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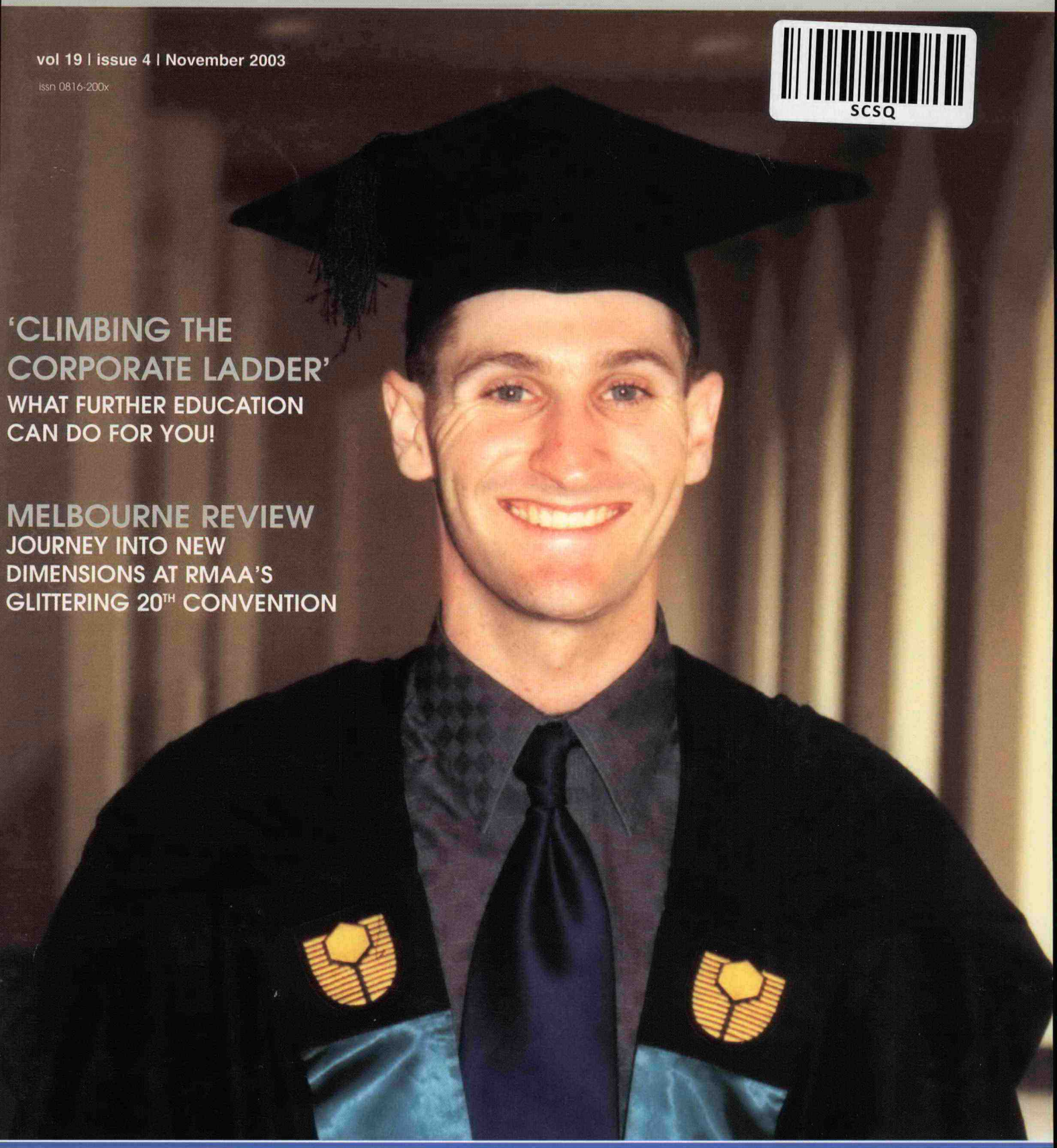

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COVER IMAGE: Kye O'Donnell

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PRESIDENT'S REPORT

Over recent years, the RMAA has undergone a number of changes that have resulted in the Association becoming more focussed as a professional body. In addition, the Board has committed itself to ensure a transparent and accountable governance of the Association to our members.

Given the changes that have occurred in recent times, it was felt that the timing was appropriate to update the Association's external brand in line with its long-term objectives, updating our image to one of a modern, mature, professional organisation. It was my pleasure to officially launch the new RMAA logo as part of the Association's new brand at the RMAA international convention's welcome reception in Melbourne, and to also announce the new look website and the long-awaited 'members only' area.

I would like to take this opportunity to thank, in particular, Kristen Keley, our Director of Marketing and Gary Barber, our Web Developer, for all their hard work. Those at the convention experienced the new logo and branding first hand, and if you were not there, you would have seen it on your new membership card, new letterhead, and on the new website. Just a reminder that your membership card allows you to visit the members only site and gives you access to discounts to events.

The RMAA website has undergone an information analysis, has been updated to feature faster download, drop down menus, whole site searching, a members only section, e-communities, and easier access for search engines to find the site and its pages. The members only section has been available since 14 September 2003. To access this area, you must be financial and use your member number as the user id and your surname as the password.

'Journey into new dimensions' was the theme of the 20th International RMAA Convention, which was held in Melbourne and was a huge success. Many positive comments were received both from the members attending, stating it was very informative, and the vendors who were very impressed with visitors' responses to their stands. Thank you to all who contributed to making this convention another successful event on the RMAA calendar.

I am very pleased to announce the appointment of Mrs Kate Walker to the role of Executive Officer of the Association. The creation of this position has been on the Board's agenda since the late 1980s and has finally come to fruition. A full announcement can be found later in this edition. Kate's role will be primarily to provide secretariat support to the Board of Directors and the National Executive and to position and promote the RMAA as a leader in records and information management.

This year the Board introduced portfolios for the first time, with each Director taking on a specific responsibility. The appointments are as follows:

Chris Fripp - National President
Director of Governance and Ethics

Kristen Keley - National Vice President
Director of Marketing

Thomas Kaufhold
Director of Economics and Finance

Kemal Hasendedic
Director of Standards and Legislation

Helen Hancox
Director of Strategic Alliances

Lesley Ferguson
Director of Education

Lyn Kickett
Director of Professional Development

Peter Gaca
Director of E-business

With the new direction the Board is taking, and the assistance of the new Executive Officer, I am looking forward to another successful year where the Association will strive for professional identification in various vertical markets and, in particular, the career industry where the RMAA will strive to recommend salary levels, minimal education qualifications, and recognition for our professional members holding status.

CHRIS FRIPP, MRMA MAICD AMIM
NATIONAL PRESIDENT

EDITORIAL

E D I T O R I A L

Congratulations to the organizing committee for the extraordinary success that was the 20th RMAA national convention in Melbourne in September! For those of you unable to attend this year's convention, Michael Steemson provides a glowing review of the convention's keynote speakers in the following pages.

Next year's convention committee is already in the throes of organising a meaningful program for all delegates who attend the 21st International Convention in Canberra between 12 - 15 September 2004. The 2004 convention program is designed to provide a mix of sessions and workshops that will focus on three areas: business, standards and practices, and the human factor. You will find registration brochures for the convention in this issue. It is important that you mark the September date in your diaries for next year and book early, as accommodation is always at a premium during September and Floriade time in Canberra. This is your opportunity to continue the recordkeeping journey.

Melbourne convention delegates were able to not only journey into new recordkeeping dimensions, but also witness the RMAA's own journey into new brand management dimensions. All members should have now received their membership cards, together with an explanation and overview of the RMAA's new look. If you haven't already, investigate this change of image on the RMAA's website, www.rmaa.com.au. Simply use your membership number as your login and your surname as your password to gain entry to the 'members only' section. As for me, I'm glad the RMAA has finally left the green and gold to our sporting elite. I'm not the only one to voice an opinion though; turn to the *Letters to the Editor* page to discover what some of your fellow members think of the new look RMAA.

This issue, the last for 2003, shines the spotlight on recordkeeping training and education. The future of recordkeeping as a valued profession relies on access to relevant and challenging training and education programs now. One of those courses, the Business (Recordkeeping) Diploma on offer at TAFE NSW is showcased in this issue by Jeannine Angilley. Jeannine speaks with one of the course's recent graduates and teacher / facilitators to provide you with some inside knowledge.

Elaborating on the training theme, Kevin Knudsen, of ACT Records Services in Canberra, shares a personal snapshot of how training is a vital component for any agency - in this instance, an ACT government agency - wishing to meet its recordkeeping requirements.

Finally, even though it seems premature, I'd like to extend best wishes to all IQ readers for a safe and happy Christmas.

VIRGINIA BOLGER, ARMA
EDITOR

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LETTERS TO THE EDITOR

RMAA NEW BRAND

The new RMAA brand was launched on 14 September as part of the 20th national convention held in Melbourne, with all members receiving their membership cards and an explanatory poster the following week. Our new look website was launched at the same time, particularly highlighting the new 'members only' section, which will improve over time as we achieve higher usage rates and add new items of interest.

The introduction of the new brand (i.e. logo, graphic, website, image, and approach) has been a watershed for the RMAA, it has provided a defining moment between the past and the future, paving the way forward as a modern, professional, and mature organisation.

'THE COLOURS AREN'T GOOD ON A TIE'

There is admittedly a level of symbolism in both the logo and the graphic image, but not as much as you might be looking for and if you are unsure of the 'meaning' behind the logo or graphic I refer you back to the explanations previously tendered on the poster.

Happily, we live in an environment of 'free speech' and while many of the comments received have been extremely positive, there have also been a number of critics. In line with our emphasis on being open, some of the comments received have been printed for your interest.

Personally, I would have liked to ask the RMAA membership for feedback after the release of the Nike or Telstra logos: both are well recognised and accepted, yet neither makes sense to me, especially the big orange dot on the Telstra logo! Whether you love it or hate it the new RMAA logo is here in all of its striking, bold glory.

KRISTEN KELEY, ARMA

DIRECTOR OF MARKETING

To the Editor

The new logo is a great improvement. It is clean, modern, and distinctive. I like the fact that the characters, 'RMAA' are in upper case. It will take a while to get used to the colouring on the website, though. There the blue background is fuzzy. Nevertheless, congratulations to the team who instigated and implemented our new image.

COLLEEN TURK, ARMA

Dear Editor

Change is always difficult, and RMAA members provide no exception to this rule. But is it new information management systems or standards that have our members in a spin? No, it's the branding of our Association.

Inevitably, informal discussions at the recent Melbourne convention included a variety of opinions on the Association's new logo. Most appeared to indicate bewilderment - 'what does it mean?' (obviously hadn't read the elaborate explanation provided in the satchel), 'why is the RM separated from the AA?', 'why aren't the dots in line?' or similar were heard. Some more fashion conscious members noted, 'the colours aren't good on a tie'.

The other new branding concept of a key with the slogan 'supporting the profession of records and information management', however, does appear to have meaning. Comments seemed to confirm this - 'I like the key.' My colleagues and I were not too sure about the meaning behind the key unlocking a cloud. Perhaps this is some obscure reference to the elusiveness of records management? As one convention presenter quoted when describing knowledge management, 'it's like bottling fog'.

ANONYMOUS OBSERVER

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To the Editor

I like the new RMAA logo. I think it reflects the corporate and professional business outlook that the organisation wishes to adopt. The logo itself is pleasant and not too busy. Nor does it leave the onlooker confused as to how to read it (as when things are printed in a circle for instance). The colours chosen also reflect a professional approach in its attitude/direction. The darker colours seem to convey a capable and efficient organisation whereas lighter colours seem to convey a more relaxed, casual approach (to me anyway). Green and gold was okay but done to death by too many Australiana buffs. These are colours I would be quite comfortable wearing if I had to adopt some sort of uniform. However, I'm not too keen on the RMAA banner with key and clouds. It is far too ambiguous and doesn't get my vote at all.

DORIS B MAMEROW
RECORDS CLERK (SPECIAL PROJECTS) DPIWE

Dear Editor

I have just received my new membership card and was surprised to see the new logo and the supporting flier that explains the meaning of the logo and the graphic. I know with any change there will always be the critics and I am now going to be such a personI fail to see the significance of the dots and wonder how much market research was done regarding the acceptability of this logo prior to the Board accepting it? I must say though that the number and pattern of the dots on my membership card has kept me entertained for hours playing join the dots!

As for the graphic! I have now been propelled into a state of depression, believing my profession dwells under a grey cloud, carrying a heavy burden away from the potential to unlock the solutions. And is that because we fail to recognise the value of a multicultural society? I thought we had renamed our association to be the Records Management Association of Australasia. What happened to representation on non-white members of the association? Whilst modern in its approach, I was immediately faced with the similarity to 'Mambo' graphics and wondered if that was the intention?

A bold move, but not one I support and I will not be using the graphic as a means of promoting my profession.

SHIRLEY R. COWCHER, AALIA, AACS, MRMA

Dear Editor

Congratulations to the team involved in the new branding of the RMAA. Change is sometimes difficult for some but I am pleased with the latest graphics and colouring. I feel our area of records management has suffered over the years (through no fault of most of us) to be old fashioned and stuck in the past. With these new bold and colourful brandings our profession can continue to break through the certain 'stereotypes' we have endured over the years.

NAME AND ADDRESS WITHHELD BY REQUEST

Dear Editor

I looked around the new website last night. At first I didn't like the brightness of the orange (it stood out too much), but then realised how good that is for fast information and highlighting events, etc. It is very good for searching and is a clean, fresh and bright, and easy website to navigate around. I wish they were all that easy to research.

I think it is a good example of an RM website - good for information retrieval!

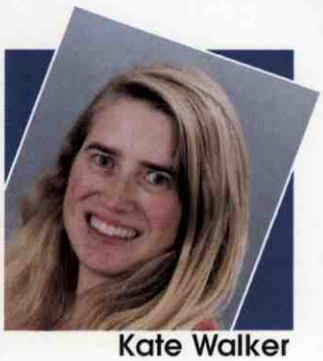
SUE VRUEGDENBURG, ARMA

Dear Editor

For my part, I like the new RMAA look. It's a change and it beats the two side-by-side filing cabinets!

ANDREW WOOD, ARMA

ANNOUNCEMENTS



Kate Walker

APPOINTMENT OF INAUGURAL EXECUTIVE OFFICER

Chris Fripp, in his role as National President, is very pleased to announce to RMAA members, the appointment of Kate Walker to the role of Executive Officer of the Association; the position was newly created following an extensive governance review.

Mr Fripp said that in making the appointment, the Board recognised Ms Walker's longstanding industry experience and previous management positions.

Mr Fripp welcomed Ms Walker to the position saying, 'Kate has demonstrated she can provide the dynamic leadership necessary in the current challenging environment for the Association.'

'Her mandate is to provide executive support to the Board of Directors and to consolidate the strategic objectives already set by the Board, and above all, to continue the Association's commitment to representing the unique needs and interests of our diverse membership.'

'An ongoing priority will be emphasis on the Branches continuing to work together, and speaking with one voice: to the various levels of government, the media, special interest groups, and the broader communities which the Association serves,' Mr Fripp added.

Ms Walker has qualifications in recordkeeping, strategic management, business administration and information technology, with extensive experience in risk management, occupational health and safety, financial management, and association management, including corporate governance. The Board appointed Ms Walker on 1 August 2003.

APPOINTMENT TO THE POSITION

The recruitment process, including the interview and culling of candidates, was undertaken by the Association Management Institute to ensure an open and accountable process. There were 23 inquiries to the position.

The advertisement for a national Executive Officer for the RMAA was undertaken in *The Australian* on 28 June 2003. The advertisement also appeared on the web under *CareerOne* and the RMAA's website and listserv. In addition, the position was also advertised to 2,800 or more association executives on the Internet using the Association Management Institute's database of association executives.

HOW DOES THE APPOINTMENT AFFECT RMAA MEMBERSHIP?

Some concerns from members in relation to Kate Walker retaining membership of the Association were raised, however, the constitution states: 17.3. Nothing herein contained shall prevent payment of remuneration or expenses to any Board Member of the Company or other person in return for any service rendered to the Company or prevent the payment of interest at a rate not exceeding the maximum rate chargeable from time to time by the bankers for the Company on overdraft accommodation or prevent the payment of reasonable and property rent for the premises demised or let to the Company by any member of the Company.

Therefore, Kate Walker's membership of the Association remains current.

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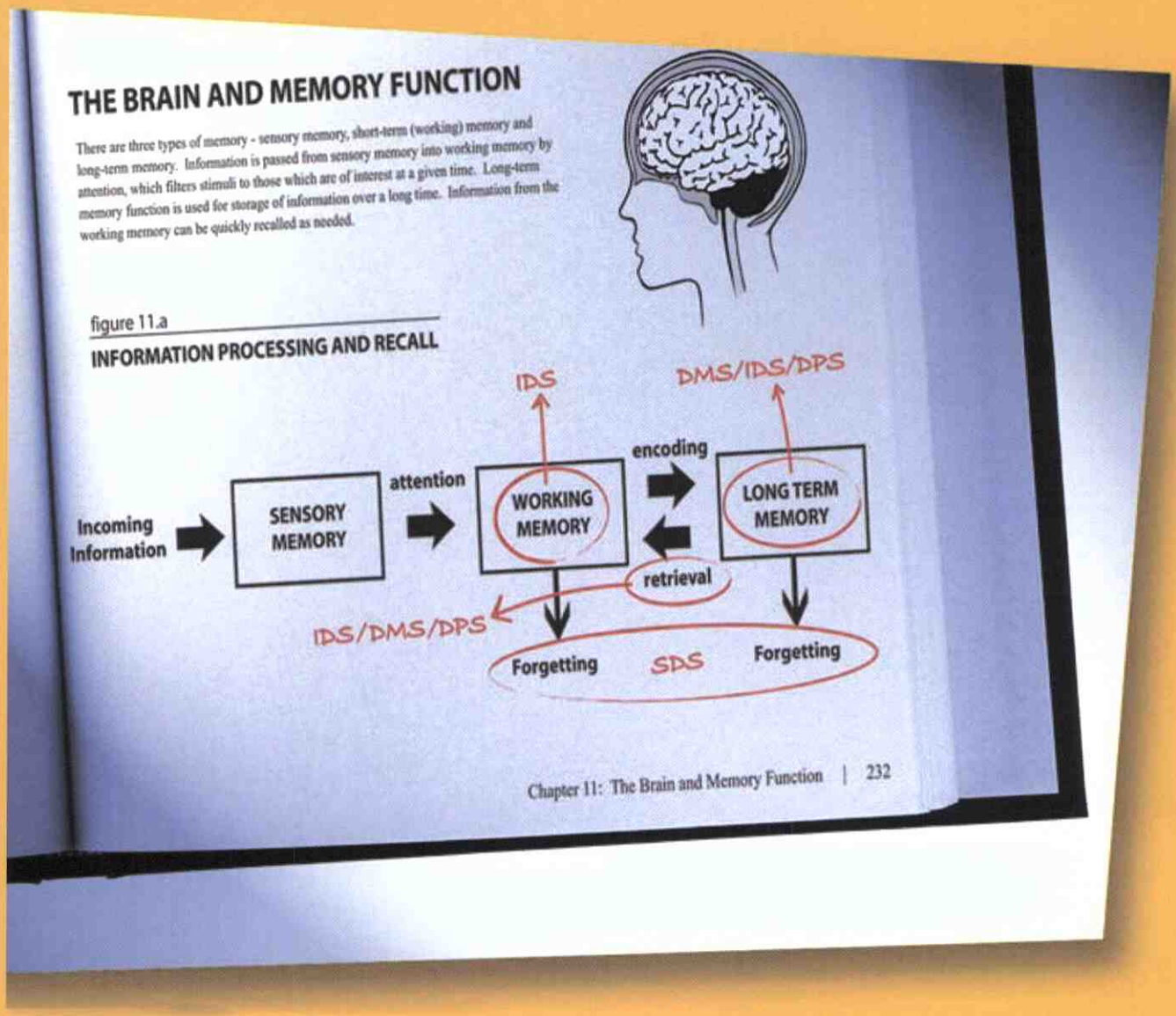

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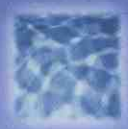

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Training for Change in an ACT Government Workplace

Kevin Knudsen

This discussion paper is a personal snapshot of an ACT government recordkeeping workplace. As a result of a number of introduced change agents, that workplace has undergone a major transformation including the 'professionalisation' of its staff. The principal change agents have been the introduction by the ACT Government of the *Territory Records Act 2002* and the implementation by the workplace's management of a number of in-house initiatives.

To appreciate the changes that have taken place in ACT government recordkeeping, and which have lately been given added impetus by virtue of the *Territory Records Act 2002*, it is important to know some of the early history of ACT Record Services.

In 1989, after self-government was imposed on the ACT by the Hawke-led Federal Labor Government, the ACT was effectively removed from federal jurisdiction so that ACT government records were no longer controlled by the *Commonwealth Archives Act 1983*. Since 1989, there has been no dedicated records legislation for the ACT, nor has there been an ACT Government Archives in which to store records of archival value; ACT Record Services is presently the nearest equivalent.

In 1991, a memorandum of understanding (MOU) was signed between the National Archives of Australia (NAA) and the ACT government detailing a range and level of services for the management of ACT government records. The MOU provided for storage and access facilities, as well as the endorsement of any disposal authorities developed by relevant ACT government staff. Later, between 1995 and 2001, the majority of ACT government records (approximately 548 metres in volume) were transferred out of NAA repositories into the control of, what was then, the ACT Registry, and from there, directly into the custody of a private storage provider.

Before Olwen Conran's appointment as Manager, the then ACT Registry was struggling to shed its image as a workplace of low importance. It was a workplace where troublesome employees from other units and departments were often consigned to in the hope they would find the work and conditions there so unpalatable they would resign. These images of ACT Registry were due largely to the sometimes inadequate working conditions and by the succession of relocations of its operations, which all added to employee uncertainty and low morale.

THE TERRITORY RECORDS BILL

Prior to the tabling of the Territory Records Bill and the establishment of a Territory Records Advisory Council, it could be argued that ACT government recordkeeping was operating in a vacuum with few, if any, accountability mechanisms in place. This was reflected in audit office reports detailing many recordkeeping inadequacies, highlighted by recordkeeping disasters such as, the Bruce Stadium fiasco and the Royal Canberra Hospital implosion. As guides for its development, authors of the Territory Records Bill drew heavily on other records legislation and international recordkeeping best practice standards. The *Territory Records Act 2002* came into effect in June 2002, and, among other things, stipulates that the Principal Officer or CEO must ensure that their agency complies with the Act. There are five recordkeeping standards and accompanying guidelines that complement the Act and all five have mandatory obligations for agencies, including developing a functional thesaurus and a records disposal schedule. The five recordkeeping standards are or relate to:

1. A records management program
2. Appraisal
3. Records description and control
4. Access
5. Recordkeeping and outsourced government business

The *Territory Records Act 2002* is a cornerstone of 'accountability legislation' in the ACT and applies to 105 ACT government agencies. The 2002 Act also established the Territory Records Advisory Council. This Council, chaired by the former head of NAA, George Nichols, has wide-ranging representations from agencies, professional organisations, and community associations and will provide advice to the Director of Territory Records. The 2002 Act also complements other legislation such as the Freedom of Information Act, the Privacy and Evidence Act, and the Public Sector Management Act (Standard 6.1), the latter having some piecemeal 'recordkeeping' around duty of care and protection measures for records.

RECORDKEEPING STRUCTURE IN THE ACT GOVERNMENT

At present, there are two distinct recordkeeping arms in the ACT government - ACT Record Services (ACTRS) and the Territory Records Office (TRO). ACTRS comprises some 30 staff and currently leases two warehouses in Fyshwick; a small storage warehouse and a larger facility from a private storage provider used for semi-active file storage. In respect of the latter facility, it always strikes me as a rather 'friendly' arrangement having the storage provider's signage displayed directly

above ACT Record Services on the same warehouse building. ACTRS operates under a semi-active file storage arrangement, in that once files become five years old or there is no longer enough storage space available, they are shipped off to the private storage provider without assigning disposal status. This process may well change due to the availability of the *Territory Administrative Records Disposal Schedule*. ACTRS acts on behalf of client agencies when relocating records to private storage providers and, currently, records are stored with two such providers.

ACTRS provides almost 80 per cent of recordkeeping services to ACT government agencies on a fee-for-service basis. These services consist of postage, pickup, and delivery of mail (about 990,000 items posted annually) and file management (file creation, storage, and maintenance). In effect, ACTRS is the internal recordkeeping unit for the ACT government and records are controlled by seven separate RMS (TRIM) databases. It also provides a quasi-archival function for the intellectual control of ACT government records through its ACTReSS database (similar to NAA's RecordSearch database, but with far less contextual information) and access to older records for the public.

The present culture of ACTRS and, indeed, the ACT government is one of providing good customer service. But some habits die hard, as indicated by the continued wide use of the term, 'Registry' by some ACT government employees when referring to ACTRS. Recently, ACTRS has undergone a major benchmarking exercise to better understand its role and function in the ACT government and how it compares in the wider non-government sector marketplace. The results have yet to cross my desk.

By contrast to ACTRS, the TRO has a staff of just two and provides recordkeeping policy, standards, guidelines, and advice to the ACT government and its agencies. Among other things, this includes authorisation for the disposal of ACT government records and the production and maintenance of a functions thesaurus across the whole-of-government. The TRO has just released two recordkeeping tools: an ACT version of the *Keyword AAA Thesaurus* and a *Territory Administrative Records Disposal Schedule*.

In tandem with both ACTRS and the TRO, there is a further ACT government recordkeeping initiative known as the Integrated Document Management System project (IDMS). This project has been tasked with the responsibility of rolling out an integrated electronic recordkeeping system throughout the ACT government. In keeping with this initiative, there is a pilot project operating in the ACT Planning and Land Authority (formerly PALM). Interestingly, as a part of the business analysis phase of the pilot program, a survey was conducted that revealed there were nearly six hundred separate recordkeeping systems in existence at that time for about 350 staff!

TRAINING

The *Territory Records Act 2002* has caused a major rethink in terms of knowledge management and how best to inform all ACT government staff of their newly-legislated duties and responsibilities. The immediately obvious answer was training. A less obvious benefit, from a business perspective, has been the emerging opportunity of making training courses a viable economic proposition, thus lessening the demands upon ACTRS's operating budget.

To date, the training course that I and my colleague, Grant Watson, have developed and delivered, has focussed on providing an 'Introduction to Recordkeeping' as a generic message intended to give a basic level of understanding of the nature and purpose of recordkeeping and the employees' roles and responsibilities. Elephant symbols feature prominently in the training courses as a reminder of 'corporate memory'. At last count, more than 500 employees (covering 16 different agencies) had participated in this initial training course. A modified version of the introductory course encompasses using a functional thesaurus that was recently developed and delivered to a number of the ACTPLA staff. A further training product is currently being designed to introduce all ACT government staff to the concept of functional classification using the Territory version of *Keyword AAA* (TV - KAAA). What ACTRS management and staff have noticed since the introduction of training courses is the way those courses have lifted the profile of ACTRS in the eyes of other government units and services. While the training course serves as one reference point for staff re-education, two other documents have been developed recently in ACTRS - the Disaster

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Recovery Preparedness Plan and the Business Continuity Plan. The former plan has already had a test run by way of a 'contrived' leaking roof with rainwater spilling onto several rows of shelved files. One obvious benefit was seeing all of the small but obvious details that needed to be taken account of in the course of assessing and rectifying the damage. For example, photographing the 'disaster' scene pre- and post-cleanup, and the safety first aspects involved in the event of live wires being exposed to water. Contributions from all involved ensured a successful test run. The bushfires in the ACT in January this year, also demonstrated the need for a better awareness of properly storing and protecting an enterprise's most vital records. As a direct consequence of inefficient storage, both ACT Forests and ACT Health Protective Services lost most of their operational and other records to the bushfires.

RECORDKEEPING IN A CHANGING WORLD

Not long after her appointment as Manager of ACTRS, I was approached by Olwen Conran and also, David Wardle see if I would be interested in joining ACTRS - initially by way of secondment - in order to develop much needed training programs and to share my broad recordkeeping expertise. Aside from the economic advantages that could accrue to ACTRS from a business viewpoint, here was a great opportunity for me to educate a group of like-minded people about recordkeeping accountability. So I joined ACTRS and subsequently became Assistant Manager. At the same time, several existing positions were rearranged to enhance efficiency. The combination of these staff changes and a new business-oriented direction has been instrumental in moving ACTRS away from its earlier image. Productivity and staff morale have improved markedly. Evident, too, is the way the staff help each other during busy periods, which have become more frequent this past year. A good example of this can be seen almost every day in the mailroom where, despite ongoing equipment difficulties, the staff pulls together as one to get the job done.

Given the amount of auditing that is required under the new legislation and agencies' recordkeeping processes, the number of staff and the required resources will have to be greatly increased if enforcement and monitoring of the legislation is to be effective. Moreover, with an ever-increasing emphasis on efficiency in delivering government services, many government staff are finding that the old ways of 'doing' recordkeeping are no longer relevant or, in some cases, legal. It is now all about accountability, probity, and a better informed workforce.

ACKNOWLEDGEMENTS

I gratefully acknowledge the assistance received from my colleagues at ACT Record Services and elsewhere. In particular, I am indebted to my Supervisor, Olwen Conran, and to my friend and colleague, Dr Roy Norrman, for their comments and suggestions about the paper's structure and content and for checking my facts. If mistakes remain, both the responsibility and the blame are mine.

THE AUTHOR

The past 20-odd years of Kevin's working life have been spent in various capacities in a recordkeeping environment with a number of different Commonwealth agencies, including the National Film and Sound Archive (now Screen Sound Australia) and the National Archives of Australia (NAA). While with NAA, Kevin was responsible for developing and presenting training to NAA staff and was part of a project team that developed and implemented an electronic recordkeeping system. Kevin has been Assistant Manager of ACT Record Services (ACTRS) in Canberra since February 2002.

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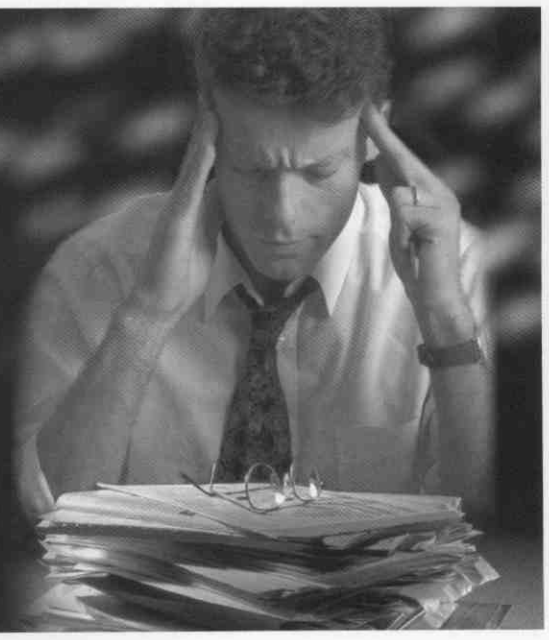

Climbing The Corporate Ladder: What Further Education Can Do For You!

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COURSE

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This course will teach you how to establish and maintain records management and control procedures, and apply controls to ensure that information is managed in accordance with legal requirements and ethical practice. It is taught through flexible, distance education; a convenient and accessible option that ensures students can undertake subjects that are most relevant to them, at their own pace, and with the guidance of a facilitator. Most of the students undertaking this course work in the industry.

INDUSTRY RELEVANCE

Jeannine Angilley, Program Manager for Business Technology has the following to say about the courses: 'The program is unique in that Sydney Institute is the only TAFE in Australia offering the suite of business recordkeeping courses, which has at its core, excellent customer service, satisfied students and employers, and a very strong relationship with industry, State Records, and the Records Management Association of Australasia.'

'This is possible due to a collaborative approach to a flexible and distance delivery program. In this example collaboration occurred between the State Records Authority (NSW); NSW Records Management Association of Australasia (RMAA) (a peak professional body); and Business & Public Administration Division and Sydney Institute (TAFE NSW) which resulted in the development, implementation, and delivery of a suite of business recordkeeping courses. These courses are now offered by flexible/distance delivery to students located throughout NSW and other states in Australia by TAFE NSW.'

'We have students enrolled from all states and territories throughout Australia and have a very dedicated group of teacher/facilitators involved in the program who provide a valuable service to a diverse and geographically dispersed target audience of students.'

THE STUDENT

The first graduate of the Diploma is Mark Kehl. With more than 16 years in the records management industry, Kehl was something of an expert before he enrolled. He looked at the course to add to his experience, to fine-tune his skills to add to his job market value.

'I completed the qualification in order to support the practical experience I had gained after many years working in records management,' Kehl said. 'It was important in terms of salary - so that I could be able to secure a better paid job.'

He says that completing the Diploma contributed significantly to his success in gaining his dream job of Training Consultant with leading records management software company, Tower Software.

Kehl's considerable experience allowed him to complete the Diploma in one year, partly because TAFE NSW recognised his prior learning and experience. A workplace assessor visited Kehl at his job, giving him feedback about the Recognition of Prior Learning (RPL) process.

As a busy professional, Kehl revelled in the flexible learning approach, studying sometimes at lunchtime, but usually at home after work. It took commitment and discipline - both to work and to take a break.

'I would recommend flexible learning to anyone who is committed to updating their skills and is prepared to put in the time to learn. We worked out what competencies/modules I needed, and there are prompts to where you should be at certain times.'

'Universities are inflexible and cost so much money. TAFE was better for flexibility and accessibility.'

'Most of the course is delivered through course notes, but there's a lot of web research looking overseas and in Australia.'

As well as the Diploma course, Kehl advocates the Certificate III and IV Business (Recordkeeping) courses.

'The Certificate III is very good for records officers; the Certificate IV puts the emphasis that records management is more than filing.'

A TYPICAL TEACHER / FACILITATOR

Music was at the foot of Shanon Queree's pathway to becoming a TAFE NSW records management teacher. Queree, a self-

described 'ordinary' pianist and flutist, went to Canberra to study at university with a view to becoming a music librarian. After thoroughly enjoying an archives elective she changed tack.

Queree graduated with a Bahelor's Degree in Library Information Studies, and worked in records management before training others in the field. She enjoyed the challenges and rewards of teaching, and so accepted a position as a TAFE NSW teacher.

'I'd been working in records management for a while and had been training others, and it (the training) just appealed to me, so I became a TAFE teacher,' said Queree.She says that courses such as the Diploma in Business (Recordkeeping) are interesting to teach because industry developments mean courses are constantly changing.

'We keep reviewing the courses and updating the learning materials and have lots of industry involvement.'

Queree emphasises the importance of staying abreast of industry developments.

'Advancements have IT implications and issues to do with privacy. For instance, there was new legislation (pertaining to records management) introduced in NSW a few years ago.'

Queree is currently developing a website to further assist students to access information. It's one of the ways she ensures that she gets the most out of her working day: 'I am often trying to come up with ideas to help students to enjoy a subject that I enjoy.'

Re-skilling and upskilling at the same time as working is not a foreign concept for Queree. She's currently training to combine her loves of teaching and music.

THE AUTHOR

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Standing left to right: Shanon Queree, Colleen White, Adele Ford, Sue Frost, Jeannine Angilley
Sitting left to right: Sandra Hinchey, Easther Aarons, David Povey, John Styles

qualities and are defined as 'information created, received, and maintained as evidence and information by an organisation or person, in pursuance of legal obligations or in transaction of business'. Using this definition for records virtually all documents (regardless of medium) created in the course of business qualify as records. Records have special requirements in terms of preserving their evidential quality and must be maintained in a records system which can capture, manage, and provide access to records through time.

Records management is not simply about the management of paper or other physical objects. It is about applying philosophies and business rules to the management of information as dictated by the legislative, audit, quality, regulatory, and corporate requirements to maintain and preserve access to corporate information. A mistake of many organisations was to treat paper and electronic documents as separate entities primarily because of their format. As far back as 1988, organisations were saying that we were about to enter a paperless society. This is yet to occur, and, if recent statistics are to be believed, the use of paper continues to expand. Vendors wanting to sell imaging and workflow solutions under the guise that it would be a cheaper option than to implement a system to store and find digital records, have perpetuated this situation.

However, not tackling the issue of managing digital records is a false economy as many companies are now ready to recognise. The cost of not implementing records management can result in the collapse of the company, huge fines, imprisonment, loss of investment monies, and loss of jobs: for example, Andersen, Enron, Merrill Lynch, and Prudential to name but a few recent cases. If records have been destroyed, an organisation must prove it has applied appropriate business rules approving their destruction.

IMPLEMENTING RECORDS MANAGEMENT

Implementing records management effectively is not a simple process. It demands significant business process change and re-engineering. It requires a thorough analysis of the way a company does business and the recognition, at the most senior level, that records management is pivotal to an organisation's whole information management structure. Briefly, the change management begins with an analysis of business processes to identify activities and transactions and to show where records occur. Records critical to the organisation, regardless of format or of the application or jurisdictional area in which they are produced, are classified, security and access controls applied, and retention policies decided upon. In addition, the internal, legal, and regulatory environment's requirements are factored in. This is where the Sarbanes-Oxley Act's regulations come into play. And these decisions are all made before records have even been created.

A system must be specified to meet all the defined records requirements including those of the Sarbanes-Oxley Act 2002. Complying with the Act requires that an organisation has the ability to produce, on request, authentic and reliable records and all supporting documentation. The management of records, regardless of their format, is enabled by an electronic records management system that can support the application of the appropriate business rules such as naming and filing standards, retention authorities, and cross referencing. Defining such a system is not an insurmountable task but one which requires time and resources. Other important factors are adequate training, a culture for embracing organisational change, professional staff and a fully supportive and cognisant CEO!

THE BENEFITS OF RECORDS MANAGEMENT

Meeting the requirements of the Sarbanes-Oxley Act can provide indisputable benefits to an organisation. Besides ensuring the necessary protection and support in the event of litigation, authentic and reliable records can:

- assist an organisation to keep track of what it has done; to conduct business efficiently
- deliver services equitably
- underpin accountability
- provide a reliable and durable long-term historical record
- ensure that an organisation meets legislative and regulatory requirements
- support and policy development and managerial decision-making
- protect the interests of the organisation and the rights of all stakeholders
- maintain corporate, personal, and cultural identity

WILL IT HAPPEN?

In some industries modern records management is already happening as evidenced from sales of products such as TRIM. The companies that have modernised records management practices are those with a powerful business reason for doing so. In the private sector these include organisations like drug companies and utilities where there may be significant penalties for failing to meet the legislative requirements to maintain certain records. Government departments are also implementing records management to today's standards. It is clear that the Sarbanes-Oxley Act is destined to have a significant impact on accounting firms and investment analysts. However, it remains to be seen whether in the wider private sector, CEOs recognise the benefits of records management and assess the risks of non-compliance as tangible enough to opt for a philosophy that implements the necessary business process change and ensures the integrity of corporate records.

THE AUTHORS

Gillian Colledge works for TOWER Software's head office in Canberra in Marketing Communications. Gillian is in her final semester of study in the Masters in Information Management and Systems program at Monash University, Melbourne Australia.

Michael Cliff is the General Manager, Marketing and Sales, TOWER Software and has been employed within the records management field in government, private and public companies for the past 19 years. He has undertaken the roles of end user, practitioner, and advisor. He has spoken at numerous seminars and conferences in Australia, Canada, and the United Kingdom.

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Sarbanes - Oxley Act: It's Time To Take Records Seriously

Gillian Colledge and Michael Cliff

Recent events may result in the correct understanding of records management by senior managers and industry analysts around the world. The collapses of Enron, Arthur Andersen, and others are seen as examples of organisations not managing their records in accordance with legislation guiding good business, good business ethics, and the best interests of investors. The demise of a company worth $9.3 billion (Arthur Andersen) as a result of not maintaining records is a clear indication that correct corporate governance does not always have to be about increasing profits or the company's value on the stock market. Long-term survival and viability are equally important. But, will these events change corporate practice?

The Sarbanes-Oxley Act 2002 (USA) introduces compelling reasons for CEOs to implement corporate records management. Non-compliance with the rules applying to the maintenance of records is now a federal crime in America and can result in a punishment of up to 20 years in jail. In addition, the Act governs accounting practices and specifies mandatory retention periods of five years for all audit and review work papers. The penalty for non-compliance in cases of retention failure can be imprisonment of up to 10 years. While the USA is the only government at this time to introduce such legislation, it should be noted that most private and public organisations throughout the world, will have some legislation guiding their need to manage records.

ARE CEOS INTERESTED?

CEOs are possibly some of the most expert in risk analysis as it applies to business. Now, they must carefully weigh up the costs and benefits of implementing strategies that take account of the new Act's requirements. If compliance is deemed to be necessary, then perhaps we can expect to see a rash of records management implementations and a boom in the hiring of recordkeeping professionals for large companies.

THE CURRENT SCENARIO FOR RECORDS MANAGEMENT

For too long organisations have depicted records management as being the management of inactive paper/physical records only. This may be partly because vendors choose continually to find new terminology to differentiate their product or service offerings. Documents produced in electronic format were seen as different and therefore 'special' systems were required to manage them. Hence the birth of electronic document management systems. Knowledge management, integrated document management, content management, and enterprise content management have all followed since. Suppliers and industry analysts can all accept some of the blame for the confusion in the market place and the loss of recognition of the importance of records management.

Until quite recently the emphasis has been mainly on document management. But, in the past 4-5 years, we have witnessed large document management companies purchase records management companies, or attempt to develop their own records management capabilities. The latest examples of these have been Documentum who purchased TrueArc and IBM who purchased Tarian. In addition, there have been many attempted integrations between document management and records management companies. Some records management companies chose not to develop the capability to manage electronic documents but rather to consolidate their product offerings and enter into alliances with other companies. An example of this arrangement is Foremost and Microsoft Sharepoint. The result is that consumers continue to be offered a bewildering array of application options, the majority of which now include records management.

Given the pace of change and confusion in the workplace, not surprisingly, most organisations operate with a mish-mash of document and records management processes and procedures. Many employees do not know what constitutes a record, or, even if they do know, how and where it should be stored. The usual procedure in place is to print off a copy of a document that might (subjectively) be considered worth keeping, and place it on file. The result is, that although some information is placed on file, the evidence suggests that a far greater number of electronic documents never make it to the file. Most electronic information, a great deal of which constitutes records, remains stored on the end user's hard drive.

WHAT IS MODERN RECORDS MANAGEMENT

Before proceeding any further it is important to have some idea of the distinction between a document and a record. There are a number of definitions around but we will take as a benchmark the one from ISO 15489 International Standard for Records Management. According to ISO 15489, a document is 'recorded information or object which can be treated as a unit'. Records, by contrast, have important additional

Melbourne Review

A to Z journey into New Dimensions at RMAA's Glittering 20th Convention

Mike Steemson

We started from the beginning on the Melbourne 'Journey into New Dimensions'. That was the theme of the 20th RMAA convention for some 600 delegates in the lush Crown Entertainment Complex on the banks of the fair city's muddy River Yarra.

And on the voyage in the busy break-out session suites and the massive chandelier-hung plenary ballroom with its huge TV monitor screens, the cheerful 600 ran the gamut of recordkeeping from archives to Z39.50, the Internet retrieval protocol.

We saw the way as soon as the fanfare of the welcoming video faded. Minneapolis Corporate Records Manager, Cheryl L. Pederson's opening keynote paper told how in something like two years she'd dragged 90,000 Cargill Inc. staff in 55 countries into a global records and information management project.

The project began in 2001 with a survey and the formation of a project team from nine corporate business units across the world, from America to Argentina and Japan. 'The survey showed that most people thought that records management was a free spin-off from management,' said Ms Pederson. 'Wrong!'

She had chief executive approval, advisory committees, geographic representatives with foreign language skills, records co-ordinators, and business analysts. By July 2003, her 300 trainers working in all 55 countries had finished their work and by November she expected to have completed global business risk reviews and electronic inventories. She was creating for each country individual retention schedules, location logs of records for tax, legislation and intellectual capital and minimum best practice policies.

It was a stunning example for the 600 delegates. They set about finding out how to achieve the same miracle.

THE SAME STUFF

Education Queensland's Sally Algate recommended unification. We understood when why we heard her credentials. She's the Manager of Document Management Services, which is a unit within the agency's Knowledge Management Service, a section of the Information Management Services Branch in the Shared Services Directorate. No wonder she could say with such authority: 'Records management, document management, information management, content management, and knowledge management: Whatever we call ourselves, at the end of the day we're probably all managing more or less the same stuff, aren't we?'

But she had a niggling feeling that what with all the metadata, standards, information, and/or knowledge management strategies, personal portals, and search engines, we might be keeping too much stuff for too long. Clearer risk management policies were needed to make more realistic retention decisions. She put it this way: 'Records are important. Information and content are important, too. But if people aren't using it, why are we keeping it?' The three-day conference was chaired by sparky media personality Yvonne Adele, the star of Australian Channel Nine TV's *Today Show* where, in her virtual persona, Ms Megabyte, her mission is to 'take the hard out of hardware, the science out of software' for amateur geeks. But she wasn't the only show-biz personality on the convention stage. A fellow thespian was a records manager, Archives New Zealand's Matt Munro, one-time Kiwi soap opera entity and enthusiastic amateur theatrical.

He was taking the subject seriously, though, with a case study of his institution's training programme that introduced a single records and electronic document management system across its headquarters and regional offices ridding it of what he described as 'feral filing systems'. The project required patience, an open door to doubters, high-profile staff consultation, and detailed change-management planning.

He let the seriousness slip just briefly as he flashed up a saucy acronym for the attributes he'd needed to complete the project successfully: Sheer hard work; Energy, lots of it; Xtrovert personality, know Your end-users.

Serious, too, was the Deputy Associate Administrator for Programs in the Office of Space Science at the US National Aeronautical and Space Administration (NASA). He is Dr Kenneth Ledbetter, a poker-backed Texan with a piercing look and a deep Southern drawl. He told of the burgeoning data files created by the innumerable manned and unmanned space missions he oversees: 320 gigabytes from a Saturn probe that would arrive next June and work until 2009; 2,000 gbytes from an Earth trailing satellite until 2009; 5,000 and 10,000

NZ Chief Archivist Comments on Continuum Recordkeeping Programme Review

Dianne Macaskill

EXECUTIVE OF ARCHIVES NEW ZEALAND ON MICHAEL STEEMSON'S REVIEW OF CONTINUUM - CREATE & MAINTAIN[1]

I read with interest Michael's Steemson's review of Archives New Zealand's new government recordkeeping programme, *Continuum - Create and Maintain* in the previous issue of *Informaa Quarterly*. I feel, in light of Michael's comments, that some additional information around the purpose of *Continuum* would be helpful.

Michael's article focuses on mandatory compliance with Archives New Zealand's standards, which is envisaged under the proposed new public records legislation. The suggestion is that *Continuum* is almost like a programme in waiting, anticipating the introduction of mandatory standards, and a policing role for Archives New Zealand, before it becomes effective. This is not the case. *Continuum* was designed to work in the New Zealand public sector as it is today. In this environment, a heavy handed approach simply will not work, but an approach based on collaboration, guidance, and assistance will. *Continuum* is built around those concepts. It is true that mandatory standards, and an auditing role for Archives New Zealand, are both likely under new public records legislation, but these powers will only form a part of the long-term strategy for government recordkeeping in New Zealand.

The main driver for *Continuum* is to rebuild the New Zealand public sector recordkeeping culture, which has been eroded by technological and administrative change. *Continuum* is a comprehensive programme to assist good recordkeeping practices across the New Zealand public sector. It includes a range of services, tools, and publications, some of which were previously offered, while others are newly developed. All of Archives New Zealand's standards and guides are compliant with the international standard for best practice recordkeeping, ISO 15489.

Good recordkeeping is crucial to all public sector organisations in order to achieve their business aims and meet accountability requirements. Archives New Zealand is committed to helping New Zealand's government agencies in these endeavours. *Continuum* is the programme we have put in place to achieve this.

This is reflected in the Maori name for *Continuum - Create and Maintain: Tahuhu te hanga me te tiaki*. Hanga and tiaki are the verbs 'to create' and to 'maintain'. Tahuhu is the ridgepole of the meeting house, which supports the structure and also marks the 'continuum of the whakapapa (genealogy, or line of descent)'. Its figurative use thus conveys the essence of the *Continuum* programme to support government agencies and ensure a surviving legacy of records and archives.

It's always good to receive comments on our programmes, and some of Michael's points (e.g. the references to the superseded AS 4390) are noted and will help to improve *Continuum*. The reason I have raised the points above is that I am concerned that people reading Michael's review are likely to get entirely the wrong idea of what *Continuum* is all about. *Continuum* represents a serious effort to support agencies of the New Zealand Government in their recordkeeping responsibilities, not (as one might think from Michael's review) the launch of the recordkeeping branch of the Police Force.

For further information on *Continuum*, go to www.archives.govt.nz/continuum or contact Alison Midwinter, Archives Analyst, Archives New Zealand PO Box 12-050, Wellington, New Zealand.

THE AUTHOR

Dianne Macaskill is the Chief Executive and Chief Archivist of Archives New Zealand. In this role, Dianne fulfills the statutory functions of the Archives Act 1957 and provides the overall strategic direction for the institution. Dianne has worked in the public sector since 1971 and all of this time has been spent in work that involves the provision of quality information and appropriate access to that information.

FOOTNOTES

[1] Michael Steemson, 'NZ Government Waves a Recordkeeping Gloved Fist at Agencies', Informaa Quarterly, Vol. 19, Issue 3 (August 2003), pp. 27 - 28.

gbytes from two Mars orbiters flying until 2007. It was a pity there was insufficient time to ask him how the agency would cope with the data as the space vehicles' technologies aged and become increasingly obsolete.

AWARENESS OF ERM

Back down to earth, Director and founder of London's International Records Management Trust (IRMT), Dr Anne Thurston, warned that many world governments still seem unaware of the need to manage records in electronic form to meet evidentiary requirements, enable accountability, protect citizens' rights and support for the rule of law.

She told how IRMT had developed consultancy, education, and research programmes to help. She said: 'Our work has demonstrated repeatedly that neither technology nor global development agendas can be achieved successfully if official records are not available to provide evidence of policies, actions, transactions, and entitlements.' IRMT had developed an international training package with funding from the U.K. Department for International Development, the U.N. Development Program, the Canadian International Development Agency, the Commonwealth Secretariat and other donors, material that was available free on the trust's website. The site currently attracted 6,000 downloads a month but the package needed upgrading to cover recent key issues. She said: 'We hope the Australian professional community will want to become involved in this, sharing the theoretical and practical breakthroughs that have emerged from your positive and creative problem solving abilities.'

Two educators, Associate Professor Suzanne Neeson, a director at the Australian Institute of Management (AIM) and Open Polytechnic of New Zealand lecturer, Amanda Cossham, showed the paths to raising recordkeeping skills.

The Australian professor had a new term: 'A skilled informationist,' she called us, 'will make good use of existing knowledge and skill by being proficient in the use of information tools to obtain, organise, analyse information, and to effectively communicate outputs. Some individuals are better at obtaining or organising information, while others will be naturally more skilled at analysing or interpreting information. Some people are better presenters than others. By collaborating with other people in the workplace we are able to use the combined strength of diverse talents and personalities.'

AGE AND EXPERIENCE

Wellington-based lecturer Cossham had made a comprehensive survey of recordkeepers to discover their qualification levels and wants. Among the many revealing findings, it had underlined: 'The need for understanding of so many aspects of management, the ability to work throughout the organisation convincing others of the importance of recordkeeping, project management, strategic management - these are competencies and understandings not frequently found in young graduates. They

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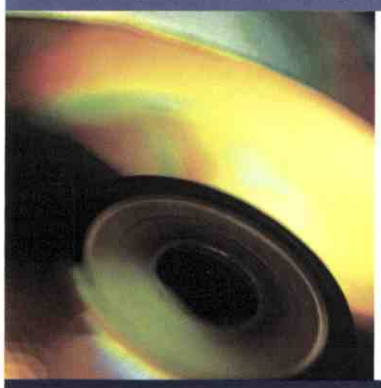

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NEW RECORDS MANAGEMENT SYSTEM FOR PHYSICAL & ELECTRONIC DOCUMENTS

come more often with age and experience - and this can be seen from the ages of those working as records managers.'Then, lanky IST soothsayer, Steve Bittinger, Research Director for Gartner Australia, peeped down the road to the future. AD 2010 was as far ahead as he was prepared to look but it was a pretty scary view, especially for those who treasure their 40-hour working week. His message to them: Make the most of it. It isn't going to last. He said we're already someway down the path. 'Technology and business are moving so closely together that it doesn't make sense anymore to talk about e-business. It's all done that way now.' Globalisation and competition were the key forces driving them together and the biggest change was the pace of change itself.

To 'knowledge workers' these forces were welcome but challenging. The forces demanded information faster, better, cheaper, and more credible. They produced ever rising rates of capital flow, competition for capital, and shrinking times to market. The needs were for workflow and regulatory transparency, competition for proven talent, the 'superb suppliers' of product and service.

He was clear that 'the forces increasingly impacted on knowledge workers but most organisations are not focussing on knowledge worker productivity'. What business wanted was investment in its 'intellectual capital value, its better leadership, better people, better ideas'.

NEW PERFORMANCE GOALS

That was how he saw it: 'Work styles becoming more virtual; flexi-hours; work in different locations; virtual teams with more and more output from team work. Traditional single assignment employment will lessen and be replaced increasingly by multiple assignment jobs. There used to be nice divisions between work and home. Not any more! New communication technologies have seen to that. Now you could work from anywhere at anytime."

His final message was stunning: 'We've got to set new performance goals. We'll have to get use to solving problems in little pieces in real time. The 2010 global workers will have centred, multi-sourced talent with managed knowledge and point of need learning.'

What a pity his words, and those of a number of other important papers, were not available for study on the conference proceedings compact disc. World Wide Web links and Powerpoint slides don't do it. Great technology, poor resource. End of criticism!

The Victoria State's event brought a new dimension to RMAA conventions: laser and TV arc lights, uniformed staff, some 40 vendors, and more than 40 speakers. Victoria's flamboyant RMAA leader, Peter Gaca, even dragged in his Ernst & Young business knowledge manager sister, Michele Gaca, to tell us 'how not to surrender professional culture in technology' ... a most engaging lesson. Small wonder that when it was all over, President Peter, in scarlet baseball cap and blue jeans, sought a comfy lounge sofa for 40 restorative winks.

THE AUTHOR

Mike Steemson, an Associate Member of RMAA, heads the New Zealand-based Caldeson Consultancy in Wellington, NZ. He is vice-president of the Wellington chaper of RMAA. He helped form and was appointed Chairman of a committee creating a New Zealand Guide to AS 4390. He was a member of the Australian delegation on the authoring sub-committee of ISO's Records Management Standard, ISO 15489.

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The RMAA stand at the 2003 national convention in Melbourne

How Much Will Your E-mail Cost?

Jeff Hatfield

If someone told you that your e-mail system would cost you an extra $750,000 next month, you'd probably want to know what you'd be getting in return. What if the answer was nothing? And what if there was no avoiding the expense?

You might think your e-mail system was turning into a liability, and one with the power to have significant negative impact on your bottom line. You might be right.

I recently met with a new client - a Fortune 500 company with operations in all corners of the globe, whose legal staff relayed the following story to me. Last year, when involved in a wrongful termination lawsuit, the company was subpoenaed for all records, including all e-mail, related to the company's employee termination practices. With no choice but to comply, the company's legal department trudged off to the IT department to start reviewing e-mail server backup files.

Much to their horror, they quickly found that it would be impossible to sort through the mountains of records in any logical or systematic manner. They reported their extenuating circumstances to the judge. The judge refused to reverse and explained that the maintenance of the records was their responsibility, regardless of the media. According to the judge it was their responsibility to produce the subpoenaed information and they were required by law to take whatever steps necessary to comply.

The disgruntled attorneys returned to the IT department hoping for some technological magic. Days of collective brainstorming, however, produced only one solution - print all company e-mail for the past four months, review it manually and hope they were able to find the information they needed. They hired an army of law clerks, filled every conference room with printed e-mail records and spent weeks reading the messages from every manager in the company - often very trivial and certainly very personal.

The result? - $750,000 in expenses, completely unreimbursable by the court. You might think surely they were able to uncover the key to proving their innocence, making effort worthwhile. No such luck. In fact, nothing was found to help them or hurt them. They closed the matter by settling with the plaintiff out of court.

What went wrong? Our new client had fallen into the dangerous habit of not enforcing their corporate intentions. They had maintained records retention schedules and e-mail policies for years. These are their intentions - their intention to be in compliance with records retention requirements. Their written policies were fine — some of the best in the industry. But they failed to enforce those policies.

They failed to ensure that there was a systematic connection between the policies, the retention schedules and the actual e-mail records. Consequently, they had no control over their e-mail system, no means of systematically retaining needed information in an organised way. If the court had requested the same information from their paper records, they could have complied easily and quickly.

EVIDENCE IN THE E-MAIL

I recently met with an attorney from one of the top law firms in the country. We were discussing changes in today's legal discovery process. He commented that he rarely has to look any further than a company's e-mail to find the evidence he needs. It's the first thing he subpoenas. He knows that companies rarely implement controls to ensure that obsolete information is appropriately purged in accordance with their corporate policies. And, it's the obsolete, casual messages that produce the "smoking guns." Even if the e-mails don't produce anything specifically incriminating, attorneys can at least establish patterns of carelessness or unprofessional behaviour by pointing to the inappropriateness of casual messages exchanged between corporate executives.

All companies are required to retain certain records and information. Companies also have their own internal requirements, business and operational needs that call for specific retention of records. Most companies fail to enforce these requirements. Or, at a minimum, they apply controls to the paper records, the physical information that can be inventoried and touched. Rarely do companies enforce the same type of control on e-mail, website content, application databases and other electronic records. Yet these are the areas that are posing the greatest risks and causing the most damage.

To be protected against legal risks and costs, you have to develop and implement an enforcement-based records control program that will apply your company's requirements to the actual records. And your program has to be consistently enforced among all records media types.

THE AUTHOR

Jeff Hatfield is the Director, Business Development for arc Methods, www.jlgroup.com/open/index.asp, a consulting group focused on records management practices, based in St Louis, Missouri. This article was first published in AIIM International's e-doc magazine, May/June 2002, edition, volume 16 issue 3, and is reproduced with the kind permission of the author.

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Unite in Recording Labour History for Future Generations

Lyn Smith

In this article, Lyn Smith, ARMA, briefly recounts her recordkeeping career, most recently as a Records Officer called in to rescue the Rail, Tram, and Bus Union's (RTBU) records from getting lost in the mire of sloppy records management practices.

In my varied career, I have been a Debt Collector (or to be more polite, an 'Accounting Officer'), a Fire Technology Officer with the Commonwealth Public Service and, for the last ten years, a full-time Records Officer.

During my career, I have created, or helped to create, a semblance of order from the records chaos at the NSW Ambulance Service, ABN-AMRO, the State Rail Authority, and the NSW Nurses Association.

As a result of my work at the NSW Nurses Association, I was selected to rationalise (a nice turn of phrase!) records of the amalgamation of trade unions currently known as the 'Rail, Tram, and Bus Union' (RTBU).

My appointment with the RTBU started as a three-month only contract, but here I still am, two-and-a-half years later and only somewhat nearer the end goal of archiving a lucid set of records at the Noel Butlin Archive of Business and Labour at the Australian National University (ANU).

I have found, through scrutiny of records listings previously sent to that repository that the usual approach to archiving was to box everything, provide a less-than-adequate list of the contents, and send the boxes to 'Archives' where they would never see the light of day again! No appraisal has been conducted; nor is there a destruction program. As a result, many boxes contain records past their use-by date and overdue for destruction. Consequently, storage space for new records is a real problem, as is funding continuity (by the University) of the facility. Unions do not - at this time - pay for storage space at the Butlin Archive.

It came as something of a shock to realise that there are no records professionals engaged in maintaining trade union records; true, there are a few archivists around, but the rank and file trade union employees operate with a 'let's keep everything' approach. This approach may seem reasonable until one runs out of storage space, until someone decides to have a 'clear-out', or a researcher decides to target a particular aspect of trade union history.

Most records within any union are boxed by the secretarial staff on a piecemeal basis. There is usually no coordination of effort and boxes may contain at least some duplication of material sent to 'Archives'.

Trade union legal and other retention requirements are not usually heeded. The disposal schedule, which was drawn up some time ago, has omissions which are acknowledged by those responsible for its maintenance. Most staff co-opted into archiving the records are not even aware that the disposal schedule exists and don't have the training to sentence records using it anyway. Sentencing staff are often junior

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staff, subject to overruling by seniors or organisers ('agitators' if you wish), which further complicates the issue.

There is also the small matter of amalgamation; a process most unions go through at least once during their lifespan. The RTBU is an amalgamation of the Association of Federated Locomotive Enginemen, the Australian Railways Union, the National Union of Rail Workers Australia, the Australian Tramway and Motor Omnibus Employees' Association, and last but not least, the Professional Officers' Association. To further confuse the situation, the RTBU was previously known as the Public Transport Union. So, the person archiving the RTBU's records could reasonably expect to see at least three copies of many documents.

Yes, there is much duplication of material and it takes ingenuity to identify where it is likely to occur. I am listing the contents of boxes in Microsoft Word and making much use of the search facility. The proverbial memory of an elephant (or recordkeeper) helps. Previous NSW branch union secretaries have provided valuable assistance in identifying important records from the ephemera. The current secretary is a mine of information, if he can be made to stand still long enough to impart some of his knowledge.

This is a 'one-off' position combining the roles of librarian, archivist, and records manager into one person. In this position, I've had to learn a lot about the other professions, as well as bring a rather scanty knowledge of the railways up to a reasonable standard.

Finally, but not the least, the RTBU has decided that an up-to-date filing system is required to manage and track its records. A traditional numbering system is not necessarily what is needed; a system based on fuzzy logic seems to be more practical in this situation. At present, each division maintains its own files, with no reference to other divisional files; a practice which may easily result in duplication of effort or even different outcomes (which is, of course, not in the interests of the membership).

'The are no records professionals engaged in maintaining trade union records'

The theoretical result of implementing and using a filing system is the amalgamation of all papers on a given subject, but the divisional officers still have to be convinced that this approach is in their best interests. Old habits and/or thought patterns die hard.

I am thoroughly immersed in my job; the union's records are an historical treasure trove of the Australian labour movement. I am in the privileged position of being able to mine them for my own benefit and to put them into a form suitable for study by researchers in the future.

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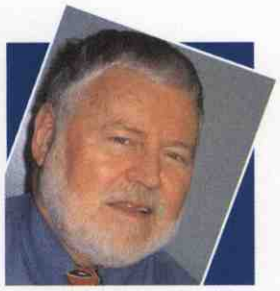
Is 'Records Management to be the Next New Buzz Word?



Laurie Varendorff

If you searched Gartner Inc's Research website using the term 'records management' in March 2003, you would have received 200 hits. Only eight have 'records management' in the title and of these, six were published in the period March 2003. The other two are about takeovers of records management software vendors by the minnows of the IT Industry, IBM and Documentum. The term 'records management' does not appear in the article title of the remaining 182 hits, but one may assume that it is mentioned somewhere as the articles range in relevance from 100 per cent down to minimum of 14 per cent.

Why am I so upbeat about this recent resurgence in the discussion of records management - 'RM' by a major player - in the information management research area?

Because the likes of the Harvard Business School and most, if not all business management program providers worldwide have been negligent in their duty of care by not having records management where it should be; at the forefront of any management mindset or a major component in their MBA and other management related programs. These providers of future government and business leaders have failed students and the international corporate body by this neglect, evidenced by the 'Enron syndrome'.

In a Gartner Research article of the 14 March 2003, 'Records management needs metadata and XML', Rita Knox advises, 'the records repository represents a knowledge repository for enterprises. With metadata - machine-processable information describing record attributes relevant to its retention - that repository can become a corporate asset, not just something that protects enterprises from legal entanglements. With care, the data collected for regulatory reasons can do double duty as a resource.'

What a wonderful statement from this respected research organisation. The records management profession has been trying to get management to recognise this for many years. Is this fact now recognised by the observers of business processes at large or is this an isolated observation by one writer?

In early 2001, I wrote an article based on presentations to the (then) Records Management Association of Australia (RMAA) 2001 national convention in Sydney. In this article I made the following statement:

'What is records management? To me, it is a core business activity without which no organisation, however large or small, can meet its operational activities and requirements, its moral responsibilities, or document proof of meeting its statutory, legal, financial, or shareholder responsibilities, or provide details regarding its history.'

'Records management is the foundation stone on which all organisations are built, without which they cannot operate effectively or efficiently. It is a core business activity, which we are forced to implement by threat of penalties or embarrassment.'

'Records management should be at the forefront of any executive mindset as a strategy for best practice, so as to provide efficient, effective, and cost minimisation initiatives. Without effective records management processes in place, inefficient and ineffective decision-making will be made and remade (as there isn't) a reliable decision-making information base from which to start to appropriately manage any situation.'

Where are we heading with the so called data avalanche and the many other dramatic warnings that appear increasingly on the web and information industry publications, e.g. 'lost or drowning in a sea of data', 'information overload', 'information anxiety' and 'overwhelmed by the data deluge' which is getting bigger and faster by the day? Are records managers to be the lifesavers and Saint Bernard's of the information age who can save business from a fate worse than death by drowning, page by page, (physical or electronically) in its own uncontrolled data?

THE AUTHOR

After several stints in records management in Australia and at the British Mission to the United Nations in New York, Laurie Varendorff started his own business, Perth Copy Mart, 28 years ago. In 1990 digital document scanning was added to the bureau facilities. Today, he specialises in electronic records management consultancy services, functional thesaurus and file plan construction, general disposal authority schedules, records management installation audits, and training workshops.

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BOOK REVIEWS

REVIEWS

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Michael Middleton
Information Management: A Consolidation of Operations, Analysis and Strategy

Jackie Bettington

Information Management: a consolidation of operations, analysis, and strategy is a comprehensive and thoroughly researched exploration of the complex world of information management. The inspiration for this book stems from Middleton's observation that, conceptually, 'information management' is increasingly ambiguous due to the divergent application of specific procedures and biases of the various information professionals e.g. records managers, librarians, and knowledge managers. A situation compounded by the rapid diffusion of information and communications technologies. Consequently, Middleton sets out on a lengthy but interesting journey that aims to consolidate the disparate approaches and understanding of information management into a set of common information management principles and practices.

The intended audience for the book includes students, information professionals, and educators. In the preface it is stated that the book is supported by a series of exercises that are accessible from the Centre for Information Studies' (Charles Sturt University) website. Although I could not find them on this site, the availability of such exercises would further enhance the learning experiences offered by this book, particularly for those using it as a source of self study.

Information Management opens with an introduction on factors that shape (or distort) the meaning of information management. Of particular interest is the comparison of various information professions that categorises areas of information work (e.g. collection management and information control) within an organisation and provides examples of the tasks used in those areas - a useful source for those involved in job design and review.

For the deep thinkers, there is an interesting but challenging exploration of the 'science of information' that crystallises many complex ideas on 'what is information'. There is also an introduction to the 'data-wisdom continuum' model which underpins the use of key terms in the remainder of the book and echoes the knowledge management concepts of 'explicit knowledge' and 'implicit knowledge'. The mathematically inclined readers are also catered for with a raft of formulae relating to empirical measurement techniques.

This section also provides a review of professional information management bodies. Unfortunately, despite the claim by the Australian publishers that this book, like others in the series, is 'written from an Australian perspective, drawing on the wider Pacific region', there is a strong bias towards North American based 'international' bodies. A disappointing approach that is repeated throughout the book and is at risk of leaving students and novices with the impression that information management professionals from other areas (including Australasia) have little to contribute.

The remainder of the book is framed in a three-tiered hierarchy of information domains - technical, analytical, and strategic. Each tier, however, receives a decreasing amount of attention, thereby implying that the lower level aspects are of greater significance than the more challenging and ambiguous levels of analytical and strategic information management.

The technical level is the lowest tier, concerned with the operational aspects of information management such as classifying and controlling information. 'Metainformation' (or metadata as it is generally known in records management circles) is regarded as pivotal for managing information at this level. This section comprises the bulk of the content (pages 89 - 232) and is structured using the life cycle approach to information management without any reference to alternate models such as the recordkeeping continuum. It also sets the tone for a library-focused view of the world which, for non-librarians, may be an interesting insight into the library perspective on information management. The advantage of this library bias is the inclusion of some very valuable chapters on the information user and the presentation of information, areas that are often neglected by recordkeepers.

The analytical level of Middleton's information management model focuses on the assessment and evaluation of information and examines topics such as user studies, analysing and evaluating information system

requirements, and undertaking knowledge audits. As in all other sections of the book theory and concepts are well supported by practical (and often illustrated) examples and useful tips.

The highest tier is the strategic level. At this level information management is concerned with high level planning, management, and administration of information across the organisation. This section explores information as a resource, considers information planning, and the broader social and political environment in which information is managed and used. This part is particularly significant as information is increasingly regarded as a core business activity of strategic value, not just an operational activity. This section also applies theories, principles, and models found in contemporary business journals and has the potential to bridge the great chasm between theory (strategy and policy) and practice. However, at just three chapters in length this section significantly truncates such an opportunity, potentially leaving readers with the impression that information management is primarily concerned with operational matters rather than strategic outcomes.

Although the book opens with the promise to consolidate information management, there is no final chapter or section that brings together the complex and interesting ideas presented in the preceding 400 plus pages. Middleton does, however, provide a brief afterword proposing that technology and culture are the key barriers to achieving a managed and coherent approach to managing information resources to achieve learning and knowledge sharing.

Information Management is a valuable pathway to other resources via annotated lists of references at the end of each chapter and a comprehensive bibliography towards the end of the book. The value of these references would have been further enhanced by the inclusion of more recent works.

In the spirit of good information management, Middleton provides a thorough index and comprehensive glossary to enhance the accessibility of the content. To further the learning experience and understandability of key themes, many of the book's chapters start with a quotation from a variety of sources. My favourite is found in chapter 8, 'Control of Information Organised by Agent' (p.181) which states '... memories are card indexes consulted, and then put back in disorder by authorities whom we do not control...' by Cyril Connolly, 1944 in The Unquiet Grave Pt 3.

For the student, educator, and information professional, this is a great resource and a valuable addition to their professional library. It provides a comprehensive overview of the world of information management founded on extensive research and shaped by the author's passion. The many practical examples and models used to support information management principles and theories further enhances this book as a professional tool that may be used over and over again.

THE BOOK

Michael Middleton, Information Management: a consolidation of operations, analysis and strategy, Topics in Australasian Library and Information Studies, Number 18, Centre for Information Studies, Charles Sturt University, Wagga Wagga, 2002. 526pp. Paperback. ISBN 1-876938-36-6. $99.00 + $6.60 postage and packing. Available for purchase online through www.csu.edu.au/cis

THE REVIEWER

Jackie Bettington has 13 years experience as an archivist, records manager, and historian in private and public organisations and is an active member of the ASA. Currently Jackie is responsible for leading the development of Queensland Rail's information management strategy and policy framework. Prior to joining Queensland Rail, Jackie was project leader for the Queensland Government Strategic Information Management Review and took a lead role in the development and implementation of the *Public Records Act (Qld) 2002*, the whole-of-government Recordkeeping Framework, Archives One, and ArchivesSearch. Jackie holds a Masters of Letters in Public History, a Graduate Diploma in Information Management (Archives Administration), Diploma of Education (Secondary), and is currently in the final stages of completing an MBA.

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Abigail J. Sellen and Richard H.R Harper. The Myth of the Paperless Office

J.M Pemberton

In *The Myth of the Paperless Office*, two technologically savvy authors attempt to answer a long-standing, often-contentious question: Why does paper persist? Neither card-carrying luddites nor technophobes with a regressive agenda, the authors are alumni of Xerox PARC, that company's information technology think tank in Palo Alto, California. Their work is valuable to information professionals in that it may lead to new insight about how humans handle and process information.

Sellen and Harper wanted to understand why the vision of the 'paperless office' (first proclaimed in *Business Week* 1975) has failed to materialise ... even in large, technology-rich organisations. Why do information and knowledge workers consume ever-larger amounts of office-grade paper? Even in environments awash in information technology, the researchers continually encountered stacks of paper and folders on desks and filing cabinets (centralised and personal) and printers turning out large volumes of documents. At the same time, it was clear that paper as a medium has numerous drawbacks (e.g., cost to store/retrieve, poor use of space, hard to update, and misfiling).

Sellen and Harper undertook a variety of research projects in diverse organisations, such as Xerox, the International Monetary Fund, London Air Traffic Control Centre, police departments, a European chocolate factory, UKComm, and a communications technology firm. They took surveys, conducted interviews, and spent many hours in direct observation of people creating and using information.

As their research progressed, the authors realised that paper and digital technology each have certain central 'affordances' the other lacks. That is, one 'afforded' capabilities, functions, and conveniences that the other could not. Such differences revealed themselves in many ways (see table).

In reading their interesting work, it is important to realise that the authors do not focus purely on recordkeeping systems - electronic or hardcopy - and the staff associated with them. Instead, the groups studied were mostly knowledge workers. Findings by Sellen and Harper support earlier studies, which show that knowledge workers use as much as 300 per cent more paper than the average worker. Why? Because paper is a medium friendlier to authorial and collaborative knowledge work. Use of paper, for example, is often intense even while inputting and revising electronic drafts because of the intervening pen-to-paper mark-ups by authors and their associates. Will paper go away? Paper will persist as long as its 'affordances' are not driven out by some future technology that provides the same 'affordances'. The power saw, however, did not drive out the handsaw; television did not drive out radio or movies; and typewriters did not drive out the pen. So, instead of a doctrinaire allegiance to any one information medium or technology, the wiser strategy would be to learn how to get the most out of each. Much of what Sellen and Harper learned is suggestive: information professionals must confront the realities of human information processing and handling behaviour - not what we might assume or wish that behaviour to be. Over time, paper and computer-based document systems may each continue to offer capabilities that the other does not. Is it possible, then, from this broader perspective that not all information needs are met by computer applications? To understand how to address users' actual, specific information needs, information professionals must be able to provide open-minded business, financial, and technical analysis to make rational, realistic, and professionally sound information and knowledge management recommendations. This book will help in that effort.

THE BOOK

Abigail J. Sellen and Richard H. R. Harper. *The Myth of the Paperless Office*. ISBN 0-262-19464-3 The MIT Press, 2002. 231 pages.

THE REVIEWER

Dr J. Michael Pemberton, PhD, CRM, FAI is Executive Editor of ARMA International's *Information Management Journal*. He may be reached at imainc@mindspring.com. The article was first published in *Information Management Journal*, Vol. 36, No. 3, May/June 2002, and is reproduced with permission and with the Editor's thanks.

CONVENIENCES OF PAPER VS. DIGITAL TECHNOLOGY FOR READING PURPOSES

Paper	Digital Technology
Easy, flexible navigation through and around several documents at once	Digital Technology Storing and quickly accessing large amounts of information
Reading across more than one document at a time	Displaying multimedia documents
Marking up documents while reading them	Offering very fast full-text and Boolean searching
Interweaving reading and writing tasks	Providing quick links to relate material in other digital locations
Spreading out sections or revisions of work on which several people collaborate	Changing and updating documents very quickly

AWARDS

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[ASK YOURSELF]

WHO IS YOUR AUSTRALIAN TECHNOLOGY PARTNER?

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TECHNOLOGY MADE EASY

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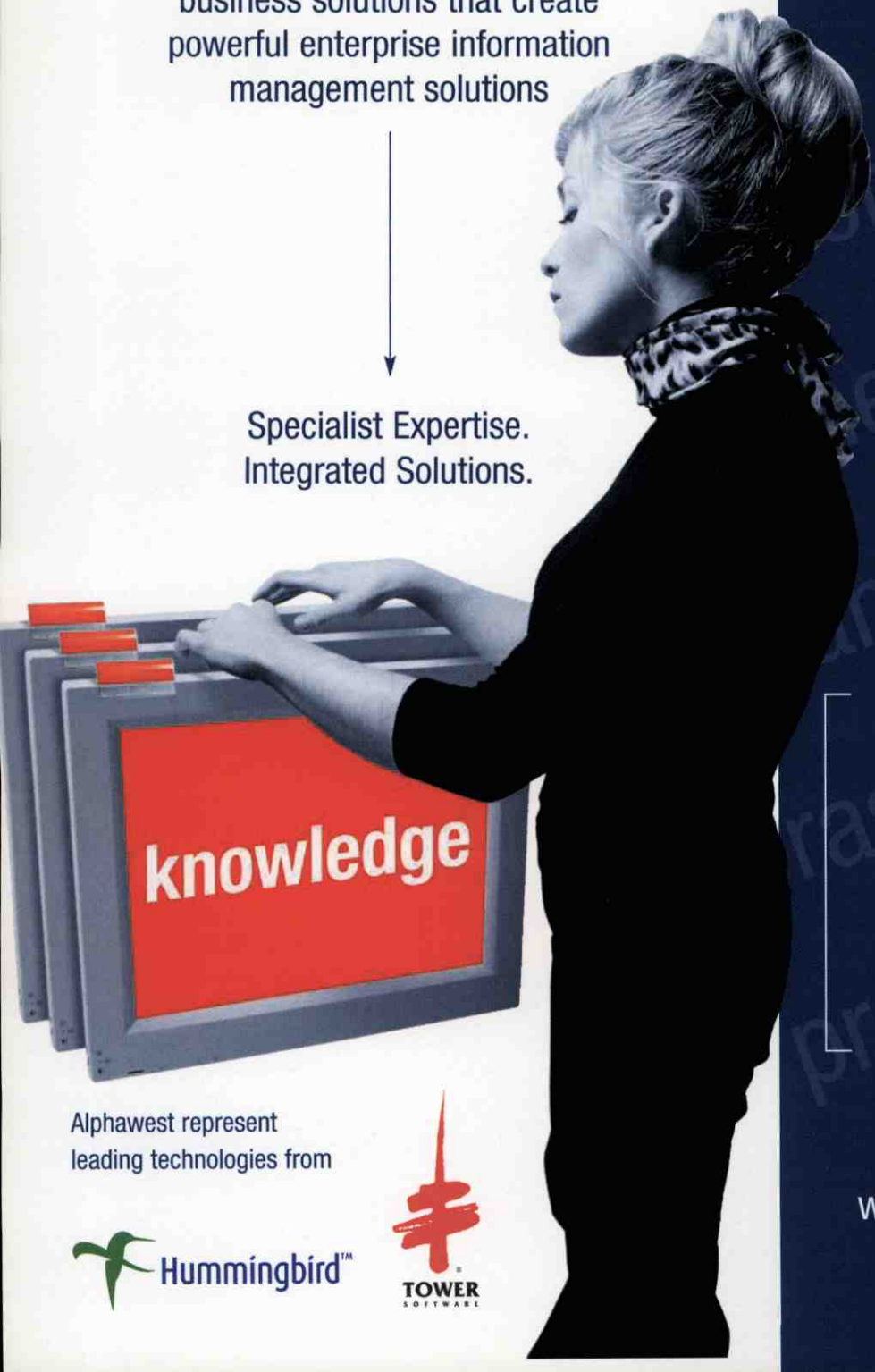

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Eddis Linton Award Recipients 2003

The 2003 'J. Eddis Linton Awards for Excellence in Records Management' were presented at the national convention held in Melbourne. The awards were presented on the first day by RMAA National President, Chris Fripp.

It was with great pleasure that the RMAA announced that from 2000 the prestigious national awards for excellence in records management were to be 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.

For over 50 years, Eddis Linton 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?

I am pleased to announce the winners of the 2003 awards:

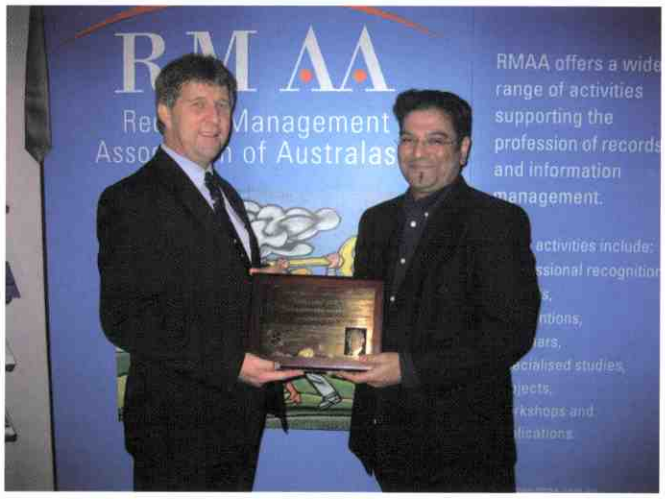
MOST OUTSTANDING INDIVIDUAL
DAVID MOLDRICH FRMA

The award for 'Most Outstanding Individual' was presented to David Moldrich. David has been involved in records management for over 20 years. David has shown an outstanding dedication to records management through his involvement in the industry in a number of different capacities. He has been a member of the Victorian Branch Council for a total of 15 years, including service as Branch President and Co-Convenor of the 1995 RMAA National Convention.

David played a lead role in guiding the process that resulted in the proclaiming in 1996 of the AS 4390 Records Management Standard. David has been Chair of the IT/21 Committee; a position he first held in 1991 and still holds 12 years later. David still plays a key role in enhancing records management, most recently with his involvement in turning AS 4390 into ISO AS 15489 as Chair of TC46 SC11 Committee. David has written widely on records management standards and has presented at many conferences.

MOST OUTSTANDING GROUP
EDUCATION QUEENSLAND

The award for 'Most Outstanding Group' was made to Sally Algate, Queensland Education for its eDRMS project. The electronic document and records management system (eDRMS) project has implemented a technological and business solution to enable the capture, tracking, management, storage, and retrieval of all corporate documents across Education Queensland. The eDRMS system is networked to approximately 2,000 staff across Queensland in more than 50 different locations. The project has demonstrated that business efficiency and accountability of recorded information has improved.



Chris Fripp presenting the 2003 J. Eddis Linton awards to recipients David Moldrich (left) and Sally Algate (right).

RMAA NEWS

NEWS

C O N T E N T S

> NEW LOGO, COLOURS FOR RMAA 37

> RMAA LISTSERVING 37

RMAA NEWS

R M A A N E W S

New logo, colours for RMAA

The RMAA adopted a new logo and new corporate colours at its annual conference in September. The new, simpler logo consists of the Association's initial letters highlighted with e-mail style dots, the whole over-arched with a unifying curve and underscored with the name spelled out in full.

It is the first change in style since the original logo, a representation of two four-drawer filing cabinets, was designed after the 1969 formation of the association.

In response to its growing international constituency, the Association has changed its gold and green Australian national corporate colours for blue and orange, blue indicating calmness and maturity, orange for innovation.

In a statement, the Association explains: 'The RMAA has been undergoing a metamorphosis over recent times and that will continue for several years... it was felt that the timing was appropriate to alter the Association's external brand in line with its long-term objectives, updating our image to one of a modern, mature, professional association.'

R·M AA
Records Management
Association of Australasia

RMAA LISTSERVING

Edited by Liz Dowd and Grahame Gould

IS RM BORING OR INTERESTING OR EXCITING OR SEXY?

In early June, Records Manager, Grahame Gould questioned whether records management was an exciting profession. '1. (RM) is interesting. I certainly find receiving information on what's happening on issues interesting. 2. RM is important. Vitally important. 3. Working in RM can (or rather should) be intense - in terms of mental effort (and) day-to-day setting up of procedures and improvements to processes. So let's work harder at letting people know how important, interesting, and intense our job is or can be.' Manager, Library and Information Services, Jane Edinger may have agreed with Grahame's position, however, she explained that, 'until we start to talk outside of the information management profession square, information management won't move up in the collective (consciousness).'

Richard Rice on Luciana Duranti - 'for several years she has researched and examined recordkeeping systems and looked for elements of the creative, the imaginative, or the inspirational, but every time she has failed to do so. Instead, she only found scientific rigour, consistency, conformity, repetition, attention to detail, and infinite care for the apparently insignificant. She goes on to say how RM is a job for guardians, guarantors, mediators, and facilitators.'

Stephen Macintosh said 'this is a really important subject ... neglected by the recordkeeping professions. (R)ecordkeeping training should have a marketing and promotion component. (P)erfectly appropriate for the RMAA to resource a group of guest speakers ... to promote and inform about good records and information management.'

Gregory Wrighton 'I don't find my job boring, and I don't think I am 'fastidious, studious, constant, consistent etc' ... I have to be ... to convert the unconverted. Our latest campaigns have been directed at the IT guys (so) we took on (a techie) theme.'

South African colleague Patricia Stabbins reflected that records management is an exciting field in which to work as there has been a 'complete overhaul and renewal of all

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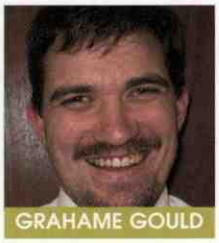
government departments - national, provincial, and local - as well as the introduction of various pieces of legislation (and) a complete redesign of file plans and systems. I get a thrill every time I stand up in front of a group of people, analyse their needs, and develop a plan that matches those needs and functions. After the analysis, I have to synthesise everything into a file plan. This is the truly creative part ... I find the need for lateral thought when finding practical solutions that fulfil the (user) requirements, as well as the requirements of good records management, very creative and exciting.'


GRAHAME GOULD

Monique Nielsen - 'the importance of RM with regard to human rights, ethics, accountability, and decision making. ... I think that RM has a lot of exciting possibilities - the possibilities for doing things more efficiently, making better decisions, working more effectively, reducing duplication of effort, being more accurate, and being more informed. As RMs we get to play with a lot of cool technology such as EDMS, scanners, and barcode readers and are also in the fairly unique position of relating to staff across the organisation, rather than within one section (as is the case for many staff). This means that we can be very useful people to know; we often know what is going on and can have a more global view of our organisation's goals, projects, and future.'

LIZ DOWD

Listserv flashback to Anne Cornish's dream to make records management 'sexy'.

MaryAnn Rosenthal 'some aspects of records management are dead boring, some aspects are exciting, but I'm not sure I have discovered the sexy bits yet! ... I only care that my users see the records unit I work in is a professional, responsive, and efficient.'Brett Danalake - in response to how cooking has become sexy recently - 'The Naked Records Manager?'

'Who cares what other people think?' asked recent J. Eddis Linton award winner and Manager, Document Management Services with Education Queensland, Sally Algate. Sally went on to say: 'however, for us to be able to do our jobs effectively, we need to make sure our clients understand what we do.' She wonders whether ignorance of RM developed with new technology, as documents became so much easier to create. She opined that people need to be taught that the same thing happens to electronic documents as happened with paper, and that this surprises users. Also, 'with greater decentralisation and increased autonomy to work units, less staff induction, greater movements of staff, etc. there is little opportunity to start people off on the right foot.'

Eddy Brown 'knowledge is power and power is sexy'.

Another explanation for records management's low profile was provided by Roads and Traffic Authority Business Processing Analyst, Tanya Whitmarsh: 'RM has been a major victim of the breakdown in good old fashioned administrative practice (and hasn't been) helped by high and rapid staff turnovers, (loss of) sound inductions, etc. in the 80s and 90s. Interestingly, this breakdown did happen to coincide with some of the most significant growth in technological change around information storage and retrieval.'

LONG-TERM PRESERVATION OF DIGITAL PHOTOGRAPHS

Andrew Wood sought advice from listserv members regarding the long-term preservation of digital photographs currently stored on CD ROMs as jpg files, asking that 'apart from the longevity issues of CDs and the issues of technological obsolescence, is jpg a suitable long-term format or should they be migrated to TIF or something else?'

Responses to Andrew's query flowed in, including Grahame Gould's answer: 'not TIFs - good format for images with text on them. GIFs or JPGs are the most common colour image formats, and probably bitmap (BMP) as well (but they are memory hungry). I would suggest keeping an eye on developments. The other possibility is PDF.'

Glenn Sanders cast his opinion on the long-term preservation of digital photographs: 'also JPG uses 'lossy' compression, so wouldn't recommend for compressed storage for archival purposes. GIF is lossless, but the patents don't expire for a few months (I think) yet, so you'd need to look at the IP implications both for the images and the software.'

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Ken Ridley directed listservers to the National Archives of Australia's website for further information, specifically, 'the NAA discussion paper on digital preservation using portable network graphic images (PNG) encapsulated in XML... possible replacement for GIF & TIFF - lossless, portable, well compressed, and free of patent restrictions. See:

http://www.naa.gov.au/recordkeeping/preservation/digital/rfc2003_2_png.html'.

Paul Hefferan - 'JPG is a lossy compression format, and like any form of compression, will probably be superseded sooner rather than later, as better compression algorithms and other technologies hit. So inevitably a migration strategy is needed. Generally lossy formats should be avoided as conversion to other formats over several generations may degrade the image. Most digital cameras produce a RAW format. RAW is a good format in terms of size and preserves the image without any manipulation, but they are proprietary.'

MEMBERSHIP FEE STRUCTURE

Queensland's Trish Wichmann expressed her amazement at listservers' 'deathly silence' regarding the RMAA's revised membership fee structure. 'I expected some protest concerning the RMAA's membership fee restructure (meaning) that Corporate membership will no longer be available)... but nothing! It will mean each person has to become an individual member and our nominees cannot see the value for that amount of money'.

The RMAA's recently appointed Executive Officer, Kate Walker explained to listservers that 'the Association fell into both the industry as well as the professional ... need to better identify and reflect the various sectors of membership. We are taking steps to gain recognition, but we obviously need funding to do this as well - hence the rise in membership fees.'

Project Officer at ACT Record Services, Roy Norrman, voiced his disapproval as "Associate" status is required to pay the same level of fees as a professional member but without any of the entitlements, so I did not join; nor will I ever while the present situation remains in place.'

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NEWS *

INDUSTRY NEWS

I N D U S T R Y N E W S ...

AS 5090: 2003 - WORK PROCESS ANALYSIS FOR RECORDKEEPING

In the wake of a number of high profile corporate collapses, a new Australian Standard has been published to encourage organisations to keep better records of their business dealings.

The new Australian Standard titled, *AS 5090: 2003 - Work process analysis for recordkeeping*, was launched by Standards Australia on 4 August 2003 in a bid to help organisations identify and manage their records.

According to the Chief Executive of Standards Australia, Mr Ross Wraight, the standard is important for organisations needing to demonstrate accountability and reliability to stakeholders. 'Companies to be successful need to gain and retain the confidence of investors that they are well run. This can be supported by demonstrating greater accountability and transparency in the management and control of key corporate information, and this landmark standard for recordkeeping will be a vital tool for business'.

The standard will also help businesses manage the ever-increasing costs involved with managing information. According to Mr David Moldrich, Chairman of Standards Australia's Committee IT-021 for Records Management: 'Capturing, maintaining, retaining, storing, and retrieving corporate knowledge and information is of growing importance and an escalating business expense.'

'The average white collar employee spends in excess of 20 per cent of their time trying to find information or find out who's got the information. By leveraging this new standard, businesses both large and small will be able to achieve major savings in both time and costs,' said Mr Moldrich.

The Australian business community has already expressed support for the new standard. According to Mr Phil Chambers, Managing Director of Fuji Xerox Australia, it's the only way forward for businesses. 'We believe that stronger focus on workflow and business process accountability is the only way to achieve better corporate governance and lower operating costs. This standard goes a long way in helping organisations meet these twin objectives.

'Multi-billion dollar corporate scandals both globally and here in Australia have opened the darkened backrooms of many large organisations to the full glare of public exposure, and it has often been an unpleasant sight. Disorganised processes and lack of information management have led to some of the biggest corporate collapses in our time. By using this standard organisations can have confidence in their work processes and analysis,' said Mr Chambers.

According to Mr Chambers, while most organisations have invested heavily in information technology over the past decade, not enough attention has been paid to the human and procedural aspects of business management. 'The work process analysis for recordkeeping standard is an important step towards redressing the balance. It's about improving the integrity and consistency of corporate management and understanding the importance of managing corporate procedures, documents, data flows, and records.'

'As more and more business activities are conducted electronically, now is the opportune time for organisations to leverage information technology to integrate recordkeeping with existing work processes. Fuji Xerox is committed to working with Standards Australia and the business community to address this.'

The standard was developed using a consensus-based committee process and input from a wide array of stakeholders. According to the Director of Business Standards at Standards Australia, Mr Mark Bezzina: 'The standard is another essential element in the management and business series of standards and will provide industry will a coherent framework from which to develop clear steps for work process analysis in recordkeeping.'

HUMMINGBIRD DELIVERS RULES-BASED E-MAIL MANAGEMENT SOLUTION.

Hummingbird Ltd recently announced the launch of Automated E-Mail Management, a server-based solution that is designed to automate profiling of incoming and outgoing e-mail messages for retention and regulatory compliance.

The new automated e-mail management solution expands on Hummingbird's existing functionality by adding automated, server-side e-mail profiling capabilities to Hummingbird Enterprise™. The automated e-mail management solution offers a unique approach to e-mail management as follows:

- Rules-based: administrators can define rules utilising a graphical wizard interface.
- Regular expressions: can define regular expressions to match patterns such client/matter number or project ID, allowing for proper categorisation of e-mail content to the appropriate document management folder(s). Through the use of regular expressions, a single rule can apply to multiple e-mail messages destined for multiple folders.
- Automatic profiling: the automated e-mail management solution captures the header information of the e-mail message and automatically profiles the metadata.
- Maintains threads and attachment relationships: Hummingbird DM automatically maintains e-mail thread information and relates the e-mail message to its attachments. The e-mails can be stored in original MSG format for regulatory purposes, while the attachments can be extracted and checked in as related documents so the contents can be full-text indexed.
- Integrates with Microsoft Exchange: the server component deploys on the existing Microsoft Exchange servers and does not require any additional hardware.

HUMMINGBIRD DELIVERS CONTENT CACHE SOLUTION

Hummingbird Ltd recently launched Hummingbird DM Server Content Cache, a solution designed to address the requirement to have faster access to remote content while conserving wide area network (WAN) bandwidth.

'Today's organisations are increasingly interdependent global entities and operate across organisational and geographic boundaries,' said Andrew Pery, Chief Marketing Officer and Senior Vice President, Hummingbird Ltd. 'Such an environment dictates a hybrid approach to computing that encompasses both centralisation of information, while at the same time facilitating more efficient ways in which information is accessible to remote users.'

Hummingbird DM Server Content Cache provides the following capabilities:

- Automatic caching of remote content: documents that are accessed from remote repositories are stored on the local server, with subsequent user requests for the same documents serviced from the local content cache.
- Automatic synchronisation of content: any document updates are automatically synchronised between the source repository and the local content cache; ensuring users access the most recent version of the document regardless of their location.
- Reduced bandwidth requirements: the solution enables customers to optimise the use of their WAN by significantly reducing document transfers across the network.
- No additional hardware investment: the content cache is deployable on existing Hummingbird DM Servers and as such does not require additional hardware.

LAST POST FOR VETERAN NZ ARCHIVES CAMPAIGNER IAN WARDS

The man who spearheaded the long, winning campaign to free the New Zealand national archives from a mutilating public service bureaucracy, former N.Z. Chief Historian, Ian McLean Wards, MA, has died in Wellington a week after his 83rd birthday.

A leading heritage campaigner and ex-NZEF artilleryman, his funeral in Wellington's Old St Paul's church, one of the Capital's icon buildings he helped save, heard the 'Last Post' called by a NZ Returned Services Association bugler.

Mourners heard tributes from family members and colleagues like 'one of New Zealand's best historians', 'the grandfather of the Dictionary of New Zealand Biographies', 'a man of principle, mentor, defender, co-conspirator, gentle (and sometimes not so gentle) critic' and 'truly a gentleman and a scholar'.

Ian Wards was born in Mapua, near Nelson, on 13 September 1902. World War II interrupted his history studies at Canterbury University. He enlisted on 8 January 1941, as a gunner with the expeditionary force's 32nd Survey Battery, a corps directing artillery fire in the North African desert campaigns. He also served in Italy, Palestine, Crete, Jordan, and Syria. He was demobilised on 30 November 1945 and on 7 December 1946, married his Canterbury University sweetheart, Diana Taylor, who survives him. They were married almost 57 years. He took his M.A. degree at Victoria University, Wellington, in 1947.

Immediately after leaving the artillery, Ian Wards was appointed as a research officer to the NZ War History Branch where he prepared narratives of campaigns in Greece and Tunisia, assisted with the overseas and national histories of N.Z. Army units and other official publications. In 1968, he was appointed Chief Historian at the Historical Publications Branch of the Department of Internal Affairs, a post he held until retirement in 1983.

He was a member, often leading a number of charitable and heritage groups and was a staunch campaigner for the preservation and restoration of Kiwi icons like Alexander Turnbull House and its library and the old Bank of New Zealand building in Wellington. He was a life member of the Wellington Regional Council

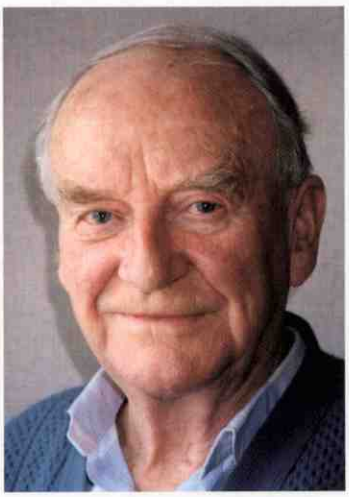
and the Archives and Records Association of NZ (ARANZ).

His chief historical work, The Shadow of the Land - *A Study of British Policy and Racial Conflict in New Zealand, 1832-1852*, published in 1968, caused much academic and political controversy with new challenges to the then accepted roles of government and the Treaty of Waitangi in the nation.

An early political success was against the then Minister of Finance, Robert Muldoon, who wanted to close the DIA's Historical Publications Branch. But Ian Wards' longest-running campaign was for the independence of the National Archives of New Zealand, now Archives New Zealand. He had advised on the preparation of the *Archives Act, 1957*, chaired the 1979 committee on the archives' administration and joined the 1983 committee recommending its accommodation in the Government Printers complex.

From the early 1970s, he was outraged by successive administrations' plans to diminish the archives' authority. His concerns went public in the 1990s as he lead an ARANZ challenge to a Department of Internal Affairs programme that wanted to demote the institution to a subordinate heritage department unit. The campaign successfully aroused public and political awareness, hobbling the plan until the change of government in 1999 put an end to it.

The battle was won, but the tall, quiet man's fierce determination made him few friends in the corridors of power. A 'cultured flea in the ear of politicians and senior civil servants', was how a newspaper obituary writer described him. Which, perhaps, explains why Ian Wards' work for the nation has never been publicly recognised. He died of cancer on 21 September 2003 in Wellington's Mary Potter Hospice.



Ian McLean Ward

ACT GOVERNMENT SELECTS OBJECTIVE AS WHOLE OF GOVERNMENT STANDARD FOR INTEGRATED DOCUMENT MANAGEMENT

As part of an overall strategy to enhance regulatory compliance with new recordkeeping legislation and to improve both delivery of services and citizens' access to services, the ACT government has selected an Integrated Document Management System (IDMS) from Objective Corporation as the whole-of-government standard. The ACT government embarked on this multi-enterprise project to meet two key strategic government outcomes across the jurisdiction: to improve processes and the capacity of the ACT government to provide better service delivery; and to support compliance with the requirements of the Territory Records Act, particularly given the exponential growth of electronic records.

A single, integrated document management solution was seen as the linchpin in the ACT Government's information management strategy and key infrastructure to support the government's holistic approach to customer service delivery.

'The processes of a modern government continue to create unstructured information at an unprecedented rate,' said Mr Robert Gotts, IDMS Project Director, ACT government.

'A capability for managing document capture, document access, and the processes supported by documents, across the whole of government was imperative.'

The IDMS will provide a structured approach to the capture, use, management, and storage of the government documents and records that are vital to government business and service delivery.

ACT government's implementation strategy will see IDMS progressively rolled out to agencies throughout the government for a wide variety of business applications; ultimately, it will be used by all employees with access to a PC.

The first solution will be implemented within ACT Planning and Land Authority (ACTPLA). Implementing both electronic document and

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records management across the organisation, the solution will assist ACTPLA in streamlining the processing and approval of Development Applications (DAs).

TOP PRO VICTORIA JOB APPOINTMENT

The new Director of the Public Records Office, Victoria, is Ms Justine Heazlewood, the team leader who produced the world-renowned Victorian Electronic Records Strategy (VERS). Her appointment was announced in Melbourne on 15 September.

She had lead the PROV as acting Director since the former head, Ross Gibbs, moved to Canberra as Director General of the National Archives of Australia in April.

Justine has worked for PROV since 1996. She led the PROV team that, in conjunction with CSIRO (Australia's government research agency) and Ernst & Young, developed the VERS approach and has worked with the Victorian Department of Infrastructure to implement the strategy in the State. Since 2002, she has managed the VERS Centre of Excellence within the PROV to further the implementation of VERS across the Victorian public sector.

Before joining the PROV, Justine worked in the library sector and taught at Melbourne's Monash University. She is Secretary of the Australian Society of Archivists' Electronic Records Special Interest Group and a member of Standards Australia's IT21 (Records Management) Committee.

TOWER SOFTWARE SOLUTION CHOSEN FOR INNOVATION AND MARKET LEADERSHIP

TOWER Software announced that its TRIM Context solution has been named by KMWorld magazine as a 'trend-setting product of 2003.' TRIM Context was chosen based on innovation and market leadership in the category of document management.

KMWorld assembled a list of trend-setting products in several categories based on discussions with colleagues, analysts, vendors, and users. All panel members agreed that usability, flexibility, adoption rate, and total cost of ownership should be criteria for inclusion. The complete list is featured in the publication's September issue.

TRIM Context is an integrated Enterprise Document and Records Management Solution (EDRMS) capable of managing the full range of corporate information. From electronic documents and records, through content management, to the management of 'hard copy' records and documents, TRIM Context is a single, off-the-shelf software application that is configurable to an organization's specific needs.

'We are extremely proud to be recognized by an industry authority such as KMWorld for excellence within our market,' said Cliff Sink, President, TOWER Software USA.

'This acknowledgement recognizes TOWER Software as a leader in the document management space, worthy of consideration alongside many of the other blue-chip technology providers.'

The complete list of Trend-Setting Products of 2003 is featured in the September 2003 issue of KMWorld magazine. It is also available on the KMWorld website at: http://www.kmworld.com.

BREAKTHROUGH FOR NEW KIWI DMS CORP

Auckland-based document and knowledge management software company, Anuva Corporation, has signed a system integration deal with Auckland legal and financial advisers, CCH New Zealand Ltd., a wing of the global information services company Wolters Kluwer.

The partnership involves Anuva's document management software and CCH's legal practice management system, CCH LAWbase, making it the first such system in New Zealand with a fully featured document management component, the partners say.

Mr Richard Burton, Managing Director of Anuva, told Informaa Quarterly the deal was big news for the Anuva Corporation. 'We went to commercial release in March/April 2003 after three years of intensive research and development. Despite its short history, Anuva has been receiving expressions of interest from France, Canada, and the U.S.' He said that Anuva designed especially for small to medium-sized organisations.

Mr Doug Thomson, Chief Executive of CCH LAWbase, said: 'Our business strategy is to provide professionals with a one-stop shop for productivity tools and information resources, with LAWbase as the hub of our legal offering. The integration of Anuva will help us fulfill this strategy by providing our clients with the very important document management component of our total offering.'

FURTHER INFORMATION:

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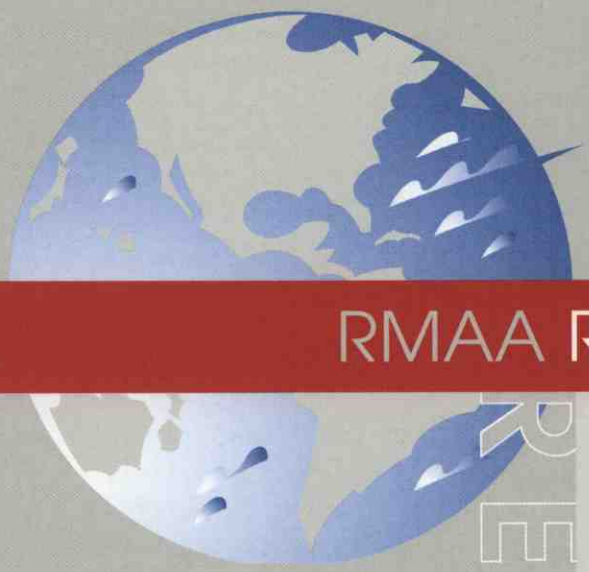

RMAA REPORTS

C O N T E N T S

> MARKETING REPORT 46

> BRANCH REPORTS 47

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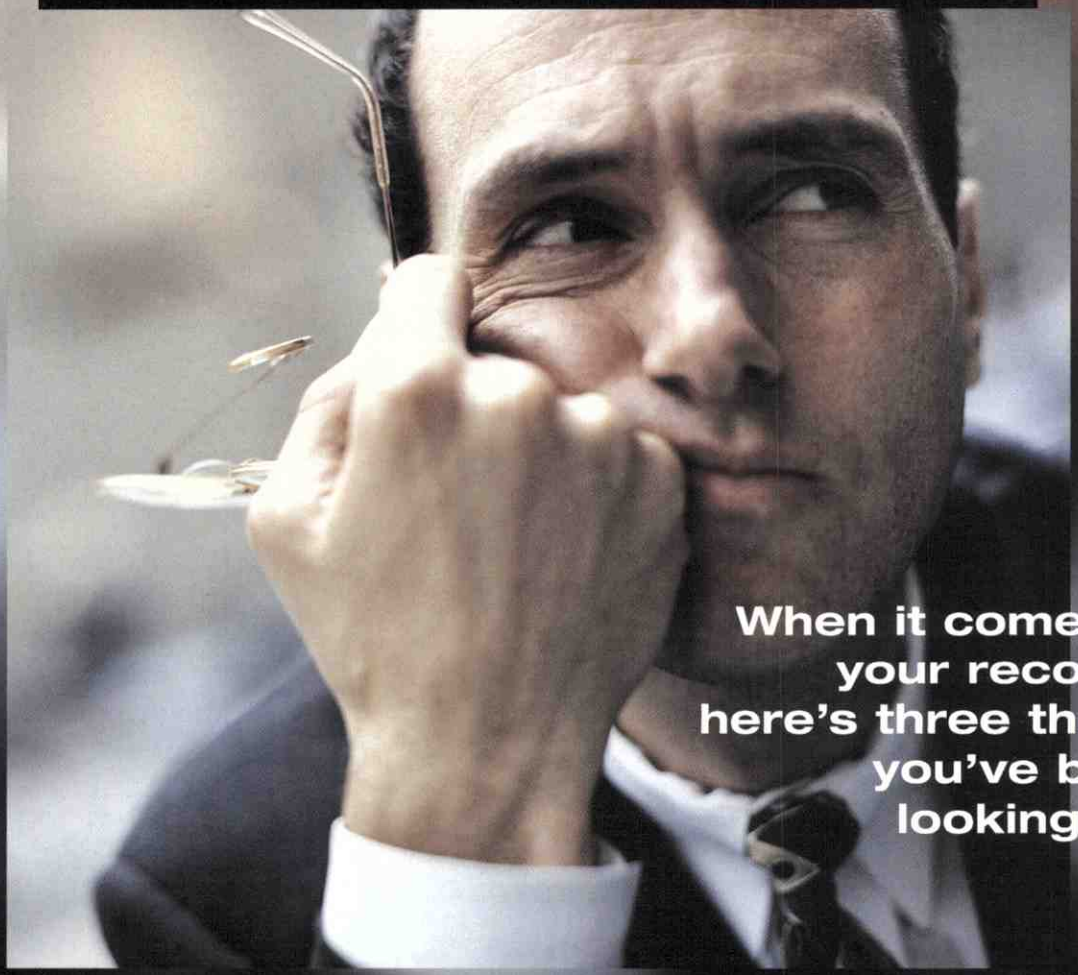

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MARKETING REPORT

M A R K E T I N G R E P O R T

The RMAA's new brand was officially launched in September at the 20th National Convention in Melbourne. Much more than just a new logo, it is the cumulation of a series of changes within the Association starting with the expansion into New Zealand and subsequent name change. In May 2003, the constitution of the Association was changed to make the RMAA more streamlined, reducing the Board to a more appropriate size and introducing the ability to postal vote, opening up the RMAA's decision making to voting members in remote locations.

These changes have been taking place slowly over several years and are the first steps in a new direction, ultimately resulting in the RMAA becoming more focussed as a professional industry association able to represent the interests of its members. As part of a larger long-term goal, the Association's external brand has been updated to better represent the image of the RMAA as one of a modern, mature, and professional Association.

Over the next 12 months we will be concentrating our efforts on achieving other aspects of our marketing strategy, such as improving the image of records management as a profession, providing information through various channels to assist our members improve their knowledge and gain influence in their workplaces, ensuring that our professional members are recognised for their expertise and continuing to provide high quality information through events, seminars, workshops, and, of course, the national convention.

I am sure you will see more changes in the Association in the future. In the meantime, if you have not yet visited the new look website, please do.

Kristen Keley, ARMA
Director of Marketing

BRANCH REPORTS

act

Following the ACT Branch elections for 2003/2004, I am pleased to say we have 11 Branch Councillors committed and ready to work hard over the next year to bring the membership many interesting activities and events!

The Branch met recently to plan the year's events and we hope we will have something for everyone, so stay tuned. Our first initiative will be hosting a recordkeeping policy workshop in November in conjunction with the National Archives of Australia.

If you haven't done so already, please check out the new look RMAA website www.rmaa.com.au for details of your Branch Council membership. Also, a reminder to ACT members, you can now update your personal details in the 'members only' section of the website. Great news!

This next year will be an exciting year for the ACT, who will host the upcoming RMAA international convention in September 2004. Work has already begun to bring you a quality program that will be both informative and practical.

Your Canberra convention committee is:

- Stephanie Ciempka (Chair)
- Ray Holswich and Jan Fisher (Program Coordinators)
- Julie Lenson (Logistics/Social Program)
- Veronica Pumpa (Coordinator/Secretary)
- Thomas Kaufhold (Treasurer)
- Atkinson Conference Services (Secretariat)

The committee will be calling on the ACT members for support and help as the convention draws closer.

Membership status upgrade

Congratulations to Graeme Baseden, Tracey McKnight, and Gail Brown who have recently received their membership upgrade to Associate Status. Well done!

Finally, I would like to extend 'seasons greetings' and best wishes if you are taking some well-earned time off over the Christmas/New Year period. Thank you all for your support of RMAA throughout the year.

Veronica Pumpa ARMA
ACT Branch President

nz

A score of New Zealand branch members crossed the Tasman to attend Melbourne's lavish conference in September. Five Kiwis were on the speakers' list; the largest number at any RMAA conference.

The branch's new President and National Director, Helen Hancox, ARMA, and her Flying Filing Squad consultancy colleague Rebecca Fordyce made a two-handed presentation on project management NZ-style, and immediate past President Trish O'Kane, ARMA, a director of Wellington's SWIM Ltd consultancy, spoke about the web-enabling XML software. Matt O'Mara, ARMA, described his records management programme at Archives New Zealand, and NZ Open Polytechnic lecturer Amanda Cossham reviewed RM education training and education qualifications in the country.

The New Zealand branch plans to roadshow the five presenters at a special seminar of the new Auckland chapter in November. In Wellington, a number of the Melbourne delegates reviewed the event at the October lunchtime members' meeting.

A number of changes were made to the Branch Council after founding President O'Kane stood down at the AGM. In addition to new President Hancox, the branch elected government recordkeeper Micky Stevens, ARMA, as Vice-President and Education Co-ordinator.

Officers elected were:

- Secretary Alison Midwinter, ARMA
- Treasurer Christine Edney, ARMA
- Membership co-ordinator Michael Steemson, ARMA
- Councillors David Pryde, ARMA (President of Auckland Chapter)
- Vera Giles, ARMA (Secretary of Auckland Chapter)
- Trish O'Kane, ARMA
- Robert Hynson, ARMA
- Gillian Ratclifffe, ARMA
- Deirdre Wogan, ARMA

The Branch plans an improved Archives and Records week for 2004. Events will be held in at least the four main centres, Auckland, Wellington, Christchurch, and Dunedin, with other larger cities hopefully joining in, too. Watch this space for more detail.

Helen Hancox, ARMA
New Zealand Branch President

nt

Since the election in July, the branch has been extremely busy. Our major challenge for the branch will be to increase membership, upgrade member status, and keep members informed of what is happening. Our branch meets on the last Wednesday of each month, and new members are always welcome.

We are looking forward to further developing our newsletter, as our first attempt was not without drama, but we continue to learn as we go.

Selected members attended a status upgrade workshop on Tuesday, 30 September. The workshop resulted in a possible four new associate members whose applications are currently being assessed for approval or being completed.

Members attending the annual conference were full of praise for the venue, layout, content, speakers, and presentations. The opening ceremony was spectacular. Many thanks to the Victorian branch for the memories we keep of a great conference, the networks we established, the new friendships we formed, and a great vendor display! The Territory was well represented from members within government and non-government agencies. Again we danced the night away at the dinner, and we did well lasting the whole night on one endless glass of wine or beer!

A overview of the conference on 14 October was well received by the 34 attending members. Our thanks and appreciation to Darryl Chenoweth, Judy Cammiss, and Lyn Kickett for their informative session on papers presented at the conference.

For the year coming to an end, our Christmas function is being held at 10 Litchfield from 4 - 6 pm on Thursday, 4 December. So please come and join us in closing 2003.

Pat Parry-Jones, ARMA
Acting NT Branch President

qld

The past few months have been a busy one for Queensland members. The North Queensland Conference held in Cairns in July this year, attracted an enthusiastic audience. A wide diversity of topics were presented. The North Queensland conference provides an opportunity for members in areas distant to south-eastern Queensland to have the same opportunities for meeting and discussing records management issues.

The monthly professional development seminars continue to attract good attendances. Issues as diverse as file attachment devices, records protection and conservation, and writing a records management duty statement have recently been covered.

The annual branch and chapter general meetings have all been completed. The branch AGM, combined with a members' lunch, was well supported. Thank you to all those who attended. It was good to see so many members.

To round out activities, the 2003 Queensland State Conference, held in conjunction with the AIR joint venture, was held on 7 August 2003. The range of topics under discussion at the conference highlighted the demands placed on records managers to organise systems that meet organisational requirements. Getting it right and steering through the many issues facing organisations such as governance, e-business, and relentless technological change and is no mean task.

Philip Taylor, MRMA
Qld Branch President

sa

August saw the SA Branch host the 'Standards in recordkeeping' roadshow at the Adelaide Hyatt in conjunction with Fuji Xerox, while September saw an exodus of records people to Melbourne for the 2003 National Convention. In November, the SA Branch held a breakfast at the Adelaide botanic gardens, which incorporated a speaker on the topic of, 'Emotional Intelligence'.

Our traditional Christmas lunch function has been changed to a breakfast this year. It will be held on 9 December at the Adelaide zoo and we have an interesting and entertaining speaker to ensure that it is an enjoyable morning.

Kristen Keley, ARMA
SA Branch President

n s w

Our last meeting was our Branch General Meeting with a seminar on, 'What is a professional records manager?'. It was a very thought provoking presentation generating much discussion.

I thank again my fellow Branch Councillors for their work. Only one current Councillor, Kerry Monzo, did not seek re-election and Greg Brace, a former Councillor has returned to the Council. Office holders remain as per last year, but we are moving towards a team approach to mounting events after Julie King's departure.
Our Local Government Chapter held its annual meeting in August in Campbelltown at the new Campbelltown Art Gallery. It was a most successful meeting to which I had been invited as speaker. The presentation given was built around the theme, 'Issues relating to ethics for records managers'. My thanks to Ian Aird and his team in the Chapter for all their hard work. The presentation had been developed for the conference of the Queensland Local Government Chapter held in Cairns in July.

We were shocked to hear recently of our friend Peter Smith (a very long-term RMAA stalwart) experiencing a heart attack while holidaying with Robin, his wife. We are pleased to know he is recovering well. I would like to thank Lesley Ferguson and other members of the WA Branch of the RMAA who have been assisting the two New South Welshpersons who found themselves in somewhat forced retention in Western Australia. It is wonderful to think that there are people who can help when one is a long way from home.

In early October I was in Singapore (ostensibly on holidays) but took part in a records management seminar with some 170 government employees and a number of people from Government corporations (including SingTel). We are now looking forward to our annual seminar and starting to plan our Christmas party.

Also in recent times I was able to attend the new work process analysis and recordkeeping standard launch.

The NSW branch was able to assist Asgerdur Kjartansottir, Head of Division of Records Centre and Library from the Iceland Ministry of Education, Science and Culture in finding site visits, as well as enjoying a very pleasant dinner with our Branch Council.

Geoff Smith, ARMA
NSW Branch President

t a s

It always amazes me just how quickly these 'quarterly' reports come around. The question then comes to mind, well, what do we include this time?

I guess the best way to address that is to keep members informed of what are the main things that would impact on them, and obviously training sessions is one of the high impact areas.

The Tasmanian branch has been setting a fairly intensive training programme for the ensuing year with the following workshops already planned:

- VERS session
- DIRKS session
- Product demonstrations
- Case studies
- Upgrade sessions

One of the main strategies when preparing these workshops is to ensure that we developed an accessible events schedule, and as such, lunch-time sessions have been deemed the most accessible for Tasmanians.

It is also pleasing to note that Tasmania's membership is increasing, especially with the concern with the change of membership structure. Tasmania hopes to establish new private sector memberships for the ensuing year, as most of our memberships are government-based.

Tasmania's library continues to grow with the purchase of appropriately deemed books and publications ñ of course, if anyone knows of specific 'must haves', then by all means, let us know!

It was also very pleasing to note that 15 Tasmanians made the trip across the big stretch of water to attend the RMAA's 20th International Convention in Melbourne in September 2003. For those that did not attend, you missed a very exciting event with members reporting an extremely successful and informative convention. Tasmanian members will receive more information in their local newsletter, so stay tuned for that.

Kate Walker, MRMA
Tasmania Branch President

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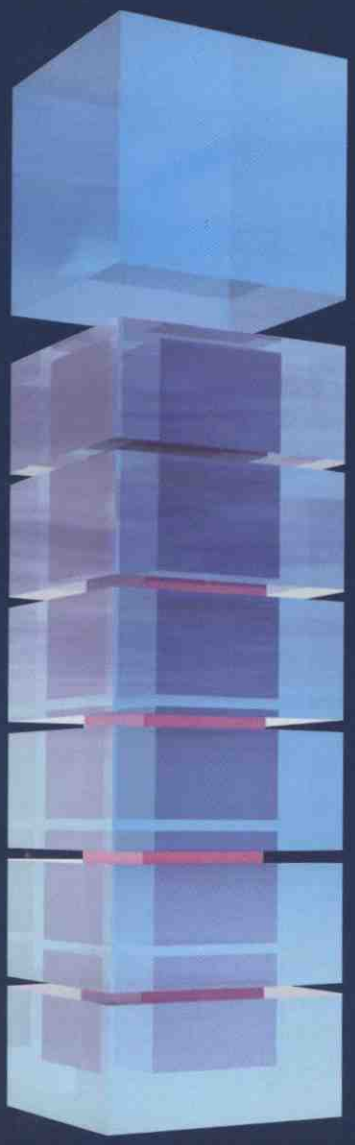

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