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fficial journal of the records management association of australia

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Objective

contents ■

INFºRMAA
quarterly

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Request for Information, including Membership of RMAA

Surname.. Given names ....

Organisation.. Position ....

Address.. Postcode......................

Phone (BH)... Fax (BH) ....

Phone (AH)... E-mail...

Please forward to: Wendy Daw Membership and Financial Services RMAA Office GPO Box 1059 BRISBANE QLD 4001

Phone 1800 242 611   Fax 1800 333 802

ederal President's
essage

Federal Board met in February to discuss the business of Association and also to hold a strategic planning meeting. uld like to bring to the attention of the members some he highlights from the meeting.

sion Statement

enable records management professionals to develop utilise their skills and experience to leverage the e of records as corporate assets and as evidence of iness activities.

ion Statement

e recognised leader in professional development, arch and networking for the benefit of records agement professionals.

ues and Objectives

, RMAA, believe...

hat our members come first in everything we do; respecting each other as equals; affording members the opportunity for rofessional development; actively seeking and welcoming input from others; hat individual contributions are both valued nd recognised; acknowledging members as partners on the team; ffective and open communication through all levels; fostering creativity, innovation and best practices; conducting business with respect, integrity nd professionalism; n the power of actively sharing what we know.

part of raising the profile of the profession we are holding National Archives and Records Management Week on or und the 27 - 30 May 2002. During this week all Branches ve been requested to promote the archives and records anagement industry through workshops, seminars, en days etc. It is anticipated to have this function on a

set week each year and promote it in the press and with the use of posters. I encourage everyone to get behind this event in your State.

It was decided to abolish the Company and Small Business Membership Categories following requests from several members and Branches. The membership structure was so confusing and so intricate you nearly had to have a degree to understand it. The new structure, which comes into force on 1 July 2002, is as follows:

All personal membership categories enjoy the same rights and benefits. The RMAA offers 3 sub categories of individual membership and corporate membership for organisations.

Affiliate
This level of membership is for individuals who are working in the industry, interested in developments within the profession, or interested in promoting improved information and records management services.

Student
Any person, who is currently, enrolled full time in any information and records management industry related studies with a formal educational institution. This category is not designed for members working in the industry.

Retired
This level of membership is for those who have held membership in one of the preceding categories, and wish to suspend their full membership whilst still maintaining contact with the Association.

Corporate
The primary benefit of corporate membership is for those who wish to consolidate and streamline their membership across multiple offices by having the ability to have one invoice sent to your contact with nominees being located in any part of Australia.

Federal President's
Message cont'd

The Federal Board is also in the process of appointing an external independent consultant to undertake a review of the governance procedures of the Association. This will provide a governance direction for the RMAA to be adopted over the next year. This activity will include a review of the size of the Board, the need for the employment of a full-time Executive Officer/Manager and the need for more regular meetings of the Board/Executive. This review will be undertaken over the next couple of months and a report will be provided at the Annual General Meeting being held in Adelaide during the National Convention.

The Board has also approved a RMAA Mentor Scheme, which will encourage records managers to be active professionals. The expected outcomes include improvement of the health of the RMAA (a more active member base), personal and professional development both mentor and mentee and a more active dyna records management profession. If you are intereste becoming a mentor/mentee, please let one of the Bra Councillors know.

Finally I would like to encourage all members to attend next National Convention in Adelaide on 15 - 18 Septen 2002. The theme this year will be Evolution - a new I look forward to catching up with everyone the convention.

Chris Fripp
Federal President

Editorial

s issue we found ourselves in the enviable position of ing too many articles submitted! Our apologies to those hors who diligently met the deadline but are not included he May issue.

articles that are featured in this issue touch on various mes. Many of us have been glued to the set recently to ch the Winter Olympic Games, so you may find the cle by Angie Rizarkos of interest. Angie was formerly the nager, Records & Archives, of the Sydney Organising mmittee for the Olympic Games (SOCOG) and is now rking in Lausanne, Switzerland for the International ganising Committee. Her article explores some of the ivities of the Records and Archives Unit within SOCOG l outlines some of the ways in which records services were d to assist the administration of the organisation.

r second article is by Ted Ling, the National Archives of stralia's Director, Legislative and Accessibility Projects. Ted cribes the NAA's digitisation on demand project, which s launched in April 2001. He explains how the initiative eloped, was tested and implemented and discusses lessons rned and the project's potential for future researchers.

have also included the second part of a considered article Mike Steemson on e-Government programs around the rld and what we can learn from them. The first part of this icle was published in the February issue.

We continue our human resource management insights by Jody Urquhart, who examines corporate philosophies and whether they really have buy in from staff.

Other items that may be of interest include short articles on the new privacy legislation, guidelines for the RMAA listserv, and our usual reports. Watch out for the notices regarding the J Eddis Linton Awards, the ASA Conference and the AGM.

Janet Knight ARMA and **Geoff Smith ARMA**
National Editors

Oops! We did it again. Our apologies to Carolyn Mason and Alan Tupper whose photograph appeared incorrectly on the Convergence 2001 page of the February edition. The photograph was actually supposed to be with an article (that features in Industry News in this edition). Also, Alan and Carolyn are from the Residential Tenancy Authority not the Roads and Traffic Authority!!! We are pleased they had a sense of humour about the error, and how we got it right this time!

If the shoe doesn't fit...?

Jody Urquhart,
Professional Writer,
Individual Development Organisation

Jody Urquhart is the author of the book, *All Work and No Say*. She has published work in over 45 magazines and trade journals and regularly speaks at meetings and conventions on how to build a passionate and committed workplace. Jody works for the Individual Development Organisation, which specialises in human resource management, and has been operating for over 32 years.

For more information,
check the website: www.idoinspire.com
telephone: 1-877-750-1900 or
e-mail jody@idoinspire.com

Abstract

In this short article, Jody looks at corporate philosophies and whether they really have buy in from staff. She examines the influence of corporate culture on defining expectations and some tools to encourage individual and collective purpose.

Imagine this: A company has very promising and fashionable philosophies about customer service, integrity and trust. What are these glorious implications in the workplace? Nobody knows. Like beautiful footwear that doesn't fit, no one has been able to try them out. Many companies invest a lot of time and resources to develop corporate philosophies (corporate mission, vision and value statements) but employees don't buy into them because they just don't fit the actual job. In fact, some employees find these corporate philosophies loose and irritating. Why?

Often mission, vision and value statements are ambiguous. Imagine you are a new employee and the organisation you work for tells you to believe in certain philosophies (like your mother made you wear certain shoes). Yet you look around and you are not sure even the manager believes or understands them.

It's not clear how these polished philosophies relate to your job, yet you know they are important. This ambiguity can cause a lot of stress. You want to get your shoe in the door yet there is this massive void in your soul because you feel uneasy that the organisation tells you constantly what to believe.

Pitfalls to Philosophising

How much damage can corporate philosophies do? Here are some of the drawbacks:

1. Ambiguous philosophies are hard to apply;
2. They are often created by a small group of employees and enforced on others;
3. Many employees resent being told what to believe;
4. Philosophy is theory - business is a day-to-day hands on activity;
5. Employees make things happen and need to be an integral part of the philosophy.

In many cases it is not so much corporate philosophy that is the prob it is how we apply it. As employees a the forefront of business activity, need to understand a philosophy in o to apply it in different situations.

If employees are not engaged included in the process, an ambigu statement turns them off their w We apply a philosophy by engag employees in it.

Terms of Endearment: How to Eng Employees in Corporate Philosophy

Which would be better?

a) A group made up of strong purposeful individuals; or
b) A strong purposeful group that thinks alike?

A group made up of strong purpos individuals that think on their feet a define their own standards is far m attractive. Most successful organisati have mission statements, m individuals do not. Like organisatic employees need a purpose for th work, a guiding mission that provi meaning to daily activities. Employ must come before philosophy. before engaging employees in corporate philosophy, first help th uncover their own sense of purpose their work. The following example v illustrate why this is important.

When I was a retail manager, most our staff were young and could not c less about the job. This nonchal attitude permeated the corpor culture. It was interesting to watch h quickly new staff adopted this attitu

y desperately wanted to fit in. As
y loudly proclaimed, 'this job sucks!'
ey pretended not to care about
thing. The workplace defined their
ectations of the job.

nk of any new job you have had.
en you first started, weren't you
king for signs that indicated what
culture was like? What was
sidered acceptable? How far
ployees pushed the limits? How
ch control the manager really had?

nployees Need to Define iemselves Outside of thers Expectations

rporate culture defines expectations
t affect performance. This is why
need to help employees to identify
d strengthen their own sense of
rpose before selling corporate
pectations to them. Employees must
ine themselves outside of the
pectations of others. They must
ine what is purposeful about the
rk, what they enjoy, and what
ccess looks like to them to enhance
eir sense of individual purpose.
nployees with a strong sense of
rpose are more accountable, self-
otivated and initiating.

ere are some tools to help encourage
dividual purpose in others:

Get employees thinking about why
they are in the job in the first place
(besides to pay the rent).
The core of individual purpose
comes from really getting a hold of
the question - 'What do you care
about in terms of your work?'
The good manager continually
draws the answers from employees.
Just as employees draw from their
pay cheque you need to draw
from your talent base. Create
conversations about things that
matter to employees, at the same
time creating for them a sense of
identity. When employees have
their own sense of purpose they are

not so easily influenced by the
environment or the employees
around them. They have defined a
purpose for themselves that not
even a change in management, a
change in the job or other
employees' negative opinions can
take away.
4. The Mission Test: Ask personnel at
every level what the company
mission is and how it affects their
job. If you do not get an accurate or
consistent response, it may need to
be reworded.
5. Tie everyday tasks and roles to the
bigger picture like contribution to
customers, the company and the
overall community.

From Individual Needs to Collective Purpose

As employees are asked what they care
about in their jobs the answers move
away from individual concerns towards
helping others, building collective
purpose. Employees must take care of
individual needs before they can spare
enough energy to contribute to others.
Through coaching and follow-up,
managers can help employees care for
their own needs so they can free up their
energy for the group good.
As Maslow's Hierarchy suggests,
employees need to satisfy lower-order
needs like food and shelter (pay cheque)
and social needs (interaction) before
higher order needs like purposeful work
will prevail. As Maslow suggests,
employees are most motivated by their
strongest needs, so find out what those
needs are and motivate them accordingly.

Philosophy that Fits

Use the above strategies consistently
and turn your polished corporate
philosophies into a fit for the job.
Remember, employees are the resource
that makes things happen, thus it is
essential to get their buy in.

Guidelines for the Australian Listserv

In this short article, the list manager for the RMAA listserv outlines the new guidelines for the Australian listserv. The listserv has been developed to provide a forum for members to raise issues and discuss areas of concern. Subscription details are available on the RMAA website at www.rmaa.com.au.

Guidelines for the Australian Listserv

This list has been established for the discussion of records management related issues. However, there are and will continue to be posts that are not related to records management. If this is a problem for you, or if it bothers you, the directions for unsubscribing from this listserv can be found in this message.

Guidelines for acceptable tone/content for postings:

Warning: This list is for the discussion of records management and related issues. Other topics, while interesting are not appropriate.

Postings of a commercial nature are prohibited, except in relation to notifications of training courses. When in doubt, please contact the list manager kemalh@tpg.com.au

Tone: Subscribers to this list should maintain a civil tone; while legitimate and passionate disagreements occur, 'flames' are not allowed (see rules of conduct below for details).

Guidelines for using the list: To send a message to everyone currently subscribed to the list, send mail to: rmaa-list@echidna.stu.cowan.edu.au.

This is called 'sending mail to the list', because you send mail to a single address and the LISTSERV makes copies for all the people who have subscribed. This address is also called the 'list address'.

The list is the mechanism for the actual distribution of mail messages to the subscriber. Only those messages intended for redistribution to everyone subscribed to the list should be sent to the list address.

To change how your subscription is set up, you send commands to the SERVER address. That address is: http://echidna.stu.cowan.edu.au/ mailman/listinfo/rmaa-list. The system maintains the subscription list by receiving and processing request commands from individual subscribers and the list hosts.

The server is essentially a machine, not a human. It is very important to understand the differences between the two. The SYSTEM address acts like a fax machine, while the Listserv address is like a phone line. If you accidentally make your fax call to someone's voice line, the person receiving the call will be annoyed. It is the same with mailing lists, with the difference being that you are calling hundreds of people at the same time, so a lot more people get annoyed if you use the wrong number.

Unsubscribing/Going on Holidays: You may leave the list at any time or for a short period. Go to http://echidna. stu.cowan.edu.au/mailman/listinfo/rm aa-list and change your settings.

This is very important, as many e-[systems do not have the capacit handle very large volumes of mess If your e-mail system uses auto-re when you are out, you MUST set y subscription to no mail! If you d one of two things will happen: Ei your auto-reply will go out to over members of the Listserv each tim message is posted, or I will get e messages each time there is a post Either way, it won't be a pretty si and once you come back, your ac will be deleted.

Back from Holidays: When you wan turn on your mail again, again go http://echidna.stu.cowan.edu.au/n man/listinfo/rmaa-list

Attachments: No attachments should posted to the list. Greg Wrighton Curtin University will soon host a bull board for the uploading of attachmen

Sign Your Messages, Commer and Remarks: This is importa ALWAYS sign your messages with y name and e-mail address, so that you get full credit, or so people can respo directly back to you. We would ask y to not use large signature blocks.

Postings to the list will be considered be personal postings unless you indic they are on behalf of your employer a body you represent. You will r therefore need to add a disclaimer.

Monitoring List: This listserv is r monitored. Nobody sees or appro postings before they go to the l Therefore, YOU are responsible whatever you send to the list.

t **Posting:** Introduce yourself to
list members. We would love to
w who you are and where you
from. Your e-mail addresses don't
essarily explain who you are or
t your interests may be in
rmation management.

sonal **Replies:** The Listserv is set to
d replies automatically to the entire
erv membership. This means that
g the REPLY function will send
r message directly to the list and not
individual person. To respond
ately, you will need to type the
ress of the person you wish to
ond to. Please be considerate of
ers and send your personal
ments not to the list but to the
son you want the reply to go to.

est: If you want to have the day's
tings to the list come back to you in
message, rather than individual
ssages, with a table of contents at the
inning please go to http://echidna.
.cowan.edu.au/mailman/listinfo/rm
list

TE: If you are using the digest
ction and do not receive all of the
serv messages, it is because your
ail system cannot handle the large
ssage. This should not occur very
en, but on days that are especially
avy for listserv use, this may happen.

tting **Archives of the List:** The
torical archives of message traffic are in
it of a mess. We will be reviewing the
ans of accessing the archives in the
ure. An announcement will be made
en they are available again.

taining the **List of Membership:**
e membership list of the RMAA
tserv has been closed to all subscribers.

oblems with your **Subscription?**
you have problems with these
mmands, or your e-mail address
anges, please send a message to the
t manager kemalh@tpg.com.au who
ll assist you.

Rules of Conduct: In addition, please
take note of the following Rules of
Conduct. If you have any questions,
please do not hesitate to contact
kemalh@tpg.com.au.

1. Be considerate to others. List
members will treat each other with
respect and civility. This list will
maintain a civil tone, and while
legitimate disagreements can and
will occur, 'flames' are not allowed.
A 'flame' is an emotionally charged
posting, and is often directed at
someone. Members of this list are
all professionals, and are expected
to conduct themselves as such.
2. Think before you post. Do you
really want to say this to over 760
members of this list, or do you
want to send a personal reply? Be
careful when using the reply
function of your e-mail system.
Many e-mail systems will send your
reply to the entire list if you simply
use a reply command. Re-read what
you write before you send it.
Remember that it is easy for others
to misunderstand facetiousness and
sarcasm in messages. Did you really
say what was intended? Once a
message is sent, typically it can't be
retrieved. Also remember that this
listserv was set up to discuss records
management and related issues.
3. Include a subject line in each
posting.
4. When replying to another message,
refrain from quoting entire
messages. Paraphrasing or quoting
selectively are both kinder to
people's eyes and e-mail boxes.
Also, do not attach the message you
are replying to at the end of your
message. While it is sometimes nice
for people to be able to follow the
subject that way, the length of the
message creates havoc with e-mail
systems and digest users.

5. At the end of your message, include
your name and e-mail address and,
if acting on behalf of your employer
or as a representative of a body or
group, please indicate it. If you do
not, members will consider the
postings to be personal comments.
Many systems do not show the
sender's e-mail address, which
makes it difficult to send personal
replies. Also, please try and keep
your signature files short-again, it
only adds to the length of the
message for our digest friends.
6. Participate and discuss! Everyone's
ideas are important.
7. This list has its own character (and
characters), just like any "real"
grouping of people (such as a
meeting or party). The list
functions best when people respect
the character of the list. It is also
good to respect the differences
among list members and have
certain tolerances for our individual
eccentricities (and curmudgeons).
8. 'I agree' and 'me too' replies are
discouraged, as are "send me the
information also." These replies
should be directed to the sender of
the message.
9. Blatant marketing statements
should be avoided. Vendors and
producers should feel free to engage
in theoretical discussions about the
list topic, but should refrain from
turning their replies into
commercials for their own
products.
10. We have all violated the above
rules either through inexperience,
impatience or limited local
software. A private message to the
offender from the List Host is more
appropriate than a public flame.

Enjoy the List!

The 'Other' Records of the Olympic Games
Recordkeeping at the Sydney Organising Committee for the Olympic Games

Angie Rizakos BA (Syd) Grad dip Info Mgt
Archives Admin (UNSW)
International Organising Committee for the Olympic Games

Angie Rizakos is currently working with the International Olympic Committee (IOC) in Lausanne, Switzerland to help establish an integrated electronic records and document management system as part of the IOC's global information management project. She was formerly the Manager, Records & Archives, of the Sydney Organising Committee for the Olympic Games (SOCOG).

Abstract

The Sydney Organising Committee for the Olympic Games (SOCOG) was responsible for the event management and staging of the Summer Olympic Games of the XXVII Olympiad. This event encompassed 28 sports and over 40 competition and non-competition venues. This paper describes some of the activities of the Records and Archives Unit within the Sydney Organising Committee for the Olympic Games and outlines some of the ways in which records services were used to assist the administration of the organisation. Recordkeeping strategies at SOCOG focused on communication; involving the creators of the records and raising the profile of recordkeeping in order to manage the accumulation of records and targeting key areas to address recordkeeping needs.

Records management at the Sydney Organising Committee for the Olympic Games (SOCOG) was part of an integrated information management strategy that included the management of library resources and reference activities, and eventually the corporate Intranet, document management, and public information. There were particular challenges or constraints for recordkeeping at SOCOG.

Significantly, the organisation was a temporary one established solely for the purpose of staging the Games of the XXVII Olympiad. Staff numbers grew at an exponential rate; the quantity of information created was high and the time allowed for arranging and archiving the records at the conclusion of the Games was extremely short. These challenges are not necessarily unique to an event organising environment but did impact on the policies, practices and services that could be provided in the records management area.

Background

SOCOG was established in November 1993 as a statutory corporation of the state of New South Wales and was disbanded on 31 December 2000. It was a one of a number of agencies contributing to the Olympic Games in Sydney and SOCOG's particular responsibility was the staging of the Olympic Games event. SOCOG was the formal successor agency of the Sydney Olympic Bid Limited, SOBL. SOBL was established to lead the bid for the Olympic Games of the year 2000. One of the earliest agreements entered into by the newly formed organising committee was an agreement that transferred the records and files (as well as the library holdings) of the Bid Committee to SOCOG's custody.

These records were to be managed were other records related tasks, the Technical Services unit of Library operations.

Centralised Information Catalogue

Library operations from 1994 to 1 concentrated on the collection information. One centralised inde database was established for all phy information resources. An 'off-shelf' proprietary records managem software package was customised to as a single central index. This cen database was used to catalogue lib monographs, publications, serials magazines, ephemeral publications leaflets, and audio visual material s as CDs, videos and physical ima slides and photographs, as well as in physical documents, files, contracts archive boxes. The database was the catalogue for the memorab collection. Memorabilia such uniforms, pins, banners, and ot corporate memorabilia from the Syd Games, Sydney's successful bid previous Olympic Games w deposited by SOCOG staff for 'archives' collection. The records, f and contracts of the Paralympic Gai Organising Committee were also lis as different record types within same database. This reflected integrated nature of both organis committees. The result was that o one search was needed to sea across all catalogued physical mater and that one database could man all record formats throughout record lifecycle.

llectual control of the paper-based
rds was centralised. Technical
vices managed and controlled the
ordkeeping tools, such as the file
ssification tools, the database, file
ation and retrieval. The physical
ation, day-to-day maintenance and
nagement of the records and files
ained within the functional area
t created and used the records.

ecision was made early in the life of
organisation that the possibility of
naging all the records created by
COG at the time of creation was
ited. It was thought that involving
ords control processes at the creation
nt or at the point of receiving
ords into SOCOG would cause
necessary delays to administration
d mail processing.

e possibility of managing electronic
ords systematically in an electronic
ordkeeping system was explored in
98. However, for SOCOG the
estment in time and money was not
propriate. The policy for electronic
cuments and e-mail was simple. If
e document was evidence of an
ion or a decision then users were
quired to print the document and
ace it on file. From 1998 high-level
cuments such as policies and key
ategic documents were drafted and
intained with an audit trail on the
ternal lotus notes Intranet. This
tranet was also managed within the
me information services program. In
is way, records management worked
osely with the other information
anagement services of the Knowledge
anagement Program at SOCOG to
sure that the records were captured
d retrievable.

**ctivities of the Records and
rchives Unit**

he Records and Archives Unit was
tablished as a unit within the
nowledge Management Services
rogram in mid 1999, after a divisional
structure. Records Services had been

identified as a separate unit within the
Research and Information sub program
in mid 1998. Prior to 1998 the
Research and Information program was
known as Information Services and the
Records Section as Technical Services.

There were 4 1/2 staff in the Records
and Archives Unit in 1999, and at
the same time over 1000 staff within
SOCOG.

The Records and Archives Unit was
responsible for managing or controlling
the administrative records of the
organisation, e.g., financial, legal,
planning and other records - the 'other'
records i.e. not the records of the
sporting events themselves.

Those records (i.e. timings and
placings) were the responsibility of
the appropriate international sporting
federations.

The activities and responsibilities of the
Records and Archives unit were to:

- Manage compliance with regulatory
  and legal obligations;
- Support decision-making and
  manage the internal obligation to
  keep good records of business
  process and decisions to support
  planning and management of the
  Games;
- Manage reference and retrieval of
  records;
- Authorise and manage disposal of
  official records disposal destruction
  or archiving;
- Establish archiving policies and
  standards;
- Manage classified documents;
- Maintain the official records
  database;
- Provide a consultancy service to
  programs across the organisation;
- Plan for and operate recordkeeping
  at Gamestime and in the dispersed
  venues;
- Plan and manage the process for
  arranging and describing within six
  weeks of the end of the Games; and

- Arrange for the preliminary
  archiving of records (transfer of
  permanent records to the State
  Records Office) and the keeping of
  archives as a legacy for the future.

The recognition of Records and Archives
as a unit and the simultaneous scaling
down of library operations reflected the
move towards operational services rather
than information collection and planning.
In 1998 a professional Records Manager
was employed. More importantly, in 1998
the State Records Act 1998 was passed.

This Act regulated recordkeeping in
statutory corporations such as SOCOG
to a greater extent than previous
legislation. SOCOG was legally obligated
to maintain adequate records supporting
all operations and financial decisions. This
was used to promote the records effort
and gain support from the executive and
management for a records management
push within the organisation.

**Policy - Recordkeeping Promotion
and Awareness**

The recordkeeping and retention
policy was approved in February 1999,
only 18 months before the Games.
SOCOG had existed for approximately
5 years before that time and almost
1000 staff had already come on board.

As records were not controlled at the
point of creation a number of informal
and unregistered uncontrolled record
systems had developed. Eventually the
records would need to be assessed and
controlled to ensure that they could be
retrieved even after the organisation
had been dissolved.

A program of promotion and renewed
interest in recordkeeping followed
the policy's approval. To be most
effective, it was determined to target
recordkeeping orientation and awareness
to significant client groups, in addition
to accountable areas such as Legal,
Finance and Human Resources; key
strategic areas such as Technology,

Venue Operations and the Sport division were approached. Records and Archives staff spoke directly to program and divisional staff of these groups at their divisional meetings to discuss recordkeeping obligations and the assistance that could be provided by the Records & Archives Unit. We also targeted the positions that were seen as strategic such as the Venue Operations Coordinators and Group General Managers at the Executive Level.

To provide support for recordkeeping at the program level, each program was asked to nominate a 'records liaison' as a program representative. The role of the liaison was to act as a conduit between the Records and Archives unit and the program, to disseminate future records related instructions e.g. venue transition and archiving and to provide records related information to the new staff in their area. Program liaisons were provided with access to and training on the records database and copies of user documentation.

After contact was made through the recordkeeping promotion and awareness program a member of Records and Archives team met with the program representative to offer a basic internal consultancy service. The program records were examined and assessed 'in situ.' Where appropriate records were indexed as official files in the official recordkeeping system with the assistance of the program. In addition to existing policies and procedures, often procedures and records processes were specifically developed in consultation with the program representative. This flexibility was necessary to ensure compliance with the procedures.

Growth of SOCOG Records Database
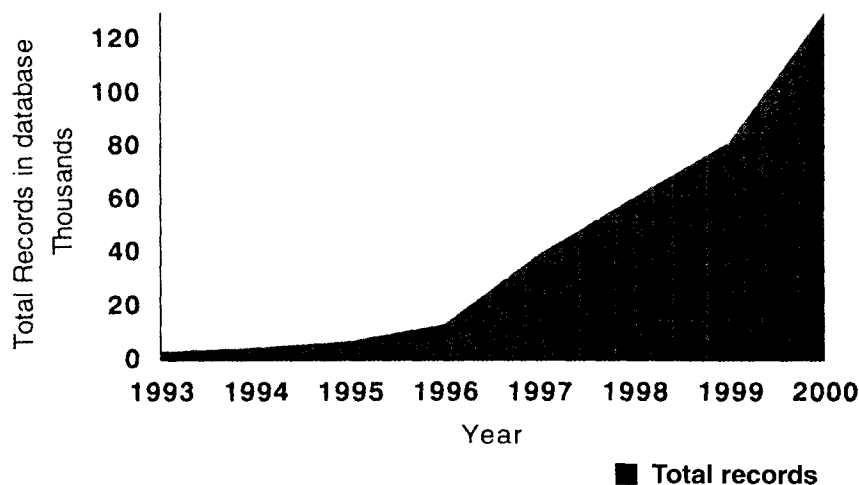
Figure 1. The chart above relates to the total number of all indexed records within the database.

Pre Games Statistics and Workflow

The statistics below provide an indication of the workflow in the Records & Archives Unit in the period before the Games.

Over one average day in the lead up to the Games:

- 160 files moved in or out of Records & Archives or across the organisation every day. That is 1 movement every 3 minutes that is tracked by the records team in the records management database;
- Averages of 30 file or document searches were conducted for SOCOG staff per day. That is 1 search every 16 minutes.

Pre Games Clean Up Campaigns and Records Awareness Programs

Significantly, the main recordkeeping task was to communicate recordkeeping within an organisation whose entire focus was 'putting on the Games'. An effort was made to 'sell' recordkeeping as supporting everyday work activities rather than as an additional task.

Even though recordkeeping wa continual activity and serviced unregistered filing systems and exponential growth of SOC(required that some provision to 'cl up' or manage accumulations unordered records be made, addition to the provision of day to records services. Two campaig known internally as 'Clean Campaigns', were conducted in six months before the Games. first occurred six months before Games and the second occurred months before the Games. The seco campaign was linked to the departu of venue teams from Headquarters their respective venues.

Venue Archiving and Records Servi During the Games

For the sixty day period of the Gan (this period includes the Olympic a Paralympic Games and the transiti period between) and at least 2 wee beforehand, venue teams l headquarters and were based at th respective venues across the extend Sydney geographical area. There we over 40 competition and no competition venues. Technology a communications during this peri were based on essential needs only.

th the support of the Venue erations Team and Logistics grams a venue archiving process was in place to manage the administrative rds that would be created or renced at all competition and non-mpetition venues during Games time.

h venue had a Venue Archives nager (VAM) to coordinate the cess, instruct the functional areas hin the venue and where necessary compile an inventory of the venue ords. Archive requirements were ped for each venue, procedures were ablished and disseminated and the cessary supplies such as archive boxes patched to the venue.

proximately 5000 archive boxes re dispatched to venues to store ords and documents and all archive xes were labeled and tracked using rcodes. At the conclusion of the mes or in the three day 'bump out' riod to close the venue and return it the usual venue owner, the archive xes were returned directly to the dney 2000 Games Headquarters for st Games processing by a Records d Archives team.

st Games Period - Archiving

CoG was dissolved on the 31 ecember 2000. Due to lease rangements the Sydney 2000 Games eadquarters were to be vacated within weeks of the conclusion of the ralympic Games. This placed the st Games 'archiving' process under nsiderable pressure.

the six weeks following the ralympic Games records that were stributed to or created at venues were nsolidated at Headquarters, assessed, talogued and sentenced for retention disposal at headquarters before ansfer to a storage area.

ne level of the Games HQ building approximately 400 sq. metres was set ide for this purpose.

Efforts concentrated on arranging and describing the materials as well as removing lost property items and stationery that inevitably were placed in the boxes. The documents were arranged according to logical subjects and functions, boxed and registered on the database. Additional temporary staff were employed for this purpose. Records, files and series that were previously registered were more easily 'rehabilitated' into the system and simply boxed into the relevant series grouping, sentenced according to the retention schedule and transferred to storage.

About 8000 archive boxes of records were processed in the six weeks after the Games. Approximately 50% of those were records, files and series that were previously registered in the period before the Games.

During the post Games period the Records and Library collections used as an information resource by SOCOG were dispersed to a number of NSW State government institutions. It was strongly argued that the historical records and information collections in whatever format should be maintained together. However, for a number of reasons, mainly to do with conservation and preservation, it was necessary to distribute custody. The models, some costumes, the drawings and plans and records of designs for the Opening and Closing Ceremonies were transferred to the Powerhouse Museum in Sydney for conservation and preservation, and the administrative records went to the successor agency, OCA, now the Sydney Olympic Park Authority (SOPA). The records of the Bid committee were transferred directly to the State Records Authority. The Sydney Olympic Park Authority is now responsible for carrying out the further appraisal and sentencing needed in order to transfer the permanent records to the State Records Authority so that this material can eventually be made available to researchers.

Recordkeeping was not seen as Games imperative, and it was acknowledged that there would be some loss of intellectual information at the conclusion of the Games as attempts to manage records before the Games were met with various degrees of compliance across the organisation. Therefore, it was important to target the recordkeeping efforts towards areas that were accountable and required to document their actions such as the Legal and Finance programs and communicate directly with these and the strategic areas such as Venue Operations, and Group General Managers to ensure the capture of key records. It was also important to be flexible in the way that the records management strategies were implemented and develop processes in consultation with the records creators.

One of the most important tasks was communication within the organisation to raise the profile and awareness of recordkeeping. It was essential to show staff how recordkeeping directly supported their work activities and to gain the support of key programs with the use of program representatives.

It was these continued and flexible recordkeeping efforts over many years that ensured the records of SOCOG were maintained and will be a lasting legacy for researchers and the Olympic Movement.
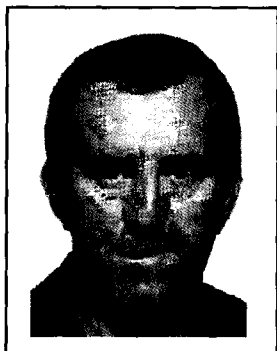
Taking it to the Streets:
Why Australian National Archives Embraced Digitisation on Demand

Ted Ling, Director,
Legislative and Accessibility Projects,
National Archives of Australia.

Ted Ling is the National Archives of
Australia's Director, Legislative and
Accessibility Projects. He has written a
number of publications on the subject of
archival buildings including Solid,
Safe, Secure: Building Archives
Repositories in Australia and Guidelines
for Mobile Shelving for Archives,
Libraries and Museums. He is a member
of the International Council on Archives
Committee on Archival Buildings and
Equipment. Currently he is responsible
for reviewing the Commonwealth
Archives Act and preparing ministerial
proposals for amended archival
legislation and for managing a number
of the Archives' outreach activities
including digitisation on demand,
Summer Scholarships Scheme, Frederick
Watson Fellowship and Community
Heritage Grants.

Abstract

The National Archives of Australia
(N.A.A.) launched its digitisation on
demand program on 11 April 2001, to
provide a growing client base with
better access to its holdings of historic
records without requiring people to
travel sometimes great distances across
that vast continent to visit the
repositories in Canberra or the State
capital. Within six months, the
program had half a million document
images online and was being
overwhelmed by clients clamouring for
more. The author reviews the massive

project in a case study paper to the
second International Conference on
Cultural Policy Research (ICCPR) held
at the National Museum of New
Zealand Te Papa Tongarewa in
Wellington, New Zealand, in January
2002. He explains how the initiative
developed, was tested and
implemented. He discusses some of the
lessons learned and muses on the
project's potential for future researchers.

Introduction

Cultural institutions today are faced
with the challenge of how to promote
wider access to, and greater use of, their
collections. For the National Archives
of Australia this challenge is
complicated by the:
- Size of our collection - about 270
  kilometres of records;
- Value, unique nature and, in some
  cases, the fragility of the collection;
  and
- Wide geographical distribution of
  Australia's population, which
  prevents many people gaining
  direct access to the collection.

This paper describes the Archives'
attempts to meet these challenges
through an initiative known as
digitisation on demand. I will explain
how this initiative was
first developed, trialled and
implemented and the lessons we have
learned since implementation. I will
also explore how we see this initiative
proceeding in the future and the
potential it gives us to develop digital

packages of records from the collect
to meet the needs of our research
wherever they may be.[1] The tyranny
distance and the needs of research
The National Archives of Australia
a head office in Canberra and off
with reading rooms in each State
Territorial capital city. There are ei
public facilities throughout the coun

Such a network is of little use
researchers who are unable to visit
reading rooms. It is important
remember that the Archives do
move records from one city to anoth
Researchers must go to where
records are located where they can vi
them free of charge. Alternative
researchers can have search age
examine the records on their behalf
a fee, or they can have photocop
made and sent to them, also for a fe

However, why should researchers
penalised because they are unable to v
a reading room, while other research
who are able to visit a reading room
access records at no cost? The Archi
could not adequately address t
inequity in the traditional referer
service environment.

Computer technology has enabled t
Archives to provide access
information about its publication
standards and policies through t
Internet to anyone who needs
regardless of where they live or wor
Importantly, for those who requi
access to the collection, it has provid
the Archives with means of presenti
information about the collection, a

government agencies that created se records. This has been achieved ough RecordSearch, our online abase. RecordSearch has given our persed researcher audience the ability identify records that may be relevant their research through a keyword rch facility. However, until itisation on demand, the Archives re unable to fulfil all the ormational needs of researchers ause they could not access the actual ords online.

olution of digitisation on demand vice The Archives could not ignore e issues the expansion of Internet cess raised. Researchers increasingly pect to meet most of their formation needs online, and at e place and time of their choosing. he Archives felt that it had to meet is demand or, over time, risk coming irrelevant.

2000, the Archives began a series of als to investigate digitisation and ternet access using a number of fferent methods. The starting point r the project was provision of access r remote researchers that, as far as ssible, replicated the reading room perience. The essential criteria for the als were speed, minimisation of cost r image capture and adequate gibility of the finished product.

number of digitisation methods were alled - overhead, bookeye and flatbed anners, as well as digital cameras. lso tested were digital conversions om microfilm, proprietary commercial anning systems and high-speed ureau imaging services.

AA planners also used a variety of cord formats to test each method's ility to capture all types of ocuments. Considerable time was ent using World War I Army dossiers of which there are 420,000 - as test odels. These dossiers had already resented a particular problem with hotocopying, because of the variety of

ink and pencil colours, handwritten and typed entries, stamps and background colours on the forms. Therefore, a selection of service dossiers was an obvious choice for inclusion in the trials because if digitising all these formats was successful, other less difficult records should be relatively easy.

An important facet of the project was the development of a cost-effective and suitable method for making the digitised images available through the Archives' website. It became obvious very early on that all images should be attached to their respective record entry on RecordSearch on the Archives website in order to:

- Remove the need to create or replicate metadata - a significant factor in keeping capture costs low;
- Maximise the chance of the long-term preservation of the digital data;
- Avoid the duplication of digitised images on the website;
- Maximise researchers' chances of learning about images of records they might wish to consult; and
- Link images on RecordSearch to other parts of the website if required.

Issues emerging from the trials

The clear result of the trials was that overhead digital cameras met the image capture criteria better than the alternatives. The cameras provide low-resolution images with adequate legibility and the greatest processing speed. They also provided the simplest system for image capture that best replicated the reading room experience with respect to the appearance of the images.

The Archives has continued using digital cameras for image capture. While the planners know that their approach is at odds with much of the literature about digitising archival

records, there are two reasons for using the method. Most of the experience leading to the formulation of high-resolution, best image models has been based on pictorial material or rare and attractive records, a significant proportion of which will probably be required for illustrative and publication purposes or research.

Secondly, the literature and digitisation discourse in Australia stress the digital preservation of objects. The primary aim in this instance is accessibility, not preservation or publication, so the digital quality can be lower. Paying to copy a record to a higher standard when required for other purposes costs less than capturing all images at a higher standard at the outset.

In addition, the overhead scanning techniques adopted markedly increase the speed and reduce the cost of image capture. A significantly greater number of images can be captured and made available to researchers than with more conventional methods.

Costs

The speed of processing digitisation requests was considered just as important as cost. Keeping costs per image as low as possible depends primarily on the number of images the operators can capture per shift. During the trials, the average number of images captured and processed was 3.26 per minute. At this rate, and at the salary level of the operators, the cost per image was between $0.11 and $0.14 depending on the type of material being processed, with an average cost of $0.13. 3 To this had to be added the cost of equipment and the cost of developing the software, so the total cost of capturing an image was $0.14. These costs are less than any alternative method the Archives examined or knew about.

Further cost savings can be made by separating image capture from image processing and online loading and using staff with different classification levels for the differing levels of capability required for each task. It was estimated that temporary staff working relatively short shifts could capture more images per minute than the results obtained during the trial. For example, at four images per minute, the cost for image capture (including the processing and loading time) is reduced to an average of $0.11 per image.

There are, of course, other costs involved. The full costs include retrieving records from storage and subsequently returning them (calculated at approximately $0.09 per image), as well as storing the digital images (calculated at $0.02 per image). However, these costs are incurred irrespective of the image capture system used.

The costs of retrieving a record and returning it to storage already apply if that record is used for remote researcher photocopying, or when it is made available in our reading rooms. By digitising the record, the Archives are saved the expense of further retrieval and return to storage costs. The advantage of the digital approach is that these costs are incurred only once, when the request is actioned. The Archives' philosophy is that digital capture once equals many uses.

The final outcome

At the end of the trials it was clear that low-resolution digitising by overhead camera was the most efficient way to proceed. The Archives decided to initiate a digitisation on demand service that would allow researchers to request digital copies of records to be loaded onto RecordSearch. The Archives

also decided to identify high records for digitising and loading o RecordSearch.

Privacy

However, there was one final issue be considered before introduction the online digital service - privacy.

Australian legislation regulates pu access to the collection and requ that at the NAA we withhold sensi personal information from every fo of access. It is important to note that only digitise records suitable for pu release with an access status of 'open 'open with exception'. We sought le advice to determine if there wa distinction between releasing records the public in a reading room, or photocopy form, and loading dig copies onto a website where they can viewed by anyone with Internet acce

were advised that there is no
ference, so we were able to proceed.

gitisation on demand service -
w it works

e Archives' process of creating digital
pies for RecordSearch has three
mponents - capturing images using
gital cameras, processing them and
ding them into RecordSearch using
ftware developed in-house called
ageStore and ImageLoader.

pture

pturing the digital image is a simple
k for the operators. The procedure
quires them to:

Be aware of preservation
considerations at every step
of the process;
Log the record's barcode;
Place the record under the camera,
aligned in a pre-set position;
Capture the image by releasing
the camera shutter; and
Turn to the next folio and continue
until the whole record is digitised.

he operator is required to digitise
om the top of the record down and to
oid dismantling the record unless it is
cessary for legibility.

he hardware used consists of a digital
mera (Canon Powershot Pro70)
ounted on an adjustable stand for
erhead alignment and a computer for
loading the captured digital images.

perators work in four-hour shifts,
ith short breaks totalling 20 minutes.

apture rates have been averaging
,100 pages per operator per shift. The
erage capture rate is easily achievable
r regularly formatted records (i.e.
here no dismantling of records,
moval of pins, plastic sleeves,
nfolding of maps, etc is required).

Processing

ImageStore rotates, crops, sharpens and
adds contrast to the captured images
without human intervention. It allows
an on-screen review of documents
copied, and the replacement or redoing
of single pages if necessary. The
program saves a large and a small copy
of each raw image produced during the
capture stage. The small image is the
default image and is loaded for viewing.

Persons using RecordSearch can select
the larger image for print purposes.
Image processing is about 4,400 pages
per operator per four-hour shift. This is
based on a processing rate of 20 images
per minute. However, in practice, the
processing rate is constrained by the
rate of capture.

Loading

ImageLoader is the conduit for
loading the digital images onto
RecordSearch. This program will also
load images that have been captured in
processes other than the digital
camera/ImageStore mechanisms. It has
the facility to replace and delete pages
or whole records.

A summary of the Archives'
specifications is at Appendix 1.
Commencing the digitisation on
demand service The Archives began its
digitisation on demand service on 11
April 2001.

Researchers could request records in
our collection to be digitised and
loaded onto RecordSearch. This new
service was not publicised widely, as we
did not know how the processes that
were trialled in an artificial
environment might translate to an
actual service environment. Nor did we
have an appreciation of the volume of
requests that would be handled by an
initiative that was very much in an
embryonic stage.

Before introducing the service we
decided that it would be offered for
records located in Canberra only. This,
we thought, would give us time to
refine procedures, gauge the volume of
requests and establish the appropriate
infrastructure needed to provide a
national service. When the service is
fully functional it will be extended to
our State offices.

How our researchers request online
digital records To request an online
digital copy, a researcher selects one of
the two icons that appear on the record
description screen on RecordSearch.
The icons prompt requests for either a
photocopy or an online digital copy.
The researcher lodges an online request
for a digital copy and in return receives
an electronic acknowledgment.

When the digital copy has been made
and is available for viewing online, an
icon appears on the record description
screen. We do not contact researchers
and advise them when a record is
available but rely on them checking the
website from time to time.

When researchers open the digital copy
they see a navigational tool at the top of
the page. It allows them to advance
through the record, page by page, or
jump ahead to any page they require.
There are also version selection icons
that appear at the top left side of the
screen. By default, the 'small' digital
image (eg 52KB) will appear, which is
adequate for on-screen viewing.
However, if required, researchers can
select the 'large' digital image for
printing purposes.

In practice, we have found that the 'small' image usually provides a very legible printed copy. As part of our digitisation on demand service we undertake to provide our researchers with:

- Legible copies;
- Each page copied in its entirety (i.e., no information is missing because of poor framing, etc);
- A copy of the entire record (including masks and removal advices) or, if not, the researcher is told why a full copy cannot be provided.

We do not promise total quality control, as we generally do not check the images. If we are advised that an image is poor we will simply re-scan it. Nor do we promise high quality images as if they had been scanned on, say, a flatbed scanner. There will be some pixellation. We use standard fluorescent lighting, not studio lighting, so some glossy surfaces do present problems with reflection and the lighting of pages is not always evenly distributed. Some of these deficiencies can be resolved quite easily but this requires more individual attention and is thus more time consuming and reduces output.

Digitisation is also limited to formats of A3 size or smaller. In essence, we believe that the primary measure of the success of our digitisation on demand service is legibility, not the cosmetic appearance of the images.

Digitisation on demand - six months' experience Our digitisation on demand service has now been in operation for six months and our researchers are delighted with the service. This is what two of them had to say:

'I feel that this service has the potential to revolutionise the study of history for those of us undertaking postgraduate study at regional universities (in my case a PhD in history at the University of Newcastle).' and

'Sincere thanks to you and your staff for a great job. You have provided us with detailed information on our family war heroes, information that was previously very difficult to access. In our case, we were able to establish details, including photos, which were a great joy to a sister of those heroes.'

We have received many similar bouquets. The service is outstandingly popular... almost too popular!

Managing the demand

We have been overwhelmed by the interest generated by this initiative. Even though there was little publicity the demand was instantaneous and it has shown no sign of abating. A few statistics will help to illustrate this point:

- Between 11 April 2001, when the service began, and 30 June, we received 5,548 requests for digital records and in response 177,301 pages were digitised.
- Between 1 July 2001 and 30 September we received 7,325 requests for digital records and in response 265,605 pages were digitised.
- By 30 September 2001 we had digitised a total of 442,906 pages.

We initially promised our researchers a 30-day turnaround time. However, the high volume of requests has meant delays of over 80 days. We now simply tell researchers at what date requests currently being digitised were received. To help manage the demand we have introduced night shifts, three nights a week. We have a team of 10 operators, with four operators working shifts between 9.00am and 10.00pm. However, the demand is still rising. So we have now limited the number of records a researcher can request to five each year. However, this has not stemmed the flow.

The service is currently free. We c[ould] introduce a fee but why should some[one] have to pay for a digital copy that is [up]loaded onto our website for the e[ntire] world to see for free? Furthermore, [the] service we are now providing is inten[ded] to assist those researchers who ca[nnot] visit our reading rooms, where they c[an] access the records at no charge.

We could adopt the same policy as [the] National Archives of Canada [and] consult with various groups to ascert[ain] which are our most valued records [and] then digitise them en masse, rather t[han] digitise individual records on requ[est]. But if we followed the Canadian mo[del] we would probably be digitising so[me] records that are of no interest to m[ost] researchers.

The reality is that through [our] digitisation on demand service we [are] giving our researchers exactly what t[hey] want. Our researchers are telling [us] precisely which records are of value [to] them and we are doing our best to m[eet] that demand.

It is Archives' policy to develop [a] combination of proactive and react[ive] digitisation services. Proactively, l[ike] the Canadians, we will identify certa[in] high demand records and have th[em] digitised by external contractors. H[alf] of the requests we currently receive [are] for World War I Army dossiers, so i[t is] an ideal group of records to digitise [in] its entirety. Reactively, we will contin[ue] to digitise records on demand in-hou[se]. The delays are likely to continue a[nd] we will advise our research[ers] accordingly. If they are prepared to w[ait] we will digitise the records they want[at] no charge, if they cannot wait they ha[ve] the option of obtaining a photoco[py] (for a fee) or visiting our reading roo[ms] to see the records personally (at [no] cost). So far, the evidence is that m[ost] researchers appreciate the service a[nd] are prepared to wait.

ministering the initiative

e service we offer is, in a sense, a crocosm of any other record-related eration. It requires administration d is akin to running a reading room - researcher is not present but a milar range of records-related oblems are encountered for which perienced staff are needed, such as:

Ordering and returning records to he repository;
Retrieving records on issue to someone else;
Writing to individuals to explain delays or difficulties (eg large format), and dealing with special requests.

ur early experience has shown that a rger than anticipated number of cords has required dismantling or ecial preparation prior to capture (eg rting pages that were out of order) and is has slowed the capture rate. It also flects part of the 'unknown' facet of perating in an actual work environment opposed a trial environment.

owever, we are confident that roductivity rates can improve, in light further refinements we are making to e software that will allow a number of rocesses during the data capture stage be undertaken automatically, rather an manually as is presently the case.

Once the records have been loaded onto e website, if a researcher wishes to ownload and print a copy they must urrently do so one page at a time. This an be quite frustrating when a record onsists of several hundred pages. We are ontemplating modifications to the oftware that will give researchers the hoice of downloading an entire record r particular pages only.

Wear and tear on the digital cameras. We have discovered that the cameras we se, which are designed for the omestic market are not coping with onstant high usage. We have found hat after six months they are starting to

wear out and it is unlikely that they will last more than a year. This is not surprising when you consider that each camera is processing over 22,000 images a month.

While we are currently examining the suitability of other cameras, it should be noted that the ones we are currently using cost just over $2,000 and we do not consider this to be expensive.

Extending accessibility into the future
Despite the overwhelming demand and the technical difficulties we have encountered it is clear that we have introduced a service that our researchers want and that this service will only continue to grow.

We know that many institutions are watching with interest to see how we manage the service. In this, the final part of my paper, I would like to discuss where I see digitisation taking us.

In the past year we have worked with a number of organisations to increase accessibility to our collection through the Internet. The digital system that we have established allows external sites to link to digital records in RecordSearch.

This has a multiplier effect in that some of the researchers who come to RecordSearch from other sites may not have had access to these records if it had not been for the link provided from their original search site. A few examples will illustrate this point.

Alliances and links

We have developed an alliance with the Hellenic Studies Centre at La Trobe University in Victoria, to help them gather together records that document Greek migration and other aspects of life in Australia for Hellenic people. Rather than requesting photocopies of relevant records, the Centre now selects records and the Archives digitises them. The Centre then provides links from their online collection to the records on

RecordSearch. The result is that a significant group of records are available through the Websites of both organisations.

The John Curtin Prime Ministerial Library in Western Australia maintains a website that deals with the life and career of Australia's wartime Prime Minister John Curtin. The website contains digital copies of a large array of records, many from our collection. The Archives and the Library have worked together to make these digital images available. There are now direct links between the Library's website and digital copies of our collection. So again we have an example of a single digital capture resulting in many uses.

Digital packaging

We can, however, take these developments much further. We now have the capability of taking digital copies of records and 'wrapping' them into a digital package. The researcher can access the information they need for a particular subject or topic, together with pertinent information about those records. Here are a few examples.

At the beginning of each year, Cabinet records, which are 30 years old, are publicly released. A media launch takes places in early December before the public release. At the moment we provide journalists with a bound volume of selected highlights (which we call a 'brick'). The journalists take the volume away with them and use it to write their stories. In the future we can package these records in a digital form, so journalists can access a digital 'brick' from their home or office.

During the digitisation trials, the Foreign Relations Department approached us at the University of Newcastle, north of Sydney. They wanted to make digital copies of archival documents available to their students for research course work. A number of records were digitised and have

subsequently been made available online, both for students and for anyone else interested in foreign relations. This group of records covers aspects of Australia's foreign relations with Japan, Indonesia, Portuguese Timor and China. We have since developed a number of subject-based icons on our website so that researchers have the option of locating records grouped by subjects such as Foreign Relations.

Researchers can access records by their control numbers, or they can simply search the Foreign Relations icon.

While there is only one digital copy of each record, each can be accessed through different points on our website.We are now approaching other Australian universities that teach courses that could make use of our collection. An example is the Northern Territory University which has a course entitled Commonwealth Administration of the Northern Territory 1911-78. The Archives has a wealth of material from government agencies relevant to this course. Again, we can 'wrap' these records into a digital package, so those students undertaking the course have access to the records they need from their home or library.

Committees of inquiry

In recent years there have been a number of committees of inquiry, eg Aboriginal deaths in custody, the separation of Aboriginal and Torres Strait Islander children from their families, and child migration from the United Kingdom and Malta. Such committees have often indicated how important records are to people's lives and their identities. We now have the potential to provide online copies of key records identified by these committees and referred to in their reports. We can actually link the records to the committees' online reports.

Fact sheets and reference guides Like many archival institutions we produce an array of fact sheets and detailed subject-based reference guides. These products are located on our website. We can now link digital copies of records to the fact sheet or guide in which they are listed. This provides researchers with an opportunity to view not only the information about a record, but a digital copy of the record as well.

Government agencies

Digital accessibility is just as important for government agencies as it is for public researchers. Agencies often require access to records for their current work, even when those records are more than 30 years old and are thus publicly available. The difficulty in the past has been the need for these records to be in archival custody and publicly accessible (both of which are requirements under our legislation), while still available for reference by agency staff. In some cases their staff have had to consult these records in our reading rooms or have photocopies made. In the future, digitisation will facilitate agencies' access to our collection.

In the case of the Office of Australian War Graves (OAWG), the agency had a microfilm set of grave registration sheets produced to enable them to continue with their core work following the transfer of the registration sheets to our custody. They have used the microfilm for a number of years but now it is deteriorating badly and recopying will be required. Fortunately they have a new copying option available in the form of digitisation. The Archives is working with OAWG as a joint project expected to result in digital copies being available through RecordSearch. This will fill the agency's need for access to the information contained in the registration sheets and, in addition, will make these documents available for others.

Conclusion

Over the past five years we h witnessed how new and emerg technology has changed people's li The Internet has now become a cen part of our communication, busin and entertainment. According to Australian Bureau of Statistics, in 19 7.5% of households had access to Internet. The following year acc increased to 19%, followed by 25% 1999 and 37% in 2000. To give a m pertinent reading, in the 12 mon leading to November 2000, 50% of Australian adults accessed the Intern I am sure that Australia is not unique this regard.

In 1995 the Archives grasped t opportunity that the Internet provid to make our services and research to more widely accessible. It was t technological foundation that enabl the transition to an online digi service that began in April 2001.

we are to continue to provide
cessibility to our collection and
rvices that are relevant to our ever-
anging environment, we cannot
ord to ignore new technologies or the
ints and needs of our researchers.

ur digitisation on demand service is
mply the beginning. There is much
ore that we can do and the only
mitations are technology and the
sources available to us.

ppendix 1:
mage capture output
ecifications and statistics

igital camera:
anon PowerShot Pro70
mage resolution:
80 dpi
mage format:
rogressive JPEG, slightly compressed

ocument size

	Width (cm)	Height (cm)
aw	21.67	14.45
arge	14.45	21.67
mall	10.16	15.24

ixel dimensions

	Width	Height
aw	1,536	1,024
arge	1,024	1,536
mall	720	1,080

verage image file sizes

aw	182KB
arge	159KB
mall	66KB

apture rate - 1,100 pages per operator
er four-hour shift. This is based on a
apture rate of five images per minute.
his is easily achievable for records in
egular formats (i.e. where no
ismantling of records, removal of pins,
lastic sleeves, unfolding of maps, etc is
equired). The capture rate can quickly
all to as little as 2 to 2.5 pages per
inute if this sort of manual
reparation is needed.

Processing time - 4,400 pages per
operator per four-hour shift. This is
based on a processing rate of 20
images per minute. In practice, the
processing rate is constrained by the
rate of capture.

Output rate - In ideal conditions, an
average of 960 images can be captured
and processed, per operator, per four-
hour shift. This is a rate of 240 images
per hour, comprising 48 minutes per
hour of capture and 12 minutes per
hour of processing. Each shift involves
approximately 48 minutes (12 minutes
x 4 hours) of processing by ImageStore.
Breaks are usually taken while
processing is occurring. Processing time
is also used for ordering records,
returning them to the repository,
reassembling records that have to be
taken apart for capturing, searching for
records that cannot be located, and
other administrative tasks associated
with the process.

Storage of captured data - Captured
data is housed on a single server and is
presently 207GB in size. It is growing
at the rate of 9.6GB - 16GB per month.
The server has about 43GB of free
space left. An expansion module will
shortly be added and this will provide
another 372GB of storage.

[1] In writing this paper I have drawn on
a report prepared by Paul Macpherson,
National Archives of Australia, entitled
Digitising Records for Improved
Accessibility (November 2000) and a
paper presented by Margaret Kenna,
National Archives of Australia, entitled
Digital Imaging: Digital Delivery at the
Computing Arts 2001 conference
Digital Resources for Research in the
Humanities (September 2001).

[2] The following were considered in
relation to the digital project and trials:

* Anne R. Kenney and Oya Y.
Reiger, Moving Theory into
Practice: Digital Imaging for
Libraries and Archives, Research
Libraries Group, Mountain View,
CA, 2001.
* National Archives and Records
Administration, NARA Guidelines
for Digitising Archival Materials for
Electronic Access, NARA, College
Park, MD, 1998.
* Anne Kenney and Stephen
Chapman, Digital Imaging for
Libraries and Archives, Cornell
University Library, Ithaca, NY,
1996.
* Michael Lesk, Image Formats for
Preservation and Access: A Report
of the Technology Assessment
Advisory Committee to the
Commission on Preservation and
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Preservation and Access,
Washington, DC, 1990.
* Colorado Digitization Project,
General Guidelines for Scanning,
onhttp://coloradodigital.coalliance.
org/scanning.html accessed 31 July
2000
* Linda Sorenson Colet, 'Planning an
Imaging Project', in Digital Library
Federation, Guides to Quality in
Visual Resource Imaging, CLIR,
2000.
* Pedro Gonzalez, Computerisation
of the Archivo General de Indias:
Strategies and Results, CLIR,
Washington, DC, 1998.
* The Digital Toolbox,
(http://coloradodigital.coalliance.o
rg/toolbox.html) gives links to a
wide selection of these.

Kenney and Reiger, p. 9 and in
footnotes throughout, also provides a
plethora of references.

[3] All costs are in Australian dollars.

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Global Experiences:
What we can learn from other people: Part 2

Mike Steemson,
Principal, The Caldeson Consultancy

Mike Steemson, an associate member of RMAA, heads the New Zealand-based Caldeson Consultancy, in Wellington, N.Z. He is vice-president of the Wellington chapter of ARMA. He helped form and was appointed chairman of a committee creating a New Zealand Guide to AS 4390. He is a member of the Australian delegation in the authoring sub-committee of ISO's recently-published Records Management Standard, ISO 15489. email: steemson@caldeson.com. URL: www.caldeson.com/

Abstract

This is the second part of a paper delivered at a conference of Netherlands Government managers, *achter de schermen van de elektronische overheid* ('Behind the curtains of electronic government'), held in the historic Ridderzaal castle in the Hague, in November 2001. The author examines e-Government programs worldwide and, sometimes, wonders why a few are missing the recordkeeping point.

Part 1 of this article featured in the February issue of *Informaa Quarterly*.

Challenge to nations

Now, there's a challenge! Six million extra dollars for heritage records. Can we match that?

While the federal government has been somewhat megalithic, individual American states have been much more user-friendly. Some are linking together through a private sector service, the National Information Consortium[i] (NIC), which provides portals and delivers a wide variety of e-Government services, usually charging the States a fee per transaction.

Other States are providing citizens with global information locator services (GILS). Washington State[ii] and Illinois[iii], for example, are jointly developing GILS standards, practices and tools to share with other States.

I'll examine what is happening in the North European globalneighbourhood. The world knows that the Scandinavian and Low Country nations are among the highest Internet users in the world, enthusiasts for and huge suppliers of most forms of communications technology, world leaders in many of them. The nations all have grasped e-Government with enthusiasm, too.

Sweden, for instance, is high up the e-Government success list. Its Government eLink (GeL) is a concept and framework for information exchange for which the Swedish Government is establishing interoperability and data standards. It is already in use by income tax and social welfare agencies.

The Swedish Agency for Public Management *(Statskontoret)*, which co-ordinates the service, has spent a great deal of money on animated explanatory displays on-line[iv]. High-profile private sector partners like Frontec AB and Hewlett-Packard AB are working closely with the agency to keep a strong focus on its technology framework.

I hope I'm not doing the Swedes a grave injustice, but I can find little if any reference to concerns for recordkeeping in any reports or reviews I have seen from Stockholm. Little, that is, except by omission, perhaps.

e-Government Lessons

Among the more interesting observations in the *International e-Government Benchmarking* reports of the U.K. Office of the e-Envoy are sections called 'Lessons Learned'. These were, apparently, identified by the surveyed nations as important truths revealed in the course of their e-Government projects. There are quite a number of them, some discovered by more than one country.

The Swedes told the e-Envoy that a major thing they had learned was that it is 'important to gain support from senior management across all agencies when creating a common concept of information exchange.'

To a recordkeeper, that would have come as no surprise. If the Swedish planners had read the British Public Record Office's *Corporate Policy on Electronic Records*[v] they would have seen it in black and white. Sub section 3.3, about the need for function policy, says:

'It is important therefore… that the policy is sponsored by a senior management 'champion' and that once developed the policy is adopted formally and disseminated widely.'

It's an early principle in every records management policy document. My good colleague Rick Barry[vi], a leading United States electronic recordkeeping consultant and former US Navy flier, calls it 'getting air cover'… a splendidly colourful and apt description of the value and importance of gaining approval from an organisation's senior movers and shakers before attempting high-risk procedures.

Finland's huge year 2000 report, *Finland as an Information Society*,[vii] gives impetus and direction to its e-Government policies. Its citizen usage of the Internet is enormous and it boasts, in the report: 'Competition in the telecommunications markets has resulted in Finland having some of the cheapest Internet connections in the world.'

Among many other matters, the report is rightly deeply concerned to avoid alienating any of these citizens. It remarks:

'The project… aims at affecting the demand of the services of the Information Society by increasing the trust of consumers in electronic communications and by promoting the creation of products that are easy to use by influencing standardisation.'

The Finns plan to deal with this danger methodically with training facilities library and educational institutions,

improved communications development, and even counselling for 'small and medium-sized enterprises to utilise information and communications technology in developing their operations'.

Despite these concerns, I could find little apparent awareness of the value of good recordkeeping practice and principles to raise citizens' e-Government comfort-zones. The one glimmer of hope was in the Finnish Ministry of the Interior's Development Project JUNA[viii] that promises 'guidelines and rules to support the improvement of public services'.

Re-engineering lesson

And what lessons have the Finns learned in their e-Government program? They told the e-Envoy Office of a 'valuable lesson' that:

'The starting point for developing services must be process re-engineering rather than simply transferring current processes to the Internet.'

This comes as no surprise to records managers. The Finns could have learned the lesson before starting if they had read Part 3: Strategies of the Australian Records Management Standard.

In section 6.2.2 Design Methodology, sub-section (e) states: 'Identify strategies for satisfying recordkeeping requirements which may include adopting policies, procedures and practices, designing new systems…'.

Further on, in subsection A2.4, Phase 4: Design, the Standard advises: 'Assess and, if necessary, redesign business processes and operational business and communications systems…'.

I wonder how long the Finns spent worrying over this before they identified the problem.

I have covered the successes of Nederlands e-Government progr But what lessons did the Nederl planners, a team from the Du Ministry of the Interior, say they learned. The on-line e-Envoy rep says:

'The key lessons learned by the Du government are as follows:

- Co-operation between governmer departments is a pre-requisite

- Expectations of users must be take into account when developin services

- Models and awards for bes practices are all effective fo encouraging progress

- Focus on the 'back-office' i fundamental

- Developments elsewhere in th world and in the private sector are sources of inspiration'

It appears the Ministry of the Inter planners did not follow this last pi of their own advice and search so of those 'sources of inspiration' the worldwide variety of recordkeepi guides. If they had, they wou have found solutions to almost those problems.

The planners would have been help considerably if, for instance, th had looked at the U.S. Department Defense electronic records manageme software standard DoD 5015. published in November 1997, t United State's first feder recordkeeping standard.

The Nederlands Ministry of Transpo and Water Management translat DoD5015.2 and it is available the Nederlands website Digit Longevity website[xi]. It's a standard wo (no pun intended!) on most recor managers' bookshelves.

D 5015.2 subsection C1.1.2. *itations says:*

is Standard addresses a minimum of baseline functional requirements, t are applicable to all (Records nagement Applications) regardless organisational and site-specific plementations.'

not the only code of practice that kes the point. The Public Record fice policy framework talks about nt working between departments' the Canadian Strategic Directions for inter-departmental laboration.

D 5015.2 has been criticised for its n interoperability short-comings. t here, too, the American's are taking ion.

a meeting at the headquarters of the tional Archives and Records ministration (NARA) recently it was disclosed that NARA has began work with the Department of Defense to give the standard a truly interoperable platform allowing agencies with different software to exchange records … a major break through that has still not been announced in Washington.

It's a development that strongly underlines the records managers' contention that agreements between user groups are essential before a project is launched. It's a fundamental principle of all recordkeeping programs.

Private sector blues

It's typical of the directions available in world recordkeeping guides since the mid-1990's and before. But rest assured that e-Government project planners are not the only ones that sometimes overlook them. It happens in the private sector, too.

Needless to say, it's rather difficult to find examples of projects that have failed because of recordkeeping weaknesses. Organisations are never comfortable trumpeting their failures but rather, making virtues out of necessities, put a positive spin on them with nonsense like 'it didn't suit our corporate profile' or 'administrative paradigm shifts closed our window of opportunity'. Translated into plain language, they both mean, 'we fouled up'.

Organisations don't like admitting defeat, especially when it's their fault. Who does? I know a senior executive who got fired for presenting a 'we failed' case study to a London IT conference I attended. So, I'll recount my experience.

In my previous life, I was a manager with a large company in London… a Fleet Street newspaper, actually, where I had been a journalist for more years than I care to remember.
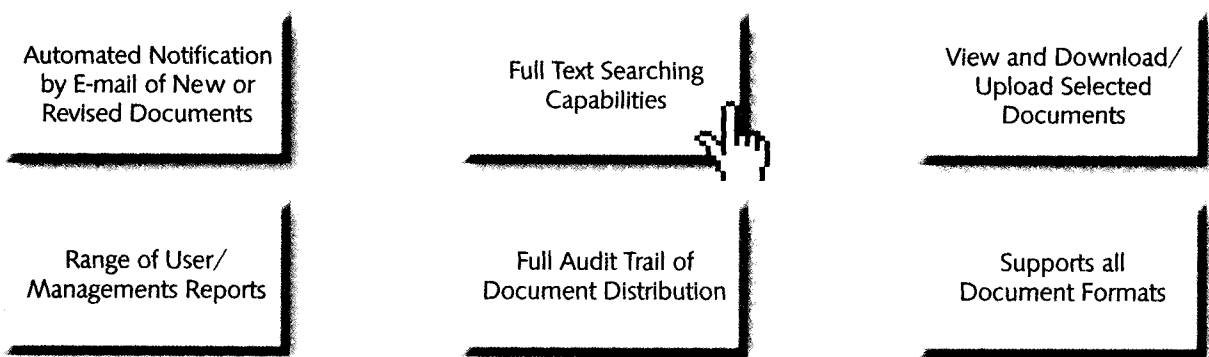
I moved into management when, back in 1987, the company bought a state-of-the-art digital imaging store on which it planned to archive its millions of newspaper clippings in tiny .TIFF files for journalists to access from their desks.

The company, quite properly in my view, recognised that journalists can gather information from re-created images of newspaper articles much faster than from displays of raw ASCII text, the only alternative in those not-so-long-ago days. The thinking was: being avid readers of all printed media, the journalists have probably read the article before and its image brings back many of the contained facts before they read a word.

It's a view that, sadly, few other papers maintain because of the high-cost of indexing. But, that's another story.

My company spent many hours in anguished meetings ensuring that the indexing and access processes of the new system were 'journalist-friendly', a phrase that always got a groan from planners, particularly from me. All of us knew the impossibility of satisfying that most perverse and ungrateful being, the daily newspaper journalist.

However, our brainstorming sessions resulted in a very simple, straight-forward process that completely changed the way the news librarians filed the clippings, but meant the writers could retrieve the images without difficulty. We didn't know it at the time, but what we had created was an almost classic recordkeeping solution.

Classic recordkeeping solution

Our bosses were supportive. Indeed, they were driving the project. Our IT, journalistic and library leaders were comfortable. Our operators and users were fully trained. Our post-implementation procedures were in place and functioning effectively. The process was frequently refined and adjusted to accommodate new and unexpected pressures, even to the extent of helping journalists with their spelling. No, journalists generally cannot spell any better than the rest of the world!

Now, shift the scene to one of our greatest newspaper rivals. A little way along Fleet Street, another large newspaper group bought the same imaging system at the same time and for the same extraordinary price. There any similarity ended. The boss of that newspaper group was an autocratic tyrant who liked new toys [a] just told his staff to use this one. Res Instant resistance.

No one studied the new medium. one discussed it with the users. No did any process re-engineering. Libr staff filed images in the same way t had done with paper and cardbo containers. The result was a perf GIGO facility.

GIGO? That's a lovely acrony American in origin, I imagine, 'garbage in, garbage out'. It says it a

The poor journalists hadn't the le idea how that filing system worked a so couldn't retrieve a thing. Th quickly gave up using it. Within months, the £2 million machines w shut down and everyone went back the paper files, which the sensib librarians had been maintaini throughout, anyway. That tyranni boss tried to get the vendor to refu his money on the grounds that t system didn't work. He failed.

He finished up drowned in the m Atlantic some time later. I don't sugg this was a direct result of these failur but there are the facts.

Isn't that a sad story? But it illustra my point. Use recordkeeping princip and you get the goods. Ignore the and you get... GIGO. What you al get is client mistrust. How wou citizens respond if e-Governme information carried a notice warni that the accuracy of the data could n be guaranteed and the Governme would not be liable for any damag caused by inaccuracies?

Plainly, they would be writing to th MP's with furious protests about t wasted taxpayers money and refusing use the system. It sounds laughable, know, but there are Governme websites that say precisely that.

...e shaming disclaimers

...my shame, I cannot read many ...ropean languages other than my ...n... it's one of the disadvantages of ...ng born English... so I'm uncertain ...any of the Euro e-Government sites ...rry such disclaimers. Perhaps ...ropean laws don't require it. Maybe ...e bureaucrats are confident enough ...t to worry about it.

...it some e-Government sites in ...merica do. The State of Minnesota's ...ebsite, for example, boasts of 'Using ...formation technology to improve the ...ality of Minnesota government.' Yet, ...n an on-line legal disclaimer, the ...ebmasters declare:

...o warranty, expressed or implied, is ...ffered as to the accuracy of this ...formation. InterTech cannot be held ...ble for damages incurred due to ...ccurate, inaccurate, or missing data.[xii]'

...rangely, the U.S. National Association ...f Government Archives and Records ...dministrators (NAGARA) pointed out ...is embarrassing contradiction more ...an a year ago through its on-line ...urnal *Crossroads*[xiii], an excellent ...uarterly review of events in government ...cordkeeping.

...erhaps the Minnesotans, secure in the ...id-West prairies of their strongly ...Norwegian-settled community, don't ...ad Crossroads or maybe they don't ...re.But there is no doubt that their ...scape clause is a direct result of bad or ...on-existent recordkeeping practice.

...he same thing can be found on other ...U.S. State sites, notably the innovative ...Washington State that is working on ...he GILS system for its citizens. Even ...here, where records management is ...bviously at least acknowledged, the ...ebsite carries the warning: 'Any ...erson or entity that relies on any ...nformation obtained from this system ...oes so at his or her own risk.[xiv]'

Some individual State officers' websites are similarly encumbered. The Kansas Secretary of State. Mr Ron Thornburgh, has a colourful and complex site where State clients can file what he calls 'financing statements'. I've no idea what these are, but the site carries a small print warning'.

'The Kansas Secretary of State does not assume any legal liability or responsibility for the accuracy or completeness of any information or forms given on the Kansas Secretary of State's webpage[xv].'

The warnings may be required by State law. They are apparently carefully worded by legalistic minds. But, how embarrassing!

The Antipodes, too

Such disclaimers are rare outside of the U.S. I couldn't find one on any British Government site though there is one on the Australian National Office for the Information Economy site, no less, stating: 'The Commonwealth accepts no responsibility for the accuracy or completeness of any material contained herein.[xvi]' How could you trust anything from NOIE or the Commonwealth of Australia after that?

Even New Zealand is not entirely immune from such indignities, despite the fact the e-Government program there began with the establishment of a very comprehensive list of Principles and Good Practices for Selecting and Managing Information Technology Projects[xvii]. Only after these were decided and promulgated on the website of the State Services Commission, the agency that controls and orders the country's public servants, did the Chief Information Officers of leading Government departments get their heads together.

Despite this, the New Zealand Government NZGO website carries a cautionary note: 'Every reasonable effort has been made to maintain current and accurate information on this site. Information contained has been assembled in good faith.[xviii]' Brave words, those, but I can't help feeling they carry the whiff of doubt. Kiwi detractors might ascribe it to the 'cultural cringe' supposedly suffered by New Zealanders, but I'm sure it's based on the same fear as the one expressed more directly, perhaps more honestly, by those Minnesota webmasters.

This is the bottom line for e-government. Those Minneapolis officials have, unthinkingly, shone a light where many e-Government planners apparently have not looked.

After the planners have worked their way through the bright bells and whistles of exciting technologies, animated web displays, rolling Java script, XML hyper-links and the like, they are going to have to face some fundamental questions.

Hear any of them worrying at the problems, and you could tell them where the answers are, almost invariably, be found... the new ISO Standard, ISO 15489. Their concerns will be something like these:

• Does Government Online, Citizenserver or whatever it's called really tell citizens all that is required or necessary? Does it tell them, accurately, what they want and offer the services they like?Tell the planners to look at the new International Records Management Standard ISO 15489 Section 7.1 Principles of records management programs. The procedures for avoiding these difficulties are there.

• Is the information trustworthy? Do the citizens regard it as gospel, or are they wary of accepting its word? Let the planners look at the new International Records Management Standard ISO15489 Section 8.2 Record systems characteristics. The principles to preserve citizen trust are there.

• What web page information should be archived, and for how long should it be kept? What web records can we delete and when can we do it?Let the planners look at the new International Records Management Standard ISO 15489 Section 9.9 Implementing disposition. Guidance for judging archiving time scales is there.

• Can we successfully defend the information in the event of legal challenge? Are we sure what was up on the website last week, last month or last year, when a citizen says information displayed damaged him?Let the planners look at the new International Records Management Standard ISO 15489 Section 10 Monitoring and auditing. Rules for maintaining the evidential weight of records over time are there.

Despite what it may appear, I'm not here to sell ISO 15489, though it is available from all good Standards Institutions like the Nederlands Standards Institution (NEN) where it can be purchased for around 340 guilders[xix]. I have a personal interest in it because I and a couple of dozen other world recordkeeping leaders, notably including Nederlands Government expert Hans Hofman, worked on creating the Standard over the past two or three years. It is approved by every one of ISO's national member bodies.

The international standard provides a launch pad for new electronic information management projects and a re-modelling paradigm for the existing one. With ISO15489 as a framework, a precondition for triumphant implementation is in place.

Better still, managers of the new e-Government order will not have to spend time rediscovering all the recordkeeping truths. With ISO15489, and some of the other recordkeeping guides I've mentioned, they will start ahead of the game. With them, the paths to progress are plainer, straighter and shorter,

Those who follow them will succeed.

I wish them the best of luck. They are going to need that, too!

Footnotes

[i] National Information Consortium. URL: www.nicusa.com/

[ii] Washington State GILS project. URL: www.statelib.wa.gov/projects/imls/2001/index.htm

[iii] FIND-IT! Illinois. URL: www.finditillinois.org/metadata/webmasters.htm

[iv] Swedish Agency for Public Management Government e-Link review: URL: http://www.statskontoret.se/gel/flash/index.html

[v] PRO's Corporate Policy on Electronic Records. URL: www.pro.gov.uk/recordsmanagement/eros/RMCorpPol.pdf

[vi] Rick Barry, President, Barry Associates (URL: www.rbarry.com/), Washington, D.C., to whom I am much indebted for help with North American aspects of this paper.

[vii] Finland as an Information Society report. URL: http://www.vn.fi/vm/english/public_management/isab/index.html

[viii] Finnish Juna Project. URL: www.intermin.fi/suom/juna/english/index.html

[ix] Office of the e-Envoy Internati benchmarking report, Netherla URL: ww envoy.gov.uk/publications/reports/b hmarkingV2/summary_neth.htm

[x] U.S. Department of Defense De Criteria for Electronic Recc Management Software Applicati DoD 5015.2-STD. URL: www.dtic.mil/whs/directives/corres/ /50152std_1197/p50152s.pdf

[xi] Nederlands Digital Longe (Digitale Duurzaamheid). U www.digitaleduurzaamheid.nl/

[xii] Minnesota Department Administration, Inter Technolog Group website disclaimer. URL: www.mainserver.state.mn.us/interte css/dis1.html

[xiii] NAGARA's Crossroads e-zi 2000.4. URL: www.nagara.org/cr roads /2000_4.html

[xiv] Washington State website disclaim URL: http://access.wa.gov/sitein pdp notice .asp#Disclaimer

[xv] Kansas Secretary of State web pa URL: http://www.kssos.org

[xvi] Australian NOIE web disclaim URL: www.ogo.gov.au/admin/disc mer.htm

[xvii] N.Z. State Services Commissi Principles and Good Practices Selecting and Managing Informati Technology Projects. UR www.ssc.govt.nz/documents/Prin_G d_Prac_IT.html

[xviii] NZGO service disclaimer. UR www.govt.nz/disclaimer.php3

[xix] Nederlands Normalisatie-institu (NEN) web store. UR www.nni.nl/nl/pro/line/

Consultancy Challenge

Judith Ellis,
Managing Director,
Enterprise Knowledge Pty Ltd

Information management consultants are fraught with a wide number of challenges that have a name and can overcome.

Some of the consultancy challenges may include, multiple agenda, disparate reporting requirements, scope creep, entrenched legacy practices, technophobia and limited budgets. Clients may operate across large geographical boundaries with diverse information platforms, and the organisation may have evolved through numerous cycles of acquisition and divestment with many legacy information systems, but few legacy staff. Previous innovations may have failed, or never materialised. Staff may be enthusiastic for improved work processes, or weary of change management exercises.

People, places, projects-all moving parts of a puzzle that the consultant must solve in order to deliver a new or improved process, product, or other client outcomes.

In an economic environment of downsizing, cost reduction, consolidation and conservative growth, how can the consultant argue for large-scale system acquisition and implementation? Competing demands for funding exist - where a dollar spent on EDM technology is a dollar less spent on customer service, research, staffing or infrastructure. The challenge is to present a convincing business case for the consultancy service and for subsequent capital implementations.

Recommendations must be supported by evidence of proven returns on investment, identify incremental programs and maximise the use of existing staff and resources. Successful consultants need to offer realistic solutions that can be implemented.

Appointments may be made for one-person or a multi-disciplinary team. The client may be a global firm, a rural producer, a non-profit organisation, a government body or a sports club. The assignment may result in a simple inexpensive solution, or it may be a three-year, multi-level matrix of projects.

Consultancy companies need to demonstrate entrepreneurship, innovation, strategic understanding, stakeholder management and ownership of outcomes, leadership without dominance, impartiality and delivery on what has been committed. The frontline personnel need to show strong technical capability, high-level communication skills, business skills, and political savvy.

International News

ng-Term Retention: eeting the Digital eservation Challenge

servation mastery is not complete, the archives of the future are sight.

e Electronic Records Archives (ERA) under development by the National chives and Records Administration, king a way to preserve millions of vernment records in all digital rmats, with indefinite "continuing thenticity.' Computer scientists are ng a persistent object preservation chitecture to free records from their bendency on particular software and rdware, so they will work on mputer systems in the future, latever those might be. This nsformative approach differs from reservation by migration,' which ies on recopying, or by 'emulation' obsolete computer systems on wer ones.

ill the approach work? It has its tics, as well as grounds for optimism. he San Diego Supercomputer Center s demonstrated the feasibility of the proach in tests involving, among her kinds of records, a million vernment e-mail messages.

hen will the ERA be ready? en years after computer development bps,'

RA Director Kenneth Thibodeau uipped. Actually, he says, a core ERA, thout full functionality but capable basic work, could be operable thin five years, and will continue to velop incrementally.

(Council on Library and Information Resources Nov-Dec 2001) http://www.clir.org/pubs/issues/issues2 4.html#archives in ShelfLife No 30 (29 November 2001).

Deciding on Migration or Emulation Strategies

Both migration and emulation will play an important role in the long-term preservation of digital materials. Migration (periodically transferring digital materials from one hardware/ software configuration to another, or from one generation of computer technology to a subsequent one) will be crucial for preserving more simple data objects. And emulation(retrieving, displaying and reusing digital documents with their original software by running obsolete software on future systems) will be essential for preserving complex objects that incorporate software elements. But archivists shouldn't overlook migration or re-creation strategies for preserving objects of outstanding value, says one author. For many objects, both migration-on-request and emulation strategies that interpret the original byte stream will provide useful methods of access for different users of these materials. Further, he says, it's not unrealistic to consider using more than one means to render a digital object. To facilitate such decisions, the author clarifies some common misunderstood and misused migration terminology, and proposes introducing and using even more specific language and/or redefining existing terms that are ambiguous.

(Ariadne 12 Oct 2001) in ShelfLife No 30 (29 November 2001).

Public Judicial Records Database now on ICTR Website

All electronic public judicial records of the International Criminal Tribunal for Rwanda are now available on the ICTR's web-based database (http://www.ictr.org). This will enable anybody anywhere in the world with Internet access and Internet Explorer 5 (or higher) to conduct research of the database. The database holds all the public (non-confidential) judicial records of the Tribunal, such as indictments, motions, responses, decisions, transcripts and judgements.

National News

Significant recordkeeping developments in Western Australia

The State Records Act 2000 Proclaimed

The State Records Act 2000 and the State Records (Consequential Provisions) Act 2000 have now been proclaimed in full, with the proclamation notice being published in the Government Gazette on the 30th November. This event is the culmination of seven and a half years' development and process, which began with the issue of a Discussion Paper by the then Minister for Culture and the Arts in July 1994.

With the Act now fully proclaimed the State Records Commission has been able to proceed with gazetting principles and standards to govern the recordkeeping activities of State and Local Government Agencies. The Commission can also proceed with publishing the requirements for agency recordkeeping plans - instruments of accountability that form an integral part of the new legislation.

Once the recordkeeping plan requirements have been gazetted the staff of the State Records Office will establish a number of training courses to help provide agency personnel in Western Australia with the necessary information to begin creation of these documents.

New Website Launched

The long awaited and much anticipated State Records Office (SRO) website is now online. In creating this website the SRO has attempted to incorporate a wide range of information that will hopefully be of benefit and interest to all their client groups. A central feature of the website is the SRO's State of the Record newsletter, which was launched last year and will be available online as a quarterly newsletter from now on.

Principles and Standards

In accordance with Section 61 of the State Records Act 2000 the State Records Commission is required to produce principles and standards to govern recordkeeping by State organisations. These aim to formalise best practice recordkeeping requirements for State and Local Government agencies. The principles and standards govern aspects of recordkeeping such as the requirements for agency recordkeeping plans, restricted access periods for State archives, and the rationale underpinning the identification of State archives.

The principles and standards approved by the Commission are published in the Government Gazette and are effectively Government regulations, as defined in the Interpretation Act 1984 (WA), that must be complied with by all State organisations subject to the State Records Act 2000.

Policies and Standards Manual

Policies and standards created by the State Records Office have been distributed to State and Local Government agencies in Western Australia as part of the SRO publication the Policies and Standards Manual. The purpose of this manual is to support and promote efficient effective records management Government agencies by provi sound and consistent operati policies and standards.

These policies and standards provi framework upon which to base reli services and systems for management of information.

Further Information

A list of the policies and standards have been issued and a publicati order form for the Manual are avail on the SRO's website http://www.sro.wa.gov.au/

Inquiries regarding principles, poli and standards should be directed to Recordkeeping Services Team on (9427 3371 or via email at sro@sro.wa.gov.au.

Australian Listserv issue

Hello RM professionals one and all this the first instalment of tidbits issues raised on the Australian Lists to the readers of IQ.

The hot topic in February was 'Deg or not degree?' raised by Lindsay M on behalf of one of his staff w was considering an academic deg in records management. There a debate on the benefits of having d a practicum.

Participants also discussed the issue t if we really want to be an accep profession we need to require reco management professionals to have degree and not just experience.

n Sanders succinctly stated the push
a degree: 'any degree will be
dence of some ability to organise,
arch, meet deadlines, and maybe
n to think'. Comment was made
t hopefully the need for a degree was
just for a piece of paper but that the
ce of paper did provide recognition
the ability to practice within that
fession. The majority of comments
porting the need for a degree
med to be from the point of view
t employers wanted the piece of
per as a means for advancement
hin their own businesses and the
ce of paper acted as that conduit.

e benefits of having a practicum
hin the degree course were
cussed, with support coming from
ny sources. A practicum was seen as

a great hands on tool for experiencing
the 'real world' of records management.
Those proponents not in support of the
practicum suggested other means by
which the university graduate might
obtain practical experience, such as an
internship with a private organisation
or a group project as facilitated by the
University of Canberra. In the end, the
majority felt there was a need for the
tertiary qualifications.

There was some agreement to disagree
on whether there was value to a
practicum. Nearly all agreed that
practical experience was essential for
the records manager of the future. Glen
Sanders put a different spin on what is
required for the new records
management professional of the future.
'I do agree with your two year

apprenticeship, but I don't think it
needs to contain much records
management - I'd prefer a good
grounding in office politics, warlord
psychology, resource and logistics
management, strategy, tactics, business
cases, public speaking, (stop, stop, I've
said all this before!) - ie life.'

I think Bruce Symondson summed the
subject up best. 'The degree is not an
end in itself. Hence conferences,
professional societies and really
important of course, listservs. It is, or
should be, continuous learning'.

Kemal Hasandedic
Listserv Manager

Money, money, money:
New Salary Survey

s the old saying goes
iccess breeds success'.

2001 The One Umbrella Pty Ltd
ecords Management & Archiving
ruitment and consulting specialists)
oduced the first Salary Survey for the
stralian Records Management
dustry. This important project was
ly supported by the RMAA NSW
anch and was a huge success.

ow work has started on producing a
low up survey - this time supported
the RMAA at a national level. The
al remains the same - to produce
other detailed report providing
curate, reliable and understandable
ary data for use as a guide in making
formed comparisons on pay trends
d policies.

ch and every Australian RM and
rchive professional's input is vital to
oduce a statistically sound report for

decision making. We invite you to
contribute to the survey. You can
download it from www.oneumbrella.
com.au/rm_survey_2002.pdf
alternatively call us on 02 9263 0000
and we'll fax you a copy to complete
and fax back to us on 02 9283 3113.

It's well known that Salary Survey's are
valuable resources for organisations and
professionals in any industry. As you will
see The Records Management Salary
Survey examines what people earn as
well as what people do for the money
they are paid. This analysis is important
because workplace productivity is a key
issue influencing employment and salary
increases in Australia.

We look forward to your participation
in this important project.

Geoff Smith (RMAA) and **Anu Suttie**
(The One Umbrella Pty Ltd).

Thou Shalt Comply to all
National Privacy Principles

Stephen Hyde,
Knowledge Management Consultant,
Formfile Infosoft

If the ten National Privacy Principles of the Privacy Amendment (Private Sector) Act were like Ten Commandments for business, how would they read? Thou shalt keep personal information up to date, Thou shalt divulge the purposes for collection of personal information, and Thou shalt create a Privacy Policy... Many organisations have taken the first step to comply with the legislation. They have a Privacy Policy. But is this enough?

The Privacy Amendment (Private Sector) Act is now with us. 'The Act' came into force on the 21st December 2001. The legislation extends the power of the Privacy Act of 1988 and will apply to significant segments of the private sector.

At the core of the Privacy Amendment (Private Sector) Act are ten National Privacy Principles (NPP's). These principles outline what businesses need to do to comply with the legislation. The principles cover:

• How personal information
  is collected;
• The purposes for collecting
  that information;
• How accurate and up-to-date
  that information is;
• How securely that information
  is kept;
• How Privacy Policy can be
  documented and made available;
• The rights you have to retrieve
  your own information;
• How this information is classified;

• Your rights to remain partly
  identifiable in any transactions;
• How information flows from
  country to country; and
• How sensitive information can not
  be collected without consent.

But what is personal information? Personal information can identify an individual. For example a driver's licence contains personal information in the form of name, address, date of birth.

The legislation applies immediately to all businesses that have a turnover of 3 million or more. However the legislation is also applicable to some organisations even if they do not have a turnover of 3 million such as providers of health services, direct marketing companies and contracted service providers for the Commonwealth. In December 2002, the legislation will apply to all businesses, regardless of turnover.

The new privacy legislation will not apply to areas where there are already legal arrangements such as with medical records, banking records, legal records and employment records.

The significance in the introduction of the new privacy legislation is great. This is the first time that Australians, as consumers of goods and services, have been protected by such comprehensive privacy laws.

The boon for business is even greater. The legislation is part of an international initiative to standardise the way the world does business. There are now Privacy laws in over 30 countries and in our own region this includes Japan, New Zealand, Hong

Kong and Taiwan. An Ameri Express survey of 11,000 people i countries quoted 79% citing pri and security as a concern when invo in e-commerce transactions. A re Privacy Commissioner survey c 26% of Australian consumers prefe purchase from a website that contai a Privacy Policy. A Privacy Policy ca a great marketing tool. It impr consumer confidence and that equ to sales, not only in Australia but throughout the world.

However, when it comes to comply with new legislation, Australia's tr record is not so good.

Eighteen months after implementation of Goods and Serv Tax legislation an approximate 5% businesses have not complied with new tax laws. This means so businesses have completely avoi paying tax, ignored BAS returns have not responded to Australian Office requests to 'please expla After such an extensive governm advertising campaign and detai media coverage, businesses have n been told that they can no lon hope that GST will go away. It's cru time and the government can assured to go hard against s seasoned offenders. The same will true for businesses not complying w privacy legislation.

Compliance to the new priv legislation will be monitored a penalties will be applied. Cases will investigated by Office of the Fede Privacy Commissioner and enforced the Federal Court or the Fede Magistrates Court. Commentat point to the many 'Grey' areas wit

legislation believing it to encourage different legal interpretation. Many believe that the legislation will encourage 'vexatious litigation' or complaints being made by alleged victims who wish to profit from the system or who have an axe to grind.

Compensation can be awarded to a complainant for any loss or damage that includes injury to the complainant's feelings or humiliation suffered. If the National Privacy Principles are the compliancy commandments then it pays to consider all and not just some of them. For example:

The fourth principle (NPP 4) talks about data security;
The sixth principle (NPP 6) talks about providing access to information; and
The seventh principle (NPP 7) talks about the unique identification of information.

Now the full purpose of the new legislation begins to become clear. The expectation is for organisations to, not only collect and transfer information in a manner that protects the individual, but also to develop an effective system to maintain this information.

To create a Privacy Policy, organisations have had to evaluate what information they gather, how they gather it, how it is distributed and how those who have given that information will now have access to it. What is being overlooked is the analysis of the system that is used to maintain that information. If an organisation cannot back up its Privacy Policy it will not only offend the Privacy legislation but also contravene Section 52(1) of the Trade Practices Act which prohibits conduct which is misleading or deceptive, or is likely to mislead or deceive'.

What is needed is for organisations to develop effective records management systems that will deliver on the promises and statements made within their Privacy Policy. This includes implementing document management systems and effective procedures to ensure that information remains secure (NPP 4), implementing document management systems, providing procedures, guidelines to encourage the effective retrieval of information (NPP 6) and designing classification and indexing systems that are standard throughout the organisation (NPP 7). As well, staff need to be trained to use these records management tools.

Taking a holistic approach to the collection, distribution and maintenance of information better ensures complete compliance to the Privacy Amendment (Private Sector) Act. It also manages the risk of litigation from possible complainants, 'vexatious' or otherwise.

Though not written on stone tablets, the Ten Commandments or National Privacy Principles are designed to ensure compliance to the Privacy Amendment (Private Sector) Act. The NPP's are all equally important and are supposed to be implemented through a comprehensive strategy rather than by a token of compliance. The danger of not doing so could indeed incur the wrath of a higher power; that power being the law.

Formfile Infosoft is Australia's leading colour-coded filing systems company and Victoria's largest records management software provider. Formfile Infosoft offers The Total Management Solution with a diverse group of products and services, managing both paper based and electronic systems. Formfile Infosoft has in its cache, leading electronic document management products, TRIM Captura, File CM, Doctrieve and Intellego for the small to medium enterprise market. With offices in

Melbourne and Sydney, and distributors in Adelaide and Perth, Formfile Infosoft is considered a leader in its field and has over 3 000 clients across Australia, ranging from small business enterprises to Fortune 500 companies such as BHP, Telstra, Just Jeans and IBM.

For information about Formfile Infosoft or to complete their interactive electronic document management appraisal, go to their website: www.formfile.com.au

References used:

• Complying with the New Privacy Legislation, Mark Berthold, Legal Consultant (Privacy Compliance) knowledgepoint RMAA Presentation 7/6/01

• GST grace period over, The Age Online, Monday 18/2/02

Case Study Partnership:
RTA Reaps Rewards with Software from Advanced Data Integration

The Residential Tenancies Authority (RTA) in Queensland has delivered a faster and more efficient client service by using document management software, generating cost savings to the self-funded organisation of $389,000 over the past three years.

The RTA administers services for the residential rental community across Queensland including rental bond lodgement and refunds and dispute resolution for tenancy matters.

The imaging and scanning software, DataWorks, developed by leading Queensland software company, Advanced Data Integration (ADI), has underpinned the information management re-engineering process at the RTA with the organisation working towards its ultimate goal of a paperless office.

Ms Carolyn Mason, General Manager of the Residential Tenancies Authority said the RTA operates within a partnering framework with ADI to continue to achieve outstanding innovative results. 'We value our partnership with ADI because there is a great deal of trust and flexibility. There has been a real commitment to each other's business and to the achievement of our goals,' Ms Mason said. 'ADI is a primary IT partner and the success we've been able to achieve is due to taking the partnership approach and having ADI's technology support us through change and growth. ADI's input has made our information management processes quicker and faster, reduced costs and assisted staff job satisfaction. Importantly, it has supported the achievement of our targets for client service.'

Ms Mason said it had not been a matter of simply converting manual procedures to electronic ones. 'ADI's technical expertise, together with their knowledge of our business, has added significant value to help us do what we do better.'

Mr Alan Tupper, Manager of the Bond and Advisory Services Division said the extensive capabilities of the software became apparent after its initial installation for imaging and scanning purposes in mid 1995. Mr Tupper said the RTA had originally introduced another imaging system to streamline manual process systems. He commented 'the previous imaging system was not cost effective and was not likely to be extensively used to further streamline processes. Staff still manually sorted, filed and retrieved around half a million bond forms each year. It was soul destroying work.'

'The DataWorks solution enables the batch scanning of bond lodgement and refund forms and other bond processing forms, with the images stored and indexed. These can be recalled quickly at the touch of a button by staff at any future date. Staff simply call up the image on a screen in front of them using a bond number. The retrieval process is instantaneous, compared with the time delays previously experienced to retrieve a record from the 1,500 bond forms processed each day.'

After the success with the imaging project, ADI went on to assist the RTA to set up the largest fax volume gateway in Australia through the Faxman Senior Software. This was a 'mission critical'

solution to maintain continuity of RTA's faxed refund service and to m Y2K compliance requirements.

Faxed refund forms are received at RTA from Australia Post outlets as image on screen, processed at the R' then sent electronically back to the p office so they can hand over a b refund in cash to an identified cli 'The refund is approved on screen by staff, who match the signature on bond refund form with the signature the original bond lodgement form,' Tupper said. This process, which use take an hour, now takes, on average, than 12 minutes, which is well wit the RTA's 15-minute target. Around 4 bond refund forms each day processed in this way.

The information management system also used by the RTA Call Centre staff assist with 1,000 bond enquiries ea day to verify or confirm information bond forms or correspondence.

'Because the process has drastica reduced the time and resources need to file documents manually, it dramatically improved staff moral said Mr Tupper. He also said implementation and training w straightforward.

In addition, DataWorks had allow the RTA to further add value scanning other information such Dispute Resolution Request (Form 1 to build more complete client recor Currently, the RTA and ADI a working together to set up an ent information management system f the whole of the RTA using t DataWorks software.

Mason said, 'The RTA operates
[wit]hin the framework of a clearly
[defi]ned set of objectives which define
[clie]nt service as a number one strategic
[imp]erative. It is this imperative which
[Dat]aWorks continues to help us
[acc]omplish our objectives.'

[Ma]naging Director of Advanced Data
[Int]egration, Mr Chris Gorry said the
[lon]g-term partnership with RTA was
[ind]icative of ADI's service philosophy to
[its] customers. The company provides
[int]egrated document management
[soft]ware and services to more than 120
[cus]tomers across Australia and in New
[Zea]land and Malaysia. 'Our focus is to
[tak]e a partner approach to provide our
[cus]tomers with a personalised software
[solu]tion that supports their growth,' Mr
[Go]rry said. This has proved so successful
[tha]t ADI's customer retention rate
[rem]ains one of the highest in the
[Au]stralian IT industry, at 97%, over the
[com]pany's seven year history.

[Lo]**oking to the future**

[Wi]th trends showing the number of
[for]ms and inquiries set to increase over
[th]e next four years, DataWorks will
[con]tinue to reap costs and staff benefits
[int]o the future. The RTA is already
[im]plementing DataWorks across the
[org]anisation with the ultimate aim of
[ach]ieving a 'no paper environment'.

[In]terfacing the information
[ma]nagement system with the bond
[fin]ancial database system will also be a
[hu]ge step forward and the RTA IT
[sta]ff are currently working with the
[Da]taWorks software team to achieve
[th]is. 'Currently we need to go into the
[va]rious databases to get a full picture
[of] a client. The interface will allow us
[to] put a name into the system and
[ha]ve every related record come up on
[scr]een. This will be magic for us,' said
[M]r Tupper.

Facts In Brief

Type of business

The RTA is a self-funded statutory
authority that provides services under
the Residential Tenancies Act 1994. It
holds over 300,000 bonds valued at
$200 million. It deals with 250,000
telephone inquiries, 16,000 disputes
and 1,100 complaints per year. It
works in partnership with the
residential rental community to
achieve fairness and confidence in the
industry and best practice in a
dynamic rental environment.

Benefits of the DataWorks solution

- Ensures the RTA continues to give
  innovative client service
- Gives all 117 staff access to all
  records
- Dramatically streamlines costs with
  cost savings of $389,000 over three
  years
- Increases staff satisfaction and
  retention rates
- Assists in achieving significant
  reductions in staff resources
  through natural attrition in the
  Operational Services area while the
  business has been growing
- Assists Call Centre staff to deal
  immediately with around 1,000
  inquiries per day
- Eliminates the need for a huge
  physical storage area for filing of
  around 500,000 forms per year.
  They can now be boxed and stored
  off-site.
- Creates functionality right across
  the RTA's operational sections
  including the Call Centre, Claims,
  Operational Services and Dispute
  Resolution.

Functional Areas

Storage and imaging and document
information management Platform

NT server with SQL 7.0 database
across an NT 4.0 network

Workstations

Three workstations are used for
scanning. All workstations have ready
access to the scanned images.

Further Information: Kay Nicol, Kay
Nicol Media Ph: (07) 3848 5037;
Mobile: 0408 751 697;
e-mail: knmedia@gil.com.au

Carolyn Mason, General Manager,
Residential TenanciesAuthority

Eeva Williams, Administration Officer
Operational Services,RTA, using the
Dataworks system

Carolyn Mason and **Alan Tupper**,
Residential Tenancies Authority

IT Coordinator Report

The major news from the March Federal Board meeting for the IT Committee was the adoption of our recommendations and the new rules and guidelines for the Australian RMAA Listserv. The Board agreed that:

1. No Vendor advertising would be allowed but job opportunities and seminars/training details are acceptable
2. Signature blocks are not preferred but as their use cannot be curtailed, members should be asked to restrict their size
3. The board has decided to reduce the need for subscribers to add disclaimers. Posts to the listserv will be recognised as the individual's own personal views or statements. In situations where a posting is on behalf of an organisation or on behalf of a professional body this should be stated in the beginning of the post. Otherwise all posts are to be considered personal and therefore there is NO need for a disclaimer
4. The Listserv will remain unmoderated
5. The Federal Board of the RMAA will be actively promoting the use and benefits of the Listserv
6. A review will be conducted looking at the way the Listserv archives are stored and accessed (requested by a subscriber)
7. A précis of issues raised on the Listserv will be addresse in Informaa Quarterly
8. Attachments are discouraged on the Listserv. Discussio are soon to commence in relation to a bulletin board facili where attachments can be uploaded and downloaded
9. There are new guidelines and rules for the members the Listserv. The Listserv guidelines and rules featu elsewhere in this issue
10. A future feature in the not so distant future will be t requirement for new subscribers to accept the rules a guidelines prior to subscribing to the Listserv.

As with the last report, feedback is encouraged on any i raised within this report or if the members wish for an i to be discussed, please do not hesitate to contact m kemalh@tpgi.com.au or (07) 47738418.

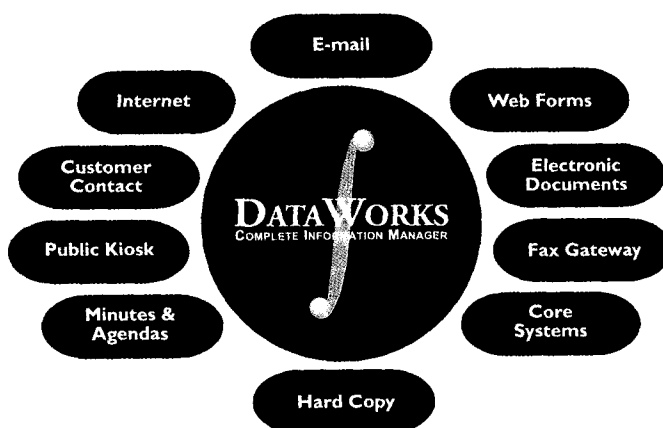**Kemal Hasandedic MRMA**
IT Coordinator

CALL FOR NOMINATIONS FOR THE

2002 J EDDIS LINTON AWARDS

FOR EXCELLENCE IN RECORDS MANAGEMENT

CATEGORIES:

• Most Outstanding Individual • Most Outstanding Student

• Most Outstanding Group Contribution

Does someone you know deserve nomination?

If so, nominate them today

Don't delay - nominations close 1st August 2002

For further details visit our Website: www.rmaa.com.au or call 1800 242 611

J Eddis Linton RMAA Awards
for Excellence in Records Management

Background

The inaugural RMAA Awards for Excellence in Records Management were presented at the 1999 RMAA Convention in Darwin. These awards focus on individual and group excellence and achievement in the profession. Each year the awards will be presented at the RMAA National Convention, usually held in September.

It was with great pleasure that the RMAA announced that from 2000 these prestigious national awards are known as the J Eddis Linton Awards for Excellence in Records Management (the 'Lintons'). J Eddis Linton is thought by many in the profession to be the 'father of records management' in Australia. At the Darwin Convention, Eddis was presented with a special award honouring his Lifetime Contribution to the Records Management Profession. For over 50 years Eddis has been a major player in the field of records management. Early in his career he formulated ideas about the need to manage business records in an organised and systematic manner. He developed and implemented these ideas incorporating keyword filing systems, inactive records storage and micrographic programs, etc. long before they became mainstream practice. Eddis has published and consulted widely in the field and has been heavily involved in education and mentoring programs. Eddis was a founding member of the RMAA and has a deep and abiding commitment to spreading the gospel of best practice records management. Who better to honour in the records management profession?

Award categories

1 Outstanding individual contribution to the records management profession

2 Outstanding group contribution to the records management profession

3 Outstanding student

Only financial members of the RMAA may nominate or be nominated for an award.

1. Outstanding Individual Contribution to the Records Management Profession

Criteria and process

- This award is open to individual members holding professional status who have achieved excellence in records and information management and have made a significant contribution to the profession.
- The award is not self-nominating. Individual professional members are nominated by their peers/colleagues.
- The achievement or contribution may be in his or her own workplace or to the profession as a whole.
- The nominator, who should also be a member of the RMAA, is required to provide details of the outstanding achievement of the nominee in no less than 1000 words.

- Supporting documentary eviden should accompany application.Th outstanding contribution shou demonstrate one or more of th following:

- An example of best practice or innovation in the recor management field that extends th boundaries of common practice.
- Evidence of an increase commitment to records an information management issue leading to increased motivatio involvement and improved busine performance. Key intern personnel will need to verify tha initiatives made a significar strategic and practical contributio to the organisation.
- A significant innovation o development in the field tha increases the awareness of th profession to those outside th RMAA.
- A level of achievement that result in an increase of RMAA member or displays an outstanding degree o dedication and commitment to th profession.

Examples of nominations

- An individual who has promote and supported the interests and/o development of a special interes group (SIG) within the record management profession.
- A person who has promote awareness of records an information management within their own organisation, o nationally or internationally.

person who has been a leader in the field in some area of records and information best practice, etc. This would be a government employee who has instigated a major initiative effecting the profession federally or within his or her own state. As an example, a representative from the VERS Project in Victoria may be considered the main driver of this project and worthy of nomination.

Outstanding Group Contribution to Records Management Profession

Criteria and process

This award is open to groups, committees (not RMAA), vendors, business units or consultants (minimum size of group to be 2) who have achieved excellence in records and information management and made an outstanding contribution to the profession.

The award is self-nominating. Project leaders must be financial members of the RMAA (but not necessarily all participants).

Nomination form to be completed by the respective group, signed by a representative who will accept the award if nomination is successful. The nominator is required to provide details of the outstanding achievement in no less than 1000 words.

Supporting documentary evidence should accompany application.

The outstanding contribution should demonstrate one or more of the following:

An example of innovation or best practice within the records management field that extends the boundaries of common practice.

• Evidence of an increased commitment to records and information management issues leading to increased motivation, involvement and improved business performance. Key internal personnel will need to verify that initiatives made a significant strategic and practical contribution to the organisation.

• A significant innovation or development in the field that increases the awareness of the profession to those outside the RMAA.

• A level of achievement that results in an increase of RMAA members or displays an outstanding degree of dedication and commitment to the profession.

Examples of nominations

• A vendor/company or agency who has been particularly supportive throughout the year, encouraging and promoting awareness in records management, education etc. This award will not be judged on financial contributions.

• A committee (non-RMAA) that is contributing to the profession in a significant manner.

• An agency or group who has been particularly successful in implementing a recordkeeping innovation in an individual agency or across a range of agencies or sectors of government.

3. Student of the Year Award for Excellence in Tertiary Studies

Criteria and process

• Nominee to have achieved highly as a student in a dedicated records and information management course which they have completed in the previous 12 months being July to June (study may be undertaken at any tertiary level).

• The award is open to student members studying in a full or part-time mode in Australia.

• Student can be of any age and is expected to continue his/her career within the records management industry.

• Nomination form to be completed by nominee (self-nominating award) and countersigned by a lecturer from the relevant educational institution.

• Certified copy of supporting academic record should accompany application.

• The nominee must indicate his/her personal vision of the future of records management (1000 words).

• Additional supporting documentation may be submitted if thought appropriate to application.

Closing date

The closing date for nominations is Thursday 1 August 2002.

Applications

Applications should be made on the appropriate form and forwarded with supporting documentation to:

RMAA Awards Committee
RMAA Secretariat
GPO Box 1059
BRISBANE QLD 4001

Forms are available from the RMAA website or the Secretariat.

Branch Reports

Australian Capital Territory

Well another reporting time has come around very quickly. The Federal Board met in Brisbane in February to discuss the future directions of the Associations.

At that meeting each Branch was requested to consider assisting the Federal Board with sponsorship for major expenses. At the March Branch meeting the ACT Branch endorsed sponsorship of $5,000 toward new systems in the office - we need a new financial and membership package. We will keep you posted as to where our money was spent federally. I would like to thank the ACT Branch for the support it gives the Federal Board in meeting the commitment to serve our members.

It is fast approaching our National Convention in September 2002. The theme this year is 'The Evolution - A New Era.' I would urge you all to put 15 - 18 September 2002 in your diaries. Please also check the website at www.rmaa.com.au and register your interest. Maybe you could take a holiday at the same time so it's time to start planning!

Let me take this opportunity to inform you that I decided to step down as ACT President at the next An General Meeting. My work commitments are such that time to move on and let someone else take on a leader role, so this will be my last report. I would like to than member of the ACT Branch Council for the support I been given over the last three-year period I have President. I would especially like to thank the Bra Executives, Veronica Pumpa, Julie Lenson, Tho Kaufhold and Jan Fisher. I will be around as I am takin the role of co-ordinator of the organising committee for next ACT Convention in 2004. I will also continue to s our profession by sitting on Branch Council. I look for to seeing you at one of the seminars we have planned in next few months.

Stephanie Ciempka, ARMA
Branch President, ACT

New South Wales

The NSW Branch held it's first meeting in February. This meeting provided us with an opportunity to seek input from our members and friends on what subjects they wished the branch to cover in future meetings. A second meeting was held in March where we looked at how to prepare a business case. It was our intention to only hold meetings every second month.

Discussions have been held with the NSW Branch of the Australian Society of Archivists (ASA) and State Records NSW to set up an Archives and Records Management week in NSW in late May. We are planning a number of activities with the main energy of the RMAA being directed to a half-day workshop, a full day technology seminar with the ASA Electronic Records Special Interest Group, a vendor showcase and a joint dinner. For more information keep an eye on the website. A calendar of events will become available.

A meeting has been held with One Umbrella to set up second remuneration survey for the records and archiv professions, which will take place early in the new finan year. I encourage all to take part to produce a valuable sou of information. Discussions have been held with the A but a decision has not yet been advised.

A joint meeting of the ASA, RMAA and the Office of Federal Privacy Commission was held to build relationshi and to discuss matters of mutual interest. We look forwa to working more closely with the OFPC.

I also look forward to working more closely with the ASA we share an interest in proper recordkeeping.

Geoff Smith ARMA
Branch President, NSW

Queensland

Queensland Branch is pleased to support Records Management Week by hosting a number of functions and events. On 28 May a breakfast is being held with Dr Kate Andrews discussing Knowledge Management. On 29 May the 2002 Queensland State Conference is being held - this year the theme is Records Management for the Future. The conference will feature an extensive analysis of the Queensland Information Standards, new Pubic Records legislation, outsourcing and electronic records. On 30 May the Branch will host a private sector recorkeeping forum to discuss issues in recordkeeping in the private sector? Full details are on the Queensland Branch web page.

The Branch is please to acknowledge that Sophie Fletcher has been awarded Associate status and Kemal Hasandedic has been awarded Member status. Congratulations to both members. The Branch recently conducted a workshop for aspiring professional members.

The Joint Venture Partnership with ASA, IIM and HIMAA, Brisbane 15-18 October 2002, is well under way. The theme will be Collaboration, Innovation and Solutions: Enabling the Information Future. The trade display, conference, awards and workshops programs are currently being finalised. This looks like being an excellent opportunity to join with our industry partnership in discussing a variety of issues. We look forward to seeing interstate delegates at this significant event.

The Commonwealth, State and Local Government Chapters have been meeting and discussing a range of activities for the year. The Local Government Chapter is looking forward to its main event of the year - the North Queensland Information Symposium from 25 to 27 July 2002 in Townsville. An excellent program has been developed: full details are available on the Queensland web page.

The branch accepted with regret Trish Wickmann's resignation from Branch Council. We are pleased to have Sophie Fletcher join Council.

Philip Taylor MRMA
President, QLD Branch

Notice of RMAA
Annual General Meeting

Notice is hereby given that the 27th Annual General Meeting of the Records Management Association of Australia will be held on Tuesday 17th September 2002. It to commence at 12:30pm and will be held at the Adelaide Convention Centre, North Terrace, Adelaide.

To all Members

In accordance with the Articles of Association, notice is hereby given of the date and time of the Annual General Meeting of the Association. The closing date for acceptance of any motion of business not relating to the ordinary annual business of the Association will be 5.00 pm. on 27th August 2002.

Business Proceedings of the Annual General Meeting

1) To receive and consider the duly audited statement of the accounts;
2) To receive a report from the President on the activities of the Company in the preceding year;
3) To receive the report of the auditors;
4) To endorse the appointment of the auditors for the ensuing year;
5) To transact such other business as shall have been included in the notice convening the meeting;
6) To declare the Federal Board members for the ensuing year in accordance with the nominations of persons put forward by each Branch Council; and
7) For the members (in accordance with Article 5.1) to elect from the declared members of the Federal Board, the Office Bearers of the Federal Executive.

Kate Walker ARMA
Executive Secretary

Advertising terms and conditions

Confirmation by the advertiser or agency of the 'booking she outlining the advertising schedule is considered the contract.

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Advertisements submitted to Informaa Quarterly are subject to approv by the publisher. Advertisers are responsible for ensuring th advertisements comply with commonwealth and state laws.

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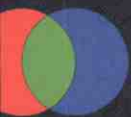**Type of Business**

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PRODUCT

guide

Yes, I would like to know more about the products offered by the following companies appearing in *INFORMAA Quarterly* - Volume 18, Number 1 (Please Tick).

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◯	Page 7	- *Curtin University*
◯	Page 16	- *Microsystems*
◯	Page 20	- *Resource Options*
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◯	Centre 2	- *Australian Society of Archivists*
◯	Centre 3	- *Tower Software*
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