iQ

SPECIAL FEATURE:

RECOGNISE, REFLECT AND RESET
The Year That Was

+ IN THIS ISSUE

ADVANCING AND CONNECTING THE RECORDS AND INFORMATION MANAGEMENT PROFESSION

ENTERPRISE
RECORDS CAPTURE

Anyone . Anything . Anywhere

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VIEW FROM THE CHAIR

THOMAS KAUFHOLD MRIM (LIFE),
CHAIR OF THE BOARD,
RIMPA

"I AM PLEASED TO REPORT COVID-19 HAS NOT HELD RIMPA BACK THIS YEAR AND THERE HAVE BEEN SEVERAL SIGNIFICANT ACHIEVEMENTS..."

The theme of this IQ edition 'The Year That Was: Recognise, Reflect and Reset', has prompted me to reflect how RIMPA has fared over the last 12 months. This time last year I had expectations that COVID would be contained and with vaccinations being rolled out, life would return to normal. The COVID Delta strain soon put an end to these expectations, and once again RIMPA had to dance around the varied and changing COVID restrictions when planning events and meetings.

Nevertheless, I am pleased to report this has not held RIMPA back and there have been several significant achievements. These achievements are provided in more detail in our Annual Report.

However, I do wish to mention some highlights here.

■ Despite the missed revenue from RIMPA Live in 2020 we have been able to post a small profit for 2020/21 which is turnaround from previous years. This been achieved through prudent fiscal management and increased revenue from virtual events, workshops and webinars.

■ Earlier this year, six eager young industry practitioners formed the Young RIMPA Board. They bring a wealth of experience that belies their age. The Young RIMPA Board has quickly become a great source of new ideas and inspiration to shape the future of RIMPA and our industry. Their enthusiasm has encouraged the Board to think 'younger' and approach things from a different perspective. In 2022, we will see Young RIMPA take the lead on a range of communication activities targeted for new and young practitioners.

■ Ongoing alliance with ALIA and ASA in assessment and accreditation of Records and Information courses across three universities.

■ Over 100 workshops and 40 webinars were delivered from October to September with 662 participants on various topics and themes.

■ Full time employment of a Trainer/Assessor and engagement of a content writer to assist with the development of RIMPA VET courses.

In this edition of the IQ, you will find an interview with David Fricker, Director General of the National Archives of Australia. David will leave his position at the end of December 2021 after ten years at the helm. It was indeed a privilege for me to interview David to reflect on his achievements for the last ten years in the job, as much has changed over that time.

A recent survey of members indicated that a majority knew very little about their Board members. If you missed the recent webinar where Board Members were interviewed by our General Manager, Anne Cornish, you can read and learn more about the diverse range of professionals at the helm of RIMPA in the featured article "Meet the Board: Engaging Minds, Empowering Success on page 12.

Other topical and informative articles in line with the theme include:

■ Special Feature: The Year That Was: Recognise, Reflect And Reset By Linda Shave

■ Queensland Branch 45 Years Young

■ Looking back through the Rear Window by Craig Grimestad

I would also like to recognise the services of David Pryde Life MRIM, as previous Chair of RIMPA and over a decade of service as Director for the NZ Branch.

Due to the New Zealand Branch recently changing to a Chapter, New Zealand can no longer be represented at Board level under our Constitution. David's passion and steadfast advice and input will be sadly missed. However, I am certain David will continue to remain involved in RIMPA at a significant level and look forward to seeing what he does next.

In closing I wish you all the best for the upcoming festive season and the enjoyment of coming together with dear friends and family. May 2022 become a prosperous and positive year.

MEMBER UPDATE

NEW CORPORATE COMPANIES

ACT
Austrade

Australian Institute of Aboriginal and Torres Strait Islander Studies

Department of Foreign Affairs and Trade

NSW
Port Stephens Council

Westfund Ltd

Uniting Church In Australia, Synod of NSW and the ACT

Special Broadcasting Service (SBS)

North Sydney Council

NZ
Secured Signing Limited

Clutha District Council

QLD
City Parklands Services Pty Ltd

SA / NT
City of Marion

VIC / TAS
Glenorchy City Council

GOTAFE

Australian Charities and Not-for-profits Commission

Future Fund Management Agency

Royal Botanic Gardens Victoria

The Transport Accident Commission (TAC)

Welcome to our new Members

It is so good to be a member of RIMPA. Professional members now have full access to all ASNZ ISO Information Standards via a RIMPA portal as a member benefit.

To gain access and find out more contact admin@rimpa.com.au

WA
LARIS, School of Media, Creative Arts & Social Inquiry, Curtin University

NEW INDIVIDUALS

ACT
Holly Baker - iCognition

NSW
Alex Falkiner (1st Year Student)

NZ
Rachel Bell – Kristin School

QLD
Gemma Rowe (1st Year Student)

Daryl Diesto

Jack Iddon - The Uniting Church in Australia, Queensland Synod

Bithiah Alley

Sheree Power - Services Australia

Karen Dalli - Jacobs Engineering Pty Ltd

VIC / TAS
Damien Matcham - N/a DVA Veteran on DVA Pension

David Trafford (1st Year Student)

Louisa O'Donnell (1st Year Student)

Christine Obery - Monash University

WA
Nadia Walton (1st Year Student) - Curtin University Student

Gail Murphy - Information Enterprises Australia Pty Ltd

CHINA
Dong Shunan (1st Year Student) - Renmin University of China

Join RIMPA today and become part of a growing community of records management professionals, access a wide range of training programs, webinars, discounts and more.

Visit rimpa.com.au **RIMPA**

We welcome one of our largest corporate members to RIMPA in this edition with 60 nominees!

Information Management Services, Department of Corporate and Digital Development, Northern Territory Government

Who are they? provide records management strategic, systems and operational support to Northern Territory Government client agencies, to ensure compliance with the Northern Territory's Information Act. Comprising of several streams – Executive and Governance; Records Management; Records Centre Operations and Support; Appraisal and Disposal; Training; and Projects. The team ensure security, the appropriate creation, appraisal and destruction of records and the maintenance of best practice record keeping methods, using the approved record keeping system Territory Records Manager (TRM)

The Information Management Services team enjoys regular morning tea and having fun for fundraising **– as can be seen celebrating 'Footy Colours Day' (right) and 'Crazy Hair Day' (below).**

Document Outsourcing Services Market Outlook 2021 Pricing Strategy, Industry Latest News, Top Company Analysis, Research Report Analysis and Share by Forecast 2030

Prominent market research company Future Market Insights infers that the global document outsourcing services market shall expand at a CAGR of 3% between 2020 and 2030.

The COVID-19 outbreak has compelled business organizations to institute remote working arrangements, requiring remote communication, preparation of paperless documents, tax filings and payroll processes. All these procedures have compelled companies to shift to virtual platforms, resulting in an uptake of document outsourcing services.

Besides the pandemic, a general requirement to streamline business operations has prompted small, medium and large-scale corporations to invest a major chunk of their revenue in document outsourcing services. All these factors are acting as growth catalysts for the market during the forecast period.

The banking, financial services and insurance (BFSI) sector has effectively adopted document outsourcing services, owing to the voluminous nature of its operations.

Looking at the nature of its operations, adoption of document outsourcing services has risen exponentially in the past and will continue to do so across the forecast period.

KEY TAKEAWAYS FROM FMI'S DOCUMENT OUTSOURCING SERVICES MARKET:

■ By service type, document processing shall gain traction by 1.5x until 2030. Need for greater regulatory compliance across key industries such as healthcare and insurance is leading to an update in demand for document processing.

■ BFSI segment shall dominate the global document outsourcing market. However, healthcare is witnessing a rapid surge in document outsourcing services adoption due to COVID-19.

■ Small and medium enterprises are effectively leveraging the document outsourcing services platform, given the need to enhance operational efficiencies.

■ North America will remain the market hegemon throughout the forecast period while East Asia and Europe shall generate lucrative growth opportunities.

Article originally appeared and sourced from: https://marketresearchblog. org/2021/10/document-outsourcing-services-market-outlook-2021-pricing-strategy-industry-latest-news-top-company-analysis-research-report-analysis-and-share-by-forecast-2030/

Resources: www.futuremarketinsights. com/reports/document-outsourcing-services-market

Update from Public Record Office Victoria

The Information Management Maturity Assessment Program (IMMAP) report for 2019-20 was published earlier this year and is available on our website.

The IMMAP 2019-20 report maps the state of information management (IM) across eight departments and two agencies within the Victorian government. It is the third IMMAP report to be issued and flags IM strengths and weaknesses as noted by participating organisations across the four dimensions of people, organisation, information lifecycle and quality, and business processes and systems.

We found that machinery of government (MOG) changes, technological changes, and the COVID-19 pandemic have strongly impacted prioritisation and resourcing available for IM activities this assessment cycle.

As a result, the maturity levels this cycle were similar to and in some cases less than the levels achieved in the last assessment cycle.

We also found that Departments and agencies with a strong digital focus and investment appear to have transitioned to remote working more smoothly than others, partially due to business processes already being embedded within a digital environment.

Regular review, reporting and management of identified gaps or risks as part of a dedicated and resourced program of work are essential to improve IM maturity.

Read through the rest of the findings or find the full report at prov.vic.gov.au.

LEFT: Director General of the NAA David Fricker
RIGHT: Thomas Kaufhold Chair of RIMPA
PHOTO CREDIT: Stepehen Fox, NAA

SIT DOWN WITH

David Fricker

Interview with the Director General, National Archives of Australia

RIMPA's Chair, Thomas Kaufhold, took the opportunity to speak with David Fricker about the highlights and challenges during his 10-year term as Director General at the National Archives Australia, and about his future plans moving forward.

TK: After a decade as head of the National Archives what do you see as the highlights for the Archives and areas where more could have been done?

DF: A definite high point for me was the Adelaide Tandanya Declaration. The Declaration was made when the International Council on Archives and the National Archives hosted the international 'Indigenous Matters Summit, See Us, Hear Us, Walk with Us: challenging and decolonising the archive', at the Tandanya National Aboriginal Cultural Institute, in Adelaide in October 2019.

The Declaration was the product of a great deal of collaboration across the membership of the International Council on Archives, drawing specifically on the experience and knowledge of first nations archivists, including our own Phyllis Williams PSM from the National Archives. The Declaration sets forth a list of commitments for all jurisdictional archives to embrace Indigenous worldviews and methods of creating, sharing and preserving valued knowledge; to

open the meaning of public archives to Indigenous interpretations; bring new dynamics of spirituality, ecology and Indigenous philosophy into the European traditions of archival memory; and support fair and healing remembrance of colonial encounters.

In response, the National Archives of Australia has just published 'Our Way: Aboriginal and Torres Strait Islander Protocols' to guide its way forward on Indigenous community engagement and records management.

This is a high point for me in the development of the National Archives of Australia, but it also responds to the other half of your question regarding what more needs to be done. I feel the urgency to confront institutional bias that exists in our administration of Australia's national record. That said, I'm encouraged by the fact that archivists and records managers around the world can unite around an agenda that will address the present shortcomings in our approach to managing indigenous archives.

> **"OUR CURRENT LEGISLATION, THE COMMONWEALTH ARCHIVES ACT 1983 WAS DRAFTED IN THE ERA OF MAINFRAME COMPUTERS AND PAPER-BASED RECORDS MANAGEMENT. THE CONCEPT OF ANYTHING LIKE THE INTERNET WAS THE STUFF OF SCIENCE FICTION..."**

TK: What do you think the one thing the National Archives needs the most to be more effective in carrying out its mandate?

DF: Well, I'm sure you would expect me to run through a long list of things I'd like to see – more staff, more technology, a purpose-built public building all come to mind. However, none of these is right at the top of my list; we already have great staff, leading edge technology and a creative team making best use of the buildings that we have. For me right now I think we most need new legislation.

Our current legislation, the Commonwealth Archives Act 1983 was drafted in the era of mainframe computers and paper-based records management. The concept of anything like the Internet was the stuff of science fiction, and the business of government was still a very monolithic and siloed affair without the blurred lines that we now see between the public sector, corporate sector and civil society engaged in the delivery of government funded programs. The legislation we have was written for that time, and is no longer fit for purpose.

"WE ALSO NEED TO FIND WHATEVER PLATFORM WE CAN TO ENCOURAGE MORE INVESTMENT IN INFORMATION GOVERNANCE AS AN ESSENTIAL ELEMENT OF ANY AI STRATEGY."

The National Archives of Australia has a primary purpose to connect Australians with evidence of the nation's past. To accomplish this, it needs modernised legislation that clearly prescribes functions and powers for the creation, preservation and access to Commonwealth records, recognising the hyper-connected digital environment of 21st century Australia.

TK: Capturing the true record for future use has always been challenging and it is becoming increasingly so with no sign of abating. Do we need a fundamental rethink about how we approach or how we manage information, for example are the Records Management Standards ISO 15489 still fit for purpose?

BK: Thanks to RIMPA and other like-minded organisations we never stop thinking about this challenge, so I suppose I'd say we don't need a fundamental rethink, but we need to continue the evolution of our thinking. I think standards like ISO 15489 still serve us well and provide a good foundation for record-keeping, but truly professional practice is a lot more than a basic application of a standard - it also needs expertise, business knowledge and professional judgement. It's easy to capture a record, but your question quite rightly reminds us that we're also trying to anticipate the future use of the record, and this is the essence of the challenge we face and why we need to continuously evolve our thinking.

The 'true record for the future' is in many ways a slippery concept, because none of us have been to the future yet and we don't know what its version of the truth will be or what records will be required to reveal it. Nor do we know the technology or methods that will be used to derive meaning from the

records. For example, today a great deal of research is being undertaken into records about Australia's First Nations, for truth-telling and reconciliation. On another theme, a wide range of records are being used to understand climate change. In both cases the records were originally made for quite different administrative purposes, and the truths we are now seeking were not even contemplated at the time by the record creators.

In order for us to capture and preserve true records for future use, it requires records managers to have a strong understanding of the functions and business transactions of their organisation, as well as an appreciation of the social context within which the organisation operates. It also requires imagination to foresee how the future may need to make its own observations of our present and capture enough context around the records to inform those observations.

TK: In recent times there has been considerable focus and debate on artificial intelligence/machine learning to handle the information chaos that we are experiencing. Is this really a solution?

DF: I think the progressive introduction of AI as an element of information management is inevitable; a part an irreversible trend toward more automation.

AI and machine learning are not new technologies, but they are advancing in leaps and bounds now due to the explosion in data accumulation by organisations.

This progressive uptake of AI imposes a particularly important responsibility onto records and information managers. The underlying principle of machine learning is that

the automated process is constantly learning from the data that it has available to it; hence the outcomes assessed as 'right' or 'wrong' will only reflect the patterns that can be found in the data, with statistically common patterns being 'right' and anomalous or rare patterns being 'wrong'. The algorithms encoded in the software may be very clever, but the understanding of the real-world context will be skewed by any bias or misrepresentations in the underlying data. Particularly in the Government sector, there is a real risk that government services using AI technology will lack 'human' values, and privilege some parts of the community while further marginalising others; and the longer this goes on the more bias will be re-enforced.

I think this is a real and immediate concern for the RIM profession. We need to ensure that the information feeding automated processes is unbiased, properly described, fully representative and subject to ongoing governance. We also need to find whatever platform we can to encourage more investment in information governance as an essential element of any AI strategy.

TK: Lastly, what are your plans for the future?

DF: For the immediate future, I'm looking forward to some down time, hopefully enjoying some post-COVID travel and rediscovering some old hobbies – music and chess.

I still have a year to run as President of the International Council on Archives, and a further term on the UNESCO Memory of the World International Advisory Committee; two roles that I really enjoy and will keep me busy. Longer term I would like to stay involved in our professional community, so keep a friendly eye out for that old bloke sitting up the back of the next RIMPA Live event – it could be me!

> For more information on the National Archives of Australia, visit www.naa.gov.au

RIMPA
2020–2021
Annual Report

BY THOMAS KAUFHOLD MIRM (LIFE), CHAIR OF THE BOARD

For RIMPA, this last year has been a period of consolidation in adapting to operating in a COVID world, and I am pleased to report that our efforts have been successful through several initiatives and improvements. The pandemic exhilarated the need to extend RIMPA's virtual footprint with enhancements to our webinar platforms and the introduction of Microsoft teams. Due to the extensive lock down periods in many states RIMPA have been able to offer vendor webinars, branch specific webinars and company webinars in addition to in person events being live streamed to members in both Australia and New Zealand. Some branches were inventive and trialled hybrid events where one speaker was live, and one was virtual.

RIMPA can announce that we have posted a small profit for 2020/21 through increased online events, training and participation, and government support, such as the Job keeper scheme and business grants. This is a turnaround from previous years, of a loss to a profit. The financials included in this report provide all the details.

A strategic objective for 2020/21 was to focus on the next generation of members. One of the actions related to this objective was the establishment of the "Young RIMPA Board". This group consists of an amazing group of people who are working towards developing podcasts and organising virtual meetings with content directly relating to members who are new to the profession. This objective also provides an opportunity for young professionals to unequivocally influence the direction of the Board.

RIMPA are working hard to establish a skilled and passionate Board that will drive the company into the future.

Some of the improvements to the Board include:

■ The appointment of three Independent Directors under revised constitutional criteria to expand the RIMPA's Board skill set. The loss of Janine Morris to maternity leave saw a gap in the areas of governance and education which have been filled by Peter Williams and Julie Apps. The RIMPA Board also identified the need for further business acumen and appointed Jeremy Manford as the third independent director.

■ Board responsibility was also on the agenda, with the establishment of portfolio leads applicable to each strategic pillar of the plan. This approach ensured that each Director and other interested persons are responsible for an aspect of RIMPA operations or area of interest. More detail on these portfolios is provided in the body of this report.

2021 witnessed a partial reincarnation of in person events for Information Awareness Month held in May. The collaborative bodies worked hard to bring industry experts together for roundtable discussions on issues and topics impacting all aspects of the industry. These discussions produced an outcome booklet for all members which will be revisited each IAM to assess progress and change.

A new revenue stream has evolved with the introduction of short training workshops covering various topics both technical and professional. Following the direction of the NAA competencies, RIMPA have expanded their offerings from 12 subject matters in 2019/20 to 22 workshops in 2020/21. The addition of a further 10 subject matters provides a variety of content for all member types. Watch for further additions in 2021/22.

Members asked for it and RIMPA were able to provide. The implementation of a formal mentoring program took place in 2020/21 with over 30 experienced mentors recruited to assist our mentees. This program is exclusive to members as an exclusive member benefit.

Several other initiatives of a strategic nature were implemented or decided in 2020/21 and include:

■ The postponement of RIMPA Live, in Canberra from October 2021 to March 2022. The ongoing COVID lockdowns occurring from June/July 2021 made the October timing unsustainable.

■ Becoming a member of the Digital Preservation Coalition to providing professional members with access to the preservation toolbox.

■ The 2021/22 strategic plan was established based on the agreed portfolios and focuses on "Increasing member pride in RIMPA". The Board elected to maintain a simple and succinct plan that allowed agility in the face of the current environment.

■ Continue to collaborate with our ASA and ALIA partners in the areas of accredited education with a focus on assisting Universities to remain viable in Information Management. RIMPA also align with InfoGov ANZ who have worked closely with RIMPA to offer joint events and presenters relating to information governance. A new alliance with DAMA is also being established and like InfoGov ANZ, DAMA have contributed both topics and speakers to RIMPA events.

The accomplishments highlighted in this report could not be achieved if it was not for our hard working and dedicated support team. My heartfelt thanks and appreciation for their efforts. I would also like to acknowledge our volunteers working at Branch and Chapter levels delivering a range of services and support to members. My thanks to the Board members who ultimately take on the responsibility of the well being of RIMPA as a company under the Corporations Act. Their commitment and energetic input have been vital to ensure that RIMPA remains viable and relevant to the records and information management community.

I commend the 2021 Annual Report to assist you to being informed for the Annual General Meeting 29 November 2021.

Library: Read the full annual report at www.rimpa.com.au

ENGAGING MINDS, EMPOWERING SUCCESS:
Meet The Board

In the background of many membership organisations there is a dedicated team of volunteer professionals, often known as "The Board", who meet regularly to shape the future direction and vision of their company. The meetings, conversations, flying minutes and strategic planning between Board members is what has structured the RIMPA of today.

BY JOANNE KANE

Now in its 52nd year of existence, change is afoot with the introduction of independent directors to the Board bringing industry insight, fresh perspectives, and a wealth of experience to allow RIMPA to evolve and grow. We sat down with the newly appointed and existing Board members from all RIMPA regions to find out who they are and what has shaped them throughout their careers.

THOMAS KAUFHOLD MRIM
Chair Of the Board / ACT Director

PORTFOLIO: Finance and Risk Committee

How long have you been involved with RIMPA?
Since 1975 when the ACT Branch was established.

Where do you see the future of the information management profession heading? What changes if any would you like to see.

Clearly information technology is still advancing rapidly, and that information is stored in an ever-increasing number of platforms which is challenging to keep up and deal with. Artificial intelligence or machine learning is now seen as a way of managing this information chaos. It may well be the case, but there is danger that while the application of artificial intelligence matures, vital records are lost, and harmful errors are made.

The Information Manager has a critical role to play in steering the application of this emerging technology forward whilst maintaining sound records management principles and standards.

Tell us 2 tips or tricks that you carry in your toolbelt of knowledge about records and information management that you would not be able to do your job without?

1. Develop your negotiation and project management skills
2. Keep up to date with information technology trends, learn the language.

Do you have a favourite quote or book that has really resonated with you?

Records Management is easy, but it is people who make it complicated. (Ross Thompson, former ACT Branch Council member, Federal Councillor RMAA)

REBBELL BARNES MRIM
New South Wales Director

PORTFOLIO: Membership and Status Lead

How long have you been involved with RIMPA?
I have been part of RIMPA for 18 years now and still love being part of the RIMPA family.

Where do you see the future of the information management profession heading? What changes if any would you like to see.

I believe the future for the information, library and knowledge professional is exciting and vibrant with endless possibilities shaped by changing technology and the changing need of our users. The challenge is to continue to grow and develop, learn, adapt, and innovate.

The quality of information available and provided, the understanding that information is an asset, and the information superhighway will create, I believe, fundamental changes in the way information is managed and used.

Tell us 2 tips or tricks that you carry in your toolbelt of knowledge about records and information management that you would not be able to do your job without?

1. Always pay attention to detail and deadlines. As custodians of the organisation's information, it is our task to ensure it is available, accurate and current for use
2. Teamwork and committed staff who understand the importance of record keeping

Do you have a favourite quote or book that has really resonated with you?

My favourite quote is "Champagne please" ......always like my Champagne.

I am partial to books about fine arts, particularly jewellery and small objects. My Grandmother gave me Thomas Rohan's book - In search of the Antique - when I was quite young. Interestingly this renowned publication was first published in 1927 by Mills and Boon.
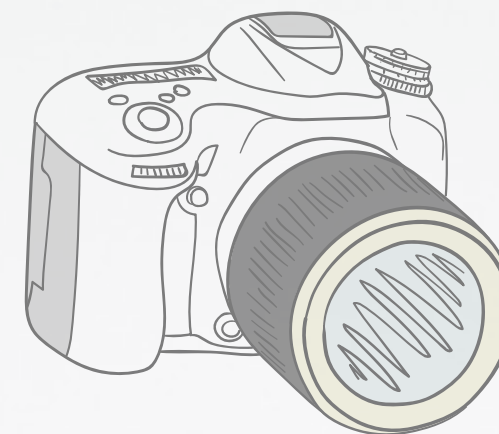
PETA SWEENEY FRIM
Vice Chair / Queensland Director

PORTFOLIO: New Professionals Lead

How long have you been involved with RIMPA?
Some days I think it was from the time when records were written in stone. Seriously I'm coming up to 25 years.

Where do you see the future of the information management profession heading? What changes if any would you like to see.

Technology has rapidly blurred the lines between data, information, records and archives and it's relatively easy to move between the IM disciplines in a way that just wasn't possible even 10 years ago. I think the profession will see more narrowing between the disciplines and a key set of foundational skills which includes technology and more modern terms. The shifts in technology and language will, hopefully, make an IM profession attractive to a younger generation.

Tell us 2 tips or tricks that you carry in your toolbelt of knowledge about records and information management that you would not be able to do your job without?

1. From discovery to description and process to management, metadata is your BFF.
2. Records management shouldn't be something you ask people to do at the end of the day.

Do you have a favourite quote or book that has really resonated with you?

Oh, I love this question, I regularly have 4 or 5 quotes pinned to my whiteboard, my 2 faves now are ...

1. At first glance it may appear too hard, look again, always look again. Mary Anne Radmacher
2. You are never too old to set another goal or to dream a new dream. C. S. Lewis

JULIE APPS LIFE FRIM
Independent Director
PORTFOLIO:
Professional Development and Education Lead

How long have you been involved with RIMPA?

I joined RIMPA in 1984.

What has been a defining moment in your career that has shaped the drive you have within the records and information management industry?

Too many to name but two that always come to mind was working with Swinburne University on establishing their Records and Information component to their Business Management course and assisting a secondary college school in developing their Records and Information component to their Business Management.

Tell us 2 tips or tricks that you carry in your toolbelt of knowledge about records and information management that you would not be able to do your job without?

1. Knowing or researching the audience before engaging.
2. Hearing (it's an art) when listening to people.

Do you have a favourite quote or book that has really resonated with you?

A great leader can inspire action through proper guidance and mentorship and uses their knowledge to educate others along the way. A great leader also practises what they preach by also "going the way".

BONITA KENNEDY ARIM
South Australia / Northern Territory Director

How long have you been involved with RIMPA?

Over 20 years.

What advice would you give to anyone considering a career in the records and information field?

Remember that compliance is important, but without engagement and an understanding of the needs of the business and the people that work within it you will never be able to achieve it.

Records Management – good records management – helps people. It helps the business; it helps people do their jobs and it potentially helps researchers in the future. If you work from that premise, you'll get a lot more engagement and therefore success.

Do you have a favourite quote or book that has really resonated with you?

In with the peach out with the green.

JEREMY MANFORD
Independent Director

How long have you been involved with RIMPA?

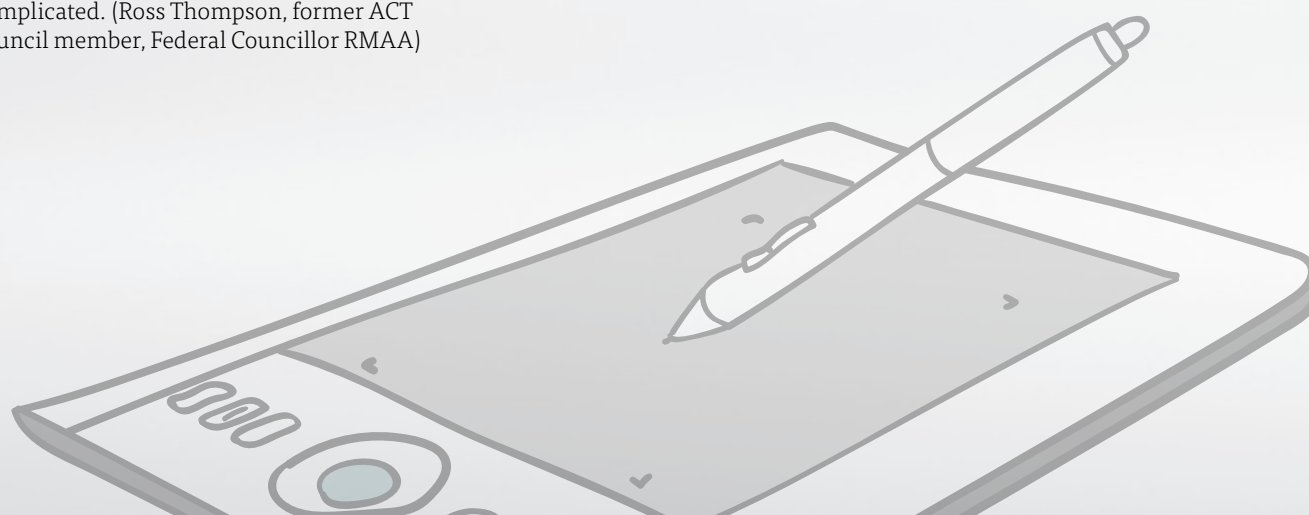I have been involved with RIMPA throughout the years since 1995.

Tell us 2 tips or tricks that you carry in your toolbelt of knowledge about records and information management that you would not be able to do your job without?

1. Consult with my team - their experience and input are critical for the delivery on our commitments to our customers.
2. Consider all options, seek advice, and consider what's best for the long term.

Do you have a favourite quote or book that has really resonated with you?

Not from a book but from my time on the boats, an old skipper once told to me.

"Focus on the task in front of you - ensure to work with everyone around you to complete the task at hand, it doesn't need to be solved by only you. Teamwork is key!"

It's a simple quote but has resonated with me for decades.

CAROLYN ATKINSON ARIM
Western Australia Director

Where do you see the future of the information management profession heading? What changes if any would you like to see?

The profession has adapted from stone tablets to paper and is now relying more and more on the digital sphere. The profession has shown that it can be flexible, but it needs to apply AI more readily and will need to keep being flexible.

What advice would you give to anyone considering a career in the records and information field?

The profession can lead you in many directions and the experiences you encounter along the way will be exciting. Never think you know everything, always endeavour to learn, think outside the square, never be afraid to ask questions, and listen to the lessons and experience of others. Be open to change as it is the only constant in life and don't be scared to challenge the status quo.

Do you have a favourite quote or book that has really resonated with you?

My two favourite quotes are: 'Your life is your garden, and your thoughts are your seeds. If your life isn't awesome, you've been watering the weeds.' Terry Prince

JOHN SIM LIFE MRIM
Victoria/Tasmania Director

How long have you been involved with RIMPA?

There is some conjecture in relation to this, I believe I first joined in 1990 when Julie Apps got me and a few others involved in getting the Victorian Local Government Chapter off the ground, but I am pretty sure the records show that as being 1992, and who can argue against what the records show! Either way, I've been a member ever since.

If you were to sit-in on a debate between records management vs information/knowledge management what would your proposition be?

I don't think it is a question of one versus the others but rather the convergence of the disciplines into a multi-faceted stream with inter and co-dependencies. Whilst many of the skills involved are transferable, there is still some specialty learning required to be proficient in all three streams. As mentioned before, regardless of where you sit, there are exciting times ahead for those that wish to dive in and take lead roles.

Do you have a favourite quote or book that has really resonated with you?

No man is an island – understand that you need to gather good people around you. Try to attract the best employees, peers, mentors, and friends that you can and achieve great things together – it's a lot more fun that way.

PETER WILLIAMS
Independent Director

How long have you been involved with RIMPA?

I've been involved with RIMPA now through my role at Loddon Shire between 3 and 4 years.

Where do you see the future of the information management profession heading? What changes if any would you like to see?

I see the Information Management profession continuing its step out of the Archive Room and further being recognised for the immense skill and value such professionals bring to organisations.

I also see more complexities coming for our industry as the growth in digital platforms where shadow information stores are being created can mean important information could be lost, with no Information Management context applied.

Do you have a favourite quote or book that has really resonated with you?

Vince Lombardi "Individual commitment to a group effort-that is what makes a teamwork, a company work, a society work, a civilization work."
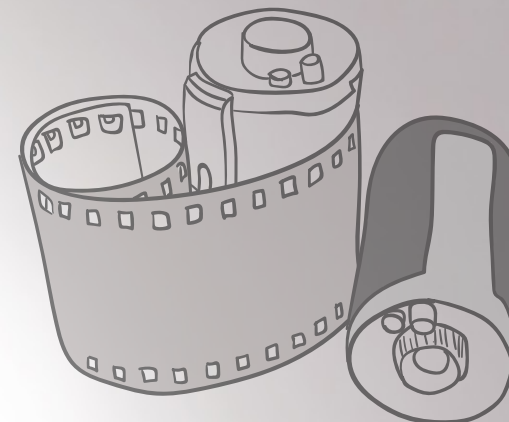
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6. Planning for Digitisation
7. Developing A Risk Management Matrix in Readiness for Digitisation
8. Archiving and Sentencing 101 - Fundamentals
9. Digital Archiving, Preservation and Continuity
10. Understanding and Developing Information Management Governance
11. Data Management and Literacy 101 – The Fundamentals
12. Identifying and Developing EDRMS Business Requirements
13. Change Management for Information Management Projects
14. Project Management for Information Management Projects
15. Developing Online Records Management Training Tools
16. Information Security – 101
17. Understanding and Applying Information Standards in The Workplace
18. Creating and Managing a Digital Framework
19. Stakeholder Engagement for Information Managers
20. Archival Preservation and Management of Physical Records
21. Writing Effective Policy

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23. Creating an information asset register

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QUEENSLAND BRANCH
45 YEARS
YOUNG

BY PETA SWEENEY MRIM

Thank you Queensland Branch members. We are so proud of your achievements 1976 – 2021	
iQ Article of the Year	3
Tom Lovett Outstanding Student	5
Pamela Hall Outstanding Group	5
J Eddis Linton Outstanding Individual	3
Jim Shepherd Vendor of the Year	4
RIMPA Branch of the Year	11
Life Members	11 (as of 2021)
Fellows	3
National Conventions	6 (1984-2017)

TOP: QLD Branch 2019-2020
ABOVE: QLD Branch Founding Fathers
(L–R) Jim Shepherd, Frank Sparks and Harry Haxton

Did you know RIMPA's Queensland Branch was 45 years young in March 2021? It all began in 1975 when the average weekly wage was $189.80, a loaf of bread cost 24¢ and a Courier Mail was 10¢, the home you lived in set you back $17,500 and fuel and electricity cost $35 a year.

Brisbane City Council had been a member of the NSW Branch for six years. After meeting with NSW's Tom Lovett in Sydney, Jim Shepherd and four other men hastily gathered those who they thought may be interested in Queensland joining the branches of the Records Management Association of Australia (RMAA) alongside New South Wales and Victoria.

A meeting was held on the 15th of January 1975 at MIM Holdings to discuss forming the Queensland Branch. Tom Lovett attended as guest speaker and provided a history of records management in Australia. Miss Burm Ford (MIM) and Jim Shepherd were co-convenors, and the meeting was attended by twenty-three eager people.

They were not all recordkeepers but ranged from administration officers, archivists, office managers, lecturers, method officers and librarians. Apart from Tom's talk, the need for a seminar on records management and the advantages of the RMAA were discussed, in addition to forming a pilot committee to get things rolling.

Five days later, on the 20th of Jan 1975 the pilot committee met for the first time. Held at the Southern Electric Authority of Queensland the pilot committee consisted of Allan Campbell, Bob Harris, Harry Haxton, Jim Shepherd and Frank Sparks. They decided to:

- Determine if affiliation with the Federal body would meet the needs of potential members.
- Hold ten workshops (excluding December / January) on the 2nd Tuesday of the month between 3:30 – 5:30.
- Use the workshops to gauge interest in, and the need for, the establishment of the Queensland Branch.

THE BRANCH HAS BEEN ABLE TO REMAIN A DYNAMIC PARTY OF RECORDKEEPING IN QUEENSLAND, WE HAVE REMAINED FLEXIBLE, CHALLENGING AND JUST A LITTLE BIT CONTROVERSIAL, ALWAYS READY TO SHARE OUR KNOWLEDGE AND DEVELOP THE RECORDKEEPERS OF THE FUTURE.

Meeting and planning were one thing, action was another. Thankfully those five men had determination in spades.

The first training workshop - retention scheduling - was held in February and the first newsletter produced in March. In the minutes of 21 April 1975, the pilot group resolved that the state colour for the newsletter would be maroon and that the Committee would meet wherever they could – often in their homes – and a special meeting was to be called to "study the RMAA Constitution". A bank account for Queensland was opened in June and by September the mailing list boasted 110 eager members.

Forging ahead the Committee started preparation for the inauguration of the Queensland Branch. This included attaining the eight Associate members required to form the Branch, so status upgrades were a priority during the latter part of the year.

The Committee also successfully advocated for a records management course at Kangaroo Point TAFE to support members who wished to gain professional status, which commenced in February 1976.

On Friday 26th March 1976, the Queensland Branch's inaugural dinner was held at Neptune's Kingdom, Fortitude Valley.

The foundation professional members were awarded their associate certificates and the inaugural Branch Council was announced, consisting of:

- **President:** Jim Shepherd
- **Vice President:** Harry Haxton
- **Secretary:** Bob Harris
- **Treasurer:** Owen Cook
- **Registrar:** Frank Sparks
- **Education:** Harry Haxton (chair)
- **Editorial:** Allan Campbell (chair)
- **Workshops:** John Gallagher (chair)
- **Membership:** Frank Sparks (chair)

In this our 45th year, it is only fitting to salute men such as Jim Shepherd, Harry Haxton and Frank Sparks and the ongoing legacy they have left behind. We appreciate those early days were not easy with a Branch of just seven strong and a modest budget of just $50.

As we look back to the vision of our founding fathers, we can say that all Queensland Branch Councils have played their part. The Branch has been able to remain a dynamic party of recordkeeping in Queensland, we have remained flexible, challenging and just a little bit controversial, always ready to share our knowledge and develop the recordkeepers of the future. The tyranny of distance Queenslanders are so used to, give rise to strong Chapters, particularly the long-standing Queensland Chapter (formerly the Local Government and Corporations Chapter) who's outreach ensures a strong and diverse member basis.

With our network of trade and industry partners that continues to grow year after year, we are very conscious of the wonderful relationship we enjoy with our industry partners and give thanks for their continued support.

Happy 45th birthday Queensland Branch!

Service Habits

Jaquie Scammell is a leader in the provision of service, and brings a wealth of knowledge and experience to this book. She has worked across a range of industries across the world, as well as working with both small and large workforces on service improvement. This is her second book relating to service.

BY SUSANNAH TINDALL
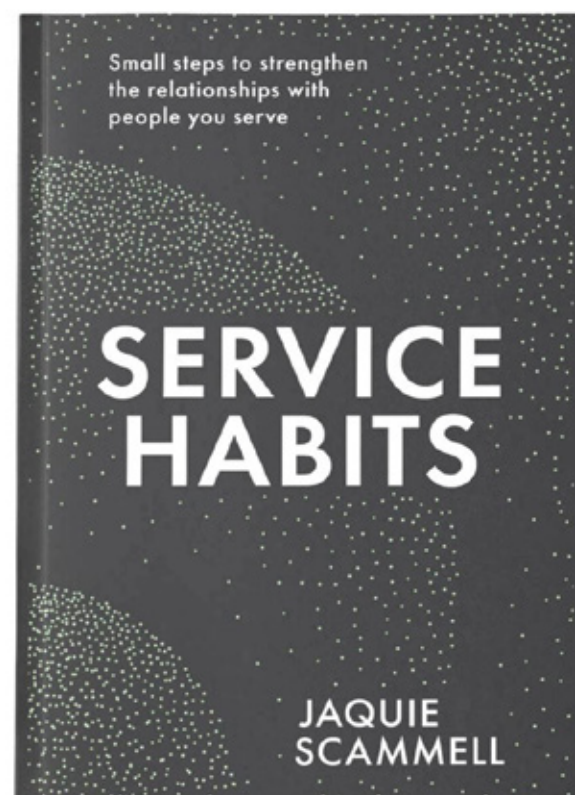
Scammell divides her book into six sections, each covering a series of 'habits' relating to a topic. This article provides a brief overview of these habits, concluding with a personal reflection.

Getting Started - "How to learn and leverage new habits" and "Breaking bad service habits"

In this first section, Scammell discusses both how to break down existing bad habits, and how to incorporate new habits into your day-to-day life. She acknowledges that both of these are not easy. In fact, learning a new habit can take around 66 days, divided into three phases - destruction, confusion and integration (pg. 11-12). In order to remove your bad habits, you must first identity them. Scammell acknowledges five key habits people can start with - trying to control the outcome, blaming others, gossiping, avoiding asking for help, and complaining (pg. 16).

Habits 1 and 2: Service fundamentals

Scammell starts this section by letting us know these two habits will be the hardest identified in this book - everything from this point will be relatively easy (pg. 22). These habits are mostly based around behaviour and mindset.

Habit 1, "Adopt a service mindset" encourages readers to consider the interactions you have with others, and how your actions might be perceived.

Habit 2, "Make it an inside job" focusses heavily on the role of service internally to an organisation. Scammell states, "You can tell a lot about an organisation by the way its employees treat each other" (pg. 36).

Habits 3 to 11: Know how you serve best

These habits cover your personal approach to serving others. Scammell starts by saying "Service is all about you: it always has been, and always will be" (pg. 48). These nine habits discuss a range of ways to improve your service, from imagining others can read your thoughts, to maintaining long-term positive service in intense environments, to managing not only yourself and your wellbeing, but also others around you.

Scammell encourages you to think about ways to "get out of your head" (pg. 48), as this will be the best way to ultimately help you to help others.

> **SCAMMELL ENCOURAGES YOU TO THINK ABOUT WAYS TO "GET OUT OF YOUR HEAD" AS THIS WILL BE THE BEST WAY TO ULTIMATELY HELP YOU TO HELP OTHERS.**

Habits 12 to 20: Learn how others want to be served

In contrast to the last series of habits, this section discusses how to utilise personal experience to develop the best methods of service. Emotions play a large role in this section, with a particular emphasis on empathy, and the harmonious role that servers have to play. Scammell provides some simple tips for better engagement with others, such as remembering names, finding common ground, and being present when conversing with others.

While we are often taught in service that 'the customer is always right', Scammell disagrees with this notion. Through practice, servers can find an outcome that benefits both parties.

Habits 21 to 26: Balance your actions when serving

This next section of habits relates to how you are perceived by others. Starting with the basics of personal appearance and demeanour, Scammell reminds us of the age-old expression, 'You never get a second chance to make a good impression'. Positive service from the outset can make the world of difference for future interactions.

Many of these examples reinforce Habits 12-20, particularly in relation to engagement with others. Scammell recognises that while service can be an exhaustive task, it is not something to temporarily put aside if something else takes priority. Losing service, even if only temporarily, can have longer effects.

Scammell gives us one final habit - "Rise above setbacks and failures". This habit centres around reflection and the need for regular assessment, adjustment, and improvement.

She reminds us to have self-awareness, and stresses that this can be both a positive and a negative, as being more self-aware can also lead to being more critical. If we notice behaviours or habits that we are unhappy with, don't treat this as a bad thing, but rather use this and build on it until it becomes more positive.

The author reminds us that service isn't something with a deadline, but rather a continual task.

Personal Reflection

Scammell starts her book with the following quote - "Who you serve is irrelevant; it's how you serve that separates the ordinary from the extraordinary". This quote easily summarises the themes of this book.

We are continually reminded that service doesn't just apply at an obvious outward level, such as in retail or hospitality, but exists across all levels of management in every profession.

The author encourages us to practice our new habits. At the end of each individual habit, she covers two topics - "Reflect now" and "Embed the habit". Specifically within "Embed the habit", Scammell gives us tasks to practice, which makes the new habits easy to adapt to not only our work environments, but also our day-to-day lives. Service doesn't just exist at work, but everywhere.

One element I enjoyed were the references to real life examples, not just where the author had success stories, but also where things did not go as expected or she wasn't following her own habits. This demonstrates the need for reflection and continual improvement, as specified in Habit 27 - Service practice.

Scammell concludes with a simple "You've got this!", demonstrating the positivity and enthusiasm exhibited throughout the book. These habits are not extreme or unreasonable to achieve - the main challenge is sticking with the habit long enough for it to become second nature. I look forward to implementing some of these habits into my own work and life.

ABOUT THE REVIEWER

Susannah Tindall (ARIM) is a new professional in Records Management. She has a Graduate Diploma in Information and Knowledge Management from Monash University and is about to complete a Master of Information Studies from Charles Sturt University. Susannah has a keen interest in the areas of automation and integration, expanding current recordkeeping capabilities to the next generation of technologies. She strives for greater user experience and continual service improvement. Susannah has been a Records Officer for Monash University since 2017.

The 9 Skills You Need to Intensify Your Leadership Impact

While some of the core elements of leadership will remain the same over time, such as creating a future vision and executing strategy, the new leadership era demands a unique collection of skills to succeed. There's no avoiding the fact that leadership is personal; it's all about relationships and communication.

BY CAROLINE KENNEDY

The findings of the 2020 Annual Leadership Development Survey Report for Training Magazine made that quite clear, coaching, and communication skills continue to be the top priority skills, along with emotional intelligence and performance management.

The survey also studied the impact of leadership character on business success, and the results were insightful. 84 per cent of high-performing organisations address leadership character compared to only 31 per cent of low-performing organisations. Where does this leave today's leaders? The answer is, confused. PwC's 23rd Annual Global CEO Survey published in 2020 reveals leaders are "struggling to know what skills they need now and in the future." It's time to get back to the heart of leadership and invest in developing the nine core skills all leaders need to intensify their impact.

Three core segments, nine skills.

Leadership used to be all about processes and deadlines, but the world has shifted significantly since the pandemic. The Fifth Industrial Revolution is here, and it has changed jobs, skill requirements, and the way we work.

The business environment is complex, and today's leaders need to be agile thinkers and people-influencers. They need to cope with rapid and unexpected change and take their teams along on the journey with them.

Leaders who are looking for a powerful differentiator in the demanding twenty-first century, master three fundamental leadership segments: leading self, leading others, and leading business.

1. LEADING SELF

The best leaders aren't those who master technical skills; they're those who have invested time in knowing themselves, knowing their values, triggers, and strengths and weaknesses. They understand how these affect their actions and

TODAY'S LEADERS NEED TO BE AGILE THINKERS AND PEOPLE-INFLUENCERS.

decisions. Leadership isn't solely about logic and reasoning. It's deeply entwined with the leader's Emotional Intelligence. Neuroscience shows that even if we're not aware of it, emotions influence every decision we make.

You can't lead others until you can lead yourself; therefore, executives need to reflect and be self-aware before successfully leading others. In doing so, they learn to manage their thoughts and actions, and they take responsibility for their decisions. They know what they stand for, which becomes the basis of their personal brand and their source of authority.

Interestingly, research shows that as a leaders power increases, perspective-taking decreases, executives make less effort to understand others' perspectives. Without this human connection, leaders will struggle to build strong, connected relationships with their people.

The three most essential skills in self-leadership are:

- Emotional intelligence: developing the skill and capacity to be in sync with yourself, your emotions and the emotions of those around you.

- Self-awareness: knowing who you are as a person and leader, and how you connect and show up in the world.

- Building authority: inspiring trust and commitment from the team.

2 - LEADING OTHERS

No leader will be able to influence their people if they don't understand them. Without empathy – understanding what matters to them and why they think or act the way they do – the leader lacks any point of leverage. Empathy enables us to relate as humans and understand if we've connected with the people we are trying to reach. A leader's role is to consider human behaviour to create high performance. Influential leaders invest time and energy into getting to know each person on their team. They evaluate individual character traits, motives, feelings, and triggers to guide people's thinking in positive directions, helping them see the common goals and map their own way. Using empathy, leaders can communicate in ways which guide people to think and act differently. When leaders understand human behaviour, they can leverage it to understand the barriers that stop people from taking action, prevent people from owning their accountability, and enable people to break limitations, fears, and concerns to move themselves to a conclusion and action.

3 - LEADING BUSINESS

The Future of Jobs report (2020), released by The World Economic Forum, outlined the essential skills the future demands of us—active problem solving, critical thinking, and self-management and adaptability skills. These all require cognitive flexibility from leaders. With the accelerating pace of business and change, leaders who can quickly pivot, and inspire their teams to follow, are the leaders who will survive into the future.

The three most essential skills in leading others are:

- Leveraging human behaviour: Understanding basic human needs and working with them to ensure they are met, no matter what changes around them.

- Influence: From a position of genuine care, triggering a thought within an individual's mind, which prompts them to an actionable conclusion.

- Empower high performance: Helping free people from limiting thoughts or beliefs and discover an exciting and mutually agreed-upon way forward.

The three most essential skills in leading business are:

- Adaptability and innovation: Leaders who can quickly adapt to change and help their teams adapt will ensure their organisations survive and thrive on disruption.

- Critical thinking: Improving leadership thinking and problem-solving skills by analysing, assessing, and rebuilding how they think.

- Creative problem-solving: Working with and involving their teams to generate new ideas and solutions actively.

The future belongs to the skilled leaders who evolve to remain relevant. The excellent news is, anyone ready to level up and thrive in this fast-paced world can acquire these skills.
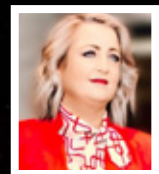
ABOUT THE AUTHOR

Caroline Kennedy, author of Lead Beyond 2030: The Nine Skills You Need to Intensify Your Leadership Impact, is an accomplished CEO and global thought leader on business and leadership. She is a highly sought-after mentor and coach to top global executives. A respected keynote speaker and author, Caroline's methods are neuroscience based to achieve rapid development and growth. For more information on Caroline's work visit www.carolinekennedy.com.au
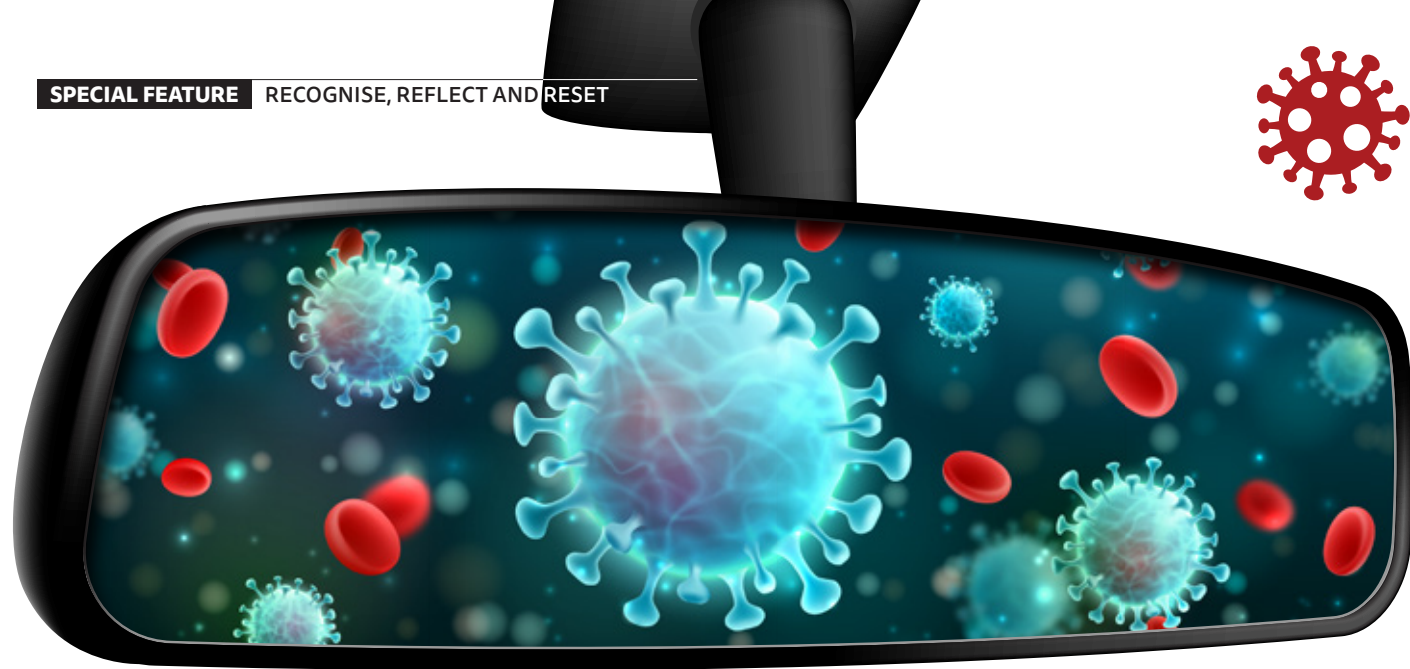
A Look in the Rear-View Mirror

I had hoped to write of great learnings from this past year about a surge of organisations upgrading their Records Management disciplines, capabilities, and compliance. Didn't happen. Surprisingly, when asked about the impact of the Covid pandemic, one company official (likely summing it up for many) responded "We didn't skip a beat".

Well, countries skipped a beat, people skipped a beat, there were a lot of skipped beats. How did many organizations not skip a beat? It was the resilience of the worker. It was the resilience of the worker leveraging and adapting to available technologies, and working through conflicts and distractions, as they transitioned to working from home.

BY CRAIG GRIMESTAD

The resilience of the worker was multi-faceted and varied depending on the individual circumstances. For those who were already working at home, full or part time, the changes and disruptions were minimal. For those who previously had been full time office workers, this was a monster, a real paradigm change. Motivated by the ability to keep their job and pay their bills, they worked hard to make it happen – and most did!

New technologies had to be learned - with proficiency. How many had heard of Zoom previously, let alone know how to use it? Videoconferencing? We had all likely done some of that. Now, videoconferencing became essential for meetings with customers, suppliers, and colleagues to conduct business. Text messaging and chats also became useful and essential in working with colleagues.

As the isolating, required, stay at home time dragged on, workers began to experience "cabin fever". How could workers preserve their mental health and wellbeing? How could workers replicate the social contacts of the office and the "water cooler" chats? Videoconferencing and technologies like Microsoft Teams, which allows for instant and ongoing communications with colleagues, became the mechanism to socialize

as well. I believe I preserved my own sanity by engaging a select few individuals that I "vent" with, as well as sharing concerns and ideas before going public. We conference periodically and set up a "group chat" where we can chat in real time about any topic, anytime. Sometimes, we will be chatting at the same time we are on a conference call or videoconferencing. We could have done this before, but it seems that the isolation has caused us all to make fuller use of the available technologies. It might even be better than the old "water cooler chats" in that you can finish your thoughts in "private" and not be concerned for who sees you and what is overheard. The down side of course is that everything is recorded, so you either need to be very guarded in what you communicate, or very confident of the confidentiality of your "team".

IT SEEMS THAT THE ISOLATION HAS CAUSED US ALL TO MAKE FULLER USE OF THE AVAILABLE TECHNOLOGIES.

Concerned for the mental health and the esprit de corps of their workforces, organizations began to address the lack of socialisation. Organisations used video conferencing to continue to celebrate individuals having major years of service milestones, going on maternity leave, or retiring. In addition to these virtual celebrations, organisations also initiated virtual "parties" and scheduling "coffee shop" time or "happy hour". This actually enhanced the esprit de corps of the workforce, as it allowed for participation of co-workers that were not in the same location, perhaps not even in the same country.

ONE OF THE REASONS COMPANIES DIDN'T SKIP A BEAT IS THAT MANY WORKERS BECAME MORE PRODUCTIVE.

One of the reasons companies didn't skip a beat is that many workers became more productive. In prior years, where office work needed to be done at the office, during office hours, time away from the office wasn't always made up for dentist appointments or doctor visits. Now, workers are inclined to work at least a full eight hours for each day, making up for any time missed. I say at least eight hours because workers may well put in extra time needed to finish a project, meet deadlines, or just avoid boredom. Some companies, including my own, actually gave extra days off to employees as a thank you for their work efforts, and endurance during this time. They tried to motivate workers to spend time away from their computer screens and to spend time on something else to promote good mental health and avoid burnout.

It is too early to know what the lasting effects will be from this isolation. It is clear however that there will be a major shift in how companies conduct business. I have heard it suggested that offices will no longer be for the performance of work, but primarily for meetings, for times when it is best to meet face to face. That will enable many companies to reduce their office space needs, a major cost saving.

Of course most work-a- homers pay their own phone bills, internet access costs, and the electrical costs for computers, monitors and printers. I had a manager advise me to turn off my monitors when not in use, saying they were significant users of electricity. All of that provides more savings for companies in this work from home environment. Will companies reimburse workers for their work-at-home expenses? Will there be a requirement for work in office?

What we have seen in the rear view mirror wasn't the train wreck that many thought would have happened as they initially forecast the survivability of their company when the isolation of the pandemic began. What we have seen in the rear view mirror is an efficient, stable, and workable business model. This gives anticipation of what is to come as we transition our view to the windshield and look ahead.

ABOUT THE AUTHOR

Craig Grimestad is a senior consultant with Iron Mountain Consulting. His specialty is designing R/IM core components with a sub-specialty for R/IM auditing. Craig holds a Master of Science degree in Engineering and was the records manager for the Electro-Motive Division of General Motors where he participated in the development of the GM Corporate R/IM program, and implemented and managed Electro-Motive Division's R/IM program. He blogs to: **infogoto. com/author/cgrimestad**

The Year That Was

As an outcome of the COVID-19 pandemic, 2020 saw governments, their agencies, business, and academia recognise the value, unlock, and share data. The pandemic has compelled governments to accelerate digital transformation initiatives and improve value propositions by sharing data with other government agencies, industries, and citizens.

BY LINDA SHAVE

2021, has allowed us to reflect on 'the year that was'. It not only fast-tracked the data and the digital economy strategy . But it has also highlighted the need to incorporate the FAIR principles of findable, accessible, interoperable, and reusable data to ensure that public data can be accessed efficiently in research, communication and in the provision of crucial products and services.

2022, will pave the way for businesses, governments, and their agencies to focus on the workplace and workforce by paying more attention on the mental health and wellbeing of the workers. For some, this may take on a blended approach with both remote and office-based solutions as part of how workers will work post pandemic. For others it may be creating jobs that better align the human skills to the value chain and drive workplace productivity.

It may also require the need to upskill workers on their return to the workplace and workforce especially those impacted by mandatory long-term lockdowns, furloughs, and remote working.

CHANGES, CHALLENGES, AND THE ROAD AHEAD

The pace of change triggered by COVID-19 has radically disrupted work operations and environments. The iQ theme for this article identified five topic points for discussion on how the pandemic has impacted/affected the Records and Information Management practitioner, the profession and industry, as a whole. This article draws your attention to the five topic questions and provides the reader with links to other resources.

What significant changes have surfaced as a practitioner in response to the pandemic?

Due to many unforeseen circumstances, such as mandatory lockdowns, furloughs, working from home and skeleton staffing in the workplace, it is safe to say that RM/I professionals in business, government and their agencies have had to face new challenges and significant changes in response to the pandemic. The COVID-19 pandemic has accelerated digital transformation and the need to improve value propositions by establishing data portals to share data with other government agencies, industries, and citizens. The demand for data sharing has required governments and their agencies to review data governance.

Further, government and their agencies will be seeking to implement the data and digital economy strategy by 2025 as well as looking to move data between Edge computing and Cloud services. This has the potential to open opportunities and challenges for RM/I practitioners, government, agencies, and business to not only implement the data and digital strategy but also to look at new Edge architectures, endpoint cybersecurity, data security, integration, and automation.

> **"WE MUST NOT BE AFRAID TO PUSH BOUNDARIES; INSTEAD, WE SHOULD LEVERAGE OUR SCIENCE AND OUR TECHNOLOGY, TOGETHER WITH OUR CREATIVITY AND OUR CURIOSITY, TO SOLVE THE WORLD'S PROBLEMS"**
> **- JASON SILVA, FUTURIST, PHILOSOPHER, AND PUBLIC SPEAKER.**

2. The fast track to digital workspaces and places and the affect it has had on operations?

The fast track to digital workspaces and places has provided employees with the tools they need to improve their communication, collaboration, and connections with each other. The positive side of transforming employees working experiences is to understand how digital workspaces and places work, what it means and what the benefits are to the employee.

If implemented effectively, digital workspaces can have a positive effect on operations as well as mitigating risks, enhancing employee satisfaction and wellbeing, improving productivity and augmenting business value. Moreover, digital workspaces and places can in some circumstances have extra social and economic benefits for both the employer and the employee.

More information on the effect of digital workplaces on operations can be found in the Victorian Government Digital Workplace Strategy which provides a vision and plan for a future state digital workplace.

3. The increasing and ever-growing need for workplaces to implement mental health strategies that move beyond traditional methods to establish work, life, balance.

The COVID-19 pandemic has created uncertainty and stress, with lockdowns and increased isolation putting further pressure on workforce mental health and wellbeing. Business, government, and their agencies will start to focus on reopening and/or resetting the workforces and workplace efficiently, effectively, and safely. There is now an increasing need for workplaces to implement mental health and wellness strategies that move beyond traditional methods to establish work and life balance. Business, government, and their agencies need to protect and strengthen the mental health and wellness of their workforce.

BUSINESS, GOVERNMENT, AND THEIR AGENCIES NEED TO PROTECT AND STRENGTHEN THE MENTAL HEALTH AND WELLNESS OF THEIR WORKFORCE.

For more information on the growing need for workplaces to implement mental health strategies, you might find the 'Return on Action Report 2021' The Rising Responsibility of Business by Atlassian and PwC Australia interesting to read. The goal of the report was to better understand employee expectations around employer responses to societal issues. It identified a tipping point in how workers view the role of business in impacting the world around them and the importance of health and wellbeing.

COGNITIVE TECHNOLOGIES ARE ALREADY ON THE RISE AND WILL EVENTUALLY OVERWHELMINGLY CHANGE HOW GOVERNMENT AND THEIR AGENCIES WORK, AND THESE CHANGES WILL COME MUCH SOONER THAN EXPECTED.

4. Recognising automation for what it is and how best to adapt to it, live with it and manage it?

As mentioned, the COVID-19 pandemic has accelerated digital transformation. The rise of 5G wireless network technologies will allow access and fast connections to the internet, products, services, people, devices, drones, and autonomous vehicles. It will also pave the way for new and evolving solutions such as Edge AI computing along with other digital drivers like artificial intelligence, digitisation, and automation. Automation will bring business solutions such as robotic process automation (RPA) and intelligent automation (IA) to the workplace.

In brief, robotic-led process automation (RPA) is a way to automate routine tasks that are transactional, repetitive, and often rules based processes. RPA software robots, 'bots' for short, can interact with business applications but they must follow a highly systematic set of instructions and simple conditional logic. RPA software robots are not humanoid robots nor something that can entirely replace humans, they are however able to replicate some human cognitive functions. An RPA robot virtual workforce can automate transactional repetitive, rules-based processes usually performed by people sitting in front of computers. By interacting with applications just as a human would, these RPA robots can open email attachments, complete e-forms, record, and re-key data, and perform other tasks that mimic human actions. The RPA robot virtual workforce can be assigned to the back office thus freeing up its human counterpart to undertake more complex and rewarding tasks.

Intelligent automation (IA) on the other hand allows for the capability of automating non-routine tasks that require making decisions based on systematic consideration. Intelligent automation is underpinned by cognitive technologies which can understand natural language, recognise images, and can learn from observing humans.

When intelligent automation is integrated with robotic process automation and the use of powerful analytics, these combined cognitive technologies, result in robotic virtual agent's (also known as virtual assistants), who can either directly assist people in the performance of non-routine tasks or automate these tasks entirely. Cognitive technologies are already on the rise and will eventually overwhelmingly change how government and their agencies work, and these changes will come much sooner than expected.

For many the arrival of cognitive technologies, Edge AI and automation in the workplace will be perturbing, nonetheless, it is here to stay so there is no point fighting it. RIM professionals, business leaders as well as employees need to learn how to interact with their 'machine colleagues' and embrace the opportunities that they will bring into the future. By embracing automation, the RIM professional will be able to adapt to the new world of working thus reducing stress, anxiety and improving one's mental health and wellbeing.

The Deloitte University Press released a report from the Deloitte Centre for Government Insights, the title is 'AI-augmented government Using cognitive technologies to redesign public sector work'. It provides an excellent insight into how AI can benefit government, cognitive technologies in government work and automation choices.

5. Data vulnerability and the consequences faced to necessitate improved data security?

The exponential rise in the demand for data sharing, the availability and accessibility of data and artificial intelligence offers the business, government, and their agencies the potential to develop new business models and enhance insight generation and decision-making. As digitisation, artificial intelligence and automation are increasingly embedded into business and government models and the workplace, there is an amplified need to monitor data vulnerability and the need for digital security and protection. Data vulnerability, data loss, inappropriate use, cybersecurity, privacy, and security risks need to be thoroughly understood, and investments made in appropriate risk mitigation and issue remediation strategies.

Deloitte have an excellent section on Vulnerability Management in their publication 'Deloitte's Cyber Risk capabilities - Cyber Strategy, Secure, Vigilant, and Resilient'.

IN CONCLUSION

At the start of this article we touched upon governments, their agencies, business, and academia recognising and unlocking the value of data to improve value propositions by sharing data with other government agencies, industries, and citizens. We also reflected on 'the year that was' and how this has fast-tracked the Australian Governments 'Data and Digital Economy Strategy' and the need to incorporate the FAIR principles of findable, accessible, interoperable and reusable data.

"There is nothing glamorous about public service reform, but it matters. This crisis has given the reform agenda real momentum. The challenge to us all now is to make sure we maintain this momentum as we move forward." Mr Peter Woolcott AO, Australian Public Service Commissioner, June 2020

I agree with Mr Woolcott, now is the time to 'reset' and move forward as 2022 is fast emerging on the horizon. We need to embrace the future of artificial intelligence and intelligent automation. We need to support our RM/I professionals in adjusting to these challenges and opportunities and make sure we maintain the momentum to move forward. We need to provide encouragement to RM/I professionals, practitioners and vendors who add value as contractors, suppliers, and consultants. We need to provide inspiration to RM/I professionals and practitioners whose employment may have been impacted by the pandemic.

In 2021, we have witnessed the Tokyo Olympics and Parra Olympics and seen how the Olympians, the International Olympic Committees, the Tokyo Olympic Games Committee the City and People of Tokyo and Japan all managed to adapt and strive against all odds to provide an Olympic Games in circumstances and conditions like no other Olympics. The Tokyo Olympics proves that with determination, flexibility, creativity, cooperation, resourcefulness and meeting the challenges and adversity head on, that great things can be achieved. Millions of people around the globe have been inspired by the Olympics and I hope that if I can inspire even one person to embrace the future, and seize opportunities that change provides, then I have achieved mine. **So let us all move forward towards 2022 and RESET.**

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**

DIGITAL WORKSPACES CAN HAVE A POSITIVE EFFECT ON OPERATIONS AS WELL AS MITIGATING RISKS, ENHANCING EMPLOYEE SATISFACTION AND WELLBEING, IMPROVING PRODUCTIVITY AND AUGMENTING BUSINESS VALUE.

Retention Policies for Microsoft Teams Private Channels

One of the challenges with Private Channels in Microsoft Teams since they first launched has been retention. Now with the general availability of retention policies for private channels, this is now in the past.

BY SARA FENNAH

LEADERSHIP THROUGH DATA

Before we investigate the retention policies in more detail, let's talk about what a private channel is and why it presented retention challenges.

A Microsoft Teams team is comprised of channels. Every team has at least one channel, General, and you can add others to suit for different work streams, project phases, task types, etc etc. All members of the team have equal access to all channels. Private channels offer the opportunity to create a channel where only a subset of the Team members have access.

To facilitate this private channel, use separate storage locations than the main team. The messages are not stored in the group mailbox but in the mailboxes of the members of the private channel.

Retention policies covering mailboxes and Teams channel messages do not include these private channel messages. But now they have their own policies.
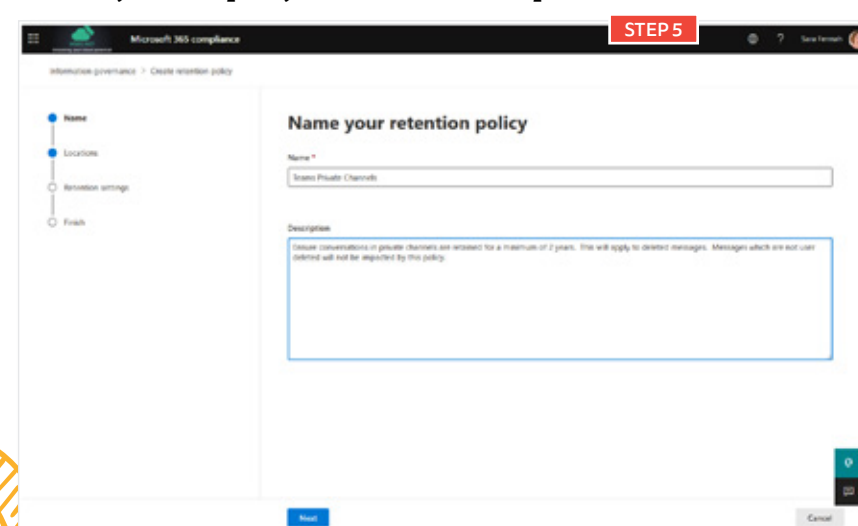
To create a retention policy for private channels:

1. Navigate to the compliance centre https://compliance.microsoft.com
2. Under Solutions select Information governance
3. Choose Retention Policies

**4. Click/tap New retention policy**

STEP 4
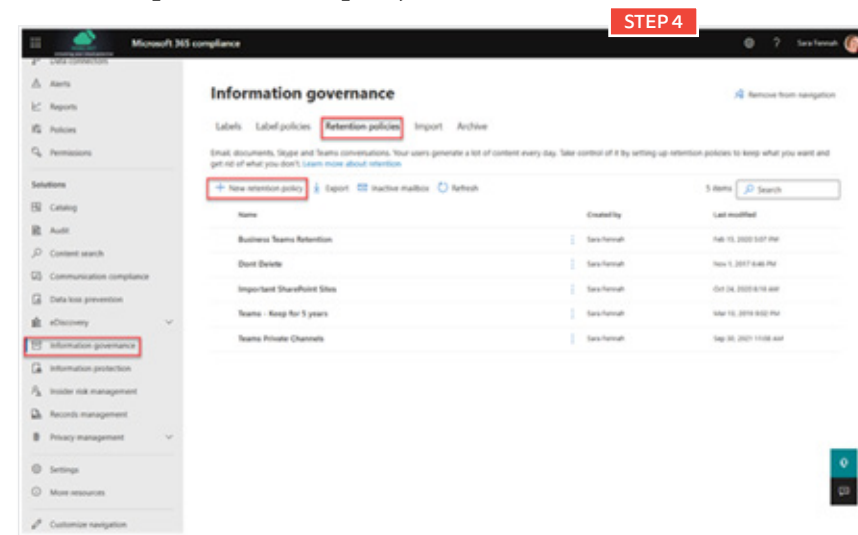
**5. Give your new policy a Name and a Description**

STEP 5

6. Click Next

7. In Locations, choose Teams private channel messages

8. **Select users to includes or exclude from the policy.** Note: when choose items to include or exclude, the options are only users, as private channel messages are held in the mailboxes of the members of the private channel, so you choose which users you wish to retain private channel messages for, NOT which channels.

STEP 8
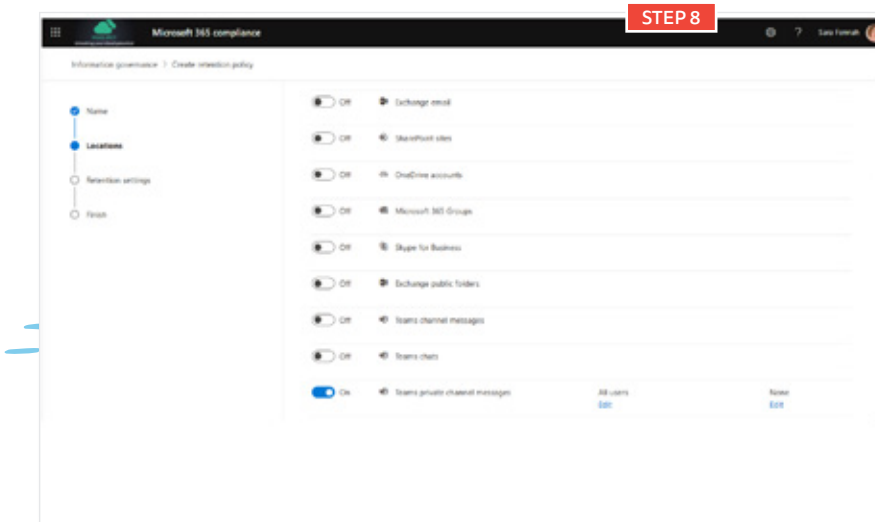
9. Click Next

10. On the **Retention settings** page choose the time messages should be retained for. These options are the same as for standard channel messages.

STEP 10
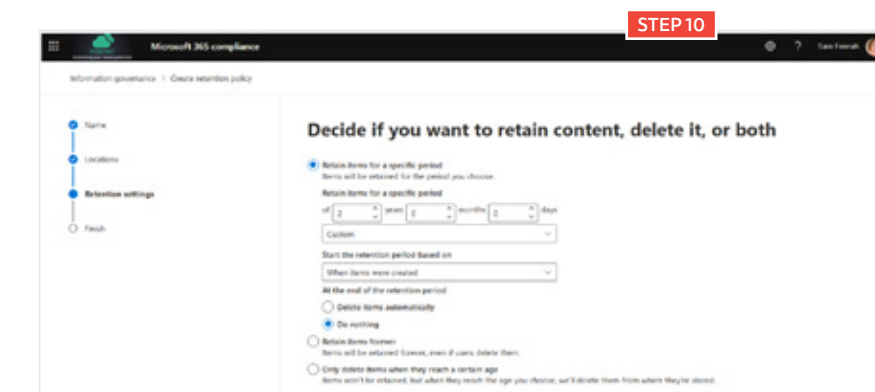
11. Click Next

12. Review the summary of the setting you have chosen on the Review and finish page then **click Submit**

STEP 12

STEP 13
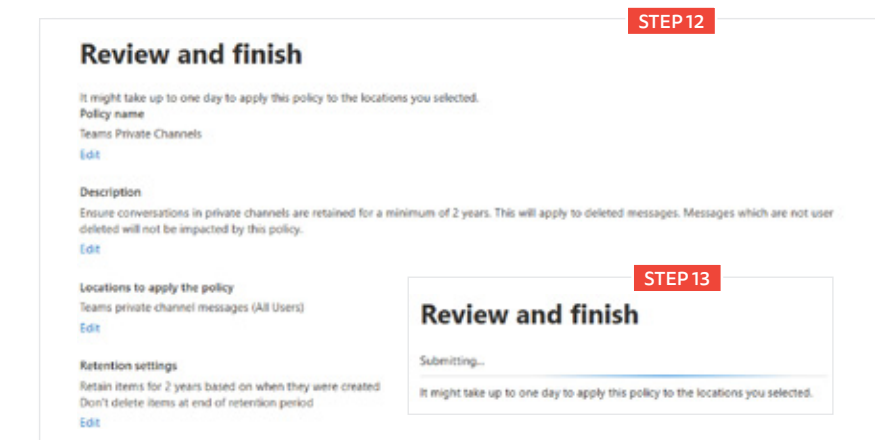
13. Wait for the submission to complete. NOTE: As shown on the submitting screen above, the policy can take up to 24hrs to come into effect.

14. Once the policy has been created and saved **click Done** on the confirmation screen. The submission process can take several minutes, so be patient!

STEP 14

DONE
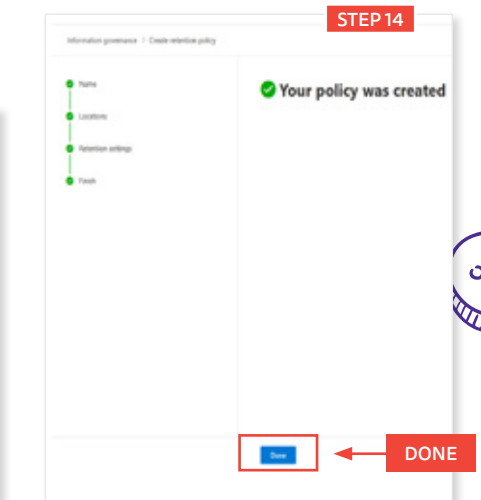
For more details on Private channels see Private channels in Microsoft Teams - Microsoft Teams | Microsoft Docs.

ENJOYED THIS BLOG?

Do you want to learn more about private channels then book a Leadership Through Data All you need to Know MS365 Teams Information Protection Course to find out more. The Course also covers Provisioning, Naming Convention, Sensitivity Labels and Features Management. It also covers MS Teams where is my data, Teams Apps, External access, Guest access and Conditional Access policy.

Leadership Through Data offer a FREE Webinar hub!
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ABOUT THE AUTHOR
Sara Fennah is a Trainer for Leadership Through Data and is a Microsoft Teams Superfan. With over 20 years' experience in training her mission in life is help make technology more accessible by increased knowledge and decreased fear. Sara holds 30+ Microsoft certifications and is Microsoft Certified Trainer status since 2008. Sara loves helping others to advance their owns skills and use of technology, whilst challenging herself to advance her own skills and expertise.

RIMPA Mentor Program

RIMPA are now offering a mentoring program free for members only, to assist records professionals at any stage of their career to increase skills and knowledge.

MENTORING BENEFITS

The benefits of the RIMPA Mentoring Program include:

- Learning from skilled mentors to reach your personal goals
- Increase your skills and knowledge
- Expand your networking reach
- Increase your profile in the records management industry
- Identify and plan self-development
- Share new ideas
- Receive articulate knowledge
- Develop professional confidence
- Reflection of our own experiences

The program is designed to provide mentees with the best matched mentor who can provide advice and skills in areas identified for advancement. The focus is on the development of the mentee's capacity, rather than just handing down advice or solutions.

The program aspires to provide both mentors and mentees with a long-term colleague with whom they can share issues and successes.

WHAT IS MENTORING?

A mentoring relationship is built on trust, in which there is an exchange of knowledge, experience and goodwill. By having someone who knows more than yourself to share advice, offer guidance and be a sounding board for your thoughts, you stand to benefit from experience beyond your own.

Whether in your career or personal life, having a mentor can be that critical influence, that could fast track your growth and development within your field.

WHAT IS A MENTOR?

Rather than learning through trial and error, a mentor is a person you can look to for direction and a role model to imitate. A mentor is someone who helps you grow your skills, make better decisions, and gain new perspectives on your life and career.

As a mentee, your mentor will leverage their experience to give you guidance on your career or life now and in the future.

With RIMPA's strong pool of experts and leaders in the records and information management, mentee's can select from over 30 experienced mentors who hold a range of skills varying in both technical and professional aspects of our careers.

RIMPA's mentors are skilled in all aspects of records and information management as well as data management, information governance, leadership and management, information architecture, content management, knowledge management, change management, stakeholder management and the list go on.

WHAT DOES THE MENTORING PROGRAM INVOLVE?

The RIMPA Mentoring Program provides each mentee with:

1. Initial orientation session between mentor and mentee to determine compatibility, capability and agreed objectives

2. Individual mentor plan - To determine activities that ensure mentoring goals are met. The mentee will complete the plan with help from the mentor

3. Phone and email access to your mentors as required throughout the agreed subscription period.

4. Assessment and editing of up to four documents developed by mentee's relating to their role objectives.

5. Provision of additional resource material outside of that offered on the RIMPA members website.

THE RIMPA MENTORING EVALUATION TIMELINE?

At the mid- point of the program (6 weeks, 3 or 6 months after commencement) mentees and mentors will complete a mid-point evaluation interview with RIMPA head office staff.

Overall program evaluation between mentor and mentee

Follow-up evaluation three months after the completion of the program to measure the success of the program

Mentor graduation ceremony to be held in conjunction with the annual RIMPA Live Convention.

RIMPA

To find out more about the RIMPA Mentoring program.
Ph: 1800 242 611

HEAR FROM OUR RECENT PARTICIPANTS

"Throughout my career, I have been privileged to have had a wonderful boss and mentor who has guided and supported me, pushed me to challenge myself (often throwing me in the deep end!) and been an amazing role model and friend. So, for me, the mentoring program is a way for me to give some of that back. The partnership with Nathan Bird has been an opportunity to share my own experiences and learnings where they may be relevant and helpful to guiding and supporting Nathan's projects and career development. Through our scheduled catch ups, mentoring has also been an opportunity for me to develop and improve my communication skills, see challenges through a different lens and build what will hopefully be a lasting friendship."

Ruth Butcher (MENTOR)

"I recently started in a newly formed Information Governance Team in a NSW state government agency. I had experience in information management but felt I needed to become an SME in records management to perform to the standard I wanted. So I applied for the mentorship program, and RIMPA paired me with Ruth Butcher, who I have worked with for just under a month. I have already learnt so much and am working on my first ever functional disposal authority. RIMPA was hands-on in setting up the program, and Ruth has been generous with her time and knowledge sharing. Ruth is a great mentor, and I can't recommend this program enough."

Nathan Bird (MENTEE)

The Enrichment Game:

A Story About Making Data More Powerful

DOUG NEEDHAM

the ENRICHMENT GAME

A Story About Making Data Powerful

People
Processes
Pieces

From the Uber app that manages your transportation to the social media application that allows you to stay in touch with your distant friends and family, it's clear that software applications run the world. Each of these applications is continuously generating data.

To win the enrichment game, organizations must take that data and do something useful with it. Organizations must understand how all this complex data can work together to answer questions, do research, provide insight, forecast the future, and recommend new ways of doing business. To do this successfully, data from one application needs to be enriched with data from other applications.

Those who can do this successfully can show data in ways that are unexpected and surprising.

The enrichment game has two goals. The first is to demonstrate the value of the data our organizations spend so much money to gather, protect, and in some cases, share. The second is to enrich the data available to a business by showing more context about the meaning of the data.

Data strategists, data architects, data scientists, business analysts, and business intelligence designers all play the game. Chief data officers oversee it, and the winner or loser of the game is the business itself.

To understand the enrichment game, we need to know how data specialists differ from software developers in their approach to data.

Software developers create applications to meet the narrow and focused needs of those who need a product developed. A business or enterprise has a portfolio of multiple applications, each meeting the needs of its customers in some unique way. Each application has a constrained set of functions, just like the individual pieces in chess. But unlike in chess, if a new set of functions is needed, a new application can be created, or new components added to the existing application. When a software developer works with data, he or she needs the data to be available to a specific application for a specific purpose.

On the other hand, data specialists want to use all applications' data holistically to further the organization's broader goals. This requires data to be available to anyone who needs it within an organization, not just within the confines of a single application. We must take the data we have and make it better and easier to use. Data Architects will design new platforms where the data can go. Data Engineers will move the data from the applications to the enrichment platform. Knowledge workers like Business Analysts and Data Scientists will create new data products. We want to use data to solve problems not identified in the original specification of the software application. The data of an organization represents both the customer and the future. Using it poorly, not using it at all, or creating data models that prevent future use cases that are known, hampers the progress that can be made with the data.

DATA STRATEGISTS, DATA ARCHITECTS, DATA SCIENTISTS, BUSINESS ANALYSTS, AND BUSINESS INTELLIGENCE DESIGNERS ALL PLAY THE GAME.

For this to happen, each application must share some subset of the data it manages. But rarely is application system data stored in a manner that is conducive to reporting and analytics. And when data specialists seek to gather that data to report on any application system, it tends to interfere with the performance of that application.

Thus, the goals of software development and data analytics may seem to be at odds. Therefore, it is always a best practice to separate operational systems from reporting systems. An operational system like an application is perfect for meeting the needs of our customers. A Reporting system takes data from various applications along with some data not created within our applications and enriches the data to create further insights about what needs our customers have.

These two goals of compartmentalization and isolation for the application developer and openness and distribution

for the data architect require a balance. Data moving from one application to another requires a governance strategy that allows for accurate data usage in both applications.

When the same data is used by more than one application and for reporting, analysis, and enrichment, the complexity increases. The main strategy for this game, like many others, is that to win you must anticipate future needs: For example, there will be questions that an application's data cannot answer in isolation. The specific demographics of the various users of an application may not be something the application itself captures. Third-party data sources may need to answer the more interesting questions that come up about your users. Additional contextual information about how people use an application is always interesting to other departments like finance and marketing. In addition to building a new application, a separate platform collects the data the application collects. This separate platform is the Enrichment platform.

Data analysts enrich the data available to a business by showing more context about the meaning of the data.

For instance, suppose there is a sudden drop in purchases in one of your stores. What context would help

you understand the causes of that drop? Was there a flood? A snowstorm? Road construction that prevents people from driving by your store. Looking at the sales data in isolation can't answer those questions. Likewise, do you have separate application systems or micro-services that perform a dedicated function for your customers? Looking at data from just a single system can only answer a limited number of questions. Enrich that data with data from other systems, and you have a completely new perspective on both your data and your customer.

The Enrichment Game seems complex, but there are some simple things to keep in mind. Knowing the pieces, the rules, the players, and the board will give you the tools to form a strategy that will win the game for you. One aspect of this is knowing which data sets are most useful to compare. The book, Good to Great, by Jim Collins (Collins 2001) describes how great companies find a single "Economic denominator," such as profit per store, profit per customer visit, or profit per employee. Their example using Fannie Mae found that the economic denominator of profit per risk-level was more useful than profit per mortgage. Their success was related to their ability to understand the risk of default in a package of mortgages better than anyone else. Although this book predates the 2008 housing crisis, the point remains. Comparing profit by these other measures is one of the differentiating factors in defining great companies.

Profit is a measure that has the potential to come from multiple applications. Store information, mortgage information, and employee information for larger companies are

THE DATA OF AN ORGANIZATION REPRESENTS BOTH THE CUSTOMER AND THE FUTURE. USING IT POORLY, NOT USING IT AT ALL, OR CREATING DATA MODELS THAT PREVENT FUTURE USE CASES THAT ARE KNOWN, HAMPERS THE PROGRESS THAT CAN BE MADE WITH THE DATA.

all stored in multiple applications. Bringing this data together and making it available to the decision-makers in a simple, easy-to-use dashboard or reporting tool is a significant amount of work.

Or it can be thought of as a game.

As with any game, there are passionate players. I have seen passionate arguments, heated discussions, and downright lies told over various topics I mention here. The game's goal is to make our data as valuable as possible to enhance the lives of our consumers, customers, and the rest of the organization.

Those of us who play this game passionately are a pleasure to work with. This is a simple game where data from one application is enriched

by data from another application or even enriched by external sources. The goal is to make the data we interact with more useful than it was before we were involved.

This is the essence of the Enrichment Game.

ENRICHMENT

What is meant by the phrase "enriching data "? According to Lexico, the word enrichment means: "the action of improving or enhancing the quality or value of something" (Oxford n.d.).

According to the book Infonomics (Laney 2018), data should be treated as an asset that could be added to a company's balance sheet. Like other assets, data can be enriched to add value to the organization as a whole. This book is about the methods, techniques, and people involved while enriching data for an organization to use.

A software application written to add value to a consumer's life does not and cannot capture all of the data that will prove useful later. An application's performance will suffer if it stores all interaction data from the user for all

time, so some weeding out of data must occur. The app does capture most of the necessary data, but questions will arise during the application's lifetime that the application itself cannot answer.

Some questions are simple: Is this a new user? How many interactions has the application had with this user? Is this a frequent user? These types of questions are relatively easy to answer as long as all of the right data is captured, such as timestamps for interactions.

Some questions are more difficult: What browser is the consumer using? What device is the user connecting from? In what ways is this user similar to other users? The answers to these questions must be found by enriching the data.

The process of enriching data makes simple data more thorough. This thorough data, by its nature, is both more interesting and more informative.

The sources of enriching a single application's data are limited only by the imagination. Some examples of other data sources that could be used to enrich data from a single application are:

- Application logs
- Other applications built by the company
- Third-party applications like Salesforce or Customer Relationship Management (CRM) software

WHEN THE SAME DATA IS USED BY MORE THAN ONE APPLICATION AND FOR REPORTING, ANALYSIS, AND ENRICHMENT, THE COMPLEXITY INCREASES.

- Statistical population data for the user's zip-code
- Social media data that the user may interact with
- Third-party data sources like credit rating agencies
- Other data brokers

Combining this data together makes each interaction the user has with a company part of a universe of data that knowledge workers can explore to look for patterns. This universe of data is called enriched data.

At a base level, knowledge workers can produce reports showing the various important metrics the company uses. Other knowledge workers, like data scientists, use this enriched data to identify new patterns, new use cases, and new opportunities.

Enrichment drives insight. Insight drives innovation.

Once you change the way humans and machines learn from the data, you change how the data can be used.

We will discuss the various "game pieces," which are sources of data used to enrich application data. Next, we will enumerate the types of other data used to enrich application data and the methods for summarizing data. Next, we will examine the different types of data workers and their roles in the Enrichment Game. We cover the movement and placement of data and the legal implications of moving data around within the enterprise. We will discuss what to do with all of this data once you have it. Finally, we will discuss if you, your organization, and your customers are ready to play the Enrichment Game.

ENRICHING DATA PROVIDES ADDITIONAL VALUE BY SHOWING MORE CONTEXTUAL INFORMATION AROUND A PARTICULAR EVENT OR TRANSACTION. HOWEVER, THE ENRICHED DATA SHOULD BE MORE USEFUL THAN IT WAS WITHOUT THE ENRICHMENT.

It all starts with knowing the pieces on the board and how they interact.

This book gives an overview of how all the pieces fit together rather than an in-depth look at any piece individually. Every topic mentioned in this book has volumes written about it already. A few Google searches with some of the key terms will give you more than enough detailed information to be reading for quite some time. I will limit the details of many of these topics and only give a brief overview of them. But I will share some of my experiences both where best practices were followed and had a positive outcome and when best practices were ignored, and the outcome was less than positive.

When enriching data, it's important not to fall into the trap of spurious correlations, or connections between things that appear to have a strong correlation but really have nothing to do with each other. In other words, correlation does not mean causation. For instance, from 1999 to 2020, the number of people who drowned after falling out of a fishing boat correlates with the marriage rate in Kentucky (Vigen n.d.). But it would be foolish to assume that either of these things caused the other or that the correlation has any meaningful significance. The same can be true of data generated by apps.

Enriching data provides additional value by showing more contextual information around a particular

your store is the main supplier for the needs of a community, knowing the phase of the moon may be useful for having some items readily available and easy to find in your store.

One piece of additional contextual information in isolation may not be useful, but enriching data from multiple sources to get a detailed picture that indicates why someone made a purchase or used your software could be quite valuable in anticipating the needs of consumers.

Enriched contextual information about your data provides additional insight into the use of that data by your users.

Our goal in discussing these things is to discuss why data, data engineers, data governance policies, data operations personnel, and the tools they need to do their job effectively need to come together in a particular way to meet the needs of the business. It will help you understand why these people, processes, procedures, and tools are needed, in what sequence they are needed, and how to bring all these things together to enrich the data that already exists within the enterprise shows the maturity of an organization. It also shows the maturity of leadership tasked with creating an enriched platform.

event or transaction. However, the enriched data should be more useful than it was without the enrichment.

Does knowing which phase the moon was in while someone bought a flashlight at their local supermarket have any predictive value? It might, if the reason for purchasing the flashlight was related to a power outage that recently occurred, and the person who bought the flashlight worked for a search and rescue operation. A full moon provides much more light available to a search and rescue operation than a new moon. While you may not anticipate search and rescue needs or even power outages if

ENRICHING DATA PROVIDES ADDITIONAL VALUE BY SHOWING MORE CONTEXTUAL INFORMATION AROUND A PARTICULAR EVENT OR TRANSACTION.

Many companies have a detailed idea of an ideal customer or customer persona for different situations. These customer personas were identified through survey data and optional questionnaires on the websites. Your company markets to certain personas. What are all the attributes you have identified for your ideal customer persona(s)? Is your ideal customer male or female? Are they a college student, or an empty nester? Do they live in a city, suburb, or rural area? How do they use your products? Do they purchase items regularly, or do they only purchase items to prepare for a trip or an adventure? Does your application capture all these attributes? How can you enrich the data you have to match data to your customer persona?

The difficulty I have seen with using these personas is that since a persona is an archetype of what a customer would look and act like, no actual purchases could be tied back to a customer persona. For example, at one company I worked, they had an ideal person for whom they created marketing material. She was a 30 something married professional mom of two children. Our application did not collect information on how many children our customers had. Also, we did not collect information on marital status or age. We could derive some of this information based on the purchase patterns, but the data in each application we were using only contained a portion of the persona information.

ABOUT THE AUTHOR
"The Data Guy" **Doug Needham** started his career as a Marine Database Administrator supporting operational systems that spanned the globe in support of the Marine Corps missions. Since then, Doug has worked as a consultant, data engineer, and data architect for enterprises of all sizes. He is currently working as a data scientist tinkering with graphs and enrichment platforms - showing others how to get more meaning from data.

NO DATA FROM ANY INDIVIDUAL APPLICATION GAVE US ENOUGH VISIBILITY TO THE CUSTOMERS' NEEDS TO RELATE PURCHASE PATTERNS TO OUR PERSONAS.

Relating purchase patterns, delivery addresses, items purchased, survey data, demographic data for the delivery location, and other things got us closer to being able to say, "Persona 1 made these types of purchases," and "Persona 2 made these other types of purchases."

Only by enriching the raw data from each application with data from our other supporting applications could we verify our persona assumptions and even tweak the persona definition based on usage patterns. No data from any individual application gave us enough visibility to the customers' needs to relate purchase patterns to our personas. Only the fully enriched set of data could begin to give us insights into our personas.

The Enrichment platform creates a dedicated place for internal analysis and the opportunity to create new and additional data products derived from an application or group of applications that your business uses to interact with consumers.

This excerpt was provided by https://technicspub.com/enrichment/

Disclaimer: This book, 'The Enrichment Game', by Doug Needham has not been endorsed by RIMPA.

How good are AI reading comprehension systems?

There are a range of successful AI reading comprehension applications in current use, although they are still a work in progress. In this article, I describe some of the problems associated with reading comprehension applications. I also give brief insights into how they work and describe some benchmark tests in use – some of which show claim performance levels exceeding human capabilities.

BY DR KEITH DARLINGTON

Reading comprehension is something we learn during our early school years. But it is an application area that is very important for AI systems because search engines can improve by delivering better answers if they can comprehend the meaning of user queries. Search engines usually answer queries by showing lists of Websites ranked according to their perceived importance. However, this may be of little benefit to a user who has to sift through long lists only to encounter many irrelevant references. Accessing precise information with its intended meaning is crucial to successful systems. There are many other uses of reading comprehension systems, such as using chatbots, virtual agents, and reading road signs in autonomous cars.

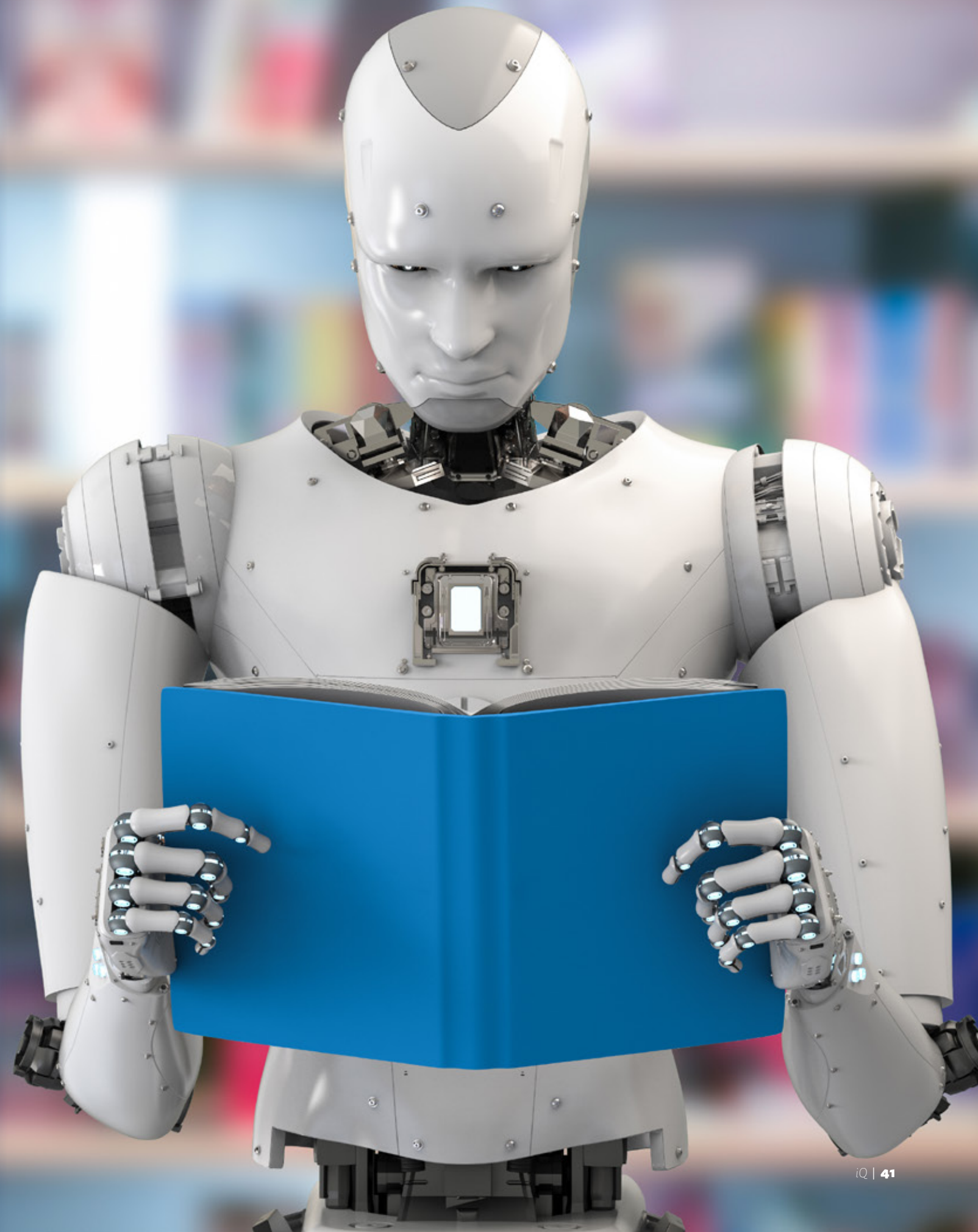Reading comprehension poses a formidable challenge for the competency of AI systems because they exemplify the chasm between humans and AI: a lack of understanding. This inability for AI systems to understand as humans do is a difference that some say is irrevocable because the machine will never understand semantics and human intentions in the same way humans do.

However, while it may be true that AI systems do not understand the meaning of language as humans do, that does not preclude them from simulating tasks that achieve certain levels of understanding. For example, suppose I said that my friend could run the 100 metres in less than 10 seconds. We would infer that my friend is a good athlete. It may be tempting to believe that the machine would need to have a similar understanding of such life events to draw the same conclusion. But answering this type of question is not beyond the capabilities of AI systems because this type of knowledge describing relationships between attainment and achievement level could be encoded and, therefore, inferences made that reflect some forms of human understanding. Tasks of this kind could be implemented, if a relatively small subset of natural language is used in a specific domain – such as chatbot sales assistants.

HOW AI READING COMPREHENSION SYSTEMS WORK

Most reading comprehension AI systems work by reading queries, comprehending, and providing answers. The user would ask questions about written sections of text in a particular document (or perhaps a search of the World Wide Web) with answers given in a presentable concise format.

READING COMPREHENSION POSES A FORMIDABLE CHALLENGE FOR THE COMPETENCY OF AI SYSTEMS BECAUSE THEY EXEMPLIFY THE CHASM BETWEEN HUMANS AND AI: A LACK OF UNDERSTANDING

There are many commercially available AI systems that can read and comprehend text at various levels of ability. Well known examples include Alexa and Siri. In the case of Alexa, a user can ask a question like: "Alexa, for how long was Lloyd George, UK Prime Minister?". Alexa might reply with an answer like: "Lloyd George was Prime Minister for five years and ten months." This is one of the simplest types of AI reading comprehension tasks because Alexa is merely extracting the relevant sections of text. The text may be read from Wikipedia documents that are related to Lloyd George and presented in a concisely re-arranged format. This type of reading comprehension is called knowledge extraction and does not require a great deal of language understanding. Other Web based systems use variations using written queries. For example, Microsoft use a Web system that allows the input of a document in one pane, the question to be asked in another and then comprehension in the third window pane on the same screen. Again, this is done mainly using knowledge extraction.

But for other queries, understanding may become a necessary pre-requisite because the meaning of the sentence may be unclear.

For example, consider the following statements:

■ **The cuddly bear doesn't fit into the basket because it is too big.**

■ **The cuddly bear doesn't fit into the basket because it is too small.**

What does "it" refer to in the first statement? Most human readers would assume it refers to the cuddly bear. But what about the bottom statement, what is "it"? In this case, we would infer from our real life understanding that "it" refers to the basket. However, this is a difficult decision for an AI to make without common-sense knowledge. Readers may recall that I described common sense knowledge in an article called "The precondition to AI humanisation – common sense reasoning". This article was published in the March 2021 issue of iQ – The RIMPA Quarterly Magazine.

There are many other problems with AI systems interpreting natural language – and they would also pose difficulties for reading comprehension AI systems.

For example, consider the ambiguity in the sentence as shown below:

■ **We saw her duck.**

This sentence could mean that the writer saw the duck belonging to the woman, or it could mean that the writer saw a woman duck from being hit by an object hurled in her direction, or it could even mean that we choose to saw (i.e., use a cutting saw) her duck in some parts. Humans would be able to answer this from the context from which the sentence is used. For example, if it were taken from a paragraph that included a previous sentence referring to an object thrown in towards the woman, then we would conclude its meaning as we saw her duck from an object thrown towards her. AI reading comprehension systems may have understanding its intended meaning from the context.

There are many other difficulties with AI comprehension including the use of aphorisms, metaphor, and understanding a writer's intentions – especially when interpreting prose and poetry. Other problems include identifying coded criticisms of others, humour, and much more.

Humans are much better prepared than machines for the formidable challenges posed by communication in natural language. This was understood in the 1960s when AI research into language translation projects began. In the early days of this research, the approaches used rule-based AI systems to build them, such as using rules of the use of nouns, verbs, and so on. This approach worked well on understanding the structure of sentences (i.e., the grammar), but failed with the semantics (i.e., the meaning of a sentence).

The systems implemented nowadays use deep learning. In such systems the learning takes place by using hundreds of thousands of paragraphs (usually from Wikipedia). The paragraph along with the questions are given as input and the output gives the deep learning network prediction of the answer. The deep learning approach outperformed humans in some comprehension tasks according to some tests that have been developed for measuring the effectiveness of AI reading comprehension systems.

TESTING

Some tests have been developed for measuring AI reading comprehension performance. One test, that has become the de-facto standard, is called the SQuAD (Stanford Question Answering Dataset) test. The test has its origins in Stanford University California and works by using paragraphs taken from Wikipedia articles. Each of these articles contain questions that are answered by paid human workers – called Mechanical Turk workers. AI systems can then be tested against the answers of these questions and compared to human or other AI reading comprehension systems.

Another success came in 2019, when Alibaba, a Chinese AI company, outperformed humans when tested on a dataset developed by Microsoft

CONCLUSIONS

AI systems are improving in reading comprehension but still lack the level of semantic understanding required to perform robustly. As with many deep learning algorithms, they work well but show signs of instability when deviating beyond their trained data sets. At present, they have some way to go before they can get close to a human level of competence. Nevertheless, they are time saving and easy to use, particularly when there is a need to comprehend sections in lengthy documents and are, like many machines learning applications, constantly improving.

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.
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INTERNATIONAL PERSPECTIVE

The Organisation-Changing Magic Of Tidying Up Your Information

BY LEANNE ROBERSTON

DOES YOUR INFORMATION SPARK JOY?

Perhaps not the first question one might ask in the world of records management and information governance, but if we suspend our cynicism and apply the seemingly light-hearted premise of organisational maven Marie Kondo and rephrase it to 'Does your information add value or risk?', we might end up with a similarly simple and inviting equation, to complement the often uninviting records-retention schedule, to help decide if one should retain or delete the information we hold.

Marie Kondo, for the uninitiated, is a Korean-born Japanese cleaning consultant, who specialises in a minimalist approach to decluttering. Often associated with simply tidying, Marie is, in my opinion, rather an advocate of encouraging people to take a qualitative approach to their lives and encouraging them to seek true value in the material world that surrounds them. The end result being, an individual discards thing of low or no value and is left only surrounded by that which 'sparks joy'.

One might question whether a similarly simple approach could work wonders in the business world and spark a flurry of information governance activity in offices across the land. Admittedly, this is an area where it is often challenging to spark any kind of tangible joy, but just imagine what might happen if every information owner in a business could feel emboldened to simply ask 'what value does this information hold' and conversely 'what risk does it hold', and from the outcome of this assessment decide whether or not information should be retained.

Clearly, as information governance professionals, we will of course squirm in our seats at the idea of such an uncovenanted approach to a process that has to navigate records-retention-managed regulatory and legislative compliance and recognise that to do so would be grossly irresponsible. But, hopefully, the real takeaway point in this is how this concept may be used to embolden information owners, who are often less informed in the hows and whys of information governance, and therefore, feel less able/willing to even begin to address the ever-increasing volume of information held by their businesses. That, with a simple set of questions, information owners may instead be encouraged and inspired to make that qualitative assessment of value versus risk.

BUT JUST IMAGINE WHAT MIGHT HAPPEN IF EVERY INFORMATION OWNER IN A BUSINESS COULD FEEL EMBOLDENED TO SIMPLY ASK 'WHAT VALUE DOES THIS INFORMATION HOLD

VALUE VS RISK

So how does one assess value, if the emphasis is to ensure the simplicity and the qualitative outcome of decision-making?

Simply put, an information owner should ask 'does this information help my business function and/or grow or would failure to retain it expose my business to reputational and/or legal repercussions?' If the answer is yes to either parts of this question, then the information holds value for you as a business and should be retained.

When it comes to risk, to make a similarly simple and qualitative assessment, a business must first understand where the risk comes from.

Primarily, businesses can expose themselves in two key ways to risk. Firstly, by failing to make the correct assessment of the value information holds, and therefore, discarding it too early and, secondly, by failing to make any assessment at all and allowing information to linger past the point of any value and exposing the business to risks in the form of audit and legal discovery.

The second part would surely be mitigated by the process of encouraging information owners to make the value/risk assessment, and therefore, only the accuracy of the retentions assessment that would remain. In many situations, information owners are well-versed in the high-ticket items and the retentions that apply, but a crucial resource for all businesses is a well-communicated records-retention schedule that all users can navigate with ease to understand the retentions requirements for their information, and therefore, be able to make the correct risk assessment.

WHERE WE CAN BE INSPIRED IS THAT WE SHOULD BE SENSITIVE TO THOSE WHO ARE NOT PART OF THE INDUSTRY

CONNECTING TO YOUR INFORMATION

In addition to the value assessment, Kondo's technique for folding clothes and storing items has also been widely celebrated. The approach ensures items are easily accessible and displayed in an orderly fashion, so that the value that you have placed upon them continues to be recognised and continues to enrich your life. And this, at the risk of extending a metaphor too far, is surely the ultimate outcome of good information governance.

Once information has been identified as valuable, it is a vital part of the process that the information is handled and stored in such a way that allows users to connect with it and use it, so its value can be actualised. Poorly organised files and folders, in both physical and electronic format, are automatically reduced in value, as users cannot effectively and efficiently navigate and interact the content.

These very issues are ultimately at the heart of the solutions provided by Office 365 and the SharePoint environment for our electronic data. If these solutions are embraced and properly applied, many of these issues will be significantly minimised and in years to come become an issue of the past.

KONDO, WON'T DO?

So, are we all in agreement that this is the new way forward?

Probably not, sadly. It may be that we are forever at the mercy of complex and detail-orientated frameworks and procedures and processes. But, perhaps, where we can be inspired is that we should be sensitive to those who are not part of the industry, those that we have to persuade to dedicate time and energy in their busy working day to help us achieve our desired results and be open to repackaging information governance in a more accessible Kondo-esque way.

As, surely, finding a way to engage information owners and making them feel part of the conversation will not only make their jobs easier, but ultimately ours too. And wouldn't that, if even for a fleeting moment, spark just a little bit of joy in your information governance world?

ABOUT THE AUTHOR

Leanne Robertson is a recipient of the IRMS New Professional Award 2020. She is Governance and Compliance Advisor at TAQA and is passionate about data protection and all things information governance.

Turning Corporate Memory into a Knowledge Asset

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Information
Everywhere

With the rise and shift to remote working, many government agencies have turned to Microsoft 365 as an easy way for users to communicate and collaborate. Yet, it is extremely important that government agencies maintain complete and accurate information of what users create, send, or receive as part of their work.

BY ANTONY BAUER

The way information is created, evaluated, captured, protected, consumed, and distributed is key to effective digital government. It can empower your agency to extract a wealth of business value from your data. It can also minimise the risks and costs of mismanaged information. The key to harnessing the benefits of digital government lies in a sound information management strategy supported by a robust governance framework.

AN EXPLOSION OF INFORMATION

While working with collaboration tools like Microsoft 365 has ensured business continuity, it has also created an explosion of information everywhere. Consider that in Microsoft Teams, 250 teams can be created per user and up to 500,000 teams can be created by a global admin. Couple this with Exchange Online and critical communications via email. How are the files being captured and conversations being recorded? Do employees spend time manually searching for files or communication they need to reference, or decisions that were made?

Microsoft Office edit online capability for Word, PowerPoint and Excel files is a great document collaboration and co-authoring tool for teams to work together remotely. At the same time, how are users enjoying a frictionless editing and co-authoring experience while controlling versions, history, and security?

Microsoft Power Automate (originally called Microsoft Flow) allows employees to create simple workflows (or flows) across multiple applications. How are organisations governing the content in these workflows?

INFORMATION EVERYWHERE

Understanding the concept that information is everywhere will ultimately lead to empowering people to make better decisions. What do we mean by information everywhere?

Information is a record, and it is defined by three key concepts: context, authenticity, and trust. A record needs to be understood in its context. It also needs to have authenticity over time. It needs to be protected and not modifiable. If it is, then we understand what those changes are. And then, ultimately, it needs to be trusted by people so that they can effectively make more informed decisions.

When we look at the 'everywhere' concept, we are looking at dispersed working environments – whether it's someone's home, office, café, and a wide variety of applications that are being used on a range of different devices. Then we look at participants and the collaboration with a range of different people, including internal and external stakeholders.

WHY DOES THIS MATTER?

Information is an asset that must be captured and harnessed as an asset. As such, it is essential that government agencies maintain complete and accurate information of what users create, send, or receive as part of their work. How do government agencies deliver the governance required while freeing users to collaborate as desired?

The first consideration should be developing and maintaining a strong information, process, and collaboration governance framework. The goal is to strengthen control over your information management practices while increasing the value of information wherever it may be stored (whether in Microsoft 365 or another Line of Business system). What you manage and how you manage it can mean the difference between a static repository and a dynamic information ecosystem.

Governance becomes the foundation upon which the information ecosystem is built and grown. It is the framework that ensures success as you address the people, policy, processes, and platform components of your digital journey. In many cases, it is the "glue" of coexisting technologies that extends the value of current IT investments and enables the interoperability and integration of line of business systems, content repositories, and business processes across government.

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 for them to make faster more informed decisions? 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?

Organisations require a frictionless user experience while information is accessible anywhere, anytime, on any device, in their application of choice, in the way that they would want to consume the content.

BETTER TOGETHER: OBJECTIVE + MICROSOFT 365.

As a Microsoft gold partner, together with 30 years of experience in designing, building and implementing software for the public sector and other highly regulated industries, Objective provides comprehensive capabilities that bring enhanced information and process governance to Microsoft products.

Both Objective and Microsoft believe that government agencies would realise significant benefits from implementing an integrated Microsoft 365/Objective ECM solution - providing both robust information governance and unparalleled collaboration.

The combination of Microsoft 365 and Objective delivers a modern, collaborative workplace where team members work in familiar applications with trusted information. Simultaneously, the broader agency benefits from a complete and accurate picture of all information.

INTEREST PEAKED?

Together, Objective and Microsoft 365 are balancing collaboration and information governance with Objective GOV365. Take a deeper dive to learn more and **download the Better Together insight paper**.

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.
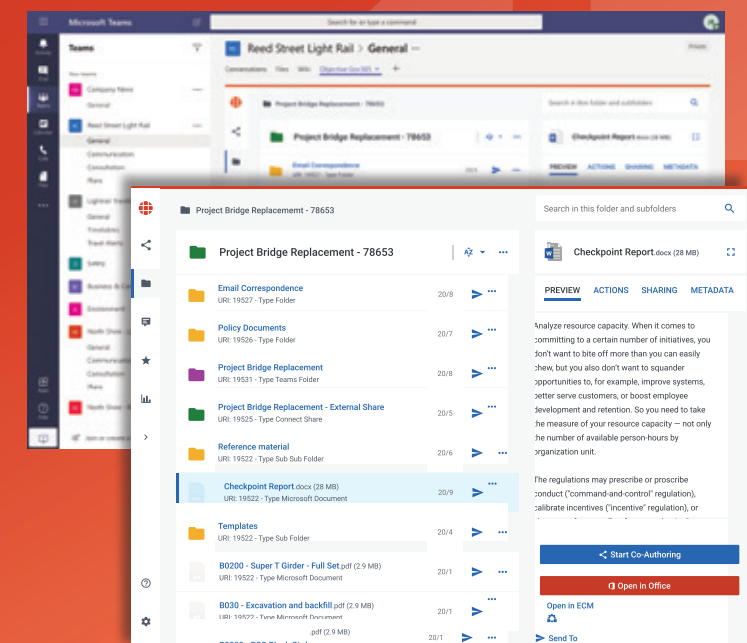
Meet the Information Management & Governance Forum
2021 AWARD WINNERS

At this year's **34th Annual Information Management and Governance Forum,** held by Micro Focus on 25-26 August 2021, six leading organisations were awarded special achievement awards for their innovative approach to records management.

BY AYLIN DINCSOY

MICRO FOCUS®

MODERNISING RECORDS MANAGEMENT SYSTEM ONTO THE CLOUD

Award: Financial Services Information Management Modernisation Award

Winner: Perpetual

Perpetual received the award for Financial Services Information Management Modernisation for transitioning their records management to Micro Focus partner iCognition's EDRMSaaS.

Perpetual had an aging TRIM system with multiple integrations that was reaching end of life. Used across the enterprise this system is considered critical as it manages vital records for clients, including trust and mortgage records. Customers, such as large banks, entrust both digital and hardcopy records to Perpetual for safe keeping and the management of funding allocation.

Perpetual considered transitioning the system to SharePoint but realised that the SharePoint Records Management solution was not well suited to managing and securing such vital records to the standards they required. They also realised that their organisation did not have the skills and experience required to manage and maintain the system. They sought a partner who could upgrade their system, including working with the Perpetual outsourcers, Fujitsu, and SharePoint support partner Ensyst to upgrade the integrations, and transition them to a highly secure cloud environment and manage the system as a service.

iCognition was selected to undertake a 'lift, shift and upgrade' of the existing system to the iCognition Cloud offering of Content Manager, EDRMSaaS. Security was a prime driver and iCognition's ability to offer ISO27001 certified services based on IRAP certified infrastructure managed that risk.

A SECURE AND MODERN NSW CROWN SOLICITOR'S OFFICE

Award: Information Management & Security Award

Winner: NSW Crown Solicitor's Office

The NSW Crown Solicitor's Office received the Information Management & Security award, for completing its move to cloud with Content Manager Select with Micro Focus implementation partners Citadel and Microsearch. The outcome was an innovative managed service solution with a content search and information retrieval solution using IDOL. This project is the latest in part of a larger program of work to modernise the NSW Crown Solicitor's Office.

The NSW Crown Solicitor's Office holds highly sensitive, protected information that requires a strong level of security. They were looking for a cloud-based solution that would give more control over the information being held on behalf of the NSW government agencies. The main requirement was to achieve Information Security Registered Assessor Program (IRAP) certification. Content Manager Select in the cloud was chosen because of its ISO 27001 certification as well as similar transitions made by other agencies including Royal Commissions in Victoria.

> CONGRATULATIONS TO ALL THE WINNERS FOR THEIR INNOVATIVE APPROACHES TO RECORDS MANAGEMENT.

In addition, the greater reliance on collaboration and working securely from any location highlighted by COVID-19 further reinforced the sensitive nature of the information being held and the need to have a secure, robust, and reliable cloud-based solution.

Michael Antonios, Program Manager, NSW Crown Solicitor's Office, said, "The NSW Crown Solicitor's Office was pleased with the rapid roll out, which saw the project delivered within one week and under budget. With Content Manager Select in the cloud, the NSW Crown Solicitor's Office now has a more secure, faster, more flexible, and more cost-effective content management solution.

All staff can now work remotely with confidence and can access Content Manager Select through an encrypted internet link that can be accessed from any device, anywhere."

NSW Crown Solicitor's Office securely modernised the capturing, finding and management of its highly sensitive and protected information - in the cloud - whilst meeting compliance obligations with the Content Manager Select solution.

AUTOMATED INFORMATION MANAGEMENT STRATEGY

Award: Technology Excellence Award

Winner: Griffith University

Griffith University were the recipients of the Technology Excellence award. The University was facing challenges with information sprawl across their Office 365 application – Teams, SharePoint, Exchange and OneDrive.

They gained control and governance of their information by implementing Office 365RMBOT, an Office 365 to Content Manager microservice that harnesses the capabilities of the Microsoft Power Automate platform with Content Manager.

With over 4,000 contracts registered between 2019-2020, there was a need to ensure the management of contracts was consistent and that they were captured as records within Content Manager. But the contract register needed to connect SharePoint to Content Manager, which led to a cloud hosted RMBOT solution created by Micro Focus partner iCognition.

Within this solution, process automation has been put in place which monitors the M365 platform for any new and updated contracts the University receives, which are then automatically captured and updated into Content Manager based on intuitive, real-time business rule decision making. This successful integration has meant that 560 contracts and 950 supporting documents have automatically been managed by the RMBOT solution in the first 6 months of use.

SAFEGUARDING AGAINST UNSECURE INTRANET FILE SHARING

Award: Modernisation Award

Winner: City Parklands Services

City Parklands Services was looking for an easy and secure method of exposing large policy and process documents to those who were external to the organisation's network.

They transformed their document management approach with SharePoint Online and integration with Content Manager to easily share content and create a secure portal for external shareholders and received the Modernisation Award.

The challenge was to update their intranet based on SharePoint 2010 with a requirement to share large documents with external stakeholders. Content management experts and Micro Focus partner WyldLynx recommended an integration with Content Manager to easily share content and create a secure portal for external shareholders.

The native integration between SharePoint and Content Manager enables City Parklands Services to manage SharePoint content and expose Content Manager content according to established business rules. This process is transparent to the user and all managed content is easily discoverable from SharePoint and Content Manager.

ELEVATED CAPTURE AND MANAGEMENT OF MS TEAMS DOCUMENTS FOR COMPLIANCE

Award: Innovation Award

Winner: WaterNSW

WaterNSW received the Innovation Award for successfully integrating MS Teams and Content Manager to manage their documents and records while meeting compliance obligations.

WaterNSW operates NSW's rivers and water supply systems, with more than 40 dams across the state. It owns and operates the largest surface and groundwater monitoring networks and has approximately 1,200 Content Manager Users.

WaterNSW needed a solution to capture information from Microsoft Teams to Content Manager, to meet compliance obligations. They utilised Micro Focus partner FYB's Teams2CM Collaborate integration, which enabled users to work from Microsoft Teams to access, update and collaborate on Content Manager information.

This connection allowed WaterNSW to meet compliance obligations under the legislation and to use Teams as a collaboration environment while having the documents transition to Content Manager seamlessly where they could be better controlled and managed.

TRUE INNOVATORS WHO WENT STRAIGHT TO THE SECURE CLOUD

Award: Customer Experience Award

Winner: Campbelltown City

Campbelltown City Council were the recipients of the Customer Experience Award and was Micro Focus partner Citadel's first customer to by-pass on-premises EDRMS solutions and go directly to the secure cloud.

The Council was seeking a scalable EDRMS software solution that could be easily accessible and offer 'anytime anywhere' access to information and provided full integration capabilities with multiple Council systems and business processes.

Their adoption of a "cloud-first" strategy with the Citadel-IX solution enabled them to migrate existing information to a secure SaaS solution to replace legacy applications. Some of the many efficiencies realised by the Council included providing an automated workflow capability for tasks and integration with Council's business processes, along with providing opportunities for collaboration with no duplication of information.

All of the sessions at Micro Focus IM&G Forum 2021, are available to **Watch on Demand**

ABOUT THE AUTHOR

Aylin Dincsoy is the Senior Marketing Manager for Information Management & Governance and Mainframe Application Modernisation for Australia and New Zealand at Micro Focus. Tasked with generating pipeline for the Sales team and awareness of Micro Focus solutions, Aylin has delivered numerous events, digital campaigns, executive roundtables, webinars, and hackathons. Aylin holds a degree in Commerce, Marketing and International Business. With over 20 years' experience in the marketing industry, Aylin has accumulated solid experience and executed the transferability of skills across industries ranging from IT, Entertainment, Security and Conferences & Events. In her spare time, Aylin enjoys whipping up new recipes, painting, travelling and reading a good book.

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STEAMATIC

Steamatic is the home of data and document recovery in Australia. For some time now, Steamatic's unique technologies have meant that invaluable data can be saved and returned to pre-loss condition when disaster strikes.
Data, information and even works of art can be saved from a wide range of mediums and formats including: books, computer print-outs, maps and technical drawings, loose sheet documents and files, hand written documents and artifacts, photographs and photographic film, motion picture film, works of art and cultural artifacts, x-rays, microfiche, magnetic tapes, optical media, computer hardware, photocopies
Contact: Mr Wayne Spence
Phone: 0413 853 981
Email: wspence@steamatic.com.au

WYLDLYNX

Wyldlynx – We take your business personally. WyldLynx provides Information Management and Governance solutions and services across the Oceania region, using a unique blend of cutting edge technology, real world experience and proven industry principles.
This allows Organisations to manage their Information, Security, Privacy and Compliance across enterprise systems with reduced risk, complexity and cost.
WyldLynx continues to move forward, and is always on the cutting edge with new technology and process innovations that can deliver better business solutions and value for our customers.
Contact: Carl Duncan
Phone: +61 421 807 762
Email: c.duncan@wyldlynx.com.au
Web: www.wyldlynx.com.au

Connect with RIMPA's Vendors.

MEET THE BOARD

Leadership and experience form the backbone of RIMPA's board.

RIMPA's Board of Directors bring decades of industry experience to the Board. The Board of Directors consists of one elected member from each Branch with a Chair elected from the Board of Directors, who formally represents the company.
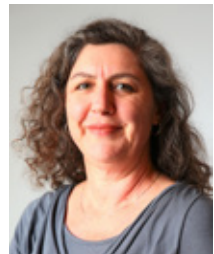
Thomas Kaufhold
B Admin, Life MRIM
Chair and ACT Director

Peta Sweeney BA(LIS)
BED MBA FRIM
Vice Chair and QLD Director

John Sim MRIM
VIC / TAS Director

Rebbell Barnes MRIM
NSW Director

Bonita Kennedy ARIM
SA/NT Director (South Australia and Northern Territory)

Carolyn Atkinson ARIM
WA Director

Peter Williams
Independant Director

Julie Apps, Life ARIM
Independant Director

Jeremy Manford
Independant Director

RIMPA HEAD OFFICE

MEET THE TEAM BEHIND THE SCENES

RIMPA

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www.rimpa.com.au

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General Manager
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Jo Kane B Bus (Tsm)
Grad DipTeach (Sec)
Cert IV (WIT)
Marketing and Event Manager/Editor iQ Magazine

Tynelle Spinner Dip.
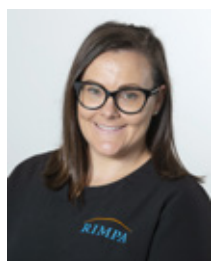(Lib&InfoServ)
Member Services Coordinator
M: 0437 464 302

Amie Brown
(B Mass Comm)
Marketing and Events Coordinator

Carly Pagotto
Marketing and Events Assistant

Munaa Said
Trainer and Assessor

Erin Cserpak
Bookkeeper

Owl Member
(Master of Information Management)
Guardian of Information Officer