



InfoRMAA
Quarterly

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RIM TECHNOLOGY
Where's It Heading?



DIGITAL PENS

THE WEB CURATOR TOOL

PAPERLESS OFFICE 2020

**5 CEOs' Predictions:
ECM, THE NEXT 12 MONTHS**

EDRMS: THE HUMAN FACTOR

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The Members Only section of the website can be accessed with RMAA membership, or, outside Australia and New Zealand, with the purchase of an InfoRMAA Quarterly annual subscription.

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RMAA WEBSITE

<http://www.rmaa.com.au>

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Front Cover:

This issue's wide range of RIM technology articles begin with a page 10 interview with a new American player in the EDMS market who says that his online product is the future of records and information management.





Be Aware!

May 2007 is Information Awareness Month (IAM). The purpose of Information Awareness Month is to increase public awareness of the breadth of the information industry through a series of events through the month of May.

The IAM programme shows the importance of properly maintaining good records and information as it relates to everyone, from global corporations through to small business and even the homemaker - to "Connect information and people".

IAM is a collaborative event between various bodies within the records, archives, library and information management community. This commonality of purpose reflects the fact that the various bodies are recognised as some of the most widely respected professional bodies in the information management community within not only Australasia but worldwide.

It is hoped that over time other industry associations globally will embrace Information Awareness Month.

IAM looks at the big issues affecting records and information management strategies, including trends in the market, technology, and best practices.

Branches and like associations will be covering records and information management technologies with thought leaders looking at content management, platforms, application servers, portals, open source, information integration, Web services, infrastructure technologies and other technologies critical to records and information management strategies.

We'll also look at upcoming technologies, market consolidation and the tough issues facing both vendors and users, and make predictions about the next 12-18 months.

This month is designed for anyone with a stake in records and information management whether project manager, business manager, IT strategist, consultant, integrator, market or financial analyst, or vendor or member.

See www.informationawarenessmonth.com.au for further details.

CPD becomes COMPULSORY for all RMAA professional members as at 1 July 2007

Be aware that as of July 1 all professional members (Associates, Members and Fellows) of the RMAA are required to undertake continuing professional development (CPD).

The RMAA champions the key principles of CPD, promoting these with policy makers, sector stakeholders, trainers, employers and practitioners. These principles underpin the RMAA's model for professional development and resonate with the requirements of comparable professional bodies.

The key principles are:

- Professional development is a continuous process that adds value throughout a teaching practitioner's career.
- Professional development is most effective when conducted through reflective practice, with the practitioner judging the value of a training and development activity in terms of the impact on records and information and supporting learning.
- The records and information practitioner is at the centre of the CPD process, taking responsibility for reflecting on practice and identifying personal development needs.
- Professional development plans should clearly articulate the needs of the records and information practitioner, setting measurable objectives which reflect the context and synthesise with the needs of the employer.

There should be a balance between formal and informal CPD activities and any mandatory requirements associated with registration, relative to the needs of the records and information practitioner at that point in time.

The recording and monitoring of CPD will be facilitated by the RMAA's Membership Database, with practitioners maintaining an evidence base (portfolio, CPD log, on-line record etc).

Professional development is most successful when undertaken as an integral element of all work activity, rather than viewed as an additional requirement or burden.

The CPD Cycle, Tariff and Sampling

Members will be expected to record and evaluate the impact of their professional development on an annual cycle.

The RMAA recognises that, in connecting their professional development plan with their practice, practitioners may find it beneficial to plan CPD over a cycle longer (or shorter) than a year.

This may be particularly appropriate where learner feedback features heavily in

Kemal Hasandedic,
RMAA's National President

the practitioner's self-assessment of performance, on learning programmes in excess of twelve months.

Regardless of the planning and implementation cycle for professional development, members are required to meet the stated annual tariff and to provide analysis of the impact of CPD on records and information and the learning experience on an annual basis.

Whilst the CPD model will facilitate summary evaluation on completion of the CPD cycle, practitioners are encouraged to systematically reflect on their professional development and evaluate the impact on records and information and supporting learning throughout the cycle.

The membership database will periodically review the data entered against individual members and report 'alerts' for members who are at risk of failing to comply with the CPD requirements.

These alerts will be acted upon in a supportive and encouraging manner, with the staff of the RMAA helping members to demonstrate that they remain in good standing.

There will be a minimum annual requirement for CPD. Full details on the CPD tariff and weightings can be found online at www.rmaa.com.au

The RMAA will sample the evidence base supporting the professional development record on an annual basis.

Professional Member Status Applications – Formal Qualification Requirements

To encourage involvement from all sectors of the records and information management community, RMAA offers a range of membership categories (these can be found at www.rmaa.com.au).

Professional Membership is the highest level of RMAA membership, and is reserved for practitioners who have completed a course of accredited education and equivalent work experience in records and information management, and have successfully met the RMAA professional status requirements.

Professionalism means:

- Regulated entry
- Qualifications framework
- Measurable skills and professional knowledge
- Code of conduct and ethics
- Commitment to development
- Professional independence

This is a reminder that as at **1 July 2007** the minimum education requirements are changing – so to avoid disappointment; if you meet current guidelines please ensure you submit your upgrade request prior to that date.

A summary of requirements as follows:

Associate (currently no formal qualifications are required)

Vocational Qualifications to a minimum Certificate IV are required for all new Professional Associate members from 1 July 2007 and then a minimum of Certificate V (Diploma) from 1 July 2010 (Minute 74.8.4 – December 2005)

- Minimum of 3 years current industry experience.
- Have experience of and/or responsibility for activities which contribute to the management of organisation operation and other functions within the scope of the Association.
- Demonstrate understanding of 5 of the recordkeeping skills - Applicants who have completed a RMAA Accredited course automatically meet the 'understand' requirements of the required recordkeeping skills.
- Commitment to develop the skills, knowledge and professionalism appropriate to the records and information management industry.
- A member with the status of Associate shall be entitled to vote or hold office within the Association.

Member

Tertiary Qualifications (minimum Bachelor) are required for all NEW applications for Professional Member and Fellow levels from 1 July 2007.

(Minute 74.8.4 – December 2005)

- Minimum of 5 years membership in the Association (NZ and International Members can demonstrate 5 years membership of RMAA/ARMA/ARANZ)
- Have managerial experience and/or responsibility for organisation operation, management function or department (s) within the scope of the Association.
- Have formal qualifications to a minimum of a Diploma (Bachelor from 1 July 2007) level.
- Demonstrate understanding of 6 of the recordkeeping skills - Applicants who have completed a RMAA Accredited course automatically meet the 'understand' requirements of the required recordkeeping skills.
- Demonstrate application of an additional 3 of the recordkeeping skills.
- Provide evidence of outstanding contribution in the area of records and information management (a minimum of 3 criteria outlined within this document).
- Provide evidence of contribution to the Association.
- Commitment to develop the skills, knowledge and professionalism appropriate to the records and information management industry.
- Commitment to undertaking the RMAA Continuing Professional Development Scheme.
- A member with the status of Member shall be entitled to vote or hold office within the Association.

Fellow

Tertiary Qualifications (minimum Bachelor) are required for all NEW applications for Professional Member and Fellow levels from 1 July 2007.

(Minute 74.8.4 – December 2005)

Minimum of 7 years membership in the Association (NZ and International Members can demonstrate 7 years membership of RMAA/ARMA/ARANZ).

- Must have previously attained the status of Member of the Association.
- Held office within a Branch Council or National Board for a total of two years (minimum).
- Have formal qualifications to a minimum of an Advanced Diploma (Bachelor from 1 July 2007) level.
- Provide evidence of outstanding contribution in the area of records and information management (a minimum of 5 criteria outlined within this document).
- Demonstrate understanding of 9 of the identified recordkeeping skills - Applicants who have completed a RMAA Accredited course automatically meet the 'understand' requirements of the required recordkeeping skills.
- Demonstrate application of additional 5 identified recordkeeping skills.
- Provide evidence of contribution to the Association.
- Commitment to the RMAA Continuing Professional Development Scheme.
- Commitment to develop the skills, knowledge and professionalism appropriate to the records and information management industry.

Please contact our Chief Executive Officer, Kate Walker, for assistance with your application.

Kemal Hasandedic, FRMA

RMAA President and Chair of the Board



From the CEO

The Value of Your Membership Dollar

When a tree falls in the forest and nobody is around to hear it; did it make a sound? Most would say, "Yes." But, when an association (in this case, the RMAA) offers value to its members and the members do not take advantage; did the association deliver value? Many would say, "No."

One are the days when professionals would belong to their association for 'networking' opportunities. Today, more than ever before, it is crucial that RMAA delivers high-level and usable value to their entire membership.

I'm talking about the value that individual members want rather than the value that the leadership thinks they need.

Sometimes, when RMAA members are asked about the value they receive from their membership they stumble. How would you feel if all the members of your Branch said, "I'd be foolish NOT to belong to the RMAA and attend its annual convention?" You would feel fabulous!

RMAA competes for members in many ways, and recently an article in an association management magazine gave the following reasons for association members not renewing:

- Business closed/merged-12%
- Change of profession-15%
- Cannot determine-16%
- Dues too high-17%
- Not enough time to use member benefits-7%
- Services no longer relevant-17%
- Other-16%

In my opinion, the only 'non-value' issue listed is the business closing or change of profession. All the remaining reasons loudly say, "Not enough perceived value!" Over 73% of non-renewing members said, "Not enough perceived value."

Today, there are basically two categories of RMAA member: The first, the most desirable, will support it with attendance—no matter what. These 'jewels' are dying off. The second, a more challenging type, say, "I'll come and play in your sandbox if you can show me that I'll get more out of it through synergies and economies of scale than by not participating."

So, if we know this, why does it appear that we're not listening? Perhaps because it's easier to blame member loss on industry consolidation, an area of no control, rather than on lack of member perceived value - which leadership can control.

Even with consolidations, if involved parties really believed in the value of RMAA membership they would find the time and dollars for multiple executives, and/or departments to hold membership.

Now that the problem has been voiced, let's look at a

possible solution: a process for helping RMAA members determine the real dollar value of their membership and help them have an emotional ownership of it. Additionally, this process will empower and encourage members to talk to non-members about joining the RMAA.

This issue was highlighted by a member request, and also by our Marketing and Events Manager. I believe that if you look at this with an open mind, you too, will absolutely want to take your RMAA membership through this valuation process.

So, this is what we are going to do. Initially, we will ask members what they get out of belonging to the RMAA. Next, after each item is listed, we will conduct a Board discussion on the real, honest and yearly sustainable dollar value gained through membership and convention attendance.

Below is an example of an association membership value:

1. \$1,000 for industry specific technical training twice yearly.
2. \$1,000 for business, management and marketing training twice yearly.
3. \$300 for monthly legislative updates.
4. \$1,000 for discounts for goods and services offered by the national board.
5. \$600 for seminars twice yearly.
6. \$200 networking value at semi-annual meetings.
7. \$300 tax savings on income spent attending vacations (meetings).
8. \$500 for mentoring opportunities available through meeting attendance.
9. \$200 for product knowledge gained at meetings.
10. \$200 for company credibility and image associated with membership.
11. \$300 for education in accessing local publicity.
12. \$200 for publicity and exposure through association membership.

Then we will work out how much it costs to both belong to the RMAA and attend the meetings and professional development sessions

Next, we will add up the dollar amount of all the line items. For the above-mentioned examples, the cost of membership and attendance at the two semi-annual meetings was pegged at approximately \$1,600. However the membership value in real dollars was \$5,800.

With numbers like those above, it is easy to justify the time and dollars necessary to take advantage of membership in the RMAA. Then, when the value is obvious, it is possible for our members to say, "I'd be foolish NOT to belong to the RMAA and attend its professional development sessions."

I believe one of the best ways for the RMAA to grow its membership is through a membership participation process like the one above. This will help RMAA members to truly become active advocates for the RMAA rather than passive members. Realistically, not all members will do this, but many will.

So look out for your opportunity to get involved in this process – this will be the first of many chances. As usual, if you have anything you wish to discuss, please do not hesitate to contact me.

Kate Walker,
CEO of the Records
Management Association
of Australasia

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AdvDipBus (Rkg), DipBus(Adm)
RMAA Chief Executive Officer
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Notice of RMAA Annual General Meeting

Notice is hereby given that the 32nd Annual General Meeting of the Records Management Association of Australasia will be held on Tuesday 11th September 2007. It is to commence at 4:15 pm and will be held at the Convention Centre, Wellington, New Zealand.



To all Members

In accordance with the Constitution of the Association, notice is hereby given of the date and time of the Annual General Meeting of the Association. The closing date for acceptance of any motion of business not relating to the ordinary annual business of the Association will be 5.00 pm on 21st August 2007.

All items to be sent to Kate Walker, Executive Officer, PO Box 276, St Helens, Tasmania, 7216, or emailed to kate.walker@rmaa.com.au

Business Proceedings of the Annual General Meeting

1. To receive a report from the President on the activities of the Company in the preceding year;
2. To receive and consider the duly audited statements of accounts and

- the report from the Auditors;
3. To appoint the Auditors for the ensuing year;
4. To transact such other business as shall have been included in the notice convening the meeting;

Notice of Motion:

Donna Maree Findlay Moved, Chris

Colwell seconded: That the definition of student be amended to:

- An enrolled student member in an RMAA accredited course and employed in any capacity for up to 18 hours per week.
- A full time student.
- A student who has changed careers in the last 3 years to Records & Information management (may be in any employment situation) and is enrolled in an RMAA accredited course.

5. To declare the Board members for the ensuing year in accordance with the nominations of persons put forward by each Branch;
6. To elect from the declared Board, the office bearers of the Executive as determined by the Board from time to time;

**Kate Walker FRMA
Chief Executive Officer**



From the Editor's **DESK**

Welcome to the largest-ever issue of *IQ*. We've pushed out to 72 pages to preview September's RMAA International Convention in Wellington 4 months out, to give you time to plan your Convention attendance and to take full advantage of the early-bird rates.

This *IQ* is themed 'RIM Technology'. We're covering a variety of RIM-tech subjects ranging from EDRMS to digital pens. We consider what the paperless office of 2020 might look like.

We interview the Aus/NZ CEO of Iron Mountain, and talk to the man behind New Zealand's leadership in the development of the Web Curator Tool. And, in an industry first, 5 leading CEOs look into the crystal ball for us and predict what will be happening in ECM and WCM over the coming 12 months. And a US RIM tells us about her time in WA.

We feature a worrying UK report on digital preservation woes, and VERS brings us up to date with what it has and will be doing in digital preservation.

For variety, there's an insight into potential mail room dangers, and a records disposal case study. We have all our usual features, and UK columnist Ken Tombs makes a welcome return.

As I launch into my fourth year as Editor of *IQ*, it's nice to know that people are using the journal. I know this from feedback we receive. The letter opposite is a typical example. And numerous readers offer suggestions on subject matter for us to follow up. Thank you to all of you.

Personally, I'm not a recordkeeper. I'm a records user. And recently, while researching several new historical books I'm writing, I ventured out to the NSW State Records Repository at Kingsford in Sydney's far West. The staff were really knowledgeable, and fantastically helpful. And, I spotted a well-thumbed back issue of *IQ* sitting on a table in the readers' lounge. *IQ*'s like that - when you least expect it, it'll surprise you.

Enjoy this issue. And keep the feedback coming.

Stephen Dando-Collins
Editor, *IQ* Magazine
editor.iq@rmaa.com.au

'Dear Editor...'

We Should all be Shouting, Like Kieran

I'm 35 and I work in records management in a small state government department in Brisbane.

Having read Kieran O'Hara's article that appeared in *IQ* in February, ('How do we Educate the Next Generation of Records Managers?'), I had to ask myself, "Self, why is it that I hardly ever feel like leaping on top of the nearest archiving box and screaming out about my passion for my work?"

I too fell into RM some years ago, and still have the bruises to prove it. I find that as far as paying the bills go, I get by. However, my friends and associates also have glazed eyes and produce polite coughing noises whenever I'm asked what I do.

Education is, as Kieran says, a key. Why not, for example, replace the Religious Education classes in schools with Records Management? Not only is it a well organised and practical subject, you only have to change one letter, (from RE to RM).

What about advertising and sponsorship? Given that, say, it's an industry that practically locks job-seekers out (until they stumble in the back door), what about, say, the 'ISO 15489 World Cup'? Or, the "RMAA Bathurst 1000"?

So, why aren't I shouting the joys of RM from the top of my boxes? Possibly because nobody else cares. If the importance and necessity of RM was imprinted on children earlier in their education, we wouldn't be in the mess we are now.

Stories like Kieran's are what we need to energise the industry. Ladies and gentlemen, grab your boxes. (But be sure to fold them correctly before standing on them!)

Steve Pearton
Brisbane, QLD

They
*Told
IQ...*

'We firmly believe we represent the next generation of the whole EDMS market. A system built from scratch based on a service oriented architecture model'

Rob Rennie, CEO, Webiplex, California, USA. (See page 10)

'At present this region has some world-leading examples of best practice in technical information management. But at the same time it's lagging considerably in some areas of basic information governance'

Ian Hollow, Managing Director for Australia and New Zealand, Iron Mountain. (See page 18)

'Perhaps we are entering finally into an information age where the value of content both active and inactive is given the level of importance it should'

Martin Harwood, Managing Director, TOWER Software, Australia. (See page 33)



CALLING FOR SUBMISSIONS

Copy deadline July 1

The RMAA is seeking records and information management Case Study submissions from government agencies, private companies, academics and individual consultants to be considered for inclusion in the 2007-2008 issue of the RMAA journal, the *Information & Records Management Annual*, or *iRMA*.

Just as numerous industry authors shared their valuable experiences, lessons and insights with us in the 2006-2007 issue of *iRMA*, all practitioners in the field are again encouraged to submit proposals.

RMAA members whose case studies are published will have the work credited to their CPD status, and their published work will also be automatically eligible for the Objective RMAA Article of the Year Award.

New authors are especially encouraged to submit. First-time author Elisabeth Wheeler not only had her case study published in the last edition of *iRMA*, it went on to win her the 2006 Objective RMAA Article of the Year Award.

If you have recently managed or are managing an interesting RIM project, your industry peers will benefit from your experience, while you enhance your reputation.

Download a proforma from the RMAA website, www.rmaa.com.au.

Or, to discuss a potential submission, contact:

**Kristen Keley, RMAA Marketing & Event Manager,
marketing@rmaa.com.au**

**Or, Stephen Dando-Collins, Editor,
editor.iq@rmaa.com.au**



Is a Fresh US Web Offering the New Direction for EDMS?



NEWPORT BEACH: When an EDMS supplier like California's Webiplex says that its new DocuPeak software is the way that all document management will go in the future, and a UK analyst respected by *IQ* tells us that DocuPeak deserves a big tick, we had to look into it.

Webiplex's DocuPeak is a hostable EDMS Web service. Like other Webiplex products, it focuses squarely on integrated document management. That it to say, it is solely designed to be used in concert with another business system –what is sometimes called 'image enabling' a line of business LOB system such as an ERP.

"Our customer are service providers and value-added partners," said Webiplex CEO Rob Rennie when *IQ* contacted him, "and, sometimes, IT departments directly who wish to integrate EDMS into their existing products or in-house systems."

Webiplex clients generally provide hosting and/or integration services to their customers. These can include other software providers who build a vertically focused operation application within Webiplex's DocuPeak.

At the moment, says CEO Rennie, Webiplex's Web services are being taken up by or evaluated for vertical markets such as legal and property management.

"We have a complete API set, downloadable user interface components (controls, for the uninitiated), that natively communicate with the Web service, and several client-side capture utilities for automated or batch processes supporting distributed capture," Rennie told *IQ*.

"We can provide the Web service for installation in a data center or we can provide hosting services as well.

"In short," Rennie sums up, "we firmly believe we represent the next generation of the whole EDMS market. A system built from scratch based on a service oriented architecture (SOA) model."

According to UK analyst and *IQ* columnist Ken Tombs, the DocuPeak product is ideal for small to medium business, and is both low cost and remarkably robust.

That low cost translates to a monthly per seat figure that considerably undercuts competitor prices. Is this proof that EDMS/EDRMS seat prices are on the way down?

"I don't know if we are necessarily proof of a lowering seat price," Webiplex's Rennie responds, "however, we are definitely delivering EDMS in a way that could allow that."

For more information on DocuPeak, visit www.webiplex.com.

National Archives One Step Closer to Opening New Preservation Centre

CANBERRA: Expressions of interest sought from property developers to develop a new National Archives Preservation Centre complex in Australia's national capital have now closed.

Funding for the new centre, which will be the home of the conservators and other National Archives of Australia staff currently housed at the NAA premises at Mitchell in Canberra, was approved by Federal Parliament in the 2006-07 Additional Estimates.

The centre will also provide state of the art storage for 200 kilometres of paper records and 18 kilometres of audio-visual material.

Instead of the Government funding construction of the centre, expressions of interest were sought from property developers who would build the complex to

NAA specifications and then lease it to the NAA.

Expressions of interest recently closed, and the NAA says in a media release that it is currently assessing the expressions received, with shortlisted developers invited to make formal tenders in the second half of this year.

Mimosa Now on Email Archiving Menu Down Under

SYDNEY: Mimosa Systems, the US/Indian partnership behind the Nearpoint solution for email archiving, e-discovery, compliance and business continuity, has followed up its recent launch into Europe by announcing that is coming to Australia.

Mimosa Systems was founded in 2003 and is based in Santa Clara, California, and Pune, India. On the heels of opening a Central European sales office in Munich, Germany, in March, and sealing a European distribution relationship with TIM Storage Solutions AG, Mimosa has announced in a media release that it is also entering the Asia-Pacific market via a presence in Australia.

The Nearpoint solution for live content archiving of email and documents provides immediate mailbox and message recovery, disaster recovery, email archiving, and self-service search and access.

Full details of Mimosa's entry into the Australasian marketplace were not available at the time of *IQ*'s going to press.

IEA Hosts RM Trainees with WA Govt



Shirley Cowcher,
Director of
IEA

PERTH: Western Australian firm Information Enterprises Australia (IEA) has launched a traineeship programme that will put records management trainees in government agencies in WA.

IEA, a niche consulting, training and recruitment firm that specialises in the records and library management sectors, received approval from the Apprenticeship and Traineeship Support Network (ATSN) of the federal Department of Education and Training to employ up to 5 RM trainees and host them with local government clients.

The 12-month programme will see chosen trainees complete a Certificate III in Business (recordkeeping) and gain invaluable hands on training with government agencies.

"IEA is very eager to launch the traineeship," IEA's Director, Shirley R Cowcher, told *IQ*. "Planning is underway with Central TAFE."

The company expected to have its first trainee in place with a host client in Perth by the time *IQ* went to press.

TOWER Software Has New Controlling Partner It Can Bank On

CANBERRA: A controlling interest in leading Australian ECM solution house TOWER Software has been acquired by Quadrant Capital, a wholly-owned subsidiary of Westpac Bank.

The sale of more than 60 per cent of its previously completely privately held shareholding to Quadrant announced by TOWER Software on February 22, puts TOWER firmly in the control of the financiers. Remaining shares in the company are held by co-founders Brand and Peta Hoff and senior management.

Meanwhile, TOWER's spectacular growth continues worldwide – three times the average 9 per cent growth rate of the global ECM market. Its expanding contracts with the US Department of Defense has seen TOWER Software's TRIM Context 6 become the world's first EDRMS to be deployed on a naval ship.

The demand for experienced staff has seen the company take on board former Hummingbird staff in the US and Europe after that vendor merged with fellow Canadian company OpenText.

TOWER has recently acquired an integration tool which enables TRIM to be integrated with Sharepoint 2007. The company has also expanded its market focus, finding new markets for TRIM Context in the pharmaceutical and finance sectors in Australasia.

Objective Gets Professor in Research Deal with Wollongong Uni

WOLLONGONG: New South Wales' University of Wollongong (UOW) and Objective Corporation have done a deal which sees a leading professor join the company to help develop its next generation technology.

As part of the joint research and development initiative between Objective and UOW, Professor Peter Eklund, UOW's Professor of Information Systems, will join Objective as Principal Research Scientist.

Professor Eklund served as a consultant to the Australian and US

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Departments of Defence for 10 years. A foundation Board member of the Semantic Web Science Foundation, he says that he is interested in the application of computer science research technologies, and software design engineering form a crucial part of his research method.

In a media release, Objective said that Professor Eklund will focus on integrating new search technologies and further developing Objective's ECM platform.

New pdfDocs Release Aims to Increase PDF Integration Capabilities

SYDNEY: PDF integration specialist DocsCorp has released its pdfDocs Desktop 1.9, the latest version of its pdfDocs Desktop software, offering new features designed to make working with and the filing of pdf documents easier.

The new pdfDocs product offers improved integration with document management systems, MS Office applications, MFDs and scanners.

In a media release, DocsCorp says that their new offering delivers substantial benefits to users in terms of flexibility, speed, and ease of use. Hummngbird/OpenText, Interwoven and WORLDOX users in particular are expected to gain unprecedented levels of integration

Users can create PDF documents and save them into the DMS directly from Word. With a right-click they can add a digital signature. A right-click on a form within the DMS allows the user to edit, amend, digitally sign or email the document to others.

DocsCorp President Dean Sappey says that, to him the standout feature of the new release is the split PDF feature, which automatically splits PDF files based on file size or page numbers, to comply with court or government e-filing requirements.

"This is a manual process at the moment," says Sappey in a media release, "one that is time-consuming and can be hit or miss; pdfDocs Desktop 1.9 will take the guesswork out of e-filing, which will appeal to legal professionals as e-filing becomes more common throughout the court system."

Datacom Dashboard Solution Injects Life Into Qld Hospital's Systems

BUNDABERG, Queensland: The Friendly Society Private Hospital has employed a Datacom dashboard-style open system solution to better manage its information resources.

In 2002, the 60-year-old hospital recognised the need to implement a single system that brought all data sources together and provided management with a budgetary forecasting and control capacity, and undertook a review of all streams of data.

"We wanted to set limits or budgets on a wide number of key performance indicators," said the Friendly Society Hospital's IS and HR Manager, Andrew Smith, in a Datacom media release. Those KPIs, across all areas within the hospital, were kept in a consolidated spreadsheet. "This then could be reviewed monthly by management."

After hospital managers were able to see potential correlations and interactions between departments in the initial monthly reports, reporting was expanded to generate fortnightly reports. The inevitable then happened. Management asked, 'Why can't we have all this in real time?'

The hospital's first attempt via a contracted developer over 2003-04 to develop a single real time 'dashboard' was a failure. Undaunted, in December 2005 the hospital brought in Brisbane company NetOptions, a member of the Datacom group, and tried again.

"They certainly did not let us down," said Andrew Smith. The hospital went online with its new NetOptions dashboard eight months later, in July last year.

Datacom's Craig Sargent take up the story. "By using powerful open source tools and processes like AJAX,

MySQL and PHP we were able to design a system that integrated with legacy and newer systems at the hospital."

In the new system, a total of 129 parameters are displayed on the online dashboard Web page, across the Financial, Clinical, HR, Quality, and Clinical (Inpatients and Theatre) categories. Each manager can customise the dashboard to suit their department's needs.

Looking a little like a car's dashboard, the page uses coloured lights, dials and needles in its displays. For example, green (100%), orange (80%) and red (60% or below) lights indicate current and future Operating Theatre capacity.

Now, with the test phase behind it, the Friendly Society Hospital has announced that it is delighted with their new system. "We feel we have one of the best management tools available," says Andrew Smith.

WorkChoices Recordkeeping Now Mandatory

CANBERRA: The recordkeeping provisions of the Australian Government's controversial WorkChoices industrial relations legislation became effective as of April.

When WorkChoices was legislated last year it gave Australian employers twelve months to prepare to keep specific employee records.

Under the WorkChoices recordkeeping requirements, which are now law, employers must keep legible and readily available records for each individual employee which must be produced for inspection by WorkChoice inspectors.

Each record must include employee name, employment status, sate employment commenced, superannuation payment details, and hours worked.

Visit www.workchoices.com.au

Interwoven Survey Finds Emails Exploding in Australia



Chris Lynch,
Interwoven's
Managing
Director for
Australia
and New
Zealand

SYDNEY: A survey released by ECM vendor Interwoven last month found that RIMs in Australia are facing an explosion of email volumes, with emails accounting for 75% of documents handled in 20% of cases.

The survey, conducted at industry seminars conducted by Interwoven in Sydney, Melbourne and Brisbane in March, found that in addition to 20% of respondents saying that 75% of the documents they were now handling were emails, three quarters of respondents said that emails accounted for at least half the documents that were now held in their organisational systems.

The primary current work focus of the survey's respondents was evenly split over email management, document sharing, compliance and centralisation.

After almost half the respondents expressed a need for 'containers' to centralise their unstructured data, Chris Lynch, Interwoven's Managing Director for Australia and New Zealand, commented, "Centralised containers have traditionally been the domain of the legal sector, where they are recognised as a key enabler for matter-centric collaboration."

Elaborating on the application of the containers concept beyond the legal sector, in an Interwoven media release at the time the survey results were made public, Lynch said, "The processes required to manage all correspondence in a legal matter are not dissimilar to those needed to manage correspondence related to a specific project."

Metrowater Takes Plunge into EDRMS With Avand

AUCKLAND: Metrowater, Auckland City's water and wastewater utility company, has announced that it has chosen Avand's DataWorks solution for its first venture into document management.

Metrowater's 130 Auckland staff will use the Dataworks EDMS product from Australian ECM developer Avand, which has its head office in Brisbane and branches in Sydney, Melbourne, Perth and Wellington.

Metrowater has employed a dedicated change manager to oversee communication and training and ensure the EDRMS is adopted and used to its full capacity.

"As an organisation which has never had a corporate-wide filing structure," says Metrowater's Information and Resource Manager, Stephen Merrick, in a DataWorks media release, "this element of the project is vital to its success."

Metrowater will incorporate existing electronic files into the system and add scanned hard copy documents as and when they are used. Over time, DataWorks will be integrated with Metrowater's billing, customer and asset management systems, and potentially also with its Geographic Information System (GIS).

From the outset, Dataworks will be linked with Metrowater's email program. "This integration ability DataWorks has with email is a huge advantage because so much business these days is transacted through this method of communication," says Stephen Merrick.

DataWorks has been deployed by 160 organisations across Australia and New Zealand, covering the utilities, local government, education, transport, health and corporate sectors.

Taupo Taps into Objective Solution

LAKE TAUPU: Taupo District Council, covering the Lake Taupo District in the centre of the North Island of New Zealand, has opted for an Objective enterprise content management solution to enhance its information management processes.

The council first undertook an Information Management Strategy project that outlined a framework for the improved collection, management and use of reliable and accurate information.

That Strategy resulted in the choice of the Objective solution to replace several existing systems and create a single information store that will eliminate multiple information silos.

"Delivering the right information, to the right person, at the right time is critical to the function of local government," said Susan Souren, IT Manager with Taupo District Council, in an Objective media release.

The Objective system will involve 280 seats across 11 Taupo District Council office locations.

NARA Footnote Deal Releases Millions of Digitised Historical Records, At A Price

WASHINGTON DC: Archivist of the United States Professor Allen Weinstein has announced that 4.5 million pages of historic records held by the National Archives and Records Administration (NARA) are now available via the subscription-based website Footnote.

Footnote, which was founded in 1997, provides its paying subscribers with searchable original documents online.

The non-exclusive NARA deal with Footnote means that the millions of NARA pages digitised by Footnote can be immediately accessed on the Footnote website for a fee.

But the icing on the cake for NARA is that all the records involved will be available on-screen at all NARA research rooms at no charge,

and, after 5 years, they will all be available free of charge on the NARA website.

While the arrangement makes money for Footnote, it is saving NARA a small fortune in digitizing costs - for material that it will soon have on its website anyway.

NARA said, in a media release, that the documents involved in the deal include papers of the Continental Congress of 1774-89, Matthew Brady's celebrated collection of 6,000 photographs taken during the US Civil War, and FBI case files covering the years 1908-1922.

The 4.5 million pages digitised to date under the agreement can be accessed at www.footnote.com/nara.

Rockley and CMS Watch Join Forces to Review Content Component Management

SCHOMBERG, Ontario: Canadian company the Rockley Group and US analyst firm CMS Watch have announced that they will jointly publish a regular Content Component Report.

Rockley Group develops ECM strategies and underlying information architecture, while CMS Watch is well known as a publisher of reports on a range of enterprise content management solutions and web content component management solutions, enterprise search, and portal technologies.

The new joint Rockley Group/CMS Watch content management reports will review the growing content component management software field to help enterprises sort through the complexities of choosing the right tool for managing discrete components of multi-channel content.

Significant vendors in the field include Interwoven, Documentum, Astoria, AuthorIT, DocZone, PTC, SiberLogic, Trisoft, Xhive, XyEnterprise, Percussion, and Tridion,

The report will also evaluate major structured authoring tools including Microsoft Word, Adobe FrameMaker, JustSystems XmetaL, PTC Arbortext Editor, and In.Vision's Xpress Author.

Vatican Records Targeted in Sexual Abuse Lawsuit

LOUISVILLE, Kentucky: A ruling by a US District Court Judge in a sexual abuse case has opened the way for the three plaintiffs to pursue the Vatican for church records.

The ruling by Judge John G Heyburn permits the three men who claim they were the subjects of childhood sexual abuse by Catholic priests in Kentucky to pursue the Vatican for damages.

The plaintiffs' lawyer, William McMurry, told Associated Press that the ruling makes it possible to seek church records from the Vatican in Rome in support of their case.

The Holy See had previously been considered protected from the jurisdiction of US courts as a result of the Foreign Sovereign Immunity Act. That is because the Vatican is viewed a separate, sovereign country, status which it was granted by Italy's Fascist dictator Benito Mussolini in the 1930's. But this new ruling challenges that status.

TNA Launches Online Slavery Exhibition

LONDON: The National Archives of the UK in March launched an online exhibition to coincide with the 200th anniversary of Britain's abolition of the slave trade.

The exhibition draws together a range of historical documents and information describing Britain's involvement in slavery and the slave trade. The records include slave registers, naval and diplomatic records, and company records going back more than two centuries.

The Abolition of the Slave Trade Act was passed on March 25, 1807. This made British involvement in slave trading illegal, but the holding of existing slaves in bondage was still permitted. It was not until 1833 that the Emancipation Act entirely outlawed slavery in Britain and her colonies.

For more information, visit www.nationalarchives.gov.uk

Crime Does Pay at Criminal Records Bureau

LONDON: The Criminal Records Bureau (CRB), founded in 2002 to provide public access to criminal record information through its Disclosure service, has frozen the level of the fees it charges for records access now that it has achieved self-funding status.

The CRB was established as a result of the Police Act 1997 with the aim of enabling organisations in the public, private and voluntary sectors to make safer recruitment decisions by identifying candidates who may be unsuitable for certain jobs, especially that involving children or vulnerable adults.

In 2006, the CRB provided more its 11 millionth 'disclosure'. In 2005-2006 the Bureau issued 2.9 millions disclosures, well up on its first year of operation, when 1.5 million disclosures were issued. Currently, more than 250,000 disclosure requests are met every month.

The CRB charges approximately AU\$70 per standard check. The Bureau's fees and increased demand have enabled the CRB to pay its own way for the first time.

Home Office Minister Joan Ryan said, in a media release published on the CRB website, "It has always been the aim of the CRB to become self-funding and I am delighted that it has been able to do this at the same time as handling increased demand and achieving record levels of customer satisfaction."

The fee level freeze comes at a time when the CRB is improving its efficiency with the introduction of an online disclosure application tracking tool, by streamlining internal procedures, and by gaining access to improved information sources including the British Transport Police, which had increased the amount of information that can now be provided to customers by the Bureau.

For more information, visit: www.crb.gov.uk.

Faxes and Emails Released to Public in Top White House-Related Legal Cases

WASHINGTON DC: Faxes presented in court in the ‘Scooter’ Libby case and emails released by the US Justice Department implicating White House official Karl Rove in the continuing controversy over the dismissal of Federal prosecutors have been made public, indicating that many Bush Administration officials seem to have been blithely unaware that their communications go on the public record and can potentially come back to haunt and incriminate them and others.

Lewis ‘Scooter’ Libby, former Chief of Staff to US Vice President Dick Cheney, was convicted in March on several counts relating to lying during the CIA Leak Investigation that had been seeking to discover who had leaked the identity of a glamorous CIA agent.

In the last phase of the trial, prosecutors released a number of faxes which, they said, supported their contention that Libby had lied about when and from whom he had learned the identity of agent Valerie Plame. (One of those faxes is reproduced here).

Documentary evidence and witness testimony pointed to Libby learning about Plame from Vice President Cheney, not from an NBC anchorman as Libby claimed.

Meanwhile, copies of Justice Department emails from and to aides to the more recently embattled US Attorney General Alberto Gonzales going back two years indicate that

senior White House adviser Karl Rove played a role in the sacking of eight US Attorneys by Gonzales.

In March, the emails became evidence presented as part of a Congressional investigation into whether the sacking of the US Attorneys had been politically motivated.

RMS Launches New-Look RM Journal

LONDON: The Records Management Society of Great Britain has launched its bimonthly journal, the *Bulletin* as a glossy full-colour publication.

Adopting many aspects of *IQ*’s format, the RMAA’s sister (or brother if you prefer) society in the UK has been on a drive for new members over the past year, and the new-look journal reflects one of the Society’s mottos – ‘passionate about improvement.’

RMS Chair, Dr. Paul Duller, told *IQ* that his Society is bursting with pride over its new look 48-page journal, which began life 24 years ago as a simple news sheet.

Over the past three years the RMAA and RMS journals have developed a close working relationship, with articles first published in one frequently being republished in the other, enabling practitioners in both Australasia and the UK to share knowledge and experience.

For more information about the new-look RMS journal, visit www.rms-gb.org.uk.

Justice Report Condemns FBI for Using Subpoena Power to Obtain Records

WASHINGTON DC: The US Justice Department’s Inspector General has written a scathing report in which he has criticised the way the Federal Bureau of Investigation has used a recently legislated subpoena power to access thousands of telephone,

business and financial records without prior judicial approval.

The New York Times reported in March that the FBI has been found to have issued more than 20,000 ‘national security letters’ a year to obtain the records.

National security letters are a form of administrative subpoena created by the USA Patriot Act since September 11, 2001. They do not require a judge’s prior approval, unlike the normal form of judicial warrant.


The Times said that the Inspector General’s report concluded that the FBI document acquisition programme lacked effective management, monitoring and reporting procedures. He added that where the Bureau did have rules applying to the use of the national security letters, as inadequate as those rules are, it frequently did not even follow them.

Sharp Warns That Photocopiers Can Potentially Threaten Document Security

SAN JOSE, California: Electronic device manufacturer the Sharp Document Solutions Company of America has issued a warning that the data storage capabilities of the latest generation of photocopiers can potentially be used by identity thieves, spies, or blackmailers.

MSNBC reported in March that the warning, which applies to all photocopiers by all makers manufactured over the past 5 years, relates to machines which incorporate disk drives – and that’s most of them.

Some manufacturers have begun to add security features to prevent the misuse of their copiers, but the majority of machines are vulnerable if the copier’s disk isn’t protected with either encryption or an overwrite mechanism.

Potentially, unscrupulous people with the technical know-how can get into a copier’s disk drive and retrieve data on everything that has been copied on that machine. This means that any documents containing financial records and secret and sensitive government, corporate, and personal information that have been through vulnerable machines can be obtained by the thieves. 

The View from the Top of Iron Mountain

In 2006, US RIM industry giant Iron Mountain entered the Australia/New Zealand market by buying the Pickfords operation. Here, Iron Mountain CEO for A/NZ, IAN HOLLOW, tells *IQ* where the company's been and where it's heading, particularly in light of the challenges facing digital storage and data protection identified elsewhere in this issue.



IQ: Ian, Iron Mountain acquired the operations of Pickfords in Australia and New Zealand. Pickfords was an old English company that started out in the wagon haulage business in the 17th century. What is Iron Mountain's heritage?

IH: Iron Mountain Atomic Storage, Inc. began in 1951 when Herman Knaust opened a sales office in the Empire State Building and put the first vaults inside his former iron ore mine in New York State.

In the aftermath of WWII, Knaust had personally assisted in the resettlement effort for displaced Europeans. He was impressed by the number who'd lost all of their personal records, and recognized the need to protect identity and information from the havoc of disasters. Adding to this was world concern about atomic security as cold war tensions grew.

IQ: Who was the company's first customer?

IH: Iron Mountain's first customer was the East River Savings Bank. They sent microfilms of their deposit records and duplicate signature cards to Iron Mountain in armored cars.

Other New York-based companies followed as Iron Mountain became the premier vital records protection company, opening a second underground facility in a depleted limestone mine closer to

IQ: Iron Mountain was one of the first national RM service providers in the US, wasn't it?

IH: That's right. In 1988, the company acquired Bell & Howell Records Management, adding 12 major US markets, and thus becoming the first national service provider in USA. From there the Company grew to exceed \$100 million of annual revenues in 1995.

IQ: And by going public it gained the funds for its large number of company acquisitions around the world?

IH: Yes, in 2006 Iron Mountain celebrated its 10 year anniversary as a New York Stock Exchange listed public company. Through the acquisition of more than 150 companies in 166 markets worldwide, Iron Mountain has grown revenue, geographic footprint and an expanding portfolio of services to become an industry leader in all service lines.

Today, with US\$2.1 billion in revenues and the broadest service platform serving the most global markets, we consider Iron Mountain the world's trusted partner for information protection and storage services.

IQ: Did Iron Mountain have presence in Australia and New

Too often the old silos remain: records management from Mars, IT from Venus

New York City.

Clients who trusted the Company with vital records soon wanted Iron Mountain to store their high volume routine records as well. In 1978 the Company opened its first aboveground records storage facility to store and service paper records.

IQ: When did Iron Mountain move into the area of computer data backup?

IH: By 1980 it had opened a site in New England to service the emerging need to protect backup computer data and in 1983 it purchased the New England Storage Warehouse in Boston, providing a strong entry into medical and legal records management.

Iron Mountain had thus accumulated the core product lines that are the foundation of the current company. It offered paper records storage and management services, including major operations in the financial, medical and legal vertical markets, off-site data protection services, and vital records protection services.

IQ: Zealand prior to acquiring Pickfords?

IH: No. Iron Mountain chose Pickfords Australia & New Zealand as a first step for expansion into Asia Pacific markets. That program continues with further Asian businesses now joining the Iron Mountain family.

We have built out our regional capabilities with a new HQ in Melbourne. Our recent acquisitions in India, and other Asia Pacific countries to come, can now draw on finance, IT, marketing and HR support from our shared services teams.

Pickfords was a leading provider with the best strategic coverage in Australia and New Zealand. Iron Mountain's worldwide growth and leadership also seeks out best-of-breed teams to add to the Iron Mountain family. On both these criteria Pickfords was a great opportunity.

With a strong presence in North and South America and Europe, Iron Mountain's entry into Asia Pacific can now meet its covenants with an important group of customers, some of the world's largest organisations.

THE VIEW FROM THE TOP OF IRON MOUNTAIN: Continued from page 17

IQ: Iron Mountain now has offices in all Australian capital cities and four New Zealand cities. Did the Pickfords acquisition involve the employment of more staff?

IH: Yes, we have expanded our field staff to enhance our industry-leading imaging services; grow our premium off-site data protection services and expand secure destruction availability in both countries.

IQ: So, what fields is the company focusing on in Australasia?

IH: In Australia and New Zealand our range of records and information management services currently include secure offsite archive storage, active file management, temperature and humidity controlled Vault Storage, including accreditation to store security classified documents, data protection media storage, RM consulting, secure destruction of both paper and digital media, document Imaging & data capture, microfilming, including digital to microfilm conversion), digital archiving, records sentencing and appraisal, and office services outsourcing.

IQ: That's a very broad range of services.

IH: The broadest range of products and services in the industry. It's an embarrassment of riches! We're providing the Australian and New Zealand businesses with unprecedented support and assistance in the areas of records management, data back-up and recovery, and Information protection and preservation.

IQ: And does this involve significant investment in new technology and facilities?

IH: Oh, yes. In this first 12 months we have invested at twice the rate of that during the previous 24 with Pickfords.

IQ: Are you finding customer demand changing in particular areas?

IH: The motivation for managing records may have shifted and risks may have expanded, but the core problems its customers seek to solve today have not changed.

However, the technologies used to create and manage information have proliferated. Iron Mountain is a leader in developing new solutions to meet its customers' changing needs, and expects to manage the current media forms - paper, film, magnetic, etc - for many years to come.

In addition, the company offers new solutions to take advantage of emerging digital technologies, which create a whole new set of challenges for customers and opportunities for us.

IQ: How are you and your staff finding working with new overseas masters?

IH: Iron Mountain has one industry in its DNA. Like no other provider on this planet, Iron Mountain has a pure pedigree - 50 years of focus on protecting and storing information, nothing else. My people now have a massive community of peers worldwide with which they share and learn from experiences.

IQ: What product areas do you plan to extend into here?

IH: We will ultimately provide the full international range of digital services in addition to traditional paper records management. As part of this process, in July 2006 we acquired Digiguard.net, a leading provider of web based media management and electronic vaulting in Australia and New Zealand.

A full compliment of Iron Mountain's worldwide services will be provided wherever the market demand requires. Already announced is a general broadening of our offering in this region. And as always, we will work with our clients and the overall market to continue to innovate with leading solutions

IQ: Are there trends emerging in what clients expect from records storage?

IH: Today's client is seldom interested in mere records storage. The basics such as consistency, access-speed, and of course cost still continue to be important. But with the events such a 9/11 and Hurricane Katrina in the US and major corporate collapses there and here, the focus is more strategic. Back up security, information lifecycle controls, business continuity and board accountability are now mandatory considerations.

Higher governance standards are a worldwide phenomenon. Following Iworld-changing legislation such as Sarbanes-Oxley, Basel II, etc, our clients' requirements are now more focused on governance factors such as risk management and legal considerations.

IQ: So, how does Iron Mountain involve itself in risk management of client data?

IH: We work with clients to manage the chain of custody for the total lifecycle of the document. Across all media types; from creation to programmed destruction, and everything in between, we provide a range of solutions.

State of the art tools enforce strict records management principles. For example, our Web management system for paper and image filing forces clients to capture and classify records upon creation, thus providing a whole of life audit trail; supporting effective search and retrieve mechanisms, and, ultimately, a full decision-support dataset for records managers to make informed destruction decisions.

Likewise in the data protection service offering, a secure, accessible and Web based management of all back up media is provided directly to the client's desktop.

IQ: Are client demands in Australia and New Zealand different from those in the other markets where Iron Mountain operates?

IH: Yes there are always regional contrasts. At present this region has some world-leading examples of best practice in technical information management. But at the same time it's lagging considerably in some areas of basic information governance.

Iron Mountain has a window to diverse experiences and environments worldwide. The legal and cultural settings in the South Pacific and, say, South America, see us establishing different service models to match.

Even between Australia and New Zealand, despite our common heritage, two separate legislatures provide us with some interesting differences in the technical demands of the local market. This effect is most evident when we provide intimate service solutions for major clients in say the government or finance sector.

Ultimately though, our major world clients seek our assistance to normalize unnecessary differences and provide consistent control where it matters.

Enduring differences in core legal or cultural systems are not cause enough for fundamental differences in records management outcomes. We can match specific regional demands wherever they are presented, but equally we work to constantly capture best practice wherever we find it and then share it with the world's records management community.

***IQ:* A British report in this issue of *IQ* talks about the big gap between desired and actual results when it comes to digital preservation. What are the biggest challenges facing your company in the areas of digital archiving and data protection?**

IH: Iron Mountain provides digital storage and data protection for many situations. The storage environments are secured and meet specific environmental needs for the various types of information media being retained. For example, a local vaulting service for back up media, a major film and sound archive, or a server farm for one of the world's largest email archives.

Transportation to and from these facilities, increasingly performed via electronic transmission, is protected against potential threats.

Most of the preservation challenges of the digital world have their historical parallels. Ultimately all long term information retention relies

on a robust medium; secure, conducive and organised storage; and a readable language for future users.

Although preserved on the stone walls inside pyramids, hieroglyphics were indecipherable until the key to a lost language – the Rosetta stone – was found. The digital age has somewhat accelerated this redundancy risk!

***IQ:* Are clients making specific demands regarding backup protocols and data encryption?**

IH: Currently we are finding that selection of media and data transfer protocols are important client choices. In particular we encourage the use of industry standards for backup protocols and data encryption.

Long term preservation requires the ability to access the data without the risk of being locked out by use of specialised methods. Likewise the media selected should be common place in order to ensure ease of transition once the end of life is reached on that particular type.

Media in storage must be constantly reviewed to ensure that it has not reached end of life or likely to suffer from redundancy of the technology employed. Our media management systems provide assistance to clients in avoiding these risks.

***IQ:* What are the biggest mistakes organisations make when thinking about digital archiving and data protection?**

IH: When an organisation is thinking and professionally planning in this area, there's ample advice and reference material available. But implementation and ongoing execution risks are everywhere.

We see many opportunities for small mistakes to bring big consequences. Significant data loss can occur from a simple failure to regularly plan and commit resources to manage encryption, schedule rotations and upgrade past archives to more modern media.

The world is under constant pressure for new systems and applications, so it's quite difficult for IT managers to maintain funding and focus on long term housekeeping disciplines that protect data in current formats and ensure a path for evergreen transcription of redundant formats.



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THE VIEW FROM THE TOP OF IRON MOUNTAIN: Continued from page 19

***IQ:* In the US, 9/11 showed that companies in and around the World Trade Centre in New York City that backed up their records offsite survived the disaster while those that didn't lost billions of dollars. An article in the last *IQ* showed that most Australian professional associations have no policy on offsite backup. In your experience are most Australian companies and government agencies equally as slow to latch onto the need for offsite backup?**

IH: In my experience, most government bodies and medium to large companies are aware of the need for offsite storage. But sometimes mere awareness doesn't translate into commitment and execution.

Certain businesses with a low focus on data, or where there are thin margins, may be inclined to take greater risks. Generally today, if an organisation has professional IT or risk management staff, then these issues are usually well heard and ultimately addressed to a basic level at least.

***IQ:* Do you think it take a major disaster or a 9/11 in Australia/New Zealand before data protection and restoration preparedness ramps up?**

IH: I believe that Australia has seen strong increases in awareness of disaster management in the past few years. That said, awareness hasn't translated as readily to good execution.

Government and major corporations show high awareness. The message is also reaching medium sized business where a good number seem to have applied some thought and effort towards a recovery plan. A significant driving force has been US corporations and customers and suppliers to US corporations.

It seems that the sudden growth in threats, and the explosive growth in the amount of information at risk, has not been matched by a commensurate execution effort in our region. In too many situations, funding is directed towards more pressing concerns and a lack of action remains. Inconsistent governance and shallow technical responses are concerning.

***IQ:* What has surprised you most about the industry over the past five years?**

IH: I have been surprised at the lack of comprehensive information management strategies, led from the boardroom. The corporate memory is exploding and the human memory isn't.

Five years ago I looked forward to a consistent drive for answers to this information management dilemma. We all faced burgeoning complexity and volume.

The sheer amount of information; the diversity of systems and media in which it exists; the legal demands under which it must be managed; and the lack of top down disciplines towards accountable control. It's a governance challenge which must still be faced.

Today there are still many unresolved conflicts - between accessibility and privacy; cost control and risk control; business

processing and litigation support; discipline and speed; and so on.

Nowadays, our legal system assumes and requires that we have instantaneous control over all information - organisation wide; always both secure and accessible; and media-agnostic.

But, too often the old silos remain - records management from Mars, IT from Venus. Working examples of full life cycle records and information management practice? Perhaps we'll be pleasantly surprised in 5 years time.

***IQ:* What is the biggest change in terms of records management and storage that you expect in the next five years?**


IH: Affordable broadband communications in this region will be a big change to our industry. It will enable further growth in our existing services such as image based document storage, retrieval and transmission.

It will cause yet another explosion in corporate mass storage and retention challenges. For example, emails with attached videos will be commonplace essentials rather than annoying breaches of size rules.

Our secure online backup services will also become far more universal and cost effective in the region.

***IQ:* What does the future hold for Ian Hollow?**

IH: I've been most fortunate to spend past 26 years playing my part in founding and shaping the Australian records and information management services industry.

Today, supported by the vast resources of the worlds' leader Iron Mountain, I envisage contributing a great deal more to the development of leading records and information management services in Australia and New Zealand. 

26 Years in RM, and Still Loving It

Ian Hollow began his RIM career in 1981 with Brambles in Melbourne, leading its emergent records management business—now known as Recall. After a decade building the Brambles Australian team he joined Tower Technology, an Australian innovator of high-end document imaging, workflow and content management systems.

In 1992 he was appointed to lead Pickfords Records Management business in the region, spending the next 14 years growing the business in Australasia - years, he says, marked with challenges, innovation and learning.

Ian continued as the head of the business when it was acquired by Iron Mountain last year.

RIM WORLD OBSERVATIONS

by Kenneth Tombs

OFF the RECORD



Today Queensland, Tomorrow the World (of Text)

Thankfully, my ability to test – OK, play with – many and varied technologies, has led me to explore the next generation of RIM tools. These applications will go beyond file/folder handling, with key words that work if you're lucky, to interpreting what was written without necessarily reading anything first. Maybe even knowing what a person's state of mind was, when they wrote something!

But what of the biggest challenge of all? Document overload is a real and serious problem recognised by many, even High Court judges in England, (Sir Hugh Laddie QC, Society for Computers & Law annual lecture; Podcast available).

The reality exists where the odd court case will use material from a whole industry, say 100 million pages or so. We can't physically make sense of that lot, so you might argue, "What's the point of having it all?" Perhaps Sir Hugh has good points to make.

Coupled with overload is another digital age issue, miss-reporting of legal decisions. In the old days when court reporters compiled their circulars, they weeded out the nonsense, and the judges' little jokes! Today, everything is reported verbatim, and worse, is used by some professionals to claim their client's case is black, when in fact it's white!

This is at best confusing, and at worst commercially debilitating, when a company forms policy around unsubstantiated statements reportedly made by judges. We have given up documentary quality for quantity in most enterprises, and are beginning to suffer badly for it.

Clearly we now need help getting the MK-I neural network and eyeball around such voluminous content. And, oddly, Australia seems to be stepping up to the mark in this respect.

I say 'oddly' because to the outside world this continent comes across as being such an 'outdoors sort of place' that the subtleties of semantics, and linguistics would be lost to it. Not so, it seems.

In the last few years, mathematicians and psychologists in the USA, UK, and Australia have spawned tools that represent something of a breaking away from the classic technician development model, to where we imitate far more rigorously the inner workings of the human mind.

The starting point for this shift was in Australia around 1991 when a Dr John Galloway created an emergent tool called Netmap. Netmap makes visual the often-complex relationships within masses of data, to gain insight without further processing.

For his PhD, Galloway sat back and really came to grips with the ways that individuals behaved in groups, and how small individual variations could significantly change the overall behaviour of a group. He had stepped back from the pre-conceptions of the moment to form a view that today includes human and computer behaviour as well. At this point, enter the document!

Galloway showed that simple tools based on simple principles can

bring clarity to how we understand information. His challenge to the orthodoxy stuck, and Australians seem to have been continuing to push this ever since.

My current favourite remains Leximancer originated by Smith and MacLean at Queensland University – an outstanding example of thinking textual linguistics while working with technology, to no doubt shape analytical tools in the future document workspace.


Another good'n is TextPipe, produced by Datamystic in Victoria. TextPipe is a mega document editor specifically for doing the most laborious of tasks. For example, 'I need to rip out the text from 1 million PDF's for processing'. 'Certainly, sir, and what colour would you like the font?'

Then, adding in 'THE' records management standard, it feels like Oz has recently contributed more leading edge thinking to document working than probably any other country.

While working up this column for *IQ*, I talked to a contractor of mine in Oxford, and, you guessed it, he was working with an experimental Australian neural networking tool. Coincidence or what?

So why should a relatively small population seem disproportionately interested in hacking around with the mechanisms for working with documents? (Please note I'm keeping quiet about people murdering what's written inside those documents!)

Maybe, as English is the common language that divides us all – or is that American English? I'm never quite sure – possibly Aussies want to push their intellectual boundaries and claim more of that common linguistic territory.

Whatever the reason, personally I'm all for a bit of boundary pushing. It keeps us all on our toes, and keeps things moving globally. For now, all ships seem to be steaming Down Under! 

The Author

Kenneth Tombs is Managing Director of Legal Insight Limited, a Document Content Analysis company based in London. A decade ago, he helped envision the EROS digital preservation programme for the UK's National Archive, helped shape legal admissibility thinking in practical terms, and reviewed the UK Government's major projects OGCGateway™ programme.

He is the author of *Making Out With Decisions*: I used to be indecisive but now I'm far more sure! Ken lives in the South of England with his partner Christine, one horse, a dog, and according to the season, their three children.

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WELCOME TO MY NIGHTMARE!

Much paper has been consumed in the debate about when technology will deliver the entirely paperless office, if at all. Here, the author looks at the present day situation, then casts his eye thirteen years into the future to apply 2020 vision to the question.

By Geoff Smith, ARMA

A tree can produce about 80,500 sheets of paper. It requires about 786 million trees to produce the world's annual paper supply. Paper production provides 1,510 sheets of paper per inhabitant of the world on average.

Each inhabitant of North America consumes 11,916 sheets of paper annually (about 24 reams). Each inhabitant of the European Union consumes 7,280 sheets of paper annually (about 15 reams).

At least half of this paper is used in printers and copiers to produce office documents.

This final figure includes the printing or copying of draft copies, final versions and reference copies of documents. Much of this copying continues even where agencies use an EDRM system.

The increase in amount of office documents produced between 1999 and 2002 is about 43%. It is about 100 times the size of the printed collection of the Library of Congress (if stored electronically)

The amount of new, original information stored on paper increased by 36% between 1999 and 2002. This is the most recent information released by the most authoritative source on this issue, the

School of Information Management Studies at the University of California at Berkeley.

Considering the world population of 6.3 billion almost 800 MB of recorded information is produced per person per year - the equivalent of about 30 feet of books. The quantity of new, original information doubles about every 15 months.

Do we have a paperless society?

'The amount of information printed on paper is still increasing, but the vast majority of original information on paper is produced

by individuals in office documents and postal mail, not in formally published titles such as books, newspapers and journals.' (SIMS Study University of California, Berkeley, 2003).

Some more recent statistics: In 2006, 60 trillion pages were printed worldwide. 95% or 57 trillion pages were at risk of succumbing to the paperless promise of e-commerce. 5% or 3 trillion pages were not at risk of being printed by distributed printers. (Paul Curlander – chairman and CEO of Lexmark.)

The 95% relates to pages generally printed centrally and shipped out; eg, bank statements. The remaining 5% are typically received electronically but printed locally for the person's own records.

The role of paper is changing. Formerly, paper was used to transport and store information. Now paper is used for personal productivity and collaboration between an enterprise and its customers.

It is interesting that the use of paper is considered the means by which we can improve personal productivity and collaboration rather than relying on electronic formats.

And what about email? In 2002 about 31 billion emails were sent daily and this was expected to double by 2006,

(International Data Corporation). In May 2004 SPAM first came to account for over 50% of all email. In the 3 months to 30 June 2006, Message Labs found that 60.4% of all email was spam – in the education sector it was 86.3%, in banking sector only 35%.

Then consider the security issues with email: according to Ciphertrust, 172,000 new zombie computers are detected each day. A zombie computer is a computer able to be controlled remotely to mass issue emails – the user would be unaware of the status of the computer as a zombie.

Summary of the Issues Facing us

- There is more information/ records to manage.
- Information/records will be in paper and electronic format.
- There are major control issues with information/ records in paper and electronic formats.

The Paperless Office of 2020

WELCOME TO MY NIGHTMARE! *The Paperless Office of 2020:*

Continued from page 23

Access and Control

A major issue with controlling formats is identifying all versions of the information/records existing in the electronic world. For example who has copies, either electronic or paper?

Where does the system store copies and how many copies are stored? Are the access and disposal controls the same for all copies? Remember, all of the copies are discoverable.

How easy is it to steal information now? In a recent case, Jeremy Tothfield of ACIL Tasman was found guilty of 18 counts of cybercrime over 6 months where he hacked into the system of his former employer on 810 occasions and downloaded 545 confidential documents. He received a suspended sentence.

According to Geoff Noble, finance and banking specialist for computer security vendor RSA, "an alarming number of former employees still have the ability to access core corporate computer systems, such as email, up to 11 years after they have resigned."

And don't get me started on identity theft and how this can be done with electronic systems.

What Will Happen?

I should also say that if you find it difficult coping with records now think of the implications of SMS, instant messaging and, in due course, people communicating and networking with others in virtual communities.

The Office of 2020, or Welcome to my Nightmare!

What can we expect in 2020? Here's what I think.

The plug and play office. People will not have a physical place to sit in an office, people will sit wherever there is a space. Some businesses now with sales staff already have fewer places in their office than they have staff. Get used to it.

The concept of going to work. More people will work remotely. The development of wireless tools and the benefits to employers by way of savings in leasing smaller offices and paying less for facilities and utilities will help management seize on this.

Collaboration. Even with people working remotely there will be more collaboration and this will be across cities, states and countries.

Working more hours. Despite thoughts to the contrary, it is expected people will work more not less hours. A study of executives published by the Australian Institute of Management in 2006 found only 9% of executives felt staff would work less in the

The paperless office, even if it comes, does not solve problems for records managers or businesses but throws up new problems and challenges

The Record System Choice

Modern records classification is primarily about filing documents and has led us from the circumstances I faced when I first started in records in the Central Registry of Sydney University last century where you had a small number of large files to the situation we often have now: a large number of small files.

The information therein is still largely inaccessible despite using records management processes relying on technologies like content management to provide access. The issue to me - is it filing or finding or can we have both?

It is my view it is not enough to know where to stick it: we need to look at maximising the value of our information assets.

For those relying on industry scandal to push for better records management, you may have read that with the last of the Enron cases being settled, business is now lobbying the US Government to wind back corporate regulation. So Sarbanes-Oxley may well be watered down, certainly with the Democrats gaining power in the US Congress.

On a side but equally important issue: "Businesses can't secure that they don't manage, and when it comes to securing information that means simply two things - managing the data and managing access to the data" (Joe Tucci, EMC).

And you can't do any of that if you don't know the data it is you seeking to manage and secure.

future. The same survey found that 86% of employees will need to stay connected on vacation.

The rise of Emotional Intelligence. - if you have not read up on this do so ASAP. (See the August 2004 issue of IQ, 'EQ Versus IQ'.)

Key skills. A.C.T.I.O.N. - I'll explain that shortly.

Top Technology Tools to Come

Self-healing software. Software that will diagnose and repair problems even before the user is aware.

Miniature wireless communication tools. Imagine one device that acts as a PC, phone, fax, scanner, electronic organiser and camera and it will fit in your shirt pocket.

Interactive office spaces. Consider offices that are embedded with sensors that monitor and maintain environments such as lighting, humidity and temperature. I have already been in offices where the lights are controlled by motion detectors (not a good idea by the way). But consider a chair that detects where there has been little movement in your back and then gives your back a massage.

The new breed of management will be what will be known as administrative entrepreneurs and they will have:

An entrepreneurial approach. Interpersonal skills to anticipate needs, respond to contact and provide the human touch that computers lack. Psychologists already identify the need for what are known as 'human moments.'

New skills sets and responsibilities. Negotiation, delegation, budgeting and supervision. Also skills in library science for identifying and storing text, desktop publishing and creation of newsletters and presentations.

They will need knowledge of security and integrity with electronically transmitted information. Interestingly, this is not seen as the role of a records management professional but an administrative one.

Specialised roles. Managerial aspects for day to day business operations.

Demonstrated experience. Concurrent evidence of skills and abilities such as technical or industry experience.

The Types of Administrative Roles in 2020?

Resource Coordinator. Even in a virtual office there is a need for people who can bring people together for a project.

Workflow Controller. Someone has to provide support and resources to ensure work is being done.

Knowledge Manager. Someone has to be a repository for information, history and best practice including locating documents and data needed to do a job. Again, interestingly, this is not seen as a records management job and is not restricted to records or recorded information.

Telecommuting Liaison – someone has to connect remote workers with management and with each other.

Virtual Meetings Organiser.

A.C.T.I.O.N. Skills Required in 2020

A Analysis – possessing 3C thinking - being Critical, Creative and Connective.

C Collaboration – establishing rapport, facilitating people on and off site, managing relationships by work types and personality traits.

T Technical aptitude – determining the most effective tools for a variety of tasks, willing to be an early adapter of new devices, researching technology solutions and training teams

I Intuition – proactively identifying the best ways of doing a job and meeting the needs and styles of colleagues.

O Ongoing education – seeking information sources, multiple modes of learning and expanding knowledge base.

N Negotiation – using tact, diplomacy and empathy. The outcome being to develop productive discussions with vendors and employees to deliver positive outcomes.

There is a quiz available to see how you rate on all the above at: www.officeofthefuture.com

Conclusions

I consider it impossible to consider the future of the paperless office without considering the future of the records management profession and I think we are in a critical period for our profession. Essentially our focus on issues like accountability and governance are very short-term and these will wax and wane over time.

From a business point of view for us to continue we will need to adapt but, more importantly, look at delivering services that add value

to a business. If we fail to do this other professions will take over what is essentially our business and we will be relegated to obscurity.

The paperless office, even if it comes, does not solve problems for records managers or businesses but throws up new problems and challenges for us.


What of the future of our profession? It has struck me as an oddity that, since taking up the notion of the records continuum, records managers and archivists still persist as separate professions.

Unlike many, I do not see the future of either lying in amalgamation but rather in a profession developing of recordkeeping professionals drawing from both.

And Finally...

Over the next few years, as the records management standard is implemented, the amount of work for records managers in records management should decrease.

I say this as people in agencies/companies learn to use the systems developed, errors reduce and so on, and the systems operate properly, the work of records managers should reduce to monitoring compliance, refresher training and maintaining their various tools like classification schema and disposal authorities.

This opens a tremendous opportunity to records managers to learn and exercise a range of skills that to date they have not had the time to do. It is an exciting opportunity for us which we need to grab with both hands. 

The Author

Geoff Smith, ARMA, is a past President of the NSW Branch of the RMAA and a former Federal Director of the Association. He has a keen interest in technology and its affects on records and records management - his monthly Technology Issues Report is available via the NSW page of the RMAA website.



This article is an updated version of a presentation by the author to the 2006 RMAA International Convention in Cairns. Circumstances prevented the production of the paper in the Convention Proceedings. The PowerPoint presentation appeared on the CD provided to attendees. The sources quoted here have not changed since the Convention; however, several new examples have been added.

The views in this article are the author's own and do not represent those of any present or past employer or of the RMAA.

Geoff would like to place on record his thanks to Janet Knight for her advice and help in putting together both this article and his previous article in *IQ*, 'Taking Our RM Knowledge to Asia', (November, 2006 issue.)

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The Write Stuff!

Digital Pens and Records Management

By Andrew Moore

Paper is not dead. Face it, despite the digital revolution, we will be working with paper into the foreseeable future. And paper has its plusses. The Digital Pen is a new technology that combines the flexibility of paper with the information processing capability of computers.

I spend my days persuading the world of the benefits of capturing information electronically. However, if pressed, I would have to admit that good old paper still has a lot going for it. It's cheap to manufacture (and recycle), readily portable, robust and doesn't need its batteries recharging every few hours!

There's no doubt that computers have revolutionised the workplace and it is difficult to imagine any organisation surviving long without them - but there are drawbacks: keyboard skills are required, they don't survive well in hostile environments such as my kid's bedrooms and for all the price drops of recent years, they still cost a packet when you leave a laptop in the back of a taxi.

There is a new technology on the market though that bridges these two worlds - giving you the flexibility of paper with the information processing capability of computers. It is called a digital pen and we are sure to be seeing a lot of these devices over the next few years.

This article will look at some of the innovative ways in which people are using digital pens and from a records management perspective, the impact they will have on today's document and records management systems.

What is a Digital Pen?

The core technology behind the digital pens on the market today was developed by a company called Anoto (<www.anoto.com>).

A digital pen consists of a small camera embedded in the nib of a normal pen that records your movements when you write; memory to store these movements and a battery to make everything work. OK, I'm dramatically over-simplifying what is a very clever piece of kit - but that's the essence of it.

The pen understands your jottings because you use special paper. This is the really clever bit. Each page has printed on it a microscopic



The Nokia digital pen

pattern of dots that look just like a faint shade of grey to the naked eye. The pattern tells the pen where it is on the page and even what sort of paper this is and the page number in a notepad.

You can either buy pre-printed paper such as notepads, diaries, post-it notes etc or get special paper printed - for instance, forms used in your organisation for a specific purpose.

After your wise words are committed to paper, then the data from the pen is transferred to a computer (either directly or via your mobile phone). Here's where things really start to get fun.

The system can turn your handwriting into text for, say, Microsoft Word. It does a remarkably good job and can be improved even further if you spend half an hour or so training the software to recognise your particular brand of scrawl.

Diagrams can be turned into drawings. There is even a system called "Smart Tags" that lets you, say, compose an email in writing and have the system send it for you automatically.

Costs for the system are quite reasonable with pens costing about £130, (AU\$320). OK, that would buy quite a few biros, I'll grant you, but the benefits could be enormous, as we shall see.

social workers could really see the benefits of digital pen technology. Of course, it's vital that good records are kept of their dealings and so strong links to an EDRMS which can maintain copies of both the electronic (converted) and original (handwritten) versions is vital.

Police

I've worked with many police forces over the years. One thing they all have in common is the need to minimise the impact of paperwork on the job whilst maintaining the level of data capture needed to ensure justice and effective operation of an increasingly information-driven organisation.

It's been estimated that a typical police officer will spend up to 20% of the working week doing paperwork. A significant part of this is transcription of information captured at crime scenes using pen and paper. No-one has yet established that a laptop is a good capture device during the Saturday-night brawl down the pub.

So here again, digital pens have great potential for reducing administrative overheads and allowing police to focus on their main role.

If we allow people to capture better quality information at the start of a business process, then it is more likely that we will get better quality records emerging from the other end

Areas of application

Here is a review of some interesting possibilities for using these pens - and some of the pilot projects that are happening around the UK:

Social Workers

One of the ideas that immediately hits people we talk to in local government is how this technology could help front-line staff such as social workers. In some socially-deprived areas, a laptop makes an attractive target for theft.

When working with clients, a pen and paper are considerably more "friendly" than someone tapping away at a keyboard.

With a mixture of forms-based and free-format information,

Doctors

I know what you are thinking: handwriting recognition and doctors. It's not exactly a match made in heaven. Point taken. However, think about the amount of information gathered in a health setting that is forms-based and well structured.

This is where a combination of the digital pen and printed forms can make a lot of sense - allowing easy capture of metadata into a range of systems using the programming toolkits supplied.

The benefits again are obvious - reduced data capture effort via a "user-friendly" mechanism, better quality data and a more comprehensive record that can be maintained in electronic format.



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THE WRITE STUFF! Digital Pens and Record Management:
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Driving Examiners

This is another example of front-line workers using digital pens and seeing benefits for themselves, the organisation as a whole and for the clients they serve. In an interesting trial project, driving examiners were given digital pens to capture forms-based input during examinations.

Normally, this information has to be scanned and manually transcribed to a database in DVLA after the test, but with the digital pen it is uploaded and used to automatically populate the system resulting in a 4-day reduction in the length of time taken to issue a licence.

Linking Digital Pens with EDRMS

Digital pens are all about making life easier for users. Something that should always be applauded, I think. If we allow people to capture better quality information at the start of a business process, then it is more likely that we will get better quality records emerging from the other end.

As an EDRMS vendor, we think there is great potential for linking these devices into the processes that happen in an organisation and helping to add to the benefits that a good document and records management system can bring.

So is it difficult to achieve? Remarkably, the answer seems to be

What happens when someone loses a pen or it gets eaten by the dog? Do you encourage people to keep a paper copy of their notes until the electronic version is registered?

“no”. We had a basic integration between the pen and our EDRMS up and running in under an hour which let us treat the files generated by the pen as electronic documents that could be workflowed, shared with colleagues and turned into records.

A little more work is required to do something smarter such as extract metadata automatically or convert the handwriting into a PDF file for those that don't have the software to view the data in native format. However, the technology is there to make this perfectly achievable and new ideas for how to exploit data captured in this way are emerging all the time.

In summary, it would seem as though the freedom offered by pens when combined with the structured approach of a records management system is a perfect match.

Things to Think About

Although digital pens have a great deal to offer, there are definitely some potential pitfalls you will want to consider before deploying them in your organisation:

What happens when someone loses a pen or it gets eaten by the dog? Do you encourage people to also keep a paper copy of their notes until the electronic version is successfully registered?

Don't rely entirely on the recognition technology. Whilst quality is good it is not perfect. So you will want to have quality control procedures in place - either manual or automated - to allow for potential errors.

Security. Things are bad enough with e-mails flying around most organisations like a cage full of demented budgies. What happens when folks start sending round 10 pages of meeting notes instead of typing up the minutes properly?

We would argue that this is a good case for marrying this technology with a corporate EDRMS.

However, despite the above, we think that the potential benefits are great enough to make most organisations want to address the issues and build this technology into their overall information strategy.

Interesting links

Companies working with Digital Pen technology include:

Anoto - the creator of the the underlying technology behind Digital pens. They licence this out to companies who make the pens and paper - www.anoto.com.

Logitech - best known for mice and keyboards, Logitech have a big presence in the Digital Pen market with their Io2 system - www.logitech.com. There are also a number of other digital pen makers.

Nokia - make Digital Pens designed to transfer information via your mobile phone using Bluetooth.- www.nokia.com


Fabasoft - use Digital Pens as a part of their EDRMS solutions for the public sector - www.fabasoft.com

Case Studies and News Articles

Anoto have gathered some interesting case studies from around the world. They can be viewed at:

<http://partner.anoto.com/cldoc/aop126.htm>

BBC News have also covered some of the initiatives. Here are a couple of stories:

1. <http://news.bbc.co.uk/1/hi/technology/3197649.stm>
2. <http://news.bbc.co.uk/1/hi/business/4624316.stm>
3. Finally, the pilot project involving driving examiners is described on silicon.com here:
4. <http://www.silicon.com/publicsector/0,3800010403,39153739,00.htm> 

The Author

Andrew Moore looks after presales with Fabasoft in the UK. He has worked in the IT industry for close to 25 years, starting in the public sector before moving to the supplier side. Andrew specialises in ECM and has been responsible for document-based solutions for organisations ranging from the Bank of Montreal to Reckitt & Coleman, police forces, and government departments. He can be contacted at, <Andrew.Moore@fabasoft.com>, or telephone: 44-117-923-0100.

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WHAT'S AROUND THE ECM CORNER?

5 Top CEO's Share Their Thoughts with *IQ*

Earlier this year, US analyst firm CMS Watch made interesting predictions about where Enterprise Content Management (ECM) and Web Content Management (WCM) would head over the next 12 months. Here, responding to those predictions, leading industry CEO's share their thoughts with *IQ*

Tony Byrne is the founder of Maryland-based analyst firm CMS Watch. Once in a while, Tony and a team of CMS Watch analysts bring out the crystal ball and predict where the Enterprise Content Management and its brother Web Content Management are heading over the next 12 months.

To respond to some of the latest predictions put together recently by Tony and his team - Alan Pelz-Sharpe, Theresa Regli, and Janus Boye - *IQ* spoke to the Chief Executive Officers/Managing Directors of Objective, TOWER Software, Avand and Iron Mountain, leading suppliers to the public and private sectors in Australia and New Zealand.

Here are seven CMS Watch predictions, and the reactions of industry leaders.

Prediction: There will be a focus by both buyers and sellers on simpler ECM solutions, on doing more with less, to resolve complex business problems.

"Yes," agrees Chris Gorry, Managing Director of Avand, "the focus will be on business outcomes. The issues that will drive the greatest change

will be those that organisations face each day. Efficiencies will become vital if organisations are to cope with the labour resource shortages that are impacting every industry."

Tony Walls, CEO of Objective Corporation, also agrees. "Simplicity is the key success factor for any software product. This is especially true of applications like content management that touches everyone in an organisation."

Martin Harwood, Managing Director of TOWER Software, thinks there's a need to be cautious when the term 'simple' is bandied about. "There is no doubt that organisations want things to be easier and less complex, and that is how it should appear to those who are undertaking their work," he says.

"However, organisations need also to meet legislative, quality and corporate requirements and therefore need to implement an ECM solution that will be the platform for its business processes/problems and is proven. For that will reduce total cost of ownership and complexity."

"The biggest issue with traditional ECM implementations," says Objective's Tony Walls, "is that the equation can be lop-sided; that is, the perceived initial cost to the everyday user - usually in metadata collection - is higher than the perceived benefit they experience."

Walls believes that ECM software that is designed holistically (like Objective's) rather than acquired and glued, provides a simple, unified view of documents, records, and workflow – without underlying complexity and disparity as is the case with so many of the earlier generations of products.

"Our view is that organisations need ECM solutions with power, extensibility and scalability but with the most intuitive, simple and personalised user experience for the vast majority of users." Achieving those goals, in Walls' opinion, is at the heart of successful ECM deployment.

"The real challenge for every responsible ECM vendor," says Walls, "lies in making content management like oxygen; essential to existence, but largely invisible."

Prediction: Many vendors will trend toward AJAX-based user interfaces to simplify the user experience.

TOWER Software's Harwood believes that whichever technology is employed is not important to the user. "Vendors will trend to user interfaces that are simple yet meaningful," he says.

Similarly, Avand's Chris Gorry, while agreeing that the trend will probably be toward Ajax-based interfaces, believes that the technology is not as important as the user experience. "It is vital the user experience is relevant and does not require in-depth training to allow the user to perform their tasks," he says.

"The ability to lead users through complex tasks will become vital," Gorry believes, "especially as organisations increase their dependence on having the customer perform a greater amount of the input and processing."

Objective's Tony Walls sounds a cautionary note here. "There is a real danger that vendors will jump on the AJAX bandwagon simply because this is trendy, with little regard for the real deliverable benefit of what AJAX promises - simplicity of experience.

"An AJAX version of a UI on top of a complicated or sub-standard product architecture does not result in simplicity – it's just lipstick on a pig. Simplicity must be designed into the foundation of the user experience."

Prediction: Executives at the 'C' level will increasingly recognise the importance of content management in terms of improved performance enterprise-wide, not just because of compliance issues.



CMS Watch founder **Tony Byrne**



TOWER Software Managing Director **Martin Harwood**



Avand Managing Director **Chris Gorry**



Iron Mountain Managing Director **Ian Hollow**



Objective CEO **Tony Walls**

"This is already happening," says TOWER's Harwood. "ECM solutions should be the platform for business processes. In some cases they will be specific to a business process and in others quite generic.

"Compliance is important to the organisation, as is gaining value from such applications. But, equally, conducting business with best practice information management is a differentiator in today's business world."

Avand's Gorry agrees. "Yes, overall performance improvements will outweigh the benefits ascribed just to compliance. When managers realise all the benefits that can be achieved they will embrace content management that delivers for their industry and circumstances."

Objective's Walls points out that C-level executives in the public and private sectors have different drivers. "Executives within Government are driven by setting policy and delivering services to citizens in an efficient, fair and transparent way. ECM provides the essential foundations to support and achieve these goals.

"Generally, executives in non-government organisations are fundamentally driven by increasing market share and revenue while minimising cost. Where ECM delivers solutions to support these aims, C-level executives recognise the importance of content management.

Walls believes that it's a vendor's job to deliver solutions that unequivocally set the agenda as '100% adoption'. "Not just within the agency or enterprise, but extending throughout the entire eco system or value chain. If a vendor can't deliver compelling product and service to encourage that adoption, it is unreasonable to expect regulation to do it for them.

"Objective's experience in delivering this kind of value is that permeation is organic and requires no special management recognition – it's becomes an everyday essential part of doing business."

"Content management is increasingly being seen as the third critical application in an organisation along with HR and finance," says TOWER's Harwood. "Information is what we all base our lives around. Without or without the ability to share it our horizons become limited."

Says Avand's Gorry, "Content management, when it is adopted as a business process improvement tool, will receive true acceptance across all organisations."

Still, Iron Mountain Managing Director for Australia and New Zealand, Ian Hollow, doesn't see the issues of compliance and good

WHATS AROUND THE ECM CORNER?:

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governance losing their importance to the private or public sectors. “The clear trend is towards ‘accountable management of information’,” he told *IQ*.

“The client and the industry must address everything those few words imply,” Hollow added. “Records and information management is moving from the back room to the boardroom. Governance issues are paramount.”

Prediction: There will be a greater focus on workflow issues, with the recognition that complex processes need to be defined and enforced before new technologies for DM, email management, and compliance are adopted.

“This depends on the organisation and its drivers,” says Tony Walls. “Organising content into ontologies is a 2-dimensional approach. You have to add process management – that is, the manipulation of content through time, to give it a valuable 3rd dimension.”

Walls believes that three factors of modern government and business - complexity, pace, and procedure - combine to produce an environment where people with less time, training and experience are being asked to perform an ever-increasing range and depth of information related tasks.

Avand's Gorry is convinced there will have to be a greater

process centric workflows that produce records as a result of the process. The key is that procedure and regulatory compliance are not always perceived as high-payoff processes by participants.

“So you have to make these things side effects of a system that people enjoy using. Workflow enables procedure and recordkeeping compliance to become by-products of task and job satisfaction.”

Prediction: ECM solution seat prices will fall across the board as lower-priced options enter the market.

Tony Byrne and the CMS Watch crew knew that this prediction would put the proverbial cat among the EMS vendor pigeons. What vendor in his right mind would agree with that proposition? In this case, only one, and even then with reservations.

“Difficult to answer,” says Martin Harwood, “as there are a myriad of ECM solutions all purporting to be more proficient than the other. It is certainly unlikely that the price per seat will fall. However, I would predict that new value add pricing models will appear in the market as vendors and organisations work more closely together on solutions.”

“This is a very simplistic view,” says Tony Walls in response to the suggestion that seat prices will fall. “Competition creates market dynamics. The real price equilibrium is based on who can deliver value for money AND

“The challenge lies in making content management like oxygen, essential to existence, but largely invisible”

focus on workflow issues. “Managers should be interested in business processes and how they can be enhanced. For example compliance is vital but its success in an organisation depends on it being fully adopted by the end-user.

“Adoption is achieved when compliance is made part of the business process and not treated as a separate event that has to be managed in isolation. Many added systems, such as email management, have not addressed the holistic requirement and have the ability to compound rather than simplify the long-term management and governance issues.”

“Workflow is an integral art of ensuring things happen and appropriate resources are included,” says TOWER's Harwood. “Without information to support a business process there is little point in having a process.

“If there is no access to content there is no platform for the workflow and therefore no business process. Technologies that manage content are the most important input to a workflow whether at the beginning, middle or end. Without content there is no process.”

Objective's Walls feels that organisations are looking for a response to the environment created by a lack of time, training and experience that does not drive up costs, headcount, liability or complexity.

“The answer to this,” he says, “lies in document and

who can also deliver the outcomes.”

Chris Gorry is a little more accepting of the probability of a seat price fall by some vendors. But he doesn't believe that will necessarily benefit the buyer.

“The seat price is just one item in the total cost of ownership of an effective ECM solution,” he says. “While the core system seat cost may fall, when the greater integration and scope of the offerings are considered the ownership costs of the total system will rise, but this rise is balanced by the potential rise in return on investment.”

Walls take a similar stance. “The successful delivery of ECM solutions is the result of many factors including experience, skill, long term customer-vendor engagement to maximize the long term value of the solution, clear technology innovation as well as the strength of the underlying software technology. Increasingly, educated buyers assess all of these factors – not merely the price per seat component of the overall value equation.”

Avand's Gorry suggests: “For successful projects, organisations must invest in the surrounding services that map product capability to genuine business problems. They must treat these as an ongoing investment rather than a one-off. As the software, integration and business issues evolve, the organisation must remain capable of identifying the benefits

they are able to derive.

“The investment in the ECM solution should be measured over the length of ownership against the total benefit derived during this period. In this context, the per-seat price of the initial purchase is a minor consideration.”

Prediction: Web content managers will create the potential for conflict with records managers as they use the opportunity provided by new Web CMS deployments to delete content they believe is no longer valid.

“This could happen if an organisation does not value its content and therefore has no content management policy and procedures in place,” TOWER’s Martin Harwood responds.

“But in an environment that has such practices this should never occur. No organisation wants open slather on what appears and how content is managed on an intranet, extranet, or internet.”

Avand’s Chris Gorry definitely disagrees with the analysts on this one. “No, as the ECM model matures both within organisations and within the vendor’s application stacks you will see much better connectivity between the records system and the Web content system.

“For example, we have recently gone to market with Avand Access. This product allows our clients to securely publish forms and documents to the Web from directly within DataWorks. In this way, the Web content system is able to

Prediction: The decision power IT managers possess when it comes to new ECM and WCM solutions will be increasingly eroded as records managers, compliance managers and marketing managers have a greater say in new software acquisitions.

“Without doubt,” says Tony Walls, “business managers such as records managers, compliance managers and marketing managers still drive ECM requirements.

“But IT Managers/CIOs play an important role in the decision-making process for ECM and WCM. They are the trusted custodians of an organisation’s information technology platform and generally set future technology strategy. They will always have an important contributing role to play in technology selection and approval.”

On the other hand, Chris Gorry not only agrees with the analysts’ proposition that IT managers’ ECM/WCM decision power will erode, he thinks it goes further than just records and compliance. “One of the fundamentals of ECM is replacing the old silos with a consistent and cohesive enterprise approach to managing information.

“For this approach to succeed,” says Gorry, “there must be strong acceptance at the grass roots level in each of the business units within the organisation. One of the most powerful ways we have seen of fostering this acceptance is to include the business units in the decision making process initially.”

TOWER’s Martin Harwood doesn’t see it in terms of competing

“The ability to lead users through complex tasks will become vital, especially as organisations increase. Their dependance on the customer perform a greater amount of the input”

utilise the strong retention and sentencing capability of the core ECM and not provide a competitive outcome.”

Objective’s Tony Walls also disagrees. “The traditional divisions of ‘Web content’ versus ‘document content’ have lost their meaning. True ECM is indivisible and makes no distinction about channel.

“It doesn’t matter what the method of delivery is: native word processing document, PDF document, web page, wiki, email, text message or even traditional paper. To be successful an organisation must manage all of its information consistently and coherently.”


Walls is all for spreading WCM responsibility and access around an organisation. “Everyone in the organisation should have the ability of being a content author, everyone being a Web publisher, everyone being a records manager, everyone having access to the full set of corporate knowledge and everyone contributing to that full set of corporate knowledge.”


“Perhaps,” Martin Harwood suggests, “we are entering finally into an information age where the value of content both active and inactive is given the level of importance it should. Information should come first and with it appropriate systems to manage it.”

centres of decision-making power. “The decision to implement solutions to manage content should be an organisational one,” he says “All key elements of an organisation should have input.

“Ideally,” says Harwood, “an Information Manager should be responsible for coordinating the way their organisation understands the parameters in which all elements work. If this was the case we would see far less ‘content chaos’ – that is, disparate systems managing disparate content with little if any cohesion and buy-in from users.”

But Objective’s Walls believes that IT departments will not allow their decision-making power to be subjugated. “Today, ECM is on the mainstream agenda for every responsible IT department. There is no lesser role for the content management champions, but meeting the requirements of system administration, implementing open standards, streamlining deployment and easing administration are considered at a peer level to business requirements.”

So there you have it. For more on CMS Watch’s predictions, and to read all about the newly released ECM Suites Report, in which CMS Watch reviews the offerings of 30 enterprise content management vendors from five continents, go to www.cmswatch.com. 



MIND THE GAP

The Digital Preservation Gap: Report Identifies the Dangers

By Martin Waller and Dr Robert Sharpe

Despite a number of recent high profile cases helping to raise awareness of the risks of digital data loss, a key UK research study has identified major gaps that still exist in the long-term management of digital assets.

With the release of the report 'Mind the Gap: assessing digital preservation needs in the UK', the UK Digital Preservation Coalition (DPC) aims to help government, public institutions and private companies turn high awareness of the problem into concerted action towards a solution.

The study – undertaken by Tessella for the DPC – looked at digital preservation practice in government bodies, archives, museums, libraries, education, scientific research organisations, pharmaceutical, environmental, nuclear, engineering, publishing and financial institutions.

Whilst the report focuses on the state of play within the UK, it is clear that digital preservation is an international issue, best solved by governments, public and private sector organisations, and regulatory and funding bodies, pooling their experiences, resources and ideas.

Report Background

The continuing pace of development in digital technologies opens up many exciting new opportunities in both our leisure time and

professional lives. Business records, photographs, communications and research data are now all created and stored digitally.

However, in many cases little thought has been given to how these computer files will be accessed in the future, even within the next decade or so. Even if the files themselves survive over time, the hardware and the software to make sense of them may not.

As a result, 'digital preservation' is required to ensure ongoing, meaningful access to digital information for as long as it is required and for whatever legitimate purpose.

This report is the culmination of the UK Digital Preservation Needs Assessment (UKNA) study carried out for the Digital Preservation Coalition (DPC) to reveal the extent of the risk of loss or degradation to digital material held in the UK's public and private sectors.

This has been an ongoing exercise over three years with inputs from a wide variety of sectors including education, libraries, archives, museums, local and central government bodies, scientific research institutions, and organisations from the pharmaceutical, financial, manufacturing and engineering, media, energy, chemical, and publishing industries.

Report Findings

One of the main findings of the report is, not surprisingly, that the volume and total value of digital information needed in the ‘information age’ is increasing.

Digital information is increasingly useful. Its preservation and reuse allows high quality search and retrieval regardless of geographical location, helps to improve the quality of decision-making and enables future analysis with fresh perspectives or new techniques.

There are a number of other drivers to retaining digital information including complying with legal and regulatory obligations, protecting the investment of time and effort put into creating the information in the first place and addressing the risks of litigation and loss of prestige through not preserving records adequately.

Failure to address the issue of digital preservation would generally result in the loss of corporate memory or of key cultural material, in many cases leading to financial loss.

However, organisations often do not have good solutions to the long-term preservation of data. The trend of increasing user demand for digital information is placing substantial pressure on the existing information infrastructure and working practices.

Most organisations do not know the volume of digital information they need to preserve. Most organisations also have to preserve some digital material originating from outside of their organisation over which they have limited control.

Many organisations also do not know how long they need to preserve information. The majority of those organisations that can specify a lifetime, need to preserve information for 50 years or more.

Over such timescales, digital information is highly vulnerable to software and hardware obsolescence. Although many organisations have facilities in place that could preserve paper documents for this length of time, few have comparable strategies in place for digital material.

The loss of digital data is commonplace, and in some circumstances seems to be accepted as an inevitable hazard.

In addition, there is considerable confusion about how to address the problem. Very few organisations have some kind of digital preservation strategy in place.

Most organisations are hindered by a lack of clear responsibilities for digital preservation, a problem complicated by the need to involve a range of staff with different skills and the need to involve users at all stages of the information lifecycle.

Digital preservation is very much a new discipline which is still being developed, and for which there are few people with the necessary skills. As a result it is a complex activity to undertake and is often perceived as risky.

A successful digital preservation solution needs more than just management buy-in, it needs awareness and commitment at all levels throughout the organisation and often collaboration with other organisations.

It can be hard to put together a strong cost-benefit justification because the main benefits are often intangible or are “public goods” distributed across time and a range of organisations.

The common project-based funding model can hinder digital preservation activities as this often fails to place a value on assets that outlive a project and can be reused elsewhere.

As a result of analysing these findings, a series of key UK digital preservation needs have been identified. Evidence indicates that steady progress is being made toward meeting some of these needs, but in addition, it was found that some further actions are required.

Key Recommendations for Organisations

- Organisations should create a long-term proactive information/knowledge management plan. This should start with an information audit and then, once the problem has been appropriately sized, the task of creating a solution should be properly resourced. This should include the assignment of clear responsibilities.
- Organisations should perform regular information audits to measure (and continue to measure) their digital preservation needs, and to ensure that these are being met.
- Organisations should consider the long-term value of digital material when putting together plans and budgets.
- All organisations need to encourage an international ‘market’ for digital preservation tools by linking up with other projects around the world and engaging with software vendors. This would deliver economies of scale and reduce risk for individual institutions.
- Organisations should consider the long-term preservation characteristics of the formats they use. They should work together and with software vendors to encourage the development of open file format standards.

Key Survey Findings

- **There was a high level of awareness of the risks and potential economic penalties associated with digital preservation**
- **Loss of digital data is commonplace – it is seen as an inevitable hazard by some – with more than 70% of respondents saying that data has been lost in their organisation**
- **Awareness of the potential economic and cultural risks is high, with 87% recognising that corporate memory or key cultural material could be lost, and 60% admitting that their organisation could lose out financially**
- **In 52% of surveyed organisations there was management commitment to digital preservation, but despite this only 18% had a strategy in place to deal with the risk of loss or degradation to their digital resources**

THE DIGITAL PRESERVATION GAP - Report Identifies the Dangers:

Continued from page 35

Key Recommendations for Government, Funding Bodies and Regulatory Bodies

- Funding bodies should support research into the long-term value of digital information and models of how that value may change with time.
- The UK Government and funding bodies should promote, through seed funding, the creation of more digital archives across relevant sectors and organisations.
- Promote collaborative regional or national repositories to meet the needs of small and medium size organisations. These can then be promoted as exemplars for other organisations to

follow. The overall aim should be to set up a network of trusted repositories.

- Promote wider awareness and use of relevant resources available from the DPC, the DCC and others.
- In formulating policies, the UK Government should take into account their impact on the digital information lifecycle. In particular, the sooner digital preservation activities can be carried out, the more effective and economical they can be.
- The UK Government should ensure that programmes and policies are co-ordinated nationally and on a wider scale (especially within the EU)..
- The UK Government needs to work with the digital preservation community and the legal profession to establish clearer guidelines for ensuring that digital information is legally admissible.

What the DPC Said About 'Mind the Gap'

Excerpts from the speech by Lynne Brindley, Director of the British Library and Chair of the Digital Preservation Coalition Board, at the UK Launch of the 'Mind the Gap' Report.

“I think it's fair to say that, in what in digital terms is now regarded as the Neanderthal era (i.e. 10 years ago!), digital preservation was regarded (if it was thought about at all) as something that only a few individuals, and possibly mildly eccentric ones at that, need concern themselves with.

“It was the less sexy, less exciting part of the digital revolution that it was felt could be safely ignored, or else left to just a few large organisations.

“We now have a growing interest in this area, the increasing number of articles, conferences, and research projects in this area are testament to that and this is thanks in no small part to the DPC




and its individual members who have engaged in a determined effort to make this a key concern for everyone, not just the few.

“Something we flagged very early on was a pressing need to gather factual information and evidence to support longer term planning. We were not interested in scare stories; we didn't want to rely on conjecture and assumptions; we wanted to build up a credible and detailed picture of what is and what is not happening in the UK so that we can use that as a solid foundation on which to build.

“This report, Mind the Gap, has fulfilled that requirement, and is a major milestone for the DPC. Now comes the really hard part! Many

of the needs identified in the report are not 'rocket science', they rely on little more than common sense and good management to implement.

“but there is nevertheless a significant gap between where we are now and where we need to be and it is going to be by no means trivial to get there. The challenge for us all now is to find a way forward.


“The report has given us much in the way of ammunition; it is up to all of us now to make sure it's used to good effect.” 

- Regulatory bodies need to work within their sectors and the digital preservation community to map out a framework, which will allow organisations to store information in an exploitable form while retaining the ability to satisfy regulatory concerns.

Working Towards a Solution

Digital preservation is very much a new discipline which is still being developed, and for which there are few people with the necessary skills. It is a complex activity to undertake and is often perceived as risky. However, there is help at hand.

The DPC is a cross-sectoral membership organisation formed to foster joint action to address the urgent challenges of securing the preservation of digital resources in the UK and to work with others internationally to secure our global digital memory and knowledge base. To find out more about the DPC, email info@dpconline.org.

The 'Mind the Gap' report is a wake-up call to each one of us to ensure proper and continuing attention to our digital records. To receive a free copy of 'Mind the Gap', email info@tessella.com 

The Authors

Martin Waller, and **Dr Robert Sharpe** (pictured), are senior executives with Tessella Support Services plc, in the UK. Dr Sharpe was previously published in *IQ* in our February 2006 issue, also on the subject of digital preservation.

Tessella Support Services plc specialises in the application of innovative software solutions to scientific, technical and engineering problems. Tessella has over 20 years of proven expertise in the area of reliable and authentic long-term preservation of electronic records, both for government and scientific organisations.

The Digital Preservation Coalition (DPC) was established in 2001 and formally launched at the House of Commons in February 2002. It is a cross-sectoral membership organisation formed to foster joint action to address the urgent challenges of securing the preservation of digital resources in the UK and to work with others internationally to secure our global digital memory and knowledge base.

This article, and the excerpted speech by Lynne Brindley, first appeared in the June 2006 issue of the *Bulletin*, journal of the Records Management Society of Great Britain, and are reprinted in *IQ* with permission.



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DIGITAL PRESERVATION: An Update from VERS

With rapid, ongoing change in the digital environment, and faced with a gap between preservation awareness and preservation action highlighted elsewhere in this issue, *IQ* put some pertinent questions to **HOWARD QUINAULT**, (pictured above) Project Manager with the VERS Centre for Excellence at the Public Record Office of Victoria, Melbourne

IQ: Howard, briefly, what developments have there been at VERS over the past 2 years?

HQ: Achievements have occurred in a number of different areas as Victorian Government agencies move closer towards VERS compliance.

The Public Record Office Victoria (PROV) Digital Archive was launched in December 2005 providing a robust and scalable archive for digital records generated in agencies.

The digital archive fully integrates digital records with the physical records metadata to provide comprehensive user access to the complete PROV archive collection. A number of digital transfers have taken place to the archive which currently holds approximately 220,000 records. This is due for a major expansion - to potentially 500,000 - when the records of the 2006 Commonwealth Games are transferred during this year.

PROV is also working with a number of agencies to put in place regular transfers of digital records as the start of a more automated process from records capture to long term preservation and access.

There have been an increasing number of commercial products that have achieved compliance in one or more of the VERS standard specifications. This has been supported both by Victorian agencies requesting VERS compliance in their procurement processes as well as the decision of the State Records of South Australia to adopt VERS and build VERS compliance into their EDRMS Panel processes.

A key objective of the VERS strategy is to ensure that appropriate metadata is captured at record creation time thus improving the potential of managing the records over their life cycle. It is therefore important that the agency recordkeeping infrastructure supports, at a minimum, the VERS Standard Specification 2, VERS Metadata Schema.

To fully exploit the benefits of jurisdictional cross-collaboration in the digital recordkeeping arena, PROV has been a significant player in the Australasian Digital Recordkeeping Initiative, (ADRI – www.adri.gov.au).

The Initiative promotes a single Australasian approach to digital public recordkeeping across all jurisdictions, and is active in increasing communication and information sharing between members.

The collaboration ensures the best possible strategic use of limited collective resources and maximises the wider awareness and impact of our agreed approach to addressing the challenge of digital records.

The Initiative has developed a draft 'Digital Record Export Format' standard which prescribes the physical representation of digital records that are to be transferred to an archive.

It specifies: 1) The metadata that must be transferred with each record or file, 2) Optional metadata that may be transferred with each record or file, and 3) The way the record, including both metadata

and content, is physically represented as an XML document.

The VERS Standard specifications 2 (VERS Metadata Schema) and 3 (VERS Standard Electronic Record Format) jointly fulfil the functionality required by this standard.

There are already a substantial number of practical projects underway across Victorian Government aimed at implementing VERS. PROV is providing an increasing range of support services for these projects to assist agencies to raise both their internal capabilities and VERS compliance ratings.

PROV has also recently released the first version of the VERS toolkit – see <http://www.prov.vic.gov.au/vers/standard/version2.htm>. The purpose of the toolkit is to provide support to agencies and vendors who are transferring digital records to PROV or implementing systems that will transfer digital records to PROV.

The toolkit components can be used within agencies to transfer records from the corporate file system, or can be used as the basis for integration with existing application systems.

IQ: A survey in the UK last year by the Digital Preservation Coalition found that 70% of respondents had lost digital data in their organisations. How does this compare with VERS' experience in Australia?

HQ: I'm sure that this figure would be equally applicable to Australasia. Common problems are the deletion of email, inability to access or read old digital tapes, CDs or DVDs, unreadable digital content formats, deletion of digital data that has limited or no descriptive metadata, and lack of awareness of digital preservation issues.

One of the more interesting strategies for preservation used in some contexts is to burn the digital records to a CD or DVD then place this into a corporate physical file for potential access in many years time.

Lets hope the disk doesn't fall out, get scratched, still be compatible with a future disk reader, or even if it is readable be in a format that can be accessed. Most of these issues, however, never occur to the person burning the disk!

IQ: In the UK study, respondents said that the loss of digital data was commonplace and they had accepted it as an inevitable hazard and were resigned to data loss. Is this an acceptable attitude?

HQ: The problems associated with digital recordkeeping have been growing for a considerable period of time. Thirty years ago application designers had to consider archiving data, in a recoverable form, as disk storage was so expensive.

Building archiving into the application development process was a given and the user was unaware that this, in production, was indeed happening. Fast forward to today – the issue is not with one or two applications, often it is hundreds, and the reach is predominantly to everyone in the organisation.

The complexity of implementing digital recordkeeping into these environments is a significant challenge in the ICT, information management, process management and cultural dimensions, to name but a few.

Environments change quickly and there is never enough resources to do things properly – data loss has occurred, is occurring and will continue to occur. I would suggest that this is an inevitable situation at this time which will only slowly improve – as more recordkeeping is built into ICT infrastructure.

In the meantime, it is important to prioritise the resource allocation to the management of high risk or high value records and be realistic about the fact that digital records will continue to disappear for some time, if not, forever.

IQ: In the UK study, 87% of organisations surveyed agreed that there are potential economic and cultural risks entailed in digital data loss, yet only 60% felt that their own organisations were vulnerable. What is your reaction to this? And how does this compare to attitudes in Australia?

HQ: It is not surprising that most organisations understand that there are potential economic and cultural risks entailed in digital data loss.

It is more surprising that, in the UK study, 40% believe that their organisations are not vulnerable! In our experience there are very few organisations that have a well resourced and comprehensive programme approach to the preservation of digital data.

IQ: In the UK, 52% of surveyed organisations were committed to the principle of digital preservation, but only 18% had a strategy in place to deal with the risk of loss or degradation of digital resources? How does this compare to the situation in Australia?

HQ: We don't have any specific hard data on this issues but it seems, from our external contacts, that many agencies have a growing understanding of the issues related to digital preservation.

Over the last few years the VERS program has been a valuable vehicle in helping to raise this awareness and an increasing number of agency strategies and practical programs are being established and undertaken.

As this change has been occurring PROV has been proactively developed a range of customer services to support agencies and thereby improve digital recordkeeping outcomes. However, there is still a long way to go before agencies, at all levels of the organisation, understand and have resourced and implemented a comprehensive digital recordkeeping programme.

IQ: What is VERS' focusing on for the immediate future and the long term future in relation to digital preservation?

HQ: In considering the immediate future it is most likely that the VERS program will focus its research into the transfer of records from agencies to the archive. The research will probably be focused on achieving cost-effective transfer that will support long term access.

The transfer of records into a secure environment is, for PROV, the major challenge to ensuring long term access for digital records. The difficulty and cost of transfers has been a major issue for agencies, and this will likely impede the acquisition of records.

Transfer and access are areas that are relatively unexplored at the moment. Most research is focused on the development of digital archives as storage repositories. This will change, of course, as other digital repositories come on line.

Secondary priorities for research are likely to be the evaluation of long term preservation formats for specific types of records, and access issues for digital records, particularly complex digital objects.

With a 'watching brief' on the design and construction of digital repositories, particularly to ensure that there are no issues that we have to address in our digital archive; and certification of trustworthy repositories, as the outcome of this work will be used to audit our repository.

It is unlikely that the VERS program will focus on digital preservation, as PROV already has a preservation strategy (VERS) which is embodied in our digital archive and all of the programs undertaken by PROV.

Thanks, Howard. 



***IQ* Looks into the NZ-Led WEB CURATOR TOOL**

Late last year, the International Internet Preservation Consortium (IIPC) , a coalition of 12 major archives and libraries in the US, Canada, the UK, Australia, New Zealand, France and other European countries based at the French National Library in Paris, announced that an IIPC group led by the National Library of New Zealand (NLNZ) had successfully created and initiated the Web Curator Tool (WCT). What is it? How does it work? *IQ* Contributing Editor Mike Steemson put our questions to NZNL's project leader STEVE KNIGHT

IQ: Steve, why and when was the IIPC formed?

SK: The IIPC was formed in July, 2003 to find a way of 'preserving Internet content for future generations.' These founding charter nations have a combined population of almost 600 million .

IQ: Three of the IIPC partners, led by the National Library of New Zealand, developed the Web Creator Tool?

SK: That's right. The NLNZ's supporting team comprised the British Library (BL), one of the world's oldest and largest libraries, and Australian TelstraClear's IT&T services subsidiary, Sytec.

IQ: How was it that this international project was led by New Zealand?

SK: It was fairly serendipitous, really. In June 2005, I attended the IIPC meeting in Reykjavik, Iceland, as an observer. The National Library of New Zealand was not a member of the IIPC at that stage. Following a recent revamp, we are now on the Steering Committee. But we had been undertaking research in Web archiving for some time.

While there had already been some consideration amongst consortium members of the need for a desktop tool for the

managing of Web archiving, this began to be firmed during discussions at the Reykjavik meeting.

An agreement in principle to collaborate on the WCT was reached at Reykjavik and this was reaffirmed at the next IIPC meeting held in Washington in October, 2005.

IQ: What part did you play in the NLNZ being appointed to the lead role?

SK: Following revision of its National Library Act in 2003, New Zealand became one of the first countries in the world to have a legislative mandate to collect digital materials, including Web sites. At this time The British Library already had in place voluntary deposit mechanisms for digital material as it worked through the legislative process to support legal deposit.

Because the NLNZ already had the legal deposit provisions in place, we were ready to go on the development of a desktop tool to support the Web harvesting process. It was something we were going to do anyway and we were ready to get started, so it seemed sensible at the time that NLNZ should take the lead in the project.

In my role of Manager Innovation Centre, it is my responsibility to be aware of emerging trends in the environment that might impact on NLNZ's activities in the digital space. We had already been doing some research using the HTTrack Web crawler, and it was very clear this was an opportunity for the Library to further its own needs in this space while contributing to the wider web archiving community.

We are very aware of the need to act as good and global citizens in our work on digital preservation, of which Web archiving is a component. It is still a very nascent activity for most of us, so the opportunity to lead the work on the WCT was attractive for a number of reasons.

IQ: What do you, the NLNZ and IIPC hope to get out of the WCT? How will it be better than what is currently available?

SK: It's not really a question of how the WCT will be better than what is currently available. Web archiving is a very new activity and to a large extent all the communities involved in it are learning from each other how to optimise the range of activities involved.

The National Library of Australia (selective Web harvesting), the Royal Library in Sweden (harvesting whole-of-domain, for example), the Internet Archive in the United States (preserving the whole Internet, development of the Heritrix crawler) have been key contributors to a growing body of knowledge related to Web harvesting.

We hope that the WCT will become another piece of the puzzle in the development of end-to-end processes ... a single work flow encompassing selection, permissions, harvesting, etc, right through to an appropriately controlled public interface to archived Web sites.

IQ: You and your BL counterpart, Philip Beresford, posed and answered the basic questions about the WCT in your presentation to the sixth International Web Archiving

Workshop in Alicante, Spain, in September last year, when IIPC launched the programme. We'll throw those same question back at you. To begin with, what is the Web Curator Tool and what does it do?

SK: The WCT is designed as a desktop application for managing a selective Web harvesting process. For example, specific sites to be harvested on a one-off or periodic basis and for event or theme-based harvesting, like the Rugby World Cup, or an election.

It is not designed for whole-of-domain Web harvesting - the whole of the .nz domain, for example. Although the underlying harvester technology, Heritrix, will be used for that purpose.

The primary purpose of the WCT is to provide an environment which can be put on the librarian's or curator's desktop which will allow them to do their work without the need to engage with the underlying engineering.

The WCT supports:

- Harvest authorisation - permission to harvest Web material and make it available.
- Selection, scoping and scheduling - what will be harvested and how often.
- Description (Dublin Core metadata).
- Harvesting - downloading the material at the appointed time.
- Quality review - making sure the harvest worked as expected, and correcting simple harvest errors.
- Submitting the harvest results to a digital archive.

IQ: What is it NOT?

SK: The WCT is not a digital archive. It is not appropriate for long-term storage. It's not an access tool. It does not provide public access to harvested material. It's not a cataloguing system, although it does provide some base information about individual harvested websites. And it's not a document management system; for example recording of permissions from publishers must occur elsewhere.

IQ: Where is the WCT being used? Who's doing it, and what's been collected?

SK: The tool was only released into the open source community in September last year, so it is too soon yet to gauge how successful it will be.

It is already in production at National Library of New Zealand, and the US Library of Congress has indicated that it will be moving to the WCT as its production environment for Web harvesting.

In the UK, the United Kingdom Web Archiving Consortium (UKWAC), comprising The British Library, the National Library of Scotland, the National Library of Wales, the National Archives of the United Kingdom and the Wellcome Trust Library, expects to move from its current Web archiving platform to the WCT.

So, you can see, there has been a substantial level of interest shown in it in a short amount of time. We hope that this will

WEB ARCHIVING FROM YOUR DESKTOP?: Continued from page 41

accelerate as more institutions trial the software to determine its fit for their programmes.

IQ: Who decides what WCT will harvest?

SK: At the NLNZ, selection decisions are made by the responsible curatorial area, the New Zealand and Pacific Published Collections. This is part of the original rationale for the development of the WCT, to mask the engineering component, so that it can be operated within the business.

Clearly, though, this will depend on individual institutions

workflows for Web archiving, and it will be up to each institution to determine the appropriate place for the actual harvesting activity in their own workflows

IQ: What must a WCT operator arrange with the website authors and owners regarding such matters as copyright, ownership and the like?

SK: The NLNZ is very aware of its obligations relating to copyright, usage restrictions, etc, and is careful to ensure that legislation and other restrictions are honoured.

It should also be remembered that Web archiving is part of NLNZ's wider digital preservation activity, designed to ensure that

The Web Curator Tool Technology

**The WCT is:
Implemented in Java
Runs in Apache Tomcat
Platform:**

- Tested on Solaris (version 9) and Red Hat Linux
 - Developed on Windows
- Should work on any platform that supports Apache Tomcat

Database:

- A relational database is required
- Tested on Oracle and PostgreSQL
- Installation scripts provided for Oracle and PostgreSQL
- Should work with any database that Hibernate supports including MySQL, Microsoft SQL Server, and about 20 others

Incorporates parts or all of

- Acegi Security System
- Apache Axis (SOAP data transfer)
 - Apache Commons Logging
 - Heritrix (version 1.8)
- Hibernate (database connectivity)
 - Quartz (scheduling)
- Spring Application Framework
 - Wayback

New Zealand's digital memory is kept safe for future generations of researchers. We do not want to put that at risk by failing to comply with restrictions or other ownership rights.

This will obviously vary from jurisdiction to jurisdiction but even for members of the public who might want to use the WCT, it is imperative that they are aware of their local requirements for the use and/or re-use of published materials.

IQ: Who built the WCT?

SK: The NLNZ contracted a local software development house, Sytec Resources now a subsidiary of TelstraClear, to build the software. The library has worked with Sytec for several years and we were really pleased to work with them on this project.

It is testimony to the skill and desire of the three teams involved, BL, NLNZ and Sytec, that the project was able to be completed on time and within budget across time zones and with only one face-to-face meeting for design specification workshops held here in New Zealand.

IQ: How easy is it to operate? How friendly are the graphic user interfaces?

SK: We are very happy with the interface that has been delivered, and while we expect it will not always fit the internal workflows of every institution, we are comfortable that it provides the base level of both functionality and usability for other institutions to build on for their own programmes.

IQ: What has it cost to develop, and who paid? What will it cost to run annually?

SK: As already noted, the project was delivered on time and within budget. The total cost of the project was around US\$400,000, shared equally between the National Library of New Zealand and the British Library. Both organisations also contributed in kind services related to project management, requirements and design specifications.

As an open source project there is no annual licence or maintenance fees. The Library has no experience in running an open source project and we are still working through what that will entail. Costs related to that will be shared between BL and NLNZ.

IQ: Where can other institutions get it, and how much would it cost them?

SK: It's free. The WCT was released as an open source project. Its source code, documentation, including user and administrator guides and FAQs, and an associated mailing list are available free at <http://webcurator.sf.net>.

The WCT is released under Apache License, Version 2.0. This does not mean anything in practical terms for normal users of the WCT. It is not a licence that one needs to have or buy in order to use the WCT.

By specifying the nature of the open source licence under which the tool is released, we are basically alerting the software development community to the rules that they would need to

follow if they want either to contribute to the ongoing development of the tool or to re-use components of the tool for other purposes – for example, crediting the original developers.

IQ: What's next for WCT and the NLNZ-BL-Sytec team?

SK: At present there are two concurrent streams of work going on with the WCT. NLNZ is undertaking a review of requirements which were not able to be developed in 1.1. For example, the increasing the functionality around the Quality Review tools for checking harvested websites for completeness, accuracy, etc.

A 1.2 version is planned later this year. At the same time, the BL is working on the requirements for a public access tool in order to build an end-to-end process within the WCT.

IQ: You must feel considerable satisfaction at the parts you and the NLNZ have played in the WCT's development.

SK: As I mentioned, it is important to see the WCT development as part of a series of activities over time and underway at the moment that will, one day, result in a clearly understood, standards-based process for web archiving.

The National Library of New Zealand is very pleased to have been able to contribute to this ongoing global endeavour, to ensure that the Web is available to the future.

IQ: Thank you, Steve. And good luck with this important leading edge project. 

MORE ABOUT THIS KNIGHT OF NEW ZEALAND

Steve Knight is Manager Innovation Centre and Programme Architect, National Digital Heritage Archive, Digital Innovation Services, National Library of New Zealand, at Wellington.

ENDNOTES

International Internet Preservation Consortium web at <http://netpreserve.org>.

New Zealand population: 4.1 million.

IIPC founders (populations in millions): USA 300, France 61, Britain 61, Italy 58, Canada 33, Australia 20, Sweden 9, Denmark 5, Finland 5, Norway 5, Iceland 0.3.

HTTrack web crawler: see <http://www.httrack.com/>

The Heritrix Crawler, see <http://crawler.archive.org/>

Dublin Core metadata, see <http://dublincore.org/>

Sytec Resources, see <http://www.sytec.co.nz/>



THE HUMAN FACTOR

The Workforce Impacts of EDRMS Changes, Stage 1

By Jodee Allanson and James Allen

Preparation for an EDRMS at the Queensland Department of Primary Industries and Fisheries began 3 years before the planned rollout date. Here, the authors describe the research undertaken to determine the workforce impacts that could be expected and should be prepared for.

Organisations are recognising the importance of knowledge and information management in ensuring their skills, knowledge, and innovation are used to their full potential (Fisher & Howell, 2004).

Unfortunately, too many organisations are taking a techno-centric approach to the implementation of information management, believing the implementation of the technology will be sufficient in ensuring information and knowledge is retained and shared within organisations (Damodaran & Olphert, 2000).

The mere implementation of an electronic document and records management system (EDRMS) is not sufficient to create the cultural change shifts necessary to sustain effective information management workplace practices.

Consequently, organisations continue to struggle to obtain the full benefits of these technology systems (Lester, 1996). One such organisation tackling this concern head on is the Queensland Department of Primary Industries and Fisheries (DPI&F).

This article is the first in a series on the department's work addressing the change impacts of an EDRMS for the workforce. The article examines the initial research conducted on the nature of the workforce impacts of an EDRMS within organisations.

The EDRMS Focus for Primary Industries & Fisheries

DPI&F is currently undertaking a Document and Records Management Programme (DRMP) aimed at driving the necessary cultural change required for improved information management within

the department.

A focus of the programme is to introduce an EDRMS to the department to replace existing electronic and paper based records systems in the next 3 years.

As part of this undertaking, the programme has heavily invested in change management to guide the development, transition and embedding of the EDRMS within the department.

It has been recognised that technology implementation alone will not achieve the benefits that an EDRMS can bring to the department. Primary Industries and Fisheries are serious about sustained cultural change. As part of this focus they are investigating the potential impacts of the new EDRMS on the workforce.

EDRMS and the Workforce Impacts

A literature review was undertaken jointly by the University of Queensland PhD student intern James Allen and the DP&F program's change management team.

The research review was used to provide further support to DRMP team in developing change impact analysis tools and guidelines to better understand how the DRMP will impact DPI&F staff and managers.

Two methods were used to identify relevant articles for the research review:

1. An electronic database search covering over 5000 sources of information. The benefit of this methodology is that it allows a large number of papers from a wide range of journals and disciplines on a similar topic to be identified quickly.
2. Bibliographic search. Searching article references to locate additional relevant research. This method is particularly useful in identifying research papers from sources not covered by the electronic databases, for example working papers or conference presentations.

Literature on EDRMS in Organisations

The literature revealed several reasons why organisations struggle to successfully implement an EDRMS:

- Viewing the introduction of an EDRMS solely as a technology change.
- Believing the implementation of an EDRMS alone will translate to better record keeping behaviour.
- Customising the technology to fit the current business processes (based on specific needs of teams or groups) rather than adopting a functional file plan.
- Failure to realise training is an ongoing commitment for the organisation to undertake.

The research strongly demonstrated the importance of examining the impacts of a new EDRMS change on the workforce.

The Impacts of EDRMS Technology Change on the Workforce

It became clear that the introduction of an EDRMS will require employees to transition to displaying recordkeeping behaviour in their daily roles. This may be viewed as threat by some employees whilst an opportunity by others (Gregory, 2005).

The research review indicated the change in how information is viewed, handled and stored is likely to be one of the most significant challenges for teams responsible for implementing EDRMS as well as for employees experiencing the change.

Case studies and research detailing the implementation of EDRMS indicate that the impacts are likely to include but are not be limited to the following:

- The nature of work - quality, tasks and style.
- The meaning of work - role identification, perceived status, skills, stress, autonomy and control.

- Organisational communication - communication efficiency, communication volume and job monitoring methods.


The most significant learning from the review of research is the strong consideration required for the human side of technology adoption to ensure a successful EDRMS implementation.

Consequently, attention needs to be given to fostering a culture that is aligned with the goals of the document and records management policies, as the implementation of the system itself will not guarantee a successful shift in culture.

Research Summary

In summary, the research indicated:

- End-user expectations of the EDRMS need to be understood and acknowledged.
- It is necessary to walk a few footsteps in the end-users' shoes.
- Thought should be given to how employees' work will be monitored within the EDRMS.

In particular, by acknowledging how the introduction of a new technology such as an EDRMS will change the way people work and how they perceive their work, it will allow a better understanding of the possible reactions employees are likely to have. 

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The Authors

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James Allen is completing his PhD at the University of Queensland, Brisbane. His primary research area is organisational change, and he has presented his research at international and domestic conferences.

James has worked on a range of public and private sector projects, including training programme evaluations and the implementation of technological change. He can be contacted at j.allen@psy.uq.edu.au.



In the next article in this series, the authors will look at putting EDRMS change impact knowledge into practice.



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DISASTER IN AN ENVELOPE



The Angry Man's Exocet

It's a crazy world out there, and some mail can be deadly. **TIM ROBERTS** asks, is your mail room ready to counter this kind of disaster?

With both hands burning from the chemicals that were inside the envelope, the victim was left in pain wondering what she had done to be attacked in this manner. Sounds like fiction? No, it happened at a private residence in Sydney, in January this year.

During the 06/07 Christmas-New Year period, the Prime Minister's Sydney Office was targeted with a substance-filled envelope, as was Parliament House, Canberra. Also the NSW Attorney General's Department, as well as the NSW Rental Tribunal.

Then there was Medicare in South Australia and more recently the electoral office of Kevin Rudd in Queensland. These are the some of the recent incidents that were made public.

The effects remain the same - closure of the business, sometimes leading to evacuation or lockdown, decontamination of stressed staff in the car park often in full view of the public.

Further effects may include potential trauma to the staff, disruption of business continuity which may last for hours and sometimes taking days to catch up on the work time that was lost. Negative and embarrassing publicity which may drive potential clients away and last but not least the fear of it happening again. This threat remains very real.

The simplicity of the envelope as a weapon has resulted in very expensive business disruptions, and, in extreme cases, death and injury to staff. All of this can be achieved with an envelope, a stamp and an unknown substance.

Once launched into the mail system this missile cannot be retrieved and will invariably breach all layers of security unless an alert mail-receiving employee recognises the threat and deals with it in an appropriate manner.

Don't be fooled. The majority are hoaxes, but it only takes one envelope containing a readily available chemical-based substance to cause injury and drive fear into the staff of an organisation.

Many people know of the anthrax attacks in the US, but are you aware of the use of Ricin a deadly toxin in envelopes, or cyanide, as used in envelopes in New Zealand in 2003?

To combat this threat you must first understand the threat and the reasons why it occurs. Invariably the intentional incidents are driven by a frustrated individual who has been pushed to a point of lashing out, and the envelope becomes their carrier of anger.

Awareness of what occurs in your organisation and the reaction that may come from the public is vital information to a security manager or those who handle the mail. When a decision is implemented, one that has the potential to cause a negative reaction, it is imperative that all who are involved in receiving mail or courier delivered items are briefed on the

period of risk.

Once you have determined and monitored high threat periods, the fact remains that hostile mail can come at any time and awareness should be maintained.

The next step is to ensure that your staff understand the nature of the substances that may be used and how the substance can interact with the human body. Debunking myths and rumors is vital in ensuring confidence when dealing with a potential threat.

Education, appropriate equipment and training are the key to protection and reducing the impact of contaminated mail. Mailroom design is also a very important issue, as the well designed and well sited mailroom can minimise the effect in comparison to the old mail room located in the heart of the building - or worse still, no dedicated mail receiving facility.

Many organisations have expended a significant quantity of money on physical security to stop an individual. But ask yourself this – how far into your building can an unopened envelope travel?

Implementation of policies and procedures in conjunction with appropriate subject matter training and the right equipment can vastly change the outcome of an incident compared to an organisation that is unprepared.

Simple procedures such as checking with the intended recipient can very quickly confirm or deny the presence of a threat. The application of a threat assessment in conjunction with the outcomes of the risk matrix and understanding your duty of care when implementing procedures and policy is very important.

Due to the ongoing incidents which result in a drain on response services, the high cost to taxpayers and businesses, a Standards Australia working committee has been preparing material titled 'Mailroom Security' due for release in mid 2007.

The document will give guidance for all organisations that receive mail, in relation to strategies and measures that should be introduced for the protection of the staff and business continuity.

Can you afford not to protect your staff and business continuity? Check it out. 

The Author

Tim Roberts is managing director of Canberra-based Powdersafe Pty Ltd, which specialises in creating a safe working environment for mail receiving areas via design, training and protective equipment. For more information, visit www.powdersafe.com.au
Photo by Irene Dowdy, id Photographics



Documenting Practice Down Under: **An American Perspective**

By **Stephanie McCutcheon, CRM**

When a senior Colorado RIM came to Australia to work with a government records agency on an international exchange programme, she found a lot of things were very different to what she was used to, and a lot of things just the same.

Faced with a decision as to where I wanted to do my practicum for my Masters in Library and Information Science, I chose to move outside my local box (way outside!) and visit the State Records Office of Western Australia.

My visit to Perth came about through ARMA International (Association of Records Managers & Administrators) and their LINC (Linking International Communities) programme (<http://www.arma.org/international/linc/index.cfm>).

This international exchange programme is designed to facilitate global outreach to RIM professionals outside of North America. In 2005, when I was President of the Mile High Denver (Colorado) chapter of ARMA, the chapter agreed to sponsor an international member – one Tony Caravella, Director of the State Records Office of Western Australia.

The idea of doing my practicum internationally came together after several months of email correspondence with Tony. Having discovered that I was working on my MLIS at the University of Denver, with a concentration in Knowledge Management, he asked if I would consider a practicum placement in his office.

Later, I met up with Tony when he presented at the ARMA conference in Texas, last October. His paper on the State Records Act 2000 was my first introduction to an entirely different recordkeeping regime than what I was used to.

My experience in records and information management (RIM) has been in manufacturing and financial services, the latter in my current role as a Senior Compliance Analyst - Records for Janus Capital Group. Janus is an investment company headquartered in Denver, Colorado, but has offices in Melbourne, Singapore, Tokyo, London and Milan.

So, the chance to observe the work within another jurisdiction, and



US RIM **Stephanie McCutcheon**, with the Director of the State Records Office of Western Australia, **Tony Caravella**

within an entirely different administrative context, seemed the perfect learning opportunity.

While in Perth I have had the great good fortune to meet with RIM colleagues from state, local and Commonwealth government, academia, and private enterprise. I've sat in on a basic Recordkeeping course at Curtin University and checked out a graduate-level online unit at Edith Cowan University.

It has also been my privilege to speak to a joint meeting of the RMAA and ASA, with a presentation entitled, 'RIM Issues and Challenges in the US.'"

Some things remain the same the world over – America, in all sectors, has compliance issues very similar to Australia. However, most action in the US. is driven not by legislation but by litigation.

In our highly litigious society, the risk assessment quite often revolves around what we have to do to keep ourselves out of court. This is not to say we don't employ best practices for good governance sake; we do. Our recordkeeping practices have simply evolved in a different way.

Ours has grown at the grassroots level, out of private enterprise and not so much from the top-down approach of legislation. Usually,

In this, we have a lot to learn from Australia, where there seems to be a continuum between the two professions of recordkeeping which is both productive and professionally rewarding.

Many in the US see Australia as the land of best practice. With your long-standing series registration system, your forward-thinking legislation (state and federal records acts) and your excellent standards development, from which the international community borrows heavily, we often look to you for guidance and framework.

During my practicum, I discovered Western Australia's comprehensive recordkeeping plans which are sturdy foundations on which government departments can build their records programs.

I was fortunate to be at the State Records Office of WA the week that marked the completion of all the recordkeeping plans and the first round of retention and disposal schedules for all of state and local government, an extraordinary achievement, and one I hope that we in America will hear more about.

Particularly well built, in my view, was the City of Perth Recordkeeping Plan. (My thanks to Kyle O'Donnell for taking the time to show me.)

The benefits of international exchanges such as I've been

RIM in the US has its records life cycle, but no one worries too much about what or how to archive until we get to the end!

business works out what works, others take note and use it, and things roll from there.

As in the case of the Sedona Principles, a guiding framework for electronic document production was developed this way. A group of attorneys, jurists, consultants and others experienced in electronic discovery matters assembled of their own accord a few years ago to develop this core set of principles for addressing electronic data and document production.

It was from these principles that the Honorable Shira A. Sheindlin borrowed heavily to craft the highly regarded Zubulake checklist. This checklist involves the duty to preserve and produce evidence in court and stems from the case of Zubulake v. UBS Warburg (2005) – a landmark RIM case in the US.

In addition to this, the revised Federal Rules of Civil Procedure, which went into effect December 1, 2006, place a very early focus on existing retention practices and the preservation and discovery of information. These two forces have combined to drive current RIM practice in America.

This focus on early retention and preservation of information are the hallmarks of the Australian continuum model. Until very recently, this model was foreign to us. We typically haven't thought through the capture of records from creation, thus we've often had issues trying to classify, organise and retrieve them later.


Oh, RIM in the US has its records life cycle, but no one worries too much about how or what to archive until we get to the end! Records managers and archivists are truly on the opposite ends of the spectrum in America and don't often work together.

privileged to have are enormous on both sides. The sharing and transfer of knowledge is what knowledge management is all about.

It is heartening, in a way, to find that folks halfway (literally!) around the world face some of the same challenges as I. It is also enlightening to see the differences and offer fresh approaches to problems. There is nothing like travel to broaden perspectives!

This trip has increased the breadth and depth of my RIM experience and learning. I will be forever grateful for having had this opportunity. My appreciation extends to each one of the RIM professionals who have generously given of their time, whether in government, the private sector or in education.

My greatest thanks go to Tony Caravella and his excellent, professional staff at the State Records Office of Western Australia, who took me under their wing and gave me the benefit of their very considerable knowledge and experience.

It is my desire to encourage global outreach such as this wherever possible. 

The Author

Stephanie McCutcheon, CRM, (Certified Records Manager), is Senior Compliance Analyst-Records with Janus Capital Group, in Denver Colorado, and a former chapter president with ARMA International. Last month, she returned to the US after her practicum in Perth, WA.

Proctor & Gamble: Doing RIM Right

By Nikki Swartz

Procter & Gamble (P&G) US CEO AG Lafley says it best: “Records management is important at P&G. First and foremost, it’s part of P&G’s commitment to good governance. Second, it helps ensure we have the right information available at the right time in the right place to make smart business decisions. Third, it makes us more efficient and helps keep costs low – and lower costs ensure P&G brands provide superior consumer value.”

According to Lafley, these three points guide the company – which has been named among the top-five “Most Admired Companies in 2006” by Fortune magazine and ranks as the third “Most Admired Company” globally – and the company’s records programme every day.

“First and foremost, it’s part of P&G’s commitment to good governance.”

Maintaining consumer and shareholder trust has always been one of P&G’s core beliefs. P&G’s corporate retention schedule helps it achieve this goal by providing evidence that the company recognises and follows the laws of the 80-plus countries in which it operates.

The length of time it retains records is based on what is stated (if any) by law and, secondarily, by business needs. These laws are periodically researched to help ensure nothing is missed.

P&G’s corporate policy requires employees to review their records against the retention schedule. This is further supported by the fact that records management questions are included in controlled self-assessments and internal control audits. P&G departments hold record review days and document the results, which are necessary for the assessments and audits.

In another governance role, the records management department partners with the legal and tax groups in litigation and revenue processes to help identify, locate, and secure needed records.

“Second, it helps ensure we have the right information available at the right time in the right place to make smart business decisions.”

According to the retention schedule, P&G employees dispose of records past their retention date, meaning there is less to search through when they need to find a particular record. This makes employees – and the company – more efficient.

The records management department redesigned the system that manages P&G’s laboratory notebooks, which are critical in supporting patents and the reapplication of gained knowledge.

The result was the graduation of a handful of sites and a few thousand notebooks to 17 sites globally and 100,000 notebooks.



Procter & Gamble US
CEO A G Lafley

Timely access to these records supports the research and decision-making process involved in the creation of new and improved products, enabling the company to get them to the marketplace quicker and, therefore, be more competitive.


The department also has worked with other departments and their system support and implementation groups regarding records management standards for electronic records to ensure that records are accessible and useable when needed.

The department is also working to ensure that all records – whether paper or electronic – and the information they contain remain trustworthy.

“Third, it makes us more efficient and helps keep costs low – and lower costs ensure P&G brands provide superior consumer value.”

Whether through less hard drive, server, or file space, having less costs the company less and allows the worker to be more efficient. With the roll-out of its retention schedule – about one-third of the way complete globally – P&G has already opened up more than US\$500,000 worth of drive space.

The company is also making existing knowledge available for reapplication by its employees, avoiding the expense of recreating this knowledge. Each day saved in launching a new or improved product or reducing internal cost allows products to be priced more effectively.

This increases the chance of winning at the first moment of truth, which is the moment when a consumer chooses a brand while shopping. 

The Author

Nikki Swartz is a US freelance writer based in Kansas City, Missouri, and former Associate Editor of *The Information Management Journal*. She may be contacted at nikkiswartz@hotmail.com.

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Developing a Sector -Wide General Disposal Authority:

A District Health Boards of New Zealand Case Study



By Amanda Cossham, ARMA and Kerri Siatiras, ARMA

To meet new legislative requirements, Archives New Zealand pulled together a team of outside consultants who developed a General Disposal Authority for the country's District Health Boards. This article documents the project.

In April 2005, New Zealand's Public Records Act 2005 was passed. One of its key effects was that it clarified the position of records of the District Health Boards (DHBs) and now formally covers all records created by District Health Boards and their predecessor agencies.

Coming after 50-plus years of recordkeeping under the Archives Act, the Public Records Act 2005 was passed through Parliament faster than had been anticipated, taking the public sector somewhat by surprise. Surprise turned quickly to action and a large number of public sector agencies, including District Health Boards, began to seriously consider their obligations under the Act.

Archives New Zealand decided to assist DHBs to receive the maximum benefit from the provisions of the Act by supporting the creation of a General Disposal Authority (GDA) to cover health records.

Archives New Zealand also decided not to create the GDA in-house, but to commission the work. This article documents the process of creating the GDA, and some of the lessons learned.

Background

There are 21 District Health Boards spread throughout New Zealand, created when the New Zealand Public Health and Disability Act 2000 came into force. District Health Boards are

responsible for providing, or funding, the provision of health and disability service in their district.

DHBNZ was formed by all 21 DHBs to provide a sector group through which DHBs could coordinate their activities at a national level on selected issues. It's a small active organisation that facilitates and coordinates strategic activity across DHBs and links with other sector agencies as appropriate. (See <http://www.dhbnz.org.nz/>)

The DHBs are complex organisations, with a wide range of functions and services; they have patterns of employment that are more complex than most with the use of medical specialists who also work privately; contract and outsourced work; decentralisation; and semi-autonomous divisions.

Following the passing of the Act, Archives New Zealand found itself in a position of having to provide advice on the maintenance and disposition of records to a wider range of public sector agencies than previously, including those in the health sector.

This resulted in considerable pressure on staff time and resources that were still being developed to cope with the new legislative environment. This was exacerbated by the fact that there were no existing advice or standards specifically targeting health records, and advice had to be given on a case by case basis, which was both complex and time-consuming.

DEVELOPING A SECTOR-WIDE GENERAL DISPOSAL AUTHORITY : Continued from page 51

Archives New Zealand had four general disposal authorities developed to cover the retention and disposal of records common across the public sector (currently entitled: Human resources and Personnel records; Financial and accounting records; General housekeeping records; Administration and Corporate records).

They also had a range of advisory information for public sector agencies. While providing a good starting point for those classes of records common across many agencies, there was nothing specifically targeting health information.

With the responsibility for actively managing health records made explicit in the Public Records Act and assistance being sought by an increasing number of DHBs, Archives New Zealand looked at what they could best do to support the health sector's recordkeeping.

Macro Environment

Between them, the DHBs hold records covering most of New Zealand's medical history, with a smaller quantity of records also existing in private hospitals and medical practices. These records date back, in some cases, to the 1800s.

Many health records have very long periods when they are considered active. This represents a massive volume of physical and electronic records, stored sometimes in off-site storage, but also in any available

space on-site. They are of many classes and formats, in varying states of preservation, and are both active and inactive.

Additionally, health records have certain qualities that make their management more complex. All health information relating to individuals is potentially contentious, with privacy and confidentiality issues, sensitivity, long retention periods, and cultural imperatives (especially those surrounding Maori health records) to name a few.

Project research into DHB recordkeeping practices found that there was:

- An extremely wide range of recordkeeping practices in the DHBs;
- A lack of knowledge within DHBs about their own recordkeeping practices;
- Limited knowledge within the DHBs of what records they actually hold;
- An urgent need for disposal of hard copy records in storage;
- A need for improved management of non-clinical records;
- A perceived need for greater adoption of electronic health records;
- Concern about all issues associated with electronic records – adoption, migration, technology required, usage, management;
- Discrepancies between the management of clinical records and non-clinical records;

- Lack of overall standards and policies, policies not implemented;
- Limited understanding by DHB employees (all staff) of their recordkeeping responsibilities.

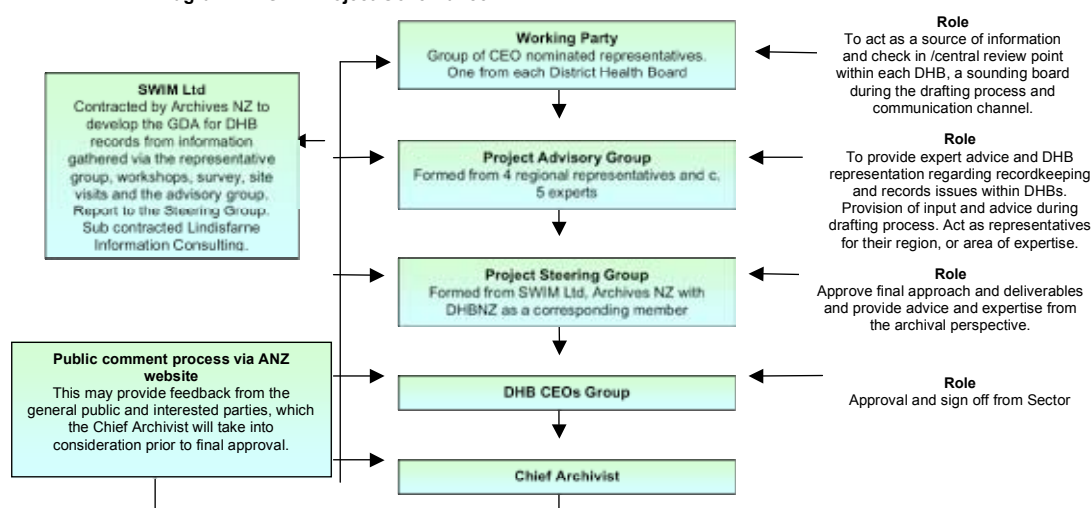
Organisational attitudes to recordkeeping were varied, and it did not have a high priority, nor was it highly resourced. Records were treated very differently depending on who had created them and who ended up with responsibility for them.

Many classes of clinical records were being managed reasonably well with staff in particular areas of a DHB collecting and maintaining a cache of some, if not all, of their own records. This usually meant the records were listed at least, and in some cases maintained in very good order.

Non-clinical records were less well managed, as they were perceived as being less 'vital' to the day to day work of the DHBs.

Electronic records were widely used, both for clinical and non-clinical recordkeeping, but there was little control over them (filing tending to be physical), and almost no linking of hard copy and electronic versions of documents or the creation of multi-format case

Diagram 1 – GDA Project Governance



files. Hard copies were seldom destroyed once electronic copies had been made, exacerbating existing storage problems.

There was no overall picture of what each DHB held, or should hold, and no centralised approach to recordkeeping across each DHB, let alone across the whole sector, despite the best efforts of some very dedicated recordkeeping staff.

Into this environment came the project to develop a sector wide GDA.

Project Environment

Archives New Zealand took the decision to outsource the development of the GDA. The Appraisal section of Archives New Zealand is responsible for reviewing any disposal authorities submitted for approval under the Public Records Act 2005.

In this instance, this section was also the group responsible for commissioning the development of the GDA. In addition, the District Health Boards themselves were Archives New Zealand clients. The project environment for the development of the DHB GDA was therefore relatively complex.

The development phase of the project ran for five months. The primary driver for the short timeframe was budget as funding was only

available for a short period.

To complete the development of such a large scale project in such an environment required the set up of a formal project structure. There were four distinct groupings for the project.

The Project Team and Steering Group

The project team consisted of SWIM Ltd with Kerri Siatiras as Project Manager and Philippa Fogarty as Lead Consultant for the project. SWIM Ltd sub-contracted Lindisfarne Information Consulting Ltd with consultants Sarah Welland and Amanda Cossham.

To ensure the project was delivered to the agreed timeframes and to act as the primary contact for the consultants within Archives New Zealand, Appraisal Section staff member Helen Vaughan-Dawkes acted as the Archives New Zealand Project Manager.

To support the Project Team a Steering Group was established within Archives New Zealand as a project approval and advisory body. The consultants reported to this group, via the Archives New Zealand Project Manager. DHBNZ acted as corresponding members to the Steering Group.

The Working Party and DHBNZ

For the development of the GDA it was essential that the District Health Boards had significant input and buy-in. To facilitate this, each DHB was asked to nominate representatives to work with the project team.

This group was referred to as the 'working party', and throughout the project 19 of the 21 DHBs had active participation on this working party.

Representatives of the working party were then nominated to be on the Advisory Group. The role of the Advisory Group was to advise the consultants on detailed issues encountered during the drafting process and to act as conduits to other health sector experts as required.

The project would not have succeeded without the willingness of working party members and Advisory Group members to find time in their busy schedules to review, provide feedback, and coordinate responses from their DHB on the draft GDA.

During the course of the project, the project team met with and presented to a number of communities of practice within the DHB sector such as the Lab Workers Forum, the Mental Health Workers Forum and the Privacy Forum. This enabled their views to be included and the consultants to test ideas and approaches with DHB staff.

DHBNZ provided invaluable support and guidance on working with the DHB's. They facilitated the formation of the working party, utilising their networks within the DHBs to ensure maximum representation on the working party and ensured the project had a profile with the CEOs of each DHB.

Secondary Interested Parties

In addition to the DHBs other stakeholders were identified. These included research bodies, schools of medicine, medical professional bodies, health information professionals and research organisations.

While project timeframes precluded one to one consultation with these groups, each identified party was notified of the project at its outset

and invited to provide feedback as part of the public submission process once the intention to disposal had been signed by the Chief Archivist.

Development Process

The development of a GDA is similar in terms of process to the development of any retention and disposal schedule, except in scale.

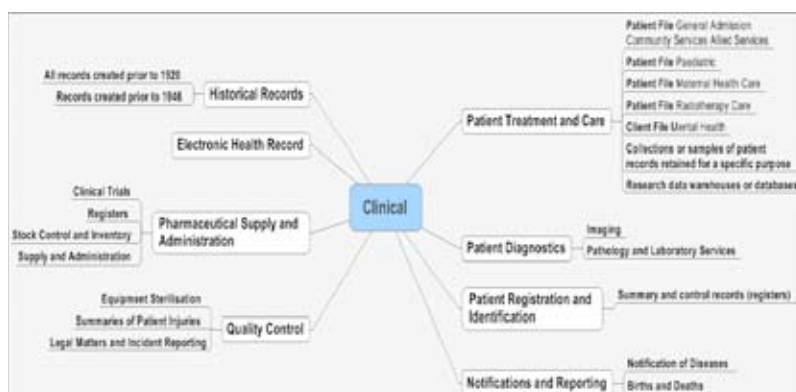
Background research was undertaken on the current legislative environment and international precedent.

Consultation was carried out in a number of ways. Surveys were sent to each DHB and responses were received from 20 of the 21 DHBs. Visits were made to three of the DHBs. From this research the first high level development of classes was completed for review and input by the Working Party.

Two workshops were held in Wellington with representatives from across the country. This enabled robust discussion of the draft disposal classes, and ultimately the full drafts of the GDA. Each of the representatives on the Working Party also carried out consultation and review of all drafts produced within their own DHBs.

During the consultation process a number of recordkeeping issues within DHBs and across the sector were identified. The parameters of

Diagram 2 - Top level heading of the clinical portion of the GDA



this project were limited to the development of the GDA, however, to assist the Chief Archivist, a Recordkeeping Issues Paper was developed which summarised the state of recordkeeping across the sector, and made recommendations for improvements.

The drafting process was facilitated by splitting development between clinical and non-clinical records. The non-clinical records part of the GDA was based on the existing four Archives New Zealand General Disposal Authorities to which were added several DHB specific classes such as Population Health and Research.

As expected, although there was a wide range of classes to integrate this portion of the GDA provided little controversy as many of the records were routine operational records.

The clinical classes for the GDA were developed from scratch and some great debates were had trying to match the views of clinical versus non-clinical DHB staff.

The 'patient record' was broken down into a number of classes - for example mental health, maternity care and pediatric are to allow for greater flexibility in retention periods. Patient registers (be they hard copy or electronic - were identified as having archival value, as were any records held by a DHB dating prior to 1920.

DEVELOPING A SECTOR-WIDE GENERAL DISPOSAL AUTHORITY : Continued from page 53

The GDA was 'future-proofed' to some degree by the inclusion of a virtual class specifically for electronic health records.

Diagram 2 shows the top levels of the clinical classes of the GDA.

Throughout the drafting process, the DHBs were reminded that any retention period within the GDA finally agreed upon was a minimum requirement only. DHBs were free to retain the records longer if required though anything retained for longer than 25 years had to be registered with Archives New Zealand as per the new requirements of the Public Records Act 2005.

Approval came after a number of drafts of the schedule were developed. Each one of these was circulated to the working party and feedback received and incorporated. The Archives New Zealand Steering Group approved the GDA at various points throughout the drafting process.

Once the Steering Group and the Working Party had approved the draft GDA, it was submitted to the DHB CEOs forum via DHBNZ. Approval of the GDA by DHBs (whilst not legally required under the Public Records Act 2005) was seen as vital for acceptance and credibility within the sector.

Approval was swiftly obtained and the GDA and accompanying appraisal report was submitted to the Chief Archivist within the required timeframes.

The approval of the Chief Archivist will only be given once certain legislated processes have been undertaken, and the Chief Archivist is satisfied that all recommendations are fully justified.

At this point, all secondary parties were once again notified that the GDA was to be posted to the Archives New Zealand website for public comment. Submissions were received from 9 commenters.

The Chief Archivist also undertook a separate consultation exercise with selected health sector bodies in order to ensure that the research potential of DHB clinical records was fully considered.

No changes to the GDA were made as a result of the public submission process or extra round of consultation. The GDA was approved by the Chief Archivist in February 2007.

Future support has been provided for. As part of the drafting of the GDA, an in-depth implementation guide was developed to support DHBs in their application of the GDA. At time of writing this article, a full day workshop is planned in Wellington for all DHBs around the implementation process.

Development of the GDA has enabled the establishment of an informal network of DHB records/information staff. A website has been sponsored by one of the DHBs where they can stay in touch and share progress on the various records and information initiatives that many are undertaking.

Lessons Learned


Detailed project planning and project management is vital. The project team spent the first month of the project planning. This led in time paid off.

1. A robust communications plan, including identification of key people and organisations, messages to be conveyed, methods of communications, etc, is an essential component of the project.
2. Drawing on knowledge of the practitioners and existing networks ensures that information is presented and received effectively.

3. A significant amount of time was required to analyse existing DHB records and fit or convert them into existing GDA classes.
4. The existing published GDAs did not include any disposal criteria so a set of disposal criteria had to be developed for the appraisal report.
5. Clear roles and responsibilities for all of those in the project helped with ensuring timeframes were met.
6. It is essential to have project manager when undertaking schedules of this size and complexity.
7. A substantial implementation package was developed to assist staff with implementing the schedule.
8. The equal drivers of timeframe and budget can assist in focussing time and resources.

Conclusion

Development of the District Health Board GDA provides a sound methodology and series of useful lessons learnt around the development of sector-wide scheduling of records disposal.

The project has confirmed that such an approach is worth-while and an efficient way to address the disposal decision needs of a number of organisations with similar functions. 

The Authors

Amanda Cossham, ARMA, pictured, top, has more than 18 years' experience as a librarian, consultant and library educator. She is a consultant in records and information management as a Director of Lindsfarne Information Consulting Ltd.

She also works as a lecturer in information and library studies at The Open Polytechnic of New Zealand, where she teaches undergraduate courses in cataloguing and classification, and in interdisciplinary information issues.

Amanda is a member of the New Zealand Branch of RMAA, and of LIANZA. Amanda can be reached via email, amanda.cossham@lindsfarneinfo.co.nz or www.lindsfarneinfo.co.nz

Kerri Siatiras, ARMA, pictured, bottom, is a Director and Principal Consultant with Wellington based consulting firm SWIM Ltd. Kerri has worked within the information sector for over 15 years and she has a history in archives, records and knowledge management with significant practical and consulting experience.

Kerri is a member of the New Zealand Branch of RMAA and is a past president of the New Zealand ARMA Chapter prior to its cessation. Kerri can be reached via email at kerri@swim.co.nz or www.swim.co.nz

Both authors are presenting at the RMAA International Convention in Wellington in September.



DON'T MISS THE BOAT!



Oriental Bay, a stone's throw from the Wellington CBD



**Previewing the
24th RMAA International Convention
Wellington, New Zealand, September 9-13**

Wellington is a unique city, in more ways than one. It's New Zealand's capital city, and, unlike many of the world's capitals, it's a harbour city. Think about it; Canberra, Washington, London, Paris, Bonn, Rome, Moscow, and so many other capitals are inland cities.

That means that the 400,000 denizens of Wellington, which sits down the bottom of New Zealand's North Island, enjoy fresh fish that's landed in front of them, and harbour sailing, and swimming at a stunning little beach at Oriental Bay just a stone's throw from the CBD.

Wellingtonians and visitors alike are spoiled in other ways. Everything in the compact, hilly capital is close by. Hotels, theatres, restaurants, they're all within walking distance.

This is the city that is hosting the RMAA's 24th International Convention. It's the first time that that the Association has conventioned in New Zealand, and the Convention Committee is going all out to make sure that it will be a memorable occasion.

First, the venue, the stylish Wellington Convention Centre, aka the Michael Fowler Centre - named after a former mayor of the city. It's modern, spacious, has every facility, and its stunningly located.

Then there is the dazzling array of speakers. More about them overleaf. And there's so much to see and do here. To begin with,

you must ride the city's most iconic attraction, the Wellington Cable Car. The journey takes you to the Botanic Garden where you'll enjoy stunning views across the city and harbour.

Then there's the Museum of New Zealand Te Papa Tongarewa. Te Papa is a landmark building on Wellington's waterfront. Its positioning reflects the vision that the Museum should be part of the living city, an active member of the wider community. Its design also embodies key ideas about national identity.

Since its opening in 1998, Te Papa has built a worldwide reputation for its fresh and bold approach to presenting a nation's treasures and stories. In that time, over ten million people have come to enjoy this unique museum experience.

Te Papa is a waharoa, a gateway, to an encounter with the essence of New Zealand's land and people. Wonderful taonga (Māori cultural treasures), art, and objects are presented through fascinating insights, thought-provoking interpretations, and engaging interactives.

Over the five floors of the huge building you can explore the breadth of the New Zealand story - from the shaping of its land to the spirit of its diverse peoples, from its unique wildlife to its distinctive visual culture.

You'll encounter Māori, New Zealand's indigenous people, through authentic portrayals of their traditions and living culture as well as Te Papa's unique Marae (communal meeting place), a



WELCOME TO

Venue for the 24th RMAA

setting that all visitors are encouraged to connect with.

Te Papa's Marae is the location of the RMAA Convention's Welcome Reception on the Sunday evening prior the Convention's opening.

Underpinning the Te Papa exhibition experience are its collections, managed and made accessible by world-class curatorship. These are developed and enhanced by ongoing programmes of research.

Te Papa is a place that welcomes visitors of all ages and interests. Along with stimulating exhibitions there are also engaging and fun presentations, including an animated theatre, motion simulator rides into the past and future, and interactives such as a virtual bungee-jump.

For information on this and other Wellington attractions visit www.WellingtonNZ.com

There are a number of hotels close to the RMAA Convention venue. In fact, because Wellington is so compact there are around 20 hotels within a 10 minute walk of the Michael Fowler Centre. For a good deal, we suggest you search for accommodation on one of the following websites:

- www.wotif.com
- www.wheretostay.com.au
- www.quickbeds.com
- www.needitnow.com.au

- www.newzealand.com

To familiarise you with Wellington, the RMAA has arranged one hour scenic bus tours with commentary for Sunday 9th September. Departing from the front of the Michael Fowler Centre, the tour offers a one hour orientation of city attractions including the scenic splendour of Oriental Bay, wonderful views from Mt Victoria, the historic St Pauls Cathedral and the Bee Hive - Wellington's distinctive parliament building.

The two tours depart at 2.30pm and again at 4.00pm. Family and friends are welcome to join the tour which is AUD\$16.50 per head (incl GST). Tickets can be purchased in advance via your Convention registration form.

You can use Wellington as your base for extended pre and post Convention tours of the North Island and the South Island. The Cook Strait ferries depart Wellington for the short cruise to the South Island every day.

Sound Island highlight include pretty Christchurch, Queenstown, the new jetset town with skyrocketing real estate values, Mount Cook, and majestic Milford Sound. The North Island offers the liquid gold of New Zealand's wine regions, the bubbling mud of Rotorua, cosmopolitan Auckland, and the stunning Bay of Islands.

What are you waiting for? Fill in your registration form, and start planning your New Zealand Convention trip today. 

WELLINGTON

International Convention

The Top 5 Reasons to Attend the Convention

1 PROGRAMME

So many great topics that we are running concurrent sessions! International keynote speakers from the USA, UK and South Africa, not to mention standout Australian and New Zealand speakers make this a bumper speaking programme which is further complimented by the exhibition stands, workshops, vendor presentations and the social functions.

2 TRADE EXHIBITION & VENDOR PRESENTATIONS

Trade stands representing many of the leading vendors in the records and information management industry. See software, products and equipment demonstrated live, meet the representatives and discuss your needs first hand. Talk to them for a couple of minutes or an hour.

This is the only 100% relevant trade show of its size held for the RM industry each year. Not to mention the relaxed atmosphere of our Exhibition area which will be hosted on two levels this year or the dozens of free giveaways that delegates manage to collect over the course of the Convention.

Then there are the vendor presentations: 20 minute sessions held in the Lion Harbourview Lounge during the day where participating exhibitors can present their products.

3 ADDITIONAL WORKSHOPS

The New Zealand Convention also incorporates a fourth day of optional workshops which you can attend, covering topics such as:

- Influencing Senior Management
- Can the citizen cope with your website?
- One step ahead: e-Discovery and litigation
- The Lust to Dust Records Concept: Records Continuum for Local Government

4 NETWORKING

300-plus peers located in one place at one time. This opportunity only presents itself once a year to meet with hundreds of other people with similar (or completely different) experiences from your own, sharing knowledge and gaining valuable insight from people who actually work in your industry. This year is even more special as we will have the biggest international mix of delegates to date.

5 NEW ZEALAND

What a location! Picturesque Wellington is a magnificent place to visit on its own. Wonderful food, great sights, diverse culture, literally hundreds of things to do pre and post convention (or for your family to do while you increase your knowledge). We have arranged a Scenic tour of Wellington for delegates and their families; tickets are reasonably priced, (seats are limited) and can be purchased on your registration form.

If you are bringing the family, why not stay a few more days and have a good look around. New Zealand is a diverse country and there is something for everyone from therapeutic hot springs through to some of the most extreme sport adventures in the world. If you've never bungy-jumped, do it here, where it all began.

Your One Chance to See and Hear These Great Speakers

The chances of you ever seeing and hearing these speakers all under the one roof in one 3-day period again are billions to one. Where else are you going to learn from the experiences of and take away the insights of the leading lights of three National Archives - the Chief Executive of The National Archives of Great Britain, the Chief Executive of Archives New Zealand, and the Chief Information Officer from the National Archives and Records Administration of the US?

Add into the mix significant speakers from the US such as a controversial archivist and a pair of witty and wise legal eagles, as well as industry leaders from South Africa, Australia and New Zealand, and this once-a-year gathering has to be top of your events list for 2007.

Young Chief Executive of The National Archives of the UK, Natalie Ceeney, makes her first public appearance south of the Equator with a forecast, *Beyond Records Management: The role of a National Archive in the 21st Century*, in which she'll be putting forward a new, radical view of the future of records management.

This Cambridge University graduate moved into the public sector from the international McKinsey and Co management consultancy 18 months ago, personally, and controversially, appointed to the TNA's top post by British Prime Minister Tony Blair.

Ceeney says: "I'll be arguing that the traditional approaches we've all had to records management need to change in the increasingly complex digital world we're in and the pure focus on records management and historical archiving is no longer going to be sufficient for national or, potentially, local archives."

It'll be a new approach from a newcomer to recordkeeping who is revolutionising the profession, and who has a clear view of the future of recordkeeping.

Irish-New Zealander Jeremy Pope, a barrister, ethicist and co-founder of the London-based anti-corruption Tir Network, will open the Convention with a dire warning for recordkeepers: "The absolute need to protect the profession from those who would undermine it."

A trustee of London's International Records Management Trust, Pope is a staunch proponent of transparent governance. He's been fighting corruption since his early days as a lawyer at the Supreme Court of New Zealand. An anti-corruption advisor to World Bank leaders, he has a global reputation that earned him the admiring title of 'A Gnome for Transparency International' from the US-based *Executive Intelligence Review*.



From top to bottom,
Natalie Ceeney,
Jeremy Pope,
Thomas Connors,
Jonathan
Redgrave, Lori
Ann Wagner,
Chris Hoyle

Thomas Connors, Senior Curator of the Broadcasting Archives at the University of Maryland, will bring damning allegations of improper recordkeeping policies of United States President, George W. Bush.

Connors will offer evidence of what he sees as the lame duck US administration's...

- * 'careful control of access to information';

- * 'far-ranging warrantless surveillance of communications', and

- * 'manipulating public information for political ends'.

US law firm partners, Jonathan Redgrave and Lori Ann Wagner will bring warnings of the culture of fault litigation, which is seemingly rapidly spreading globally. Redgrave, chairman of the Minneapolis, Minnesota partnership, Redgrave Daley Ragan & Wagner, with 14 years' experience in records litigation, previews his paper with the breezy comment: "America hates lawyers, but loves lawsuits".

"Believe me, we find revealing things in dusty digital corners, often stuff we weren't even looking for. It appalls the litigants. It's dreaded, bitter to them, but it's bread and butter to us."

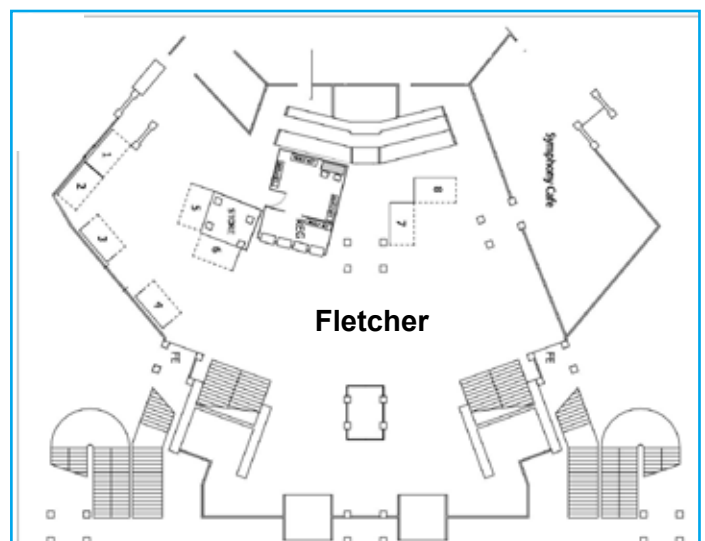
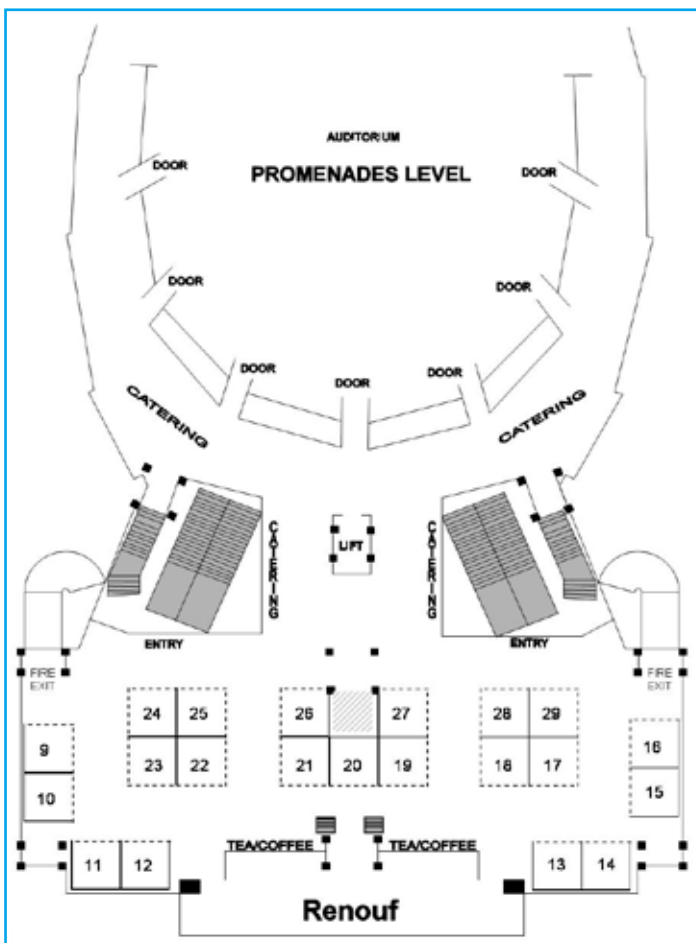
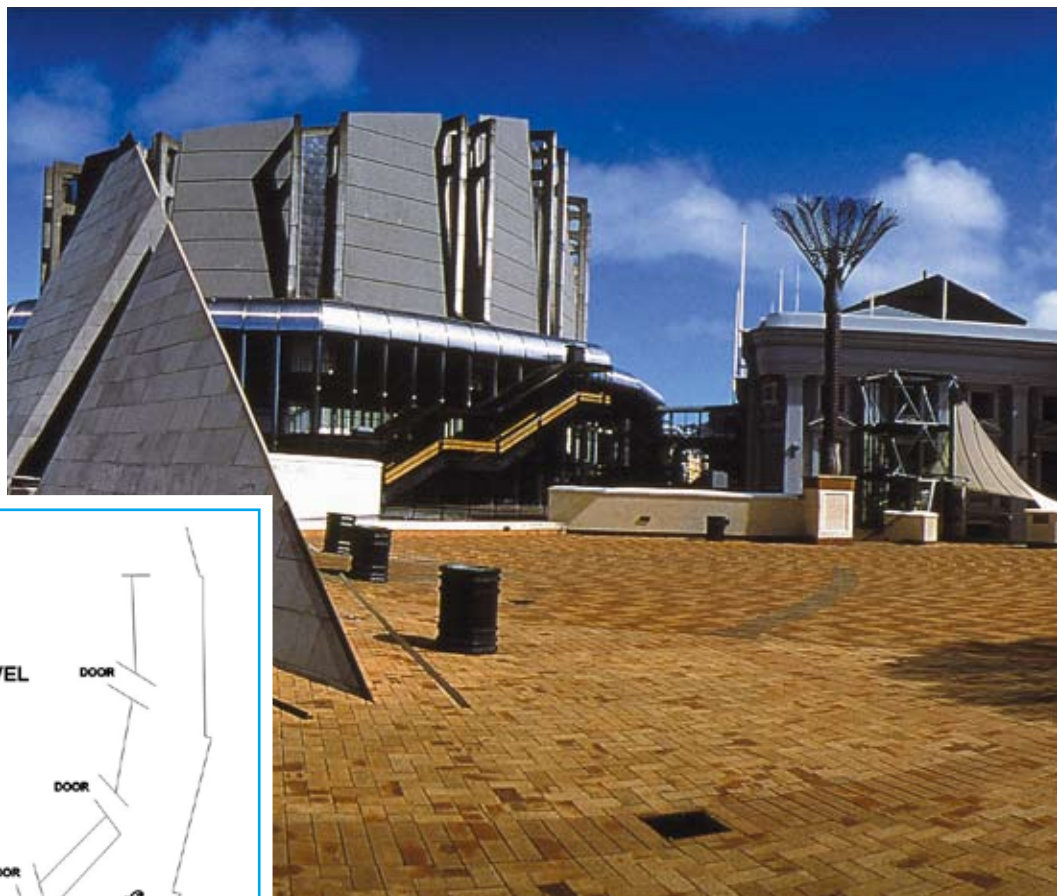
Wagner brings word of help from organisations such as the Sedona Conference⁸, a decade-old institute of jurists, lawyers and academics studying law and policy on antitrust, intellectual property and complex litigation, founded in Sedona, Arizona, but making waves worldwide.

She has some answers for the besieged recordkeeper. She insists: "Records managers are critically important to helping modern business organisations get it right."

There will be information from former Archives NZ manager now IRMT consultant Michael Hoyle on 'Records, Development and Freedom: the role of recordkeeping in poverty reduction strategies in Africa'.

These are only a handful of the more than 20 speakers we have lined up for you. For full speaker and programme details, including late inclusion NARA CIO Martha Morphy, see the brochure inserted in this issue of *IQ*, or visit the RMAA website: www.rmaa.com.au/natcon2007/index.cfm.

Meet the Vendors at the Convention Exhibition



Exhibitors

Stand #	Company	Foyer
1	Available at press time	Fletcher
2	Available at press time	Fletcher
3	Archives NZ	Fletcher
4	RMAA NSW	Fletcher
5	Available at press time	Fletcher
6	Desktop Imaging and NZ Micrographic Services	Fletcher
7	Maxus Australia	Fletcher
8	Filecorp	Fletcher
9	Iron Mountain	Renouf
10	Iron Mountain	Renouf
11	Interwoven	Renouf
12	AKA	Renouf
13	Outback Imaging	Renouf
14	Codafile	Renouf
15	Infovision	Renouf
16	Kodak	Renouf
17	Tower Software	Renouf
18	Tower Software	Renouf
19	Objective	Renouf
20	Docs Corp	Renouf
21	Available at press time	Renouf
22	Hummingbird	Renouf
23	Hummingbird	Renouf
24	Recall	Renouf
25	Recall	Renouf
26	EMC	Renouf
27	Objective	Renouf
28	Tower Software	Renouf
29	Tower Software	Renouf
SPONSORS		
Platinum	Codafile	
Silver	Desktop Imaging / NZ Micrographic Services	
Bronze	Swim Ltd	
	Filecorp	

Codafile
INNOVATIVE RECORDS MANAGEMENT



SWIM
INFORMATION MANAGEMENT



Media Partner



READY TO BE ENTERTAINED?

Brilliance, bright lights and big music are all lined up for your entertainment at the RMAA 2007 International Convention in Wellington.
Convention Chair **MIKE STEEMSON** reports.

You've read about the brilliant line-up of international speakers for the Convention. Now we want to tell you all about the brilliant entertainment, big music and fun you can expect in September. And the excitement won't end with the official close of proceedings. There are tours, resorts and sports to enjoy all up and down the Shaky Isles.

Fun and games for the 24th RMAA International Convention, at the Wellington Convention Centre, from September 9 to 13, are organised by NZ Branch Councillor and Wellington region's Empress Business Solutions Principal, Diane Weatherhead, ARMA, and her team.

Highlight of the RMAA bonanza will be the Nocturnal: Glow in the Dark Gala Dinner, conforming to the three-day Convention themes, "Nation", "Nature" and "Nurture".

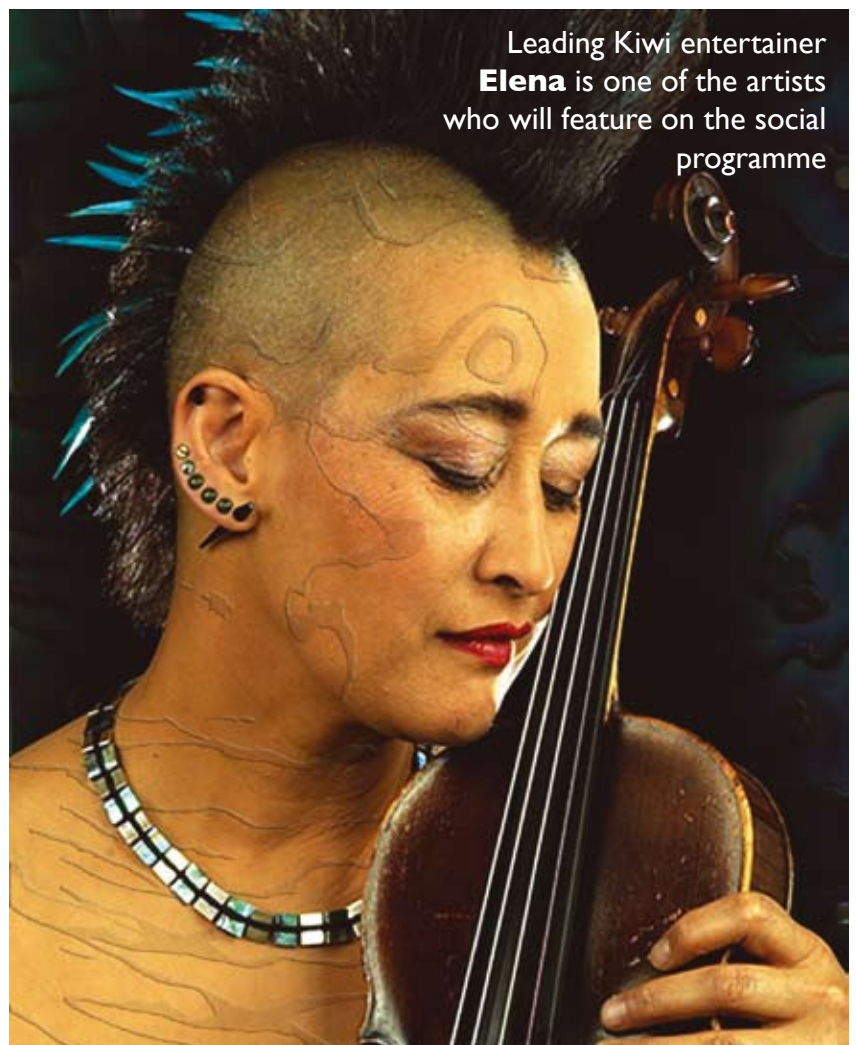
It will be a dazzling chance for delegates, exhibitors and friends to dress up and glitter in outfits that shine in the dark and under the black light.

Impresario Diane, a party girl from way back, wants the night to gleam like the New Zealand and Wellington "World Of Wearable-Arts" shows, the "WoW" event of the New Zealand arts season, scheduled in the capital the following week.

Diane recommends: "Check out the WOW website and video to get some great costume ideas."

Go Wild with Wattage!

"It's time to get creative and express ourselves



Leading Kiwi entertainer **Elena** is one of the artists who will feature on the social programme

as the guiding lights of the information management highway under the Southern Cross,” says Diane. “Picture the Kiwi bush in the dusk. Look for the glimmer of the glow-worms and a sky full of stars.

“We want everyone to dress electrically.” She says with a laugh, “It might be a good idea to bring your re-chargers for when your lighting batteries run low. We’ll provide the extra power, though. Ours is mostly produced by hydro so there’s no global warming to worry about. You can go wild with the wattage.”

The gala night will be in the main auditorium of Wellington’s 100-years-old Town Hall, built to impress at the height of the Edwardian period, refurbished for its centenary a year ago and dressed for the occasion in the Kiwis’ national colour, black.

The buffet dinner will be served with fine New Zealand wines, among the best in the world, and with Wellington’s top-class, six-piece “cover” band, Nudge ...they cover anything from the 1950’s onwards ... and their prime songsters Toni Baird and Phil Smith. Then comes the dancing until midnight!

Diane thinks the band’s great. “If I can get up and dance with them and the rest of the Upper Hutt Cossie Club,” she says, “then they are right on for the recordkeeping professional dance-mad.

“It’ll not be all noise, though. We’ll have a comfortable, quiet area where guests can sit and drink in peace, if they prefer. Not me, though. I’ll be on the dance floor with the mob.”

Elena’s ‘Funky, Passionate’ Music

Glow in the Dark is Monday’s nocturnal, but there’ll be music before that, too. The Convention’s Welcome Cocktail Party on the Sunday night, September 9, will be wowed by a unique, New Zealand artist, punk-pop, jazz, classically-trained, Māori violinist Elena.

Elena, who doesn’t reveal her surname, plays her multi-faceted repertoire, gypsy-style, wandering amongst guests. Get a glimpse of this extraordinary musician on her website and turn the sound way up.

Elena describes her music as ‘energetic, funky, passionate and fun’, and it’s all of that. Her client list has included NZ Prime Minister, Helen Clark and Governors General. She has performed at a banquet for HM Queen Elizabeth, and at an Oscars celebration dinner for the Lord of the Rings movies production team.

Earlier this year, Elena played at the prestigious China Shanghai International Arts Festival. Wellington’s mayor, Kerry Prendergast, calls Elena ‘a cultural icon’.

Party organiser Diane plans party games with the cocktails, too. “The Convention will open at the end of the first week of the Rugby World Cup. The first Wallabies-All Blacks match will have yet to be played, so the excitement will be hot.

“We want everyone to come wearing team colours ... not just rugby but any local colours. We’ll get people mixing into colour groups, perhaps, or other schemes. More about this on the big night.”

The Welcome Cocktail Party will be held in the meeting space, the expansive, colourful Marae, in the National Museum of New Zealand - Te Papa Tongarewa, simply “Te Papa”, Our Place, to Kiwis. The Marae looks North across the city’s wide, volcanic harbour, Port Nicholson, a stunning party venue.

The Māori Welcome

The Convention will open on Monday, September 10, with a warm Māori Welcome from Wellington’s Te Ati Awa people, a short but significant ceremony held entirely in te reo Māori in the main auditorium of the Michael Fowler Centre concert hall, the focal point for the Convention.

Delegates, RMAA leaders and speakers will be welcomed as manuhiri (guests) of the tangata whenua (people of the land) with whaikōrero (formal speeches), karakia (prayers) and waiata (song) in traditional Māori style.

To experience the full Māori powhiri (welcome), its different parts and their meanings, go on-line to the New Zealand.com website, home of the national tourist agency, Tourism New Zealand. The pages give a brilliant insight into the full sound and fury of the ritual, only a small part of which will there be time for at the Convention greeting.

Tuesday night will be free for delegates to arrange their own gatherings. There are dozens and dozens of restaurants, cafés and bars within easy walking distance of the Convention Centre and the Convention headquarters Museum Hotel right opposite the internationally-known Museum of New Zealand, Te Papa.

Convention planners are preparing special events for this evening, too, including beer tastings and other attractions.

Wait, There’s More!

The last night of the Convention will see the traditional Farewell Cocktail Party, different this year because many delegates will be staying on to join one or other of the vital workshops on web management, electronic records management, decision-making and other subjects to be held the following day. Māori “muso’s” will be playing and singing traditional and modern songs to entertain partygoers.




Gala Night band **Nudge**, (left), and chief of the RMAA Wellington Convention Entertainments and Gala team, **Diane Weatherhead**, (right)

READY TO BE ENTERTAINED : Continued from page 63

That won't be all, of course. Before or after the big bash, there are tours, sports, pastimes and relaxations to be had all over the little nation.

Few places are more than an hour and a-half away from the capital by air, and New Zealand boasts some of the best of every scenic attraction on the globe... except perhaps a Grand Canyon. Actually, it's got one of those too, but it's full of seawater and called the Cook Strait!

See what's on offer at New Zealand.com or pick up the links on the International Convention website at www.rmaa.com.au/natcon2007/information/index.cfm.

Then, enjoy! It's going to be an amazing spring affair in New Zealand. 

Endnotes

See the complete Convention programme at www.rmaa.com.au/natcon2007/index.cfm.

Diane's team: Brenda Graves, Hutt City Corporate Information Manager, and Heather Cameron, National Recordkeeping Manager, Office of the New Zealand Police Commissioner

World of Wearablearts ("where dance, music and lighting tell a story of the body as a canvas") web: www.worldofwearableart.com/

Find Nudge and its music at www.nudge4u.com.

See and hear Elena in action on-line at www.elena.co.nz/

Powhiri: NZ's Welcoming Spirit is at www.newzealand.com/travel/about-nz/culture/powhiri/powhiri-introduction.cfm

Looking For

The RMAA would welcome donations of historic records management books, manuals, and so on, for display at the Association's international convention in Wellington in September.


This initiative was inspired by the action of RMAA member Suzanne Hodges, who kindly donated a rare copy 'Keyword Filing: a Manual of Filing Procedures,' written by Association co-founder J Eddis Linton, to the RMAA earlier this year.

Marketing and Event Manager Kristen



RM Relics

Keley told *iQ* that the RMAA welcomes donations of suitably historic material. All will be preserved by the Association, and if material of sufficient interest and quantity is received by September, it will be displayed at the RMAA international convention being held in Wellington, New Zealand.

If you would like to donate an historic RM item, contact RMAA Administration, by phoning +61-7-3210-2171, or by email, admin@rmaa.com.au. 

Objective Chief Praises RMAA Award

Objective Corporation Chief Executive Officer Tony Walls has praised the RMAA Article of the Year Award, and has categorised *IQ* as 'the leading publication for records management professionals.'

"As the leading ECM solution provider, Objective is proud to support the leading publication for records management professionals and a quality Association like RMAA," Tony Walls told *IQ*.

This year sees Objective sponsoring the RMAA Article of the Year for the third year running.

"By supporting the RMAA Article of the Year we aim to encourage members to

contribute editorial articles which foster professionalism in the Association and the industry," said Mr Walls.

"We have been enthused by the range and breadth of topics, and invariably high quality articles submitted. This makes the judging process tough. Subsequently,

Objective

RMAA Article of the Year
AWARD

selecting a winner hinges on the value an article brings to the body of knowledge in the profession and whether it pushes the boundaries, asking new questions."


All articles by RMAA members which appear in either *IQ* or RMAA sister publication the *Information & Records Management*

Annual (iRMA), automatically become eligible for the award, which is judged by a panel made up of the Editor of *IQ* and *iRMA*, an Objective Corporation representative, and a member of the RMAA National Board.

Eligible articles can be technical or opinion based, can be case studies or calls for action, can be long or short. Last year's winning article, by Queensland's Elisabeth Wheeler, was an absorbing case study of the Palm Island wage case and its recordkeeping ramifications.

That article appeared in *iRMA*, and was the first time that Elisabeth had been published. It won her a leading edge digital camera as well as the prestige of the award.

Every article published in the Association's journals wins RMAA members CPD points as well as qualifies them for award consideration. So, to discuss an idea for article submission to *IQ* or *iRMA* and so be in the running for the award, email editor.iq@rmaa.com.au.

This year's award will be presented at the RMAA International Convention in Wellington in September. 

Jim Shepherd Industry Award Recognising Companies Who Support RMAA

Established in 2004 and named in honour of one of the RMAA's founders, (pictured), this award recognises services to the records management industry and support of the Records Management Association of Australasia.

Award Criteria

The winning company must demonstrate the following:

- A minimum of five (5) years continuous sponsorship of the RMAA at both Branch and National level. Sponsorship can be financial or 'in kind'
- Active involvement/participation in advancing the records management industry.
- Their product or service must be specific to the records/information management industry.
- They must be a Corporate Member of the RMAA.

Conditions & Prize Details

1. Applications covering the selection criteria and demonstrating the organisation's suitability must be submitted by either an individual member (who does not work for the organisation) or by a Branch Council, Chapter or SIG of the RMAA, on the appropriate nomination form (available on the RMAA website). Self nomination will also be accepted, but must be endorsed by a professional RMAA member who does not work for the company.
2. The judges' decision will be final and no correspondence will be entered into.
3. This Award will not be presented in a year when, in the opinion of the RMAA, no application meets the all award criteria.
4. The winner will be presented with a plaque recognising their achievement in front of their peers and customers at the RMAA International Convention in Wellington, New Zealand in September, 2007. In addition, the winning company will be featured in an article about the award in the November 2007 issue of *IQ* and will be given one (1) year's free advertising in the RMAA's online Product Directory in up to three (3) categories.

Enter Now

Application forms are available on the RMAA website www.rmaa.com.au at the 'Award' page.

Nominations close August 1, 2007

Nominations should be forwarded with supporting documentation to:

RMAA Awards Committee

Records Management Association of Australasia

GPO Box 1059

Brisbane Qld 4001, Australia



R·M·A·A
Records Management
Association of Australasia

J Eddis Linton Awards For Individual and Group Excellence in Records Management

Named after J Eddis Linton, one of the founders of the RMAA, the J Eddis Linton Awards celebrate his outstanding contribution to records management across three categories.



Outstanding Individual.

Candidates must be nominated by a peer or colleague and be a professional member of the RMAA. The award is judged on the contributions made to the individual's workplace or to the profession as a whole - for example, the introduction of techniques or systems that improved the quality of records management, productivity and performance, or for outstanding achievement that has enhanced the profile of records management.

Outstanding Group

This award recognises the contribution by a group of at least three people to enhancing records management and which has resulted in innovation and best practice and led to improved business performance and efficiency. The award is open to groups, committees (not the RMAA's), vendors, business units or consultants who have achieved excellence in records and information management and created an increase in commitment to records and information management within their organisation.

Student of the Year

Nominees, of any age, must:

1. Have studied fulltime or part time in Australia or New Zealand with an institution/provider accredited by the RMAA.
2. Have achieved a high level as a student in a dedicated records and information management course completed in the previous 12 months (July-June). Study may be undertaken at any level, including tertiary and VET.
3. Have attained no less than a Credit or its equivalent for the entire course.
4. Describe his/her personal vision of the future direction of records management in 1,000 words.

Conditions & Prize Details

Candidates must respond to the selection criteria using the official nomination form.

1. Only financial members of the RMAA may nominate or be nominated for these awards.
2. In all instances the judges' decision is final, and no correspondence will be entered into.
3. The judges may, at their discretion, choose not to present an award in any category where no nominations are received or where it is deemed that nominees do not meet award standards.
4. Winners in all three categories will be announced and presented with a commemorative plaque at the 2007 RMAA International Convention at Wellington, New Zealand in September, 2007. In addition, winners will receive their choice of free 2007 Convention registration worth \$1,200 or \$1,000 in travel costs to attend the 2007 Convention. In the case of the Group award, this prize applies to one representative, not the whole group.

Application forms can be found at the RMAA website, www.rmaa.com at the 'Awards' page.

Nominations close 1 August, 2007

Nominations, with supporting material, should be forwarded to:

RMAA Awards Committee

GPO Box 1059 BRISBANE QLD 4001, Australia

ENTER NOW!

RMAA Snapshot:

The People Who Help Make Us Tick.

Trissa Dent, MRMA

National Board Member for Western Australia

After 10 years with TAFE and public libraries, Trissa graduated from Curtin University with a Bachelor Applied Science (Records Management) in 1996.

Becoming a project team member in a resource company EDMS implementation, she then implemented a local government EDRMS. Next, Trissa was Information Manager at the WA Anti-Corruption Commission, with EDRMS implementation responsibility. This involved legislative, security and secrecy issues surrounding management of evidence, information obtained by undercover means or intercepts, and case records.

Today Information Coordinator at the Water Corporation, Trissa is responsible for Records and Library Services. She has upgraded the Corporate Document Management System and is currently Project Coordinator for the 2-year corporate-wide deployment of electronic document management to 3100 users statewide.

Trissa was awarded RMAA Professional membership in 2001, elected WA Branch President in 2005, and elected WA National Director in July 2006.

TRUE CONFESSIONS

IQ asked Trissa some personal questions:

A little known fact about you?

I was an ice skating precision team member, competing in state and national championships. I passed the Preliminary Level skating test whilst 8 months pregnant.

Marital status/children?

Single, with a son aged 14 and daughter, 17

How did you get started in the industry?

My manager at TAFE said RM was the future and I should consider RM studies rather than librarianship. When I resigned to start a family I enrolled part-time in at Curtin University.

Word that best describes you?

'Frank' I say what I think, and do what I say. However, sometimes I should stop and think before I speak!

The thing you like best about your job?

The feeling of satisfaction when receiving acknowledgement for work you've done.

The thing you least like about your job?

Preparing the Business Case and having to convince management to give you the required funds. Why can't they just give me the money?

The most important lessons you've learned?

1) Change is hard and no-one appreciates the person who introduces it. 2) Change management is a long-term programme. When the system is implemented the work doesn't end. There's always room for improvements, enhancements, upgrades - make provision for it.

Your motto for life?

"If you are skating on thin ice you might as well tap dance". Go for it - what's the worst that can happen?"

The award/honor you're most proud of?

Membership of the Golden Key International Honor Society. It's awarded to the top 15% of graduating students at participating universities. As a parent juggling 2 young children and part-time studies, I was proud of maintaining such a high average.

Your favourite singing artist?

I don't have one. However, I love to surprise my children by singing along to the latest hit single that's nothing but a remix of a classic 70's or 80's song.

Your favourite restaurant/dining experience?

The Raja, Bali. Nice food, and, more importantly, extremely friendly staff. My family was devastated when a bomb detonated in the restaurant in 2002.

Your favourite holiday spot?

Prior to the bombings, Bali. Cairns comes a close second. I enjoyed scuba diving on the Great Barrier Reef following the last RMAA International Convention.

Your favourite way to spend free time?

I'm a sucker for volunteering. The Treasurer of the local Out of School Care, I recently resigned as Secretary of my daughters' gymnastics club to dedicate more time to the RMAA. I've joined a book club to improve



my reading material.

What vehicle do you drive?

Honda Civic 2007, my first ever NEW car, purchased after the 'Mum's Taxi' sign came down when my daughter obtained her license.

Your business philosophy?

Improvements in business processes can be achieved by simply mapping the process. The first step to any solution is to have a solid understanding of the business, the processes and workflows.

Your personal measurement of success?

When I become bored with the job! The challenges have been met and overcome. A system has been implemented and a team is in place that is highly skilled and capable of maintaining the momentum.

Your ambition for the RMAA in Western Australia?

To develop a vibrant RIM community. To exchange ideas and support each other, to provide members a range of professional development opportunities. To grow the number of active Branch members, and to encourage members to upgrade to Professional Status.


Your ambition for the RMAA nationally and internationally?

For it to be widely recognised as the professional body for Records and Information Management professionals, and for all employment opportunities to include the statement, 'Eligible for professional membership of the Records Management Association of Australasia'.

A goal yet to be achieved, or your secret dream?

To visit Egypt, see the pyramids, ride a camel, and sail the Nile.

What would you like your epitaph to read?

I don't know about an epitaph, but I'd like the last date to be a year later than 2050. 



ISSUES UNDER THE MICROSCOPE

By Kristen Keley, RMAA Marketing & Event Manager

For more than 18 months, the RMAA has conducted an Online Poll running on the Association's website homepage, with the topic changing monthly. The results are all available on the RMAA website, a few of which have been selected to reprint here for your interest.

Are you able to receive RSS Feeds at work or home?

Poll from: 16 Feb 2007 to 15 Mar 2007

Yes, read them all the time	25%
Yes, but I don't like them	4%
No, IT doesn't allow that	4%
No, I don't have a reader	4%
Huh, what is RSS?	63%

What's your experience working with academics on RM or compliance issues?

Poll from: 16 Dec 2006 to 15 Jan 2007

Keen, will adopt new ways & procedures	28%
Real struggle, eventually fall into line	22%
A nightmare, not interested, carry on regardless	50%

Have you ever had to use your Disaster Recovery Plan?

Poll from: 16 Nov 2006 to 15 Dec 2006

Yes, it worked well.	0%
Yes, but it needs reviewing.	3%
As a drill only	12%
No, not as yet.	33%
What Disaster Recovery Plan?	52%

Does your organisation undertake mass document destruction with a change of Senior Management?

Poll from: 16 Oct 2006 to 15 Nov 2006

Yes	3%
No	97%

DID YOU KNOW The Results of Our Research



Is your branch responsible for your organisation's Meta Data?

Poll from: 16 Sep 2006 to 15 Oct 2006

Yes fully, with a policy.	19%
Yes fully, but with no policy.	11%
Yes, but only partly.	41%
No, that's an IT issue.	26%
What's Meta Data.	4%

What do you do with vendor brochures from seminars/conferences?

Poll from: 16 Jul 2006 to 15 Aug 2006

Read them cover to cover	4%
Glance over them	42%
File for future reference	9%
Sort them & either toss or read	32%
Never read then - toss them all	13%

When searching on a website, do you:

Poll from: 16 Jun 2006 to 15 Jul 2006

Use the search facility	42%
Use the sitemap	6%
Use the menu system	53%
Only look on the homepage	0%
None of the above	0%

What are your current retention policies?

Poll from: 16 May 2006 to 15 Jun 2006

Policies in place already	56%
Developing policies	31%
No policies in place	10%
Backup schedule is our policy	3%
See our legal counsel	10%

(NB: Due to sample size and poll methodology, results are indicative only.)

Do you have an idea for an online poll? Forward them to the RMAA Marketing and Event Manager, Kristen Keley: marketing@rmaa.com.au

What

**Chatter
box**

Heard

By The Informer

Revenge of the Recordkeepers

US Democratic Party congressmen, urged on by history and recordkeeping communities, have begun hacking away the dense Bush undergrowth concealing presidential records, particularly the President's notorious Executive Order 13233 of November 2001, only two months after 9/11, authorising indefinite delays in publication of archived Administration papers.

On March 14 this year, the US House of Representatives passed three bills mandating increased public disclosure by the federal government. One, the Presidential Records Act Amendments of 2007, overthrew EO 13233 by 333 votes (including 104 Republicans) to 93. The bill had attracted 1,700 letters of support from historians and archivists. Simultaneously, a companion bill was introduced into the Senate.

Next, the House, by a vote of 308-117, approved the Freedom of Information Act Amendments of 2007, legislation containing provisions to increase public access to government information by strengthening the U.S. Freedom of Information Act and creating a new ombudsman to resolve FOI disputes without recourse to law.

Finally, the House agreed the Presidential Donation Reform Act of 2007, 390 votes to 34, enforcing public disclosure of contributions to the building and establishment of Presidential Libraries, a process that now happens in secret during and after the presidential term.

Three strikes against the Administration grown infamous for its control, surveillance and manipulation of public information! This will be the focus of a keynote presentation to this year's RMAA International Convention by Thomas Connors, Senior Curator of the Broadcasting Archives at the University of Maryland.

Taking Pryde in the Association

RMAA leaders and their employers give vast amounts of their time to Association duties. The Silver Rose Bowl for Dedication goes to National Vice President David Pryde, CARMA, and President to the Auckland Chapter, (pictured), who kept faith with his Canberra-Queensland karma as he cooked brunch at a weekend workshop for Kiwi colleagues wanting to raise their professional status.

In a vast green and gold Wallaby chef's cap, he revealed himself a dab hand with the French toast and streaky bacon - and four or five RMrs got new gongs. True grit!

KM off IT, Mate!

Techies think records managers have thick glasses and out-of-date hairstyles "Take comfort that everything does come back into fashion." That's what one latter-day Shires IT manager wrote to the RMAA listserve.

Knowledge managers, on the other hand, say we put in systems that are great at managing records but "lousy at supporting everyday user needs in relation to work functions", according to another posting.



What was **David Pryde** cooking up? See 2nd item

Amongst the abuse, both of the info-newbies reveal their levels of recordkeeping know-how. The IT tyro declares that new Microsoft software creates "more RM pressure as staff discover there is even less need for formal filing".

The burgeoning KMer, meanwhile, explains that "records management and information management just focus on explicit information resources".

What are we going to do with 'em, poor things? They need help.

Goin' the e-Learning Distance

It's so obvious, it's amazing no-one's noticed before. Undergraduates avoid universities' virtual learning environment. A British study, by a senior lecturer in Student and Management Learning at the Business School, University of Hull, revealed that students "wanted to use technologies that they controlled and found that entering systems via passwords was cumbersome."

They preferred their own handheld technology to access blogs, wikis and Google for their research ... "to integrate learning within their complex everyday activities", the study said.

Please note Monash Infotech, Curtin IS, UTS, Open Polytechnic of NZ, and all.

Coming Up

In The August 2007 issue of *IQ*...

• Policy, Law and Compliance

The copy deadline is July 1. Get your submission in early to avoid disappointment, to: editor.iq@rmaa.com.au



The ONLY industry magazine that reaches EVERY RMAA MEMBER in Australia, New Zealand and the Asia/Pacific

RMAA Directory

Email contacts: To contact RMAA National officers by email, use addresses such as president@rmaa.com.au or secretary@rmaa.com.au

To contact officers in RMAA branches, create addresses from branch initials as below, for example, nsw@rmaa.com.au or qld@rmaa.com.au

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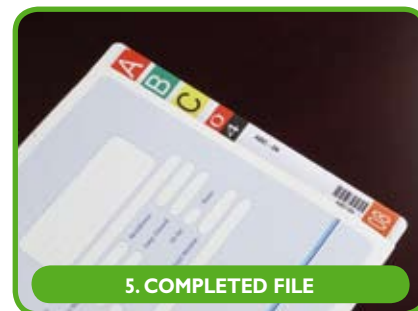
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