why should the organisation fund us, especially when there are a number of competing priorities?

In information management, we often discuss the challenge of gaining senior management buy-in. I've found the use of brag boards and service posters to be very useful in addressing this challenge and making it an opportunity.

“Outreach has many dimensions, from understanding, not just obvious stakeholder needs but also to discover who stakeholders actually are.”

An excellent exercise to perform might be to examine when you last performed a stakeholder engagement analysis to identify your stakeholders and their needs. This can also be used to identify key influencers who can support your services.

Do you have service posters that clearly articulate your services and their value? How do you promote your projects and services? Importantly, how do you identify the stakeholders who may not currently use or be aware of your services?

Let's start addressing the importance of outreach and exchange ideas about outreach initiatives.



ABOUT THE AUTHOR

MATT O'MARA was the first New Zealander to be presented with the J. Eddis Linton

Information Proficiency Outstanding Individual Award from the Association of Records and Information Management Professionals Australasia. Matt is a regular key note speaker at international events having presented and facilitated at numerous events across the world. Matt offers a unique range of knowledge and insights gained from his experience working at senior levels including chief executive and GM roles in diverse sectors. Matt is currently working on a book (of course it is about information) and is zealous about applying imagination to information to produce amazing insights. Contact: ithreenz@gmail.com

Many Voices One Message

The purpose of Information Awareness Month (IAM) is to increase public awareness about the information industry and the importance of properly maintaining good records and information.

This year, IAM is a collaborative effort between the various bodies within the records, archiving and information management community which include:

Records Information and Management Professionals Australasia (RIMPA): www.rimpa.com.au

Information Awareness Month: www.informationawarenessmonth.org

Australian Society of Archivists (ASA): www.archivists.org.au

Australian Library and Information Association (ALIA): www.alia.org.au

InfoGov ANZ: www.infogovanz.com

National Archives of Australia (NAA): www.naa.gov.au

Institute for Information Management (IIM): www.iim.org.au

The Australian Computer Society (ACS): www.acs.org.au

Data Management Association (DAMA): www.dama.org.au

Public Records Office of Victoria (PROV): www.prov.vic.gov.au

Australian Society for Knowledge Management: www.auskm.org

Health Information Management Association Australia: www.himaa2.org.au



Change management | Artificial intelligence | Digital archiving | Digital access to cultural collections | Information governance and security | Data modelling

A series of round table discussions will be hosted by each organisation on 1 May in Canberra.

Branches will also run IAM events during May.

Check your branch, RIMPA's website and the IAM website for more details.

www.rimpa.com.au | www.informationawarenessmonth.org



Australian Library and
Information Association



Australian
Society of
Archivists



HIMAA

Providing Professional Services to Health Care since 1989



Information Governance ANZ



Public Record
Office Victoria



INTERVIEW WITH

David Moldrich

OAM JP(NSW) FRIM

Manager, Information Management, Sydney Water

David Moldrich is about as about as credentialed as they come...

He received a Medal of the Order of Australia (OAM) for his contribution to the development of Information Management Standards and was Chair for the Standards Australia Committee IT/21. He was also Chair of International Standards Organisation (ISO). In 2003 David received the RMAA Eddis Linton Award for Most outstanding individual. He is also a former Board member, Information Governance ANZ; former National Director, RMAA; former President, RMAA, Victorian Branch and prior Vice President of International Records Management Congress (IRMC), Australasia and Oceania.

You are the recipient of the Medal of Order of Australia for your services to the development of Standards (both national and international) in the field of Information Management. Briefly walk us through this...

In 1988, BHP was implementing a "Quality System" certification. One of the requirements for certification was the systematic control of quality records. At the time, there were no Standards for records and information management in Australia or for that matter globally. I wrote the original project proposal to Standards Australia.

I am proud to have been Chair of both the Australian Standards and International Standards committees since their inception until 2016. In some circles, I have been referred to as "the grandfather of Standards" (a phrase of endearment, I hope, at least they didn't say "godfather"). It is for this reason that I received an OAM. I believe that the OAM should really reflect the community (especially RIMPA) that rallied in writing Standards. If you've never had the experience of being involved in Standards creation, I encourage you to consider it. There are names that I have been associated with that are well-known in our industry such as Barbara Reed, Judith Ellis, Frank Upward, Sue McKemmish, David Roberts, Kate Cummins and Hans Hofman plus countless other individuals around the globe.

I've lost count of the number of Standards and documents that have been written. Based on an industry that was non-standardised, I believe that we've come a long way.

Tell us about your extensive involvement in all elements of records and information management and content solutions.

I can honestly say that I've been in this industry since before the computer age. I have worked in massive records registries with more than 150 plus records employees. I can safely say that I've seen and worked in every aspect of the industry. I have experience and involvement with the strategy, design, development, introduction, implementation and post-implementation of all elements of information, records, knowledge and enterprise content management solutions for many organisations both in Australia and overseas. I have conducted information audits, built information governance frameworks and established enterprise IM change programs. I guess what all this means is that I am a recognised advisor on all matters dealing with records and unstructured information.

What have been the highlights of your association with RIMPA?

The main highlight is the network of professionals I've had to call upon. Although, if we are talking about memorable moments, these count:

- 1995 as the co-host of the Melbourne RMAA Convention where my band played for the gala conference dinner (I'm a part-time musician).
- Two stints as Victorian Branch President.
- Three stints as a National Director.
- Being part to the GIPA Branch.

What are your thoughts about digitisation in the records and information management space? Any advice for companies transitioning into digitisation?

Let me tell you a little secret...The technology may be quicker, slicker, more fancy, have more buttons, with more bells and whistles but under the cover the processes and functions are really still the same. The working definition that we used back in the 1980s when we first started writing Standards was, "the systematic control over the creation, handling, processing, filing, storage, retrieval and ultimate disposal of business information". Nothing's changed from a process perspective.

However, my advice to companies is that these days they don't take the time to "appraise" (now there's a good industry term) what information needs to be retained for business value (information asset). Because storage is cheap, everything is kept until there is a huge data collection of useless information which can't be separated from the useful stuff. On top of this, staff aren't educated about their roles and responsibilities as information contributors, consumers and custodians, which ensures that a bad cycle perpetuates. This needs to quickly change.

Thank you, David

New Zealand

Branch update

The newly-restored New Zealand Branch's first public meeting of the year appropriately looked at "Building your Records Management Career" in a "quick fire seminar for professionals" at a conference suite of the Ministry of Business Innovation and Employment in Wellington in March.

Forty registrants heard seven ten-minute presentations from local experts.

Branch president, Katherine Clarke, ARIM, outlined her Victoria University Wellington (VUW) degree research on competencies valued by New Zealand employers. Information management consultant, Michael Upton, a director of the Metaxis NZ, explained the employers' perspectives.

Victoria University's School of Information Management gave details of the school's courses: Information Management Program Director, Professor Anne Goulding, and Senior Lecturer and RM course leader, Maja Krtalic. The Open Polytechnic of NZ information and library studies courses were explained by its lecturer and consultant, Sarah Welland.

VUW student Clare Ashcroft, Justice Ministry IM specialist, and Polytechnic records diploma scholar Laura Hampton, Health Ministry records support officer, gave insights into the courses.



NZ Branch President Katherine Clarke speaks to NZ "career" seminar.

Events Update

Information Awareness Month: Many Voices, One Message

STATE	PROPOSED TOPIC	DATE	VENUE
ACT	Official Launch of Information Awareness Month: Round table discussions to launch Information Awareness Month. The discussions include various topics of common interest. All associations, representatives and members will be invited to participate. It is proposed that eight 90-minute roundtable discussions will occur during the day.	1 May	Check RIMPA's website for venue details.
NSW	Innovation with Information: Innovative Governance: What do you mean, 'by-design'?" The theme for Information Awareness Month 2019 is 'Innovation with Information'. In this presentation, Sonya Sherman will discuss innovative approaches to information governance, the impact of shifting our thinking from compliance to value, and giving knowledge-workers the gift of time.	3 May	Apprentice Restaurant Ultimo Tafe NSW
TAS	FYB FREE is a Next Generation Information Governance conference that brings solutions to your fingertips, to assist your organisation to grow, develop and harness information. Delegates, members, sponsors, guest speakers and the FYB team will come together to learn and connect. Find out more: https://bit.ly/2WBAT8D	10 May	Frogmore Creek Winery, 20 Denholms Rd. Cambridge TAS 7170
WA	Keep an eye on RIMPA's website for more information.	24 May	Check RIMPA's website for venue details.
SA	Digital Disruption: Half-day seminar including presentations, discussion panel and networking lunch.	29 May	Hilton Hotel, Victoria Square, Adelaide
QLD	Qld State Conference: Full-day event. Speakers include Cathaye Robertson-Queensland State Archives and Darren Gaunt - Miktysh	29 May	Check RIMPA's website for venue details.

Other 'Save the Dates'

- JULY:** NZ General meeting – 1 July | SA General meeting – 3 July
Qld General Meeting – 9 July | VIC General Meeting – 12 July
WA General Meeting – 25 July | NSW General Meeting – Date to be confirmed
- AUGUST:** State Records and RIMPA Birthday Celebrations – 14 August

iQ is RIMPA's flagship quarterly journal and is printed in February, May, August and November each year. iQ's has an estimated distribution of 1,300 and readership of more than 1,800.

RATE CARD

All rates in \$AUD

POSITION	MEASUREMENT	PRICE (excl GST)	PRICE (incl 10% GST)
Full page	210 x 297mm (W x H)	\$2,000.00	\$2,200.00
Half page	186 x 125mm (W x H)	\$1,100.00	\$1,210.00
1/4 page	186 x 60mm (W x H)	\$600.00	\$660.00
White Paper (max 1200 words) + Half page Ad (186x125mm)		\$2,000.00	\$2,200.00

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- A 5mm bleed is required on full page ads and any on ads where the colour goes to the papers edge (no border allowance).
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Inside front cover / Inside back cover	20%
Outside back cover	15%
Other specified positions	10%

iQ 2019 DEADLINES

Issue	Articles	Ad Artwork	Publication	Feature Topic
February	4 Dec	10 Dec	1 Feb	AI
May	15 Mar	22 Mar	1 May	Digitisation/Social Media
August	27 Jun	3 Jul	1 Aug	
November	26 Sep	2 Oct	1 Nov	RIMPA Live / RIMPA 50 Years

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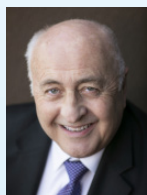
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