

iQ

SPECIAL FEATURE:

New Developments and Innovations

+ IN THIS ISSUE

WINNERS ANNOUNCED
FOR BRANCH
EXCELLENCE AWARDS

INFORMATION
AWARENESS
MONTH

DIGITAL
PRESERVATION
AND SOCIAL MEDIA



Enterprise Records Capture



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Records and Information Management
Professionals Australasia**

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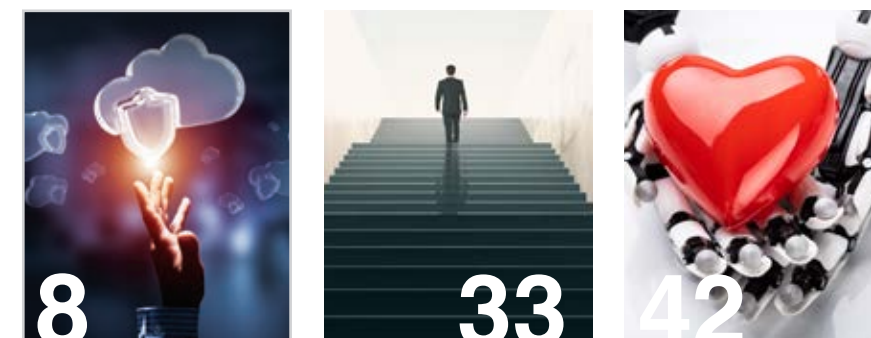
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CONTENTS



VIEW FROM THE GM

Anne Cornish MRIM.....4

MEMBER UPDATE

Member Update5

INDUSTRY NEWS

Public Records Office Victoria.....6

National Archives of Australia7

Modernising Information Governance for Australian Government.....8

Information Awareness Month Booklet.....45

RIMPA NEWS

2020-2021 Branch Excellence Awards.....11

2020-2021 Company Outstanding Achievement Awards.....40

Building Trust in Townsville: Leave a Positive Handprint on Your Records.....46

BOOK REVIEW

"Resource Discovery for the Twenty-First Century Library Case studies and perspectives
on the role of IT in user engagement and empowerment" edited by Simon McLeish
Reviewed by Cassandra Gorton.....12

MANAGEMENT & LEADERSHIP

Is 2022 the Year for RM Program Transformations?
by Craig Grimestad.....14

Why so many technical specialists feel they are 'stuck' – and how to fix it
by Alistair Gordon18

SPECIAL FEATURE: NEW DEVELOPMENTS AND INNOVATIONS

New Developments and Innovations
by Linda Shave.....20

Preserving content from closed systems Part 2:
Digital Preservation and social media (Part Two)
Dr John Tilbury27

INFORMATION MANAGEMENT

Why You Need a Holistic Approach to Modern Information Management
By Antony Bauer.....28

INTERNATIONAL PERSPECTIVES

14 Steps to A Successful ECM Implementation
By The Association for Intelligent Information Management.....33

ARTIFICIAL INTELLIGENCE

Why AI Systems that Understand Human Emotions are Becoming
More Important in the Age of the Pandemic
by Dr Keith Darlington.....42

MEMBER PROFILE

Interview with Nancy Taia MRIM.....51

VENDOR DIRECTORY

Vendor Directory.....52



ANNE CORNISH MRIM
GENERAL MANAGER,
RIMPA

**"...AS RECORDS
AND INFORMATION
MANAGERS WE
NEED TO GET ON
BOARD NOW AND
NOT LET THESE
RECORDS BECOME
UNMANAGEABLE OR
OUT OF CONTROL."**

VIEW FROM THE GENERAL MANAGER

I am trying hard not to say the C word in this view, but the theme for this edition of IQ – New Developments and Innovation – The future of records management, will certainly be impacted by the C word.

Digital transformation is now top of the list for both public and private organisations, as the C word has forced society to operate primarily in a digital world. Age demographics have been thrown out the window as lock downs, QR check ins and cashless transactions have pressured our parents and grandparents to go digital. I have watched the elderly population struggle to use their phones to undertake the QR check in when shopping at the supermarket, and then when trying to assist these people I have been faced with breaching social distancing rules. In these unsettling and crazy times no-one can win....

Many people say there are always benefits when there is a crisis, which suggests that the future of records and information management will be exciting and provide us all with many new challenges. The capture and management of the information directly pertaining to the C word pandemic, along with the recording and capture of virtual meetings is an ongoing concern and one that requires more discussion. The recording of virtual meetings now provides organisations with an accurate and detailed account of all meetings (big or small) and eliminates any questions as to what was agreed to or discussed. As a record, or minutes of the meeting, we as information managers need to be on top of how these virtual records are managed.

Questions that need to be addressed include:

- Do we keep all meeting recordings?
- How long do we keep them for?
- Will they replace documented minutes and?
- How long is the technology viable for?

History suggests that these questions are the same each time new technology produces a new type of record, and as records and information managers we need to get on board now and not let these records become unmanageable or out of control.

2021 Information Awareness month was a great success in the current C word climate. It gave us the opportunity during the celebration, to discuss new developments and called for innovations for the industry to be voiced. The collaborative groups worked together to hold roundtable discussions covering off on data and information, education, and the ongoing question of how to produce an effective value proposition when trying to sell records and information management. The outcomes of each of the discussions were made available to all members via a published eBook.

The recent inclusion of three new independent directors to the RIMPA Board who specialise in governance and education furthers RIMPA's commitment to future member services. The need for additional topical training workshops and access to certificated and diploma qualifications are some of the first actions the new directors will be working on. Incorporated with further changes to the constitution and additional policies, the new directors and the Board as a whole aim to be remarkably busy. The Board are also reviewing the current structure of RIMPA, aiming to achieve a ONE RIMPA approach to services, member benefits, professional development, and broadening opportunities to increase international membership outside of the Australasian area.

RIMPA Live is approaching fast (Oct 11th – 14th) with a program that is futuristic and topical. It is time for us all to move off our office or home office chairs and catch up with colleagues, network with vendors and discuss and learn from expert presenters, new approaches to information management. The RIMPA team have thought of everything in relation to the restrictions associated with the C word and compiled satellite events in both city and regional locations emanating the RIMPA Live program and providing on-site interactive workshops with an M365 focus.

For those who cannot attend in person, even though we encourage you to do so, virtual offerings are also available.

The full Board and Branch Presidents will be meeting at RIMPA Live and look forward to catching up will all attendees. See you all there.

Anne Cornish MRIM

Member Update

From late April – late July we saw a steady growth of new members. A total of 132 new members joined including 101 Corporate Nominees.

We have also reached the end of our renewal stage so the next quarter of membership statistics will provide relevant data to see how COVID has affected our membership rates over the 2020-2021 Membership Year.

At the moment (as at 28th July 2021) RIMPA has 2040 Active Members.

Congratulations to the following members who have been upgraded or joined RIMPA in the last quarter:

PROFESSIONAL UPGRADE - ASSOCIATE

QLD

Adrian Perna ARIM
- City of Gold Coast

Lesley Hay ARIM - City of Gold Coast

Charlotte De Malmanche ARIM
- City of Gold Coast

Amanda Day ARIM
- Trade and Investment Queensland

Josephine Marsh ARIM
- Queensland State Archives

VIC

Michelle Bromley ARIM - Shire of Strathbogie



Have you considered upgrading your membership?

*Stand out from the crowd
gain industry recognition.*

Find out more...
www.rimpa.com.au

NEW CORPORATE COMPANIES

ACT

Australian Geospatial-Intelligence Organisation

NSW

Commonwealth Director of Public Prosecutions

NT

MacDonnell Regional Council

QLD

Mentone Grammar School

Australian Securities and Investments Commission

Crime and Corruption Commission

Wilmar Sugar Australia

SA

City of West Torrens

VIC

Melbourne Water

Power To Change

NZ (WELLINGTON)

Victoria University of Wellington Information
Studies Programme

NEW INDIVIDUALS

ACT

Lilian King - National Blood Authority

NSW

Rhiannon Mijovic (1st Year Student)
- Bathurst Library

Jackie Rossington

Tianni Given - Murrumbidgee Council

Vanessa Macarthur - Goulburn Mulwaree Council

NZ

Paul O'Donoghue
- Accident Compensation Corporation

QLD

Aditi Parab (1st Year Student)

Helen Gregorcuk
- Metro North Hospital and Health Service

Adrian Perna ARIM - City of Gold Coast

SA

Keren Sutcliffe (1st Year Student)

Helen Petrakos

TAS

Tommi Gargiulo (1st Year Student)

VIC

Raelene Garth (1st Year Student)

Richard Matters (1st Year Student)

Sharon Hall (1st Year Student)

Georgia-Marie Tsioukis (Student)

WA

Marita Finnegan

Update from Public Record Office Victoria



We're pleased to announce the completion of the Digital Archive Program. This program represents a key initiative of our Victorian Electronic Records Strategy to ensure access to complete, authentic, and meaningful digital records into the future.

The program saw the redevelopment of all PROV archival management, storage, and access systems. In particular we have built and implemented:

- New digital archive infrastructure capable of preserving and supporting access to modern digital records
- Revised Archival Control Model and archival management system
- A secondary asset management system for faster access to digitised records
- A new warehouse management system for physical collection
- And a new online catalogue.

For digital records transfers there will be faster ingest times, ability to transfer larger files and a broader range of formats, plus the ability to transfer VERS 3 VEOs.

Thanks for your patience with the disruption to our transfer service while we've been working through the Digital Archive Program. We are now contacting agencies with existing transfer requests to commence prioritising projects. With the launch of our new Digital Archive, digital record transfers are high on our agenda but we're also still accepting physical record transfers now and into the future.



The next public release schedule for the whole-of-government information management policy is here

The National Archives of Australia is committed to supporting Australian Government agencies' implementation of the *Building Trust in the Public Record*: managing information and data for government and community policy. Our public release schedule provides a comprehensive list of products and

advice that agencies can use to plan and undertake their policy implementation. We have recently updated the public release schedule to reflect existing, delivered and new, products and advice planned for delivery by 30 June 2022.

We would like to thank all stakeholders who contributed to the planning and consultation for the

updated public release schedule. Our engagement and consultation across the professional information and data management sectors is ongoing and we look forward to discovering new opportunities in support of the policy.

Australian Government agencies who are implementing the *Building trust in the public record* policy are invited to share their developments and request support from the National Archives via the Agency Service Centre.

Consultants, businesses and communities from the information and data management sector who would like to provide recommendations for product and advice development can contact the National Archives. We may ask you for further information as we plan future releases.



DID YOU KNOW...

that over the 2020 – 2021 Financial Year, the Archives:

- Updated 13 pieces of advice for key areas: These included advice for high-level planning to support enterprise-wide information management practice such as establishing an information governance framework, conducting information reviews and advice for Chief information governance officers.
- Developed and delivered 7 new products and advice for key areas: These included advice for designing and maintaining information asset registers, a downloadable information asset register template and, advice for retaining, managing and disposing of data and datasets.

NSW State Archives and Records update

NSW State Archives and Records has recently released a new Regulatory Framework for the State Records Act 1998 and a Records Management Assessment Tool (RMAT).

The Regulatory Framework describes NSW State Archives and Records' approach to regulating records management and recordkeeping, and how the powers of the State Records Act 1998 will be used to support regulatory activities. The focus for 2021 – 2024 will be on:

- Assisting public offices to be compliant by
 - making it easier for a public office to know what it needs to do in order to comply with the State Records Act and the standards issued under the Act
 - providing clear information on requirements, and
 - providing information to enable organisations to value good records management.
- Monitoring the state of records management and recordkeeping in public offices so that we have a clear view of performance and can effectively regulate and respond to emerging issues, risks

and challenges, and report to the Minister and Parliament on the state of records management and recordkeeping in NSW.

- Promoting excellence in records management and recordkeeping and how this contributes to achieving the outcomes of the State Records Act and promoting trust in the public record and Government.

At the heart of the Regulatory Framework is a responsive regulatory approach which enables us to use coordinated, responsive and risk-informed practices to improve compliance through cooperative and collaborative engagement with public offices.

The Records Management Assessment Tool is an important component of the new Framework. It is a self-assessment tool that enables public offices to conduct maturity assessments against recordkeeping requirements.

The results can be used to:

- Manage risk and plan for investments in improving an organisation's practices and processes in managing records, information and data.
- Understand the current performance of the records and information governance programs.
- Measure progress in capability and maturity in meeting requirements of the State Records Act 1998.

While the RMAT focuses on the management of records, the Tool also highlights the links between records management and requirements for cyber security, privacy, data sharing, open data and information access (GIPAA).

The Regulatory Framework and Records Management Assessment Tool are available from www.records.nsw.gov.au/recordkeeping



iQ

NEXT EDITION: DECEMBER 2021

Recognise, Reflect and Reset:
The Year that Was

THIS EDITION WILL COVER:

- What significant changes have surfaced as a practitioner in response to the pandemic?
- The fast track to digital workspaces and places and the affect it has had on operations.
- The increasing and ever-growing need for workplaces to implement mental health strategies that move beyond traditional methods to establish work, life, balance.
- Recognizing automation for what it is and how best to adapt to it, live with it manage it?
- Data vulnerability and the consequences faced to necessitate improved data security.

Want to contribute to iQ?

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Modernising information governance for Australian government

SETTING A NEW STANDARD

Five years ago, the Department of Finance kicked off the Digital Records Transformation Initiative (DRTI), which focused on a cloud-first strategy for the Australian federal government. For records management, it aimed to implement a whole-of-government solution that emphasised federated management of information to extend control across multiple data sources including Microsoft Exchange, SharePoint Online, Teams, legacy systems, and file shares. Records and information management service provider RecordPoint won out in all three tenders issued through this initiative: the Digital Transformation

“BY MODERNISING THE WAY IN WHICH GOVERNMENT SERVICES DATA IS MANAGED AND RECORDED, MORE EFFICIENT AND TIMELY SERVICES CAN BE PROVIDED FOR AUSTRALIANS,”

Authority (DTA), the Tertiary Education Quality and Standards Agency (TEQSA), and the Aged Care Quality and Safety Commission (ACQSC). The chosen solution, Records365, takes a manage-in-place approach that keeps day-to-day workflows unchanged for end users, eliminating the hurdles of user training and adoption. The contract established between the DTA and RecordPoint enables all Australian Government agencies to purchase Records365 without an approach to market through a “piggyback” clause.

RECORDPOINT IS TRUSTED BY GOVERNMENT AGENCIES GLOBALLY TO PROVIDE A COMPLIANT MODERN WORKPLACE AND RECORDS MANAGEMENT SOLUTION ACROSS CLOUD, ON-PREMISES, AND PHYSICAL REPOSITORIES.

In a joint statement, Minister for Finance Simon Birmingham and Minister for Employment, Workforce, Skills, Small and Family Business, Stuart Robert touted RecordPoint’s innovative offering for digital information management. “By modernising the way in which government services data is managed and recorded, more efficient and timely services can be provided for Australians,” commented Minister Birmingham, “RecordPoint has helped to deliver a records management solution for DTA that has been designed specifically for records managers, creators and information users within government. The parliament and the public should have confidence that data is kept and managed appropriately through procurement of this software which will provide greater transparency and accountability.”

RecordPoint’s market-leading approach was recognised by Minister Robert, who added, “This local company has worked to modernise its solution by adopting machine learning, full text extraction and natural language processing to automate the process of records management, from creation to disposal. It can apply records control to content no matter where it is stored – in network drives, email and bespoke systems. This offers tremendous benefits to the way DTA keeps records, not only in terms of productivity but also to assist with greater transparency.”

As an evergreen SaaS platform, Records365 positions organisations to adopt cloud-first, best of breed solutions that will deliver improved productivity and collaboration while ensuring they can meet their regulatory obligations in an increasingly complex landscape.

A TRACK RECORD IN THE PUBLIC SECTOR

RecordPoint has worked with public sector agencies over the last 10 years, staying at the forefront of information management standards. The solution has evolved alongside the DRTI’s original goal of cloud enablement with low disruption to end users. With AI auto-classification and added data analysis features applied across all an organisation’s information repositories, Records365 provides the scale and flexibility to meet the demands of changing regulatory environments.

RecordPoint’s Australian footprint spans offices in Sydney and Melbourne and a growing Brisbane presence. The founder-led company has been expanding across functions in its operations, commercial, consulting, product, and engineering teams, investing in further growth in the Australian market and globally.

Its traction in the federal government space has led to expansion in state and local government as well.



In Victoria, RecordPoint has been added to a shared services portfolio currently offered to Victorian Government agencies through Cenitex, a state-owned enterprise created to centralise services that enable the Victorian Government's digital transformation. As a longtime RecordPoint customer, Cenitex saw value in Records365 as a cost-effective solution that can deal with the growing scale of data created in SharePoint Online and emails. In New South Wales, RecordPoint has established a whole-of-government head agreement to facilitate procurement for state agencies.

These procurement frameworks provide set commercial and contract terms, positioning Records365 as the standard for next-generation information management. RecordPoint is trusted by government agencies globally to provide a compliant modern workplace and records management solution across cloud, on-premises, and physical repositories.

RECORDPOINT'S MARKET-LEADING APPROACH OFFERS TREMENDOUS BENEFITS TO THE WAY DTA KEEPS RECORDS, NOT ONLY IN TERMS OF PRODUCTIVITY BUT ALSO TO ASSIST WITH GREATER TRANSPARENCY.



ABOUT RECORDPOINT: Founded in 2009, RecordPoint is a global records management and compliance solution provider and pioneer of cloud-based recordkeeping. As recognized by Gartner in 2018, RecordPoint is leading the way in the content services segment and providing organizations with the ability to truly manage records across multiple services and platforms using a single, federated solution. With support for Office 365, SharePoint, file shares, email, Box, Dropbox, Google suite and other applications, RecordPoint is demonstrating how easy federated compliance can be with a modern, trusted cloud solution.

PRIORITISING INNOVATION IN INFORMATION MANAGEMENT

In the midst of an accelerated shift to remote work in the past year, RecordPoint's cloud-based service was well suited to the challenges of dispersed locations and limited bandwidth, keeping information managers in control over compliance needs. Demand for Records365 has expanded to larger enterprises with ever more complex data infrastructure.

For Kris Brown, RecordPoint's VP of Product, these new partnerships provide momentum to continue executing on the company's roadmap, which includes connectors for enterprise systems such as customer relationship management (CRM) and enterprise resource planning (ERP) platforms. "The positive reception of Records365 in federal agencies' approach to market indicates that our product vision is striking a chord, and we will continue to invest in developing the next set of capabilities to meet compliance, privacy, and information management challenges," says Brown.

While initial promises of AI and machine learning in information management were met with some skepticism, these advancements have become a must-have capability for adaptable and lasting solutions.

RecordPoint co-founder and Chief Operating Officer Anthony Woodward explains, "Two to three years ago there was serious concern over auto-classification, but we don't get that anymore. We have invested heavily in letting the records manager have input into the algorithm so that they're still in control. Our AI is doing things for them at scale, but they can override it or tell the algorithm it's wrong at any time. We are seeing global success based on the ability to manage the AI, which is really unique to Records365 and provides the best of both worlds."

"THE POSITIVE RECEPTION OF RECORDS365 IN FEDERAL AGENCIES' APPROACH TO MARKET INDICATES THAT OUR PRODUCT VISION IS STRIKING A CHORD, AND WE WILL CONTINUE TO INVEST IN DEVELOPING THE NEXT SET OF CAPABILITIES TO MEET COMPLIANCE, PRIVACY, AND INFORMATION MANAGEMENT CHALLENGES,"



ABOUT THE AUTHOR

Jesse Edwards is RecordPoint's Sales Director for APAC,

responsible for the success and growth of the company's customer base. Before joining RecordPoint, Jesse's sales career included document management companies TOWER Software, Hewlett Packard, and TechnologyOne. With over 20 years driving commercial strategy in Enterprise Content Management, Jesse is well-versed on the challenges of information governance and is excited to realise the potential of automated, in-place data management.

BRANCH EXCELLENCE AWARDS 2020/21

The 2020/21 RIMPA Branch Excellence Awards kicked off the RIMPA awards season with a bang! The awards have been presented at various events held by each Branch of RIMPA throughout the months of May and July.

The awards honoured those who have made significant contributions to the advancement of our profession and who are leaders in the records and information management industry.

The recipients of all Excellence Awards become the nominees in the Company Outstanding Achievement Awards that will be presented at the Black-Tie Gala Dinner at RIMPA Live on October 12th.

CATEGORIES

The categories the awards are presented in are:

- New Professional
- Outstanding Student
- Outstanding Group
- Outstanding Individual

NEW PROFESSIONAL

Presented to a new practitioner to the records and information management industry who has been working in the industry for less than 5 years. The recipient of the New Professional award shows a penchant for the records and information management industry and has demonstrated significant potential to succeed.

OUTSTANDING STUDENT

Awarded to a student who has achieved excellence in educational studies incorporating records and information management. The recipient of the Outstanding Student award will have a positive attitude towards study and a passion for records and information management.

OUTSTANDING GROUP

Open to groups (other than RIMPA Committees) who have either:

- implemented initiatives that have made an outstanding impact or increased collaboration in the wider records and information management industry OR
- groups that have made a significant contribution in their organisation or the wider records and information management industry

OUTSTANDING INDIVIDUAL

This highly coveted award is the highlight of the award season and is presented to an individual who has made a significant contribution to records and information management and is the pinnacle award bestowed upon an individual within the records and information industry by RIMPA.

AWARD WINNERS

ACT Branch

Sponsored by: Leadership Through Data

- Outstanding Group: ACT Digital Records Transition Team, Territory Records Office

NSW Branch

Outstanding Student sponsored by: Objective

Outstanding Group sponsored by: Micro Focus

Outstanding Individual sponsored by: Leadership Through Data

- Peter A. Smith Outstanding Student: Chris Colwell Life FRIM
- Outstanding Group: Campbelltown City Council
- Outstanding Individual: Melanie Jones

NZ Branch

Outstanding Student sponsored by: Victoria University of Wellington

Outstanding Individual sponsored by: Leadership Through Data

- Dr Gillian Oliver Outstanding Student: Rachel Bell
- Outstanding Group: Clutha District Council

Qld Branch

All awards sponsored by: iCognition

- Chris Simpson New Professional: Jack Iddon
- Harry Haxton Outstanding Group: University of Southern Queensland
- Chris Simpson Outstanding Individual: Nancy Taia MRIM

SA/NT Branch

- New Professional: Karl Melrose
- Outstanding Group: City of Marion
- Lisa McDonough Outstanding Individual: Donna-Maree Findlay MRIM

Vic/Tas Branch

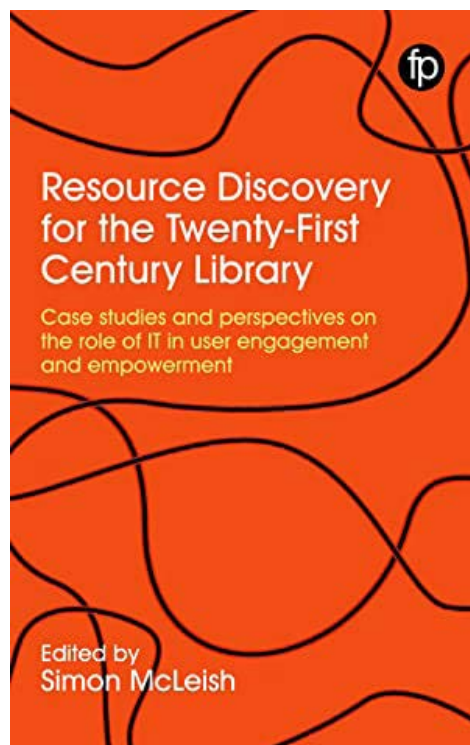
- Judith Ellis New Professional: Susannah Tindall ARIM
- David Moldrich Outstanding Group: Cardinia Shire Council
- Outstanding Individual: Ruth Edge ARIM

WA Branch

Outstanding Individual sponsored by: Leadership Through Data

- Outstanding Group: Corporate Information Services, School Archival Service Department of Education WA
- Neil Granland Outstanding Individual: Gail Murphy

RIMPA congratulates all the 2020/21 Branch Excellence Awards nominees and this year's recipients. Your efforts and contributions to our industry are rightfully celebrated.



Resource Discovery for the Twenty-First Century Library

Case studies and perspectives on the role of IT in user engagement and empowerment edited by Simon McLeish.

BY CASSANDRA GORTON

Consisting of ten practical case-studies, *Resource Discovery for the Twenty-First Century Library* aims to provide library and information management professionals with a constructive and convenient asset for investigating and learning about new resource discovery technologies.

Resource discovery for the Twenty-First Century Library focuses on the academic library environment and the role of technology in enhancing resource discovery. Resource discovery is central to the activities and purpose of libraries. Why spend the time collecting and curating materials if they can't be found by users?

When you think of resource discovery, you think of Google. Since the advent of the Google search engine in 1998, users of academic library resources have dramatically changed their expectations. Users expect, and understand how, to use a Google-like discovery service - a system that searches the entirety of a library's holdings with speed. Search queries entered into a discovery service are not advanced and rarely use Boolean operators. Users don't look for results past the first page. This user behaviour has been largely adopted and encouraged by library discovery services, with vendors advertising products as 'like Google'.

THE CURRENT STATE OF RESEARCH DISCOVERY

While it may seem ironic to discuss technological predictions for a century less than a quarter of the way through in a softcover book, the environment of the twenty-first library in *Resource Discovery* refers to the post-Google world. Chapter 1 introduces the concept of resource discovery, its importance, and its history. Most useful to readers new to the concepts presented in this book will be the description of users and the 'principle of least effort' of locating resources.

Chapter 7 'Why can't you just use Google?' discusses the implication Google has had for libraries, as well as the evolution of the search engine. Although the Google search bar has become cleaner and simpler, the results presented are more complicated. Results are now personalised, advertisements appear first, and Wikipedia gets priority. Should these new 'features' be avoided or embraced by the library?

MUSEUMS AND ARCHIVES

Although museums and archives have a different purpose to that of the library, resource discovery is still a vital operation. The considerations for resource discovery are the same, contends McLeish; "Understand your resources and understand those who might wish to use these resources." (p. 2).

Museums and archives do not have devoted chapters or case studies in *Resource Discovery*. Museum and archives professionals may be able to leverage and use the same technology and principles, however, as discussed in Chapter 3 'Breaking the records: liberating data into knowledge at the National Library Board of Singapore' and Chapter 9 'Open source discovery using Blacklight at the University of Hull'. At both these institutions, the archives were able to use the same interface for their catalogue and integrate their holdings, enhancing access to the archives. This was not a simple or completely successful exercise, however. Only after the redesign of the archive's metadata were the holdings able to be integrated. Additionally, the archives still depend on the use of more traditional finding aids.

THE FUTURE OF RESOURCE DISCOVERY

Chapter 11 'Cultural discovery: trends and futures' and Chapter 12 'Discovering the future' discuss the potential directions that resource discovery could take with technological advances. Topics discussed include artificial intelligence, machine learning, linked data, virtual assistants, universal open access and how this would impact on resource discovery and the role of the library. While some discussions in these chapters could appear from an outlandish episode of *Black Mirror*, they are a thought-provoking exercise.

Although *Resource Discovery* for the Twenty-First Century Library does have a focus on the technology involved in resource discovery, the important human element is lacking from the presented case studies. When new technology is implemented, it requires discussions with vendors, change management with staff, collaboration between business units, and the education of users. This book would be most useful as a starting off point for new professionals in an academic library setting.

RESOURCE DISCOVERY FOR THE TWENTY-FIRST CENTURY LIBRARY FOCUSES ON THE ACADEMIC LIBRARY ENVIRONMENT AND THE ROLE OF TECHNOLOGY IN ENHANCING RESOURCE DISCOVERY. IT IS CENTRAL TO THE ACTIVITIES AND PURPOSE OF LIBRARIES. WHY SPEND THE TIME COLLECTING AND CURATING MATERIALS IF THEY CAN'T BE FOUND BY USERS?



ABOUT THE REVIEWER

Cassandra Gorton, ARIM Cassandra Gorton, ARIM is the Records

and Information Management Advisor and Senior Library Technician of the Australian and New Zealand College of Anaesthetists. Since graduating with a Masters of Information Studies from Charles Sturt University in 2015, she has worked as a librarian, records manager, and archivist in government, universities, and health. Cassandra has a keen interest in digital preservation and access, having previously lead a project that saw the digitisation and description of over 1500 student films in celluloid film and VHS.

Is 2022 the Year for RM Program Transformations?

Records Management as a Service (RMaaS) provides all organizations the capability to transform their RM program into a “Best Practice” RM program – NOW

BY CRAIG GRIMESTAD

2022 is likely to be the year of Records Management (RM) program transformations. More than innovations in any single aspect of, or tool for, Records Management, organisations are likely to be transforming their Records Management program into their desired “best practice” future state. This is possible because of the available Records Management standards, training, and tools that now exist to construct “Best Practice” Records Management programs. Further, should an organisation lack the capability to do this on their own, they now have the opportunity to acquire professional assistance or even to outsource the entire Records Management program.

I digress, but I was always amused that our 5-Year Plans only had a three year retention requirement. Apparently by the fourth year they had no value. Indeed, I recall how GM and the auto industry in the 1990's was forecasting that by 2020 they would be mass producing and selling fuel cell vehicles. However, the fuel cell technology did not develop as anticipated and so mass production of fuel cell vehicles didn't happen as projected. That is not the situation with Records Management.

All of the pieces necessary to establish a mature, world class RM program that minimizes cost and optimizes productivity, exists today! Capabilities are available to search, identify, and purge Redundant, Obsolete and Trivial (ROT) records from storage (paper and electronic). Capabilities exist to establish efficient RM/IM processes and build an electronic architecture (applications, data bases, and repositories) for managing records during their useful life. Finally, capabilities exist to automate the disposal of records once their useful life is over (having met all business, legal and regulatory requirements). This is not a utopian view – this is today's reality.

If not already done, each organization should develop a Master Plan, a vision of what it wants for its future steady state RM program, and then develop a plan to achieve that vision. What should the RM staffing and network look like? What level of professionalism is required for the RM staff? What training will be required for the workforce? Do the existing policies and procedures need a tweak, or a major overhaul for the new RM program? Is there a comprehensive Records Retention Schedule that provides the retention requirement for all records? What applications and repositories should comprise the new RM program to manage the entire lifecycle of records, from creation to disposal? How much automated assistance is to be provided with the new RM program? It might be worth reviewing two past iQ articles, Sailing Through Change (November 2020) and Turn the Tide – Seize the Day (March 2021) to help determine if you do need 3rd party assistance, and if now is the time to boldly establish an initiative to transform your Records Management program.

If the Master Plan your organization develops seems unachievable in any realistic timeframe, Records Management as a Service (RMaaS) may be for you. This relatively new approach, is available from a number of 3rd party providers. As the name implies, these 3rd parties propose to assume the complete management of an organisation's records. They don't all have the same approach, or exact same set of services, but they all have the same intent and effect. They expeditiously move an organisation's Records Management practices from their current state to a tailored best practice state, improving functionality and efficiency, and lowering an organisation's cost of doing business. These RMaaS providers bring expertise and resources to effect the change. As needed, they provide technology, processes, and training to establish this new service.

ALL OF THE PIECES NECESSARY TO ESTABLISH A MATURE, WORLD CLASS RM PROGRAM THAT MINIMIZES COST AND OPTIMIZES PRODUCTIVITY, EXISTS TODAY!

Foundationally, the third-party will either utilize the organisation's Records Retention Schedule, or develop a new one. Old records and information are reviewed to identify what can be disposed of, and what is required to be retained. Applications and repositories are set up and networked as needed to manage the creation, utilisation, processing, storage, retrieval and disposal of records and information per the organisation's policy. This is a complete and comprehensive solution to your organisation's Records Management needs.

While 2022 will likely have RM innovations and new developments, the big news for your organisation should be that you are on a path to overhaul and transform your RM program to be a best practice program. The availability of RMaaS is a game changer, in that RMaaS allows all organizations, no matter what their current level of staffing is, no matter how mature or immature the RM program is, to move swiftly to a comprehensive best practice RM program. Selecting RMaaS provides a number of Cultural Change benefits for the RM program in addition to the specific program changes. Bringing in a 3rd party, who has done this before, gives credibility to the effectiveness of the solution.

IF THE MASTER PLAN YOUR ORGANIZATION DEVELOPS SEEMS UNACHIEVABLE IN ANY REALISTIC TIMEFRAME, RECORDS MANAGEMENT AS A SERVICE (RMAAS) MAY BE FOR YOU.

The fact that an organization engages an RMaaS provider, sends a clear message to the workforce that the old ways will come to an end, and the new transformative way, is the way forward. Defined as a service that will assist the workforce in managing its records and improve the workforce's ability to perform, RMaaS can be viewed by the workforce as a friend providing assistance. That makes it a win for the worker, reducing the effort required to manage its records, and a win for the organisation, improving efficiency, while reducing cost and risk.



ABOUT THE AUTHOR

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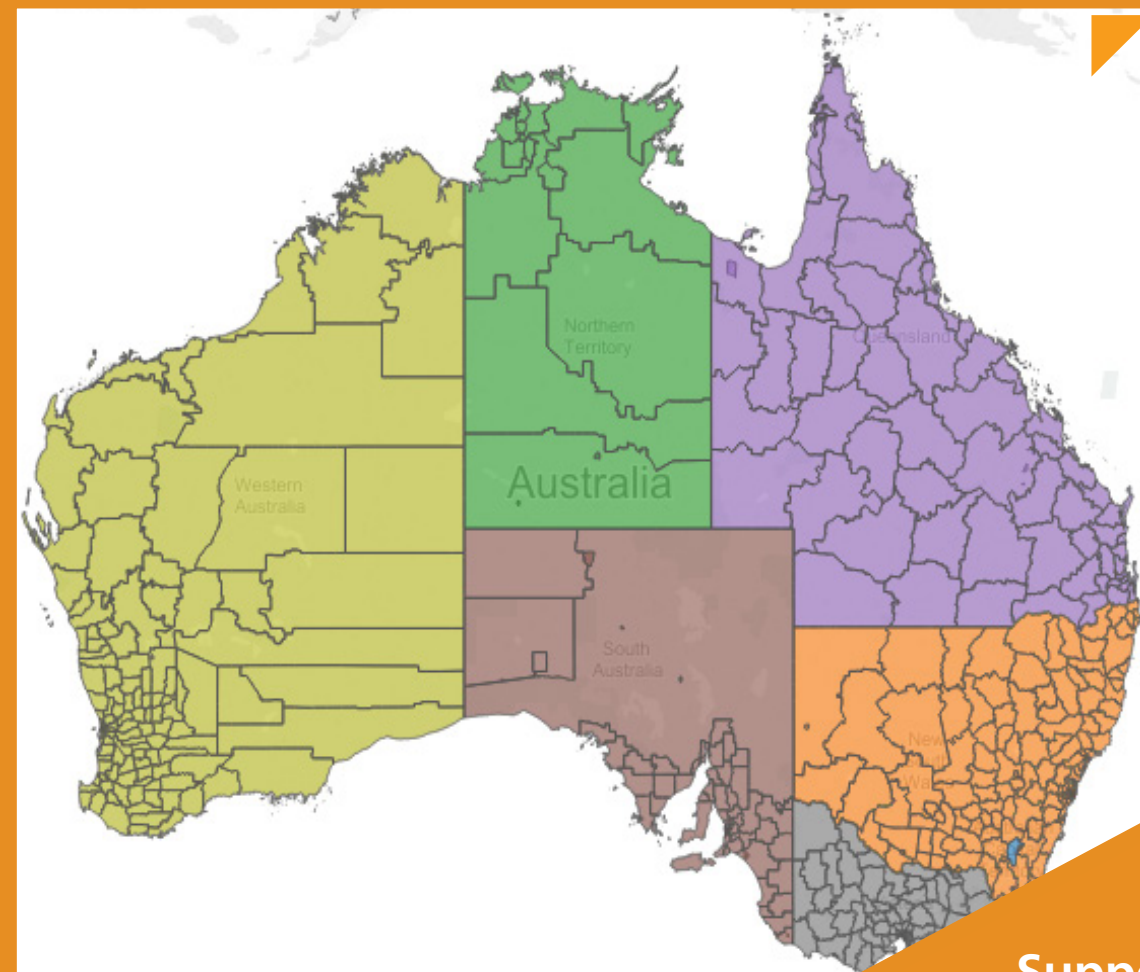
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Why so many technical specialists feel their careers are “stuck” – and how to fix it

BY ALISTAIR GORDON

Talented technical experts keep your organisation functioning. Data scientists and SEO specialists, product engineers, developers, and market analysts - whatever field they're in, technical experts are critical. They're also hard to hire, expensive and hard to retain.

Worse, they have an undeserved reputation for being bad with business and soft skills - with negotiation, stakeholder engagement, commercial acumen, and knowledge transfer.

What if I said to you that the problem isn't nature, it's nurture?

And if I then said that most organisations frame their idea of a “high-potential employee” in a manner that excludes experts. Who are, when you think about it, the people you probably most rely on to change the way your organisation works, or to transform the way it approaches difficult problems.

Organisations know what to do when they see a high-potential people leader – they roll out the red carpet. Emerging people leaders get coaching to polish business skills. They have well-developed career ladders and an appraisal process. People leaders

enjoy all the encouragement of traditional leadership development. They're seen as high potential because they can lead a team, and maybe even become CEO one day.

Experts, meanwhile, don't want to manage a team or be CEO. So, they aren't offered the same “high potential training” to polish their business and people skills. (Or they're sent on the same training as people leaders, which isn't that relevant to the challenges they face.)

The problem then compounds. Without development, it's assumed experts were “born that way” – that they were never capable of developing soft skills in the first place. And as a result, they don't get promotion or movement. They stay in the same roles for a long time – far beyond the time where the role is rewarding or motivating. They're stuck. They're probably not happy, and eventually they leave. To get them unstuck, rethink your idea of potential.

REDEFINE POTENTIAL

Ask a CIO, or your head of data science, or the head of policy how they define “high potential”. They'll say that in a technical team, it's not only

about people leadership. Instead, they want experts to use domain knowledge to create competitive advantage, or to solve the problems that threaten your business. They'll also agree that talented experts do need to master a broad range of enterprise skills - not just soft skills, but coaching to understand risk and reward, the creation and maintenance of business relationships, and your organisation's commercials.

FIVE TIPS TO GET EXPERTS UN-STUCK

There are five ways experts can achieve greater job satisfaction - while also adding value to your marketing and organisational strategy.

1. Redefine “high-performing” to reflect the value added to your business, not just people leadership potential. Experts create competitive advantage, but only if you support and encourage their presence.
2. Frame enterprise skills as part of an expert's day to day role. People leaders are told from day one that commercial acumen and soft skills are critical to their long-term career. Tell experts the same.
3. Create an expert capability framework. Do your experts understand which non-technical skills you want them to acquire? It helps to define what mastery looks like.

MOST ORGANISATIONS FRAME THEIR IDEA OF A “HIGH-POTENTIAL EMPLOYEE” IN A MANNER THAT EXCLUDES EXPERTS.



TALENTED EXPERTS DO NEED TO MASTER A BROAD RANGE OF ENTERPRISE SKILLS - NOT JUST SOFT SKILLS...



ABOUT THE AUTHOR

Alistair Gordon is the CEO of Expertunity, an expert coach,

speaker and author, and a long-time veteran of the media and organisational-development worlds. He is the co-author with Dominic Johnson of *Master Expert: how to use Expertship to achieve peak performance, seniority, and influence in a technical role* (Expertship Press \$49). Find out more at www.expertship.com

4. Consider where you need to shift focus to “expertship” rather than “leadership”. Expertship develops the skills needed to lead ideas, projects, and innovation, where Leadership coaches the skills needed to lead teams. Experts welcome ideas to become better experts.
5. Ask leaders of technical teams to identify “stuck” experts, who have potential to add greater value than you may have realised. Most employers look the same to experts. They're not that aware of expert challenges, not that interested in expert ideas. Hiring is simplified and retention increased when experts understand that you encourage their work and ideas. You're also improving expert happiness and creativity and effectiveness.



NEW DEVELOPMENTS AND INNOVATIONS: Predictions for 2022

BY LINDA SHAVE MRIM

“The more we can organize, find and manage information, the more effectively we can function in our modern world.”

– Vint Cerf 2021, Google Vice President and Co-inventor of the Internet Protocol.

What does the future of records and information management look like beyond 2021?

‘What does the future of records and information management look like beyond 2021?’ is a profound question. Technology is evolving at such a rapid pace that any predictions made in this article could change in the blink of the eye. However, one thing is clear, thanks to the arrival of high speed and affordable 5G wireless network technology, the future will not remain as it is today, and the acceleration of change will continue exponentially.

A BRIEF HISTORY OF THE WIRELESS NETWORK TECHNOLOGY GENERATIONS

This history starts with 1G released in 1979 that allowed us to communicate via voice, 2G allowed us to send text messages, 3G brought the internet and the desktop to our mobile (cellular) devices and 4G enabled the mobile (cellular) phone to be morphed into the ubiquitous smart mobile phone that is now a computer, GPS navigator, a banking tool, camera, TV, audio and video recorder, entertainment center, etcetera. 5G has brought Edge AI computing and already on the horizon is 6G. (See Table 1).

All these generations have and will continue to improve upon the last generation by providing better experiences, higher bandwidths reliability and minimal processing delay (lower latency).

TABLE 1

GEN. (G)	RELEASE	CAPABILITIES	SPEEDS
1G	1979	Analog voice	0.0024 Mbit/s
2G	1991	Digital voice, SMS & MMS, limited roaming	0.064 Mbit/s
3G	2002	Mobile broadband, locating services, multimedia streaming, global roaming	42 Mbit/s
4G	2009	High speed mobile internet, IP-based packet switching, HD multimedia streaming, seamless global roaming, services via smart phones	1000 Mbit/s
5G	2019	Private networks, local use frequency, IoT ready, ultra-low-latency, high reliability, Edge computing, autonomous logistics and autonomous machines	10,000 Mbit/s
6G	Approx. 2030	6G network aim is for a future data driven society where AI solutions, sensing intersect and near-instant unlimited wireless connectivity.	1 terabyte per second (Tbps)

PREDICTIONS

Without a crystal ball or the predictive ability of seers like Nostradamus nor the analytical power of Edge AI on a 5G network, it is difficult to say with certainty what will happen in the near future. Suffice to say changes are afoot and they will be both exciting, scary, and exponential.

PREDICTION 1 - 5G DRIVER FOR INNOVATION

The arrival of 5G wireless network technology will be a driver for new architectures, smart ecosystems, frameworks, and innovation. 5G will become a crucial part of smart city infrastructure, smart sensors, industry, business, government, and health services. 5G will allow access and fast connections to the internet, products, services, people, devices, drones, and autonomous vehicles. It will pave the way for new and evolving solutions such as Edge AI computing. Edge AI computing will bring real-time analytical power to government, business, industries and citizens for automation, prediction, and control.

Although 6G networks are not due to arrive until 2030, it is worthwhile mentioning the aims of 6G networks. The 6G networks aim is to create a future data driven society where AI solutions and sensing traverse with wireless connectivity. It will use the Edge to handle positioning, 3D point cloud mapping, and mixed reality data fusion, space, and time.

THE ARRIVAL OF 5G WIRELESS NETWORK TECHNOLOGY WILL BE A DRIVER FOR NEW ARCHITECTURES, SMART ECOSYSTEMS, FRAMEWORKS, AND INNOVATION.

PREDICTION 2 – EDGE COMPUTING BEYOND 2021

Edge computing will become a commonplace term in the near future. The term Edge computing is not new, it can be traced back to the 1990s when Massachusetts Institute of Technology (MIT) Professor Tom Leighton responded to a challenge set by Tim Berners-Lee (the inventor of the World Wide Web) to create a fundamentally better way to deliver internet content. In response to the challenge, Dr Tom Leighton who is the co-founder of Akamai, launched the content delivery network (CDN) in 1998, the aim of CDN was to introduce nodes at locations geographically closer to the end user for the delivery of cached content such as images and videos. Edge technologies will not replace the Cloud, they will work together in a complementary way. Data will still continue to be processed in the cloud (centralised), but user-generated data (decentralised) that belongs only to users will be managed and processed on the Edge.

A quantum leap from Fog to Edge to Edge AI (Artificial Intelligence)

Edge AI will become dominant and used in almost all of our everyday interactions. As in many cases in the technology world there are many terminologies used and the networking world is no different with terminologies such as Fog computing, Edge computing and there is now a new kid on the block Edge AI. The following provides a description of each of the terms.

Fog

In 2014, Cisco released its 'fog' decentralised computing infrastructure. The 'fog' metaphor comes from the meteorological term for a cloud that is close to the ground. The concept was designed to connect to the Internet of Things (IoT) and end user devices at the edge of a network to speed up services. End user devices can include mobile phones, computers, autonomous vehicles, controllers, video cameras, switches etcetera. The idea behind fog computing was to reduce the latency experienced by end users by deploying fog nodes. Fog nodes can be deployed anywhere with a network connection. The fog node manages the processing of data from several edge devices at once before sending it to the cloud.

Fog nodes sit in the middle that is between the Cloud (centralised access) at the top and end user devices (decentralised access) at the bottom. See Diagram 1.

Edge

As previously mentioned, the term Edge computing is not new and it can be traced back to the 1990s. However, between 2014 and 2019 the term Edge appeared on the horizon. Both edge and fog computing are effectively the same thing, both are decentralised models concerned with reducing the reliance on the cloud to analyse data and improving processing times. The main difference between Edge and fog comes down to where the processing of data takes place. Edge computing processing usually occurs directly on the device(s) to which the sensors are attached or a gateway device that is physically close to the sensors. Fog computing processing, on the other hand, moves the edge computing activities to processors that are connected to the LAN or into the LAN hardware itself.

Edge AI

In 2020, Intel and Udacity jointly announced their new Intel Edge AI for the internet of things (IoT), a system that uses machine learning algorithms to process data. Edge AI in simplistic terms is a system that uses machine learning algorithms to process data generated by a device at the local level. The device does not need to be connected to the Internet to process such data. Edge AI can make decisions in real time, in a matter of milliseconds.

Currently, much of the focus and implementation of Edge and Edge AI is at the commercial and industrial device points where real time data is collected. The edge is the point where the data is first collected. For example, an internet protocol (IP) camera connected to a building can use facial recognition to identify people immediately. When driving the car, the navigation system still has to work, so collecting data at the edge can be used to improve operations, enhance safety, reduce costs or increase profitability, enhance predictive maintenance and pave the way for improvements in the performance and design of products.

PREDICTION 3 – FAIR DATA, DATA GOVERNANCE AND DATA SOVEREIGNTY

FAIR principals will become widely adopted and may need to be legislated in the near future in order to reinforce and support the FAIR principles. Data is critical to problem solving and decision making.

The COVID-19 pandemic is a prime example of how governments, health industries, communities and researchers shared data widely and this proved instrumental in responding to public challenges and keeping citizens informed. The COVID-19 pandemic has compelled governments to accelerate digital transformation and improve value propositions by establishing data portals to share data with other government agencies, industries, and citizens. In establishing data portals, governments are adopting FAIR principles and revisiting data governance.

FAIR principles are findable, accessible, interoperable, and reusable and the aim of FAIR principles is to ensure that public data can be accessed efficiently. The demand for data sharing has also required governments to look at data governance, such as redefining the parameters of data ownerships, intellectual property, data quality standards, data security and protection.

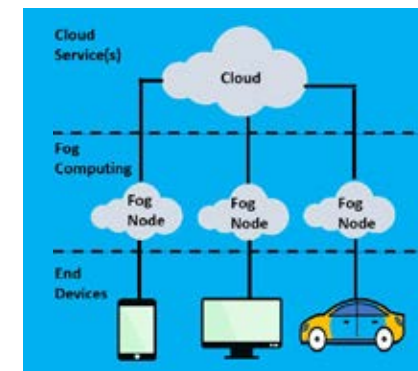
PREDICTION 4 – DIGITAL DNA DATA STORAGE, DATA ARCHAEOLOGY, DIGITAL PERPETUATION AND DIGITAL PRESERVATION

DNA data storage will become more readily available and perhaps become the new norm. So, what is Digital DNA data storage? Digital DNA data storage is the process of encoding binary data by converting binary digits (bit) of 1 (one) and 0 (zero) to letters. Each individual bit is converted to C or T for 0 (zero) and A or G for 1 (one). The letters A, C, G and T represent the 4 main compounds found in DNA these are adenine, cytosine, guanine, and thymine.

Data archaeology on the other hand refers to the art and science of recovering computer data encoded and/or encrypted in now obsolete media or formats. This is in contrast to digital perpetuation and digital preservation.

THE COVID-19 PANDEMIC HAS COMPELLED GOVERNMENTS TO ACCELERATE DIGITAL TRANSFORMATION AND IMPROVE VALUE PROPOSITIONS BY ESTABLISHING DATA PORTALS TO SHARE DATA WITH OTHER GOVERNMENT AGENCIES, INDUSTRIES, AND CITIZENS.

Diagram 1 – Fog Computing



Digital perpetuation is the process of 'actively' preserving digital data assets from 'obsolescence' and 'bit rot'. Digital preservation is the formal task of ensuring that digital information such as archives, books, collections, artefacts, analogue, digitised and born digital records of continuing value remain findable, accessible, readable, and usable.

RECORD AND INFORMATION MANAGEMENT TRENDS AND PREDICTIONS BEYOND 2021 – WHERE TO NOW?

The reality is our world is a rapidly and ever-changing place, in which predictions of our future become much harder to imagine. Equally, we can never fully predict the challenges that might evolve from these fast embryonic technologies and the future impacts, good or bad, they may have on the record and information management industry. One however, can be optimistic that in deploying these innovations we can provide more opportunities for a new future. So, where to now?

PREDICTIONS 1 AND 2

5G will allow access and fast connections to the internet, products, services, people, devices, drones, and autonomous vehicles. Edge AI technology is an autonomous technology which increases the level of security in terms of data privacy through local processing as data is no longer shared in a centralised cloud. Current examples of Edge AI uses include facial recognition, robots, drones, security cameras and real-time traffic updates on smartphones, as well as semi-autonomous vehicles or smart devices. Further, as the

DIGITAL PERPETUATION IS THE PROCESS OF 'ACTIVELY' PRESERVING DIGITAL DATA ASSETS FROM 'OBsolescence' AND 'BIT ROT'.

world transitions into an age of electric and autonomous vehicles (including agriculture machinery and intelligent farming) Edge AI will play a vital role in the capacity to process data and images in real time for the detection of animal and crop welfare, traffic signs, pedestrians, other vehicles, roads and improving the levels of security and safety.

Secondly, nearly every edge computing scenario uses artificial intelligence or rule-based machine learning models to some extent. Sensors upload data to the cloud, which is then used to train a machine learning model, that model is pushed back down to the edge devices. These devices then use that model to make decisions independently.

Questions to be considered:

1. Although it is anticipated that data privacy will increase due to Edge AI data no longer being shared in a centralised cloud there is still need for records and information management professionals to be involved. Records and information management professionals need to discuss the broader topics of security and risk and how do they identify and ensure the reliable and secure capture, movement, permissions, and management of data being collected at the device point?
2. Further questions may also include how do they identify its value? and how will retention and disposal schedules be added, for example, as data moves between Edge computing to Cloud services? or at the device point?
3. As data moves between the device to Edge computing what will happen to the dark data, digital footprints and digital shadows of data left behind? How will it be managed?
4. As data moves between Edge computing to Cloud services, will government agencies and business need new Edge architectures; Edge architectures that incorporate endpoint cybersecurity, data security, integration, and automation?

5. From a government, agency and business perspective who pays for this data usage? who owns the intellectual property of the data at the device point?

PREDICTION 3 – FAIR DATA, DATA GOVERNANCE AND DATA SOVEREIGNTY

Data sovereignty rules limit the physical locations where digital data can be stored and are subject to the laws and governance structures within the nation it is collected and/or the country in which it is processed. SaaS (Software as a Service) and cloud storage services often entails international data transfers, which can result in major compliance challenges for users and providers. Data sovereignty will become an interesting area to monitor, as governments move along the FAIR principle highway, 5G and Edge AI.

PREDICTION 4 – DIGITAL DNA DATA STORAGE

Digital DNA storage, whilst still in its infancy, is a reality. For example, in September 2020 the National Film and Sound Archive of Australia (NFSA) in partnership with the Olympic Foundation for Culture and Heritage (OFCH) set on an innovative data storage technology project which has used synthetic DNA to preserve the footage of Cathy Freeman's 2000 Olympic 400m race. This joint partnership is one of the first to ever use this innovative data storage technology to preserve moving image for long-term archival purposes and will ensure that Cathy Freeman's victory will be preserved for thousands of years. For further information please use the following link:

www.nfsa.gov.au/latest/nfsa-dna

IN CONCLUSION

We started this article with the question 'What does the future of records and information management look like beyond 2022?' and we have identified 4 predictions. These are:

1. 5G Driver for innovation
2. Edge Computing beyond 2021
3. FAIR data, data governance and data sovereignty
4. Digital DNA data storage, Data archaeology, Digital Perpetuation and Digital Preservation

We have also had a glimpse of 6G and its aim for a future data driven society where AI solutions, sensing intersect, and near-instant unlimited wireless connectivity will elevate reality even further.

As Arthur C. Clarke, Science Fiction Writer and Inventor of the Communication Satellite quoted "Any sufficiently advanced technology is indistinguishable from magic." This is true, we could say that the journey of discovery ahead is a bit like Star Trek on a mission to explore strange new worlds.

As information and records management professionals, look at how far we have been on our voyage of 'innovativeness' already. Armed with the 4 predictions above, we can start a new voyage by asking the following questions where are we going? and what route do we need to take?



ABOUT THE AUTHOR

Linda Shave
MRIM is
acknowledged

as a thought leader and architect of change. She is a researcher, consultant and author on topic areas such as intelligent information management, artificial intelligence, robotic process automation, privacy, and security. Linda is a gold laureate winner for Government Innovation and has an interest in data science, robotics, and quantum computing. Linda is a member of numerous professional organisations. Linda can be contacted at linda.bizwyse@gmail.com

PART 2:

Preserving content from closed systems:

Digital preservation of social media

BY JOHN TILBURY

In my last paper (June Edition Vol 37 Issue 2) I explored how online content management systems are making the preservation and trust of their digital content more difficult by wrapping the creation and storage of digital content into a single platform. Nowhere is this more obvious than in social media platforms where there is no direct access to the content they publish. In this paper I will use Twitter as an example of how this information can be preserved and how well-supported APIs¹ make this easier.

Tweets are now becoming a major part of the world's information dialogue and the retention of the information they contain is critical when looking at the whole historical record. They are held internally in databases of unknown structure and the information is presented on the fly in different ways depending on the application used. How do we preserve this with any degree of trust?

Many people try to archive Tweets by taking snapshots of the Twitter.com website for a specific account but this is inherently lossy² – the tweet is presented differently in different platforms and not all the information is revealed. Also, the links between tweets, for example replies or re-tweets, are difficult to represent in this way. There must be a better way to get the information.

Well, the good news is that Twitter has a very comprehensive API that allows you to extract everything about a tweet in JSON³ format including the text and plenty of metadata – everything you could possibly need for preservation. This goes into much more detail than what you see on the screen and gives you great confidence that it is complete. It is straightforward to build a render tool that replicates the tweet viewer found online or the mobile application, so that the consumer has the same experience as a current user of Twitter.

TWEETS ARE NOW BECOMING A MAJOR PART OF THE WORLD'S INFORMATION DIALOGUE AND THE RETENTION OF THE INFORMATION THEY CONTAIN IS CRITICAL WHEN LOOKING AT THE WHOLE HISTORICAL RECORD.



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HOW DO WE KNOW THAT THE INFORMATION LINKED IS THE SAME AS THE TIME OF TWEETING OR THAT THE URL EVEN STILL EXISTS.

However, the challenge is that a tweet contains other information alongside the text and metadata. Are the attached images or a video, for example? The JSON helpfully contains links to these objects at various qualities so you can choose which to download (usually the best quality). The files are typically small, except for where Twitter is used for live streaming where the video can be many gigabytes. These media files need to be permanently associated with the JSON and metadata, bringing us to the concept of the “multi-part asset”. This was introduced in Preservica v6 and combines all the metadata and files associated with a single piece of information into an atomic asset that must be handled as a whole.

The next extraction challenge is where the tweet contains a URL link to an external web page. This is contained in the JSON and can be shown in the render tool but introduces the concept of link rot – how do we know that the information linked is the same as the time of tweeting or that the URL even still exists. It is possible to take a snapshot of the web page, either as an image, PDF or WARC^{iv} file, and to add that to the multi-part asset but what are the copyright issues relating to this? This remains to be solved.

At Preservica we have a proof of concept running, acquiring tweets as multi-part assets, and creating links tracking, for example for retweets and quotes. Whilst extraction changes the information it can be done almost immediately after the tweet is posted and is comprehensive and appears to be identical to the original tweet.

Of course, the APIs themselves are now a critical part of the process. They are licensed and often have stringent and yet ambiguous terms and conditions, and these can vary at zero notice. At Preservation and Archiving Special Interest Group (PASIG) 2019, Amelia Acker of The University of Texas at Austin explored this in more detail and showed how the APIs themselves and certainly their terms and conditions should be preserved alongside the content extracted.

So, Twitter preservation has introduced some interesting digital preservation concepts. It has showed that a good quality API can be very useful in exporting a comprehensive copy of the information held within the system so it can be re-used and trusted. It has also introduced the concept of a multi-part asset which contains multiple files which combine to present a single indivisible piece of information.



ABOUT THE AUTHOR

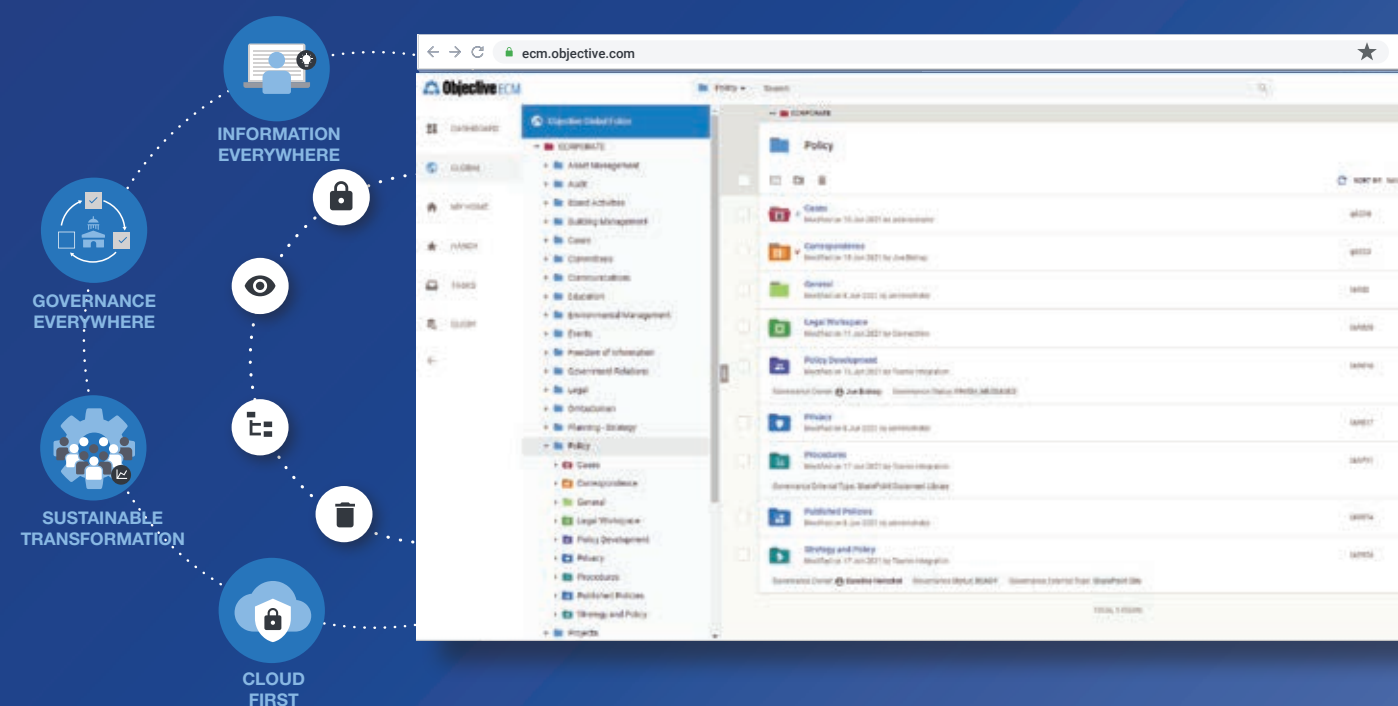
Jon Tilbury is Chief Innovation Officer at

Preservica and is responsible for ensuring innovation and reliability in Preservica's Digital Preservation technology. After graduating from Oxford University, Jon has over 30 years' experience in the IT industry, working in development, design, managerial and leadership roles. Starting on the original Digital Preservation research projects, Jon has been a key part of the evolution of this sector and has overseen the creation of Preservica's platform as a product, before founding Preservica as an independent business. Jon brings a passion for establishing Digital Preservation as a ubiquitous technology embedded into daily life. Outside Preservica, Jon is a keen photographer, cyclist and traveller.

- i API is the acronym for Application Programming Interface, which is a software intermediary that allows two applications to talk to each other.
- ii Lossy compression is a way of getting even smaller squeezed files than lossless. This technology strips out data it has been programmed to regard as either unnecessary or redundant. — Ron Goldberg
- iii JavaScript Object Notation (JSON) is a standard text-based format for representing structured data based on JavaScript object syntax. It is commonly used for transmitting data in web applications (e.g., sending some data from the server to the client, so it can be displayed on a web page, or vice versa).
- iv WARC is a file format for the long term preservation of digital data. It stores web pages and other digital resources including images and meta information in their original source code.

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Why you need a holistic approach to modern information management

Organisations have been well on their way to considering and implementing digital practices and many thought they still had time. However, as the world keeps spinning, we are met with new challenges every day. Yet, these challenges should be the opportunity to re-think modern information management.

BY ANTONY BAUER

Australia has seen its share of challenges over the past two years – from bushfires to the pandemic – organisations have been nudged or plunged into adopting digital transformation. The ability to quickly pivot to remote and digital techniques, enabling team members to tap into information no matter where they are located, was the difference for many in terms of success.

It is clear digital information management and record keeping are the new normal. However, the approach an organisation will take towards this new normal must consider the end goal and re-visit the definition of a record.

A record needs to be understood in the context in which it is used and created. It needs to be protected so that authenticity is intact over time, and we need to have the required level of integrity to enable them to be trusted as a reliable piece of evidence.

A modern government agency must harness its information to provide effective and efficient services while ensuring legal and regulatory compliance. Information agility, process efficiency, and superior service become essential requirements for a modern government agency.

MODERN INFORMATION MATTERS

Modern information management goes beyond just capturing records in context and compliance. It should be seen as a core component to every organisation. It transforms businesses and lessens the burden on staff by bringing order to document disarray. Modern information management enables flexible working – enabling information to be accessed and shared remotely, in office or on the go. It results in better efficiency and productivity as teams are provided with innovative ways to collaborate while reducing mundane, time-consuming manual tasks.

Other benefits of modern information management include:

- improved service outcomes to citizens and stakeholders
- enhances agility and responsiveness
- delivers organisational transparency
- provides insights
- reduces risk and cost associated with mismanaged information
- reduces data loss and captures records in context

Information and records management has rapidly evolved over the last 10 years, as has user expectations of how to access, use and apply governance measures. Organisations must adjust to ensure that all critical records are captured and preserved for long-term value and enable the users to engage with the information they need, for specific business purposes without overburdening them with stringent procedures. To do this successfully, organisations need a holistic approach.

4 KEY POINTS TO CONSIDER WHEN APPROACHING MODERN INFORMATION MANAGEMENT

When implementing or refining your organisations' approach to information management, it is important to consider how information is accessed and harnessed. Focusing on just one area will not result in a solution that resolves all aspects of an organisation's information management. Just like a human being needs to look at all

INFORMATION AGILITY, PROCESS EFFICIENCY, AND SUPERIOR SERVICE BECOME ESSENTIAL REQUIREMENTS FOR A MODERN GOVERNMENT AGENCY.

aspects of their health to thrive, the same must be applied to an information management system. To simplify, here are 4 key areas to focus on:

1. INFORMATION EVERYWHERE

Consider the value of corporate knowledge and how it can be maximised. Are you able to provide end users with access to relevant information within their application of choice in order for them to make more informed decisions?

The definition of a modern workplace has been redefined as where we work now is variable and there are new tools that we use to support this way of working. The modern workplace is here to stay which places more emphasis on the way people consume information and contribute to the decision-making process. How is the information accessible when your team needs it?

2. GOVERNANCE EVERYWHERE

As organisations accelerate their digital transformation to support remote working, multiple devices, new collaboration and communication platforms, it is critical they maintain sound recordkeeping and have a single source of truth. Ensuring records compliance across all information sources is essential but it is important to do so in a way that doesn't burden the end user. Consider this process taking place in the background, allowing the end user to complete their job efficiently.

3. SUSTAINABLE TRANSFORMATION

How can organisations digitally transform mission-critical business processes and deliver better outcomes for communities they serve? Driving sustainable business transformation that supports scale and flexible operations needs to be considered. From records automation to process automation, to integration with line of business applications, consider solutions that are well thought out to help transform your organisation or agency.

4. CLOUD FIRST

As organisations move into digital transformation, the way that technology or a solution is consumed is more secure and delivered in a shorter amount of time via the cloud. The cloud provides the flexibility with set up as well as downsizing or upsizing according to business needs.

The cloud ties the other three points together and can be the final piece in the puzzle aligning with your organisation's IT strategy to enable sound modern information management.

CONCLUSION

Modern information management ensures users access relevant information from wherever they

are and provides effortless governance to this new way of working with minimal impact.

It allows organisations to confidently evolve through the better use of information and accelerate their adoption of a cloud-first strategy. This holistic approach to modern information management ultimately provides stronger outcomes and services to the community.



ABOUT THE AUTHOR

Antony Bauer is a Senior Product Marketing Manager at Objective,

working within the Content Solutions group. Utilising customer feedback, he works hard to understand their requirements and market trends in the industry - driving the development of go-to-market strategies, positioning and ongoing communications with customers and partners such as Microsoft. Ultimately, he is responsible for understanding, articulating and evangelising the Objective Content Solutions portfolio - providing a modern approach to records and information management.

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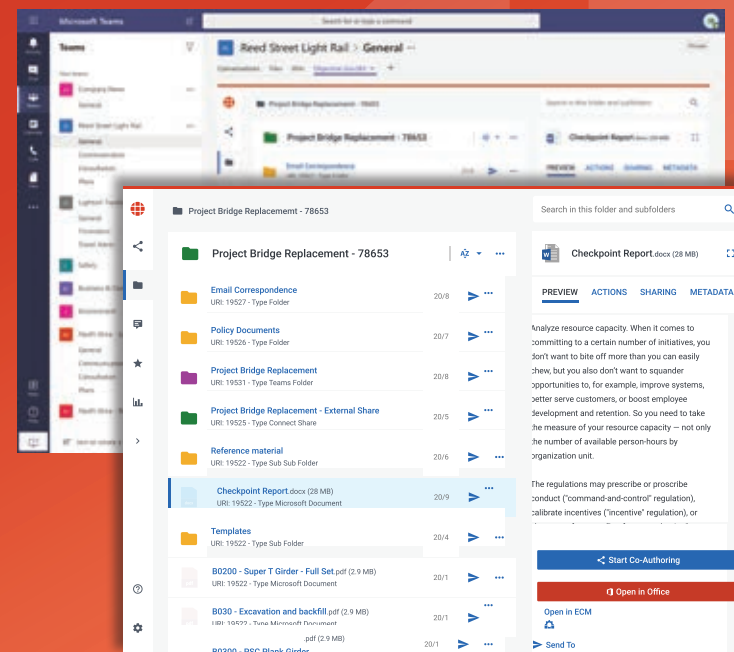
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14 Steps to a Successful ECM Implementation

ECM, Enterprise Content Management, is the technologies used to capture, manage, store, preserve, and deliver content and documents related to organizational processes. The goal of ECM is to improve the effective management of business content.

BY THE ASSOCIATION FOR
INTELLIGENT INFORMATION (AIIM)

A GUIDE CREATED BY AIIM

Making an ECM implementation work requires planning and attention to detail. While this may look like any other technology implementation, it is not. ECM is a complex set of technologies that work together. The best way to create the right solution is to identify organizational goals and priorities. Common drivers include enabling easy access and retrieval of content, as well as reducing risk and meeting regulatory requirements.

This checklist will help guide your organization through the process of implementing ECM.

STEP 01 DESIGN YOUR PROJECT PLAN AND STICK TO IT

Program Management – Keeping Your Eye on the Goal

ECM is an on-going strategy involving multiple projects designed to gain control of the organization's unstructured information within the context of an overall strategy.

- Have you identified a specific project that will add business value and address a portion of ECM?
- Did you select the project for business value rather than simplicity? Does the selected project support the business strategy?
- Did you produce a business case for each of the programs separately? Does the business case identify the reasons for implementing ECM?

Project Management – Keeping on Track

It is also important not to try to take on the world with your project. Your project can be subject to scope creep unless you are careful to identify a scope that is very specific and well defined.

- Have you identified the scope of your initiative, including geographic, organization, legacy content to be migrated, information classes, and timetables? Is the scope of the project well defined? Make sure you have a well-defined scope so that you can avoid scope creep.
- Did you plan your project phases, activities, and deliverables? Understand your planning may change as the project progresses.
- Have you considered how you will guard against scope creep? There will be tradeoffs that will need to be made. Think about which ones are necessary and only allow them.

STEP 02 PROTECT YOUR ASSETS

Much like an ERM (Electronic Records Management) project, you should have a clear understanding of the content your organization has to manage. It is important to understand how the content will be accessed and used. When you have determined the use of your content, make sure to establish policies for access and security of your content. Content is an organizational asset.

- Have you identified the information owner, and will you be able to hold him/her accountable?
- Have you determined the lifecycle of the content? According to your policies, some information will need to be kept and other information will be able to be discarded.
- Have you considered the security and access controls that will need to be in place to protect your information while allowing the information to be shared?

STEP 03 GET MANAGEMENT TO BUY IN

All levels in an organization are accountable for the content they have control over making everyone a content steward. There are a few important appointments that should be made to ensure the success of your project in the future.

- Do you have a Chief Information Officer (CIO) appointed?
- Have you established an Information Governance Board, which may be a subgroup of the Executive Board? Does your Information Governance Board

have representatives from Legal, Records Management, and subject experts from your line-of-business?

- Have you identified a program/project owner who will be accountable to the Executive Board for delivering the expected benefits of ECM-related implementation project/program?
- Do you have the role of Information Manager defined?

STEP 04 COMMUNICATE WITH STAKEHOLDERS

The Operations function of your project facilitates communications and agreement of stakeholders to the ECM vision and leads to permission to begin the project by ensuring that the project contributes to the overall content management and business strategies.

- Have you considered the future vision for after the project is implemented?
- What will you need to incorporate in 5 years?
- Will there be organizational changes and content governance structure changes? Can the people affected by organizational changes be repurposed to other functions in the organization?
- Will the project result in new business processes, behaviors, or ways of working?
- Have you begun to think of how you will conduct training so that everyone will be able to use the new processes?
- Will new tools, applications, and IT infrastructure be needed?

STEP 05 GET TO KNOW YOUR CONTENT

An information survey will provide a present state of what your content is and where it's located within your organization, and how well that is aligned with business needs. Identifying the location of content allows for the development of an improved business case while clarifying business and system requirements. The information survey helps you to identify:

- What content and business flows are present?
 - What content is not present? (Information gaps)
 - How long it should be kept and what can be destroyed?
 - How to rationalize information (eliminate duplication, planning migration, more effective flow)?
- As you plan your survey, be sure to structure it so that you get the information that you need:
- Have you agreed upon the purpose and scope of the survey?
 - Did you decide how you will understand the business goals, business processes, activities, and required information (e.g., one practical approach to an information survey is to study the flow of work)?

- Have you agreed upon the necessary level of details for collections and users?
- Have you decided how you will communicate and motivate managers and users involved in the project?

One way to gather the information is to use information survey logs, which should include:

- What content is generated/received?
- Who holds it?
- How it is held?
- Where it is held?
- What formats are used?
- Who is responsible for the content?

- What content does the organization need to support operational objectives?
- Business objectives?
- What processes and information flows currently exist?
- What should be kept? For how long?
- What can be destroyed? How should it be destroyed?

Once you have developed and used your survey, look at the results of your survey. Did the survey help you to:

- Rationalize the information?
- Improve how you will manage the content?
- Clarify your business and system requirements?
- Identify groups and user information?
- Develop your BCS?
- Develop your business case?
- Prepare you for your pilot installation and roll out?
- Identify information gaps?
- Help you to eliminate duplication?
- Identify an effective information flow?
- Identify information that should be kept and information that is not core to the business and can be discarded?
- Help you to plan the migration to the new system?

STEP 06 MAKE THE PROJECT REAL

It is important to make sure you can describe to management how your ECM project will support the organization's business strategy. Your business case will help convince senior management to support the project. It communicates important information to people in business and on your ECM project. Your case study should also include the benefits resulting from your ECM project.

Quantified in financial terms.

- Used for cost-benefit analysis in business case.
- Financial targets set and subsequently monitored.

Quantified in non-financial terms.

- Important for differentiating between alternatives.
- Benefit levels may be assessed subjectively.
- Numeric targets set and monitored.

Non-quantifiable or intangible benefits

- Important for differentiating alternatives.
- Benefit levels may be assessed subjectively.
- Targets set and monitored for indirect or "shadow" measures.

Have you developed a business case for your organization?

Does your business cases provide clear recommendations?

Does your business case support your organization's business strategy?

Have you provided recommendations?

Did you include a description of ways that you will be able to measure the success of the project?

Have you considered how you will show the benefits are realized?

STEP 07 KNOW WHAT YOU NEED

A Requirements Document will become the basis for the system development design. This document will help keep the project focused and ensure you implement the technology appropriate for what your organization needs.

- Have you outlined the ECM vision for your organization?
- Does your Information Survey describe the business goals, processes, and activities, and provide the required information?
- Have you used a standard format for presenting survey results to ensure proper structure for stakeholder requirements?
- Did you interview senior stakeholders and representatives of the end-user community to understand what they need from the content?
- Have you drafted a business and systems requirements specification based on the above? Did you review the requirements specification with your implementation team until consensus is gained? (Consensus is not anonymity or 100% agreement.)

STEP 08 MAKE IT EASY TO FIND THE CONTENT

A business classification scheme (BCS) allows users to file, find, and share information. A BCS is:

- The structure an organization uses for organizing, accessing / retrieving, storing, and managing its information.
- Based on the organization's business functions and activities used to classify documents and records

View the development of a Business Classification Scheme in phases: 1) determine your overall approach; 2) create a high-level view across the organization; 3) build a detailed plan in a pilot; 4) roll out in the pilot area; 5) refine and repeat. This process will take time to complete.

The more time you put into the scheme, the better it will be and the easier it will be for users to file or find information. Your BCS will change as your organization changes.

- Did you create a business classification scheme (BCS)? Is it based on your organization's business functions and activities?
- Did you involve records management staff AND get opinions from business, legal, etc.? The more individuals from your organization that you involve, the better your BCS will be.
- Do not expect to get it right the first time. Have you established a review process and schedule? The changes in your business will impact your BCS.
- How will you make sure your business and your BCS are aligned?

STEP 09 GET EVERYONE ON THE SAME TRAIN

ECMS needs to hold many details about users:

- Each user has one or more "role" /category.
- Each user is in one or more "workgroup."
- Workgroups facilitate access control.
- Information on each user generally includes:
 - o Contact details
 - o Workgroup(s)
 - o Role(s)
 - o Security clearance
 - o Access rights by class/folder

Users should be involved in the outline of the current situation and needs and in the trial use of potential ECM systems. Real involvement, not lip service, for involved users is needed for success.

Involved users will lead to a good Concept of Operations and an appropriate ECM system to move into a detailed trial with.

- Have you described your current situation of managing content?
- Did you include the needs your organization has in managing its content?
- Were your users involved? How will you keep them engaged and involved in your ECM project?

STEP 10 ALIGN THE TECHNOLOGY PIECES

When planning, managing, or operating an ECM IT infrastructure, using a structured framework for any analysis will help you to ensure all aspects of introducing or changing ECM are considered and addressed. Most organizations have the following IT components:

- Desktop/Laptop/smartphone/tablet (Other front-end devices – handheld scanner, etc.)
- Network (include Internet, SAN, LAN, firewalls)
- Server/Datacenter (include external services)
- Cloud/Software-as-a-Service
- Each infrastructure component will have each of the three capabilities.
 - o Process: the process required to function and operate
 - o Resource/skill: the right people, right skills
 - o Hardware/software assets: the physical assets
- Did you establish a set of disciplines and tools to support a specific task or set of tasks in the development process for ECM projects?
- Did you establish a set of disciplines, tools, and standards required to run an ECM application?
- Did you identify a set of disciplines, tools, and standards required to keep your ECM production environment up and running?

STEP 11 ENSURE THE PROJECT WILL WORK

A Model Office involves users, trainers, content managers, and admin staff to create a new working environment and develop new procedures and ways of working. It helps:

- ECM software comparison/selection
- Refine functionality and user interface.

This is more of a laboratory setting, with users away from their desks. Through the use of pilot implementations, you will begin to roll-out the new ECM environment to the group of pilot users you have selected.

A pilot is so important to help you to see how the ECM environment will work with your established IT infrastructure. To make sure your pilot provides the valuable information you need prior to implementing ECM in your environment, it is important that the pilot users maintain as normal a work-life as possible. This means that they will work on the pilot while at their own desks and will do normal work tasks. The documentation and training you will provide for the full implementation may need to be refined in light of the experience you gain from the pilot.

- Does your pilot provide a real-world evaluation of the new ECM environment?
- Are you able to provide a realistic assessment of the performance achieved through the pilot?
- Does your pilot test the entire project, including process changes and not just the technology?
- Did you gather user feedback on functionality and performance? Did the users make recommendations for improving the project?
- Did your pilot implementation ensure that the functional and performance requirements of your ECM system were met?
- Are your users satisfied with the systems and ways of working?
- Is your BCS usable? It is all right to make modifications to the BCS based on your pilot experiences.
- Did the pilot validate your business case?

STEP 12 GET READY, GET SET, GO! IMPLEMENT YOUR PROJECT PLAN

You have done everything to ensure that you have a successful project implementation. You will need to develop and follow a roll-out plan. Do not forget to communicate to everyone in the organization as the project is being rolled out. Communications at this time are possibly even more critical than at earlier stages of the project. Try to get your project champion to help rally the troops to support the project.

Does your roll-out plan address the following items?

- o ECM Design
- o IT Design
- o System Configuration
- o System Build
- o Support Development
- o Training Development
- o Data Migration
- o System Testing
- o User Acceptance Testing
- o Local Preparation
- o Training
- o GO LIVE

STEP 13 BE PREPARED FOR ANYTHING & EVERYTHING TO GO WRONG

No matter how much you plan, glitches will happen. The important thing is to not let these glitches derail the project but to use them as ways to further tighten your project implementation. If you and your project team have taken some time to consider the potential risks and to develop contingency plans, you will be prepared for when the glitches happen.

- Did you analyze the potential risks you may face? Did you develop scenarios under which total or partial back out may be needed?
- Did you develop contingency plans for most likely scenarios? Did you review the contingency plans with key stakeholders?
- Did you produce a "Fall-back Plan" for your most likely scenarios and outline contingency plans for them?

STEP 14 KNOW WHAT'S NEXT

So, your ECM project is implemented, what's next? Unfortunately, ECM projects don't ever end. They are continuous and assume new directions as more of the organization begins to use the new system. As your project is implemented and more of your organization hears about it, you will need to continue to carefully adhere to your implementation schedule. Good projects can catch on like wildfire.

- Have you revised your procedures and processes to reflect the experiences you have gained through your pilot implementation and the implementation to date? Are new procedures and processes needed?

- Has your organization found new ways for creating content, capturing metadata, and searching and retrieving content? Has this been shared throughout the organization?
- Will you need to tune your workflows in light of the experiences you have gained? Are there new workflows that will need to be introduced?
- Have you assessed the value and impact your new system has on your organization?
- Have you developed a plan for on-going training?

CONCLUSION

Making an ECM implementation work requires a lot of planning and attention to detail. ECM is a complex set of technologies that work together. The best way to create the right solution is to identify organizational goals and priorities.



ABOUT AIIM: Here at AIIM, we believe that information is your most important asset, and we want to teach you the skills to manage it. We have felt this way since 1943, back when this community was founded. Sure, the technology has come a long way since then and the variety of information we are managing has changed a lot, but one tenet has remained constant. We have always focused on the intersection of people, processes, and information. We help organizations put information to work. AIIM is a non-profit organization that provides independent research, training, and certification for information professionals. Visit us at www.aiim.org

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COMPANY

OUTSTANDING ACHIEVEMENT AWARDS

2020/21

The RIMPA Awards are to be presented at the Black Tie Gala Dinner held on day two of RIMPA Live at the Hyatt Hotel, Canberra on Tuesday 12 October 2021.

iQ ARTICLE OF THE YEAR

Sponsored by Iron Mountain

The iQ Article of the Year award was introduced in 2004 to promote and recognise quality written contributions to RIMPA's quarterly publication, iQ Magazine. Every article submitted and published during the year is automatically eligible for shortlisting. When judging the articles, the panel look for articles that are engaging, inform and inspire the reader and clearly show the knowledge of the writer.

Nominees are:

- Going Paperless in 90 Days: A Step by Step Guide - Joan Honig
- Three Ways to Ensure Privacy During a Pandemic - Gwendoline Huret
- You Don't Need to Archive Your Social Media.... Until You Do - Miriam Zolin
- The Precondition to Humanizing AI - Common Sense Knowledge - Keith Darlington
- Four Ways to Invigorate Your Culture in 2021 - Colin D Ellis



JIM SHEPHERD VENDOR OF THE YEAR



A founding father and first Branch Council President of the Queensland Branch, Jim Shepherd has been a proud member of RIMPA since its inception. Jim held many positions throughout his records and information management career and worked to bolster the connections with RIMPA and vendor partners through the delivery of seminars, development of advertising publications and connectivity through networking opportunities.

The award is presented to a vendor in recognition of both their support of RIMPA and of their services to the records and information management industry. Each geographical RIMPA Branch will nominate a vendor for assessment.

Nominees are:

- Midas Document Management Services (Midas Docs)
- WyldLynx

RIMPA BRANCH OF THE YEAR

All geographical Branches of RIMPA are included in the judging for this award. The RIMPA Branch of the Year is determined through the assessment of each RIMPA Branch against a set criteria.

Information on Branches is supplied by the RIMPA Head Office to Directors to be assessed in the following categories:

- Event Management
- Membership
- Branch Strategic Plan
- Additional Activities.

JULIE APPS NEW PRACTITIONER



Named in honour of Julie Apps, an honoured life member of RIMPA. Julie has been involved in the record and information management industry for over 40 years and has always had a keen focus on training and mentoring new practitioners to the industry, taking many young, unsure persons through the RIMPA journey to become passionate and contributing professionals. Her mentoring skills centre around involvement and guidance and there are numerous professionals working in the industry who Julie has helped to mold into the persons they are today.

The award is presented to a new practitioner who has been working in the records and information management industry for less than 5 years and has achieved excellence in their career or made a significant contribution to the profession. The recipient of this award will have also demonstrated significant potential to succeed within the industry.

The nominees for this award are:

- Jack Iddon
- Karl Melrose
- Susannah Tindall ARIM

TOM LOVETT OUTSTANDING STUDENT



Named to honour Tom Lovett, a founding father of RIMPA who in March 1969 saw a gap that needed filling for an industry that was being ignored. Tom spoke to university professors and business leaders to gain support for the creation of the association and the development of industry specific courses. Tom was elected the foundation President of RMAA and held office until 1971, where he then continued in the industry teaching the RM course he developed until 1978.

The award is presented to a student who has achieved excellence in educational studies in records and information management. The award is open to full time and part time students who have completed a records and information management course within the preceding 12 months. The study may be at any level but must have been undertaken through an accredited RTO.

The nominees for this award are:

- Chris Colwell Life FRIM
- Rachel Bell

PAMELA HALL OUTSTANDING GROUP



Sponsored by Information Proficiency

Pamela Hall was an archivist at the National Archives in New Zealand (now known as Archives New Zealand) in the 1950's. Pamela gave lectures on archives at the Library School and at many conferences. She made an enormous foundational contribution to records and information management in New Zealand and is most well-known for her heroic actions as a young archivist in salvaging some of New Zealand's most valuable public records after a fire swept through Wellington's Hope Gibbons Building in 1952. Pamela worked alongside the demolition crew and ultimately saved more than 300 cubic metres of records.

The award is open to groups (excluding RIMPA Committees), who have in the preceding 12 months:

- implemented initiatives that have made an outstanding impact or increased collaboration in the wider records and information management industry OR
- groups that have made a significant contribution in their organisation and/or the wider records and information management industry.

The nominees for this award are:

- ACT Digital Records Transition Team, Territory Records Office
- Campbelltown City Council
- Clutha District Council
- University of Southern Queensland
- City of Marion
- Cardinia Shire Council
- Corporate Information Services, School Archival Service Dept of Education WA

J EDDIS LINTON OUTSTANDING INDIVIDUAL



Sponsored by EzeScan

Named after one of RIMPA's founding fathers, J Eddis Linton who, along with three other passionate record managers, sought to strengthen our industry by providing recordkeepers with a vision and a 'way forward' providing a strong foundation upon which RIMPA has been built and continues to grow.

This highly coveted award is the highlight of the award season and is presented to an individual who has made a significant contribution to records and information management and is the pinnacle award bestowed upon an individual within the records and information industry by RIMPA.

The nominees for this award are:

- Melanie Jones
- Nancy Taia MRIM
- Donna-Maree Findlay MRIM
- Ruth Edge ARIM
- Gail Murphy

RIMPA HALL OF FAME



The RIMPA Hall of Fame is a highly distinguished recognition bestowed upon members of the records and information management industry and honours their remarkable contributions. This award was implemented in 2019. Inductees are chosen based on their long-standing commitment and dedication to RIMPA and how they have influenced the direction of the records and information management industry. Their contributions will have impacted and inspired their peers and younger members and encouraged them to achieve their potential.


Records and information management is a central element of an organisations' governance framework, protecting the past and guiding the future. It is also interwoven in to our personal lives from our inception to our final moments. In honouring inductees' achievements in the records and information management industry, the RIMPA Hall of Fame preserves, presents and shares this heritage as an inspiration to all within the industry. The message is a valuable one that emphasises the rich rewards that are offered by striving to attain RIMPA's values; Stewardship, Integrity, Collegiality, Accountability and Renewal.

This year's inductee/s will be announced at RIMPA Live 2021.

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Why AI systems that understand **human emotions** are becoming more important in the age of the pandemic

BY KEITH DARLINGTON

During my early teenage days, I enjoyed watching a weekly television programme called “Lost in Space”. In this science fiction series, a robot, having a male identity, was used as one of the main characters. He spoke perfect English, but his speech sounded monotonic and dull – devoid of many characteristics of human speech. In short, unnatural. This depiction of robots was not uncommon at that time – perhaps film producers felt the need to reinforce the differences between humans and machines or they would not understand human emotions because they were machines.

However, in a more recent film called *Her* (released in 2014), the main character, named Theodore, uses an AI operating system that speaks a conversational language. Theodore has assigned a female gender to his operating system and named her Samantha. She talks with an empathetic, warm, human voice that is indistinguishable from a human. The machine interacts with Theodore on a very personal level, and they develop an emotionally intimate bond. So much so that he eventually falls in love with Samantha – which is nothing more than a computerised voice.

This change in anthropomorphising machines on film is mirrored by the way that AI product designers now work: many try to create systems that both detect and express human emotions. It was thought by some that this might be one of the more challenging aspects of AI because, unlike us, machines don't inherit emotions as an evolutionary trait. But, several AI systems now in operation are proving otherwise. For example, Google announced in 2018 an extension to its AI Google Assistant application^{[1][2]}. This extension can make phone calls in a range of business situations that sound convincingly like conversing with a real human being – the machine voice can understand and communicate in a natural form of human dialogue. To date, it has been successful in restaurant and hotel bookings. This technology has already been rolled out across much of the USA and other parts of the globe.

In this article, I briefly describe the need for emotional intelligence from both human and machine perspective. I also describe some applications that are used in replicating and understanding human emotions. As I discuss later, AI technologies, such as machine learning, are becoming more critical in the age of the Covid pandemic.

HUMAN EMOTIONS

Human emotions have a long evolutionary purpose for our survival as a species. They are either a reaction to an external stimulus, or a spontaneous expression of an internal thought process. Emotions like fear are often a reaction to an external stimulus. When we cross a busy road, the fear of getting run over causes our evolutionary survival mechanism to take effect. These are external causes that trigger the emotions inside our brain. However, emotions can be invoked as the result of an internal thought process. For example, If I solved a complicated mathematical differential equation, then that could make me happy due to a feeling of personal satisfaction. It may be a purely introspective action with no external cause, but solving it still triggers emotions.

MACHINE EMOTIONS

We tend not to associate machines with emotions. This is one of the reasons that they co-exist with humans so well – they reason objectively. Computers can perform logically without the irrationality and unpredictability that sometimes infects human intelligence. It's been well documented that we humans decide emotionally and justify rationally. But deciding rationally, as machines do, is not always a panacea because emotions, like empathy, can sometimes moderate decisions that could be too severe.

As one of the founding fathers of AI, Marvin Minsky^[3], once said: “The question is not whether intelligent machines can have any emotions, but whether machines can be intelligent without any emotions”. Indeed, without emotions, we would not have survived as a species, and our intelligence has improved as a result of our emotions.

Furthermore, we cannot detach our emotions from the way in which we apply our intelligence. For example, a medical clinician may decide on medical grounds that the best treatment option for a very elderly hospital patient would be a surgical procedure. However, the clinician's emotional empathy with the patient might override this view. The clinician's knowledge of the patient, such as age or other health factors, maybe enough to decide that the stress likely to be incurred by the patient is not worth the risk of the operation – and therefore, rule it out. This means that emotional intelligence, as well as technical knowledge, is being used to decide the treatment options.

Of course, machines could never feel emotions akin to humans. Nevertheless, they could simulate emotions that enable them to interact with humans in more appropriate ways. For example, Ray Kurzweil^[4] explains in his book called “How to Create a Mind”, that in theory, any neural process can be reproduced digitally in a computer. For example, sensory feelings, like feeling hot or cold, could be simulated from the environment if the machine is equipped with the appropriate sensors. However, it does not always make sense to try to replicate everything a human being feels in a machine. For example, some physiological feelings like hunger, and tiredness, are subjective feelings that alert us of the state of our body and are normally triggered by hormones and our digestive system.

A distinction should be made regarding the differences between mobile robots and a disembodied computer. The latter would need a range of emotions, perhaps much less, as it would not be able to physically interact with its environment as a robot would.

The more sensory feedback a machine could receive, the wider the range of feelings and emotions it will be able to experience.

HUMANISING THE SOUND OF AI SPEECH SYSTEMS

AI personal assistants such as Siri (Apple's natural language understanding program for the iPhone), Alexa (Amazon's virtual personal assistant), and Google Assistant (mentioned earlier), all use spoken word software to create a more convenient interface with their users. They are all fairly ubiquitous and are all adding emotion variants in their speech. The very familiar Alexa voice is continuously learning to respond to receive and respond to emotions. For example, when a customer asks Alexa for a team's rugby result, she can respond with a happy and exciting tone in her voice when telling the customer that his or her favourite rugby team has won.

It's also becoming possible to replicate a person's voice. For example, a Canadian-based company called Lyrebird^[5] has created an AI system that learns to mimic a person's voice by analyzing speech re-cordings and the corresponding text transcripts. Lyrebird's software can, as they say, "create the most realistic artificial voices in the world" —and mim-ic almost any voice. By listening at length to spoken audio, it can extrapo-late to generate completely new sentences that include the different intona-tions and emotions of each voice. Lyrebird, like so many voice recognition software systems, uses artificial neural networks for learning voice recogni-tion to transform bits of sound into speech.

UNDERSTANDING HUMAN EMOTIONS USING AI

Nowadays, AI systems are not only sounding more human-like but also understanding human emotions better. In recent years, AI has improved significantly at detecting emotions in humans through voice, body language, facial expressions, and so on. For example, voice recognition AI software systems are learning to detect human emotions through speech intonation, speech pauses, and so on, in much the same way that we detect changes in the emotional moods of our loved ones, friends, or work colleagues.



In the age of the Covid pandemic, this, along with recognising emotions from facial expressions, is paving the way for a potential boom in human emotion decoding technology because many more people are working online from home. There has been an explosion in the number of online meetings through virtual platforms like Zoom, Microsoft Teams, and Facetime to enable video conferencing, one-on-one meetings, and so on. Huge amounts of data are now becoming available for these systems to learn on through machine learning AI systems. The giant technology companies, like Amazon, Google, and Microsoft, all now offer basic emotional analysis software, whilst other companies provide specialized software for advertising products or companies recruiting new staff. The giant technology companies, like Amazon, Google, and Microsoft, all now offer basic emotional analysis software, whilst other companies provide specialized software for advertising products or recruitment.



ABOUT THE AUTHOR

I am a recently retired university lecturer in Artificial Intelligence (AI) living in Wales. My PhD was in AI specialising in explanation facilities for intelligent systems. I graduated in pure mathematics and also taught mathematics and computing during my career. I have written several books in computing and expert systems, and presented several conference and journal papers in AI related topics. My current interests include machine learning, robotics, and common sense reasoning.

THE FUTURE OF AI EMOTIONS

The belief that human emotions are off-limits to machines that work in logic, no longer carries any weight. In his book called Homo Deus, Yuval Noah Harari^[6] asserts that humans are essentially a collection of biological algorithms shaped by millions of years of evolution. This means that non-organic algorithms could replicate and even surpass everything that organic algorithms can do in human beings. One of the legacies of Covid is that conducting online meetings from home may be with us all for many years to come and through machine learning AI, they may get to understand us much better than we could ever now imagine. We can expect to hear more about emotional AI in the future.

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Information Awareness Month



IAM 2021

Information Awareness Month

Building Trust - Adaptability and Capabilities

Information awareness month provides an opportunity for industry bodies and industry practitioners to work together to celebrate the amazing and very sexy profession of managing information.

The collaboration of industry groups has evolved each year that IAM has taken place, by firming up relationships which in turn, provides additional benefits to all our members.

2020 forced the collaborative groups to celebrate IAM virtually for the first time, with 350 people logging in to what would have been many attendees first ever webinar.

2021 was organised with caution due to the uncertainty of who could attend and how, so hybrid events were a must and the concept of round table discussions hosted by each collaborative body was agreed to.

Industry bodies worked together to determine the trending issues impacting information management in 2021 and agreed that the NAA's new policy "Building Trust in the Public Record" provide guidance on the theme for this year's IAM.

Building Trust – Refers to the overarching approach from NAA and suggests stability in what we do.

Adaptability – refers to the ongoing need for IM practitioners and industry bodies to be flexible and agile.

Capabilities – It was agreed that information management practitioners had gaps in their skillsets and was to be highlighted through the two-day event.

The **IAM Booklet Building Trust, Adaptabilities And Capabilities A Collection Of Discussions held in May 2021 is now available** for members to download via the Information Awareness Month event page on the RIMPA website. Download your copy today and explore the discussion themes probed during the event held at the National Archives Australia in May.

Building Human Capital

Discussion themes: technology, diversity, embracing change and professional bodies.



A Collaborative Event hosted by

What's Missing in Education for IM practitioners

Discussion themes: consistency across IM disciplines, 'Good enough' IM education, Changing perceptions.

Information Management and Business Engagement

Discussion themes marketing information management, creating a brand, promoting and communicating services, IM involvement in enterprise Decisions, Effective engagement.

Aligning Data and Information Management

Discussion centred around Communicate consistently, Seen as leaders, concerns of issues.

Digital Preservation

Discussion themes: Skills and Resources Needed to Improve Collaboration.

Information Governance

Discussion themes: IG Drivers in 2021, Compelling Reason to Act, Protecting Information.



Building Trust in Townsville

Leave a Positive Handprint on Your Records



Finally, after 2 years we were able to hold our yearly conference and all delegates that attended were happy to once again be networking with fellow records and information professionals.

We started this conference a little different than usual with an afternoon workshop on Building a Governance Framework which was facilitated by Janine Morris from Datacom. The delegates broke into groups to get our brains thinking about what information governance is and how to create a framework in our own organisations.

We then welcomed all delegates to the conference with Welcome Drinks sponsored by ELO and Records Solutions. Owl Member made a guest appearance, and the delegates enjoyed some finger food and drinks while getting to network with other delegates from across the state.

Day two started with an address to all delegates by Meryl Bourke, the Qld Chapter President.

Our Keynote Speaker sponsored by FYB, Grant Doyle, from Execforce spoke to us about Leading High Performing Teams.

Grant spoke about group dynamics and developing the correct environment to get the best out of your team. To be a successful team you need to be motivated, have trust, honesty, respect, and commitment to try to eliminate the things that demotivate your team. "Focus on the important things", "Look for opportunities everywhere", "Keep your own score" and "Create a rhythm of accountability" were key messages to leading teams.

After a delicious morning tea which was sponsored by ZircoDATA we received a 5-minute presentation

by three RIMPA Industry Partners: CorpMem; ELO and WyldLynx.

A round table workshop was conducted, led by the Qld Chapter Council, with the delegates focusing on the topics discussed through Information Awareness Month: Information Governance, Building Human Capital, Digital Transformation, Business Engagement for Information Managers, Digital Preservation and Education Gaps for Information Managers. Each group was given suggested talking points which lead to some interesting discussions amongst the groups and varying ways to address these key focal points in our industry.

Kemal Hasandedic from Commonwealth Director of Public Prosecutions, sponsored by Objective, gave an insightful presentation on The Highlights and Pitfalls in Implementing a Governance Framework. This presentation gave the delegates real world considerations for them to take back into their workplace when developing their frameworks.

After a full morning, we were provided lunch thanks to Grace and all delegates returned refreshed and ready to listen to a case study by Karin Gerhardt from Great Barrier Reef Foundation who presented on the benefits and challenges they had in Co-Designing a Program for Land and Sea Management with the Traditional Owners of the Great Barrier Reef.

An interesting and in-depth study that shined a light on differing types of records and the obstacles that are faced in managing these and the satisfaction that was gained when reaching ways to overcome them.

Kathryn Dyble and Dr Andrew Patch pushed the delegates to continue to think differently when they presented the second phase of Queensland State Archives Human Centred Design Project and how the research they have undertaken to better engage with stakeholders will benefit the records and information management industry in Queensland.



ABOVE (from top to bottom): Karin Gerhardt from Great Barrier Reef Foundation; Owl Member with Rainer Krause, ELO and Keith Davis, Records Solutions at the Welcome; Keynote speaker, Grant Doyle from Execforce; Bernice Hookey from MZB Empowerment. LEFT: Group photo of delegates.

“FOCUS ON THE IMPORTANT THINGS”, “LOOK FOR OPPORTUNITIES EVERYWHERE”, “KEEP YOUR OWN SCORE” AND “CREATE A RHYTHM OF ACCOUNTABILITY” WERE KEY MESSAGES TO LEADING TEAMS.



ABOVE: The delegates get their Roaring 20's on at the Networking Dinner. TOP RIGHT: The announcement of the Queensland Branch Excellence Awards, sponsored by iCognition and presented by current President, Meryl Bourke, past President, Kemal Hasandedic and name sake Chris Simpson. RIGHT: This is the Owl Member with the Queensland Branch and Chapter Council members.

Afternoon tea was again sponsored by ZircoDATA. To finish off the day we had two case studies one from Jacqueline Stockwell from Leadership Through Data on their learning session on the Use of M365 and Records Management and the second one delivered by Troy Mallie, Environmental System Solutions.

Troy works with Indigenous organisations collaboratively to implement ICT infrastructure and associated logistics to store, protect and share traditional knowledge whilst adhering to local cultural protocols. They are designed for and used by Traditional Owners to Manage Traditional Ecological Knowledge, essentially recording, managing, and sharing a diverse array of information about sites, traditional land use, stories, ceremonies, language and the seasonal connections between plants and animals.

That evening at our Networking Dinner, sponsored by EzeScan and TIMG, the delegates time travelled back to the Roaring 20's as they entered the RIMPA Casino and got to test their skills at the poker, roulette and blackjack tables. As usual everyone came dressed to impress and in theme!

During dinner, the winners of the 2020/21 Qld RIMPA Excellence Awards, sponsored by iCognition, were announced.

The winners of the Qld RIMPA Excellence Awards were:

- Chris Simpson New Professional: Jack Iddon
- Harry Haxton Outstanding Group: University of Southern Qld
- Chris Simpson Outstanding Individual: Nancy Taia MRIM

Day three kicked off with our Industry Partner presentation by Demos Gougoulas from EzeScan who gave the delegates a live demonstration on FOI Document Assembly with EzeScan.

Nicole Thorne-Vicatos from Townsville Hospital and Health Service then shared a case study on why you should not use a shipping container as a records repository and how the hospital thought outside the box when triaging and repairing the mould infected records by using the hospital morgue.

Morning tea on day three was sponsored by ACA Pacific/Kodak Alaris and was followed by Bernice Hookey from MZB Empowerment who shared her moving story with us on How to Build Positivity into Your Life while building strength and courage to help you to accomplish your goals.

Bernice was followed by Joanna Ruxton and Rachael Morley of the Great Barrier Reef Marine Park Authority, delivering a case study on how they made Historical Information on the Great Barrier Reef available to a Wider Audience.

Another thought-provoking study on dealing with records not in our normal wheelhouse, encouraging delegates to look outside the box for those records they deal with on an everyday basis.

We wrapped up the conference with an update from QSA and an update on RIMPA presented by Anne Cornish.

Lastly, but not least, RIMPA Qld would like to express another huge thank you and appreciation to our dedicated and supportive event sponsors.

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RIMPA



INTERVIEW WITH **Nancy Taia** MRIM

Nancy Taia MRIM is the Qld Branch President, the Qld Chapter Secretary and Lead of the Awards and Recognition Portfolio. She has been involved in RIMPA since 2000 and a key contributor to the direction and success of RIMPA in Queensland over the past 21 years.

1. Tell us briefly about your career...

I'm one of the lucky ones in our industry, I fell into it but chose to stay and because of that choice I've spent more than half my life loving what I do. I like to solve puzzles and to help others solve puzzles and records and information management, at its core, enables just that. I've built my knowledge through doing just about every task involved in R&IM and can honestly say it's taught me well. Without that experience I would not have been able to get to where I am today.

2. What brought you to the records, information management industry?

Like most of us in the industry I fell into my career by accident, I didn't plan it and it wasn't my childhood dream. I was 20 and looking to move out of a secretary role in a private company and my dad was dating the Manager of the Records Branch at Logan City Council. In those days you could get a job in local government through the people you knew and in September '93 I started a four-week role as a temporary Clerical Officer.

Fast forward 28 years later, and it's no longer a job but a lifelong passion. I moved through the ranks quickly from the temporary role to Records Officer, then Classifier, then Supervisor. After a short stint of 3 years as the Manager, Records and Information Management at Legal Aid Queensland, I am now an Information Management Consultant working for Records Solutions.

3. Throughout your career what has been your proudest achievement or milestone?

Helping to run a successful Qld Branch and Chapter of RIMPA over the past 21 years. I really don't remember a time when I wasn't involved in either and I'm very proud to say I have been one of the reasons we have been the RIMPA Branch of the Year for the last 10 years.

4. Who has had a significant influence on your career?

This is an easy question to answer – without a doubt Meryl Bourke. She has shown me what it is like to be a successful, strong and passionate woman. Meryl has taught me the ins and outs of navigating our industry with integrity and confidence. We worked together for 25 years and served together on the Qld Branch and Chapter Councils for the past 21 years and are still having a blast! She has been my mentor, sounding board, co-worker, boss and cheerleader, but most of all she's been my friend in this crazy journey I've travelled.

5. You have been a professional member of RIMPA since 2000. RIMPA greatly appreciates the immense contribution you have provided as a member toward the association. What do you love best about being a part of RIMPA?

Being involved in RIMPA early in my career gave me a grass roots understanding of the industry and strengthened the skills I developed while working. I've built a vast network of "sounding boards" who I can count on to give me advice on anything R&IM related. The best part is I've gained some lifelong friends.

6. Where do you see the profession heading in the next decade?

I see us moving in the same trajectory the profession started on about five years ago – moving away from compliance enforcers into business enablers. Working with business to achieve strategic objectives whilst performing R&IM by stealth. Embracing technology more, particularly across government, with increased use of AI, cloud services and collaboration tools. Taking a step back and looking with a helicopter view to see the whole picture to help our customers do their jobs better.

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