iQ / THE R.M.A.A QUARTERLY

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Featuring:
RIM Education & Training

From The President

KEMAL HASANDEDIC,
FRMA MBII
RMAA President and
Chair of the Board

iQ / THE R·M AA QUARTERLY

The Challenges and Opportunities of Professional Development

Professional development is fraught with challenges and ripe with opportunity—specifically, the opportunity to increase quality, which experts agree is critical.

In this issue of the new-look *iQ*, we hone in on professional development, training and education. Though these sectors face many of the same professional development challenges, each has its own unique issues, strengths, and goals.

We frame individual professional development not as an isolated activity but as nested within larger workforce systems.

Now more than ever, as labour markets shift, workers experience multiple demands on their time, and accountability reigns, professionals across sectors are searching for learning experiences that are time and cost efficient but also engaging and meaningful.

However, the common "one-shot" model is widely critiqued for failing to deliver depth and application of learning. The RMAA offers new and innovative approaches to professional development—including mentoring, a cascade model, short courses, accredited training, workshops, conventions, roadshows, online professional development, and the case method, just to name a few.

THE BOTTOM LINE

Although innovations like these are important, the bottom line for professionals is positive impact on outcomes. Yet evidence of impact from professional development often goes unmeasured. In this issue, we share frameworks, processes, and measures for assessing impact.

Too often, as we teach life skills, like 'respect', we forget that one of the most important people we have to respect is our self. How do we do this? We respect ourselves by taking time to do the things we want to do. Sometimes one of the most difficult challenges we face in this profession, is putting our self first.

We find the time to take care of projects, attend meetings, 'live' at professional development sessions, appear at events, conduct programmes, answer phone calls, and spend time listening to everyone else, but we don't take the time to hear what we are saying and answer our own needs.

I send you this challenge.....

"Live like a dog!"

- Never pass up the opportunity to go for a joy ride.
- Allow the experience of fresh air and the wind in your face to be pure ecstasy.
- When loved ones come home, always run to greet them.
- When it's in your best interest, practice obedience.
- Let others know when they have invaded your territory.
- Take naps and stretch before rising.
- Run, romp and play daily.
- Eat with gusto and enthusiasm.
- Be loyal.
- Never pretend to be something you're not.
- If what you want lies buried, dig until you find it.
- When someone is having a bad day, be silent, sit close by and nuzzle them gently.
- Thrive on attention and let people touch you.
- Avoid biting when a simple growl will do.
- On hot days, drink lots of water and lie under a shady tree.
- When you're happy, dance around and wag your entire body.
- No matter how often you're scolded, don't buy into the guilt thing and pout .. run right back and make friends.
- Delight in the simple joys of a long walk.

Whilst professional development is important, remember your personal development is just as important.

As always, we invite you to share your feedback and ideas about this and future issues.

Kemal

From The Ceo

KATE WALKER
FRMA MAICD AMIM, MBA, BSC (BAdm), AdvDipBus (Rkg), DipBus (Adm)

RMAA Chief Executive Officer

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Professional Development/ Education: Is it Important?

Over the years, a lot of good things have been done in the name of professional development and education. So have a lot of bad things. What professional developers have not done is provide evidence to document the different between the good and the bad. Evaluation is the key, not only to making those distinctions, but also to explaining how and why they occurred.

The true professional commands a body of knowledge – a discipline that must be updated constantly. Most of a typical professional's activity is directed at perfection, not creativity. Customers and clients primarily want professional knowledge delivered reliably and with the most advanced skills available.

Clearly, you must prepare as a professional for the few emergencies or other special circumstances that require creativity, but you should focus the bulk of your attention on delivering consistent, high-quality intellectual output. Remember, as a professional, you have specialised knowledge but you have to ensure that you continue to develop it.

Professionals (in most every profession) tend to look to their peers to determine codes of behaviour and acceptable standards of performance. The "professional" often refuses to accept evaluation by those outside their "discipline" – that is, professionals tend to surround themselves with people who have similar background and values.

RMAA is deliberately fracturing these discipline-based approaches to ensure that we are open to change, we created alliances with other professional groups and we become part of the bigger picture.

We need to:

- Constantly increase professional challenges: intellect grows most when professionals "buy" into a serious challenge; and
- Overcome professionals' reluctance to share information: information sharing is critical because intellectual assets increase in value with use. Properly stimulated, knowledge and intellect grow exponentially when shared. Overcoming this reluctance presents some common and difficult challenges. Competition among professionals often inhibits sharing, and assigning credit for contributions is often difficult. When we ask you to collaborate as equals, slow response is common as specialists try to refine their particular approaches. *To facilitate sharing, RMAA has established a Wiki, Listserv, Forum, Library, iQ and iRMA – other organisations / associations tap into this otherwise dormant knowledge and expand the energies and solution sets available to everyone.*

ADDRESSING CRITICAL EMERGING ISSUES

In a successful professional's programme, professional development is not an event that is separate from one's day-to-day professional responsibilities. Rather, it is an ongoing activity woven into every professional life. Professional development is an indispensable part of all forms of records and information management.

Some critical emerging issues can be addressed with professional development/education:

Increased oversight: As policymakers move to regain public trust we can expect a more aggressive trend toward independent oversight in general, and stricter compliance regimes for the professions in particular. The need for high ethical standards and transparency within the professions will be greater than ever.

Dissemination of information: Distance learning, flexibility of education programmes and many other changes are impacting the way information is disseminated. We must adapt our professional development programmes to today's business realities.

This will require re-thinking and possibly re-tooling education programmes so they can be geared to all streams, not just as an entree into the RIM profession. RMAA CPD should be seen as a core programme that can be leveraged for further career growth.

Time constraints and other commitments: In addition to shifting demographics, people are busier than ever. RIM education/training should address this.

A more educated client base: As the role of RIM evolves, so too does the role of the end user. Clients are becoming more sophisticated and more educated in their knowledge of RIM matters.

Staying current: To be relevant, RMAA will always modify its programmes and services to respond to

continued on page 6

ABOUT OUR CONTRIBUTORS

For the past two years *iQ* Interview subject CATHY SULLIVAN has worked with the Baptist Community Service in New South Wales. She has recently completed her Certificate III in Business Recordkeeping.

Our second interviewee, ROSS BERRY, is a records manager with the New South Wales Public Trustee in Sydney. Ross also recently completed his Certiciate III in Business Recordkeeping, and plans further study.

KENNETH TOMBS is Director, Public Sector, for CMEurope, the non Australasian subsidiary of Chandler Macleod. His interests are in the emotional analysis of documents and improving government. He lives at St Lo, in Lower Normandy, France.

ANNE GRZYBOWSKi is the Deputy Records Manager at the University of Edinburgh, Scotland. She is part of the Records Management Section which provides support to all units of the University on information management issues.

GANESH VEDNERE is a manager with Capgemini Financial Services in New York City in the US, and is experienced in implementing enterprise-wide content and records management programmes. He has been involved in all aspects of records management.

PAULINE SINGH is a Ph.D. Candidate at the University of Western Australia and Information and Records Manager at Shell Development Australia Pty Ltd in Perth.

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KAREN ANDERSON, Professor of Archives & Information Science with Mid Sweden University, Harmosand, Sweden, is also a member of the Board of ICARUS, the International Centre for Archives, Records and User Studies Research at University College, London, UK.

MICHELLE LINTON is Managing Director of Linked Training Group, a Registered Training Organisation, in Sydney. Michelle commenced her career in 1986 as a TAFE teacher, and currently focuses on learning and development design for clients.

Prior to 8 years spent in the ARM sector TONY CARAVELLA worked in the National Native Title Tribunal, the National Crime Authority, the Australian Securities Commission, the Department of Health & Community Services, the Department of Employment and Education, and the Australian Taxation Office.

CHRIS HURLEY, ARMA, is a Sydney information and archives specialist. He has worked with the Australian Archives, been Keeper of the Public Records at the Public records Office of Victoria, and been Acting Chief Archivist with Archives New Zealand.

JANITA STUART has published a book, numerous articles and brochures arising from her professional pursuits and is a presenter at conferences and seminars. Based in Wellington, Janita is past treasurer of the New Zealand branch of RMAA.

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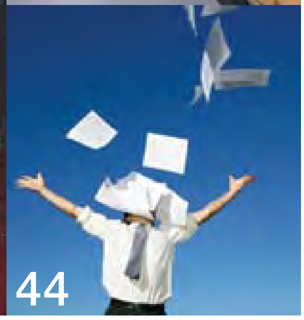
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REFLECTIONS FROM THE TOP: Exclusively for *iQ*, Western Australia's former government archives & records chief looks back at the good and the not-so-good after leaving the industry.

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FROM THE EDITOR'S DESK

Welcome to the new-look *iQ*. In accordance with the RMAA's ongoing commitment to improving the magazine, *iQ*'s design has been revamped as we moved to a new publisher which was able to offer the RMAA a state-of-the-art e-zine service to support the hard-cover journal. Let us know what you think of the new look. And do go online and enjoy the *iQ* e-zine.

While the look of *iQ* has changed a little, the content has not. In addition to focusing on RIM education and training, with a range of articles on the subject from authors in Australia, the United States, and the United Kingdom, this issue contains all the old favourites including Industry News, Off the Record, and an RMAA Snapshot.

One author takes an honest and stimulating look back at his career at the top of a state records office now that he is out of the industry. Another poses some intriguing questions about FOI – what does happen to pending FOI requests when a government minister leaves office? And who decides which ministerial records are public, and which are private?

Meanwhile, a New Zealand author makes some common-sense suggestions on how RIMs can avoid being technophobic while also avoiding the pitfalls posed by online security problems. We also preview September's RMAA International Convention in Sydney. Have you registered for the convention yet?

Thank you for the feedback on the May issue. Readers particularly enjoyed the interview with security expert James Turner, Tom Adami's fascinating article about keeping UN records in the Sudan, and Allen Hancock's amusing but pertinent 'First Aid for Records'.

Our colleagues at the Records Management Society of Great Britain were so impressed with the latter two articles they sought and received permission to reprint both the Adami article and the Hancock article in upcoming issues of their journal, the RMS Bulletin. And the Northern Territory's Power & Water Corporation sought and received permission to put the ABCDE guide from Allen Hancock's article on their intranet site, for the edification of all their staff.

Allen's article is also a finalist in this year's Objective RMAA Article of the Year Award. See page 57 of this issue for the complete Award shortlist. The Award winner will be announced at the RMAA Convention in Sydney next month. As this shortlist and the continuing interest in *iQ* articles from overseas proves, RMAA members can write articles about the RIM industry that are both informed and informative, and which make a valuable contribution to dialogue and knowledge-sharing in the industry.

You too can put your views and experience into print, and be in the running for next year's Article of the Year Award, by submitting an article for upcoming issues of *iQ*. Our November issue will be focusing on Technology, Storage & Networking, so we are looking for submissions on those subjects, and on any other subject that you may have something new to tell us about.

RMAA members whose articles are published also receive valuable CPD points, and automatically go in the running for the next Objective RMAA Article of the Year Award.

Keep writing, and keep reading. Enjoy this issue of *iQ*. As always, your comments and contributions will be welcome.

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"DEAR EDITOR"...

SEND YOU'RE LETTERS TO:
editor.iq@rmaa.com.au

Who is Doing What on RM Education?

I noticed your request for information about Education for your August issue. May I request that you include the basics on tertiary (including TAFE) courses on records management. It is quite difficult to ascertain exactly what courses are being run, and those relevant to records management. This became apparent to me when a position in our organisation became vacant and I wanted to establish qualifications I should look for from NSW applicants.

Ronalde Vandenberg
Records & Archives Manager
MELBOURNE, Victoria

(There is a listing of education and training providers on the RMAA website, but there is no list in existence that we know of showing all available RM courses across Australia and New Zealand. We're now looking into that. Thanks for raising it, Ronalde – Editor)

The Missing Million

I was interested to read in the May edition of *iQ*, page 9, in the article about Objective: 'The business case for implementing a DMS in FKP has identified over $1 in tangible benefits and avoided costs'. Is there perhaps a letter missing?

Jocelyn Hargreaves
Information & Knowledge Manager,
New Zealand Post
WELLINGTON, New Zealand

(You're right, Jocelyn. It should have read '$1 million'. The typo has brought a blush to the iQ editorial office, and, we hear, smiles all round with readers and at Objective – Editor.)

continued from page 3

continuous change and shifting market forces.

It will be important to realign methods of delivering information and education to address the changing needs of our target market segments. Overall, RMAA must guide change within our profession, must be at the table influencing regulation and public policy as it affects our members.

Professional associations can significantly stimulate improvement in the quality of professional development, but members must also share responsibility for ensuring RMAA achieves its strategic and education/professional goals.

Share your knowledge, improve your knowledge... talk to your Association to ensure you attain your objectives as a professional.

Kate

WORLDWIDE NEWS

ASA LAUNCHES 'KEEPING ARCHIVES' 3

BRISBANE: The Australian Society of Archivists Inc (ASA) has launched the third edition of its flagship publication, Keeping Archives.

Known as KA3, the book builds upon the foundations of its predecessors KA1 and KA2 by providing practical guidance for addressing many of the real-life challenges faced when working with archival records.

KA3 has been put together by an editorial team of leading Australian RIMs Jackie Bettington, Kim Eberhard, Rowena Loo and Clive Smith.

Jackie Bettington, one the book's editors, told *iQ* that KA3's balance of practical information and recordkeeping theory and concepts has been designed to assist recordkeepers new to the profession and others with responsibility for managing archival records.

It is also intended, says Bettington, to be a handy resource for professional archivists working in specialist areas where they have little experience or for those simply seeking to update their professional knowledge.

KA3 provides information, guidance and skills to professionally manage legacy collections and backlogs, while also facing the challenge of proactively working across the records continuum. It demystifies the myriad of recordkeeping standards, methodologies, theories and concepts using a number of case studies and real-life scenarios.

Topics covered in KA3 include:

- Introducing Archives and Archivists
- Getting Started
- Buildings & Storage
- Appraisal & Disposal
- Managing Acquisitions
- Accessioning
- Arrangement & Description
- Access & Reference
- Finding Aids
- Documentation Programs
- Using Computers
- Digitisation & Imaging
- Advocacy & Outreach
- Digital Recordkeeping
- Managing More than Paper: Maps & Plans, Photographs, Objects, and Sound Recordings & Moving Images.

Each chapter has been written by recognised subject matter experts in the chapter topic and richly illustrated with photographs, diagrams and cartoons. To complement the book a CD containing reference material, checklists and templates for easy re-use is included.

Further information about KA3, and order forms, are available at: www.archivists.org.au.

NZ$2 MILLION BOOST FOR NEW ZEALAND GOVERNMENT RECORDKEEPING

WELLINGTON: Archives New Zealand is to receive nearly $2 million extra funding over the next four years to establish a comprehensive recordkeeping audit programme across the public sector, as required in the nation's breakthrough Public Records Act, 2005 (the PRA). The funds were announced in the Government's 2008 Budget by Finance Minister, Dr Michael Cullen, in May.

Over the next two years Archives New Zealand will establish an audit framework under the PRA and run pilot audits to support government organisations in their recordkeeping functions.

From mid 2010, the audits will begin in earnest and some 2700 agencies will be audited from then until 2016 - over 500 agencies annually, said an Archives media release.

Archives New Zealand administers the Public Records Act 2005 and has already set mandatory standards against which the audits will be measured. Recordkeeping is a key component of an organisation's governance and is critical for accountability and performance, said the Archives.

The media release from the Minister Responsible for Archives, Miss Judith Tizard, can be found at: www.beehive.govt.nz/release/government+recordkeeping+capability+boosted.html.

For more information on Archives NZ's Public Records Act Audit Strategy, see: http://continuum.archives.govt.nz/public-records-act-audit-strategy.html

PROV EXTENDS RECORDKEEPING STANDARDS

MELBOURNE: The Public Record Office Victoria (PROV) has announced the extension of four of its core record keeping Standards.

In a media release, PROV said that this extension does not change the content of those Standards but extends their validity beyond the current expiry date of February 2008 until February 2011.

PROV is currently working toward issuing a new set of Standards and supporting documents to ensure that a holistic Standards suite is developed by 2011.

The extension of the current Standards is designed to ensure that PROV and agencies continue to have coverage under the current Standards while the new Standards are being developed, said PROV.

The four standards are:

- PROS 97/001 Management of Public Records;
- PROS 97/002 Creation and Maintenance of Public Records;
- PROS 97/003 Destruction of Public Records;
- PROS 97/004 Transfer and Storage of Public Records.

For more information on the PROV recordkeeping Standards programme visit: http://www.prov.vic.gov.au/records/RKStanProg_OV.asp.

NEW PRODUCT ENABLES MORE SECURE FILE TRANSFER BY EMAIL

SYDNEY: US software vendor Proofpoint has released a new product which it says solves the problem of how to securely send large or confidential files by email.

Proofpoint Secure File Transfer allows users to either send files from within their email or a Web-based email interface, just as they normally would.

The Proofpoint product addresses the security issues by sending files over an encrypted channel, and logging which recipients have received the attachment. Proofpoint Secure File Transfer can also automatically purge the files after recipients have downloaded them, or after a set period of time.

For more information, visit: www.proofpoint.com/sfwp.

NAA BROUGHT UNDER PM & CABINET UMBRELLA

CANBERRA: Special Minister of State and Cabinet Secretary Senator John Faulkner in May announced the transfer of responsibility for the National Archives of Australia (NAA) from the federal Department of Finance and Deregulation to the Department of Prime Minister and Cabinet (PM&C).

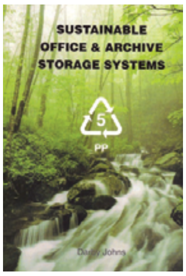
Agencies with complimentary roles already under the PM&C umbrella include the Australian National Audit Office (ANAO) and the Office of Freedom of Information. The transfer, which reflects a perceived recognition of the importance of government records under the Rudd Government, took effect immediately after the May announcement.

Senator Faulkner continues to be the minister directly responsible for the NAA. The senator also won more friends outside of politics in May by keeping to commitments to improve governance and transparency in Canberra, introducing changes to the Commonwealth Electoral Act which reduce the disclosure threshold for political donations, and by creating a Register of Lobbyists.

One line caption to go here please

BOOK OFFERS FREE ADVICE ON PHYSICAL STORAGE

ADELAIDE: South Australian records and information management identity Darby Johns had launched a book with advice on the best ways to store physical records.



'Sustainable Office & Archive Storage Systems' briefly deals with office records, archives, libraries, photographics, textiles, and film and audio tape among other things. Author Johns says that it is intended to be a reference guide for RIMs and students of the RIM profession.

Johns, the managing director of Albox Pty Ltd, in Adelaide, was an Australian Government trade commissioner earlier in his career. He was also the inaugural Chair of the State Records Council of South Australia.

The book can be downloaded free of charge at www.albox.com.au.

QUEENSLAND TRANSPORT GETS BEHIND IAM

BRISBANE: As it did last year, state government agency Queensland Transport (QT) put thought and effort into promoting Information Awareness Month (IAM) in its state in 2008.

Throughout May, QT conducted a series of events to fit in with the IAM 2008 theme of "Safety: Security: Privacy", which aimed to raise the profile of good recordkeeping and information management in light if the increasing notoriety of cases of identity theft, SPAM and email scams, and sharing and accessing personal and electronic information.

QT's Information Management Division ran IAM activities which included a display stand, a word jumble competition for all employees, and a series of broadcasts on information management and recordkeeping practice each week in May. Messages included "The Seven Deadly Sins of Recordkeeping" and important information on "phishing" and "spam".

IAM gave QT's Information Management Division the opportunity to promote their areas of expertise to the wider QT and Main Roads audience. It also allowed the Division to further promote its recently updated Information Governance intranet site, which features information for all government employees on topics such as Enterprise Security, ICT Policies and Standards, Intellectual Property and Recordkeeping.

SWISS THINK SAFETY DEPOSIT BOX TECHNOLOGY WORKS LIKE CLOCKWORK

GENEVA: The Swiss Federal Archive, *Schweizeriches Bundesarchiv*, has adopted the Safety Deposit Box (SDB) technology to enable the long-term preservation and management of digital records.

Jointly developed by British firm Tessella Inc and the National Archives of the UK (TNA), the core software has been in use at TNA for four years as the basis of their award-winning digital archive system.

Other users of SDB include the British Library, National Archives of the Netherlands, and the National Archives of Malaysia.

TAG CLOUDS, BLOGS AND FORUMS ARE FINE, BUT WHERE'S THE MEAT?

SAN FRANCISCO: The latest Web CMS report from US analyst firm CMS Watch has found that while vendors attempt to seduce corporate customers with Web 2.0 interaction offerings that include blogs, tag clouds, forums and more, they come up short when it comes to comprehensive social computing services.

Tony Byrne, CMS Watch founder and CEO, said that the report's writers canvassed users around the world to evaluate forty different products on offer and come up with their conclusions.

"The good news is, nearly all Web CMS (Content Management Solution) vendors are 'socialising' the experience around enterprise websites and intranets by adding various engagement features," Byrne told *iQ*. "Where they tend to come up short is when you want to extend into broader forms of social networking and collaboration. For that, you'll likely need additional technologies purpose-built for those services."

In addition, says the latest CMS Watch report, not all Web CMS vendors can deal effectively with comment/trackback spam on public-facing blogs. And while most solutions have sufficient editorial and versioning facilities to enable wiki services, the report finds that standalone wiki tools typically perform better at creating new pages, reorganising and refactoring discussions, and outputting compound wiki entries into printable documents.

To find out more about the Web CMS Report 2008, visit: www.cmswatch.com.

US AND EU CLOSE TO SHAKING HANDS ON PRIVATE DATA RULES

WASHINGTON DC: The United State Government and the European Union have closed the gap on an agreement which will allow law enforcement and security agencies to obtain private information about their citizens.

The deal would allow approved agencies to access and exchange credit card transactions, travel histories and Internet browsing habits in the US and Europe.

The *New York Times* reported on June 28 that after meeting since February 2007 negotiators from both sides had agreed a draft agreement covering 12 major issues.

One of the few remaining sticking points was a desire by the EU for its citizens to have the right to sue the US Government if it they are denied access to the US as a result of faulty information. Most European countries give anyone the right to sue in such circumstances. US citizens can do the same in their own country, but the right is denied to foreigners in the US.

Negotiations continue.

DOCTORED RECORDS ALLOWED NAZI WAR CRIMINAL TO ESCAPE

BADEN-BADEN: Aribert Heim, an SS doctor at the Mauthausen concentration camp, was able to escape prosecution for war crimes after World War II because incriminating evidence was removed from his American-held SS file.

Associate Press reported that the German doctor would be 93 today if he is still alive. Heim is top of the list of more than 1,000 Nazi war criminals being sought around the world by the Simon Wiesenthal Centre, which is offering a US$485,000 reward for information leading to his arrest.

At least one witness of Heim's barbaric alleged medical procedures at Mauthausen is still alive, and considers him 'the most horrible' of the camps doctors.

In 1946, Heim's SS service file was held by the Berlin Document Centre, run by the US Army. It was said to have been altered, showing him at another SS posting during the time witnesses put him at the concentration Austrian camp in October and November, 1941, although who doctored the file has not been established.

In 1979, when Heim was resident in Baden-Baden, the Austrian Government indicted him for war crimes. The indictment declared that possible 'data manipulation' had been involved in the removal of his Mauthausen posting from the records.

Authorities believe that Heim is still alive but in hiding, because no member of his family has attempted to claim his large estate. iQ

Mike Steemson's LONDON LETTER

iQ Contributing Editor Michael Steemson has spent the northern spring and summer in Britain, attending major RIM events and keeping his ear to the ground to bring you up to date with happenings in the industry in the UK.

Across the northern spring and summer, Britain has been bubbling with records management excitements. So much has been going on. Where do I start?

An official non-government organisation charged with monitoring the financial services sector has been publicly beating itself up for its RM failings. The National Health Service, controller of the vast majority of Britain's hospitals and health providers, has brought in new, tough guidance on medical drug records. And the National Archives of the UK (TNA) has been dismayed to be told that no-one could be prosecuted over forged World War II Government Cabinet Office records slipped into its files.

In the profession, the Records Management Society of GB, (RMS), had to hold a ballot for "the Chair", its leader, the first time the post has been contested in the society's 25 years. More on that in a moment. Meanwhile, the Society's archrival, the older, larger, more academic Society of Archivists, announced that, for the first time, its annual conference would major on records management.

Records management in the UK is cool or, if you're really hip, records management is 'book'. 'Book' has become synonymous with 'cool' because cell phone predictive text selects it if you don't watch it. Now isn't that book?

NORTHERN ROCK BAND OFF KEY

The Financial Services Authority (FSA), has blamed itself for its RM short-comings in investigations surrounding the failure of the Northern Rock bank last year. The big Newcastle-upon-Tyne mortgage lender was saved from total collapse only by 'temporary' nationalisation and an 'emergency funds' loan of £25 billion (AU$60 billion) by the Bank of England.

In March, the FSA acknowledged that its investigation into the Northern Rock crisis was hampered by its own poor recordkeeping, and "the apparent ease with which individual members of staff have been able not to comply with established processes", such as recording key meetings and document filing.

Five years ago, the FSA fined subsidiaries of a London 'wealth management' group £250,000 for "inadequate monitoring and record keeping". The authority's then Director of Enforcement, Andrew Procter, commented: "Firms must understand that procedures to monitor advisers, particularly where high-risk transactions are being recommended, are not a 'nice to have', they are a necessity." It's a pity the authority didn't take note of its own enforcer.

DRUG RECORDS CONCERNS

The English health providers' tough, new *Safer Management of Controlled Drugs (CDs): Changes to Record Keeping Requirements* came into effect on February 1. Guidelines "to inform and support relevant healthcare professionals and organisations in implementing changes to the record keeping requirements" were published after several years of inquiries following the horrifying murders of 15 patients by a Manchester doctor.

The official document, on line at www.dh.gov.uk/publications, speaks heartheningly of: "The main purpose of the requirement to keep and maintain a CD (register) is to provide an audit trial of the supply of those CDs that are considered to have the greatest potential for diversion and harm when they are abused."

As the health industry began to work the new rules, a medical records practitioner remarked to me: "The NHS is a lumbering juggernaut. Its wheels grind slow and exceeding small and it'll be interesting to see what, if any, difference these new measures make." One couldn't help but get the feeling that her hopes were not high for radical change.

FIRST RMS BALLOT

The 25-year-old Records Management Society's first-ever ballot to select its Chair resulted in a positive win for the incumbent, Dr Paul Duller. Paul is Information Services Director for the Tribal Group of information consultancies, with more than 20 years' experience in the big RM programmes. He stood against a young challenger, James Lappin, a 1994 graduate MA in Archival and Records Management, who now delivers RM training programmes for the London consultancy, TFPL Ltd.

The ballot was decisive: 284 votes (61%) against 180 (39%) in a 32% turnout of the society's 1,100 members. Paul was standing for his third term and announced to the AGM that it would be his last as Chair. James had done pretty well against an established, successful post-holder, but he sensibly evaded my questions about whether he'd try again.

Of particular significance, too, was the size of the opposition vote, not a majority but enough to give the society pause. It has never before had such an indicator of dissent. Whatever that meant, it was a healthy sign that records management is becoming more important in the great scheme of business things.

BRITISH ARCHIVISTS CATCHING UP WITH RM

Another welcome sign is the British Society of Archivists' conference theme for 2008, *Spanning the Spectrum: Confronting Record Keeping Challenges*. Odd phraseology! Makes it sound as it they've only just come across the subject. That's strange, because it's had an active RM Group for years.

Bits of the programme are very familiar. The society's Web display boasts: "Adrian Cunningham from the National Archives of Australia will speak about DIRKS … Julie McLeod, Professor of Records Management at Northumbria University will discuss the future of Records Management". The publicity tops that off with "a debate on the motion *EDRMS are a waste of time*". Recognise any of that?

FORGERY HORRORS

Twenty-nine faked World War II records were found in 12 National Archives files in July 2005 soon after British historian Martin Allen published books based on them. The stories he told, of Nazi collaborators in British ranks, sounded like spy fiction. They were!

Subsequent scientific study established beyond doubt that the documents were modern forgeries, some printed on a laser printer with amateurishly copied signatures. In early May, *The Guardian* newspaper reported: "Police interviewed Allen, who is believed to be the only person to check out all the files that contained the forged documents. After a 13-month police investigation, the Crown Prosecution Service decided that it was not in the public interest to prosecute, in part because of Allen's deteriorating health. Allen has … previously denied involvement in the forgeries."

The National Archives issued a cool (ie, not warm) statement saying that "new security measures have been implemented", without going into detail of course. All very different from the horrified reactions in mid-summer 2005 when the first hints of the massive security breach became public knowledge.

I've little doubt that the story is not over.

It's been aninteresting northern spring. Old hands in the RIM profession have seen most of it before, except, perhaps, the forgeries. They *are* different! iQ

RECORDS MANAGEMENT SOCIETY OF GREAT BRITAIN 2008 CONFERENCE:

A revolution exposed IN EDINBURGH

Was it the state or the fate of the RM art they were discussing? It was plugged as *Records Management: The State of the Art*, and 380 travelled to the millennium-old seat of Scottish monarchs to be inculcated. They listened and learned that, like the Celtic kingdoms of yore, the Recordkeeping Art is in a restless, revolutionary state.

The conflict made April's 25th birthday conference of the Records Management Society of Great Britain in the Scottish capital riveting and unsettling. It certainly should not and really could not have been otherwise in its two overcrowded days.

The first rounds came over the top from a University of London Master with Distinction in Archives and Records Management, Steve Bailey, a straight-talking JISC Infonet[1] senior advisor and enthusiastic RM blogger[2].

In his conference opening keynote enfilade, he gave what he called, "with total disregard for my personal modesty", Bailey's Law:

"As the volume and diversity of the electronic information created increase, so the effectiveness of records management, as we know it, to cope with this change decreases by equal measure."

UNIMAGINABLE RATE OF CHANGE

Bailey described the "unimaginable rate" at which technology is transforming organisations within which RM function. Was there answer?

"Well, put simply, records management, as we know it, is not it," he said. "Why? Because it is based on a fundamental model that no longer works when it comes to dealing with Web 2.0 information. Its centralised, command and control ethos is not scalable.

It relies on a client-server architecture, the presence of which can no longer be guaranteed, and it is based on concepts and techniques which now seem completely anachronistic to most of the people we rely on.

"Unless we take action accordingly we may soon find that records management is no longer fit for purpose. And while, for the near future at least, we will all continue to have jobs, we may soon find that we no longer have careers."

All good, scary stuff.

FOUR WISE MEN OF RM

Four leading British consultants, John Wilson, boss of his own JMW Mosaic consultancy; Richard Blake, head of the National Archives' RM Advisory Services; Tony Hendley, managing director of the Hertfordshire University's ICT arm, Cimtech Ltd; and James Lappin, RM consultant with the London information management recruitment and training agency, TFPL Ltd, jointly held a day-long "collaborative session" entitled What will Organisations be doing with their Electronic Documents and E-mails in 2012!

Lots of delegates wanted to know what the Fates held for them and the sessions were packed. Discussions whirled around the merits/demerits of EDRMS technology, the rise of Microsoft's SharePoint system, Alfresco Open Source and Google applications, their prizes and their pitfalls. Everyone seemed to agree that recordkeepers still offered the safest hands in these hazardous days of mass information.

Independent consultant Stephen Harries was less sanguine. He identified the paradoxes of recordkeeping: "The more central knowledge becomes, the more influential structures become, the less value is placed on them; users demand more flexible and direct access to records but are no better at searching for them; managers seek to make visible organisational information while retaining ambiguity and freedom of action themselves."

His answer: "Less focus on the tools and more on the knowledge processes that create, shape and use records; the effective use of collaboration, knowledge governance within and between organisations: new ways to integrate the established disciplines of records management with the flexibility of networking."

MOREQ 2 COULD PROVIDE

MoReq 2 could provide some of that. It's the new version of the European Commission's defacto standard of Y2K, the "**Mo**del **Req**uirement for Electronic Records Management systems" that has been translated into eleven languages. MoReq 2 was introduced by Marc Fresko, the man most recordkeeping Brits regard as Mr MoReq himself. He actually leads the EDRM consulting services for Serco Consulting, the company that developed the work for Europe.

MoReq 2 was published on line[3] in February and is due for print issue late this year. Marc called it "the moral equivalent of the Public Record Office 2002 standard or the U.S. DoD 5015.2, but with much, much more content". He said: "MoReq 2 describes the capabilities of a good, generic system that can manage electronic records; an ERMS or EDRMS."

He didn't have to do much convincing. Most of the delegates were well-versed in the old MoReq and recognised the functionality of the new modular, testable model as the answer to a big chunk of their prayers and a beautiful, sturdy stick with which to beat disinclined chief executives into RM submission.

BOB MAKES 'EM LAUGH

Bob McLean's answer to recordkeeping progress was "Make 'em laugh!" He's records manager at the Wellcome Trust, the global biomedical research charity, based in a flash, new, high-tech headquarters in London's thronging Euston Road.

It was a prodigious user of paper records until Bob took an electronic hand. He was told to wrench the august, veteran Trust into the 21st Century e-communications environment. He chose good humour and light-heartedness to do it. The conference roared at his tales of highly successful staff "bin-it" competitions that is changing the company records culture.

DR JULIE CHALLENGES

Dr Julie McLeod is Professor in Records Management in the School of Engineering, Computing and Information Sciences at Northumbria University in Newcastle upon Tyne. She's also part of ISO and British Standards Institution RM standards endeavours.

She gave delegates some challenges to think about. "What has developed in this post-modern world? Complexity, contradiction, ambiguity, diversity and interconnectedness. What are the records management requirements to meet these? We need to adapt. It's a big ask!

"Are recordkeeping principles and practices still fit for the purpose? Some of what we do is fine for some of us, now, but not for the future, which is just around the corner."

She insisted. "Only the critical evaluation and continuous development of principles and practice involving all the necessary players will help us accelerate positive change. Symbiotic partnerships are key to success in the post-modern world."

Dr McLeod will be a keynote speaker at the RMAA's International Convention in Sydney in September, so RMAA members will also be able to share her views, and engage in her challenges.

STEVE BAILEY'S ANSWER

Which takes us full circle to Steve Bailey. "I sense a collective shudder at the thought of allowing the user community to determine how long to retain its information based on its own judgement.," he said.

"Believe it or not, we are actually in an incredibly fortunate position. Web 2.0 technologies might be the problem, but also represent the solution. With it, for the first time ever, we have the means of collecting, aggregating and analysing the collective wisdom of all the users within our organisation for our own purposes."

He's so keen on the idea that he's written an RM book about it called *Managing the Crowd*[4]. Is that what Dr Julie means by "symbiotic partnerships". I wonder! iQ

Endnotes

1. Joint Information Security Committee Infonet, a consultancy of the University of Northumbria, Newcastle-upon-Tyne
2. rmfuturewatch.blogspot.com
3. www.moreq2.eu
4. *Managing the Crowd: Re-thinking records management for the Web 2.0 world.* www.facetpublishing.co.uk

Why recordkeeping qualifications are worth the sweat

Why undertake RIM education and training?

iQ asked two RIMs who recently completed their Certificate III Recordkeeping core units with the RMAA about their careers and where they expect their new qualifications will take them. **Ross Berry** works in state government, while **Cathy Sullivan** works in private enterprise.

Story Snapshot

- One interviewee wanted to be a travel consultant, the other a vet. Yet both now love RIM.
- Both have seen employer attitudes to RIM training change.

***iQ*: Cathy and Ross, how did you get into the records & information management (RIM) field?**
Cathy: I started as an administrative assistant and then was offered a position in records.
Ross: I started back in 1984 managing the Records for David Jones (department stores). This covered transaction receipts, register rolls and credit card receipts.

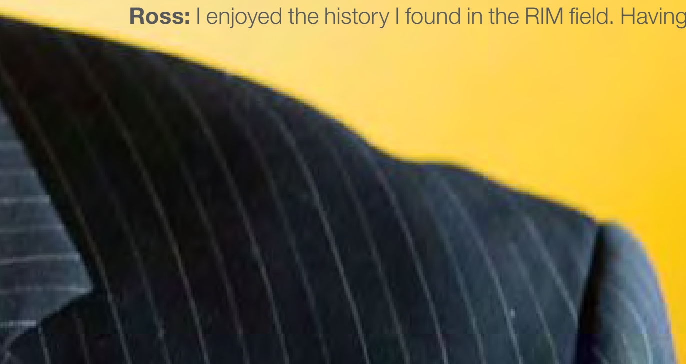
***iQ*: What career did you have in mind when you were at school?**
Ross: I wanted to become a travel consultant.
Cathy: I wanted to be a veterinary nurse.

***iQ*: What perceptions did you have of RIM when you entered the field?**
Ross: Very little. I never really thought about keeping records. how that has now changed!
Cathy: I thought it would be boring and repetitive.

***iQ*: What, if anything, changed those perceptions?**
Ross: For me, government legislation and legal requirements.
Cathy: Once I actually started working in RIM I realised that there was a lot more to it than I expected. It's much more interesting and challenging. I love it!

***iQ*: What form did your early RIM education and training take?**
Cathy: I had on-the-job training from other records staff.
Ross: My training came through the use of Dataworks at a local council, as well as sorting an archive reserve which had not been touched in 50 years

***iQ*: At that stage, did you see a career path in RIM stretching ahead of you?**
Cathy: Yes, probably after a few months of working in the field.
Ross: I enjoyed the history I found in the RIM field. Having a desire for information I found it a field which I planned to be in for at least the next 5 years.



***iQ*: Have any of your posts in RIM included RIM qualifications in the job specifications?**
Ross: In most cases I have seen Certificate III in records, or 5 years experience, mentioned in advertisements for a Records Manager position.
Cathy: I have only worked in RIM for two years, and this has been with the same company. When I was offered the position there were no RIM qualifications required for the role.

***iQ*: Have you seen a change in employer attitudes to RIM qualifications in recent times?**
Cathy: Not that I'm aware of. But I've only been in the field for 2 years.
Ross: Oh, yes. When I first started with government, 10 years ago, very little was known about RIM qualifications so there was limited interest. RIM is now a more respected and professional position that most government departments require qualifications for, which is often stated in the prerequisite for a position.

***iQ*: Have you found that employer attitudes to RIM training and education have been driven by an organisation's policy or by individual managers who believe in education and training?**
Cathy: Both. Managers have been mad more aware, therefore more policies have been endorsed.
Ross: My training and education has been fueled by my own interest in education and advancing myself. My present manager has supported me in this, and our organisation's policy also sets aside time for staff training.

***iQ*: Do employers, in your experience, have a policy toward RIM training and education?**
Cathy: Not that I am aware of.
Ross: Not in RIM. However, our organisation's policy requires all staff to attend a minimum of 5 days training per year, and of course this can include RIM training.

***iQ*: Do they encourage or reward employees who improve their qualifications?**
Ross: More through encouragement than reward, as we are required to attend a certain number of days of training each year.
Cathy: My manager encouraged me to gain qualifications.

***iQ*: You have recently completed a RIM education/training course via the RMAA. What prompted you to take that course?**

Ross: I felt that in my position I needed to improve my qualifications. Certificate III was a good place to start.

Cathy: As requested by my manager, I completed the Cert III in Business Recordkeeping to further my knowledge of recordkeeping and to gain qualifications.

***iQ*: Do you have plans to further improve your RIM qualifications? If so, to what level?**

Cathy: I now plan to do the Certificate IV and then a diploma in recordkeeping.

Ross: I want to complete Certificate IV Business (Records) in the new financial year, and maybe even a degree later.

***iQ*: Is there, to your knowledge, an easy-to-access resource that lists the RIM courses available in each state, territory and/or region of Australia and New Zealand?**

Cathy: Not that I'm aware of.

Ross: TAFE websites list RIM courses, but I prefer to see what is on offer through RMAA, having been a member for 10 years.

***iQ*: What is your opinion of the variety, scope and qualifications associated with RIM training on offer from tertiary institutions in your state and other states, private firms, and professional organisations?**

Cathy: The only courses that I have found available for RIM is the one I completed through RMAA and correspondence courses run though TAFE.

Ross: I think TAFE and some universities offer a good scope and variety. I have not had any RIM training dealings regarding private firms. As for professional associations, the best courses for variety and scope are those provided by RMAA.

***iQ*: What improvements in the above would you like to see?**

Ross: I find it difficult to locate a basic records course for new clerks, apart from those offered by State Records (of New South Wales).

Cathy: I would like to see more in-class courses available.

***iQ*: What feedback are you receiving from young people just entering the RIM field regarding education & training? Do they expect it? Want it? Need it?**

Cathy: Yes, they do. There is a lot to learn, and they are eager to gain knowledge and qualifications.

Ross: I am holding training for staff within NSW Public Trustee. This includes record management fundamentals, sentence & destruction of records. This is due to numerous requests I've received, and a desire to improve the RIM knowledge of staff.

***iQ*: Should there be a minimum RIM qualification required for all RIM positions? If so, what?**

Ross: I feel a minimum 5 years experience for a clerk, up to a minimum Certificate IV for a Records Manager.

Cathy: I think previous qualifications and experience, OR, planned future training should be a must.

***iQ*: If you were employing a new RIM worker, what would most influence your choice of candidate? Qualifications, or experience?**

Cathy: Both. Qualifications are important. But so is experience, as it demonstrates the ability to apply the principles in the work context.

About the interviewees

CATHY SULLIVAN works with the Baptist Community Service in New South Wales.

ROSS BERRY is a records manager with the NSW Public Trustee in Sydney.

Ross: My choice would probably be influenced more by 'experience' for a clerk's position, but I think 'qualifications' and 'experience' for a higher position.

***iQ*: What, to your knowledge, is the most innovative RIM education & training programme on offer, anywhere in the world?**

Ross: Online. Several professional organisations offer online training in records management. As an example, one offers certificate programmes in both electronic records management (ERM) and enterprise content management (ECM). Each certificate program has several modules leading to a certificate. The convenient thing is that modules are available on demand, 24/7.

***iQ*: Would that programme work in your sphere?**

Ross: The NSW Attorney General's department has a number of online training courses, so an addition to this could cover records management and become part of new staff's induction requirements.

***iQ*: Who should lead the way on RIM education & training in Australasia? Governments? Educational institutions? Professional associations?**

Cathy: In my opinion, governments should. Because, we have to comply with the legislative compliance put out by the government, therefore they should have more training and educational material available.

Ross: I feel that all three should develop and promote education & training in RIM. Competition is always good, and that way it would not disadvantage any part of the workforce.

***iQ*: What initiatives would you like to see implemented regarding RIM education & training in this country?**

Cathy: There should be more government funding and resources available.

Ross: For people newly entering the RIM arena, I think a session in induction on record management fundamentals would be a good start, covering people's responsibility. Next, a more in-depth online RIM training course. On completion, there should be advice on courses and details to continue education in RIM and qualifications.

***iQ*:** Thank you, Ross and Cathy. iQ

OFF THE RECORD

A French Lesson In Records Education

While the necessity for professional development and indoctrinating industry newcomers remains, and admittedly the process of education delivery and professionalism has changed dramatically, a feeling of a certain repetitiousness remains. Perhaps that's what over-familiarity brings; we know it feels good but we are somehow disconnected from the realities of it all.

BY **KENNETH TOMBS**

All the old training chestnuts fell into my lap as I recently introduced a new team of people in Guildford, England, to my way of doing things. My new business is all about selling empathetic organisation and people development, yet here I was at the internal level struggling to persuade colleagues to implement EDRMS from day one. Only by cheating and saying that it was all for writing proposals was I able to overcome their reluctance. (Don't split on me, will you!).

Whatever happened to those months spent doing (and some of us being paid for!), the formulation of file plans and retention schedules? All those arguments of full-text versus indexing and taxonomy! Now it's all off-the-shelf, automated and looks the same.

In March, I saw a presentation to the British Computer Society on the future of search technologies. While new empathic/emotional search mechanisms are on the horizon, the suppliers who presented that evening seemed fixed on providing more of the same; prettier cross referencing and contextual presentation. We set out to challenge the perceived wisdom that search and EDRMS are always about drilling down, with the future all about working in aggregation. Not sure we got very far with that one.

Yep, overall, it all kinda felt the same – walking through treacle! I began to wonder, what are we teaching people about records management for tomorrow? Is the future just about impersonal systems management, about which buttons to press? It all seemed so depressing. But then my enthusiasm rocketed, courtesy of the French.

IT WAS ALL ABOUT RECORDS

I've recently settled in France, and become a Chunnel commuter. In a rare moment of tidying the mail, (the French really love their junk mail catalogues), my gaze was caught by the local *En Direct* magazine from the Conseil Général.

Msr Conseil is the head of all things Manche 50 - Manche being my home prefecture - where they send out, like so many local authorities, a somewhat cheesy annual glossy to explain to the world what we get for our local taxes. This edition focussed entirely on discovering the local public archive. We'd hardly moved in and *En Direct*'s annual edition for 2008 is on, yes, records and archival management. Synchronicity or what!

The magazine presented a vibrant local participation in the regional history of Manche, with the inevitable genealogical aspects. But there was more than that. For a region of one million people, its comprehensiveness surprised me. I suppose, that, with Mont St. Michel on our doorstep, there is a lot of recorded history to be going on with. What came across in this local magazine was a sense of a growing interest in the region's history and its present day context, via its records. What was clear was that the public record considerations we Anglophiles are used to seem less important than we might expect, yet public interest in records interpretation seemed here to be very strong.

TEACHING THEM LOCALLY

Having been around the UK Public Record Office (sorry I can't bring myself to call it the National Archive even now), when Kew was transformed into a national facility, it served the whole of England and Wales a population of some 50 million or so.

Yet, as *En Direct* informed me, just 10 minutes drive from my home there is a stunning and simply designed local archives building that is immaculately finished and equipped. And it's attracting local people, young people. On my doorstep in rural France, locals are taking an interest in contemporary and historic issues represented through their documents.

It made me wonder, in addition to educating the managers of our records, should we not improve the education of the users? Should we not, like the French, make our records more accessible at the local level, and encourage community involvement in their interpretation?

Thanks to the French, I will not be letting RIM repetition undermine my optimism for the future of the RIM industry. **iQ**

About the Author

KENNETH TOMBS is Director, Public Sector, for CMEurope, the non Australasian subsidiary of Chandler Macleod. His interests are in the emotional analysis of documents and improving government. He lives near Saint Ló in Lower Normandy in France with his partner Christine and their three seasonal children.

• Ken can be contacted at kenneth.tombs@cmeurope.eu

LEARNING BY DOING:

A New Approach to Records Management Training and Implementation

Your organisation has a records management policy, appropriate procedures and your local records management reps have been trained; so why don't all of the staff in your organisation manage their records in the way you want? How do you get active user engagement and participation so that colleagues actually implement good records management practices and procedures?

BY **ANNE GRZYBOWSKI**

This paper describes a flexible methodology the University of Edinburgh has been using to implement records management at a local level without additional resources or tangible incentives. The methodology is inspired by the action learning training and development approach developed by Professor Reg Revans in the 1940s.

INTRODUCTION

Implementing change is always difficult. It is even more difficult when your change is not a priority for anyone else, you do not have the authority to tell people to 'just do it' and you do not have the resources to 'do it yourself'. These are some of the challenges the Records Management Section at the University of Edinburgh faces, but we are gradually overcoming them using a methodology inspired by action learning.

Action learning is a flexible way of engaging colleagues with your change, ensuring your change is business focused and leveraging your professional resources across your organisation. During the process colleagues feel supported and empowered and develop new skills and understanding.

Story Snapshot

- Traditional RM training has shortcomings
- Action learning offers a whole new approach
- The University of Edinburgh has adapted action learning & change management theory to implement RM at the local level

OUR ENVIRONMENT

The University of Edinburgh is a large organisation with over 7,000 staff and over 23,000 students spread across 200 buildings throughout the city of Edinburgh. The structure is highly devolved. The academic structure consists of 21 Schools grouped into three Colleges. The Colleges have substantial devolved responsibilities and, in size, are similar to some smaller British universities.

The administrative structure is divided into three Support Groups of varying size. The devolved structure and collegiate culture of the University mean that the Records Management

Section has very limited scope to tell colleagues what to do.

We cannot insist that units follow guidance or procedures; we can only try to persuade them of the merits by explaining the advantages of the procedures and the consequences of not following them. It is up to individual units to decide how to manage their record-keeping obligations.

The University of Edinburgh's Records Management Section provides a range of records management support to staff. We have a significant body of written guidance on our website.

This ranges from general 'best practice' guidance for all staff on topics such as managing email, version control and working from home, through to technical guidance for staff with local records management responsibilities on how to create a filing scheme or a retention schedule.

The guidance is supplemented with a growing body of frequently asked questions, many of which are the result of the ad hoc enquiries we answer on a daily basis. We also provide a range of traditional, class-room based training courses on introductory and detailed records management topics which receive good feedback.

Because records management is a local responsibility the Records Management Section does not provide hands-on records management services to every part of the University, and we are not staffed to do it. We work through local contact points, the University's freedom of information practitioners.

Part of their role is the implementation of appropriate records management systems and procedures, but records management is an add-on to their 'proper' job and must compete with other priorities. Understandably, records management is not a priority for most units, especially with a major institution-wide student records project in progress (http://www.euclid.ed.ac.uk/), and preparation for the 2008 Research Assessment Exercise underway.

The pace of change at the University has increased in recent years and there is no longer time for change to 'bed in' before the next change happens. Introducing records management involves asking colleagues to change their working practices, and change can be uncomfortable, so it is important to manage the change and understand the reactions to it.

The reactions to change are often described as a curve (figure 1 over page) starting with shock, denial and anger, descending through rejection and resistance to depression, before (hopefully) climbing up the other side to acceptance and commitment.

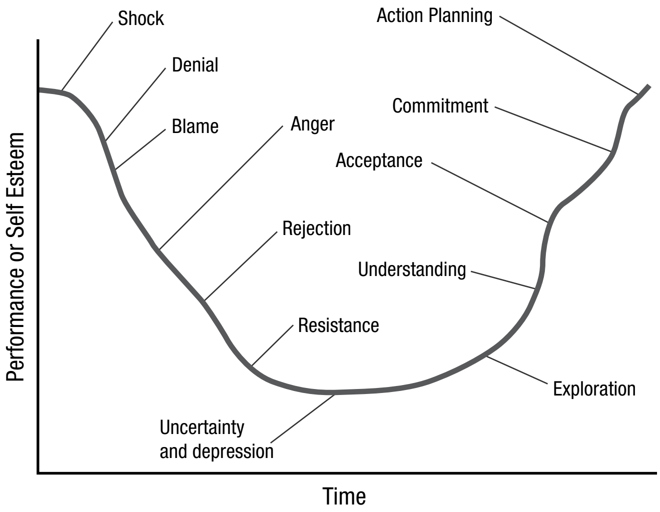


Figure 1: Kubler-Ross change curve[1]

SHORTCOMINGS OF TRADITIONAL TRAINING

Our programme of traditional, class-room based training has been well attended and receives good feedback; comments such as "Excellent", "Very useful" and "Helpful hints on how to keep things right". But whilst participants feel positive when they leave the training room, and know where to go for further help and advice, many of them fail to follow through and develop records management systems and procedures for their areas.

Why is this?

1. Participants are too busy. Often colleagues find it very difficult to fit the training session into their busy diary, and then when they do they are too busy to put their learning into practice when they get back to their desks. Even with the best intentions, the 'proper job' takes over.
2. Training is normally delivered in the central area of the University. This involves participants travelling to us. By taking participants out of their work place they are another step removed from their records management challenges, which can make it more difficult to root the training in their 'real world'.
3. When participants get back to their offices they are on their own. Often they are the only person from their unit who has received training so they have an awareness raising task ahead of them before they start on the systems and procedures. This can mean that they feel unsupported locally, especially if their manager has other priorities.
4. Training courses are not always the ideal environments in which to learn. People learn in different ways and not everyone learns best in a class-room environment. A lot of people learn best 'on the job', actively applying learning to a particular circumstance. So whilst our training courses include examples of the application of theory into practice and lots of break-out exercises to think about the issues, they can never exactly replicate what each participant faces back at their office.

With these issues in mind we looked for a new training and development approach that could be used to initiate records management implementation at a local level. We discovered action learning.

ACTION LEARNING

Action learning is a training and development approach developed by Reg Revans.[2] In essence it is a way of learning by doing. It involves working on real work place challenges, focusing on learning and actually implementing solutions. Figure 2 shows the action learning cycle.

Action learning brings together a small group of individuals of a similar level and who broadly understand each others' worlds. They come together to research, diagnose, offer a solution, and implement at least some of the solution to the challenge they have identified.

Group members constructively question one another to challenge existing views and perceptions in order to develop new understanding and approaches and ideas for action. The group also provides support which helps members to feel more confident about making the changes needed to address the challenges.

The traditional action learning methodology expounded by Revans takes participants out of their normal work environments, for meetings with only 5-8 participants lasting from 2-3 hours up to a day. Revans emphasises the need for there to be no recognised solution to the problems being addressed.

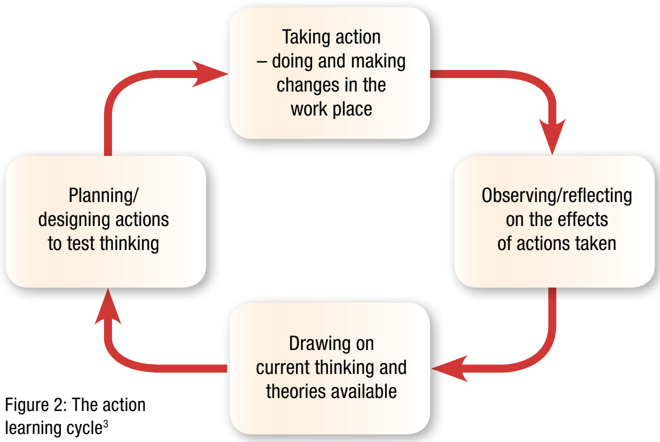


Figure 2: The action learning cycle[3]

An action learning example

Action learning is an extremely flexible and transferable approach to learning and managing change. The NHS has used action learning as part of the Transformational Change Programme since 2003.[4] Groups have looked at a range of issues including:

- The discharge procedures for hospital patients
- Improving the work allocation and communications within a large GP fund-holding medical centre
- Determining the required roles for night sisters in a general hospital
- Developing a plan for better utilisation of operating theatres involved in treating day patients
- Analysing the reasons for "no-shows" at an out patient clinic and making recommendations for improved utilisation
- Changing the procedures for and attitudes of the workforce to inter-site transfer of materials

"WITHOUT SUFFICIENT RESOURCES FOR THE TASK CHANGE CANNOT BE IMPLEMENTED AND FRUSTRATION RESULTS"

One action learning evaluation exercise undertaken by the NHS found that participation in an action learning group was a positive experience for the majority of participants. Participants reported increased confidence to "just do it", a clearer sense of priorities and what needs to be achieved, a more reflective approach, and a feeling of empowerment.

The learning and development achieved by participants was both specific to the problems raised and discussed but also generic and transferable to other situations. Participants reported growing self-insight as well as learning related to specific methods and approaches.[5]

OUR METHODOLOGY

We have developed a methodology using action learning principles to enable us to initiate records management implementation at a local level by working with small groups of staff. We have adapted the traditional action learning methodology and have drawn on change management theory to develop a flexible methodology which can be used by the Records Management Section with different groups.

Change Ingredients

In developing the model we drew in particular on the ingredients for successful change provided by Knoster, Villa, & Thousand.[6] In this model there are 5 ingredients required for change. The lack of any one ingredient leads to a different outcome.

We have tried to build each ingredient into our methodology; however we have limited incentives to help motivate colleagues to implement records management. As a result we recognise that we can only achieve gradual change, and our methodology takes this into account.

1. The first change ingredient is "vision", this is a clear vision of what the group is trying to achieve. This is important for providing direction. In our methodology a vision is identified at the first or second meeting. Without a vision there will be confusion.
2. The second ingredient is "skills". It is important that the group members have relevant skills and expertise to implement the change. In our methodology the group members develop skills through a combination of learning by doing, and asking the Records Management Section for specific help. For example we answer technical or theoretical questions, and provide case studies and workshops. Without skills the change results in anxiety.
3. The third change ingredient is "resources". Without sufficient resources for the task change cannot be implemented and frustration results. The resources available to our groups are usually limited but senior management support ensures that some resources are available, often a limited amount of staff time, which is usually sufficient for the gradual change that the group works towards.
4. The fourth ingredient is "incentives". Incentives persuade colleagues that the change is worthwhile for them. Our incentives are limited, for example records management will help you to do your job better because you can find the information you need when you need it, and will help with space pressures because it will tell you what you need to keep and when you can dispose of it. Although these are valuable benefits they struggle to compete with pressing day-to-day priorities. Without incentives change can only be gradual.
5. The fifth ingredient is an "action plan". A plan is necessary so that the group can move beyond their vision to action and implementation. Action learning methodology requires an action plan to be drawn up towards the end of each meeting. Without an action plan the change results in false starts.

Selecting the Groups

To set up an action learning group we approach senior managers with whom we have an existing relationship working on freedom of information and records management issues.

We offer to use this methodology to help groups of staff in their areas tackle records management challenges. We establish groups at the invitation of those senior managers. This ensures that the groups have senior support for the initiative and can rely on the provision of some resources, usually a limited amount of staff time (change ingredient number 3).

Group membership consists of those who will actually be 'doing' records management, whether that is designing procedures or co-ordinating activities, and it is advantageous if the group also includes those who have the authority to make policy decisions, for example to approve retention schedules.

The First Meeting

The approach is flexible and user driven so the initial meeting is shaped to benefit the group, but during the first meeting we usually cover:

- Introduction to action learning: what is it and how does it work?
- Scoping records management requirements: what are the records management challenges for your area?
- Identifying a vision: how do you want your records management to be in the future?
- Action planning: what do you want to do next?

This structure gives group members the opportunity to openly brainstorm the records management issues that they see. The emphasis is on local challenges and local solutions. This is important for group buy-in; it is all about them, and not what the 'centre' wants them to do.

Where it is helpful this process can be supported by a records management checklist which group members can be asked to complete either before or after the first meeting. The checklist is a tool provided by the Records Management Section to practitioners to assess the adequacy of their area's records management systems and procedures. The checklist asks questions about the recordkeeping practices of the unit and by doing so elicits responses that help to identify records management weaknesses. Some groups also find it helpful to spend some time identifying areas of good practice and looking at why and how those achievements were made. By doing so specific strengths can be identified so that they can be applied in the future or extended to other areas. This is known as "appreciative inquiry"[7] and can be an effective way of building confidence and morale. Appreciative inquiry can be used in the action learning cycle whenever a solution is successfully implemented.

The group identifies their own vision of the way they would like their records management to be in the future. The vision could be a long term aspiration for an electronic document and records management system, or something more immediately achievable. Whatever the vision, it must be identified and agreed by the group so that it can be returned to at future meetings to remind the group what they are aiming for and why (this is also change ingredient number 1).

At this stage the action planning phase will concentrate on an agreement to meet again in 6-8 weeks, to finish scoping the records management requirements, and to start thinking about the prioritisation of those requirements.

After the meeting someone writes up a short note of the meeting, concentrating on the main points discussed and what was agreed. The note is then circulated to the group as a reminder of the actions agreed to be undertaken before the next meeting.

The Second Meeting

During the second meeting the group will finish identifying their records management requirements and move on to developing a strategic plan of action for tackling the challenges identified.

Strategic planning provides the framework for more detailed action planning (change ingredient number 5) and helps the group to think about:

- Where to start – prioritisation of requirements
- What resources are available?
- What is the timescale – how long is it going to take?

This framework can then be used to agree the actions which will be taken before the next meeting.

Subsequent Meetings

At subsequent meetings particular issues are tackled, for example filing schemes or retention scheduling. The group members report what they have done, reflect on how it went and plan what to do next. Importantly the solutions are designed by the group members, not the Records Management Section.

This means that they are focused on supporting the needs of the business of the unit, and not imposed upon it. This is important for the long-term sustainability of the systems and procedures; records management is what you do yourself, not what is done to you by a central unit.

The Records Management Section supports this process by helping the group members to develop the skills they need to develop and implement the records management procedures they are working on (change ingredient number 2).

This support takes a number of forms including: facilitation, making suggestions, drawing out ideas, answering technical or theoretical questions, and the delivery of case study presentations and workshops.

SPECIAL FEATURES OF THE METHODOLOGY

The methodology is particularly helpful in achieving user engagement and business focused change. For example, by meeting groups in their own work places records management is rooted in their business. It engages users in dealing with their records and the specific challenges they have.

Because they define the problem and design the solutions the solutions are business focused and fit for purpose. This is crucial for the long-term sustainability of the new systems and procedures.

It is a flexible approach because we amend the methodology and its terminology to support the individual group. For example if a group has already diagnosed the challenges for their area and decided what they want to do, these phases of the methodology are omitted. If a group finds the records management terminology alien, they can use their own, for example information site map, rather than classification scheme.

Action learning groups emphasise the development of participants, their skills and understanding. Participants are encouraged to think about what they have done and how they can improve in the future. Training, when it is given, is limited to the specific issue being tackled and is set in the context of the group and their unit.

Action learning groups allow a forum for the emotional responses to change to be explored. The feelings of group members is important and recognised when they reflect on the actions they have taken. The group environment is also important because it can provide the support that group members need to get going and take action.

It is also a good way to leverage the University's professional records management resources. We are not resourced to provide hands-on records management expertise to a unit, but we can support a unit's action learning group, and the results are more satisfactory and sustainable because the group designs and implements the solutions themselves.

ACHIEVEMENTS

The methodology delivers incremental change in systems and procedures. We are making good progress with it. We have user engagement with records management. Colleagues who were not previously involved with records management are now thinking about and doing records management. In an environment where staff are so busy and there is always another priority, this is a significant step forward.

Our groups are achieving gradual progress on a range of records management issues. One group has had a successful clear out of their legacy records. During this process group members realised that they had begun to make decisions on how long to keep their records and from there it was not a huge leap to draft retention schedules.

Other group members have organised the record storage areas and are in the process of writing up their work as access guidelines.

CONCLUSIONS

We have developed a flexible framework that we are able to use to work with different groups to deliver gradual, incremental progress on records management challenges. It is an exciting way of looking afresh at records management training and implementation and a way of engaging with our colleagues to develop new, or build on existing systems and procedures.

The methodology is particularly helpful in situations where there are limited resources and competing priorities mean that your project is never at the top of your colleagues' list of priorities. This approach increases the engagement of participants, provides them with support and encourages feelings of empowerment. It is especially effective where bottom-up business focused solutions are required.

Our methodology is work in progress. In the action learning spirit we will continue to reflect on the progress we have made, refine our methodology and take action to improve it. iQ

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Anne's day-to-day work includes researching and producing policy and best practice advice, delivering briefings and awareness raising presentations, and answering ad hoc enquiries. Anne currently leads the Records Management Section's training programme which includes an action learning initiative. Previously Anne led the development of the University's freedom of information publication scheme, and the Records Management Section's website work, both as the Section's web editor and as liaison with the University web team to capture and retention schedule website content.

Previously Anne worked as an archivist in special collections at the University of St Andrews, Scotland.

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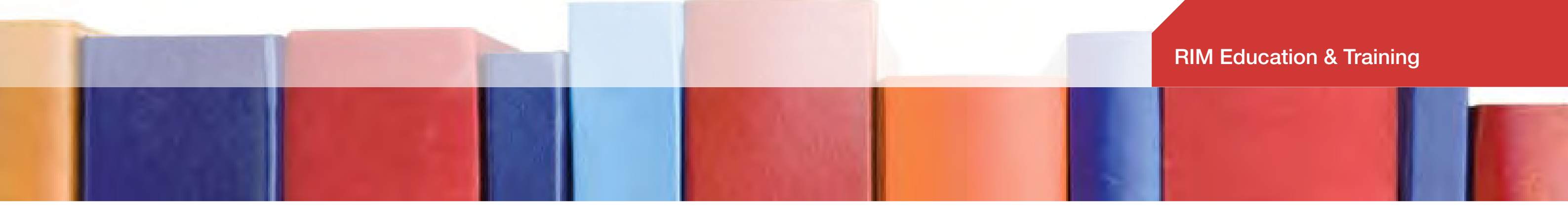
Breaking Down Regional Barriers:

How to Establish Effective Global Records Management Training

There are many challenges involved in implementing a global records management programme. From his experience in the US, the author describes key aspects of an RM training programme and lessons learned in the process.

BY **GANESH VEDNERE**



Building a global records management programme is no mean feat. Records managers must review the laws and regulations affecting records in each country and state and they must also meet strict and detailed guidelines for storage, retrieval, retention and disposition.

Almost all of the Fortune 500 organisations conduct business and have offices in the major business centers around the world. In the era of business process outsourcing, increasingly records are being viewed, edited, moved, approved and finalised across multiple jurisdictions, multiple partners and on multiple systems. These factors combine to make the management of any organisation's records extremely complex.

Before starting a global records management program, organisations must plan for a variety of issues. One key area of focus should be globally standardised training which is consistent and delivered in a manner that provides maximum value to all participants.

Many organisations have implemented some type of global training, most often for a specific business function, process or technology. For most global training programmes, companies and government agencies use one of three options: let local offices run training; outsource to local training partners; or hosting training online.

While a decentralized local view can work well in most cases, implementing records management training on similar lines may not be successful. By their very nature, records can cross many regions, languages or jurisdictions. Hence any controls that are established need to account for a multiplicity of factors. Thus it becomes critical for records management training to reflect an organisational view rather than simply a regional view.

UNDERSTAND COMMON CHALLENGES

Some of the key challenges facing records management teams when establishing a global records management training program include:

- Lack of buy-in from line managers and support from senior management.
- Insufficient awareness of the importance of records management and the tangible business benefits.
- Difficulty in localising content for different regions.
- Lack of understanding of regional laws and regulations affecting records management.
- Conflicting training priorities within the organisation.
- Funding and budgeting allocation support.
- Inconsistent level of technology maturity across regions.

The key to mitigating several of these challenges is to ensure that a well thought out training strategy has been established. Up front planning can go a long way to addressing common problems and prepare the team to respond to any unforeseen issues that come up.

The records management team must work closely with the corporate training group to complete and execute on the training programme.

OBTAIN SUPPORT IN KEY REGIONS

Most organisations have key regions that provide the largest impact to the organisation's well being. Start with these regions and determine the right points of contact for training. Once the points of contact are identified, work with them to:

- Gain support for the training.
- Understand their team and begin working with them.
- Conduct a briefing for the regional management team.
- Set up schedules and logistics for the training effort.

In addition to gathering support for the programme, the records management team should identify the level of effort and funding required to implement training across all the regions. Training is never a one-time thing, so it's important to establish an adequate level of funding up front to support the programme over the long turn.

Records management is typically a multi-year effort and the related training programme will require a similar timeline to implement across all regions and personnel.

A key aspect during this stage is to determine the general knowledge, skill sets and technology competency of the average business user across different roles within the business units. This forms part of the need analysis to identify the recordkeeping gaps and will enable the records management team to determine how to structure the content and delivery of the training programme.

Story Snapshot

- Training can't only focus on corporate objectives
- A 'one size fits all' approach does not work
- Pilot your scheme to get it right before roll out

"IT'S HARD TO GET SENIOR MANAGEMENT ATTENTION VIA REMOTE TRAINING SO IT MAY BE IMPORTANT TO CONDUCT AWARENESS OR OVERVIEW SESSIONS JUST FOR EXECUTIVES"

ESTABLISH CLEAR-CUT MEASURABLE GOALS

First, define the key measurable objectives of the records management training programme. In addition to the main objective of educating and training people about records management, additional goals need to be defined which may include requirements, scope, measurement, tracking and compliance. A strong training programme:

- Has most content standardised across all regions. There should not be large variations in records management training across different locations.
- Uses a consistent delivery platform and user experience regardless of location.
- Includes synchronisation across all regions to support any changes or upgrades.
- Allows managers to track and monitor training.
- Supports customised content in regional languages as appropriate.
- Includes local training points of contact in each of the regions.
- Contains regional RM aspects (e.g. regional laws, regulations, standards and best practices).
- Addresses regional RM constraints (e.g. there are very limited offsite storage vendors etc.)
- Requires minimal funding for maintenance and support.

INSTITUTE A GLOBAL TRAINING ADVISORY GROUP

Institute an advisory group that comprises a corporate RM sponsor and representatives from each of the regions. The advisory group sets direction for the overall training effort and helps to resolve any issues that come along the way.

The advisory group members also act as champions in each of their respective regions, helping to push along the training effort. On a regular basis, the records management team should present the progress towards training compliance that has been achieved, key upcoming milestones and risks and issues requiring the group's attention.

DEVELOP CONTENT WITH GLOBAL FOCUS

Working with the corporate training group, develop content for the training programme. The content should incorporate both the corporate level and regional level RM requirements. This is an important point – training cannot simply be focused on corporate objectives only, it must incorporate and address regional records management requirements and constraints.

Training must address the following records management requirements:

- RM policy, guidelines, standards and procedures including litigation holds and preservation notices.
- Overview of corporate and regional laws and regulations affecting management of records.
- Corporate and regional business processes.
- Records inventory, file plan and retention schedules.
- Record lifecycle including record ingestion and capture, record declaration, record retrieval, record retention and record disposition.
- Records management roles and responsibilities.
- Handling different record formats such as paper, email, records in document management systems, other unstructured records or structured system records.
- ERM technology systems, security, access controls and system administration.
- Reporting.

The content should be internally reviewed by the records management team using a selected group of business users and then reviewed and approved with the advisory group.

DETERMINE BEST-FIT DELIVERY PLATFORMS

Once the content has been developed and approved, the records management team should work with the corporate training organisation to determine the best delivery method for the RM training in each of the regions.

In addition to traditional classroom training, your organisation should consider Web-based training through a corporate learning portal, on-demand recorded training, or live Webcast. Classroom training should only be provided for personnel more heavily involved in managing records within their business units. For most general users, Web-based training in conjunction with refresher sessions is probably more appropriate.

Each region may have unique training requirements such as a distributed workforce which makes classroom training too cost prohibitive. Alternative approaches like live Webcast training may work better. The RM team should undertake a region by region view of the training programme and determine the most optimal approach to delivering training for each region.

CONDUCT PILOTS IN SELECTED REGIONS

Prior to rolling out the RM training programme, conduct a pilot of the training to obtain feedback on the content and delivery mechanism. Choose a group of users from a business unit to participate in the pilot training. A pilot is invaluable to help determine the effectiveness of the content and applicability to users. Feedback from the pilot can be used to further update the content and make any necessary adjustments in the delivery.

To gather feedback across a broad user base, multiple pilots may be necessary to ensure regional variations are considered. The focus group of regional participants should emphasize the relevancy and acceptability of the records management training in each of their respective regions. This also provides a chance for the RM team to validate the regional content.

KEY LESSONS LEARNED

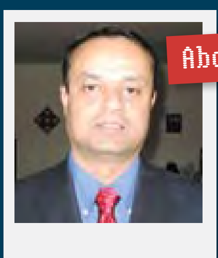
Once the pilot is complete, the next step is to plan and execute the corporate roll out of the training programme. This is where we bring together all the lessons learned during the planning, development and pilot phase.

Here are some key lessons learned around a global training programme roll out:

- Establish and communicate the objectives of the training programme across all regions and all business line stakeholders.
- Work with business and training stakeholders to determine the training schedule, validate it across the regions, and ensure it does not conflict with other corporate priorities or training.
- Plan training as part of the entire RM lifecycle, including not just the actual retention of final records but also the steps that happen before and after.
- Determine the business benefits of records management and ensure that users have a general appreciation of "what's in it for me?"
- Know and understand the total cost of training including developing content, delivery, logistics and travel so that there are no surprises.
- Develop delivery options that can be leveraged depending on regional requirements and constraints. The type of delivery channels can include live Web sessions; pre-recorded sessions; classroom training; podcasts; or posting on the corporate intranet and corporate training sites
- Publicise the training programme so users have an awareness of the RM programme and the associated training.
- Prepare for regional constraints around language, culture and business processes by talking to key stakeholders in the regions to determine what works and what does not.
- Review how other corporate training was conducted within the organisation. If data is not available, talk with regional training partners.
- Develop a game plan to account for regional differences prior to the rollout. This will alleviate regional constraints.
- Don't take the easy way out and make the training mandatory. While this is one way to get users to take the training, it usually results in a "check-the-box" mindset among users.
- Communicate the training benefits, objectives and schedule through newsletters, Intranet sites, flyers and postings in common rooms.
- Once the training is rolled out to the enterprise, establish a structured approach to solicit and incorporate feedback into the training content and delivery.
- Institute metric based tracking that supports fact based monitoring of training compliance.
- Address how new employees, transferring employees, contractors and partners will participate in the training. This can be done through new hire checklists for new employees or building text into contracts with vendors and partners.
- Work with legal and compliance groups to validate that the training reflects the legal and regulatory landscape impacting the organisation.
- Test training effectiveness by conducting a mock litigation hold and preservation notice scenario with selected business units. Determine how well the users did in terms of applying the policy, procedures and training. Update training with lessons learned from the exercise.
- Conduct in person training for regional senior management as appropriate. It's hard to get senior management attention via remote training so it may be important to conduct awareness or overview sessions just for executives.
- Develop reference cards or brochures on RM that highlight key aspects of the programme and expectations from the staff.
- Provide a formal way to address queries, concerns and issues raised by business users. This can be a dedicated mailbox or phone line that can be centrally tracked and monitored.
- As training matures, think about conducting short refresher sessions. These can provide a way for users to get up to speed on the latest in RM without having to go through the entire training again.
- Periodically conduct an online survey with questions around records management, roles and responsibilities as related to records, training and general understanding of the RM policy and procedures.

CONCLUSION...

A sound training programme lays a solid foundation for a successful records management programme. Establishing a global RM training programme requires a well orchestrated effort on the part the records management team, business and compliance teams. Training geographically distributed teams can be difficult but with a well-devised strategy and delivery approach it can be successful. iQ



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GANESH VEDNERE is a manager with Capgemini Financial Services in New York City in the US, and is experienced in implementing enterprise-wide content and records management programmes. He has been involved in all aspects of records management program including strategy, policy, records retention and technology implementation. He has over 12 years of industry experience in various business and technology areas and welcomes comments on this article at ganesh.vednere@capgemini.com.

EDRMS Users' Information-Seeking Behaviour:

Managerial and Training Challenges For Records Managers

Drawing on findings of their field study on the information-seeking behaviour of 40 Electronic Document & Records Management System (EDRMS) users in 4 organisations using different EDRMS – published in the last 3 issues of *IQ* – the authors here set out to alert records managers to the managerial and training challenges they need to consider to better serve their EDRMS users.

BY **PAULINE SINGH**, ARMA, **PROFESSOR JANE E. KLOBAS**, AND **PROFESSOR KAREN ANDERSON**

The off-the-shelf systems that dominate the EDRMS market emphasise organisation and control of records for accountability, evidentiary, regulatory compliance, business decision making, and archival purposes.

They use techniques described in the records management (RM) literature (McLeod & Hare, 2005; Shepherd & Yeo, 2003) and the records management standard, ISO 15489 (International Organization for Standardization, 2002a, 2002b).

Most of these systems, like Tower Software's TRIM Context and Open Text's recently acquired Hummingbird, began as systems for indexing paper documents at a time when classification and registration of documents was the domain of professional records managers in the 1980s and 1990s.

However, EDRMS are no longer the sole domain of professional records managers. Knowledge workers throughout the organisation now use information and communication technologies to create electronic records and register them in the EDRMS, and they use the EDRMS to retrieve them (Miller, 2006).

EDRMS, then, are no longer the back-office systems they once were, but systems that people throughout an organisation are expected to use (Kittmer, 2005). The people who prepare records are required to enter them in the EDRMS, adding at least some basic descriptive metadata such as title, author and creation date so that the record can be managed throughout its life span and retrieved by others.

Because such a high proportion of organisational records are now in electronic form, 'ordinary' members of the organisation (and not just records managers) use them as they search for documents and information to support their day-to-day operational activities. Yet, perhaps because of their history as systems originally developed for use by records managers, we know very little about how organisational users interact with EDRMS.

How do they actually use the EDRMS to search for records? Do they understand metadata and classification schemes and use them effectively? How do other factors such as training, Individual Information Seeking Style (IISS), task and the time available for searching affect how they use the system?

We explored these questions by looking at how users search for and retrieve information from EDRMS. We reported answers to these questions in our article (2007a) titled 'Information seeking behaviour of electronic records management systems (EDRMS) users: implications for records management practices' (Singh, Klobas, & Anderson, 2007a).

In the earlier article we described how we drew on observations of information seeking behavior (ISB) in other fields to learn how users search for information using EDRMS. We also presented the results of interviews and observations of 40 users in 4 different organisations using 4 different implementations of EDRMS.

In this article we focus on the managerial and training challenges associated with ensuring that EDRMS support operational activities. What do records managers need to get right to ensure that EDRMS meet the day-to-day operational needs of users throughout the organisation as well as ensure compliance of the EDRMS for evidentiary and regulatory purposes?

BACKGROUND TO OUR RESEARCH

Forty EDRMS users in 4 different organisations participated in our study. We interviewed them in their offices, asking them about how they used the EDRMS, what training they had received, their understanding of the classification scheme, and how time affected their information seeking.

> **Story Snapshot**
>
> - Inconsistent record titling creates search problems
> - Classification scheme training is a must
> - Online training works if assessments are built in

We also asked them to demonstrate two searches they had recently conducted with the EDRMS, one simple and one complex, and to talk us through the process they followed as they conducted the searches. (This latter technique is known as protocol analysis). In addition, we interviewed the RM responsible for management of the EDRMS in each organisation.

All 4 of the organisations that participated in the study had qualified RM professionals and support records staff; recordkeeping policies and procedures; an established approach to classification of the organisation's records such as a taxonomy, thesaurus, or classification scheme; and a retention and disposal schedule that authorises the disposition of records in accordance with legislation affecting the organisation.

The organisations each used a different EDRMS (two used different versions of the same system), but in all cases, the EDRMS was used to manage electronic documents and integrated with a suite of personal productivity software that included word processing, spreadsheet, presentation, and email applications.

All interviews and protocols were recorded and transcribed. Process flowcharts were developed to summarise the ISB of each EDRMS user. The individual ISB maps were then aggregated to produce an aggregated model of the ISB processes of EDRMS users as presented in Figure 2 of Part 2 of our report published in the February 2008 issue of *IQ*, (p. 51).

Details of the research method and research findings were first published in the *Human IT* online journal (Singh, Klobas, & Anderson, 2007a). This earlier article was subsequently republished in the *IQ* journal by the RMAA with minor modifications. The theoretical framework for the research and expected relationship between these variables and ISB appear in the republished article in Figure 1 in the November 2007 issue of *IQ*, (p. 40).

MANAGERIAL CHALLENGES

Overall, even though EDRMS have been designed to support formal RM principles and practices, users seem to be able to adapt to this design as they search for information and documents to support their day-to-day work. The challenges appear to be associated more with implementation of the EDRMS.

While other authors have examined implementation from the organisational point of view, our study of user interaction with the EDRMS provides some additional insight into managerial challenges and potential solutions. In this article, we address 4 managerial challenges that RMs need to be aware of, and we suggest how these challenges can be addressed.

These managerial challenges are summarised as: 1) understanding user behaviour in different organisational contexts, 2) creating awareness of classification schemes to improve search and retrieval, 3) establishing processes for accurate capture of metadata, and 4) providing appropriate training.

Managerial Challenge 1: Understanding Users

The ISB model presented in Figure 1 illustrates the common ISB processes in searching for information and records in an EDRMS. At several stages, though, different users choose different activities.

For example, some will use shortcuts while others will search by metadata, and among those who search by metadata, some prefer title searches while others prefer to search using other metadata elements.

Our research shows that the exact activities undertaken depend on the implemented EDRMS's functionality and design, a user's IISS, the training they have received, the task they need to perform, and the trade-off between time spent using the EDRMS and the potential to obtain the information from another source.

We also saw that while users could benefit from using classification scheme for information retrieval they rarely do so. The lack of searching using the classification scheme as metadata fields or navigation down a tree view folder structure appears to reflect the failure of organisations to train their users in the classification scheme as a technique for information search and retrieval.

A complex web of factors therefore appears to influence how users search in the EDRMS, and thus the effectiveness and efficiency of their search behavior. The interplay between these influences is likely to vary from one organisation to another.

Thus, although we have been able to produce a model of common processes and activities, the detail of how users interact with the EDRMS in each organisation must be determined by the individual organisation.

We suggest that organisations use the ISB search process model (shown in Figure 2 of Part 2 of our report in *IQ*) as a template to find out how users are searching for and retrieving information in the organisation. We suggest RMs borrow the vocabulary used in describing ISBs for this exercise.

For example, RMs could sample five representative users from across different sections of the organisation. Analysis of their activities should indicate if users are able to use the EDRMS effectively for the tasks they need to perform and identify any aspects of EDRMS use that might be improved through training.

Users could also be encouraged to use the model to diagnose their own ISB. Because each user has their own IISS, their preferred method of searching may not get the best search results out of the EDRMS.

Periodic assessment of a user's search behavior will identify when search is dominated by preference and habit rather than the most appropriate techniques for formulating search strategies to retrieve the records they require.

Managerial Challenge 2: Creating Awareness of Classification Schemes Implemented

All 4 organisations studied had implemented classification schemes in their EDRMS, but only one made users aware of the scheme and none of the organisations promoted it as a search and retrieval tool. Thus, users relied heavily on searching using metadata fields, but this is not always the most effective or efficient search method.

The challenge for EDRMS professionals is to design implementations of classification schemes that are easy for end-users to understand and use as recommended in an earlier article (Singh, Klobas, & Anderson, 2007a, p. 176). We address promotion and training for use of a classification scheme as a separate challenge and discuss this in MC4d.

Managerial Challenge 3: Establishing processes for Accurate Capture of Metadata

Poor record titling and other inconsistencies in the capture of metadata created the greatest difficulty for users searching the EDRMS. They complained in particular about inconsistent or meaningless record titling and the use of non-standard abbreviation.

One user could not find the record she registered a few months ago because she had used abbreviations. The following quotes highlight difficulties in searching caused by poor titling.

"Difficult searches are usually where I know a piece of equipment and I know what type of drawing I require, but I don't know a drawing number, and I don't really know precisely what the drawing's been, how the drawing's been named or classified". Senior Draughtsman

"I've put in the word 'valve' but they've actually got 'vves', they've abbreviated valves, so that could be my problem there, why I haven't had a match". Senior Draughtsman

"I realised I had spelled out the title in full when I titled the documents and months later forgot about it and when I used the abbreviations VCR and CTT I can't find them. Now I title all my documents by spelling out the full title plus the abbreviations so that I will find them in future". Senior Currency Officer.

"THIS RESEARCH HAS IDENTIFIED 3 DIFFERENT TYPES OF TRAINING THAT NEED TO BE PROVIDED TO EDRMS USERS"

- **MC3a – Establish processes for accurate metadata capture.**

Two organisations in our study used an EDRMS that provided a 'contacts' metadata field to record the names of external organisations. Users could pick an organisation already in the organisation metadata pick list or add a new one.

Allowing users to add to metadata pick lists raises concerns on the quality assurance of metadata values. Users in these organisations reported difficulty finding all records associated with a specific organisation because the person who registered the record had left the contacts field blank or the contact was registered inconsistently in the EDRMS.

For example, there were two entries for one organisation: "ABC Environmental Solutions Pty Ltd" and "ABC". Searches conducted using the pick list for the full name of the organisation did not find records captured using the abbreviated organisation name and vice versa.

Users found only partial information pertaining to the organisation unless they were aware of the double entries for the organisation and thus conducted two searches. In this instance it made information searching not only difficult, but ineffective.

The challenge for EDRMS professionals is to ensure the accurate capture of metadata for such pick lists, to avoid duplication and improve search. For metadata fields such as organisation names, it may be best to import lists from published authorities like company directories.

Alternatively, users should not be allowed to enter metadata into controlled pick lists. They should contact the RM or RM Help Desk to create new entries to the pick lists. This process will ensure quality control checks on metadata pick lists, thereby minimising search problems.

- **MC3b – Enforcing standards for titling records, especially common record types.**

Two of the 4 organisations have standards and guidelines for titling records. However, even in these organisations the problem with poor titling occurred.

We suggest that organisations develop guidelines/ standards on document titling if they don't have one in place, and communicate this documentation to users again and again highlighting the difficulties that will result when seeking information if it is not used.

Having reviewed the guidelines the 2 organisations had, we found them to be generic and did not address specific commonly used records like contract variations, invoices, letters, etc.

We recommend creating guidelines for titling common record types used in the organisation then, communicating this standard to all EDRMS users during induction and training of the EDRMS application. We encourage EDRMS professionals to suggest that business units develop additional record titling standards for specific record types created or received by them. The challenge lies in ensuring these standards are communicated to members of the business units regularly. Enforcement of these standards can be done by EDRMS professionals incorporating recurrent monitoring and auditing initiatives into their RM programs.

- **MC3c – Investigating options for automating record titling in the EDRMS.**

An alternate challenge for EDRMS professionals would be to investigate opportunities to automate the record titling process in the EDRMS. This would require pressuring EDRMS vendors to enhance functionalities of their EDRMS to provide this capability or to invest in research on technologies that would enable them to offer such functionality in the future.

Managerial Challenge 4: Providing Training for EDRMS Users.

This research has identified 3 different types of training that need to be provided to EDRMS users to enable them to efficiently and effectively work with the EDRMS to search and retrieve information.

Once an EDRMS is implemented in the organisation, EDRMS professionals have to invest in training not only during the implementation stage of the EDRMS but also post implementation.

Ongoing training programmes need to be in place to: promote working with classification schemes; assign meaningful titles to information registered into the EDRMS; provide refresher training for user's information seeking skills; and update users' search skills when software upgrades are implemented.

- **MC4a – RM Training**

In order to interact with structured EDRMS users will benefit from understanding the concepts that lie behind the data entry and search mechanisms. As such, providing users with RM training on the basic concepts of the characteristics of a record, and how the classification scheme works are necessary for users' understanding and working with the EDRMS.

Section 7.2, in ISO 15489-1 outlines the characteristics of a record; records need to be authentic, reliable, have integrity and be useable (International Organization for Standardization, 2002a).

Knowing how to identify records and understanding their importance will encourage users to capture and accurately assign metadata when registering records; meaningfully title records; consciously declare records; and create relationships between records in the EDRMS.

This in turn will assist users with information search and retrieval later from the EDRMS. So the managerial challenge for EDRMS professionals is to ensure users are receiving RM training as stated in Section 6 of ISO 15489-2 (International Organization for Standardization, 2002b). And that users' know what constitutes a record, the benefits in registering records into the EDRMS, and how it needs to be captured into the EDRMS to be meaningful.

- **MC4b – Induction and refresher training on working with the EDRMS**

Training enables users to understand the functionalities of the EDRMS software and use it productively to search and retrieve information. We observed all 4 organisations provided hands-on training for their EDRMS users. However, this training was limited to only searching using the metadata fields and did not include the classification scheme, as shown in Figure 3 in our earlier article (Singh, Klobas, & Anderson, 2007a, p. 156).

Furthermore, the training programmes had little focus on search and retrieval skills compared to other general functionalities on working and using the EDRMS.

Two of these organisations provided short refresher training focusing on specific functionalities in the EDRMS via half-

"Is it under ABC, or ABC Eironmental Solutions?" The record titling problem.

hour training sessions. These refresher training courses were scheduled to provide users with opportunities to familiarise themselves again with training provided earlier during their induction.

The records managers acknowledged that there is a lot for users to learn and absorb when they first join the organisation. New starters are subjected to a number of new systems and induction programs in the modern organisation. Hence, the refresher training sessions are organised to provide EDRMS users the opportunity to refresh their skills working with the EDRMS after having settled into their job functions and worked with the EDRMS for a while.

EDRMS have design functionalities that give users fast and efficient ways to retrieve their frequently or previously accessed records. Such design functionalities enable users to save their frequent search criteria, access their recently searched records, and store their favourite records in their 'favourites' folders.

There are also design functionalities that enable refining, sorting, filtering search results in the EDRMS. However, only 7 out of the 30 users provided with this training reported using these functionalities to process their search results or to work more efficiently using the EDRMS. Again this highlights the importance of providing refresher training on working with the EDRMS and assessing users ISB characteristics periodically, to improve their search and retrieval skills.

- **MC4c – EDRMS training when major software upgrades are implemented**

In one of the organisations, a few of the users were trained initially when the EDRMS was implemented 5 years ago. These users did not attend the training sessions offered when major upgrades to the EDRM software were made over the ensuing five year period. These users displayed search techniques that were appropriate for the older versions of the EDRMS but were not aware of the new functionality available for conducting their searches effectively and efficiently.

We would recommend that EDRMS professionals make training mandatory when significant software upgrades are implemented so that users are aware of new functionalities in the system and are working efficiently using the new features in the EDRMS.

- **MC4d – Training and promotion of classification schemes**

As EDRMS practitioners, we have observed that training about the classification scheme helps users to formulate their search strategy by either:
1) using the metadata from the classification scheme, or
2) navigating and browsing through the classification scheme.

From our observations, we conclude that as part of the EDRMS implementation, EDRMS professionals need to ensure users are made aware of the classification scheme, have an understanding of how the classification scheme in the organisation works and how it is used to classify records stored in the EDRMS.

We suggest training should include explanation of the structure behind the classification scheme, that is, how it works by classification from the broader to the specific topic; and how the classification is structured, e.g., to classify by business function, then by business activity and then by the subject matter or topic, etc.

Given our finding that task drives ISB, we recommend highlighting to users specific keywords in the scheme relevant to the work of their business unit.

Users need to understand the classification scheme not only for searching for information in the EDRMS but also for deciding where to file records when they register them into it. If they do not have an understanding of the classification scheme, they may misclassify records, leading later to difficulty or failure in information retrieval.

Twenty-eight percent of users in our study stated that the most difficult aspect of registering records into the EDRMS was completing the metadata field to describe where to file the record.

- **MC4e – Automating classification of records**

Another challenge for EDRMS professionals regards alternatives to traditional classification schemes. Instead of manually classifying information in the EDRMS, it may be preferable to use applications that automate the indexing or classification of information registered online.

Available applications include Interwoven's MetaTagger Software, and Autonomy's taxonomy generation. Autonomy's taxonomy generation feature can "automatically and consistently understand and create deep hierarchical contextual taxonomies of information based on conceptual understanding" (Autonomy, 2006a).

Autonomy currently offers ready-made taxonomies in the following disciplines: pharmaceutical taxonomy; defence taxonomy; homeland security taxonomy; enterprise taxonomies: human resources, information technology and sales and marketing (Autonomy, 2006b).

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Such automation promises to reduce human intervention and error, avoid misclassification, and ensure accurate and consistent classification, thus improving information seeking and retrieval from the EDRMS.

These developments challenge EDRMS professionals to evaluate the suitability of implementing these automatic classification options (will they really improve classification and information seeking?) and to persuade EDRMS vendors to incorporate these functionalities in their systems.

CONCLUSION

Our research provides insight into the ISB search processes of EDRMS users which we hope will assist RMs in reviewing their records management programmes, especially in the area of provision of training to users.

None of the organisations at the time of the study was conducting training using online self-paced training modules for training users on records management concepts or on working with the EDRMS.

However, as practitioners we are aware of the trend to use online training modules increasingly in office environments. Research needs to be conducted to assess the effectiveness of these online training versus face-to-face training on working with the EDRMS.

Personally, we think the online training modules for records management concepts is effective provided it has assessments as part of the module to test the user and report that they have been successful or require to re-do the online training. However, we recommend face-to-face training on usage of the EDRMS. The online training modules on the EDRMS are best used as refresher tools for users to consult if they require assistance.

We would like to leave RMs with this final managerial challenge to chew on - should users' EDRMS accounts be activated if they have not attended both the records management and EDRMS training?

The organisations we studied did not report that RM and EDRMS training is mandatory and none reported not activating users' EDRMS accounts if training was not provided.

Given our observations of how users are searching and retrieving information from the EDRMS, we think RMs should be considering making both aspects of the training mandatory and should not activate EDRMS accounts for users who do not attend the training programmes in place in the organisation. Are you up to this managerial challenge? iQ

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CPD: Education & Training That Targets RIM Needs

The RMAA has developed detailed Continuing Professional Development (CPD) guidelines for its members. In brief, this is how the Association recommends you go about improving your RIM skills and qualifications, to enhance your industry recognition and promotion opportunities, and to develop your career.

BY RMAA CEO **KATE WALKER**, FRMA

Broadly speaking, CPD includes any activity that extends or updates your knowledge, skill or judgment in your area(s) of practice and enables you to be more productive, understand and apply advances in technology, face changes in career direction, and better serve the community.

CPD should not normally be undertaken on an ad-hoc basis, although there will always be exceptions as the job dictates, but it should be planned along with work and career path.

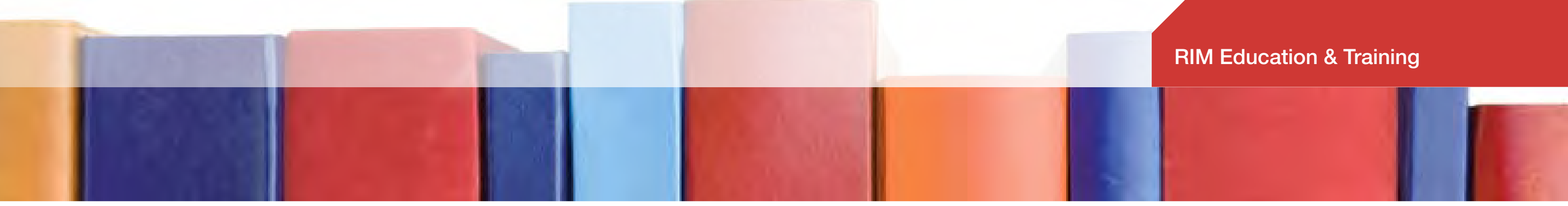
For an activity to qualify as CPD with the RMAA and so earn you credits toward your professional advancement up the it must be related to your career as a RIM practitioner. For many RIM practitioners, CPD activities will include both technical and non-technical topics. Non-technical topics include management, accounting, law, economics, and human resources and other activities in which you carry out business.

If you are undertaking non-technical CPD you should also maintain and update your knowledge in your area(s) of practice. Over a three year period it is expected that a substantial proportion of your CPD should be in your area(s) of practice. If the non-technical CPD you are undertaking is of significant content (eg a law degree), then you must still continue to undertake some technical CPD in your area(s) of practice and be able to indicate future CPD plans on completion of the non-technical CPD.

Functions that you routinely perform as part of your employment are not normally claimable. For instance university lecturers cannot claim, under Presentations and Papers the lectures they present as part of their employment. On-the-job learning is claimable, but you must be able to demonstrate how the activity contributed to your knowledge, skill or judgement and how it was acquired.

CPD REQUIREMENT FOR RMAA PROFESSIONAL MEMBERS

The CPD requirements for maintaining current year endorsement for Chartered status and accreditation in RMAA are identical in scope. On an ongoing basis, you need to



Take a Closer Look

- For the complete RMAA CPD Guidlines go to www.rmaa.com.au

undertake at least 150 weighted hours of CPD activities during any three-year period, keep records of the activities and make the records available for audit when required.

For many RIM practitioners, the most convenient method of recording sufficient detail for audit will be through brief entries in their professional diary (eg. Outlook). However, you may prefer to maintain a spreadsheet in accordance with the layout of the attached pro-forma sheet so that your records are easy to produce when requested for audit and assessment.

RIM practitioners in academic positions must also show that they undertake a minimum of 40 hours of industry involvement in any three years. The weighted hours of CPD for any given activity are obtained by multiplying the actual hours spent on the activity by the relevant time weighting factor. For example, participation in a formal short course, for which there is some form of assessment, attracts a time weighting factor of 2. Hence, if 16 hours were actually spent on the short course, this would convert to 32 weighted hours.

TYPES OF CPD

The six major types of CPD are outlined below. If you believe you are undertaking other types of CPD that comply with the general definition of CPD, you should make a submission for this to be recognised. In your submission you should state how you think it has complied with the intent of CPD and explain the content of the activity and how it was provided.

All CPD activities fall into the following three core outcomes:

a) Ethics
b) Practice management and business skills
c) Professional skills

TYPE A – Formal Education and Training Activities

Such activities include formal face-to-face education, distance education and short courses. They may be external to your employment or conducted in-house, but will always include time spent in preparation and/or follow-up, either through lectures and/or self study and will always involve some form of assessment.

Training activities within the workplace that do not involve some form of assessment are classed as on-the-job learning.

TYPE B – Informal Learning Activities

There are two different forms of informal learning activity, namely on-the-job learning, that takes place because of workplace requirements, and private study where you can exercise complete discretion. On-the-job learning requirements usually arise when you undertake a new project and areas are identified where you need to extend your competency base. It almost always involves another person training you rather than self paced learning.

Informal learning activities must be supported by sufficient detail to allow a proper assessment when requested for audit. It is not sufficient just to list books, journals, manuals, standards, software etc without supporting information. Details of the chapters, articles, papers or other relevant information must also be provided so as to give an indication of the new knowledge that was gained.

TYPE C – Conferences and Meetings

Conferences, symposia, seminars, workshops, inspections and meetings run by acknowledged experts can be claimed as CPD provided that the content relates to the development of your professional career. This includes those events run by RMAA, Institutes, Associations, Societies and other groups to provide information relating to the profession of RIM.

The hours claimed should be only those for the formal technical presentations, inspections and meetings that you attended at such events. and must not include social or travelling time.

TYPE D – Presentations and Papers

The preparation and presentation of material for conferences, seminars, symposia and courses can be claimed if these activities contribute to the RIM related competencies as contained in the RMAA Statement of Professional Knowledge.

The preparation and presentation of material designed to promote awareness of RIM, membership of RMAA and benefits of registration to potential members and the community can be claimed.

TYPE E – Service Activities

Service to the profession may be allowable particularly where it contributes to the continuing professional development of others. Within RMAA, this includes contributions as an *iQ* or *iRMA* reviewer, member of a course accreditation team, participation in CPD audits, review of technical papers prior to publication, and the technical aspects of work undertaken on or for the Boards and Committees of RMAA, including national committees and Branch committees.

TYPE F – Industry Involvement (for RIM practitioners in academic positions)

RIM practitioners employed in academic positions are expected to foster links with industry to the benefit of RIM education, research and practice. This requirement also ensures that they are exposed to developments in RIM practice outside their institution.

Industry involvement will normally be in the form of consulting services. However, where you have close ties with industry, you can include supervision of industry sponsored research.

TO LEARN MORE

For a more detailed explanation, including weighting factors and exceptions, and to find a 'Summary of Activities' form, members can go to the RMAA website, www.rmaa.com.au. iQ

E-Learning as the Backbone of Your Recordkeeping Training

When you're faced with training hundreds or thousands of staff in recordkeeping, e-learning offers a modern day solution. The use of Electronic Document Record Management Systems means that all staff actively participate in recordkeeping, and existing staff and future new employees will require cost-effective training in both the principles of recordkeeping and the software application being used. So, what is e-learning all about?

BY **MICHELLE LINTON**

Story Snapshot

- Improvements in e-learning delivery have created a cost-effective independent training tool.
- But staff using e-learning still require monitoring.

For at least the past ten years e-learning has been recognised as a training resource, but it has suffered from a tarnished reputation. Poor content and structure and a lack of computer skills in many industries led to lack of participation and therefore low levels of effectiveness.

However the e-learning landscape has undergone significant change in the last few years, leading to significant improvements in e-learning as an effective training resource.

Firstly, the software to create e-learning is no longer the exclusive realm of IT programmers. WYSIWYG (What you see is what you get) programs such as Moodle and Captivate enable Learning and Development specialists and trainers to easily contribute to the design and content.

Many e-learning modules today use effective adult training classroom techniques to maximise training outcomes, rather than the original e-learning style of recreating a book online, with a few additional pictures and hyperlinks to additional information. Learners are now engaged in fully interactive experiences and participation is an enjoyable experience.

On the other side of the equation there has been a huge increase in computer literacy in most organisations and industries over the past ten years. The majority of staff will have basic technology skills, even if they are not regular users of a computer at work or home.

The widespread use of MP3 players, digital cameras, DVD players and the Internet has seen people lose their fear of new technology. Additionally, increases in bandwidth and line speed to remote sites make delivery, hosting and management of e-learning reliable and easy.

CREATING A SUCCESSFUL DELIVERY PROGRAMME

It is important to remember that e-learning should always be considered as part of a "blended learning solution". That is, people learn in different ways and will learn most effectively if they can access learning resources that support their learning style.

These resources should include written instruction in hard copy and access to human support, even where e-learning is the primary training tool. E-learning will increasingly be used as the only learning resource as students' familiarity with reading online improves and they develop good PC skills.

Therefore, organisations which introduce recordkeeping e-learning to a workforce currently completing OHS training online will find staff require less additional support than a workforce where recordkeeping e-learning is their first experience of online training. A percentage of staff in the latter will request, or print their own written instruction, to also read through.

Another point to understand is that some aspects of recordkeeping are difficult to explain fully through e-learning. The Record Classification Scheme is a good example. Explaining and demonstrating keywords and activities can be straight forward, and a student's understanding even may be assessed through e-learning. Interactive modules where participants classify records can also be created.

However, when people don't fully comprehend the decision making process of "which" classification to apply and "why", as opposed to "how" to apply, then a live trainer who can be asked questions will be the most effective training resource.

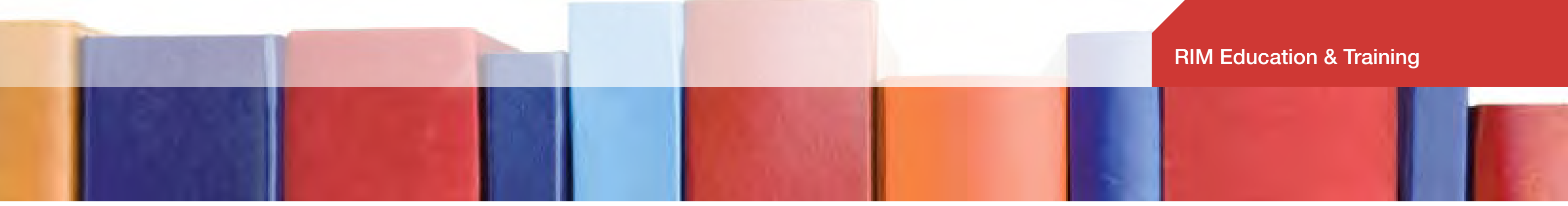
As part of a blended solution, an organisation may introduce the concepts of record classification through e-learning, and then provide face to face training or individual support to finalise the training.

One of the commonly promoted benefits of e-learning is that staff can fit the training in at a time to suit them. This is very true, but the reality is that gaining participation is not quite so simple.

The expectation that staff will schedule their own training has led to a high level of disappointment in the past at the lack of participation. And if people don't participate, learning will not happen, and business objectives will not be met.

Just like any training, staff need to be organised to attend. The logistics of this is much easier than face-to-face training. There is no need to check rosters, leave, how many people can attend from one department at once, and many more frustrating factors in organising training. That saving in time alone is a major benefit to any organisation.

Organisation for e-learning centres on setting modules to be completed and deadlines for completion. This needs to be monitored, and participation of individuals or groups may even be rewarded. Simple strategies include a group morning tea, certificates/ribbons displayed on desks, bonuses, or linking to KPI's.



The need for this will be highly dependant on the training culture within an organisation. Organisation of any e-learning is made easier where the e-learning is hosted on a Learning Management System which will provide online tracking and reporting for the training administrator.

E-learning has been proven to be most effective at the commencement of employment. The first days of any new employment are spent learning about the organisation, whether in a formal or informal programme. Recordkeeping e-learning can become part of this induction whilst the employee is eager to know how the organisation operates, and before poor habits are established.

E-learning puts a classroom in your office

Once the workload has been established finding the time to complete the training is much more difficult, and the enthusiasm is lost.

WHERE ARE THE BENEFITS?

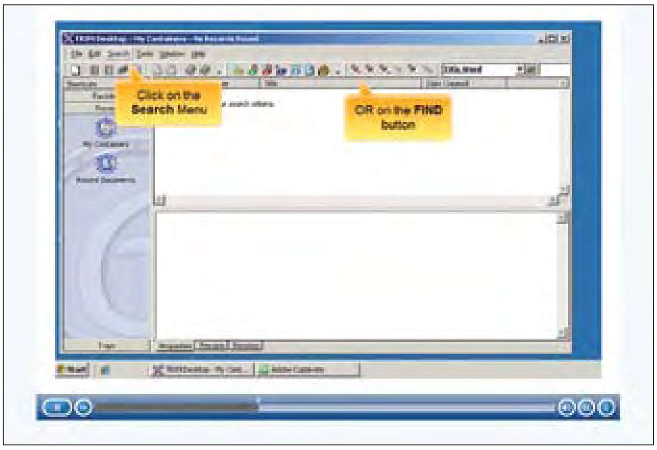
The major benefit of e-learning that organisations will instantly recognise is the **significant cost savings**. Once an e-learning programme is developed or purchased, the ongoing costs are minimal.

Instructor-led training has an establishment cost, which is generally much lower than that of e-learning, and a high ongoing cost. Due to the latter, and the added complication of timely delivery, it is very difficult to maintain recordkeeping training for new employees.

Where recordkeeping training equates with training in recordkeeping software, then a lack of skill will see erosion in the use of the software, and thus the whole system.

Additionally, organisations will benefit by being able to deliver training to:

- **Large volumes of staff in a short timeframe.** Where face-to-face training is able to be provided as part of the training



An example of interactive training in TRIM

programme, the time allocated to this can be minimised by initial e-learning.

- **Multiple sites at no additional cost.** Again, the cost saving is significant where there is a small number of staff at each site or the locations are remote.
- **New employees on commencement** of their employment.
- **Staff requiring retraining at no additional cost.** E-learning topics delivered via a Learning Management System (LMS) can be assessed as the individual progresses. Where an individual is not demonstrating competence in understanding or skill then the LMS will manage their training programme to revise topics.

A key feature of e-learning is the consistent message that is conveyed across the organisation. Instructor-led training relies on individual skills in communication, knowledge and understanding of company procedure and can vary in quality, and is difficult to supervise.

Having said that, the quality of e-learning can vary too, and it is wise to engage professional instructional designers who either have expertise in the recordkeeping area, or who will work closely with your subject matter experts, to create a training product that will be successful for your organisation.

OPENING THE DOORS TO LEARNING

Assuming your organisation has made the decision to use e-learning as part of the overall recordkeeping training strategy, the next step is to ensure you provide e-learning that results in staff learning and correctly participating in the recordkeeping process.

As previously mentioned, converting an instruction manual to text online, while called e-learning, is really just making a printed document accessible and easy for the training to be tracked and tested.

Today's e-learning is capable of creating experiential online training. This means taking dry text and making it come to life as a learning experience through participants interacting with the programme throughout the training.

Good e-learning uses the best training techniques of books and instruction manuals, and combines them with key elements of success in an instructor led situation – the best of both worlds in many ways.

Development of effective e-learning requires a range of skill which may be outside your experience. In assessing how effective an e-learning programme will be for your staff consider:

- **Content** – Is it relevant to your organisation and the systems your staff will use?
- **Language** – it must be appropriate for the audience. For recordkeeping novices this means fully explaining any technical terms and using words they will be familiar with.
- **Pace** – Individuals absorb information at different paces, and being able to control this during e-learning is beneficial to individual learning.
- **Interactivity and assessment** – A variety of exercises throughout the training engages the participant and aids learning. E-learning can even by used to replicate real life process or decision making.
- **Graphic design as a visual aid** – Whilst good graphic design can make the screen visually appealing, it can also be used to consolidate key messages for the visual learners in the audience.
- **Ease of use** – When providing e-learning in a large organisation, start with a simple environment. It may appear basic for people familiar with the content and using online training, but remember who your audience is and what their current skill level is.

With any quality training programme, successful implementation of is dependant on organisation and content. E-learning makes the former sustainable and easier than instructor led training, and the latter consistent.

It is part of a blended learning solution, and it is wise to work with professionals in training to establish the overall solution for your organisation. However the current dynamic recordkeeping content being created by e-learning specialists is establishing this tool as the backbone of recordkeeping training for the future. iQ

About the Author

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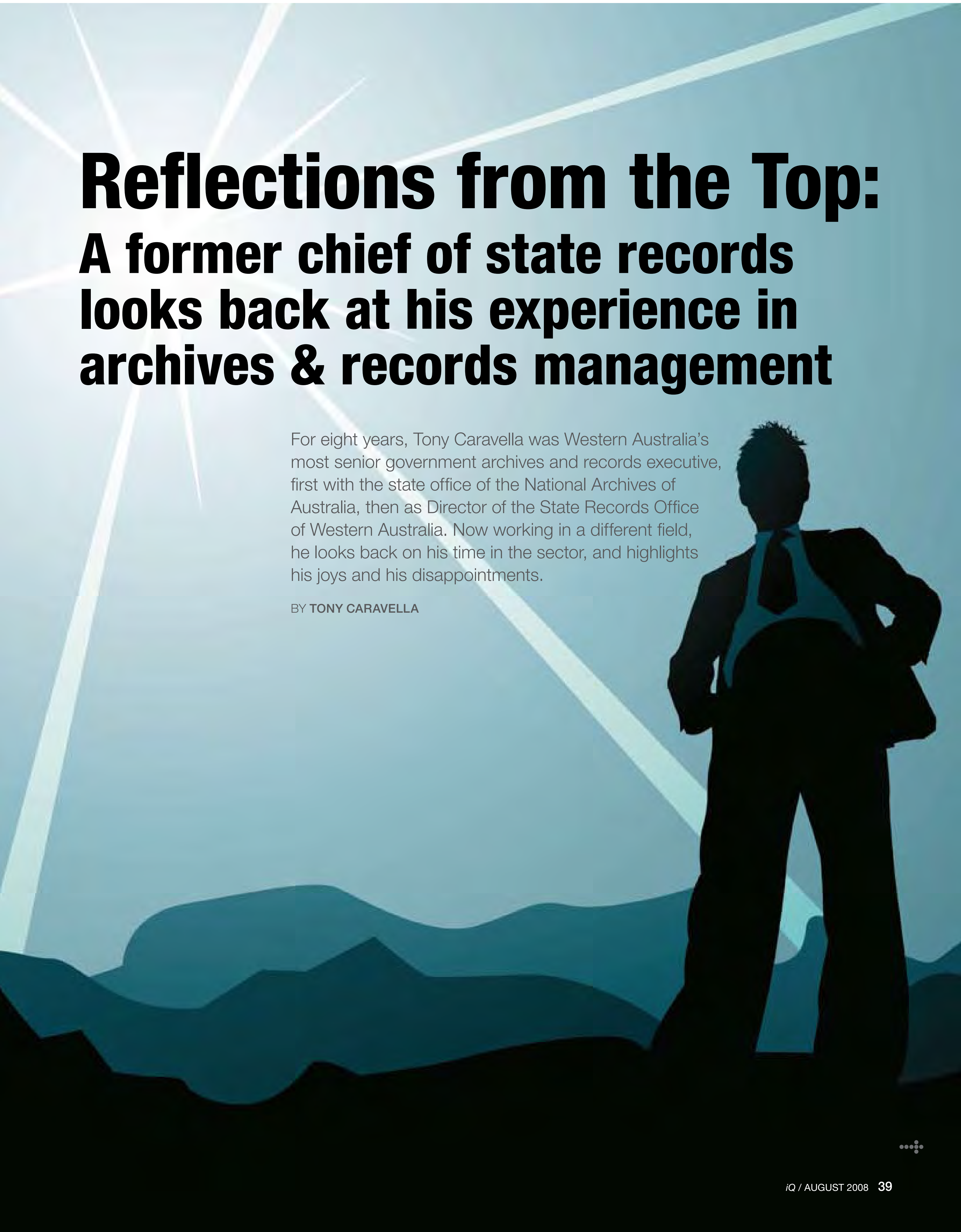


Reflections from the Top:

A former chief of state records looks back at his experience in archives & records management

For eight years, Tony Caravella was Western Australia's most senior government archives and records executive, first with the state office of the National Archives of Australia, then as Director of the State Records Office of Western Australia. Now working in a different field, he looks back on his time in the sector, and highlights his joys and his disappointments.

BY **TONY CARAVELLA**

It is a year now since I finished working in the archives and records management (ARM) sector. *Tempus fugit!* The eight years I served in the ARM public sector was a great privilege and a stimulating and satisfying experience.

The past year has been a full one of learning my new role, and it has also provided some useful time to reflect on the experience of working in the ARM sector. The purpose of this article is to record and share a reflection on 8 years working in ARM.

My entrée to the sector came via the role as Director of the WA office of the NAA in 1999. My experience with the NAA was a most enjoyable one, filled with learning and support from across the national office and across the other state and regional offices. The collegiality shown towards me especially by my fellow directors was a source of inspiration and comfort.

I remain grateful to George Nichols and Steve Stuckey for having the faith in my abilities and offering me the position as State Director, NAA Perth. They took a gamble, as I had never worked in this field. If the final judgement is that I made a positive contribution to the sector, then it is a testament to their progressive thinking that they gave me the opportunity. I remain grateful to the NAA organisation which provided me with enormous learning opportunities.

I remain completely impressed overall with the way the NAA has performed and delivered its services and products. I always felt that it had a consumer focus, perhaps sometimes more so in the State offices than in the National Office, although that is perhaps understandable because of the State Offices' comparative greater ongoing direct contact with clients and because of the National Office wider role in policy.

During my time with the NAA it was subject to immense changes. One of those challenges was the push for the divestiture of its storage and other facilities. The term "divestiture" might be described as a euphemism for what is more simply described as the fire sale to beat all fire sales. Purpose-built repositories were sold by the federal government and the NAA was forced, in a number of locations, to become a tenant in buildings it had owned and occupied for many years.

I have yet to see the evidence of the economic or service benefit of that action to dispose of the NAA's buildings and then to rent them back, but no doubt someone put to the task could work up some figures seeking to justify the action. Despite all this and other challenges, the NAA has demonstrated itself to be a remarkably resilient and creative entity which has a clear focus and does its job to a standard respected around the world.

After about 4 years with the NAA the opportunity arose to lead the State Records Office of Western Australia (SROWA). The SROWA was at the time poised to roll out the new records and archives legislation in WA. This was too tempting an opportunity to resist. I put my hand up for the challenge, fortune smiled on me, and I got the job. From the beginning, the role as Director of State Records for WA involved a complicated environment. I found an inferno of a controversy raging between the SROWA and the WA Local Government Association (WALGA) about whether and how elected members of local government authorities (LGAs) were required to keep records.

I gathered that WALGA was also using this issue as a means to argue a longer list of complaints it had against the WA State Government. The SROWA was caught in the crossfire of this battle. The state government's solution was, in my view, a compromise which I had concerns about, and I hope the community will not have regrets about it in years to come. The compromise could be too conveniently misunderstood as a reduction in the recordkeeping obligations of elected councillors which the law as it stands does not in my view permit.

Story Snapshot

- NAA state offices have a greater consumer focus than the Canberra head office
- SROWA has dedicated staff but needs Government support

It was a pleasure to work with the staff of the SROWA. The vast majority of them are highly skilled and highly committed people who genuinely care about proper records management as a method of enhancing public sector efficiency and accountability. They are similarly committed to the valuable role in society of the public archives of WA. It was also a pleasure to work with records managers and archivists working in the government agencies. Their role is truly a difficult one, and one which for the most part is undervalued.

Upon reflection, I believe that the records management regulatory regime in WA is overall a good one and suited for its purpose at the present time. For example, the concept of the mandatory recordkeeping plan is a good one, so long as adherence to the plans is closely monitored. Government agencies must do what they said they would do.

The regime has another particularly good feature which is an entity called the State Records Commission. This creature of the State Records Act 2000 is blessed with quite significant and necessary powers. The Commissioners are extremely talented, hard-working people for whom I have great respect.

The Commission is tasked with responsibilities including monitoring and reporting on the implementation of the Act and thereby public records and archives in WA. As a model it is intuitively attractive and appealing in theory.

Despite all this, there are some who say that the Commission has not delivered to WA what was expected of it. Some expected more from it and looked to it as the body with the potential through its voice to do more to hold the government to account for such things as levels of funding and support for public ARM.

The Commission has no doubt raised the issues, through for example its annual reports to Parliament, but critics say it will need to do more to bring about action by government. If the Commission has been limited in its success then it could well be due to its own limited resourcing coupled with the fact that the buck, and the bucks, stop with the government.

ACHIEVEMENTS TO BE PROUD OF

One of the many blessings of the ARM sector is the selfless collaboration and sharing demonstrated by the professional individuals who work in the sector or who have an enlightened view towards it. I want to share two of the many examples of this to illustrate this assertion.

The first example is the Work For The Dole projects that I was proud to implement into both the NAA and the SROWA. These projects saw long-term unemployed people doing data entry and related functions on a part-time voluntary basis, as part of their obligation for the receipt of social security benefits.

Through these projects many benefits have flowed. Immense data entry has been performed to improve access to public archives. At the same time this work provided useful skills and work experience to those who participated in the projects.

Many long term unemployed were able to return to the workforce. The work would not have been done but for these projects and the ARM sector and the community is the richer for that work. It is a pity that a small number of individuals at first opposed and resisted these projects or later closed their eyes to acknowledging the benefits.

It seems to me that this attitude is based in prejudice or a fixation in a dated ideology. It is also unfortunate that those who were instrumental in the projects have largely been unrecognised by their political masters, especially when their efforts have brought great benefit including saving government substantial funds.

The second example that I think illustrates the high level of collaboration within the sector is one which enabled the SROWA to acquire its online search engine AEON (Archives Explored Online). The SROWA was one of the last public archives institutions in Australia to obtain and provide such a search engine which is accessible to public users via the internet. That ranking is yet another example of funding neglect in the sector.

However, through the goodwill of David Roberts, the former Director of the State Records Authority of New South Wales, WA was able to afford the purchase of that office's system. But for David's willingness to share the NSW system with WA we might have still been bumping around in the dark with the old system, incurring massive development costs for a new one, or both. An online search engine and archives management system are recognised these days as essential tools in modern archives access and management.

What a wonderful thing it is to reflect on these two examples. There are many others that I could offer.

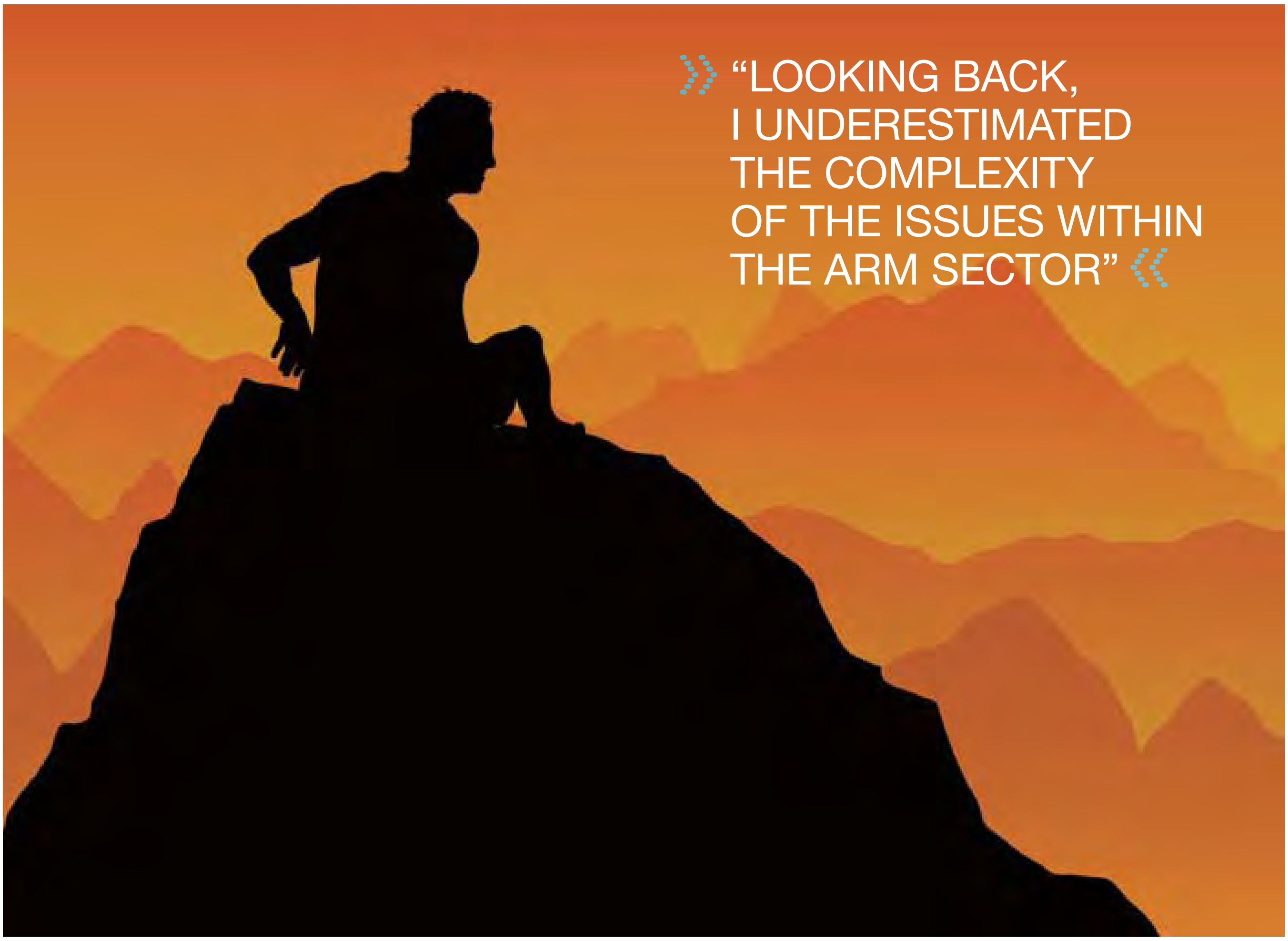
THINGS I UNDERESTIMATED

I admire the people who work on the ARM sector. From my observation they are generally motivated by a sense of higher purpose and belief in the fact that their function is fundamentally important. No doubt there are the cynics, as with any endeavour, however my feeling is they are small in number.

Most of the people I met in ARM seemed happy enough to accept a profile which is comparatively behind the scenes and unaccompanied by glamour or celebrity. The sector and all those who toil in it have my ongoing respect.

Looking back, I underestimated the complexity of the issues within the ARM sector. The good thing, if I may say so, is the fact that it did not take me long to realise my error. I also underestimated the forces of apathy and ignorance towards the work of the ARM sector.

It pleased me greatly to observe instances when such apathy and ignorance disappeared to be replaced by concern, awareness, and support. This typically occurs when ordinary people are informed, or when, because of their personal circumstances or necessity, they become aware, about the important role of ARM. Herein lies one of the most crucial and ongoing challenges for those in ARM - that is, to treat the



> “THE RIGHT WILL MUST BE CREATED WHERE IT IS ABSENT, AND WHERE IT EXISTS IT NEEDS NURTURING”

advocacy and awareness-raising function within ARM with equal emphasis as the other core functions within the sector.

I hold the view, like others, I believe, that the curse of apathy combined with the competition for time and attention in the cacophonic lifestyle of the 21st Century is a massive threat facing ARM.

No doubt the challenges of managing new technology and digital preservation are immense, but those problems are surmountable with the right will. The right will must be created where it is absent, and where it exists it needs nurturing.

There is a palpable lack of will on the part of some who, unfortunately for the sector, have a decisive role in allocating finite resources. This lack of will is not a new thing when one surveys history.

Enthusiasm ebbs and flows in ARM as in many other things. A challenge for ARM is to do its best to manage and preserve records and archives during the dark times so that when the more enlightened times come around the ARM sector is ready to respond. Leigh Hays from the SROWA described the task of senior people in ARM in the meantime as “harm minimisation”.

MAKE IT SEXY

Some people have said to me that part of the problem with the lack of funding in the public ARM sector is the resistance of government Treasury officials and bean counters. They would say those officials know the cost of everything but the value of nothing. From my experience I have rather more faith in that institution and in most of the officials who work there.

I recall occasionally meeting with Treasury officials in Western Australia, and one such meeting in particular where I was accompanied by Dr Mark Brogan, who was engaged doing important work on secondment with the SROWA from Edith Cowan University. Our meeting was for the purpose of arguing (again) the business case for funding a much needed physical archive repository and for a digital archive solution in Western Australia.

The Treasury official, a senior one at that, declared to us that the need was obvious and urgent. He said the case was a “no brainer” by which he meant it was compelling and self evident requiring little cerebral activity to convince ordinary reasonable people. However, our task was to convince the politicians.

The obstacle, according to that particular wise Treasury official, is the absence of political “sexiness” in public ARM funding. Expressed more directly, there are not a lot of votes in public records in the absence of disaster.

The creeping disaster caused by neglect and underfunding unfortunately does not seem to register with politicians. So, political sexiness seems to be one, if not the determinative criteria to be met by ARM. So, sex it up folks! The need to do this is rather sad really, but not surprising since we all must compete with many other worthy causes that beg for public funding. We must remain also optimistic that the dark eventually makes way for enlightenment.

But I remain optimistic, and why not; records and archives have survived for millennia in the face of many challenges.

I’ve met many enthusiastic, remarkably skilled people in the RM and archives sector. It provided me with some wonderful opportunities, including the opportunity to present papers at international conferences and to learn from knowledgeable people around the planet. It brought home to me how alike we really all are despite differences in geography, language, religion and culture.

One could dwell on the unsatisfactory aspects of the experience that one invariably has when one leads an organisation in a time of change. In my case, I could dwell on the fact that the resourcing for the SROWA was inadequate and reflected the state government’s lack of support and interest in the area of ARM. But what’s the point in dwelling on that?

There was not one person amongst the many that I met and spoke with who considered the government was doing enough in the field of preserving archives, so, from that perspective the government should take no comfort. There is also the fact that governments, and the make-up of governments, change from time to time. I was told openly that I needed to be patient and wait for that inevitable change. My patience, like anyone’s, has reasonable limits. It ran out.

Hopefully, future ministries will show more interest in this area. Hopefully the sector will, with enthusiastic government support, attract a level of resourcing commensurate with the needs of a state that is riding the crest of an unprecedented economic boom. That would be a well deserved change from the situation hitherto where the resourcing has been rather more akin to the level that one would expect in a depressed third world state. Indeed, there are such places with better resourcing.

MY BELIEF IS UNDIMINISHED

I apologise to all readers who have persisted reading this piece in the hope of comment on the finer technical points of ARM rather than on such things as funding and my other personal reflections. I am no expert on many of the technical aspects of ARM. I struggle with top numbering methodology and with the epistemology of appraisal, and I have little to add to the body of knowledge about the chemical properties of paper, vellum, or parchment.

I do however have some knowledge of managing teams of trained and committed experts in these and other fields. What I know, based on my experience, is that the effectiveness of such teams is enhanced where there is support from their masters in government. In the WA environment the success of the public records function occurred largely in the absence of these characteristics. Expressed another way, the potential of the SROWA has been, and continues to be fettered unnecessarily.

Under-resourcing is a pretty reliable method for defeating the objectives of legislation, whether such defeat is intended or not. Some would say governments have a proven track record in this and to the extent that under-funding exists, the records on which many of our democratic rights depend are jeopardised.

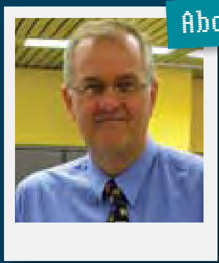
If one wants authority to be convinced of that assertion one needs to look no further than the UN Commission on Human Rights 2005 update of the so-called Joinet Principles. The right to know and obligation to preserve records have been firmly and properly connected to the UN framework on human rights. The decision not to properly fund public records and archives management, sits incompatibly with our framework obligations. I am obliged to Dr Mark Brogan for highlighting this fact with his usual passion and insight.

Since leaving the ARM sector in June 2007, my work has involved hearing appeals and reviewing a range of administrative decisions. My present work has done nothing to diminish my belief that the proper creation, capture and keeping of records is fundamentally important.

I commonly see parties to appeals facing difficulty supporting their claims because of the lack of documentary evidence, more often than not on their own part. In my work I am not bound by the technical rules of evidence and can therefore rely on other forms of non-documentary evidence; however, documentary evidence can carry much weight where it exists.

That is not to say it will always, or even often, be determinative, but it is no doubt an important form of evidence, as all good records managers and archivists know. It once again underlines the importance of their work.

I wish all the ARM sector every success for the future. You have achieved much, but there is much more to be done. Continue with your commitment, your energy and efforts for you perform an extraordinarily important role in society. Thank you for your collegiality and friendship. Live long and prosper, my friends! iQ

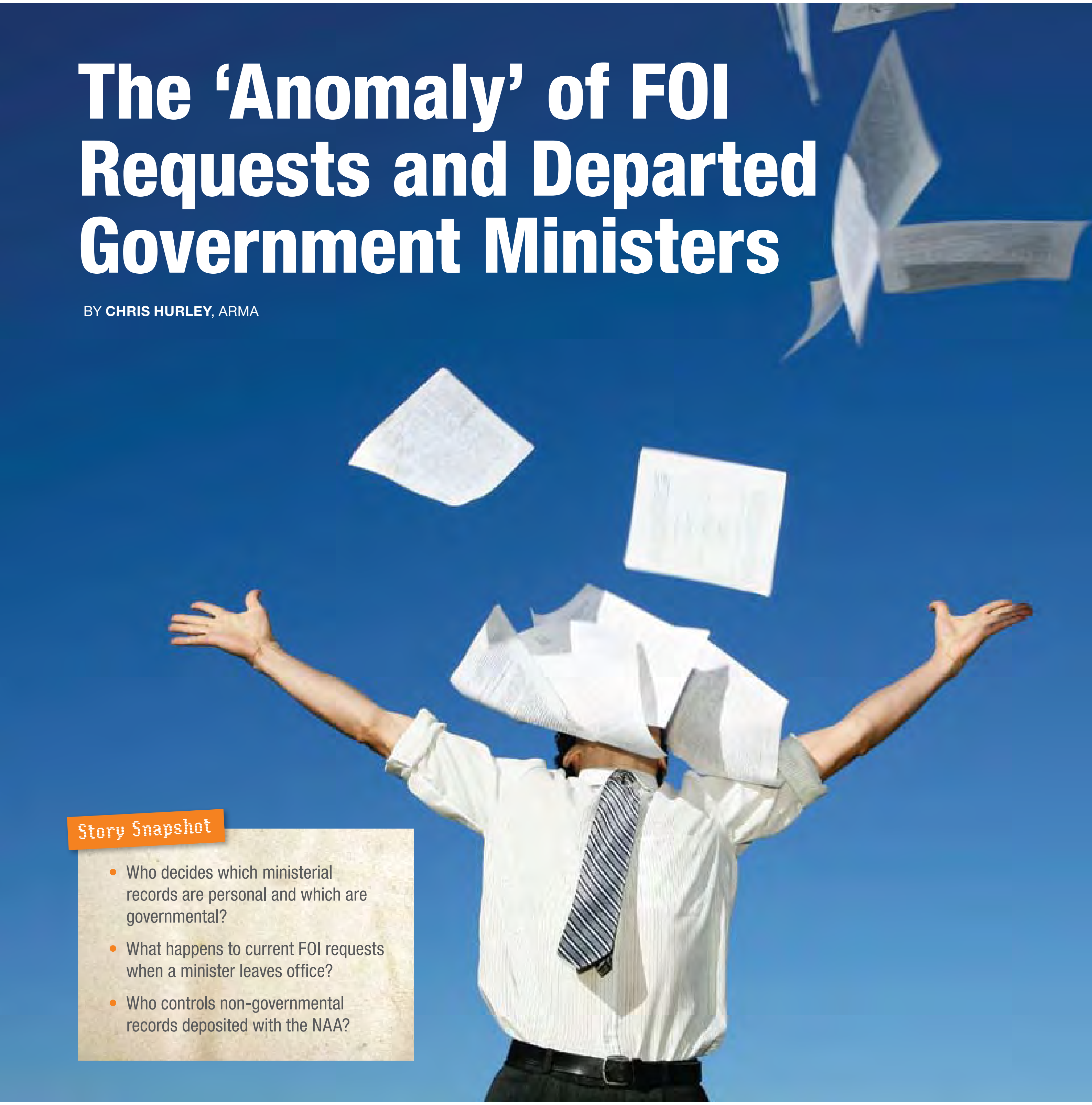


About the Author

Prior to spending the enjoyable and rewarding years in the ARM sector TONY CARAVELLA worked in the National Native Title Tribunal, the National Crime Authority, the Australian Securities Commission, the Department of Health & Community Services, the Department of Employment and Education, and the Australian Taxation Office over a period near on a quarter of a century.

Tony was appointed to the position as full time Member of the Social Security Appeals Tribunal in 2007 and in that role hears and decides appeals against decisions made under social security law and child support law. Tony has degrees in law and commerce and postgrad qualification in public sector management.

Tony lives in Perth with his wife, his three demanding teenage children, and his 9-year-old fourth child who Tony is coaching to be a future AC Milan & World Cup soccer player.



The 'Anomaly' of FOI Requests and Departed Government Ministers

BY **CHRIS HURLEY**, ARMA

Story Snapshot

- Who decides which ministerial records are personal and which are governmental?
- What happens to current FOI requests when a minister leaves office?
- Who controls non-governmental records deposited with the NAA?

An interesting article appeared in the *Sydney Morning Herald* on May 27, by Diplomatic Editor Cynthia Banham, whose unanswered Freedom of Information request from 2004 had turned up in papers left in the Prime Minister's Office by departing PM, John Howard. The article focused on the paradox that while her request was still alive under Freedom of Information Act (FOIA) rules, the documents sought were not in the department any more.

Banham speculated that the documents she requested were amongst papers deposited at National Archives, and comments: 'Under FOI legislation, while incoming ministers inherit outstanding FOI requests, they do not inherit the documents to deal with those requests.

'Outgoing ministers can deposit documents in the National Archives. But there is nothing in the legislation compelling them to hand over documents personal to their office which are the subject of unanswered FOI requests ... And you can't FOI a former minister.'

Not only can ex-ministers deposit documents in the National Archives, they can and do deposit them anywhere else they please – unless the Commonwealth can and would be willing to take action to establish superior title. As Banham states elsewhere in the article: 'There is nothing preventing former office-bearers taking the documents and storing them in their shed, or shredding them.'

What could and, for all I know, already does, prevent the anomaly from arising would be a strict regime enforcing the Archives Act's disposal provisions over departing ministers in respect of Commonwealth records in their possession; on their way out the door, as it were. But even this would/might not apply to official papers that were not owned by the Commonwealth – see below.

The alternative is the time-honoured method of gently persuading retiring ministers to deposit their papers with the Archives; official and personal all in together, so no one has to be bothered to separate one from the other. It is next to impossible to establish a satisfactory dividing line between official and personal papers in the custody of ministers or other officials.

EX-MINISTERS CURRENTLY DECIDE

Australia took a deliberate decision to avoid a hard-and-fast demarcation in the Archives Act. We left it to ex-ministers to control their disposition and, by extension, control access to them. Now, according to Banham: 'Rudd's department admits this is unsatisfactory and hopes the anomaly will be fixed under Rudd's FOI review. Otherwise, we can wait to see the department's documents under the 30-year archive rule.'

It will be interesting to see what measures might be considered for fixing the 'anomaly'. It would have to involve, in some way, removing or controlling the discretion of ex-ministers to dispose of their personal papers. That would mean making a distinction between what is 'official' and what is 'private and personal'.

I have watched senior bureaucrats and even politicians examine displays of such papers that I have laid out for them and none has ever had any trouble making such a distinction. The thing is, they all decided differently.

It is hardly an anomaly when a system designed to remove impediments to ex-ministers' depositing their papers with the National Archives functions the way it was designed.

In the same way, it is not an anomaly when rising fuel prices designed to deter people from using their cars hits them in the wallet, although it may be anomalous when investment in alternative infrastructure has not occurred.

The FOI anomaly arises only because there is no mechanism for applying FOI to official papers held by ex-ministers. Such an anomaly can be 'fixed' only if FOI is allowed to pursue official documents held by ex-ministers and others regardless of whether they are in the National Archives, another collecting institution, or a back shed.

The logical extension of that principle would be a statutory prohibition on shredding them. This would open the door to an FOIA request being lodgeable against anyone in possession of an 'official' document; not just government.

The 30-year rule does not, of course, apply to deposits of 'official documents' amongst personal papers at the National Archives, only, as Banham surmises, to 'the department's documents'.

The original pristine intention is embodied in sub-section 6(2) of the Archives Act: 'Where ... the Archives enters into arrangements to accept custody of records from a person other than a Commonwealth institution, those arrangements may provide for ... access ... and ... [shall] have effect notwithstanding anything in [the public access provisions]'.

This gives depositors to the National Archives continued control over access to deposited papers in the archives, just as they would have if they put them anywhere else or left them in the back shed.

The argument was that they had this control anyway and, if they were deprived of it as a result of voluntarily depositing their papers with National Archives, it would simply be a deterrent to depositing there. They could deposit elsewhere and retain the control but, without that provision, depositing with Archives would deprive them of it.

WHO OWNS THESE RECORDS?

In the event, an additional provision was added to the final text: '6(3). Where [such] an arrangement [is] entered into ... [and] relates to a Commonwealth record ... then, to the extent that that arrangement, in so far as it relates to such a record, is inconsistent with [a public access provision] that provision shall prevail'.

So, Banham might even get access after 30 years to papers in the Howard Archive, if such a thing exists and has been put into National Archives. Then again, she might not. Owing to another anomaly, the reasons for which are too convoluted to go into here, the definition of 'Commonwealth record' is not based simply on the official character of the document's contents. To be a Commonwealth record it must also be 'owned' by the Commonwealth.

Unless the Commonwealth's title to the documents in question can be established, the public access provisions of the Archives Act will not apply in Banham's favour, even after 30 years. In contrast to this, the FOIA has a 'possession' test. It applies to documents in the possession of an agency or a Minister. Most of the time the ambit of the two Acts is, for all practical purposes, the same.

However, a yawning gap emerges when applied to official documents whose ownership can be difficult to establish when in the possession of an ex-minister. iQ

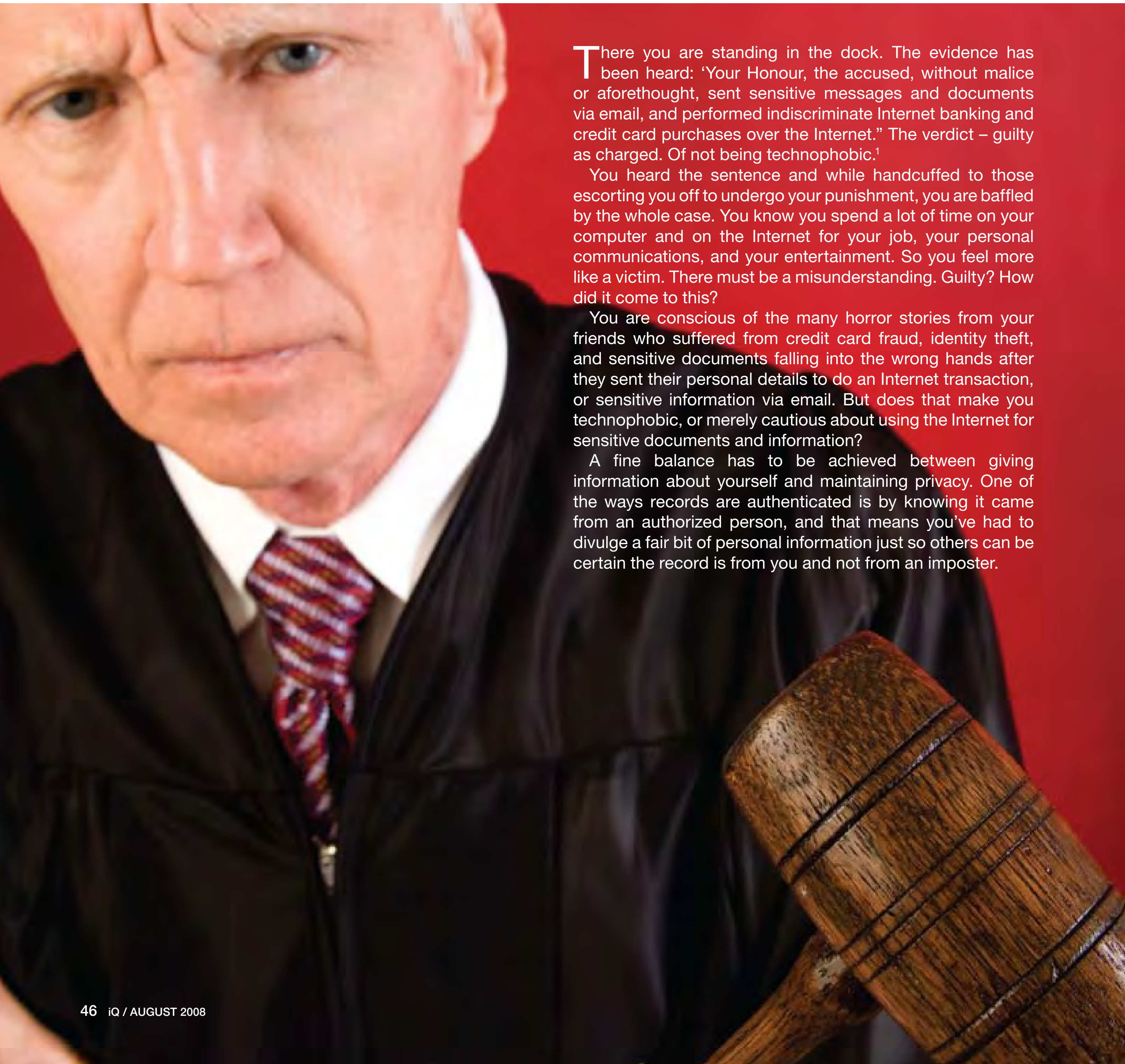
About the Author

CHRIS HURLEY, ARMA, is a Sydney information and archives specialist. He has worked with the Australian Archives, been Keeper of the Public Records at the Public Records Office of Victoria, and been Acting Chief Archivist with Archives New Zealand. He holds several post-graduate diplomas - in education from the University of Sydney, librarianship from the University of New South Wales, and archives studies from the University of London. He has been involved in the drafting and review of national archives legislation in both Australia and New Zealand, and for the Australian states of NSW and Queensland.

GUILTY AS CHARGED:
why it pays to be a little technophobic

Do you take it for granted that the online systems you use for work and private purposes are as secure as they should be? Or, should you be just a little technophobic, and be asking questions, of everyone involved in online delivery?

BY **JANITA STUART**



There you are standing in the dock. The evidence has been heard: 'Your Honour, the accused, without malice or aforethought, sent sensitive messages and documents via email, and performed indiscriminate Internet banking and credit card purchases over the Internet." The verdict – guilty as charged. Of not being technophobic.[1]

You heard the sentence and while handcuffed to those escorting you off to undergo your punishment, you are baffled by the whole case. You know you spend a lot of time on your computer and on the Internet for your job, your personal communications, and your entertainment. So you feel more like a victim. There must be a misunderstanding. Guilty? How did it come to this?

You are conscious of the many horror stories from your friends who suffered from credit card fraud, identity theft, and sensitive documents falling into the wrong hands after they sent their personal details to do an Internet transaction, or sensitive information via email. But does that make you technophobic, or merely cautious about using the Internet for sensitive documents and information?

A fine balance has to be achieved between giving information about yourself and maintaining privacy. One of the ways records are authenticated is by knowing it came from an authorized person, and that means you've had to divulge a fair bit of personal information just so others can be certain the record is from you and not from an imposter.

You know that emails are not private at all[2], and that the more personal information divulged the easier it is to become a victim with your own horror story to match your friends'.

So if you want to feel confident about the general trustworthiness and integrity of the Internet transaction process, beginning with your own computer through to the organisation's server[3], then let's explore some of the things that should be communicated to allay the fears and encourage people like you to use the technology.

WHAT THE ORGANISATION NEEDS TO TELL YOU ABOUT THEIR SYSTEMS

You want to know how secure the organisation's system is. "The public must be kept apprised of the manner by which the Internet is protected from outside influences, including national and international hackers".[4] So if the organisation will teach you the processes and principles of the system and give you an indication of the diligence in which the principles are followed, then your comfort levels would rise.

You want to understand that when you're accessing sensitive information over the Internet, the extra steps you go through of validation, verification, authentication, etc, before you're allowed access are all a part of making the system secure.

You want to know why there is more complexity involved in gaining access to some sensitive areas than you experienced when performing some e-commerce transactions. You're less likely to resent all the extra steps if you fully understand the reasons.[5]

You want to know how much diligence the organisation gives to fraud prevention. You want to know the audit processes used to detect and correct the fraud. You would also like to know the credentials of the auditors who certify the system.

You want to know the entire process that is commonly used for the transaction you're wanting to do so that if something goes wrong, that fact will be obvious and appropriate alarms can be raised.

You want to know what to do if there are any technical glitches while performing the intended transaction.[6]

You want to be able to identify the difference between the official website and a spoof site that would in many ways look exactly the same. This lesson would include a warning never to rely on a link to go to the official website.

You want to be reminded that you can still choose to use the old methods of transaction. Too often, educational campaigns concentrate on the new systems and neglect to reassure users that the old systems are still available.

One way that the organisation can find out what is causing discomfort in the minds of those who are not using the Internet is to listen to the submissions presented in Select Committee when legislation is being changed to enable further Internet transactions. The issues raised by the public in those submissions should be addressed, if only to allay the concerns raised.[7]

Oh, you can hear the opposition now. The organisation would argue that by divulging the levels of information about the system suggested here, they are telling the hackers and fraudsters more than they want them to know. Well, the level of technical detail provided should be customisable. You have a right to know what risks you're taking. You should be able to drill down to the level of technical detail you want, and it's very unlikely you'll go deeper than your level of understanding. To have "security by obscurity" actually has the opposite effect.[8]

Story Snapshot

- You have a right to know more more about the online systems you use
- If you could not care less about the technology, chances are you will become a victim of it

> "TO HAVE 'SECURITY' BY OBSCURITY' ACTUALLY HAS THE OPPOSITE EFFECT"

WHAT YOU NEED TO KNOW ABOUT YOUR OWN COMPUTER

You should be taught that when you enter a secure section of a website, you should be prepared in advance to perform your transaction quickly and exit the secure section quickly. The longer you remain in that area, the more opportunity there is for hackers to get in and do their damage.

You get so accustomed to Internet transactions being so much faster than the old conventional methods you tend to procrastinate to the last minute before doing the transaction. Then whenever there is a glitch that prevents the transaction, it's too late to fall back on any back-up systems or to use the old system. You need to learn the importance of doing your transactions early to preventing such last minute moments of panic or miss the opportunity completely.

You need to have antivirus software loaded on the computer you're using for the transaction and the software kept up-to-date. Firewalls are good too, but sometimes they need to be disabled so the secure transaction can occur.

About the Author

JANITA STUART completed her Bachelor of Science and Masters of Library and Information Science degrees in the USA. She began her career as a librarian. She gained wide ranging library experience with recognised expertise in reference, customised client services and IT library systems. Over time she branched out into Web development, records and archives management, knowledge management and information management.

Janita completed the Master of Information Management and the National Diploma in Business Management in New Zealand. She gained expertise in strategic planning/management, and training/development of human resources. She has published a book, numerous articles and brochures arising from her professional pursuits and is a presenter at conferences and seminars. Based in Wellington, Janita is past treasurer of the New Zealand branch of RMAA.

You need to learn not to allow "social engineering pop-ups" to influence you. You should treat any such pop-ups with the disdain they deserve… ignore them.

You need to understand the risks of using someone else's computer instead of your own. You don't know but that those computers might have snooping software on them which allows a fraudster to learn all your personal details supplied for the transaction.

CONCLUSION

If you learned these lessons and applied them, you would be in a position to feel comfortable doing a sensitive transaction over the Internet versus when it's just too risky.

Does this add up to a case of technophobia? Maybe. Or a plea for caution? Absolutely! iQ

Footnotes

1. The research for this article occurred in 2003 at Victoria University of Wellington for the Master of Information Management degree. The research was on Internet voting for local government elections, an unusually complicated transaction.
2. California Internet Voting Taskforce, 2000B, p. 25.
3. California Internet Voting Taskforce, 2000A, p. 27.
4. ibid.
5. California Internet Voting Taskforce, 2000B, p. 25.
6. ibid.
7. Green & Kunze-Hamel, 2001, p. 1.
8. Russell & Cunningham, 2000, p. 2.

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Notice of RMAA Annual General Meeting

Notice is hereby given that the 33rd Annual General Meeting of the Records Management Association of Australasia will be held on Tuesday 9th September 2008. It is to commence at 4:50 pm and will be held at the Convention Centre, Sydney.

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 p.m. on 29th August 2008.

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

RMAA
Records Management
Association of Australasia

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;
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

Previewing

Our Best Convention Yet

ADOPTING & ADAPTING

25th International Convention

Records Management Association of Australasia

7th-10th September 2008, Sydney - Australia

www.rmaa.com.au

WIN
A SYDNEY HARBOUR BRIDGE-CLIMB EXPERIENCE

The Convention's twenty-fifth fully paid registrant was John Carty from Queensland Rail, who won a Gold Sydney Bridge Climb Experience Certificate and $1 collector coin of the 75th Anniversary of the Sydney Harbour Bridge, just for registering.

Two more prizes are available, one each for the 175th and 325th registrant. Will it be you? Those winners will be announced at the Convention.

- **Bridgeclimb website**: www.bridgeclimb.com

JOIN US IN SYDNEY
To Adapt and Adopt In September

There are so many reasons to attend the RMAA's 25th International Convention in Sydney. And the wonderful city of Sydney itself tops the list.

BY **KRISTEN KELEY**, MRMA

Sydney's city centre offers visitors a huge variety of attractions, including designer boutiques, fine restaurants, hip bars and lavish department stores. Clusters of modern office towers look down on the action and over Sydney's historic precincts, such as the Rocks. The city centre has some of Australia's best shopping arcades and malls.

To find your way there, just look for Australia's tallest structure – the Sydney Tower, with its 360-degree views stretching as far as the Blue Mountains on a clear day.

HISTORY

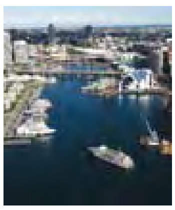
Many of Sydney's main streets, such as Phillip, Macquarie, Hunter, Bligh, Liverpool, Sussex and George, are named after early British administrators to acknowledge the city's colonial heritage. The city fans out from the focal point of Circular Quay. This transport hub is within walking distance of the city's star attractions – the Harbour Bridge, opened in 1932, and the Sydney Opera House, hailed as a 20th-century architectural masterpiece.

Along Macquarie Street, there are fine examples of early colonial architecture, while across town the Queen Victoria Building (QVB) and the Strand Arcade recall the architectural ornamentation of the 1890s.

DARLING HARBOUR

A lively waterfront precinct, Darling Harbour throbs with activity day and night. It has developed into one of Sydney's largest dining, shopping and entertainment areas with its Convention and Exhibtion Centre attracting large crowds.

One of the prime hotspots, King Street Wharf, is packed with sleek dining establishments. The Cockle Bay Wharf offers waterfront promenades with alfresco cafés, bars and restaurants.



Across the water, lies Harbourside Shopping Centre, a dynamic mix of shops, restaurants and food to go.

- **Tourism website**: www.visitnsw.com.au

ACCOMMODATION

See the RMAA Convention website for hotel deals, suggested local hotels and accommodation websites.

- **RMAA convention accommodation**: http://www.rmaa.com.au/natcon2008/accommodation/

TRAVEL

Australian delegates can take advantage of our Qantas deal for travel, see the RMAA website.

- http://www.rmaa.com.au/natcon2008/event-information/travel

ABOUT THE VENUE

With its prime Sydney waterfront location and world-class facilities, Sydney Convention & Exhibition Centre is Australia's largest and most successful venue for conferences, exhibitions and special events.

The purpose-built centre opened in 1988 as the centrepiece of Sydney's beautiful Darling Harbour precinct, on the edge of the central business district. Expanded in 1999, the Centre now boasts more than 30 meeting rooms, including Sydney's largest ballroom, accommodating 1000 guests, a banquet hall and two auditoriums. iQ

THE TOP 6 REASONS to attend the Sydney Convention

01

HUGE PROGRAM

There are so many great topics that we are running 3 concurrent streams! International keynote speakers from the USA and UK as well as a plethora of speakers predominantly from Australia and New Zealand make this a bumper speaking programme which is further complimented by special interest group meetings, user breakfasts and the social functions.

02

TRADE EXHIBITION

More than 60 trade stands representing many of the leading vendors in the records and information management, data storage and networking industries. See software, products and equipment demonstrated live, explore available service providers, meet the representatives and discuss your needs firsthand. Talk to them for a couple of minutes or an hour.

Best of all, the trade exhibition is open free to the public (with the exception of lunchtime 12.30-1.30pm each day) as follows:

- Monday 8th September
  9.00am-5.00pm
- Tuesday 9th September
  9.00am-7.00pm
- Wednesday 10th September
  9.00am-3.30pm

03

NETWORKING

500-plus peers located in one place at one time! This opportunity only presents itself once a year. Meet with hundreds of other people with similar (or completely different) RIM experiences from your own, sharing knowledge and gaining valuable insight from people who actually work in your industry.

This year offers not only the biggest delegation to date but also a broader range of industry experience with the involvement of SNIA ANZ members and the data storage and networking stream as well as a broader international mix of delegates with, apart from Australia and New Zealand, attendees expected from Papua New Guinea, Malaysia, Japan and the United Arab Emirates.

04

VALUE

Very few professional development opportunities present themselves where you get this level of value. For the same price as many training organisations charge for a 1-2 day conference you get 3 days of sessions, a dedicated information sharing day, user breakfasts, meals, social functions, a massive trade display and networking galore. This event represents numerous professional development opportunities and excellent value.

05

LOCATION, LOCATION, LOCATION

What a location! Sydney, with its icons and hidden treasures is a magnificent place to visit on its own, with great sights, hundreds of hotels, a fantastic public transport system and literally hundreds of things to do pre and post Convention, (or for your family to do while you increase your knowledge).

06

SUNDAY PROGRAMME

No longer a day of rest, Sunday sees many networking and learning opportunities, as follows:

- 12.30-1.15pm **RMAA Branches – Local Events & Marketing**
- 1.15pm-2.30pm **RMAA Branches – How to Complete Budgets** Struggling with completing an RMAA Event Budget? Got Questions? This is for you!
- 1.30-2.30pm **Local Government SIG Meeting**
- 1.30-2.30pm **Education SIG Meeting**
- 2.30pm-3.15pm **RMAA Branches – Communicating to Members/Non Members**
- 2.30pm-3.30pm **Newbies Orientation and Networking** A great opportunity for first time delegates to gain an understanding of how the Convention runs, get the most out of your experience and meet 'seasoned' delegates to assist you with networking from the very start.
- 2.30pm-3.30pm **State Government SIG Meeting**
- 2.30pm-3.30pm **International SIG Meeting**
- 3.15pm-4.30pm **RMAA Branches – New RMAA Website**
- 3.30pm-4.30pm **Private Enterprise SIG Meeting**
- 3.30pm-4.30pm **Legal SIG Meeting**
- 3.30pm-4.30pm **RMAA National President – Branch Presidents Meeting**
- 4.30pm-5.00pm **RMAA National President Meet & Greet – All Welcome** Come to this brief session and meet the RMAA National President, Board of Directors and other key people in the industry iQ

Keynote Speakers

PROFESSOR JULIE MCLEOD
Northumbria University, UK

Julie McLeod is Professor in Records Management in the School of Engineering, Computing and Information Sciences at Northumbria University, joining after a career in industry as an information and records manager.

She has worked on innovative work-based and distance learning training and education initiatives with the BBC, Deutsche Bank, the National Archives and the European Central Bank, and is Programme Leader for the distance learning MSc in Records Management.

A member of the BSI and ISO committees on records management standards work, she has conducted JISC and Arts and Humanities Research Council (AHRC) funded research in records management and has published widely, including co-authoring and editing several text books. She is Editor of the *Records Management Journal*, and holds positions on the boards of other esteemed journals. In 2006 she became a member of the AHRC Peer Review Panel for Libraries, Museums and Archives and in 2007 was awarded a Personal Chair in records management by Northumbria University.

Bridging the Gap: Adopting and adapting principles to advance practice

Today, a wealth of tools exists to help organisations better manage their records. They range from standards to schemes, methods to models. But are they adopted or do organisations adapt to them? Are we analysing their appropriateness and acting on our experiences to advance both principles and practice? What is the dynamic between research and practice?

These questions will be explored in the context of some UK projects involving practitioners. Specific tools considered include ISO 15489, plus associated guidelines, and records management capacity and compliance toolkits. Current work on advancing practice and accelerating the pace of change in managing electronic records will also be considered.

PERLA INNOCENTI
Preservation Researcher, HATII, University of Glasgow, UK

Perla Innocenti is a Preservation Researcher at the Humanities Advanced Technology and Information Institute (HATII), University of Glasgow, Scotland. She is Co-Principal Investigator for Requirements Analysis and Identification of User Scenarios in the recently funded project Sustaining Heritage Access through Multivalent Archiving (SHAMAN). She is also involved in repository design and audit research as part of DigitalPreservationEurope (DPE) and has contributed to usage models research within the project Preservation and Long-term Access through NETworked Services (PLANETS).

Perla has a background as a researcher specialising in information systems for industrial design and as a digital librarian at Politecnico di Milano, Italy, where she coordinated digital library, digitisation and library portal projects. She has worked as a consultant and collaborator in digital libraries and e-learning projects, and is author and co-author of numerous publications. Perla studied at University of Rome “La Sapienza” and Scuola Normale Superiore di Pisa, Italy.

Auditing Digital Archival Repositories: Risks Assessment with DRAMBORA

Several international efforts have sought to identify core characteristics that must be demonstrable by successful digital archives, expressed in the form of check-list documents, intended to support the processes of digital archive accreditation and certification. However, viewed in isolation, the available guidelines lack practical applicability; confusion over evidential requirements and difficulties associated with the diversity that exists among archives (in terms of mandate, available resources, supported content and legal context) are particularly problematic.

A gap exists between the available criteria and the ways and extent to which conformance can be demonstrated. The Digital Repository Audit Method Based on Risk Assessment (DRAMBORA) is a methodology for undertaking repository self assessment, developed jointly by the Digital Curation Centre (DCC) and DigitalPreservationEurope (DPE).

It utilises a bottom-up approach that takes risk and risk management as its principle means for determining digital archives’ success and for charting their improvement. DRAMBORA requires archives to expose their organisation, policies and infrastructures to rigorous scrutiny through a series of highly structured exercises, enabling them to build a comprehensive registry of their most pertinent risks, arranged into a structure that facilitates effective management.

This approach represents an acknowledgement that digital archives are a manifestation of complex organisational, financial, legal, technological, procedural, and political interrelationships, each accompanied by numerous innate uncertainties; the implicit complexity is further exacerbated by the relative immaturity of understanding that is prevalent within the digital archiving domain.

It draws on experiences accumulated throughout 18 evaluative pilot assessments undertaken in an internationally diverse selection of archives, as well as numerous digital libraries and data centres (including institutions and services such as the National Archives of both the Netherlands and Scotland, Gallica of the National Library of France, CERN Document Server and the Netarkivet). Other organisations, such as the British Library and the US Geological Survey, have been using sections of DRAMBORA within their own risk assessment procedures.

This presentation describes the DRAMBORA methodology and introduces the DRAMBORA Interactive online tool which greatly facilitates the completion of its six principle stages. Its coverage includes a description of experiences accumulated and lessons learned from the series of pilot assessment programmes that have made possible the development, validation and evolution of the methodology.

From its initial document-only release, DRAMBORA has developed in a number of ways. The most immediate improvement has been in terms of the form within which the toolkit is distributed and used. In early 2008 DRAMBORA 2.0 was released as an interactive online tool, offering an intuitive form based interface, peer comparison features, configurable reporting mechanisms and maturity tracking.

By requiring users to describe the characteristics of their own repositories the interactive tool is going to present 'comparable organisations' with insights into the kinds of risks that are faced by their peers, in order to help ensure the comprehensiveness of their own coverage. This information forms the basis for a series of repository profiles, which provide a vehicle within which to present core roles, responsibilities, functions and risks for a variety of repository types. The availability of these profiles is expected to facilitate and further legitimise repository assessment and development.

Additionally, and reflecting other audit contexts, DRAMBORA's authors have conceived and formalised a number of key lines of enquiry, detailed question sets that can inform and regularise the assessment process. Associated with individual repository profiles these are capable of empowering repository practitioners to pursue, as an external auditor would, the most important issues within their own environment, and instill greater confidence in the results.

TOM REDING
CRM Executive Consultant: Risk, Governance & Compliance Solutions, IBM, USA

Tom Reding has industry-wide recognition as an author, presenter and contributor to industry standards and guidelines, not to mention 27 years experience as a client in multiple highly regulated industries. His experience covers information integration, content and document management, electronic records management and litigation support issues.

Digital Preservation of ESI (e-Records) for the 21st Century and Beyond

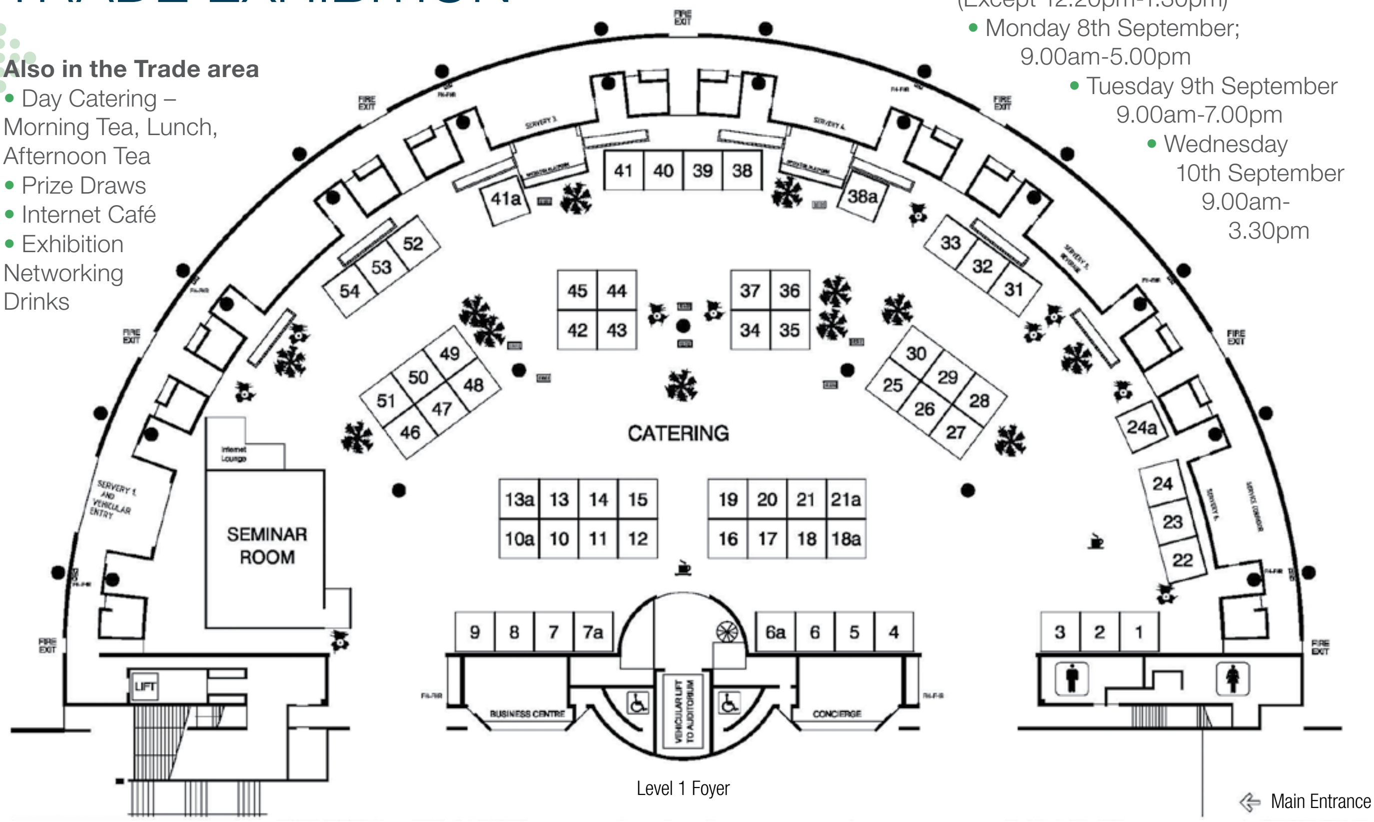
Options, alternatives, and strategies for long term preservation, information lifecycle management (ILM), migration and legal risk associated with migration of information/conversion, strategies for preservation/migration of ESI will be explored and examined thoroughly with the audience.

Authenticity, integrity and reliability requirements for digital migration and preservation as well as the ARMA International guideline for migration/conversion will be an integral part of the presentation. The functionality of Retention Management vs. Records Management processes and technologies will be explored in depth, contrasted and well defined. iQ

TRADE EXHIBITION

Open to the Public
(Except 12.20pm-1.30pm)
- Monday 8th September; 9.00am-5.00pm
- Tuesday 9th September 9.00am-7.00pm
- Wednesday 10th September 9.00am-3.30pm

Also in the Trade area
- Day Catering – Morning Tea, Lunch, Afternoon Tea
- Prize Draws
- Internet Café
- Exhibition Networking Drinks



STAND		STAND		STAND		STAND	
1	RMAA - 2009 Convention	13A	SNIA ANZ	24A	Techniworks	39/40	Objective Corporation
2/3	Available (Sponsor)	14/15	Recall	25/30	Ezescan	41	Knowledgeon
4	Zenith Management	16	Active Classification Systems	26	Opentext	41A	File Technology
5/6	Proscan	17	Trinogy Systems	27	Available (Sponsor)	42/43	Alphawest
6A	Available	18	Linked Training	28	Available (Sponsor)	44	ACA Pacific
7A	Available	18A	Archive Security	29	Knowledge Partners	45	Kodak
7	Easy Software	19	Records Solutions	31	Bay Technologies	46/51	Grace Records Management
8/9	EMC	20	Fort Knox Records	32	Symantec	47	Technology One
10A	Spectrum Data		Management	33	Meridio	48	Steamatic
10	DocBanq	21	National Archives of Australia	34/35	Tower Software	49	Rimage
11	Networking Plus/Productiv	21A	Unique World	36/37	Tower Software	50	Available
12	Rolls Filing Systems	22	Avery Dennison	38	State Records NSW	52/53	Codafile
13	AKA/Synercon	23/24	Iron Mountain	38A	Advance Document Systems	54	Infovision Technology

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Just for the record, you may already have what it takes to build an EDRM solution...

While you've been wondering how to manage ever-growing mountains of emails, files, correspondence and photos in a compliant manner, we've been making Microsoft® Office SharePoint® Server a whole lot smarter.

So now you can use it as the basis for a secure records repository to centrally organise, store and protect documents. Define exactly who can open, modify, print, and forward documents. Determine and automate retention policies and expiration actions. Create custom usage policy templates that can be applied directly to citizen data and emails. Search right from the desktop with the familiar software and tools staff use every day.

Find out more about an Electronic Document and Records Management solution that makes the most of your investment in Microsoft software, integrates with your existing systems and which is easy to learn and use. Microsoft is committed to the following Gold Certified partners who develop EDRM solutions based on the Microsoft platform. Please visit them at their booths.

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2007-2008 HAMER AWARDS PRESENTED

In May, the Public Records Advisory Council of Victoria announced the winners of the 2007-2008 Sir Rupert Hamer Awards for excellence in government recordkeeping in the State of Victoria, covering all State and local government agencies.

The Awards, which are sponsored by the Victoria Branch of the Records Management Association of Australasia, were established in 1998 and named after a former Premier of Victoria Sir Rupert Hamer, who proved a great supporter of the records sector during his career. He was Premier when the state's Public Records Act was passed in 1973, and when Public Records Office Victoria (PROV) opened its first office and repository in 1975.

This year the awards announcement ceremony in Melbourne was moved from December to May, to allow the presentation to become part of national Information Awareness Month.

The awards ceremony was attended by a number of dignitaries including Lady April Hamer, widow of the late Sir Rupert, former Premier John Cain, Victorian Privacy Commissioner Helen Versey, and the Victorian Auditor General, Des Pearson.

The awardees in this year's Hamer Awards were:

- **Winner, Inner Budget Agency**: Victorian Department of Planning and Community Development, for the 'Commonwealth Games Records Disposal Project'.
- **Certificate of Commendation, Inner Government Agency**: Victorian Department of Justice, for 'Preservation of records of permanent value to the State, and innovation in records management through the Department of Justice's Taking Responsibility Program.'
- **Winner, Outer Budget Agency**: Royal Botanic Gardens, Melbourne, for the 'Online Plant Census Project'.
- **Certificate of Commendation, Outer Budget Agency**: La Trobe University, Melbourne, for 'Electronic Recordkeeping, Central Student Files (ICT Project 130).
- **Winner, Local Government Authorities**: East Gippsland Shire Council, for 'Create, implement and foster an organisation-wide culture of records management awareness and quality practice'.
- **Certificate of Commendation, Local Government Authorities**: Baw Baw Shire Council, for '1. Archives Store Project', and '2. Better Access to Document Projects'.
- **Winner, Regional/Rural Agency**: Barwon Region Water Corporation, for 'Plans and Drawings Rationalisation and Capture'.

Pictured at the Hamer Awards presentation ceremony in Melbourne, Justine Heazlewood, Director of PROV and Keeper of the Public Records, Objective's Cameron Thornton with the Corporation's special Hamer Award, and Peter Harmsworth AO, President of the PRAC.

- **Small Agency**: No nominations were received in this category this year.

A special award was presented to the Objective Corporation, whose EDRMS software product was the first to achieve full compliance with Victorian Electronic Record Strategy 2, Specifications 1 through 5.

Said Justine Heazlewood, Director of the Public Records Office of Victoria and Keeper of the Public Records, "Objective's initiative to reach full compliance was unique, in that they were not under any contractual obligations. It was a result of their dedication to the belief in this industry standard."

As Ms Heazlewood pointed out, "Without compliance to the VERS standard, there is no standard."

For information on how to enter the 2008-2009 Hamer Awards, visit www.prov.vic.gov.au. iQ

NZ RMAA STALWART RECOGNISED BY UK SOCIETY

Left to right: Dr Paul Duller, Chair of the Records Management Society of Great Britain, awardee Michael Steemson, RMS Treasurer Alison North, and Frank Hopping, whose company Crown Records Management sponsored the Award.

Michael Steemson, well known Wellington-based ARMA and iQ Editorial Board member and Contributing Editor, was honoured by the Records Management Society (RMS) of Great Britain at its annual conference in April with its Lifetime Achievement Award.

Mike is a former chairman of the RMS. He worked in London with the Express Newspapers group for eight years. There, he was responsible for the development and application of imaging systems for photographs and news clippings.

With a longtime interest in standards, Mike also served on two permanent British Standards Institution committees for document imaging standards and business development. iQ

OBJECTIVE RMAA ARTICLE OF THE YEAR AWARD SHORTLIST ANNOUNCED

Objective
RMAA Article of the Year
AWARD

The shortlist for the 2007-2008 Objective RMAA Article of the Year Award has been announced, and it contains a fascinating variety of articles from the RMAA journals *iQ* and the *Information & Records Management Annual (iRMA)* over the past twelve months.

The unique thing about the Objective award is that it rewards RMAA members for their efforts in writing articles and papers about their industry. Every article written by RMAA members and published by either *iQ* or *iRMA* between September last year and August this year automatically became eligible for the award.

The judges for the Award comprise the Editor of *iQ*, Stephen Dando-Collins, a member of the RMAA National Board, and a representative of sponsors Objective Corporation.

In selecting the winning award, the judges will be looking for an article which in their opinion is original, engaging, shows a thorough grasp of the subject, and adds value to the discussion of records and information management in Australia and New Zealand.

This year's Award will be announced at the 2008 RMAA International Convention in Sydney in September. Courtesy of sponsor Objective Corporation, this year's awardee will receive a prize of a top-of-the range Canon Ixy 1000 digital camera valued at $699 (RRP).

Awards chairman Stephen Dando-Collins said that this year's shortlist included a pleasing array of articles covering subjects ranging from RIM research to education, standards to product application. Some were thoroughly researched, he said, others were thoroughly entertaining. He would encourage RMAA members to start work today on articles of their own and not be hesitant in submitting their material. More often than not, he said, submissions are accepted for publication.

He noted that one of the articles on this year's Award shortlist was first proposed to him in concept form three years ago. Good things, he says, do not need to be rushed, but they do need to be started, and submitted.

The shortlisted authors, and their articles, are:

- Dr Roberta Cowan, and Dr Margaret Pember, FRMA, for **Promoting Records Management and Archives Research in Australia**, November 2007 issue of *iQ*. An in-depth look at the role the publication of RIM research can have in promoting the industry.

- Dr Margaret Pember, FRMA, for **WA Surveys Show Great RM Strides in Local Government**, 2007 edition of *Information & Records Management Annual, (iRMA)*. A fascinating report on research into changes in the way RM has developed in local government in Western Australia.

- David Pryde, MRMA, for **Who's Doing the Driving? Is Technology Still Driven by Compliance to RIM Principles?**, February 2008 issue of *iQ*. Asks whether RM is a leader or a follower in the new digital world.

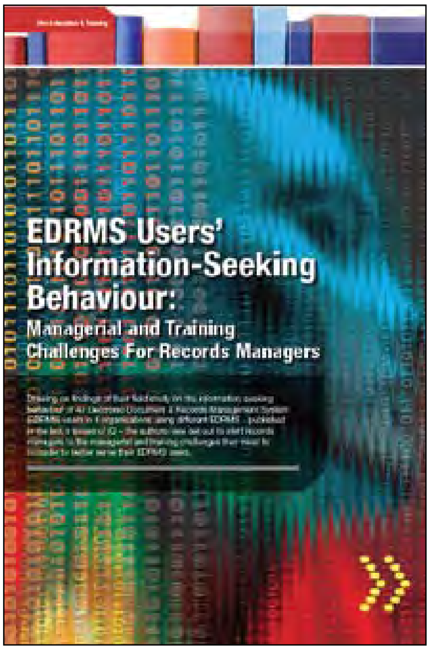
- Michael Steemson, ARMA, for **We're Not all Stumbling Toward the Standard: The 'Create & Maintain' Impact of ISO 15489**, February 2008 issue of *iQ*. A look at how the ISO 15489 standard has been adapted in New Zealand.

- Allen Hancock, ARMA, for **First Aid for Records**, May 2008 issue of *iQ*. An amusing but genuinely handy tool to help RIMs educate their work colleagues on what good recordkeeping is all about.

- Rosetta Romano, for **Keyword AAA: Finding Potential Opportunities For its Application Within a Financial Reporting Framework**, May 2008 issue of *iQ*. A case study that illustrates the possibilities of a well-known RIM tool.

- Janita Stuart, for **Guilty as Charged: Why it Pays to be a Little Technophobic**, August 2008 issue of *iQ*. A common sense look at security steps online users should and could take to protect their data.

- Pauline Singh, ARMA, and Professor Karen Anderson, for **EDRMS Users' Information–Seeking Behaviour: Managerial and Training Challenges for Records Managers**, co-written with Professor Jane E Klobas, August 2008 issue of *iQ*. Based on a ground-breaking RIM research study, valuable suggestions for managers and educators.



- Chris Hurley, ARMA, for **The 'Anomoly' of FOI Requests and Departed Government Ministers**, August 2008 issue of *iQ*. A pithy and thought-provoking look at FOI questions.

RMAA members can access all the abovementioned articles in the magazine archive of the Members Only section on the RMAA Website, at www.rmaa.com.com. iQ

Snapshot:

The people who help make us tick:

Bonita Kennedy,

South Australia Branch President

Bonita Kennedy, South Australia Branch President

Bonita have been in the workforce for 20 years, with the majority of her employment history involving records management. The bulk of her working life has been spent in local government, being employed by Murray Bridge Council for 7 years and Adelaide Hills Council (Onkaparinga prior to amalgamation) following that.

When the Adelaide Hills Council was formed from four councils, Bonita moved into records management on a full-time basis. This involved considerable learning on the job, combining the records of four councils and developing and implementing new systems and procedures.

In 2003, Bonita commenced consulting in records management, and over the past five years she has worked in all areas of government and varied private industries, including mining, church administrative and statutory authorities.

Bonita has been a member of South Australia Branch Council of the RMAA for the past 4-5 years, and SA Branch Council President for the past year.

TRUE CONFESSIONS

iQ asked Bonita some personal questions:

Little known facts about you?
I love to cook, and I classify my washing as I hang it on the line.

Marital status/children?
I've been with my partner Michael for 8 years and we have two children. Liam is 3 ½ and Zoe is almost 2.

How did you get started in the RIM industry?
The same way as many, I think. I started in a reception/ administration type role and just worked my way up!

Word that best describes you?
Many would say impatient.

The thing you like best about your job?
Records management can get you access to all industries and staff at all levels of the organisation. You are constantly learning new things and meeting new people. Being a consultant also means that most of my work is project based, so I actually get to start and finish projects! Something I didn't experience very often in my previous work life.

The thing you least like about your job?
I can't think of anything at the moment. Ask me tomorrow.

The most important lesson you've learned?
To take good notes and to keep asking questions until you understand the answers.

Your motto for life?
Try, try, try to be patient and to look at both sides of the story.

The book that has influenced you most?
I love to read, and I've read too many books to have a favourite. But as a teenager the book Skallagrigg by William Horwood really made me think about preconceptions and how wrong we can be when we make assumptions.

Your favourite movie/s?
Recently – Wild Hogs with John Travolta and 3:10 to Yuma with Russell Crowe

Your favourite singing artist/s?
I have many, some of which are country and western, much to my partner's horror.

Your favourite restaurant, or favourite dining experience?
I love food – Citrus in Hutt Street Adelaide or Penfolds Magill Estate.

Your favourite holiday spot?
Anywhere I don't have to look at my unfinished house and can just relax and read a book!

Your favourite way to spend free time?
Reading, gardening, and getting together for drinks (and food of course) with family and friends.

The vehicle you drive?
Subaru Heritage Liberty Wagon

The vehicle you would like to drive?
A new Volvo or BMW.

The luckiest moment in your life?
Very corny I know, but I have two – Liam and Zoe.

Your business philosophy?
I don't really have one. I enjoy what I do, and I hope that with each project I can help inject some enthusiasm into an area of business that is often overlooked and underrated.

Your personal measurement of success?
To be personally referred by a previous client, or re-contracted by a previous client.

Your ambitions for the RMAA in South Australia?
That the Branch Council is pro-active and innovative, and to hold useful and informative events for our members.

How would you like to be remembered by family, friends and colleagues?
As a genuine, hardworking and honest individual that was active in both family and community who baked a good cake and hosted a good brunch! But really I just hope that I am remembered.

Your secret dream or ambition?
1. To be able to work for love not money.
2. To keep working in records management in an ever expanding range of industries and locations. iQ

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