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COVER STORY: Successful and innovative records and information management practices begin with communication and collaboration.

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The view from the Chair

DAVID PRYDE, MRMA

Chairman of the Board,
RIM Professionals Australasia

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Professionals Australasia

Communicate + Collaborate = Innovate

In a few weeks' time we will be preparing to attend inForum 2011, the 'blue ribbon' event on the RIM Professionals Australasia calendar. The Darwin Convention Centre playing host to this year's leading RIM Convention in Australasia with the theme – Communicate : Collaborate : Innovate.

'm certain that readers of this column are fully conversant with these themes as they are important components of successful business improvement models. Individually they are strong *actions* that can contribute to significant business or relationship improvements. We must provide an environment where they are daily activities – not some 'silver bullet solution' that gets taken out of the draw occasionally.

By integrating them into a model – their power is magnified many times their original value. It doesn't matter whether communication and collaboration lead to innovation in your organisation or whether communication and innovation make collaboration possible. Either way – your organisation, customers and profitability must improve. It appears to me that collaboration and even innovation will not have high success rates without communication. Someone has to say to someone else – *"Hey, I've had this great idea – what do you think?"*

At a time when many members are worried about social media, (value v volume v practicality), finding efficient email solutions, EDMS v CMS, having no resources or fear they will be sucked into a cloud – where do they find support?

When there are so many new people entering the profession at entrance levels and they need advice on RIM as a career, or they need training to be better at their jobs, then why are so many Branch, Chapter and SIG events being cancelled or resulting in poor attendance?

COMMUNICATE:
How did you first hear about RMAA or RIM Professionals Australasia or any other RIM organisation? Did someone take the time to tell you about it or think you were worth inviting to an event? We are all glad they did!

We have around 4000 members worldwide, obviously most are in Australasia. If I just looked at Australia and New Zealand – do you think every person who has records management responsibilities in public and private sector organisations in those countries are aware of the organisations or the resources that are available to them? I think it would be arrogant to think that.

As RIM professional practitioners, don't we all have a responsibility to plug our non-member colleagues into a support network that at the very least will provide them with people to discuss their problems with? How do you do that? Invite them to a lunch-time meeting and introduce them to some people or when you see an event advertised on the list – forward it to any non-member friends you may know.

Please don't spam your address book (I know you won't) but don't be afraid to share your knowledge and experiences about our great Association with them. Somebody thought you were worth it! Vendors and consultants – you have the opportunity to change the lives of so many people. Every day you go to organisations and meet with professional people who aren't members of any organisation and are isolated – having to resolve their problems by themselves or having to rely on you.

When was the last time you told a stranger about RIM Professionals Australasia or brought a new person to an event? I love it – I tell everyone what a wonderful organisation we are members of and about the unique vocational training and seminars we provide. If you are a vendor coming to see me – you talk first then I talk.

When we advertise an event and then cancel it, there are usually a small number who registered but who then miss out. I'm sorry for those members who we promised so much but delivered so little and for our staff (Marian, Kristen and Wendy) who arrange these events for us, do so much organising and promoting only to see no fruits for their labour.

If every member brought one new person to an event in July or August, imagine what that would do for attendances. Or the next time an event is advertised in your branch, forward the email to at least three to five friends in your contacts list who would benefit from the event – that way they are not being sold and can make up their own mind.

Communicate and collaborate with your peers and watch innovation blossom across your organisation or association if we're lucky.

COLLABORATE:

I know many people are busy and under resourced, but are they too busy to spend a couple of hours to meet people with similar issues or hear a seminar that might have the answer that has evaded them for so long?

When we come together for an event, we always ensure there are three ingredients: training, food and networking. Training and food are a given, however networking can be the most important ingredient of the three. Not only are friendships built and carried across the event calendar, but many solutions and projects have had their humble start mapped on a napkin during a morning tea or lunch break.

We all experience many of the same trials and tribulations during our careers, so why 'reinvent the wheel' and anguish through a problem on your own, when you know 10 people who went through the same thing. It does not make you less of a person because you asked for help, and all organisations are different so you will definitely be able to adapt what you have learned for your organisation. Considering the time and resources you will have saved your employer, you should get a bonus for these savings.

Friendships with other members, with colleagues in similar demographic organisations can also lead to mutual opportunities for benchmarking, purchasing, sharing information or development of tools. Collaboration allows costs, time and workload resources to be shared for a common goal. Libraries, museums and tertiary institutions are all good examples where collaboration has yielded innovative solutions.

INNOVATE:

Unless you are particularly gifted and can innovate on command (I thought not) – then innovation is a train at rest (its kinetic energy ready to be unleashed) waiting only for the coal and water that will send it careering on its journey. Our coal and water are undoubtedly communication and collaboration. A person can work alone in their little silo, oblivious of the world and create a masterpiece of their own.

How many more masterpieces (innovative business ideas) could be created if the same person worked with a group of like-minded professionals and people who could remove project roadblocks?

When you invite a non-member to an event or tell them about RIM Professionals Australasia you are giving them the chance of being more efficient at their job, or at least giving them access to support that they never had before.

If they are like you and see the benefits of being a member, how do you know they won't be the next branch president or board member? In 12 months' time we could all be listening to them as a keynote at inForum because you invited them to a seminar.

When we personally promote RIM Professionals Australasia – we are not supporting some soulless concrete place of bricks and mortar – we are promoting the values, goals and futures of each other.

Through proud communication and collaboration, let us reap the rewards that inspired innovation has provided.

David
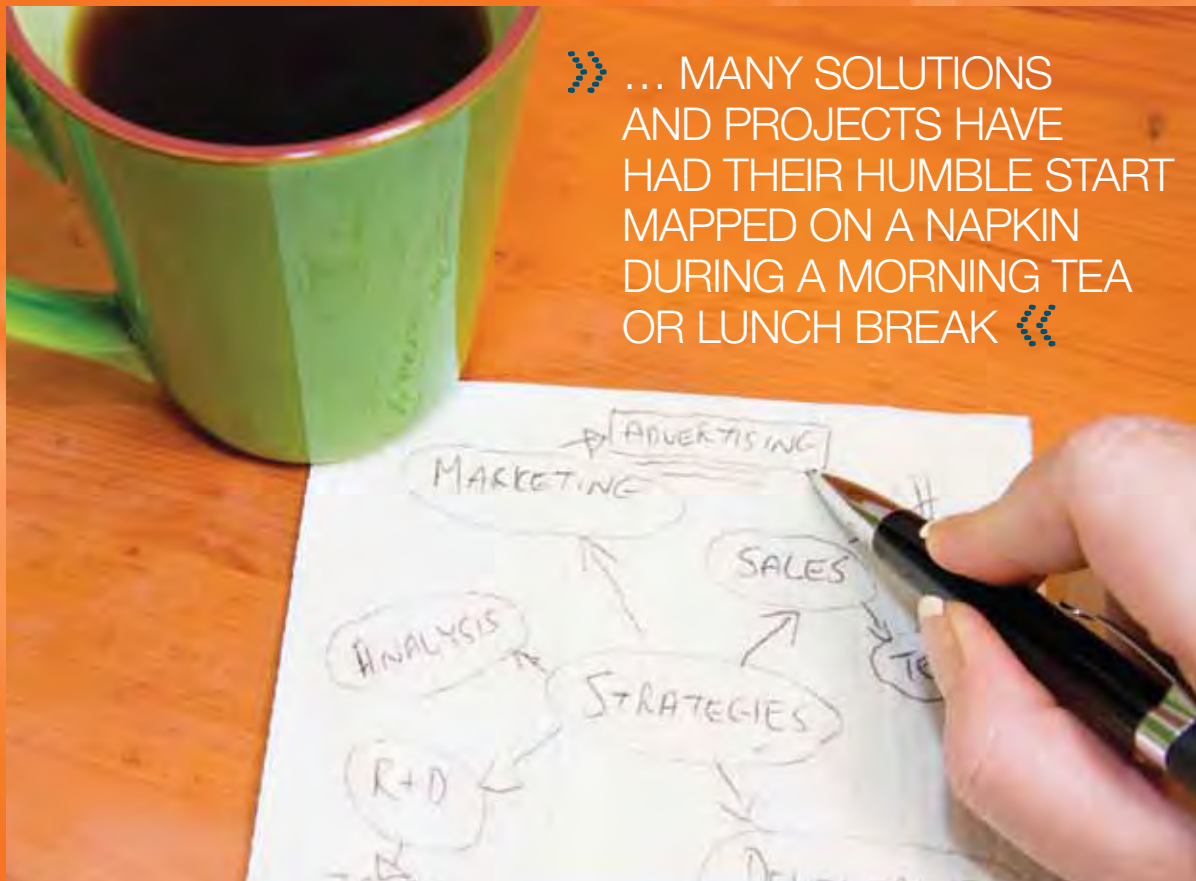
» … MANY SOLUTIONS AND PROJECTS HAVE HAD THEIR HUMBLE START MAPPED ON A NAPKIN DURING A MORNING TEA OR LUNCH BREAK «

WORLDWIDE NEWS

THE STATE RECORDS AUTHORITY OF NSW TURNS 50

SYDNEY: On 31 May 2011 State Records NSW celebrated the 50th anniversary of the passage of the State *Archives Act 1960*. This landmark legislation marked a turning point in the history of archives administration in Australia. For the first time in NSW there was a Government agency – the Archives Authority of NSW – charged with responsibility for the care, custody and control of the NSW State archives.

The State archives encompass the founding documents of NSW, dating from the arrival of the First Fleet on 26 January 1788 up until the present. This dynamic collection of records now covers 67 kilometres comprising around 10 million individual items.

Minister for Finance and Services Greg Pearce congratulated the State Records Authority on its 50th anniversary.

"The State Records Authority was the first archive of centralised Government information in NSW and the importance of its collection in recording the social and economic lives of the NSW people cannot be overstated," he said.

"The collection holds UNESCO-recognised convict documents from the time of the First Fleet, the heartbreaking letters of World War I veterans afraid of losing their farms, and century-old maps of Sydney," he said.

"There are sepia-tinted photographs of the early days of our cities, towns and regions, court documents from the days of the Razor Gangs, and Jørn Utzon's original Sydney Opera House drawings.

"In all it is more than 220 years of New South Wales history, painstakingly collected, registered, catalogued and preserved over half a century."

Today, the Internet is being used to showcase the collection and to make it more accessible to researchers in ways never dreamed possible 50 years ago. The digital gallery has been developed to mark the 50th anniversary. It is being published in stages, and will eventually display 50 items to represent the 50 years of State Records.

• Go to http://gallery.records.nsw.gov.au

One such item in the online gallery is an application from Thomas Robert Smith (Member of the Legislative Assembly for Nepean) 27 May 1896 on behalf of Messrs Pooley and Co. seeking a lease for a portion of land (corner of George and Moore Streets) from which to operate a popcorn and peanut wagon. MsLs 96/6097, including attached brochure. Source: NRS 8315 Lands Miscellaneous Lease Branch Correspondence files, 1890-1924, [10/11205].
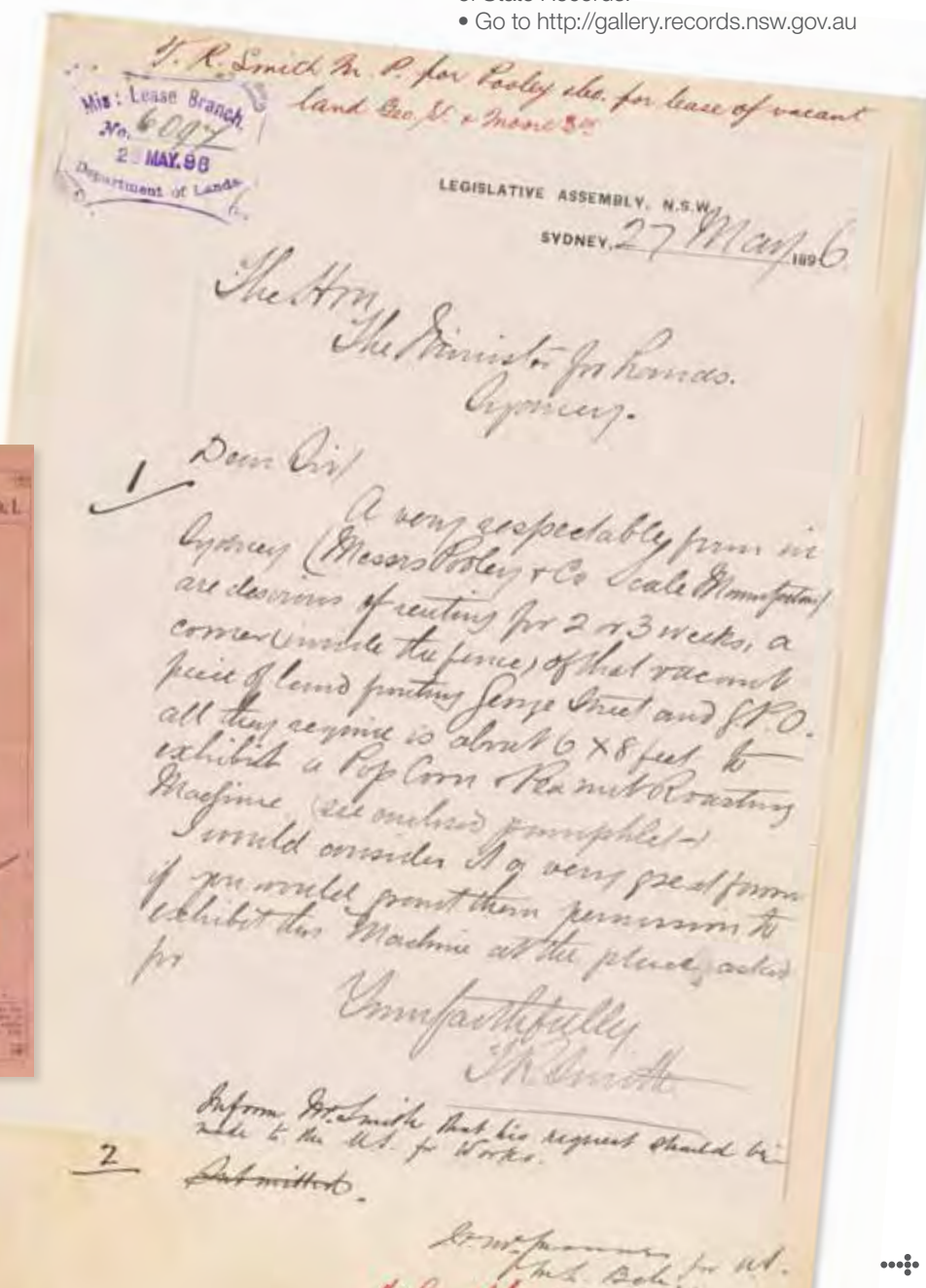
INDUSTRY NEWS CONTRIBUTORS: **MIKE STEEMSON, HEATHER MILLAR**

• If you have any news stories for *iQ*, please contact editor.iq@rimpa.com.au

ASA COUNCIL WELCOMES NEW VICE-PRESIDENT

BRISBANE: Following the resignation of Jackie Bettington in April 2011, the Australian Society of Archivists' president, Pat Jackson, has invited Dr Louise Trott to step into the vacant role of vice-president.

After eight years on Council, Jackie reluctantly resigned from Council.

"The ASA is currently experiencing an exciting transformation that requires all members of Council to be actively engaged in making timely strategic decisions," says Jackie. "While I am a strong champion of the work of Council and the changes to date, the Council's new schedule means that I am no longer in a position to fulfil my duties as a board director."

Despite relinquishing her Council role, Jackie will continue to be an active ASA volunteer in the planning for the International Congress on Archives in Brisbane, August 2012 and various education and publishing initiatives identified in the forthcoming corporate plan.

Council unanimously elected Louise Trott to serve as vice-president until the end of Jackie's term in October.

Dr Louise Trott is the Sydney Diocesan Archivist. She has been an active participant in the ASA's Leadership group since 2004 when she was appointed national convenor of the Religious Collections Special Interest Group. Louise is currently still RCSIG convenor as well as convenor of the Society's New South Wales Branch.

Louise Trott (right) with Catherine Robinson, former president of the ASA, at Parliament House on 31 May 2011, at the launch of the history of State Records NSW.

Jackie Bettington

$14BN UK ELECTRONIC HEALTH RECORDS 'ACHIEVING LITTLE'

LONDON: UK National Health Service patients are getting 'precious little' from the medical electronic care records system in England, the UK's National Audit Office (NAO) watchdog has said. The $14 billion (£7bn) system to replace paper files is falling further behind schedule and in places where it has been introduced it is not working as it should.

The NAO also said large chunks of the National Health Service (NHS) had pulled out of the project and the system was not providing value for money, The UK Government rejects this.

Electronic care records are the key part of the overall $23bn NHS IT project. The scheme was launched in 2002 with the aim of revolutionising the way the health service uses technology. It includes developments like digital x-rays and fast Internet connections.

The NAO said it doubted the final deadline of 2016 – which is already six years later than originally envisaged – would be met. And even in those NHA trusts that have electronic records, there are problems. For example, some hospitals have struggled to introduce electronic prescriptions. The difficulties were caused by a range of factors, including the government being too ambitious, said the Office statement.

The government began a review of the project in May. Tory MP Richard Bacon, a member of the House of Commons' Public Accounts Committee and long-standing critic of the plans, said: "The largest civilian IT project in the world has failed." Health Minister Simon Burns said the whole project had been an expensive farce but the Department of Health said while the original vision "was flawed", the project still had the potential to deliver value for money.

CRUCIAL FILES DESTROYED IN NZ MURDER CASE

WELLINGTON: Police files about missing Tauranga, NZ, woman Luana Williams were destroyed during the investigation into her homicide – a move described by a high-profile investigator as either incompetent or sinister.

Documentary maker Bryan Bruce, whose program *The Investigator* screened on NZ's TV One in June, was 'appalled' to learn of the disappearance of the files.

Luana Williams disappeared on 5 June 1986. Initial investigations led police to label it a suicide or missing person's case.

The case has remained unsolved since it was re-opened as a homicide inquiry in 1994.

As part of his research into the woman's disappearance, Mr Bruce applied for *Official Information Act* release of Ms Williams' drug files. She had been convicted for selling cannabis in 1983 and Mr Bruce thought her murder could have been drug related.

In reply, Detective Inspector Paul Berry told Mr Bruce the files were destroyed "somewhere around 1988 or 1989 in accordance with police instructions" but did not know who had issued that order. A police spokesman later said: "The investigation remains active and we would welcome contact from anyone who knows anything about Ms Williams disappearance."

Mr Bruce said: "Everybody must have known about the Luana Williams case, it was the talk of the town. It seems to me this was either an act of incompetence or a sinister action by someone in the police who did not want whatever information was in those files to be seen."

Tauranga City Records Management Specialist, Graeme Thompson, told *iQ*: "It's something that shows why our jobs are so important, especially where legal matters are involved. One never knows when archival records will be wanted in Court. I wonder if Archives NZ would be interested in talking to the Bay of Plenty police?"

$30,000 'MEMORY OF WORLD' PRIZE FOR NAA

PARIS: UNESCO has awarded National Archives of Australia (NAA) as laureate of the 2011 UNESCO/Jikji Memory of the World Prize for its work with publications and innovative initiatives in the preservation of digital records.

The US$30,000 prize, funded by the Republic of Korea, is awarded every two years to individuals or institutions that have made significant contributions to the preservation and accessibility of documentary heritage.

In a statement, the agency's Director-General, Bulgarian-born Irina Bokova said: "The National Archives has become a world leader in many areas notably that of digital preservation. It consistently shares its professional know-how with experts and interested members of the public through extensive publications. Furthermore, the NAA shares the fruit of its own research and development by making available open source tools for digital preservation to the global preservation community."

The statement noted NAA world-class expertise in one of the key challenges of the digital era: "How to adapt the record-creating processes of government agencies to the needs of recordkeeping to ensure the lasting access to documents that testify to the work of public bodies."

The NAA announced it would use the prize to fund a paid work-experience placement for a student of conservation, as an investment in the future of documentary heritage preservation. The prize-giving ceremony will take place in Cheongju City, South Korea, on 2 September.

TNA KEEPER'S BATTLES AGAINST "FINANCIAL CONSTRAINTS"

SURREY, UK: New British Keeper of the Public Record, Oliver Morley, has acknowledged "significant financial constraints" for the UK's National Archives after severe Government belt tightening in Britain. In his first annual report to government in the new role, he assured: "We were absolutely clear that these would not force us to compromise on the quality of our work."

Mr Morley was appointed Keeper and CEO of The National Archives (TNA) in February after acting in the role for almost a year following the move by his predecessor, Natalie Ceeney, to the post of Chief Executive of the Financial Ombudsman Service.

The new Keeper said that TNA had succeeded in "finding new ways to fulfill our historical role as guardian of the nation's public records". Collaboration with University College London's Centre for Sustainable Heritage had delivered a computer model simulating environmental conditions in document repositories, helping to enhance physical preservation. Work with a private partner in developing digital preservation had received a Queen's Award for Enterprise.

Mr Morley went on: "We are actively seeking feedback from our users to help develop and refine our services.

Keeper of Public Records of The National Archives in London, Oliver Morley.

In June 2010, we launched Labs, our new online service dedicated to building an engaged community to help us test prototypes for new tools and services. Our users are also testing Discovery, our new online tool for searching our collection."

HISTORIC NZ'S WWII NEWSREEL ON LINE

WELLINGTON: An historic newsreel illustrating New Zealand preparations for World War II has been digitally re-mastered and mounted on line by Archives New Zealand. *Country Lads*, made in 1941, was the first feature made by the NZ National Film Unit.

Chief Archivist and General Manager of Archives New Zealand Greg Goulding presented the film at his Wellington headquarters earlier this year. He said:

"The film pays tribute to the heroes of the day, a timely reminder of their legacy. *Country Lads* is a gem of a film recalling how ordinary New Zealanders willingly took up the call to serve. It is the story of country lads signing-up for World War II. The voice over recalls Adolf Hitler's derogatory comments about the allies' 'Poor deluded country lads'.

The film originally screened throughout New Zealand in support of the war effort and proved the worth of the Film Unit in Government communications.

Archives New Zealand has also developed a new film about the Archives and six one-minute vignettes, *Moments in Time*, showing some of the archives' hidden treasures, Greg said.

"These tell the tale of that firm New Zealand favourite, hokey-pokey, the influence of the School Journal, our immigration policy from the 1940s, how

people from all over the world loved the dolphin Pelorus Jack, the political world of Sir Walter Nash and how the first All Black Captain, David Gallaher, made a contribution on the rugby field and ultimately with his life at Passchendaele in 1917."

• The films and others from the New Zealand National Film Unit collection are available on the Archives New Zealand website via the Internet channel http://www.ecasttv.co.nz/ and on You Tube.

NZ RECORDS MANAGERS' PLUM JOBS IN HISTORY AND TRAGEDY

NEW ZEALAND: Two of New Zealand's most prestigious records management posts have been filled in the last month: Information Officer to the Royal Commission on the Pike River Coal Mine Tragedy and Corporate Records Advisor for the National Museum of New Zealand, Te Papa Tongawera.

Lynley Jones, Information Officer, Royal Commission on the Pike River Coal Mine Tragedy.

Back on the job after nine years
At the Royal Commission, Lynley Jones started work right in the deep end of recordkeeping after a nine-year break raising her family. The job was handling 3,000 electronic or paper documents a week even before formal hearings opened in mid-July and will run well into 2012.

Royal Commissioners, NZ High Court judge, Justice Graham Panckhurst, Queensland Mine Safety Commissioner, Stewart Bell, and David Henry, a former Commissioner of Inland Revenue, are investigating the deaths of 29 men after explosions last November in the remote Pike River Coal Mine, 50km inland from Greymouth on the West Coast of New Zealand's South Island.

Lynley, a Master of Library and Information Studies graduate from the Victoria University of Wellington, had worked for 13 years at the NZ Parliamentary Library initially in serial and acquisitions work, later with systems

and project management. While her family grew, she kept her hand in with contract work for the NZ Parliament website and as an adjunct tutor with the NZ Open Polytechnic library and information study faculty.

She admits: "It was difficult starting back again after nine years. I was glad to see how quickly I got back into office routine." She manages the commission's administration and internal records and the evidential documents it receives from government agencies, mining interests and the public. She deals with participants from a wide range of interests and publishes core documents on secure websites.

She told *iQ*: "The role is challenging and an opportunity to contribute my skills to supporting the Commission in its investigation of the tragedy."

Sarah Stevenson-Galvin, Corporate Records Advisor, Te Papa Museum.

Sarah's new job, new name
Te Papa's new advisor is Sarah Stevenson-Galvin who married and changed her surname (from McKenzie) within days of moving across Wellington to the new job. "So much excitement," she laughed. She had been a records management staffer with the NZ Government's Department of Building and Housing, and the Inland Revenue Department before that.

Te Papa is New Zealand's premier repository of the nation's and its environs' artefacts and art works. It opened in 1998 on the city shore of Wellington Harbour. Since then it has been visited by almost 20 million and has become a leading authority in the NZ National Digital Forum and other recordkeeping initiatives

Sarah Stevenson-Galvin is ambitious for records management at the big institution and talks with animation about the prospects of the new job. "Information management is something I've wanted to do since I left school," she told *iQ*. At age 15, she got holiday-time work at her local library in Auckland.

She is exhilarated by the opportunities of her work at Te Papa. "I love organising records," she explains. "I'm interested in compliance and I shall be doing my best to educate staff on the benefits of records management to support, help and manage their work."

VICTORIAN BUSHFIRES ROYAL COMMISSION WINS RECORDS MANAGEMENT AWARD

MELBOURNE: The Victorian Bushfires Royal Commission has won a Sir Rupert Hamer Records Management Awards for the management and transfer of Royal Commission digital records.

The Victorian Bushfires Royal Commission was established to investigate the causes and responses to bushfires which swept through parts of Victoria in January and February of 2009.

From its very beginning, the Commission employed technology and systems to capture and manage digital and hard-copy records, to ensure immediate access and long-term preservation. The specialist litigation support firm e-law was contracted to provide information management systems and services, and to ensure the eventual transfer of permanent records to Public Record Office Victoria.

Many of these records were of a sensitive or confidential nature and it was crucial that efficient systems were developed and implemented early and maintained properly.

As a result of the careful planning and execution of the records management program, permanent documents were identified and transfer to Public Record Office Victoria commenced at the conclusion of the Commission.

Another winner at the Hamer Awards was Land Victoria, for its project to secure the long-term preservation of historical paper records and for providing Public Record Office Victoria with digital images and indexes for future public referencing and resourcing.

Three collections of historical paper records were to be deposited to Public Record Office Victoria. The first collection was 3000 Crown field books ranging in date from 1800 to 1920. The second collection is the Put-Away Plans comprising historical Parish and Township plans and Crown survey plans. There are some 20,000 paper plans ranging in size and dating from 1800 to 1900. The third set is the current Record Plans or Parish and Township Plans. There are about 5000 paper and transparency plans ranging in date from 1890 to 2001. All of these records relate to the early surveying of Victoria, Crown subdivisions and land development of Victoria.

Many of these maps and plans will soon be available to order and view at the Victorian Archives Centre reading room in North Melbourne.

- To find out more about the Victorian Bushfires Royal Commission and to read the final report, visit www.royalcommission.vic.gov.au
- To find out more about Land Victoria please visit www.land.vic.gov.au
- For more on the a Sir Rupert Hamer Records Management Awards, go to http://prov.vic.gov.au/government/sir-rupert-hamer-awards **iQ**

Corrections
- *iQ* would like to advise that the phone number for Barry Baker, marriage celebrant was incorrect in the May 2011 issue (p48, Marketplace). The correct number is (03) 9808 1491.
- Also in the May 2011 issue, in the article 'A Records Call to Arms' (p18), it was stated that the book *Crack Hardy* was launched by Her Excellency the Governor General. It was in fact launched by Professor Bill Gammage of the Australian National University.

It was crucial that efficient records management systems were developed and maintained during the Victorian Bushfires Royal Commission.

The evolution of records management in sub-Saharan Africa

Communication, innovation and collaboration are all deeply rooted in the initiatives of Nigeria's seven-year-old Records and Information Management Awareness (RIMA) Foundation, sub-Saharan Africa's newest and biggest records management organisation. The Foundation is now taking on the region's myriad recordkeeping challenges and the "enthronement of corruption, lack of transparency and accountability" that has thrived therein.

BY **OYEDOKUN A. OYEWOLE**

Records management in Africa is gradually evolving despite many challenges impeding the growth of the profession: issues like poor records management facilities, inadequate funding, lack of awareness, training and access to RM technologies, and an almost complete absence of laws and legislation governing records and information management. You will agree with me that inadequate records management is a catalyst for the enthronement of corruption, lack of transparency and accountability in governance.

A good number of failed African records management programs are the result of inadequate funding. Many governments cannot offer resources sufficient to establish or maintain records and information management practices and supporting personnel, imperilling an entire program. A good number of African nations lack legislation on records and information management such as freedom of information. This alone could greatly assist in replacing the culture of secrecy in government, promoting accountability and transparency at various level of government.

RIMA FOUNDATION INITIATIVES

Since 2004, the Records and Information Management Awareness (RIMA) Foundation has been involved in many activities to salvage this sorry state. The RIMA Foundation organised six consecutive annual national conferences, the Records and Information Management Awareness Workshop, Awards and Exposition (RIMAW and RIMA Awards) and we plan another later this year (28-29 October), at the Sheraton Lagos hotel. See www.rimaw.org/RIMAW-2011.php.

As sub-Saharan Africa's only dedicated information management and security events, the RIMA conferences have attracted patronage from different organisations across the globe including world authorities like Cohasset Associates from the United States; Fujifilm and File-Hold Systems Ltd, Canada; Xerox: Docuscan, Africa; Digital Persona, California; and VaultNoir, Canada.

In the area of legislation, I represented the RIMA Foundation on a 13-man committee set up by the Lagos State Government in March 2010 for the formulation of the first ever Records and Archives Policy for Lagos State in Nigeria, which has since demonstrated the commitment of the State Government support for RM development in the country coupled with the creation of the first State Records and Archives Bureau in Nigeria tagged the 'Lagos State Records and Archive Bureau (LASRAB)'. The RIMA Foundation has been an active partner working the LASRAB in our bid for the development of the industry in this part of the world.

RAISING AFRICA'S AWARENESS

The problem of lack of awareness and training is also linked to inadequate funding. Records managers do not have appropriate education in modern techniques. Even those exposed to some international training have little opportunity to make adequate use of skills acquired because required facilities are unavailable.

Part of the RIMA Foundation's activity to address these shortcomings are the free, quarterly records and information management training programs we run coupled with other specialised RIM professional training programs. To share best practices, we have invited different international experts to facilitate some of these professional training programs, people like Dr Hanns Kohler-Kruner, former AIIM EMEA Director; William S Horn, former Senior Consultant at Cohasset Associates; Joao Penha-Lopes, Managing Director at CleverTime-Consulting, Portugal; and H Larry Eiring, a former ARMA International president, currently Chairman of the Board of Trustees for the ARMA International Educational Foundation.

Oyedokun A. Oyewole presents a RIMA Foundation Knowledge Network (RFK Network) Professional Members certificate to Lagos records manager Ms Mokolu Vivian Lotaogo at last year's RIMA Foundation annual conference.

Communicate, collaborate, innovate

Why talking to your colleagues and getting back to basics in your RIM program provides innovative opportunities without new technology.

BY **ANGE COBLE**

Recently I have had the opportunity to see complacency at its best in the use of Records and Information Management and the lack of understanding of the purpose behind the processes that support the protection of our most vital asset – our information. If nothing else, my recent experience reminded me that communication and collaboration (and innovation as a by-product) is crucial in every industry, in every function and should be engaged every day – not just in RIM.

COMMUNICATE THE DESIRED OUTCOME – THE 'WHATS AND WHYS'

It all started on 2 April this year when I got married and decided to take on my husband's last name. (Note the change of name: most would remember me as 'Ange Summers' – I'm now 'Ange Coble' for future reference!) Having no problem with the required documentation and its purpose to facilitate my name change, I went about changing my details – with the exception of my credit card and passport, as these remained in my maiden name for travel purposes – but for all other documents Summers was completely erased in less than a week (well, I am in the business of managing RIM after all, so it's not that hard **grin**).

We headed on our merry way to Hawaii where we proceeded to eat and shop our way through 14 days. On one shopping trip to the Northshore, I paid for my goods with my credit card, still under Summers, so I signed the voucher as such (yes, no pin accepted – I had to sign!). The sales assistant behind the counter dutifully asked for my driver's licence to verify who I was and checked my signature. At this point my husband pulled out his wallet thinking, like me, he'd have to use his credit card given the disparity in name between my credit card and driver's licence but interestingly enough the sales assistant did not bat an eyelid – she looked at my licence, looked at my signature (both different) and proceeded to accept my payment! I was completely astonished yet not surprised. It's a reality that most people undertake a process without really understanding the purpose and this leads to many issues – none less in our profession than compromising our legal obligations when it comes to RIM. So how to help fix this? Communicate and collaborate!

COMMUNICATE AND COLLABORATE – UNDERSTANDING ON BOTH SIDES!

If I were not on holidays I may have asked the sales assistant why she asked me for my ID just to see if she had any understanding of the 'whys and whats' of the process she had just undertaken – but I was more interested at that point in our next holiday destination so we moved on. It provides a really good example and food for thought though – how important communication and collaboration is on gaining a census of understanding and common purpose to the processes we implement – RIM or otherwise.

A long-time advocate of communication and collaboration in the workforce, I have found it critical to any project or role that I have worked on or in – and there have been many, in a wide range of services, not always specifically related to RIM initiatives. From industries that span banking, state utilities and health, each new strategy or operational realignment has only been successful due to the level of communication and collaboration with the end user or group.

People, not software, make a system successful and need to be involved and engaged from the start of any change process. I suspect that unless we 'walk the walk', I am not sure where our credibility will come from with our colleagues who have been in these industries longer and have had extremely successful careers doing what they do best. Not unlike RIM professionals, we all know how to do our job and in most cases we have tertiary qualifications that support as such (some even postgraduate) but all the qualifications in the world are of no benefit if you do not know how to communicate your requirements and gain collaboration in or from your workplace.

I have been privileged to work on some pretty major IT projects in my career, both as a project manager and subject matter expert in the team. I have seen some fantastic solutions that have been designed, all with great intentions and with a specific purpose, from automating a manual or labour-intensive task to something as simple as better search capabilities in networks for more concise information management or as complex as a new core banking system – all excellent. As always, I'm amazed at what our technology can achieve. Unfortunately I have seen various projects come under extreme pressure, as more focus was put

>> PEOPLE, NOT SOFTWARE, MAKE A SYSTEM SUCCESSFUL AND NEED TO BE INVOLVED AND ENGAGED FROM THE START OF ANY CHANGE PROCESS <<

on implementing the IT solution than considering the 'people solution' and not giving enough focus to the 'communication and collaboration' process.

It's not that I am a technology-phobic person – quite frankly I get annoyed if my iPhone does not respond as I require within seconds and find myself almost rendered inoperable if I can't access my information when I want – and easily for that matter – at work or at home. So I am all for new solutions that provide technological advancement. Collaboration ensures that we really understand the pain-points and implement a solution that mitigates these issues, new technology or not.

In collaboration with our teams, the assumed requirements become the real requirements and this leads to a shared understanding of what the outcomes of a solution really should be. In some cases, facilitating a desired outcome will require new technology – for example, enabling mobility in the workforce through new devices and enabling security in remote workplaces – but in some cases it is as simple as providing a greater return on an existing investment through optimisation and innovation rather than invention. I wonder how many projects would be rethought if return on investment was considered more than just implementing another IT solution as a plug for a gap.

INNOVATION BEFORE INVENTION – TEST YOUR EXISTING SOLUTIONS

In a previous role I was part of an innovations team – an interesting change from a business performance role where you had set targets and developed strategies to hit or avoid, depending on the requirements at the time. There are various definitions for innovation but put simply it is to produce a qualitative, positive change in an existing environment. As a member of this innovations team, I enjoyed my licence to try anything, question everything, and know that failure was an option. As a very motivated individual, in the first instance, I had to challenge my own psyche that I could fail and I was actually doing my job (interesting huh!). It provided me with an extreme learning curve.

This role was inside an organisation ready for change yet where the culture was heavily entrenched (I remain ambivalent as to good or bad). The demographic was predominately 50 years plus, field-based and a male dominated workforce. It was by far one of my greatest challenges in both my communication and collaboration skills and my innovation processes. It was in this role that I was able to see firsthand how a change, however small, in a process repeated every hour, can achieve an increase in resource allocation and greater return on an existing investment with a simple timesheet completion change and data entry model – no change to the software, just collaboration with teams involved, listening to their concerns and eliminating waste (oh yes, I see the smiles on the Six Sigma gurus and the word LEAN appearing before their eyes ☺!)

I have taken these lessons learned and they have served me well in a career that has accumulated various projects – IT and otherwise, transformational and incremental changes

in organisations, and now specialising in RIM in the Johnson & Johnson family of companies – locally, regionally and globally. It is here that I am sure I will see the greatest return on existing investments (and subsequent innovations in RIM) in a strategy that will initially span five years (to 2015) and finally culminate in an e-Records solution (yes – this will be new technology... see not phobic at all). During the implementation of our RIM strategy, there has been, and will continue to be, greater return on network solutions from file servers to SharePoint, Windows applications to mobility and finally how we manage our physical and virtual records and information to support an integrated and dynamic workplace whilst providing a secure, real and relevant information advantage.

In 2009 our RIM strategy was created and accepted for Australia and New Zealand and we started our unified five-year journey in early 2010. Over the last 18 months, we have implemented solutions to support better disaster recovery, business continuity, physical and virtual storage of our records and information, removed physical processes, introduced online solutions, provided standard operating environments for RIM and all with the technology at hand. And how have we achieved this? Communication, collaboration and innovation.

I am extremely excited when peering over the RIM horizon and seeing the emerging technological solutions that will make our profession easier for the everyday user, but I also am aware of what getting back to the basics of RIM really means: creating a foundation of optimised existing solutions and providing clear, concise communications of the 'whats and whys' to ensure that new technology is welcomed, valued and understood by my colleagues.

Whilst we prepare for new technology, a closing point for you to consider: it may be worth your while to promote a collaborative environment and increase the focus on innovation as we have here at JJM. I have found the outcomes to be very positive and a win-win for all involved – increased credibility with your colleagues and a more stable environment for change in your RIM program.

Now, back to booking my next holiday... **iQ**
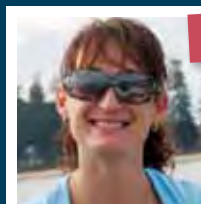
About the Author

ANGE COBLE (nee Summers) has extensive experience in local and international, and private and public industry. In her current role as Manager, Records and Information Management (A/NZ), for Johnson & Johnson Medical, Angela is responsible for developing and implementing an integrated Records and Information Management (RIM) strategy for the company in Australia and New Zealand.
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Government access cards: an update

This article gives a summary of developments for three national-level government sponsored identity programs since mid-2008: Australia's Health and Welfare Access Card, the Real-ID from the US and the UK-ID. Each has suffered setbacks and – in two cases cancellations, as this magazine goes to press – due to political or administrative circumstance.

BY **ROBERT BROMWICH**

Each of the three national-level government sponsored identity programs outlined here aim to provide a unique access point for citizens' interaction with state agencies through either specified activities (Health and Welfare Access Card) or through a broader identity management project (UK-ID and Real-ID).

Utilising smart-card technologies, the programs' aims were to provide a framework for identifying citizens either for social service provision (Australia) or as part of a broader identification program (United States and United Kingdom).

Since the publication of the 2008 conference paper, there have been substantive movements on each of the three programs due to circumstances described in the introduction.

The current status of each program is as follows:

- **Health and Welfare Access Card (Australia):** Scrapped as a consequence of the election of the Rudd administration November 2007[1].

- **Real-ID (United States of America):** The next major milestones were scheduled to occur during March and May 2011 when states are required to submit formal certification and compliance reports to the Department of Homeland Security.

In the event that the Department deemed that individual states are 'not in full compliance', driver's licences and identity cards will be classified as non-compliant under Real-ID, resulting in citizens not being able to access federal facilities, air transport and other activities covered by the Act. The Department has delayed final certification of state licensing programs until January 2013[2].
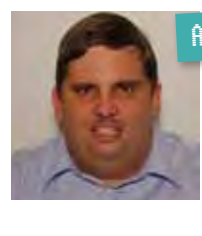
About the Author

ROBERT BROMWICH has recently completed a Master of Information Management majoring in Records and Archives Administration at Curtin University after receiving a Graduate Diploma of Management (2009) and a Bachelor of Business Administration (2006) at Central Queensland University. Professionally, the author is keen to develop a career assisting corporations and government agencies develop and integrate information practices in a dynamic commercial and regulatory environment, coupled with how organisations can adopt and implement effective identity management practices in a multi-model environment.
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• **UK-ID (United Kingdom):** Selected professions and citizen categories commenced voluntary registration in December 2009, with broader population registration due to commence during 2011. The election of the Conservative/Liberal Democrat coalition government in May 2010 meant that the overarching program would be scrapped[3]. The program was formally scrapped in January 2011[4][5] with all data collected to be destroyed by late February 2011[6].

FUTURE DEVELOPMENTS

As a consequence of the defeat of Australia's Health and Welfare Access Card, the Labor Party administration (initially under Kevin Rudd, then Julia Gillard) announced the adoption of the Health Identification Number (HIN) framework, with the stated aim of streamlining health interaction under a single identifier and provides a dossier of individual medical activities, achieved by issuing a unique 16-digit number to individuals at the medical practice level. This program commenced during July 2010[7].

The Real-ID program is still in a state of flux due to ongoing opposition from community[8] and regional political interests[9].

The UK-ID program was dismantled during February 2011[10] with only a mirror scheme for residents outside the European Union (EU) zone being retained as part of an EU identity scheme[11]. **iQ**

A detailed analysis of the background of the three programs can be found in the author's conference paper *Government Access Cards: A key to identity theft reduction* delivered at the 2008 RIM Professionals Australasia conference in Sydney. The paper can be found at www.slideshare.net/ RobertBromwich

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Workers stealing your data – can it be stopped?

This article examines some of the important aspects of insider threats and offers guidance to reduce the risk.

BY **SEAN GLYNN**

Story Snapshot

- The actions of users who cause damage is now one of the most difficult to manage problems facing IT security teams.
- There are two kinds of insider attack: malicious and non-malicious.
- Encryption can play a pivotal role in reducing the risk of a breach and limiting the damage to your business should one occur.

Information is one of the primary competitive weapons and business enablers for organisations of all kinds. The ability to provide the correct information to educate workers has driven a proliferation of information sharing – but with it has come significant risk. The actions of users who intentionally or accidentally cause damage to an organisation is now one of the most complex and difficult to manage problems facing IT security teams. So, how can you thwart the people you trust?

While much has been written on the subject of the insider threat, it still remains one of the most contentious and difficult to manage areas of information security policy. It goes against the grain to believe an employee is capable of stealing information – yet it happens.

SO EXACTLY HOW BIG IS THE RISK FROM INSIDERS?

In short, it depends greatly on what we define as an insider attack and the role that insiders play in breaches. The 2010 Verizon Risk Team Data Breach Investigation Report states that almost half (48%) of studied breaches are caused by insiders (an increase of 26% on 2009). As our understanding of the role of insiders in data breaches develops, so does our understanding of the complexity of attacks facing organisations and the difficulty in maintaining the balance between free information flow and good security.

Understanding the insider attack

At the most basic level, there are two kinds of insider attack: malicious and non-malicious. 2010 statistics from The Open Security Foundation found that almost three times as many breaches are caused by accidental insider activity than malicious intent. In fact, non-malicious breaches will often occur through normal usage of information, and especially through avenues such as email, loss of laptops or storage media, and exposure to non-authorised parties within the organisation.

As users carry increasingly large quantities of information on mobile devices such as laptops and smart phones, and on removable media such as thumb drives, the risk of breaches caused by accident will continue to rise. Statistics show that enterprise organisations lose large numbers of laptops every year, and in 60 per cent of the cases the device is simply misplaced by the owner.

While non-malicious insider breaches are a growing concern, most security organisations are focused primarily on preventing the actions of malicious insiders. A malicious insider can, and often will, cause damage over a long period of time, and may also be a significant contributory factor in external breaches too. In CERT's *Common Sense Guide to Prevention and Detection*

of Insider Threats, the authors identify four types of malicious insider attack:

1 Attacks aimed at sabotaging IT resources (often out of a desire for revenge)

2 Attacks that steal (or modify) information for financial benefit

3 Attacks that steal (or modify) information for business gain

4 A miscellaneous group of attacks associated with unauthorised access but not necessarily for personal gain

Attacks aimed at sabotage and those for financial gain make up the bulk of the cases the authors examined, however given the difficulty of tracking when sensitive information is stolen and handed over to a competitor, it is entirely possible that thefts for business advantage are under-represented in any study.

Avoiding the insider attack

The challenge of managing risks and reducing the likelihood of an insider attack is that it requires a close correlation between technical information, security controls and human resources and management. This need for the intersection of the human element with monitoring and other controls is precisely what makes insider attacks, especially malicious ones, so difficult to detect and prevent.

In the previously mentioned CERT whitepaper on preventing insider attacks, the authors suggest 16 practical measures, which can be adopted to help reduce risks from malicious insiders:

• Consider threats from insiders and business partners in enterprise-wide risk assessments

• Clearly document and consistently enforce policies and controls

• Institute periodic security awareness training for all employees

• Monitor and respond to suspicious or disruptive behaviour, beginning with the hiring process

• Anticipate and manage negative workplace issues

• Track and secure the physical environment

• Implement strict password and account management policies and practices.

• Enforce separation of duties and least privilege

• Consider insider threats in the software development life cycle

• Use extra caution with system administrators and technical or privileged users

• Implement system change controls

• Log, monitor, and audit employee online actions

• Use layered defence against remote attacks

• Deactivate computer access following termination

• Implement secure backup and recovery processes

• Develop an insider incident response plan

While these are focused on dealing with intentional attacks, some will also reduce the risk of accidental incidents.

In support of these initiatives encryption software can play a key role. Encryption presents the capability to render sensitive information unreadable to unauthorised users, and most importantly, once encrypted, the 'protection' stays with the data wherever it resides. A further benefit is that it helps enforce tight controls over who can access the information. Finally, because encryption is highly data-centric, it reduces the value of the information itself (and the liability associated with it) to a third party. An encrypted file on a laptop may contain highly proprietary information, or sensitive personal data covered by one of the many industry and legislative mandates, but if it is properly encrypted, the information remains protected even if the laptop is lost or stolen.

In the event of an incident, encrypted information is often exempt from some of the more punitive requirements for notification and will therefore significantly reduce the cost of an accidental breach. In their 2009 study, 'Cost of a lost laptop', the Ponemon Institute reported that the presence of encryption on a lost laptop reduced its cost to the organisation by over $20,000.

Addressing the threats from insiders is always an emotive subject. While your organisation will always want to hire trustworthy employees, it is an irrefutable fact that accidental breaches occur with startling regularity, and that a single, well motivated malicious insider can cause immense damage. The nature of the interaction between IT and business units is also changing, fuelled in no small part by the availability of maturing Cloud offerings. As a result, the complexity and nature of the insider threat is too.

While no single technology can ever provide complete security, encryption will continue to play a central and pivotal role in both reducing the risk of a breach and limiting the damage to your business should one occur. **iQ**

About the Author

SEAN GLYNN is the Director of Marketing for CREDANT Technologies, the market leader in endpoint data protection solutions. Sean has over 17 years' experience in IT, focusing for the past several years on developing and bringing to market security solutions to meet customers data protection and compliance needs. Sean has a bachelor's degree in Marketing from the University of Limerick, in Ireland.

What do *you* think?

GLENN SANDERS again gives his colleagues a rev in his occasional column – in this issue,
about complacency, how the industry manages document retention, and definitions of 'records'.

My thoughts:

It's getting pretty hard to provoke my professional colleagues. Maybe I'm wearing thin, or maybe any response to my last column occurred in social media which I don't follow closely because it's not push technology or I'm too old. No phone calls, no email flames, no letters to the editor. All I did was accuse 30 odd listserv members of being incompetent. And now we have a new RIM Professionals Australasia blog, just when the rest of the world has moved on to social media a couple of years ago.

Oh well, I'll just have to try for something even more contentious, like how we structure our disposal schedules. I've been doing more than a bit of work on this recently, developing computer specifications. This requires logical rigor – I remember years ago, twice trying to specify the library filing rules. Parts were simply un-programmable and therefore illogical. No wonder customers were puzzled and staff struggled under the training overheads. The same applies to many of our disposal schedules.

We manage document retention according to three factors: a trigger event, such as disposal of an asset, or the end of a financial year; a retention period following the trigger, which may range from zero to a very long time, for which we retain the document; and a disposal action, which is either destroy, review, or, if you are in government, transfer to state/national archives for them to keep. But prowl around the web and you will too often find retention periods specified as 'transfer to archives' or some such. That's just sloppy thinking. And don't even get me started on 'permanent', just re-define it as retention = 99 years, action = review again. There is no such thing as permanent.

Along the same lines, we've all been trying our very best to explain to the rest of the world when a document is a record. There are countless resources out there in web land, and all are ambiguous, hard to quantify and teach, and mean the records profession comes across as bush lawyers focused largely on legalities and compliance, when we should be focused on content indexing and retrieval. Too many of the putative explanations use words like 'evidence', which leads to confusion between records management and legal discovery, which really have nothing to do with each other.

The answer is to abandon our ambiguous explanations and say simply that, if you use a document in any way to do your job, it's a record. End of story. The question then becomes simply one of retention: how long do we keep it after the trigger? Sometimes it's zero, sometimes it's 99 years! Much easier to explain – and specify. I was pleased to see NSW State Records new and highly recommended online training module on managing emails says simply that emails are records. No ifs, no buts, no legalese. If you use it, it's a record. iQ

• Get back to me on the RIM Professionals Australasia listserv, or at sandersinfo@gmail.com.

About the Author

GLENN SANDERS, BA, Dip Lib (UNSW), GDDM, MBII (RMIT), MRMA, has been involved in managing information in government and the private sector, for over 30 years. As a freelance consultant, he introduced computer systems into many organisations.

Long a proponent of decentralised operations, he has also set up two large central records facilities. Recently he has been involved in selecting and implementing electronic document management systems, and managing a large hardcopy cleanup prior to a major office relocation.

14 heads are better than one:
a thriving community of practice

CHRIS COLWELL and **GAIL McGUCKIN** report on the NSW Federal Agencies Knowledge Managers Group (FAKM) – a thriving community of practice with a rather unusual acronym!

F AKM was formed in late 1999–early 2000 when 'knowledge management' was the new big buzz word but no-one was quite sure what it meant.

It was founded to provide an arena for knowledge sharing amongst Commonwealth records managers (or those with similar positions/titles) who were based in Sydney. It was a vehicle to give those Sydney-based agencies an opportunity to collectively voice their feedback to National Archives of Australia (NAA) as well as provide a forum for the discussion of common issues and challenges. It proved to be a 'safe place' for professional records managers to share their collective experiences, questions and solutions – this 'safe place' being paramount to establishing the trust required to allow true knowledge sharing to blossom.

Since its formation the FAKM Group has become a thriving community of practice – living proof that 14 heads are better than one. Communities of practice, such as FAKM, are considered to be one of the key enablers of knowledge management strategies within and across organisations as they facilitate the transfer of tacit knowledge from person to person. Etienne Wenger, the researcher and consultant who co-coined the term 'communities of practice', states that they are "groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly". Members of communities of practice are practitioners in a field and they are in the best position to manage this knowledge.[1]

Key to the group's success is the commitment to, and ownership of, the group by all who belong. FAKM meets quarterly for three hours and each agency takes it in turns to host a meeting. The host agency is responsible for the preparation and distribution of agenda and minutes through the FAKM Wiki and they also chair the meeting.

While the host agency chairs the meeting, all members are treated as equals. In this group of peers there are no power struggles and no politics. Chatham House Rule – a principle that governs the confidentiality of the source of information received at a meeting – applies to the conversations conducted, making this forum a safe place for a group of subject matter experts to express their ideas, ask questions as to how other agencies might be dealing with a similar issue, and to use other members as sounding boards without feeling threatened or inadequate.

While NAA participate for a portion of each meeting, they do not own or run the group. NAA is invited to provide members with recent updates relating to legislative changes, the impacts that these changes may have on practices and to answer questions raised by FAKM members. This approach and central forum has greatly improved the flow of information between NAA and the Sydney-based Commonwealth agencies.

The FAKM Wiki is a key achievement of the group and provides members with a collaborative technology tool to support the group's interactions in between face-to-face meetings. At any

given time, members are able to contribute to the general discussion pages of the Wiki, asking questions of the FAKM Group members and knowing that a response is only a short time away!

FAKM AT INFORUM 2011

The authors of this article studied knowledge management strategies, such as communities of practice, together at the University of Technology, Sydney in 2004. Chris joined FAKM that year and Gail five years later in 2009.

At inForum 2011 in Darwin, they will present a paper on the history and governance of FAKM, the key collaborations and achievements of the group, and they will also outline their personal stories of participation as an 'oldie' and a 'newbie', illustrating that true collaboration and ownership of a group like this means that the learning in communities of practice does not just take place by the novice records manager. All members play a role in contributing to the knowledge and learning of the whole group. iQ

• Chris Colwell and Gail McGuckin are presenting a paper on FAKM at inForum in Darwin this September.

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About the Authors

CHRIS COLWELL FRIM is the Information & Governance Manager at the Australian Prudential Regulation Authority (APRA) and a Director of RIM Professionals Australasia. He is also a Casual Lecturer in the Information and Knowledge Management Program at the University of Technology, Sydney where he is currently completing his PhD.

GAIL McGUCKIN is the Information and Records Manager for the Global Practice team at Austrade. Prior to joining Austrade, Gail worked as a Knowledge Consultant with the client-focused divisions of leading law firm Minter Ellison Lawyers. Gail is also a Sessional Lecturer, Knowledge Management, Faculty of Arts and Social Sciences, University of Technology, Sydney.

GORDON RAMSAY

and alphabet [expletive deleted] soup

– the future of recordkeeping is simple

Recordkeeping is a basic business function, so what is the recipe for success? Here the key ingredients are explained for striking the right balance between compliance and useability.

BY **ALLEN HANCOCK**, ARIM

I suppose in the last few years working on records management projects I've had the odd Gordon Ramsay moment, and don't tell me you don't know what I mean by a Gordon Ramsay moment. But what do Gordon Ramsay and keeping records have in common?

The answer is simple. Gordon Ramsay's philosophy towards food can be summed up in one single, simple word – and no, it's not the one that automatically springs to mind.

Gordon Ramsay believes in simple flavours, simple recipes and simple menus. Most restaurants will fail in their first year of operation because they complicate their menus to the point where the flavours are overpowered, chefs can't produce a product the customers want and the customers lose interest.

The same can be said of recordkeeping. I believe that most EDRM projects will fail in their first year because we overcomplicate them. We focus on compliance with little or no regard for the users, the recordkeepers. When we overcomplicate the recordkeeping system with policies, standards and procedures that our customers can't cope with, and our records managers can't support, our customers will look somewhere else for what they want. We may as well serve them alphabet [expletive deleted] soup.

So what do we do when our customers don't want the product we're providing for them?

Usually I hear things like customer education, change management, learning and development and so on. But what would Gordon Ramsay recommend when the customers stop coming to our restaurant, when they don't want the product we've spent so much time and effort preparing for them? Change the customer or change the menu.

We have to strike a balance between the records managers' goal of compliance and the recordkeepers' goal of useability. Everybody knows they have to keep records even if they don't openly acknowledge it. Everybody does it but usually not in the most effective manner.

The danger of a recordkeeping system that captures only what we put into it is that we can only capture what we *want* to put into it. Today we have computers on nearly every desktop and we are all creating our own documents. Central registries have virtually disappeared and everybody is responsible for keeping records. And the easiest way to do that is to click 'Save'. But electronic documents saved onto the desktop or into the network drive are still records. Our supposed 'single point of truth' is no longer a single point. It's a multifaceted conglomerate of information depicting the so-called 'truth' to which the organisation is committed at a given point in time.

A record is a record whether it's firmly attached inside a cardboard folder or saved to the desktop of a PC. We do capture and create records. We just don't do it effectively.

Story Snapshot

- An efficient, simple-to-use system will suit the customer and how they work.

- Know what to keep and where to keep it.

- A cultural change is needed, but it will occur through evolution, not revolution.

>> AN EFFICIENT RECORDKEEPING SYSTEM WILL SIMPLY TICK ALONG WITHOUT ANYBODY NOTICING IT'S EVEN THERE. INEFFICIENT RECORDKEEPING SYSTEMS HAVE UNIQUE AND COMPLEX ISSUES THAT NOBODY CAN HOPE TO RESOLVE. <<

For those of us with teenage children, when they get to a certain age we suddenly realise that we can't hold it off any longer. We have to have THAT talk with them. It's an important responsibility of parenthood to teach our children about … well, you know … sex and stuff. Of course we don't advocate that they go straight out and do it, but you can guarantee that at some point in their cultural evolution they eventually will. So we need to take control of the situation from the outset and guide them in the right direction about how to behave responsibly.

It's the same with recordkeeping. We don't really need to tell people they have to save stuff because they already do it. They just do it wherever it's most convenient for them. People need to save their documents somewhere. In order for us to guide them in the right direction about how to behave responsibly, we need to provide them with the right information and the right tools, as well as rules about responsible behaviour.

HOW DO WE CHANGE THE CULTURE?

Culture implies a process of cultivation or improvement, as in agriculture, horticulture and for those who like a tipple, even viticulture. But in agriculture, horticulture or viticulture, you can't force change.

One thing all winemakers know is that to make a good wine you have to start with a good grape. You have to nurture the vines, provide the right conditions for them and, when growth heads in the wrong direction, gently persuade them in the direction you want them to go. When growth gets out of hand, a good pruning doesn't go astray either. But you can't force the vine to change. Whatever you do, no matter how much you nurture it, train it, prune it, cross-pollinate it or even genetically modify it, it's still only going to produce grapes.

Culture changes constantly but can anybody really set out to change culture? I believe that culture only changes by evolution, not revolution. An occasional nudge in the right direction is more effective than trying to force change.

When I was growing up in the 50s and 60s, we lived on a fairly normal English diet of meat and three veg. I thought spaghetti only came from cans until I tasted my wife's spaghetti bolognese, taught to her by her Italian friend's mother.

Today though our diet can consist of, well, anything from anywhere. But our food culture didn't change because of any revolutionary action by the Gordon Ramsays of this world. It changed through gradual evolution influenced by the inclusion of a large number of migrant cultures into the community. Today it's not unusual for us to be eating Italian on Monday, Indian on Tuesday, Asian on Wednesday, Mexican on Thursday and Greek on Friday. Culture is not something that can be created, deliberately changed, or even destroyed by anything short of a cataclysmic event. Cultural evolution can only be achieved through the application of influences to guide culture in a desired direction.

Probably one of the best examples of cultural evolution in recent years has been in the area of household recycling. The recycling bandwagon has been wandering around aimlessly for years but hardly anybody was jumping on it in its early stages. Except for a few tree-hugging, diehard greenies, it was all too hard. A culture of recycling didn't really evolve until the councils got on board by applying a number of guiding influences to it. These guiding influences can be applied to any situation.

THE REQUIREMENTS FOR CULTURAL EVOLUTION

ONE

1. Easy-to-access, simple-to-use systems and tools

Almost to the extent where people don't even realise they're doing anything differently.

In 1877 Leo Tolstoy wrote in the opening sentence to his novel *Anna Karenina* that "All happy families are more or less like one another; every unhappy family is unhappy in its own particular way." This is because happy people just are. Unhappy people see huge problems and issues that are unique to them in their complexity and that nobody else could possibly understand.

Efficient recordkeeping systems also just are. An efficient recordkeeping system will simply tick along without anybody noticing it's even there. Inefficient recordkeeping systems have unique and complex issues that nobody can hope to resolve.

In the case of recycling, the provision of a single bin for recyclables has meant that we only have to make one decision about which bin to put it in. There's no effort required because if we did actually have to make an effort we probably wouldn't bother. Imagine having a bin for metals, another for plastic, one for paper, one for green waste, brown waste … Oh stuff it. Just chuck it in a bin.

It's the same for recordkeeping. It doesn't matter how much education and awareness we ram down people's throats. Unless we can provide systems and tools that make recordkeeping no more complicated than saving a document to the desktop, all they will ever do is save documents to the desktop. A recordkeeping system is only as effective as the records kept in it.

People have been keeping records since primitive man first scratched a record of the great mammoth hunt on wall of his cave. In fact, you could argue that the reason writing was developed in the first place was not to produce works of great literature, but to keep records. Recordkeeping is the most basic of all business functions, except maybe for making a profit. Even then without records how do we even know we made a profit?

TWO

2. Knowledge and understanding

Gordon Ramsay insists that restaurant serving staff know what each dish is on the menu. It's no accident that you'll hear waiters reciting descriptions like, "Today's soup is a delicious blend of fresh tomatoes simmered with onion, carrot and garlic with a hint of basil and oregano and then thickened with pasta, hand-moulded into alphabet shapes." As a paying customer you have to know what you're buying.

In recycling too, to be effective we have to have some easily understood knowledge in relation to what it's about and what's required of us. It's no good when we put recyclables in with the garbage or garbage in with the recyclables. So there are some pretty simple rules to follow that we don't really need to devote a lot of attention to. Glass goes in. Paper and cardboard go in. Plastic goes in. To recycle effectively we don't need to do postgraduate study in waste engineering. We only need enough knowledge to make a decision as to what stuff to put in what bin, what to put where.

So in recordkeeping our customers don't have to have extensive knowledge of records and information management. They just need to know what to put where.

We've been throwing garbage in bins for years, well most of us anyway, but with basic knowledge of a simple system we can now recycle. We've been saving records too, but with some basic knowledge of what to keep and where to keep it we can achieve good recordkeeping practice.

THREE

3. Removing the ability to continue undesired behaviour

In the days of meat and three veg pretty well everything was fresh and often consisted of produce picked from the backyard vegie patch. Dinner created very little waste and even then most ••••⋮

> **IT DOESN'T MATTER HOW GOOD GORDON RAMSAY'S FOOD IS OR HOW MANY MICHELIN STARS HE HAS. IF THERE'S NOBODY EATING IT, HE MIGHT AS WELL CHUCK THE WHOLE LOT IN THE WHEELIE BIN.** ≪

of it could be composted or chucked out to the chooks. As our tastes expanded we demanded a greater variety of food. And most of it comes pre-packaged. Monday night's Italian is most likely Dolmio, Tuesday's Indian is probably Patak's, on Wednesday someone's cooking Kantong, on Thursday it's Old El Paso and on Friday we'll head up to the takeaway for a souvlaki. The problem is that all of this comes with packaging.

In the beginning there was the garbage bin and everything went into it. Eventually though, as the amount of packaging increased in our consumer society, our garbage grew so we had to go out and get a second garbage bin to cater for the overflow. Then came the wheelie bin, although its introduction was not so much for our convenience but to mechanise bin emptying and therefore reduce the cost of collection. But we were still wasting a lot of material that could be recycled. So the councils introduced special bins to put bottles, cans and plastics into and we could bundle up our paper and cardboard as well. All good in theory but chucking out the garbage became a classification scheme and not everybody was using it.

So along came the big recycling bin. Terrific. If it can be recycled it went into the bin. But we still needed to make sure that all of the recyclables went into the recycling bin and not the garbage. So the councils got clever. They brought in a new wheelie bin that was much smaller than the old one which meant we had to use it or run out of room.

Recordkeeping is no different. People are lazy. No matter how good the recordkeeping system is or how simple we make it, or how much knowledge we provide them with, if records can be saved more easily on group drives, network drives or hard drives, that's where they're going to save them. What we need to do is either remove the capability to save documents in the wrong place or at least to severely restrict it as with the smaller wheelie bin.

4. Change the customer or change the menu

I've been managing records now for more than 40 years. Over that time technology has changed the way people work beyond anything that was even imaginable when I first started. For records managers, technology has allowed us to create databases to replace our file cards, electronic files to replace the dog-eared folders and electronic documents to replace wads of paper that we've been cutting our fingers on since the beginning of time. Yet we still think of records the same way we did 40 years ago. Just a digital incarnation of the same old stuff.

While the way our customers work has been growing in one direction, the way we work has been growing in parallel with it, but never quite on the same track. When we think about culture change in recordkeeping our goal is usually to drag our customers into the way we think. What we should be doing is to change the way we think to conform to the way our customers work. Instead of trying to get our customers to save their records in our recordkeeping system, we should be looking more at the way our customers save their records already and how our recordkeeping system can help them do it more effectively.

Just like creating a fine wine we can't let our records stay out on the vine to rot. We have to go out into the vineyard and harvest them. We have to bring them into the recordkeeping system where we can mash them, squeeze them and crush them. Then we can extract from them all of their goodness and discard all the rubbish. Like the winemaker we can then contain all this goodness where it will be retained in the cellar for just the right period of time to let the value of the records develop.

But the vines don't need to know any of this and the winemaker can't expect the grapes to bring themselves to the winery for processing. The grapes have to be harvested. And we have to go out and harvest our records. It's the winemaker's job to ensure that, when we open that bottle of 2006 cabernet sauvignon, it's authentic, reliable, accurate, useable, etc. The vine just has to grow grapes.

It doesn't matter how good Gordon Ramsay's food is or how many Michelin stars he has. If there's nobody eating it, he might as well chuck the whole lot in the wheelie bin. Simple flavours, simple recipes, simple menus. Simple recordkeeping systems with simple policies and simple procedures. Simplicity won't guarantee success but without it you can pretty well guarantee failure. If recordkeeping has a future at all it has to be simple. Otherwise we might as well serve up alphabet [expletive deleted] soup.

Till next time, I wish you good food to eat, fine wine to drink, and please remember to recycle your garbage when you're finished. **iQ**
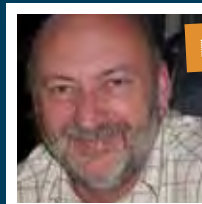
About the Author

ALLEN HANCOCK has more than 40 years' association with records and information management. He has worked in Commonwealth and State Government roles as well as in the higher education and private sectors. Allen is committed to the philosophy that 'recordkeeping is not rocket science' and that business processes for keeping records need to be consistent, simple to use and easy to access.
• Allen can be contacted at allendhancock@gmail.com

GET DOTTED! – a fresh approach to effective communication

Story Snapshot

- Make misunderstandings and confusion a thing of the past.

- Knowing what sort of dot a person is gives you access to the what, why and how of their thinking.

- When one or more parties expect, assume or demand, this leads to communication breakdown.

A simple coloured dot could improve our communication at home and work, and help us understand each other better. Here's how.

BY **AMY SCOTT**
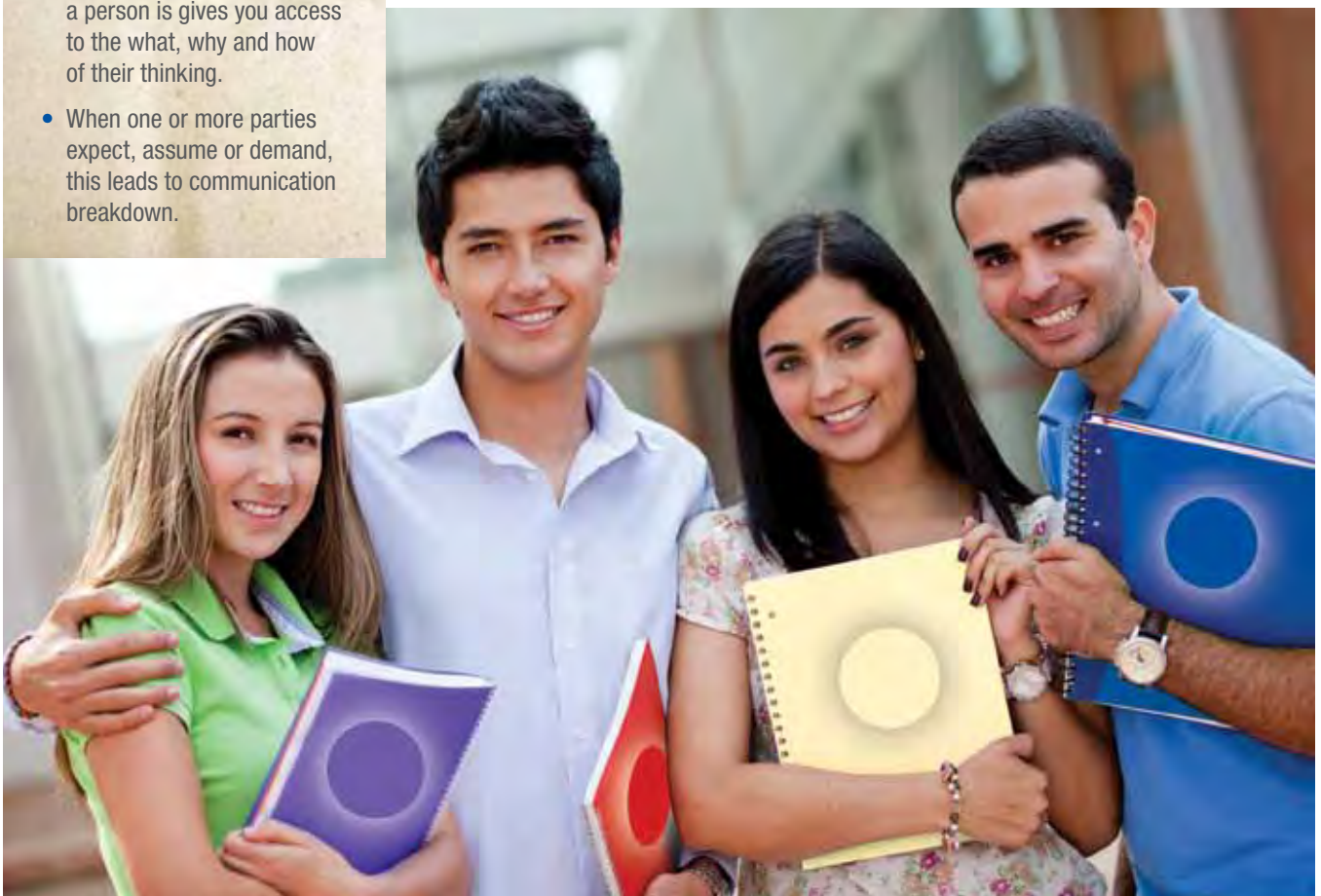
Purple dots are everywhere… you know the people. They are constantly talking – even to themselves in the supermarkets. There doesn't appear to be any stopping and thinking. And actually that is exactly right – purple dots don't stop to think as they don't need to. They process information by talking about it. We don't feel quite so self-conscious at the lights now talking to ourselves… as people assume we are talking on our hands-free mobiles.

These are the family members or work colleagues that you might send to the workshop to get you a hammer. Three hours later they return without the hammer, having half-done seven other jobs… they have every application on their computer open at once, to other people they don't seem to be very organised or focused when completing tasks, and they have the habit of being late to meetings. We just process information in a different way from you other dots.

(Note from the purple dot author – yes, I have seven applications open at the moment, I'm halfway through getting dinner prepared, doing internet banking and have stopped to make three phone calls – this is me focusing on getting this article done!

Red dots – hang in here. If you've made it past the extremely purple opening paragraph you deserve a big gold star. You are superbly organised and you do process information by thinking everything through. In fact you will not open your mouth until you've thought everything through. It will be rational, logical and add up. You have a craving for facts.

You don't like waffle and can find those purple dots incredibly irritating. They always seem pretty over the top to you. You'd probably concede that they have the odd really excellent idea, and to their credit they are fabulous at getting projects kicked off, people motivated and things happening… however, you find it highly annoying when they don't complete the last 20 per cent of

➤➤ "AMY SCOTT MOVES MOUNTAINS. SHE'S INSPIRATIONAL, MOTIVATIONAL, COMMITTED AND REALLY REALLY PURPLE." ➤➤

FORMER CENTRAL OTAGO MAYOR MALCOLM MACPHERSON

those projects. In your eyes you think that they have the attention span of a goldfish.

Thank goodness for the yellow dots of this world. They love to organise people and complete projects on time. Yellow dots can naturally spot typos from 30km away (a small purple exaggeration – maybe 3km away then!). To the other dots, yellow dots can appear to be fussy and perfectionistic in their tendencies. This isn't the case at all. They just like things to look the way they like things to look.

If a yellow dot sets a table or organises their office in a certain way, then move things at your risk! Yellow dots process information by creating complex colourful pictures in their mind. They almost have a photographic memory. It pays not to change plans with a yellow dot at the last minute and always be on time when meeting them.

Finally we have the blue dots. These are the strong, hands-on people who will ensure that the jobs actually get done. Our blue dots are intuitive – they can size up a situation by how it feels to them. They process information by getting a feel for it. This is hard to explain as the process is a feeling process. If you are blue dot, you don't need to read this article closely and distil the facts, think it through or create a picture in your mind, you just need to get a sense or a feel for the information presented. Blue dots tend to do more listening than talking. They sense what is really happening in a situation.

All communication breakdowns occur when one or both parties expect, assume or demand. If you have an understanding of how the different dots process information, you are less likely to expect, assume or demand. This means clearer communication, less confusion, lower stress levels, happier staff, greater efficiency, and improved client service. (Also sets you up for a happier family life too!)

WORKING WITH DIFFERENT DOTS

Of course we are all a mix of all four dots, but predominantly work out of one or two dots. It certainly helps to identify what dot you are, what dot your boss is, your staff and also your family members.

It is pointless asking a purple dot to work on something that requires detailed analysis. They'll drown in detail – just give them the big picture of *what* is required and leave them to it. The yellows not only love detail, but they need to know *when* it is required. The reds need to know *where* they fit in the scheme of things and want the facts and figures. The blues need to know the *why* behind the project or task. Why are you asking them to work on it? Why is it required in the first place?

You can't get any more grassroots than effective communication – it is truly something that we all need to get to grips with, whether we are chief executives or truck drivers, parents or teachers, accountants or stock agents or business owners or employees.

New Zealander David Dickson spent 20 years researching communication models and personality profiling systems from around the world. In true kiwi spirit, he distilled the nuts and bolts from the fluff and developed Get Dotted! – a simple yet meaningful effective communication tool. Get Dotted! is being embraced by corporates, organisations, businesses and communities throughout New Zealand and Australia. **iQ**

- Amy Scott is presenting a 'Get Dotted!' workshop at inForum in Darwin this September.

About the Author

AMY SCOTT is one of New Zealand's hottest new professional speakers and a proud purple dot! Dubbed as the 'human dynamo' from Central Otago – at 34, this girl cannot drive tractors but she can talk! A dynamic former lawyer, she is passionate about removing communication confusion from the lives of all people by 'dotting' them!

- For more information, get in touch with Amy Scott +64 3 4488 798 or +64 27 DOTTING (+64 27 3688464) – email amy@amyscott.co or go to www.amyscott.co

RMs abroad

Meet the ex-pat Australasian records and information management professionals who choose to live and work overseas. In this issue, we visit **TOM ADAMI** in the Sudan, and **SONYA SHERMAN** in the Cayman Islands.

Tom Adami
Chief Information Management Officer, UN Mission in Sudan

Tell us something of your background. I was born in Wollongong, New South Wales, a few years after my parents had arrived as migrants from Austria in late 1961. My parents had arrived into the post-war immigration world of Australia and spent time at the Bonegilla and Fairy Meadow migrant camps with my two elder brothers. I grew up in and around Wollongong and did my Masters degree at the University of Wollongong in the 1980s. In 1983 I spent a proud day confined at Her Majesty's leisure in the rainforest of Southwest Tasmania during ultimately successful demonstrations against plans to flood the beautiful Gordon and Franklin River valleys for a hydro-electricity scheme.

I spent some time travelling through Nepal, India, Thailand, Israel, Jordan and Austria. In 1990 I took up a job offer with the Department of Defence (Navy) based at HMAS Watson at Watson's Bay on Sydney's glorious South Head. From there I had several other jobs with the public service in Sydney and Canberra until 1999 when I moved to Tanzania and began working for the United Nations at the International Criminal Tribunal for Rwanda (ICTR). Since then I have worked ••••

In Juba, Sudan 2011 at the new mission site

GO FOR IT AND DON'T HESITATE. THERE'S NOTHING WORSE IN LIFE THAN REGRETS.

with UN peacekeeping in Sudan and at UN Headquarters in New York.

Why did you go overseas?
I had that great UN job offer in Tanzania and it seemed like a good idea at the time. That was almost 12 years ago and it has been a life-changing period of work and personal growth.

How did it work out?
It was the best decision I ever made in both professional and personal respects. I found the job was a huge challenge and was able to achieve a great deal in the several different jobs I've had since I left Australia in 1999. I also met my wife and we got married in Kenya in 2000.

Advice for someone else planning such a move would be:
Go for it and don't hesitate. There's nothing worse in life than regrets.

How did you get into RM?
I spent six years at university getting my Masters in history and politics and I found that I had an affinity for research and loved working with information in general. I wasn't a geek but I loved to read and spend time at the library. The concepts of organisation and arrangement of information fascinated me and it seemed a natural progression to go into a related field of information managment.

In 1981 when I started university, computers were a rare sight so the automation of RM was just happening when I started RIM work in 1990. I started using the TRIM system in 1992 and by a strange twist of fate I have used it ever since. My staff and I just implemented TRIM in the UN Mission in Sudan (UNMIS) and I had done the same thing at ICTR in 1999.

A little known fact about you is:
That I am a notaphilist and deltiologist (ie, a postcards collector and a collector of paper money, respectively).

The luckiest moment in your life was:
Realising that luck doesn't exist and that poker machines are evil.

The things you like best, and worst, about your work are:
Working in UN Peacekeeping is a privilege – it's just a pity that the work locations are not generally tropical paradises. However, to make up for that, I spent one year working at the UN Headquarters in New York until April 2010. Living in the middle of Manhattan was a wonderful experience I'll never forget.

Your personal benchmark for success is:
Going on leave for three weeks and my staff don't need to contact me.

Where to from here? Any new ambitions?
To set up the information management program for the new Republic of South Sudan Peacebuilding mission in Juba (UNMISS, UN Mission in South Sudan). This new mission will be focused on capacity building for the newly-independent country so my staff and I will be fully engaged with local authorities to ensure an increased awareness of IM issues for the world's newest country.

With whom do you like spending down time?
The three ladies in my life are my wife Teresa and my two daughters Natasha, 14 and Taara, nine. They live in Nairobi, Kenya, and I get to see them every eight to 10 weeks depending on work pressures.

What do you most enjoy doing out of hours?
Not thinking about anything to do with work.

When and where was your last holiday?
I had the pleasure to explore the Great Ocean Road on a recent holiday in Victoria and I taught my daughters how to pan for gold in Ballarat. It was our first time back to Australia from Africa in almost four years.

Your favourite restaurant and/or dining experience is:
In Khartoum? That's funny! Well in Nairobi there are some great Italian places and a fabulous Japanese restaurant.

If you'd like contact from old mates, where can they reach you?
On Facebook.com and Linkedin.com – Tom A. Adami, by email at adami@un.org on Twitter @rocketeer2

How would you like to be remembered?
For my sense of humour, why else would I spend 3+ years in Sudan?

As *iQ* goes to press, southern Sudan heads towards independence. *iQ* will stay in touch with Tom Adami for further developments regarding his work with the UN there.

Sonya Sherman
Records management consultant in the Cayman Islands and other Caribbean island nations

Tell us something about your background.
I was born in Albany, Western Australia, and spent my early years travelling the west coast in a caravan or the back of a panel van. Started school in Geraldton; I still have family and friends in Perth but most of my growing-up was in Townsville, North Queensland. The bright lights of the big city drew me to 'Brisvegas' as a young adult, working different types of jobs, studying biochemistry and then psychology.

In 1999, I moved to Canberra to work at the National Archives of Australia. I went overseas in 2002 and have since visited all seven continents, and kayaked in every ocean except the Arctic. My work with e-records and ERM software at the UK Public Record Office (PRO, now The National Archives) was a career highlight. I've lived in the Caribbean since 2005, working at the Cayman Islands National Archive until 2009 and, currently, as a records management consultant to public and private sector organisations in Cayman, Bermuda, Jamaica and several other island nations.

Why did you go overseas?

My partner at the time wanted to reconnect with extended family in Ireland. We had the idea to make a long trip, visiting different countries and ending up in Ireland to work for a year.

How did it work out?

It was difficult to obtain permission to work in Ireland where records management is classified as general clerical work. That's how I ended up in London at the PRO. It turned out to be the most amazing development opportunity.

I worked with wonderful, clever people who shared their knowledge and encouraged me to shine. They were very interested in the professional landscape and particular projects going on in Australia. They changed my life, professionally and personally. One year away became two. I hope I was/am a good ambassador for Aussie information management professionals; and that I have been able to pass on some of that learning and positivity to my Aussie colleagues, because I feel very lucky to have had these experiences.

Advice for someone else planning such a move would be:

Just do it! Anyone can work overseas if they want. It's just a matter of thinking creatively about the options and talking to colleagues for ideas and contacts. Show your CV and ask for suggestions from a mate or a mentor.

I'll give you an example: While I was in the UK, an Australian contacted the local RM society asking for advice about getting work in England. A colleague from the society referred the inquiry to me as "an Australian who has done this before and might be able to provide advice".

The inquirer thought of herself as an appraisal archivist – but this is not something likely to differentiate you in the UK profession! I saw she had done a lot of work with Indigenous Australian records and suggested she contact organisations working with minority or marginalised groups. She did, with great success.

You also need to be a bit flexible, open to opportunities you may not recognise immediately. My plan was to work in Ireland for a library with 'really old stuff', imagining Trinity College, the Book of Kells, etc. Instead, I found

Sonya Sherman and scanning teamster Corey Brown examine large-format documents scanned for the Cayman Islands Department of Planning.

myself testing software for an archive in England which was absolutely perfect.

How did you get into RM?

I worked in public libraries whilst completing my degree, but graduate librarian jobs were in short supply. NAA had a graduate program and they wagered on my potential ability to learn about the peculiarities of records (shout-out to Adrian Cunningham, thank you!). The NAA program gave me the opportunity to learn the different aspects of archival work.

A little known fact about you is:

I have a tattoo based on a phone-call 'doodle'. I'd really like one of the records continuum target diagram, but am not sure where to put it…

The luckiest moment in your life was:

Kayaking with humpback whales in Antarctica one Christmas Eve.

The things you like best, and worst, about your work are:

I love the variety and constant intellectual challenge; I regret not having enough time to do everything, nor to make things 'perfect'. I'm passionate about reference, access and public programs; and I really love the hands-on work of arrangement, description and preservation, but the challenge of electronic records just sort of hooked me.

Your personal benchmark for success is:

Happiness – mine, colleagues, clients, family and friends. If we're all happy, then I know it worked.

Where to from here? Any new ambitions?

I'd like to live and work somewhere in Africa for a while, especially on aid or development projects.

With whom/what do you like spending down time?

Down time is a rare treat, best spent with my partner Tristan – cooking, travelling, watching him perform (he plays a djembe, an African hand-drum), talking at length about nerdy/geeky topics, or reading and hanging out with our cats, Stan and Ollie.

When and where was your last holiday?

Tristan and I went to Cuba for Christmas and New Year. It's so close, maybe 45 minutes on the plane. I love the way art and music are woven into the tapestry of everyday life. I love the geography from hiking in the mountains to diving the reef; people who value family and friendships; history, not just preserved but in-use by necessity; a place on the cusp of significant change…

If you'd like contact from old mates, where can they reach you?

We can reconnect through Linked In or drop me a line via the Aus Archivists ning: Archives Live **iQ**

***iQ* thanks Tom and Sonya for their time and revealing responses.**

What records managers need to know about SharePoint 2010

SharePoint 2010 is proving to be a flexible and intuitive system for recordkeeping. It can cope with the different ways users and records managers organise information via its Records Centre, and the features don't stop there.

BY **ANDREW WARLAND**

We have decided to use Facebook to manage records. After all, almost 600 million users can't be wrong. They don't need training, they just seem to work it out, almost intuitively, and they love using the app on their mobile devices.

Okay, the bit about using Facebook is not true. But another application, with some Facebook-like functionality, SharePoint 2010, is starting to be used by more and more organisations. And it is being used to create and manage records.

Records managers need to know about this product.

Story Snapshot

- Records managers need to be involved in the implementation process from the start.
- SharePoint 2010 has the capability to apply almost limitless metadata.
- Retention policies are key and allow for multistage changes to records.

CHECK THE VERSION
First, SharePoint 2010 is not SharePoint 2007. SharePoint 2010 has recordkeeping functionality built in that its predecessor lacked. If someone is talking about a SharePoint implementation, records managers need to know which version – 2007 or 2010.

KNOW WHAT IT DOES – AND DOESN'T DO
Microsoft has spent a lot of effort building recordkeeping functionality into SharePoint 2010.

Records managers need to understand this functionality and how it works, and why they need to be part of the SharePoint 2010 implementation process at the beginning of the project. They need to know and understand what it can do, and what it can't.

For example, it doesn't manage physical records out of the box. It doesn't integrate well with Outlook. And it doesn't do security classifications.

It is very easy to overlook or ignore the recordkeeping functionality in SharePoint 2010 when it is being implemented. The product looks and behaves very much like SharePoint 2007. So much so, it would be (and probably has been)

easy for IT to implement it without any reference at all to records managers.

The first time that records managers might find out about SharePoint is when they find the intranet has been built using it and they are given a team site used to manage records.

THE BITS THAT MATTER

The following is a quick summary of the key recordkeeping elements of SharePoint 2010.

Sites

Sites and team sites in SharePoint are more or less the same concept as a website, grouped within an overall Site Collection.

Just like a website, SharePoint 2010 sites and team sites are locations accessed via an URL. But, unless access to the site or team site is open to everyone, such as the organisation's intranet, access will be controlled (often by a site administrator) through a series of permissions. Records managers need to know and understand what this means for the management of records.

Sites may be made up of a range of different content types (see over page) used by end users for all sorts of records and 'non-records'.

One of the main reasons given by IT not to involve records managers in a SharePoint 2010 implementation is likely to be that "there are no records stored on the sites". This is a bit like saying that there are no records stored in network shares or in Outlook folders.

Of course, it depends on what industry sector you work in and the litigation risks associated with that sector and/or the records created by the organisation. Without good planning and the involvement of records managers, users may create records on sites without any recordkeeping functionality at all.

Records managers may not know anything about these sites until well after they have been created and content added. By this time, the cat is out of the bag and it could be quite difficult (but not impossible) to retrofit the recordkeeping functionality that could have been applied at the beginning.

Lesson for records managers: *Learn about the recordkeeping functionality of SharePoint 2010 and get involved early with any implementation project.*

Managed metadata

Good metadata should be second nature to records managers. We know that metadata is a good way to describe records that will allow the organisation to find and make better use of records, including disposition decisions.

SharePoint 2010 is a dream product for metadata lovers. The opportunities to apply metadata to – and in – records are almost limitless.

The close integration between SharePoint 2010 and Office 2010 allows recordkeeping metadata to be embedded in documents and then re-used on sites in metadata columns.

A key feature in SharePoint 2010 is the Managed Metadata Service (MMS). The MMS allows the creation of multiple hierarchical descriptions of information that can then be applied to records across sites.

End users can also tag records with their own metadata which is then surfaced in the MMS, allowing it to be added to the rest of the organisation's metadata as required. This is particularly useful when a new subject appears in the organisation.

In some ways, the MMS resembles folder names in Outlook or network shares. It is the way end users see their world.

Lesson for records managers: *Understand how end users describe their world and how SharePoint 2010 can capture that information. Recordkeeping metadata sometimes doesn't make sense to end users.*

Content types

Content types are the main recordkeeping 'currency' in SharePoint 2010. Sites consist almost entirely of content types, including when a user clicks on 'New – (Content Type)' in a Library or List, or creates content in the form of a wiki or event.

Records managers who are familiar with TRIM record types will see a certain similarity with SharePoint 2010 content types. But the resemblance is superficial and it would be a mistake to try to make content types behave like TRIM record types.

TRIM record types are generally few in number and mostly consist of documents, files (containers) and boxes. Retention information is generally applied at the file (container) level, and documents inherit that information. Documents are generally single, digital objects of some sort.

In the SharePoint 2010 model, content can be literally anything. One way of thinking about content types is that each one can 'map' to a disposal class in a retention schedule.

Some content types can (and should) be created by customising the top level content type. This is because each content type can then have its own specific metadata and retention information.

Other content types, such as wikis and calendars, can be left 'as is' as they are likely to be managed and retained the same way across all sites. For example, calendars could all have a retention period of two years after last entry.

Records managers need to understand that *every* content type can be assigned two key elements. These are (a) a range of recordkeeping metadata that is mostly invisible to end users, but can include end-user defined metadata and (b) Information Management (IM) policies.

IM policies, and in particular retention policies, are one of the *key* differences between SharePoint 2010 and 2007. This functionality is not overly obvious if you don't know where it is or what it does. It should not be confused with 'expiry dates'.

The importance of getting IM policies right becomes more obvious when they are not configured correctly. When this happens – such as by configuring the policies on the parent, generic content type – it can become impossible to do anything with them, and all records using the same content type could have either no recordkeeping rules applied, or it will be the same regardless of the type of record it is.

This may not be a bad thing for generic types of records, such as calendars, but could be disastrous if every single document saved into the site collection has the same retention policy.

A *key* information management policy element is Retention. This check-box functionality is easily overlooked but it is a critical piece of recordkeeping as it defines how long the record will be kept. As noted already, each content type can (and perhaps should be) mapped to a class in a retention schedule (or to Normal Administrative Practice (NAP), for government agencies).

Retention policies allow for multistage disposition changes to records. They also allow records either to be disposed of on a site after a given period, or sent to the Records Centre for review and/or disposal or further retention.

SharePoint 2010 includes the US-style concept of 'declaring' something as a record. While this functionality is alien to most Australian records managers, it has potential use for allowing changes to the status of a record.

Records stored on network shares or in email folders provide a useful analogy. If the organisation has an EDRMS, end users must transfer the record from the drive or folder to the EDRMS. In most cases this process will leave the document or email in its original location.

The records declaration function in SharePoint 2010 would allow for a document that is created or saved to a site as a 'non-record' (eg, a 'working document') to be 'declared' as a record

on the site, resulting in a change to retention requirements for the same record, rather than expecting an end user to save it to a different system.

Information management policies also include the 'auditing' function, allowing auditing on a range of activities.

Lesson for records managers: *Learn about content types and understand how Information Management policies work and can be configured.*

Where are the containers?

Potentially one of the most confusing things about SharePoint 2010 for records managers seeing the product for the first time is the apparent absence of containers.

Collections of document-type records can be stored in libraries. Libraries may contain folders (another content type) defined by users, or document sets which resemble containers.

It is important to keep an open mind about the concept of a container when learning about SharePoint 2010.

The product offers multiple ways to organise records in a given context, including through libraries, folders and document sets, but also (and perhaps most importantly) through metadata.

The way end users organise their records is likely to depend on their or their business unit's context. Different users and records managers may see the world in different ways and organise information accordingly.

SharePoint 2010 provides the flexibility to meet these sometimes competing interests, including by allowing end users to organise information that makes sense to them, and then send it to the Records Centre at or after a given time to be organised in a way that makes sense to records managers.

Lesson for records managers: *Look outside the square at how records might be organised. Pre-defined containers are not necessarily the only option.*

The Content Organiser

As noted above, information management policies in content types in SharePoint 2010 can be used to define retention rules for all types of content.

In the same way that rules that can be applied in email applications to route emails to specific folders, the Content Organiser in SharePoint 2010 can be used to route any content type to a specific, pre-defined location in the Records Centre.

This is done by using the feature to send the content type to

About the Author

ANDREW WARLAND is a Sydney, NSW-based information and records management consultant who has spent close to 30 years in the information management field both in Federal Government and as a consultant to a range of private and public sector organisations in Australia and New Zealand. He currently works in local government.

His primary area of interest is the way people use technology to manage information now and into the future.
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a different location such as the Records Centre after a given period of time.

Lesson for records managers: *Learn how content types work. If you are involved at the beginning of a SharePoint 2010 implementation you have a better chance of setting up and configuring content types correctly so they will eventually be managed in the Records Centre. This can include the ability for records managers to review new, undefined content that is sent to a 'drop off' area in the Records Centre.*

The Records Centre

The Records Centre in SharePoint 2010 is, in effect, a separate site in the site collection (or farm) to store corporate records. An organisation may have more than one records centre.

The centre should be owned and managed by records managers. There are various ways to configure a records centre.

One option would be to create a library (or libraries) for records, each of which contains a pre-defined folder structure mapped to the organisation's Business Classification Scheme (BCS).

As these folders can have IM policies applied to them, they can be mapped to specific classes in the organisation's retention schedule. In this way, they start to look very much like containers!

As SharePoint 2010 allows for retention rules to be applied to either libraries and folder OR content types, each of these folders can have retention rules applied to them.

Lesson for records managers: *Own the Records Centre!* iQ

SUCCESSFUL EDRMS:
from little things big things grow

What makes for a successful EDRMS (Electronic Document and Records Management System) project implementation? In the first of a series of interviews with effective EDRMS project and information managers, **MICHELLE LINTON** from Linked Training and **KEVIN DWYER** from Change Factory, put **CHRISTINE MACQUEEN** under the spotlight.

EDRMS projects are reported[1] to take on average four or more years to achieve adoption rates of above 75 per cent. Many stories also abound about totally failed projects or scary stories about seemingly successful projects where the effective uptake at the organisational level was high but adoption at the personal level was poor. Poor adoption at the personal level has led to embarrassment, reputation damage, multi-million dollar financial loss and fatalities.

So how has one EDRMS project and information manager in particular implemented a highly successful EDRMS project engaging thousands of users?

Christine Macqueen has recently completed a five-year contract as Corporate Records & EDRM Project Manager of the NSW agency, Ageing, Disability and Home Care (ADHC). Christine ran a one-person EDRMS department servicing 13,500 people. At first – and second – glance, it would appear an impossible position. From such a small base how could it be possible to successfully grow recordkeeping with the aim of engaging over 7,000 end users? We sought to glean the key success factors of her successful recordkeeping initiatives (with apologies to Paul Kelly for the title).

CREATING THE BURNING PLATFORM

Since 2006 Ageing, Disability and Home Care – now an agency of the NSW Department of Family and Community Services – has championed the Government's agendas for improved disability service delivery in the *Stronger Together* program. The program is monitored through the agency's information management systems. Christine sees good records management as being critical to delivering on the promise through the provision of a solid and contestable evidence base.

"To comply with legislation, such as the State and National Disability Standards and the *State Records Act*, is important. The systems of government reporting and audits by external regulators also mean that we must have a strong evidence base."

"However, the rationale for good recordkeeping processes and systems lies beyond compliance. If we are going to live up to our service delivery goals and obligations, we must sustain a commitment to a solid evidence base which means ongoing improvements to the collection and use of our information resources."

As Christine succinctly describes, "The burning platform for our recordkeeping business cases is inevitably couched in compliance language that suitably translates to improvements in frontline service delivery outcomes".

CREATING THE BUSINESS CASE

Christine passionately believes, "Records management is an enabler of accountable frontline service delivery". Working within an agency with a focus on service delivery means that operating budgets are focused where service delivery improvement is needed most. Christine therefore oversaw a records management strategy that was implemented in an opportunistic manner as funds for system improvements become available.

She says, "We have to be ready with our business processes understood, and re-engineered if necessary, and our business cases complete and marketed internally, to take immediate action when and where funds become available for the required training to facilitate uptake."

To understand and re-engineer the business processes, Christine assembles a representative group of her internal clients and goes through a method of intelligent facilitation to arrive at an agreed understanding of the problem and the options for a solution.

She has a few rules for engagement with the business on processes:

- Challenge why the existing process is in place.
- Don't assume that the same practices are being used for the same process across the agency given its size.
- Ask how it can be changed to help them get time back and improve outcomes.
- Never take away their ability to make the decisions.

As part of the consultation each business group is empowered to improve and then test their own business process and its efficiency. TRIM is the facilitation tool to support the change, not the driver of the change.

Christine Macqueen

About the Authors

MICHELLE LINTON, Managing Director, Linked Training
Michelle is a Learning & Development professional with 24 years' experience in the planning, design and delivery of training programs. Michelle has developed and delivered innovative, outcome focused EDRMS training for over 30 government and private organisations since 2005. Michelle's pragmatic approach to learning strategies leading to application adoption has been enthusiastically welcomed by the industry, and she is a regular speaker at RIM events and contributor to industry magazines. Linked Training is the training partner in the REX project which was awarded the J.Eddis Linton Award for Excellence – Most outstanding group in 2010.
• She can be contacted at Michelle@LinkedTraining.com.au

KEVIN DWYER, Director, Change Factory
Kevin is a Change Management professional with more than 30 years' experience in the planning, design and delivery of change management programs. Since 2001, and the establishment of Change Factory, he has been involved in many Change Management projects ranging from re-engineering of customs processes to reduce risk to creating and revising performance management systems to improve customer service outcomes at five-star resorts. His first EDRMS project was as the change management partner for the REX project which was awarded the J.Eddis Linton Award for Excellence – Most outstanding group in 2010.
• He can be contacted at Kevin.Dwyer@changefactory.com.au

GETTING BUY-IN

Christine's experience with change is that some people may want to ask, "Why do we have to do this?"

"Sometimes we have to have a reality check. In our case improved service outcomes is part of our government mandate and program goals. However, it is wise if you are going to be directive and maybe even 'thump the table' based on compliance requirements that you build bridges quickly by giving some ground on things that are important aspects of the regular work practices of end users.

"As records managers we can't be the owners of a process, only the business can do that. We can't take people to a place they do not want to go, we have to encourage and provide the compliance and process knowledge that enhances their behaviour and practices.

"We have to build solidarity between the business and our role as records managers so that when budgets become available to improve processes we are ready to go and the business is too. Solidarity is built by gradually increasing mutual understanding."

Christine acknowledges that sometimes a records manager may spot a weakness in a process that the business cannot see and that the process of getting a business case across the line is not a simple linear one. "In those situations I know what I want to achieve. I identify the burning platform and wait for the opportunity to put it forward. I may have several business cases in my drawer at any one time waiting for the opportunity."

Christine takes a long-term strategic approach to improved records management and TRIM use. "If need be, business cases may be deconstructed to get chunks committed to. Over time, provided you have a clear view of the outcomes you want and are persistent, large projects can be implemented in chunks.

"We are finding that taking this approach the energy level around recordkeeping is growing not diminishing. Regions control their own Learning and Development spending and TRIM training is just one of many programs to choose from. Having put the training programs in place, delivery of TRIM training has increased by 200 per cent year on year for the past two years."

CAREERS EXPOS:
a follow-up from the floor

As the 2011 career expos draw to a close, we look back and reflect on the success of RIM Professionals Australasia's presence at these events.
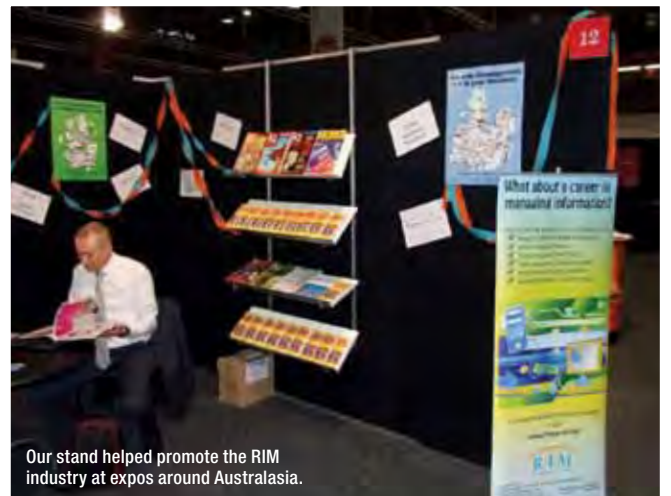
RIM Professionals Australasia's purpose in taking part in the National Careers and Employment Expos around Australasia in 2011 was not to promote joining the association but to raise awareness of records and information management as an industry, and as a viable career option – primarily amongst 15 to 18 year olds, but also amongst university students and mature career changers.

This is a long-term goal with few immediate benefits expected. Of course it would be great if someone was to change careers and join the association because of their attendance at an expo, but realistically, how would we know? Our measure of success may be an increase in website traffic, the long-term sustainability of the industry or even a sudden influx of 20-something recordkeepers five years from now.

For now, we have been successful in getting out there and promoting our industry to people who had never heard of us, by giving them multiple ways to find out more through a dedicated website, a virtual career stand, a DVD and brochures, and by presenting a professional brand and image.

We haven't finished. The next step is to target career counsellors and advisors and potentially to revisit career expos in the future.

In the meantime here are some observations from regional career expos.

Our stand helped promote the RIM industry at expos around Australasia.

ADELAIDE

RIM Professionals Australasia SA Branch councillors staffed the career expo held at the Adelaide Showgrounds on Friday, 20 May 20 and Saturday, 21 May. The display included banners, brochures, giveaways and a career DVD as well as SA Branch representatives to field questions. Having people on the stand from various work backgrounds was beneficial as it gave inquirers different perspectives eg, a consultant who travels overseas as part of their job, a sales consultant for a storage vendor, a local government person who also has experience in State Government and private enterprise, and so on.

The highlighter pen giveaway proved very popular amongst all ages and many people stopped by to find out more about the industry over the two days. Even some of the staff from neighbouring stands were educated and informed during the quieter times.

For sheer draw appeal it was hard to compete with the Air Force flight simulator, the Army armoured assault vehicle and the brand new high speed police car, but we gave it our best shot…

QUEENSLAND

A lot of people didn't know what RIM was and they didn't tend to come in, but we grabbed those we could and explained it. Many people had trouble comprehending that we were a guild/professional association – that appeared to be a foreign concept, especially to school leavers. It only made sense to the more mature attendees who already had a profession such as accountant who could see the link to recordkeeping. We did see some more mature people looking for another job. We can only hope that perhaps the payback comes in five to 10 years and yes, we probably need to start this investment before we see payback.

Other than that we had a great position, and did have a lot of people walking past and enquiring, so overall the Career Expo was a positive first step.

The most common questions were:
– What is RIM?
– What does RIM do?
– What is Records and Information Management?
– Is it ICT (what are the linkages with ICT)?
– Does RIM offer courses?
– Who offers courses and what are they?
– What courses should I do to become a RIM professional? (attrition)
– How do I start out in a career in Information Management?
– What do you do as a Records and Information Management professional? What is the actual work?
– Where can you work as a RIM professional?
– What are the career paths of RIM professionals?

The highlighters were very popular with all of the school kids. We ran out of those and the available courses brochure.

New Zealand

Career expo highlighters tops

BY **DAVID PRYDE**, CHAIRMAN OF THE BOARD, RIM PROFESSIONALS AUSTRALASIA

As the dust settles on the final day of the Coca Cola Career Expo 2011, it is time to take stock of RIM Professionals Australasia's participation at locations in both Auckland and Wellington – to ask the question, can we promote records and information management successfully as a career of choice?

The events held from 9 to 11 June at the ASB Showground in Auckland, and 24 and 25 June in Wellington were a showcase of youth, university and tertiary organisations (competing) promoting career paths or qualifications targeting a particular career. The most asked question we received at both locations – what courses do I need to do?

All high schools were given specific times of arrival so that the 18,000 anticipated school students could be managed successfully by the stands. Attendees ranged from year eight to 13, although the younger visitors were more concerned with the free gifts than the career information. Our freebie, a triangle highlighter with a different colour in each corner was very popular with visitors and an iQ challenge for a few.

On the Saturday, the doors were opened to the public and it was interesting to see parents going around with their children, affected by the same bias that we find in the workplace. As a young girl stopped to look at the careers video that we had playing, a mother grabbed her hand and walked her away saying *"you can do better than this"*!

At the other end of the scale, as another daughter walked by without even noticing us – her mother stopped, dragged the surprised girl over to me saying – *"recordkeepers will always be needed – even more now with digital"*.

I don't think we influenced the daughter who was impatient to look at the beauty-school stand, but Mum took a brochure, as she was looking for a career change. NZ Branch President Paula Smith even spoke to a 14-year-old male who wants to be an archivist.

Positives from participation:

• We talked to a good proportion of teachers and career advisors who went away informed – with a few thinking about career changes.

• We talked to a number of parents and public visitors looking at careers also.

• We received an invitation to attend one school's career fair – with a 30-minute presentation and a captive audience.

• We have marketed RIM Professionals Australasia in our community, have been seen and left our mark through our brochures and freebies.

• RIM Professionals Australasia has tested the water and gathered information which will be analysed to adapt our strategic thinking and planning to make records and information management a career of choice.

Measuring our success:

• Higher volumes of website traffic (hits) measured across all pages (wide and deep).

• Higher volumes of information requests across all communication channels.

• Requests from the schools for information and personal appearances.

• Recognition and promotion by career advisors of the career potential in records and information management.

Thank you to the volunteers who gave up work and personal time to build/dismantle stands, man them and share the RIM experience with visitors – because of you we are closer to being that 'career of choice' more than ever before. **iQ**

Previewing

inForum 2011:
a showcase for innovation

11-14 September, Darwin Convention Centre

As this issue of *iQ* goes to press, we are just over a month out from inForum 2011 – this year to be held in the beautiful city of Darwin.

inForum

With the theme COMMUNICATE: COLLABORATE: INNOVATE, a top-notch line-up of speakers representing the best in training and education for records and information management professionals, an exciting social program offering great networking opportunities, and the chance to immerse yourself in some Top End culture and travel either side of the convention – this one's not to be missed.

Delegates can choose from two streams and there are daily workshops also available. The vendor community will again be on display, so that participants can see first-hand how communication and collaboration are leading to new cutting-edge technology and innovation.

Key note speakers already highlighted in previous issues of *iQ* include **Professor John McMillan**, Australia's new Information Commissioner and former Commonwealth Ombudsman; **Brooke Wooldridge**, Project Coordinator, Digital Library of the Caribbean, Latin America and Caribbean Center at Florida International University; **Shadrack Katuu**, the former Manager Information Systems at the Nelson Mandela Foundation, and advisor with the South African Human Rights Commission and the Steve Biko Foundation; **Steve Bailey**, senior advisor on records and information management for JISC infoNet and author of *Managing the crowds: Rethinking records management for the Web2.0 world*.

Other highlights include **Kevin Lindeberg**, former Queensland public sector trade union organiser who is discussing how the

Top and above: The Darwin Convention Centre

lessons of the Heiner Affair can be used for learning outcomes for the records management industry and beyond; and **H Larry Eiring**, a president and principal strategic Consultant for LH Eiring International Consultants and past President of ARMA International who is presenting a workshop about the first generation of 'all digital-natives' and the impact of 'Generation 3c' which will transform global society. **iQ**

For more information on inForum and to register, go to **www.inforum.net.au**

More highlights of the education program

Sumrahyadi
Building democracy in Indonesia: The pivotal role of records management

According to The Economist Intelligence Unit's Democracy Index, Indonesia is a 'Flawed Democracy', which means it is a country whose level of democratic development is still unperfect. This assessment is based on several criteria such as the electoral process and pluralism, functioning of government, political participation, political culture, and civil liberties.

Indonesia needs to make significant changes, and to this end, the government has launched 11 national priorities. The first relates to reform of the bureaucracy and to good governance. There needs to be a fundamental shift in individual and organisational behaviour to improve the quality of services and overcome corruption, collusion and nepotism.

It has been recognised that records management has a pivotal role in achieving bureaucratic reform, good governance and accountability. This paper outlines the initiative developed to date with freedom of information and the preparation of legal evidence to support accountability and accessibility.

The paper will also explore frameworks for regional or international cooperation, such as with Singapore as one of the cleanest countries from corruption, according to the Democracy Index or even with Australia as one of the countries in the top 10 most democratic countries. Examples of cooperation include facilitating training courses on records management, exchange visits between official delegations or in the form of capacity building programs in records management to achieve greater transparency and accountability.

The speaker: Sumrahyadi (Yadi) has held the position of Director, Accreditation and Records Management Profession at Arsip Nasionale, Indonesia since 1987. He is also a lecturer in the Faculty of Cultural Sciences, Indonesia University and has previously lectured in public administration. Sumrahyadi has also had experience as a records management consultant.

Dr Joanne Evans
Roundtable: Global to local: New directions in education and research

In 2009 a consortia of eight colleges and universities in the US received over US$1 million in funding from the Institute of Museum and Library Services via the Laura Bush 21st Century Librarian Program to host a series of Archival Education and Research Institutes (AERI) designed to strengthen education and research and support academic cohort-building and mentoring. For the past three years, a small contingent of Australians have been part of these week-long events, forming part of the critical mass that is needed to sustain the place of archives and records education and research.

Through interactive discussion with delegates, this round table discussion hopes to detail the international curriculum development activities flowing from AERI as educators; work on a framework for concept-based curriculum inclusive of diversity in records and recordkeeping; discuss the research agendas emerging from AERI with a particular focus on the potential for collaborations across disciplines and with communities, internationally and locally; and ask how AERI might be constituted within Australia in partnerships with other disciplines and with industry based researchers and educators to achieve critical mass and impact?

The speaker: Dr Joanne Evans is a lecturer in the Faculty of IT, Monash University, with research affiliation to the faculty's Centre of Organisational and Social Informatics. She has many years of experience in archival systems development, with the technologies she has been involved in designing and developing deployed into a number of research projects, as well as being utilised in small archives settings.

Nigel Carruthers-Taylor
Social media communications: Capturing the record

Forums, Blogs, Twitter, Facebook, RSS feeds, You Tube – the social media world is exploding with rich media types! While this proliferation of communications provides fast and immediate information and collaboration, government is concerned about a potential loss of control of corporate records. This presentation will demonstrate how it is possible to capture social media communications into the corporate record repository transparently, without the need for intervention or significant controls.

The speaker: Nigel is Director and Principal Consultant of iCognition, a company that provides advice, implementation services and solution designs to organisations seeking enterprise Information Management (IM) outcomes.

Kim Sadler
Saving lives: The imperative of making evidence accessible

How can we collectively improve access to information within our own organisations and in the wider community as expectations and technologies change, especially when peoples' lives are at stake if crucial evidence is not accessible? This paper is intended to provide an outline of how a UK police force moved from discussion and hypothesis around digitising some of its paper records, to delivering a viable proof of concept and subsequent operational deployment, in a short space of time and with minimal resources.

The speaker: Kim Sadler spent 17 years as a police officer and reached the rank of Inspector with Hertfordshire Police before deciding on a career change. She has also worked on the development of policing systems and whilst seconded to

the European Union Police Cooperation Working Group was co-author of *A Manual of Guidance for Conflict Management*. Kim now offers consultancy services, through her own company 1212 Consulting Limited. She has presented to international audiences on the approach taken to improve police records management, with a particular focus on how effective management can protect lives and prevent injustice through the ability to access record content.

Keith Smithers
It won't happen to me:
Collaboration to the rescue

This presentation is a case study on the effects of the fire on the electronic and physical records of Liverpool City Council. On 15 August 2010 Liverpool City Council was burnt to the ground. The case study looks at business continuity, disaster recovery plans both for electronic and physical records, restoration procedures of physical files damaged by water mould soot and fire, and how we could have handled the situation differently. It is a moving story which includes many photographs showing the devastation of the fire and a news clip which shows the building burning down and talks about backed up electronic records and destroyed physical records.

The speaker: Keith Smithers is Archivist at Liverpool City Council. Two of Keith's achievements have been surviving both the Liverpool City Council fire which destroyed the building and also the Independent Commission Against Corruption (ICAC) Inquiry at Wollongong City Council.

Katharine Stuart
How to make ducks walk in line:
The road to digital continuity

Our ability to conduct business as well as to communicate, share, use and reuse information, depends on knowing what digital information we have, where it is, and that it is meaningful and useful. New and innovative technologies are creating large volumes of digital information. This presentation argues the need for a clear plan for managing information to ensure its continuity.

The speaker: Katharine Stuart is an Assistant Director in the Government Information Management branch of the National Archives of Australia. Katharine is part of the Policy and Strategic Projects section. She has a particular interest in social media and records management and the challenges facing Government in relation to the management of information overload from web based applications. **iQ**

Special interest groups
This year all of the SIG meetings held on the Sunday afternoon prior to the 'formal opening' of inForum will feature speakers on specialist topics, giving you even more reason to attend. Special interest groups are: Commonwealth Government, Youth, Education, Local Government, Legal, State Government, International and Private.

The social network

inForum is about more than the education program – the social program also offers a great opportunity to relax, meet some colleagues and learn more about your industry by networking, whether over cocktails, dinner or a sightseeing tour.

Before the convention kicks off, on Sunday morning there's the opportunity to take a **Darwin Sightseeing Tour.** This three-hour guided tour takes in the Wharf precinct, Botanic Gardens, WWII storage tunnels, Fannie Bay Gaol, Cullen Bay, Museum, Casino and other iconic Darwin landmarks as time allows.

The Sunday evening **Welcome Reception** is a great ice breaker. It offers the chance to meet other attendees that you will be spending the next few days with, catch up with some old faces, and the chance to network while you are formally welcomed to the inForum convention. Local group eMDee will entertain while you enjoy the view and catering. Held on the Esplanade outside the Darwin Convention Centre.

Avast ye landlubbers, ye'll be wantin' to attend the **Treasure and Treachery Gala Awards Dinner**! The memorable Monday-night dinner, this year held in the Convention Centre, features RIM Professionals Australasia awards presentations, a three-course dinner and a DJ to help you dance the night away. Brush off your glad rags, or make like Captain Jack Sparrow.

Other events include the **Newbies Networking Session** (Sunday, 2.00-3.30pm) – great if you're new to RIM Professionals Australasia, or if is this your first RIM Professionals Australasia Convention; the usual RIM Professionals Australasia **Branch Dinners** offering more networking opportunities for members (and ring-ins) at local restaurants (Tuesday evening); and the **Listserv/Forum Drinks** (Tuesday 5.30pm) being hosted at Hot Rock Bar & Grill.

Finally, there's the **Farewell Drinks** on Wednesday afternoon, a simple affair but a great last chance to wind down, network and exchange contact details and ideas over drinks and nibbles. **iQ**

In the tradehall

A bumper trade exhibition featuring 35 stands will be held as part of the convention, containing produce and services relevant to the records and information industry.

As coffee and lunch breaks are held in the exhibition hall, delegates have plenty of opportunity to mix it up with the vendors and ask questions, view product demonstrations, stockpile promotional material and enter the numerous competitions and prize draws put on by vendors.

In addition, some of our vendors will be taking part in the education program, where you can see them talking in-depth about their particular product or service.

RIM Professionals Australasia will be providing a career and education stand, featuring information from many educational institutions and on the Association's CPD scheme. **iQ**

This year's sponsors and supporters are:

Gold sponsors — RICOH · Objective

Silver sponsors — ARCHIVE SECURITY · DATABANK

Bronze sponsors — alphawest We make more possible · Australian Government NATIONAL ARCHIVES OF AUSTRALIA Your story, our history

"inForum is the leading records and information industry event in Australia. Many of our partners, and current and future customers attend this event and it's important for Objective to support them and the RIM Professionals Australasia members whose contribution to the industry is invaluable." Objective

Take some time out in the Top End

Above: A large saltwater crocodile at Yellow Water billabong in Kakadu. This billabong has a variety of wildlife.
Left: Explore the beautiful Katherine Gorge.

Darwin itself has plenty of attractions to keep you busy – the pubs and nightclubs on Mitchell Street, the casino and famous open air markets at Mindil Beach, the local art galleries filled with Aboriginal art.

A visit to Darwin is not complete without a visit to the world famous Katherine Gorge. The deep river gorge is located in Nitmiluk National Park and is one of the most spectacular areas in the country, winding 12km with walls more than 70m high. Take a cruise, hire a canoe, do some rock climbing or flyover the 13 gorges formed 23 million years ago.

Litchfield National Park, located only an hour from Darwin, is visually stunning – and also a great place for a dip. There are the thundering waterfalls, cascades, walking tracks, rainforest pockets, historic sites, intriguing magnetic termite mounds, pandanus-lined pools and 4WD tracks to enjoy.

And of course there's Kakadu – a timeless place with a landscape of exceptional beauty, great biodiversity and a wide variety of landforms, habitats and wildlife. You can swim under massive waterfalls, walk through sandstone galleries of ancient Aboriginal rock art or cruise the scenic Yellow Water – a billabong teeming with wildlife. One of only a handful of World Heritage-listed sites, it is listed for both its natural and cultural values. **iQ**

It's worth extending your stay a while and exploring the Top End – it'll be a holiday you will always remember!

Special interest groups at inForum 2011

This year all of the SIG meetings held on Sunday 11 September 2011 prior to the 'formal opening' of inForum will feature speakers on specialist topics, giving you even more reason to attend.

Speaker presentations are as follows:

- **12.00pm-12.45pm: Commonwealth Government**
  Room 1, Streamlining for better outcomes
  Christine Johnston (NAA) describes how the National Archives streamlined its approach to identifying valuable and useful business information to make the process easier, quicker and more cost effective. This new approach better positions government organisations and the Archives to deal with issues such as global approaches for similar business information in multiple agencies and 21st century challenges such as websites, social media, databases, datasets and the Cloud.

- **12.00pm-12.45pm: Young Professionals**
  Room 2, RIM: A view to the future
  Paula Smith (Techtonics) & Lisa Judge (Archives New Zealand) will present the first ever RIM Young Professionals SIG which will help you get a grip on what's happening with new and emerging technologies and what it means for you, your skill set and your development pathways. Come and hear and share your views about what young people think about what is ahead for the RIM Young Professionals of today.

- **12.00pm-2.00pm: Education**
  Room 3, Classification software as a teaching tool
  How do you teach students methodologies for developing classification schemes and retention schedules? And what happens when the students apply theory in the workplace.

Pauline Joseph (Curtin University) and Conni Christensen (Synercon) discuss the use of software as a teaching tool in universities to enable the practical application of records management theory. This paper presents three points of view: the teacher's, the student's and the software developer's.

- **12.45pm-1.30pm: Local Government**
  Room 1, Local Government Collaboration – can it work?
  This presentation by Debbie Prout (Maroondah City Council) will look at three different projects that the Victorian Local Government Sector collaborated on to develop tools for improving Recordkeeping for all Councils.

  Surviving 'back scanning' building application projects
  This discussion led by Julie Coxall (Armadale City Council) includes lessons learned so far and the essential planning required up front to run a successful long term 'back scan' project for building applications.

- **12.45pm-1.30pm: Legal**
  Room 2, FOI: A global view
  Trish Fallen (Legal Practice Board) and Todd Hooten (International Monetary Fund) will lead a discussion about Freedom of Information or right to information in different jurisdictions and countries, especially as evidence is increasingly only in a digital format.

- **1.30pm-2.15pm: State Government**
  Room 1, Disposal in a digital environment
  Janet Knight (NSW State Records Authority) will talk about implementing disposal in a digital environment in a state government jurisdiction.

- **1.30pm-2.15pm: International**
  Room 2, Recordkeeping: An international perspective
  Larry Eiring (H.L. Eiring International Consultants) will talk about the role of ARMA International Education Foundation, of which he is Chairman and its work promoting recordkeeping in developing countries. Shadrack Katuu (University of South Africa) will discuss how some international projects are supporting recordkeeping in Africa.

- **2.15pm-3.00pm: Not for Profit**
  Room 2, Navigating compliance in the community sector
  Melanie Rogers (Life Without Barriers) will present and lead a discussion on the challenges of records and information management compliance for the community sector. How can they innovate to get more bang for their limited bucks?

- **3.00pm-3.45pm: Private**
  Room 2, Elective recordkeeping on a shoestring
  Noela Bajjali (Uniting Care Wesley) will discuss current issues facing the private service sector such as Uniting Wesley Mission as expectations of online access by government and the public grow, but without the big budgets to support increasing automation of services. **iQ**

ARE YOU IN THE RUNNING FOR THE ARTICLE OF THE YEAR AWARD?

Objective

Article of the Year AWARD

The Objective RIM Professionals Australasia Article of the Year Award will be presented next month, along with a host of other RIM Professionals Australasia awards, at the Gala Dinner during the inForum Convention in Darwin. And a number of articles that have appeared in *iQ* over the past 12 months are in the running for the 2011 award.

All articles published in the last four issues of *iQ* – November 2010 to this August 2011 issue – written by RIM Professionals Australasia members or employees of organisations which are corporate members of RIM Professionals Australasia, automatically go into the running for the award. Articles from similarly qualified authors which appear in the RIM Professionals Australasia's iRMA online annual are also eligible for the award.

From a shortlist of three finalists, the winner will be determined by a panel made up of the Editor of *iQ*, Heather Millar, a representative of the RIM Professionals Australasia Board, and a representative of the award's sponsor, Objective Corporation.

The judges are looking for articles which are original, engagingly written, display a thorough grasp of the subject matter, and which contribute to industry information and debate. Articles can be long or short, the subject matter can be highly technical or light and amusing.

Past winners have included a dramatic account of a famous RM legal case, a fresh approach to records management in an article about capturing instant messages as corporate records, case studies, and a light-hearted but very effective approach to educating colleagues on the importance of records management – which was republished around the world.

Articles eligible for this year's Objective RIM Professionals Australasia Article of the Year Award which have appeared in *iQ* include:

- *Access versus security.* By Ray Chambers, November 2011

- *The future of RM – and the implications for RM education.* By Andrew Warland, November 2010

- *RM education at Curtin.* By Prof Kerry Smith & Pauline Joseph, November 2010

- *How to market records and information management.* By Angela Summers, November 2010

- *Making records management fit for purpose.* By Paula J Smith, February 2011

- *Branding – hot or not?* By Angela Summers, February 2011

- *The road to RIO: a records management standardisation project.* By Angie Garnett, February 2011

- *New standards for recordkeeping in the Victorian Government.* By Kye O'Donnell, February 2011

- *A plea to halt the destruction of Communist archives.* By Tracey Fenton, May 2011

- *Digitisation core to disaster recovery management.* By Stephen Beighton, May 2011

- *Building NSW's first digital State archives solution.* By Cassie Findlay, May 2011

- *Transfer to archives.* By Hywell Gwynn Williams, May 2011

- *After WikiLeaks is it all over for The Archives?* By Cassie Findlay, May 2011

- *Don't let the students get you down.* By Michelle Linton and Kevin Dwyer, May 2011

- *Gordon Ramsay & Alphabet [Expletive] Soup. The future of record keeping is simple.* By Allan Hancock, August 2011

- *What records managers need to know about Sharepoint 2010.* By Andrew Warland, August 2011

- *Communicate, Collaborate, Innovate – RIM basics.* By Angela Coble (Summers), August 2011

- *Successful EDRMS: from little things big things grow.* By Michelle Linton and Kevin Dwyer, August 2011

The award's 2010-2011 winner, to be announced at the gala awards dinner in Darwin on Monday, 12 September, **will receive a 12.1-megapixel Canon IXUS 1000HS, 10MP with 10x Optical Zoom – Valued at RRP $499**, courtesy of award sponsor Objective. All three finalists, who will be advised prior to the inForum Convention, will also win free tickets to the awards dinner, each worth $110 (including GST). **iQ**
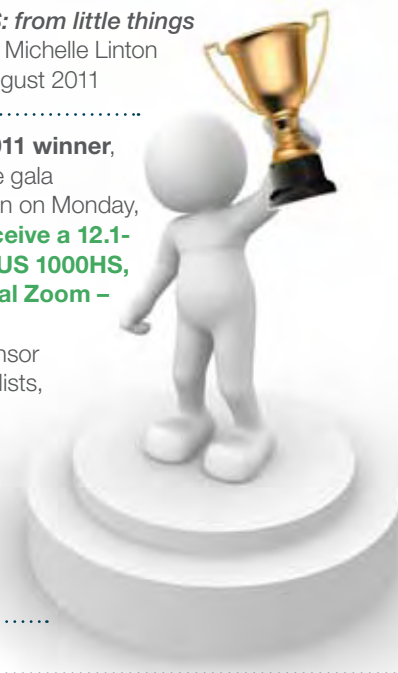
Can't attend inForum?
Try the web streaming or attend a post-convention seminar

Can't attend the events on offer in Darwin? Well, you don't have to miss out. There are other options – such as web streaming of plenary sessions that you can tune into, or a post-convention one-day seminar you can attend, in either Alice Springs or Auckland.

RIM Professionals Australasia will be web streaming a number of the speaker sessions during the convention. They will be available live (with the opportunity to email questions to the speaker for immediate response) and also for download at a later date.

See the inForum website for details, **www.inforum.net.au**

THE POST-CONVENTION TOUR

Full-day seminars featuring keynote, overseas and local speakers from inForum are being held in Alice Springs on Friday, 16 September and Auckland on Monday 19 September. Highlights of the seminars are shown below.

Alice Springs
Friday 16 September
Central Australian Aboriginal Congress

- **Managing health records in public health institutions in South Africa** – Shadrack Katuu, University of South Africa
- **How remote can it get? Working with change in the outback** – Vincent Ishwar, CAAC, NT
- **Wanted: Proactive, Innovative Records Managers** – Chris Fripp, Relevancy, NSW
- **Workshop: TRIM and access controls, caveats and security** – Ana Govan, Inforg, SA
- **Workshop: Adapting to new technologies: Increasing user acceptance of change** – Jo Hutchinson, Information Proficiency, WA

Auckland
Monday 19 September
Auckland University of Technology

- **Relationships matter: Saving memory after the Haitian earthquake** – Brooke Wooldridge, Digital Library of the Caribbean, USA
- **Managing records in public health institutions in South Africa** – Shadrack Katuu, University of South Africa
- **ISO standards: Impacts & opportunities for NZ** – Trish O'Kane, Left Field Solutions, NZ and Stephen Clarke, ID&S - Strategy & Business Engagement, NZ
- **New moulds for EDRMS and ECM: A step into the future** – Brian Lyall, Techtonics, NZ
- **Joined at the SIP: Can a digital archive meet everyone's expectations?** – Monica Greenan, Archives New Zealand
- **Recordkeeping impacts of the Christchurch Earthquakes** – Chris Adams, Archives New Zealand **iQ**

See the event calendar for more information or to download a registration flyer, go to **www.rimpa.com.au**

IAM 2011 wrap-up

Information Awareness Month (IAM) 2011 took place in May, with numerous events held around Australia and New Zealand based on the theme 'Information Overload: Finding the tree in the digital forest'.

Above: Perth IAM Andrew Warland (NSW), Dr Pauline Joseph MRIM (Chair), Domenic Chiera (Objective, WA)
Right: David Molrich MRIM (Vic), Judith Ellis MRIM (Chair), Yuri Margoulis (Objective Vic), Hans Hofman (Netherlands)

Several events throughout IAM featured international speakers who were in Australia for a meeting of the ISO Standards Committee on Records Management, TC46/SC11, or in New Zealand as a fellow of the Victoria University of Wellington. Their time and contribution to IAM is very much appreciated.

RIM Professionals would like to thank all the sponsors, speakers, chairs, branches, members, IAM partners and participants for making IAM such a success this year. Holding multiple events is very much a team effort. Papers from various events, including those of the international speakers, have been placed on the IAM webpages in the member's only section of the RIM Professionals Australasia website.

The Sydney IAM event also provided an opportunity for RIM Professionals Australasia to publicly acknowledge the awarding of Fellow Member status to Barbara Reed, FRIM.

Consultation to identify a theme and activities for 2012 started in July, with ideas being circulated through IAM partners, and through the branches, listservs, newsletters, blogs and social networks. **iQ**

Dr Marian Hoy, MRIM
Professional Development & Education Officer
RIM Professionals Australasia

Above: Sydney IAM: (behind) Chris Colwell, FRIM (Chair) Steve Walker (Objective, NSW) David Molrich MRIM (Vic), Hans Hofman (Netherlands) Alan Shipman (UK) (in front): Geneviève Allard (Canada), Xiaomi An (China) **Left:** Chris Colwell, FRIM Executive Director, NSW presents Barbara Reed FRIM with her Fellow Membership status – which was awarded in 2010

In memoriam

RIM Professionals Australasia extends its sympathy to the colleagues, friends and family of Ms Geneviève Allard who passed away in June 2011. Ms Allard, Director General of the Society and Governance Branch of Library and Archives Canada, attended the ISO May meeting in Sydney and gave the opening presentation at the Sydney IAM seminar on 6 May, held at Standards Australia. We remain grateful to Library and Archives Canada for supporting Ms Allard's involvement with IAM.

Promoting recordkeeping excellence at Queensland's Transport and Main Roads

In support of IAM, the Information Division of Queensland's TMR held a range of activities.

IAM is an industry-wide initiative established to increase awareness about the breadth of the information industry and the importance of sound recordkeeping, and information management practices.

This year's theme was 'Information Overload: Finding the tree in the digital forest', which was an opportunity to look at managing information in a digital world.

In support of this event, the Information Division (iDivision) of Queensland's Transport and Main Roads (TMR) dedicated May as Information Awareness Month.

iDivision launched a range of activities as part of IAM 2011. In line with this year's theme, it held a word puzzle competition with an information management focus; the Recordkeeping Awards for Excellence for individuals and groups across TMR; and a series of tips and facts on information management and recordkeeping practices published on the department's Message Centre.

Each week of May focused on a different topic: Recordkeeping, Information Security, Information Governance and Library.

All TMR recordkeeping business advisors were encouraged to promote IAM in their local business area/divisions throughout May. Some activities run locally included displaying IAM or recordkeeping posters; encouraging staff to complete the two e-learning courses 'Recordkeeping 101' and 'DMS: Recordkeeping made easy'; setting up a display stand in their local area; and running a local competition for who captured the most items.

TMR also recognised individuals and teams across the department who demonstrated outstanding records management at the TMR Records Management Awards for Excellence 2010.

Principal Recordkeeping Advisor in iDivision Julie Apps said the annual awards demonstrate why TMR are considered leaders in managing their information and business records.

"The awards were to date the hardest to judge, as so many business areas have demonstrated their high level of commitment and support in applying the principles of recordkeeping," Julie said.

"These awards also recognise the tireless campaigning and dedication of staff when implementing a best practice recordkeeping culture," Julie said.

"All staff should be praised for their hard work and commitment to improving TMR's information and records maturity."

"Our ability to search, collect and provide the TMR evidence for the Queensland Flood inquiry is a testament to this." **iQ**

Left: TMR's Chief Information Officer Chris Fechner (left) presents Clinton Huff, General Manager, RoadTek (right) with the Outstanding Group Award Excellence in Records Management 2010 **Below:** Lyla Jamieson (left) and Kylie Good (right) at the Information Awareness display stand.

TMR RECORDS MANAGEMENT AWARDS FOR EXCELLENCE 2010

- **Outstanding Group Award Excellence in Records Management** – RoadTek

- **Outstanding Individual Award Excellence in Records Management** – Sharyn Exelby, Director (Governance, Policy and Planning) Rail Ports and Freight

- **Encouragement Award (Group) Excellence in Records Management** – Assets and Operations Recordkeeping unit, Far North Region (Cairns)

- **Encouragement Award (Individual) Excellence in Records Management** – Roslyn Newley, Program Support Coordinator, Asset and Operations (Warwick); Felicity Bowman, Recordkeeping Business Advisor, Transport Services (Northern Region)

- **Hall of Fame Award (Individual or Group) Excellence in Records Management** – Janet Muscat, Coordinator (Document and Records Management System), RoadTek.

Continuing Professional Development Program 2009-2011

The 2009-2011 CPD program has now concluded, following the final workshop in Auckland on 9 June.

The CPD program, which provides engaging, informative and practical opportunities for RIM professionals across Australia, New Zealand and for colleagues from Indonesia, started with workshops in Adelaide at the annual convention in September 2009.

Events were held during annual conventions, 41 workshops were held in 13 different locations including all capital cities in Australia and New Zealand, as well as Auckland, Townsville, Queensland and East Maitland.

Topics included change management, and knowledge and information management principles by Dr Rod Dilnutt of William Bethwey & Associates; disaster planning and recovery by Wayne Spence and Cheryl Pennefather of Steamatic; risk strategies in EDRMS by Kim James, information management consultant; and legal perspectives on information management by Anthony Wong AGW Consulting Pty Ltd and David McGrath of e-Litigation Solutions.

RIM Professionals Australasia would like to thank all the workshop sponsors, presenters who devoted considerable time and effort to developing these workshops, members and branch councils who assisted running the events. Thanks also to State Records NSW, Archives New Zealand and Steamatic who provided venues for the events across Australasia, and to participants and their employers for supporting the workshops.

Expressions of interest have been sought for the next program, expected to commence in 2012. Participants at workshops were asked to complete evaluations and there is much we have learned from the feedback, which we will take into account in developing the next program.

One of the most consistent comments, which shows we are a health conscious profession, was thanks for fruit and savoury options for refreshments, even if it was just a bowl of uncut fruit. This option was suggested early on in the workshops, so thanks to Darwin participants for making a note on the evaluation form – we do pay attention to them.

Suggestions for future topics were predominantly about digital recordkeeping and these have been incorporated into the ideas for the next program. iQ

Dr Marian Hoy, MRIM
Professional Development
& Education Officer
RIM Professionals Australasia

>> EVENTS WERE HELD DURING ANNUAL CONVENTIONS, 41 WORKSHOPS WERE HELD IN 13 DIFFERENT LOCATIONS <<

1 East Maitland Road to Recovery: Wayne Spence (Steamatic), Jeanette Hopley and Jodi Cassagne work with fire damaged records.

2 East Maitland Road to Recovery: working with water damaged paper.

3 Auckland Road to Recovery: Cheryl Pennefather talks about thermal damage to records.

4 East Maitland Road to Recovery: Brad Oldman (Grace Records, Newcastle) and Cheryl Pennefather (Steamatic) show options for drying out wet documents.

5 Auckland Road to Recovery: Who missed the answer to that question and had to dress up?

On the Grapevine

JOIN THE COUNCIL!

July is the month for our branch general meetings, and by the time this issue of *IQ* is in your hands, you'll very likely have a new – or renewing – branch council.

Your branch council is elected to represent you, and is made up of five to 15 members. If you've noticed your branch council hasn't quite reached maximum numbers, don't be shy! We always welcome new people on branch and interested people are invited to join mid-year. Starting off as a councillor is an excellent introduction to what happens 'behind the scenes', may improve your professional profile and provides an opportunity to shape the future of your profession.

For those of you who don't have the time to participate as a branch councillor, we'd still love to hear your input and suggestions. Whether you have an idea for an event, a plan for promoting professional awareness, or just some general feedback, put your fingers to the keyboard and get in contact!

• Your branch council contact details can be found on our website, or you can email wendy.daw@rimpa.com.au.

SUBSCRIBE TO THE LISTSERV

The RIM Professionals Australasia listserv remains one of the association's most heavily utilised forms of communication. For those of you who are not familiar with a listserv, here is how it works: firstly, you subscribe (join) the list either via our web page (http://lyris.rimpa.com.au/lyris.pl?join=rimp_list), or you can contact wendy.daw@rimpa.com.au with your email address, password and preferences for receiving messages. Messages can be received either 'as they come in' or in daily batches.

Once you have joined the listserv, you will start receiving emails from other subscribers. Questions, press releases, job vacancies and general professional chit-chat are the order of the day, with the odd heated debate thrown in for good measure. You can reply to everyone on the listserv simply by 'replying' to the message you receive. The technology may be veritably archaic but there's no denying it's still a very popular medium.

ADVICE ON EVENTS FOR NON-MEMBERS

RIM Professionals Australasia runs an event notification service for non-members who wish to receive advice about our upcoming events.

If you have a colleague, a boss or a friend who you believe may be interested, please ask them to email wendy.daw@rimpa.com.au with their email address, full name, state and country of residence. Emails to people on this list are limited, so there is no need to fear being overwhelmed with reminders and if at any point a subscriber wants to be removed, they need simply ask. **iQ**
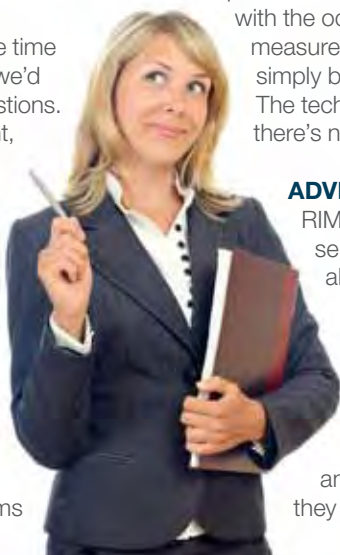
The evolution of records management in sub-Saharan Africa

Furthermore, RIMA Foundation Knowledge Network (RFK-Network) members have over the years benefited immensely from training materials provided to us by the International Records Management Trust (IRMT), and IMARK, the UN's e-learning initiative in agricultural information management developed by its Food and Agriculture Organisation (FAO).

AFRICAN RIM INSTITUTE

The Foundation is currently working with international professionals and institutions to establish the first Information Management Institute to serve Africa, providing training, research, consultancy services and certification in the continent starting from Nigeria. The Institute is expected to kick off later this year.

These are some of the issues that prompted the establishment of the Foundation. As a way forward, we are very much open to working with any individual or organisation across the globe with similar objectives in our cause for the development of the RIM industry in Africa, as we strongly believe that there should be sufficient participation by both public and private sector organisations in the areas of awareness creation, and development and/or adoption of standards for the creation and implementation of records management programs in Africa. **iQ**

About the Author

OYEDOKUN A OYEWOLE is CEO of Wolexdok Micro-processor, an ICT company based in Lagos, Nigeria, and President of the Records and Information Management Awareness Foundation (RIMA Foundation) in Lagos.

• He can be contacted at president@rimaw.org. The RIMA Foundation is at www.rimaw.org.

SUCCESSFUL EDRMS:
from little things big things grow

HOW TO SURVIVE AS A 'ONE MAN BAND'
Many records management departments are small with a few dedicated staff serving thousands of people in the business.

Christine believes in the need to give up ownership and be prepared to work with the business on continuous improvement. "Although the hardest part is not having control we have to give the business room to make mistakes, to give them skills to survive and grow in the recordkeeping world. However, we may have to be direct with those who do not have the same skills or knowledge of the compliance and process requirements." A pathway for induction level training in the recordkeeping requirements of the agency has been put in place for all new staff, and a development pathway is actively promoted.

"Content knowledge is critical to success. Small teams must find a way of getting across the business content. As the IT people talk more about virtual storage and the Cloud, and organisations rely more and more on corporate decision systems, the role of records managers becomes even more important. The fundamental role of records people in the management of classification systems for the creation of all categories of records and disposal schedules for their long-term management affects the whole environment of information management."

In Christine's experience this can be achieved by developing a fundamental understanding of the content, working with the subject matter experts for detail, the technical experts for structure and architecture and developing the facilitation skills to draw out the required information from each business group to manage the overall lifecycles of the records.

Records managers take many forms. Often they are seen as subject matter experts called upon to create solutions when issues arising from poor recordkeeping practices endanger the reputation, financial position or safety of people in the organisation. In other organisations they are seen principally as the archivists of the organisation's records having little influence on organisational processes that create the records. Christine demonstrates in stark clarity that a proactive, facilitative records manager that seeks to understand the business, work with and educate the business can make recordkeeping a welcome and valued part of business as usual. **iQ**

BIBLIOGRAPHY

1   EDRMS in the Australian Public Sector, Nguyen and Swatman, 20th Australasian Conference on Information Systems, 2-4 Dec 2009 Melbourne

Coming up in the November issue of *iQ*:

On the Coalface
(implementing, project management, change management, ROI)

Deadline:
23 September 2011

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