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RECORDS MANAGEMENT ASSOCIATION OF AUSTRALIA

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MARCH, 1989



O H NO-O-O!!

Not another 'I want it NOW' request. I have no idea where that file (and 53 other 'lost' files) have gone to. This organisation wastes man years every year trying to find urgently required files.

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MESSAGE FROM THE FEDERAL PRESIDENT

1989 - A YEAR OF CHANGE

I am certain that many of us have already broken some of the well meant resolutions made last New Year's Eve. Nevertheless, they are always an indication of things that need to be done and changes that should be made.

It would seem appropriate, that those of us in business and industry as well as those in Commonwealth, State and Local Government take this opportunity to review long standing records management operating policies and procedures. Information and Records Management personnel must resolve to make a concerted effort to review all paper, computer, microfilm and electronic information keeping activities - try new techniques - make changes where deemed advisable for economy and efficiency - become involved in computer systems design management, review the latest micrographic

systems - utilise the newest techniques in optical disc technology. In this way we may be able to fulfill some of the meaningful resolutions of 1989.

The Federal Council has called for submissions from all members of the Association wishing to have input to a review of the Memorandum and Articles of Association. Use this opportunity to let the Council know how to better serve you - the member.

The new scholastic year is about to begin. Have you enrolled in a course of study that will better place you for promotion or future job opportunity within your chosen profession?

I wish each and every one a joyous and successful professional year in 1989.

Graham Dudley
Federal President

EDITORIAL NOTES

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This edition of INFORMAA QUARTERLY is a joint production by the Northern Territory and South Australian Branches.

THE NEXT EDITION OF INFORMAA QUARTERLY WILL BE PRODUCED BY THE ACT BRANCH.

BRANCH REPORTS

N.T. BRANCH

The Branch elections resulted in the following office-bearers for 1988/89: Ray Holswich (President), Judy Watts (vice-President), Lorraine Baulch (Secretary) and Greg Coleman (Treasurer). Ray and Judy continue to serve as the Territory's two Federal Directors. The year was wound up with an enjoyable Christmas luncheon at the Atrium Hotel on 2nd December, 1988.

A busy programme of workshops and seminars has been planned for 1989:

24th February

Workshop on Record Practices and Office Automation.

Venue: Atrium Hotel

Speakers: Judy Watts, "What is Records Management"; Lorraine Baulch and Barbara-Mary Pedersen, "Records Control Systems; Robyn Ford and Les Mitchell, "NCOM's role in Records Management"; Roger Manning, "Vertical Carousel Systems".

21st April

Branch Meeting, 3.00 p.m.

Venue: Jape Plaza 5th Floor

Speaker: Barbara Bishop, "Management Practices"

26th May

Workshop on The Law and Records - Retention and Disposal of Records.

Venue: N.T. Museum Theatrette

28th July

Branch Meeting, 3 p.m.

Venue: NT Archives Service

Speaker: Catherine Milliken, "The importance of handling and storage for future conservation".

25th August

Workshop on Micrographics and Reprographics Management.

Venue: N.T. Museum Theatrette

27th October

Branch Meeting, 3.00 p.m.

Speaker to be advised

1st December

Christmas Luncheon and Speaker.

For future information about workshops and branch meetings in 1989, please contact Barbara Pedersen (89-5188) or Lorraine Baulch (202249).

VICTORIAN REPORT

I hope all our members had a happy and safe Christmas/New Year break. Speaking of Christmas, it was great to see 80 members and trade reps turn out for our Christmas function held at the Windsor Hotel, it was a great night.

I would like to welcome all new members to our Branch and hope that you will patronise our events during the year.

I would like to thank Rob Hain from Eastek Ltd for providing a demonstration on Optical Disc to a few of our corporate members. Education in 88 was a successful and satisfying venture. For those members who do not know, there is a Certificate course at Prahran through to a Masters course at Monash University.

Membership continues to grow steadily and request that if any member has suggestions for functions, events etc, would you please write to the Secretary.

Hope to see you at our next function. (keep an eye on the Informaa)
Gary Omond A.R.M.A
State Secretary

QUEENSLAND REPORT

Tasmania's loss is our gain - we welcome Jackie Elliott, former Tas. branch secretary to Queensland. Jackie is now the Records Manager at Queensland University.

We are continuing to canvas new members, and numbers are rising steadily. Don't forget to ask all those sales reps that call if they know of our organization.

MONTHLY SEMINARS

In the past six months we have looked at document conveyors, desktop publishing, contingency planning presented by a commercial repository, and held a joint meeting with the Office Automation Society on Office Automation in the Brisbane City Council.

Attendance has been very pleasing, to the envy of the OA Society.

The Records Management Certificate Course continues at Kangaroo Point TAFE, and is also available through -

QLD TECHNICAL CORRESPONDENCE SCHOOL

GPO BOX 1326
BRISBANE 4001

The 1988 student of the Year Award went to Meryl Braid, of Logan City Council. She received a cheque for \$50 from the branch.

Branch Council members in local authorities have had input to the Local Government Retention Schedule at the request of State Archives. The schedule should be available soon.

Wendy Morris ARMA
BRANCH PRESIDENT

NSW BRANCH REPORT

The NSW Branch is continuing to hold meetings each month which are of interest to our members. Attendance at these meetings averages 35-40.

The Local Government Chapter is also holding meetings each 1/4, and attends a different Local Government area to hold its meetings, and view the Records Section of the host Council.

The Hunter Region Chapter is also holding meetings which are of interest to its members, and recently was involved in a very successful one day Seminar.

The NSW Branch is looking towards 1989 with enthusiasm. Membership of the Branch continues to grow, and we are hoping to hold a one day Seminar/Workshop in the first quarter of the year.

SOUTH AUSTRALIAN BRANCH NEWS

The South Australian Branch is currently suffering from the loss of our Branch Secretary, Helen Onopko. Helen has had to resign her position due to pressure of work. Until a new secretary can be found, branch council members are sharing the duties of this important task.

In December several members of the SA Branch enjoyed a very pleasant Christmas lunch at the Chianti Restaurant.

SA Branch has organised a number of presentations on records management products including a presentation on "Paperchase" in November. A presentation on Phillips "Megadoc" system is planned for May 89.

For some variety, a visit to Metropolitan Fire Service is planned for March 89, for a presentation on security and fire safety for records. Members may also be given the opportunity of seeing a certain person, (who has a habit of sliding down things) slide down the fireman's pole.

Andrew Wood ARMA, President

The Education Policy of the RMAA

Philip Taylor, MRMA Chairman Federal Education Committee

The Records Management Association of Australia was formed to provide a means by which persons involved in records management could associate with others with similar interest. The improvement in skills and the sharing of knowledge were perceived to be important elements in establishing a new profession. We have come a long way from those humble beginnings.

With the advent of the 'Information Age' and the increasing emphasis being placed on how to better manage the information resources of organisations the era of the Records Manager dawned. No longer were records perceived to be a job that anyone could do-you needed to be trained.

One way for people to be able to work effectively in the field is for them to be formally qualified. In exactly the same way as architects, engineers, and accountants are seen to be professionals, so should records managers.

By undertaking a particular course of study, education can be attained. The flow on effect is for courses to reflect high standards which will enable those who complete the courses to work within the industry and bring credibility to records management.

Records management must be seen as an integral part of an organisation's culture. The purpose of records management is to contribute to the effective use of the organisation's records which match the organisation's goals and objectives.

The RMAA has strongly supported the establishment and continued running of courses in records management. However, it is not as simple as establishing, and enrolling people. The establishment of standards and development of quality courses takes time and patience. Very often the detailed curriculum development will be undertaken by

the institutions. Where the RMAA can provide the best assistance is with helping create the right strategic framework for the course. This basically involves identifying the areas which we feel should be covered in the course to provide a comprehensive education.

The RMAA has used a dual approach to the issue of education. Firstly, an education policy has been formulated which seeks to set standards and provide an outline to courses in records management and related fields at various levels.

The second aspect is to have courses accredited with the RMAA. Accreditation in this context certifies that a particular course is recognised by the professional body as being of sufficient standard that a person successfully completing the course has gained sufficient knowledge to be able to work in the industry as a professional.

At the Federal Council meeting held in Canberra in September 1988, an Education Policy was approved for the RMAA. The policy is published in this edition of Quarterly Informaa.

The policy was developed by the Education Committees in each state, industry and academics in institutions.

It is not expected that the policy will remain static. The education environment is very turbulent. Similarly the area of records and information resources management has changed considerably in the past 5 years and will continue to change into the future.

Education cannot stop with undertaking one course. Some skills will be acquired through experience. Professional education is a life long undertaking which involves participation in many areas such as professional associations, and the undertaking of advanced studies to develop new knowledge.

RECORDS MANAGEMENT ASSOCIATION OF AUSTRALIA EDUCATION POLICY

approved by Federal Council September 1988

The Records Management Association of Australia adopts the following principles in assessing courses which are appropriate for the dissemination and development of knowledge in records management, and aims to introduce a level of standardisation in records management education across Australia.

It is recognised that the widespread of education levels will indicate the main focus of the course.

1.1 Basic Introductory Level 1 - Certificate

1.2 For a course to be considered for accreditation by the RMAA it should have the aim of educating students:

(i) Understand the functions, operations and purposes of records management.

(ii) Understand the nature sources and uses of information including legal ramifications.

(iii) Thoroughly know and understand the phases of the information lifecycle.

(iv) Know of different technologies used to control records and be able to list their advantages and disadvantages.

(v) Understand basic office and administrative practices.

(vi) Know how to evaluate and implement basic changes to records management practices.

1.3 Courses at this level should ensure that on completion students are able to:

- explain records management principles and practices.
- demonstrate application of this knowledge by completing assignments as required by the course.
- clearly communicate with other people while performing work.
- develop skills and knowledge and be able to display competence in identifying the essential components in records management systems.
- Identify and understand technologies used to maintaining records.

1.4 The teaching school/department

A teaching school/department offering a Level 1 records management course should:

- be a registered institution of technical and further information education as approved by the State Education Department or equivalent.
- provide appropriate accommodation and equipment for the course.
- provide a library with relevant books and journals.
- provide typing and clerical support for teaching staff.

1.5 Teaching Staff

The staff involved in the course

- should hold the minimum level of pro-

fessional membership of the RMAA at Associate level and be a competent teacher.

- the relevant State branch of RMAA must be satisfied about non professional members competence to teach records management.
- the school is to provide one staff member to co-ordinate the course and liaise with RMAA Branch.

1.6 Entry Requirements

There should be as few barriers as possible to entry. In assessing applications for courses where there is limited positions available, consideration should be given to students currently employed or considering employment in records management.

1.7 Duration of Courses

For a course to be accredited and leading to the awarding of a Certificate of Records Management (or equivalent) the course should be for a minimum of 200 hours in total.

1.8 External Studies

Institutions offering courses by external studies should as far as practical ensure:

- content is identical to the on-campus course described above.
- regular and effective contact is maintained between students and teachers.
- residential sessions are desirable.
- course notes and access to library resources are provided.

2. ADVANCED COURSES

The general aim of higher level courses is to enable students to expand their knowledge of records and information management and to be able to critically evaluate procedures and systems with a view to instituting

changes to improve the efficiency and effectiveness of records and information management systems.

Any course at this level should also enable a student to develop new knowledge which can be used in the industry.

Advanced courses are defined as all courses beyond the basic introductory courses, that is diploma, bachelor degree, graduate diploma and master degree.

Universities and Colleges of Advanced Education are the appropriate institutions to conduct these courses.

The RMAA acknowledges that the development of the curriculum is the responsibility of individual institutions, but the RMAA seeks to participate whenever possible.

Courses at this level could involve either full-time or part-time studies, a mixture of both, or external studies.

2.1 Curriculum Content

A course at advanced level should include:

- complete coverage of the Information life cycle.
- generation, flow and uses of information and records.
- understanding of information management resources.
- classification, indexing, thesaurus compiling
- archival techniques, including conservation
- information technology tools
- systems analysis and problem solving
- human resources management and training
- communications

- organisational development
- budgeting and finance
- legal studies
- forms management

2.2 Courses at Graduate Diploma, Masters and Higher degrees.

Courses at these levels should include substantial amounts of the curriculum described in the proceeding section under context.

The main difference for courses at this level should provide time for research by students into areas of interest.

A basic core of subjects could be utilized from the previous groups and around this elective units can be selected.

The RMAA acknowledges the right of institutions to establish methods of assessment appropriate for the level of the course. The inclusion of a major or minor thesis is considered to be a valuable contribution and should be encouraged.

Courses at these levels should be directed towards students being able:

- * to develop knowledge and skills and to be able to demonstrate competence in planning, developing, implementing and managing information and records management systems.
- * be able to evaluate and make judgements concerning systems and to be able to implement change.

- * undertake research which will lead to new knowledge.

2.3 Teaching School/department

An institution offering the advanced course should:

- be a registered tertiary institution within the State where located.
- have or be prepared to create a separate facility relevant to the course.
- appoint an appropriate person to be responsible for running the course.
- provide adequate accommodation, equipment and funding.
- provide a library with relevant books and journals.
- include practical field work.

2.4 Teaching Staff

Staff teaching in the areas outlined should:

- have minimum RMAA accreditation at Associate, preferably Member level and other appropriate academic qualifications.
- have recent experience in consultancy industry or research work and have current relevant records management experience.

2.5 Student Entry

Entry to courses should be in accordance with the institutions regulations.

QUARTERLY INFORMAA NATIONAL ADVERTISING MANAGER

Mr Bill Williams, Victorian Branch President, has been appointed National Advertising Manager for the Quarterly Informaa. All advertising will be arranged and co-ordinated by Mr Williams. Companies and branches are asked to contact Mr Williams on:

(03) 658 9670—Business Hours; (03) 580 5346—After Hours; (03) 654 4854—Fax

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INDUCTION SPEECH OF S.R.M.O. TO THE NEWEST RECRUIT

Welcome, young Wayne, to the priesthood of Records Management. Your vows are documented and, may I say with some satisfaction, filed in totally correct, wholly retrievable, multiple-access controlled storage.

Yes, lad - you, too, will one day learn how to mutter the right words, inscribe ancient runes on holy 3 x 5 cards, and even wave a magic wand. No, not that sort of wand, Wayne. But slowly, my boy, slowly. Rome wasn't built in a day, eh?

Now, we don't expect you to come in here actually knowing anything about the mysteries of records management. Little of our mystic order seeps out of our registry, and those heretic fringe operators who insist on issuing those "here's-how-our-registry-operates" leaflets are asking for trouble. And do they get it, oh my goodness they do, boy. Bring it all on their own heads! Yes, as I was saying, you don't have to know a thing about all this arcane craft of ours. We lead you gently, kindly along the golden path of data awareness.

Out in the world they expect that you will have trained at a secular institution before you enter your chosen vocation: or, at the very least, you are expected to undertake those courses of study once you have been appointed to work in that field. But ah, in here we have different standards; a sense of historic responsibility to the ancient rules and regulations. How could someone never initiated into the precious priestcraft of our department's documents ever train young, impressionable minds like yours, boy? Outsiders have no sense of the sacredness with which our quarterly reports must never, never be chronologically filed. They teach logic, theoretical structure, sequential thinking, the Big Picture and codswallop of that sort. Oh dear, oh dear, I am getting carried away, aren't I? But you'll find that these things matter, young man; and only the day-to-day first-hand training of priest-to-novice will ever fully communicate a proper sense of awe at the subtle holiness of our systems.

You'll understand so much more in the years that remain unto you within these walls. And yes, I'm especially pleased that you've taken the vow of poverty amongst your initial vows. Just as well, for monetary reward is never above subsistence rates for the truly dedicated filing clerk. It's something we take pride in; a badge of rank, if you like.

Fortunately, in South Australia, there is little temptation to turn to worldly knowledge of records management. If you haven't a degree your soul is blessedly safe in this state, unless you correspond with a faraway institution in another country. Well, Queensland is a bit on the eccentric side, isn't it?

In the peace of our enclosed registry we enjoy shaping impressionable young minds to conform with the time-honoured ways in which our forefathers tended their records. Newfangled knowledge will ensnare you, lad! I'll warn you about it right now. Sign up for some crackpot course or other and you're no longer fit to tend our records. Dear me, no. Polluted! The questions the profane mind awakens which, once considered, can never again be set aside as in the blessed innocence of historic filing processes.

Yes, Wayne, we're glad you vowed to work with us - and grow to even partially understand the mysteries of our art. But, none of that external training business, you hear? Though, thank God, you're safe enough in Adelaide, I'm glad to say. We can't have young pups like you doing things better, more quickly or more cheaply than we do 'em, can we? Where would our profession be then?

Yes, we have always stood firmly and, may I say, successfully, against these infiltrations. And always will. Oh yes, my goodness, Wayne. Don't you worry about that!

PAT WILSON
10th January, 1989 ©
ADELAIDE S.A.

RESEARCH STUDY LOOKS AT RECORDS MANAGEMENT CONTROLS

by Denise Druitt

Lecturer, Canberra College of Advanced Education

Individual members of the Records Management Association will be asked in March to rate the importance of records management controls for managing problems being experienced in computer-based information systems. Individual members have been selected because of their involvement and interest in records management, but only those registered as at 30th June, 1988 will be surveyed.

The study is being conducted by Denise Druitt in partial fulfilment of a Master of Arts degree in Information Studies at the Canberra College of Advanced Education. It is anticipated that the study will highlight implications for the management of information in computer-based information systems.

For the survey to be representative of individual members' opinions and to be of assistance to managers, it is necessary for the study to receive a high proportion of responses. So when you receive the survey, it is important to complete and return it as soon as possible.

The questionnaire has been developed from records management elements identified by Robek, Brown and Maedke¹. You will be requested to rate their importance for overcoming three problems.

The Problems

Problems being experienced by organisations with the implementation of computers

are well documented. They focus on non-technical difficulties of controlling information, including problems with information characteristics (accuracy, precision, format desired, relevance), accessibility, and information overload².

These problems are compounded because of the use of technology by end-users, the range of storage media, the integration of the various activities that go into the document-making process and the ability to distribute documents electronically.

The study will concentrate on quantity, quality and storage media problems. These may include: the hoarding of records by users, the creation of useless records, the printing out of unnecessary information, the time it takes to receive information, the protection of vital records from destruction or theft, the users not understanding much of the information they receive, the choice of an appropriate storage medium, and the integration of electronic and paperbased information³.

Why Records Management?

Literature on information systems recognises the importance of control and standards. As far back as the 1900s Herman Schmidt, a German technologist, saw '... control as the fundamental problem in technology'⁴. Today, it is still recognised that technology alone is not sufficient to provide effective control over the environment⁵.

Despite the involvement of other professions, most companies have been unable to develop an appropriate approach for managing problems in computer-based information systems. Yet it is recognised that management activities are essential for controlling these systems⁶.

Records management provides control over the life cycle of information, and is recognised as a principal system for managing complex information systems. It has developed specific programs, and advocates the integration and co-ordination of the various elements of control.

There have been other published studies on records management attempting to identify changes occurring in records management practices because of technological developments⁷. They have covered personnel requirements, equipment and changes in equipment usage, technology usage, and the extent to which retention and disposition practices had been extended to other than paper-based storage media, data processing and/or office systems.

But these studies looked at the components of computer-based information systems, or the physical aspects of storage media, rather than the records management control that should be followed. They do indicate, however, that technological developments are having an impact on the role of records management in computer-based information systems.

Because this study will have implications for the application of records management controls, you will receive a summary of the findings from the survey which is expected to be published in an issue of The 'Informaa' Quarterly early next year.

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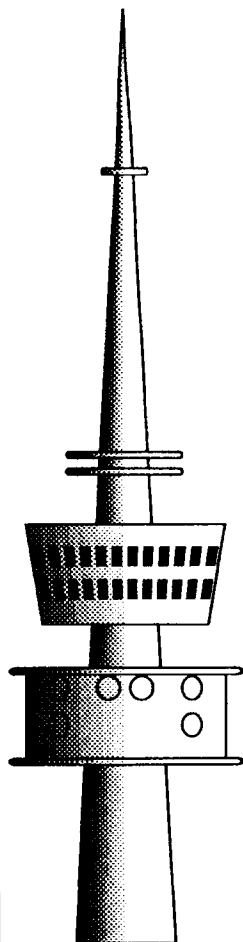
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REFLECTING THE PAST— PLANNING FOR THE FUTURE

Well doesn't time pass so quickly and with the Festive Season far behind us there must be positive plans afoot for going to the 6th National Convention in Perth later this year.

I would like to reflect a little on the past twelve months or so in relation to the 5th National Convention held in Canberra in the September of Australia's Bicentennial Year. Yes, it was way back then.

No doubt you are all aware of the work that goes into organising any event be it a half day seminar to a full three day Convention. The success of the 5th National Convention was a great feeling for the Committee — those long and tiring hours were certainly all worth it.

Were you not impressed with the very distinguishable outfits worn by the Committee members! We certainly weren't able to hide away in the crowd. The guys wore mole-skins and country style shirts reflecting the Colonial days of Australia while the gals were draped in a beaut "dustcoat" designed for the Bicentennial Authority and depicting the bright colours and feelings of today. Now — the "ASK ME" badges — we are not too sure the hoped for answers may have been what was given but it was worth a try!!!

The offsite tours to Wang Manufacturing, Australian Archives Repository and the National Library were of interest to and enjoyed by many delegates. On a recent visit to the National Library I noticed a guide wearing an "ASK ME" badge. On enquiring, she advised she was able to convince one of a group last September to part with it and now wears it with pride. Small World isn't it!!!

The Canberra & District Historical Society display and of course, Mr. Little, added a special touch to the theme of the Convention. It was great to see the months of planning and selecting come together in such an interesting display for the delegates.

Australia's Parliament House — The Great Hall — a delicious meal — good wines — a most entertaining after dinner speaker — all made for a most enjoyable Convention Dinner. Following the dinner some delegates found that Canberra does have lively night life after the bewitching hour.

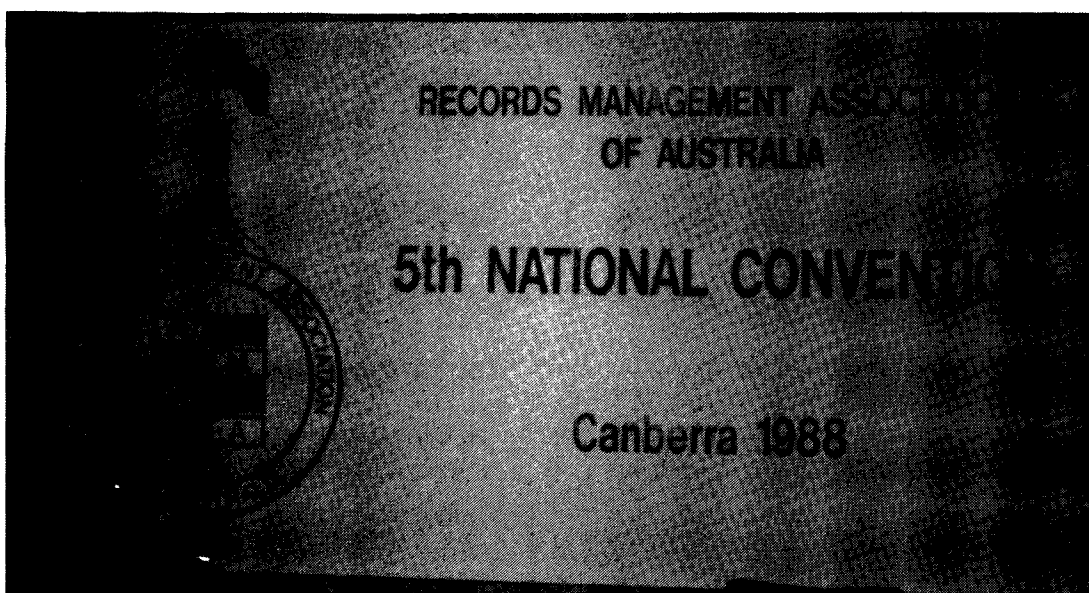
Our thanks goes to all the speakers whose papers combined to project the theme of the Convention and complement each others field and expertise.

The printing and despatch of the Convention Speakers Papers was unforeseeably delayed but we are sure you are pleased with the well presented volume. The National Library of Australia has recognised the publication as an important reference document for inclusion into the Library's collection with the RMAA gaining recognition as a professional organisation.

It was wonderful to see so many delegates here in Canberra and hope to see some "old" faces in Perth. I am sure we will have the opportunity to meet quite a few more "Sandgropers" as well as other Australians and International delegates in September 1989.

Good luck and best wishes to the 6th National Convention Planning Committee members. We know it will be "Fine in 89".

Kate McCarthy & Committee
Canberra



Convention Banner

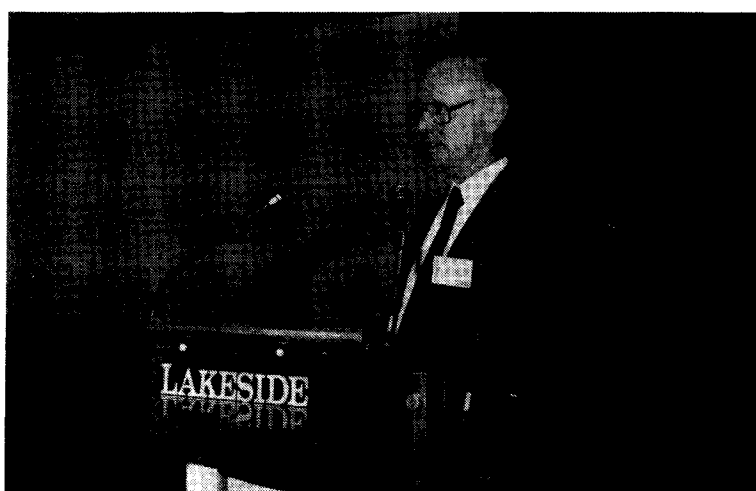


Welcome Cocktail Party

L-R Graham Dudley (Federal President), Kate McCarthy (Committee Chairman), Paul Bergé (Keynote Speaker) from Belgium

Opening Address

Peter Smith (IRMC President)



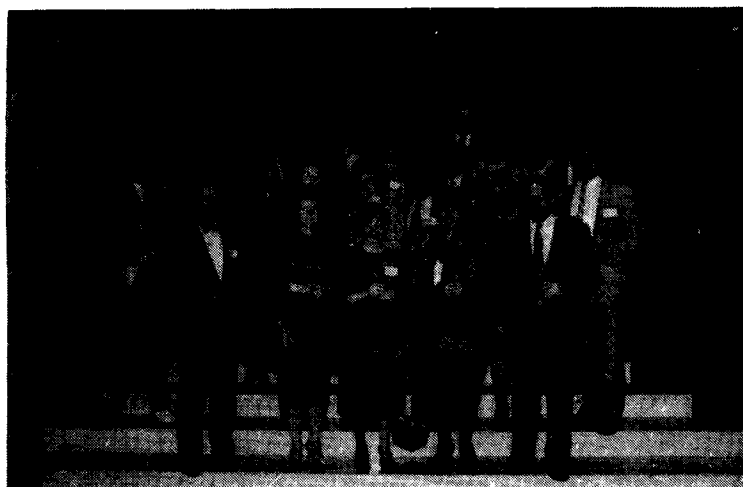


Trade Exhibition Opening

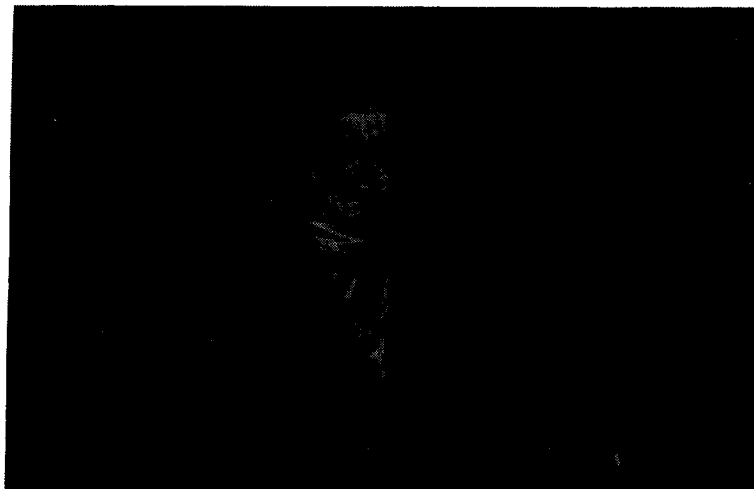
L-R Thomas Kaufold (Committee Member),
Senator Margaret Reid (ACT), Kate McCarthy



Breakfast "trouble shooting" meeting
The Committee with Paul and Elizabeth Bergé



NSW Records Managers in force
Foyer Parliament House



After Dinner Speaker — "Cora Upt"



"ASK ME AND MY PORT !!!" and Convention Dinner

L-R Elaine Ecclestone, Alex Rae, Thomas, Kate

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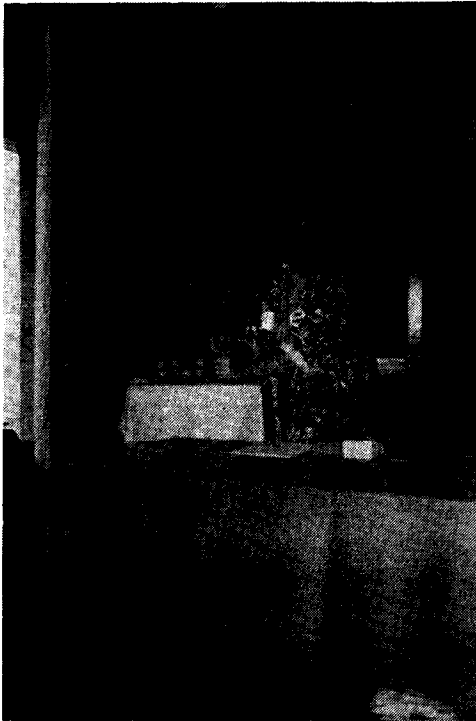
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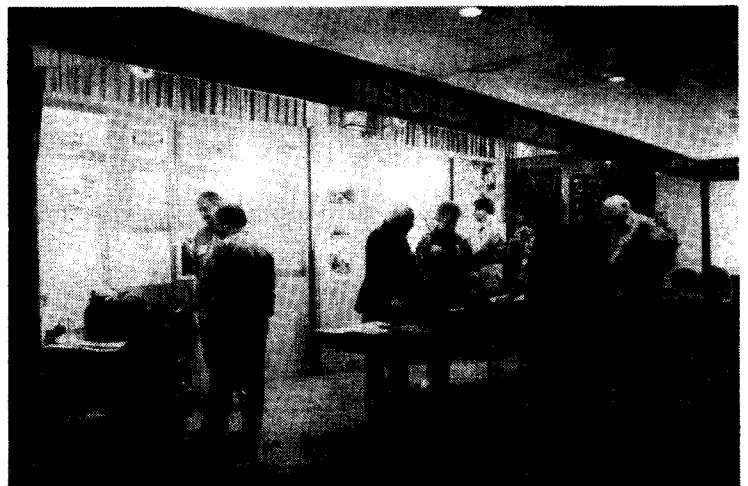
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Kate McCarthy (Chairman, Convention Committee)



A Records Manager in Action – "Woddie" ya want?
(Hang inthere Yvonne Tanks, it is almost over)

Mr Little, his Historical Display and a very
interested committee!



Whew! ! it is over.

L-R Back Row: Chris Giffen, Kate, Thomas
Kaufold

On Couch: Lesley Boye, Paul Mullins,
Athur
Langford-Smith

Front: Ross Thompson

LESSONS FROM OFFICE AUTOMATION FOR RECORDS MANAGEMENT

by Jed Simms

OFFICE AUTOMATION'S CONTRIBUTION TO RECORDS MANAGEMENT

Records Management owes a great debt to office technology. Without the outpourings of office technology, records management would have solved all the problems of manual files years ago. Office technology has swamped the office with so much paper, there has been a continual need for improvements in records management.

Look at office technology and you will see what I mean; photocopiers, telexes, computers, facsimile and word processors have all increased the amount of paper being produced.

Far from heralding the "paperless office" office automation has increased the paper overload situation. What better example of the movement away from the "paperless office" than the present concentration on "desktop publishing"? Here, technology has been grouped together to increase the amount of documentation we all have to deal with.

TWO TYPES OF RECORDS

However, office automation has had another impact on records management, in addition to just increasing the number of records to be managed, namely the proliferation of computer records (floppy disks, etc). For many years management of the computer records was firmly held by the Data Processing (DP) department and they had procedures, software and access security provisions to protect the corporation's computer records. The records manager could sleep well at night confident that at least this category of records were well under control.

No longer! With the spread of floppy disk drives and hard disks attached to both word processors and personal computers, the control of computer records is no longer within the scope of the DP department.

Individualised chaos reigns again. The records manager now has to contend with vital corporate records on magnetic media all over the company

HELP AT HAND?

But now office technology is embracing records management with the promise of helping the beleaguered records manager to cope with the increase in paper and miscellaneous magnetic records. Records management retrieval database aids, image storage, computer-aided microform systems and other technology is "coming to the rescue", or is it?

In relation to technology, history has a habit of repeating itself, and each time it becomes more expensive! Now is the time for the records management fraternity to learn from their predecessors in data processing and office automation so as to know how to use the available technology to maximum effect.

This paper is, therefore, going to look at the principles of success in implementing records management technology rather than looking at the range of records management technology that is or is becoming available. Other speakers today will cover these technologies in some detail.

WHAT ARE WE TRYING TO ACHIEVE?

I always find it amazing how many intelligent project managers will embark on projects without a crystal clear idea of what they

are trying to achieve for the corporation. I do not consider "experimenting with image processing" as a valid objective.

Identifying what you are trying to achieve is not as simple as deciding on an objective and starting the project, the objective must be achievable. Here one of the most important, yet frequently forgotten, rules of technology must be remembered, namely that technology rarely replaces current processes, but value adds to current processes.

A good example is word processing. Has this replaced typing? No, most typists and secretaries are typing at least as much as they were before the introduction of word processing. So what has changed? The nature of the typing has changed; it is no-longer complete re-types of drafts or artistic amendments with correction fluid, but increased time is spent editing more drafts and more attention is given to format (even more with desk-top publishing).

Word processing has not directly replaced typing or typists. Indeed the greatest change has been where the technology is not, with the authors. Their manner of document production has changed. Instead of writing and then rewriting drafts until they were almost right and then getting them typed, the author now dashes off a draft, has it typed on a word processor and then reworks it several times until it is correct.

Similarly, records management technology will rarely replace current processes but value add to them. Image storage will not lead to paperless records, but it does provide opportunities to hold and present information in new ways. For example, bringing together a person's complete medical records from paper, X-ray, ECG and other information sources. Image storage provides a medium to hold all these types of information in one compact database. This is a facility that does not really exist today and, therefore, is an example of technology expanding the horizons of what is possible, feasible and, for the "bean-counters", cost justifiable.

So beware of salesmen who tell you that their new technology will replace what you are doing at the moment, some aspects may be replaced, but few technologies has been a success just replacing the status quo.

In deciding your objective, always look at records management in terms of the total corporation's goals and objectives. Records are not kept for the pleasure of having paper around the place. Apart from the legal and historical constraints, most paper is kept because its information is expected to be useful and to contribute. It is the information on the paper, rather than the physical medium itself that is wanted. Don't look at "automating person x's files" but look at his job function, at the information he requires and then ask how this information can be made available so as to enhance his contribution to the organisation.

One tip in identifying objectives that will meet with senior management's approval is to latch on to whatever is the current buzz-phrase of the moment. For example, in many organisations "customer service" and "competitive advantage" are the key phrases of today, express your objective to incorporate these goals and you are at least ensured of an audience with senior management. Merely wanting to "reduce the archival storage requirements" will be seen as boring by management and funds may not be forthcoming.

FORGET THE TECHNOLOGY

This leads us to the second point, that when involved in implementing technology, the most important rule is to forget the technology! When you are steeped in trying to get, say, the latest new fangled image processor into your organisation, my advice to forget the technology may seem a trifle trite, but if you can learn anything from your technological forebears it is that technology is the least important aspect of any successful use of technology.

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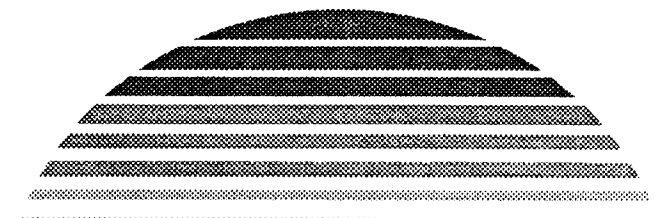
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Place the most sophisticated, most suitable item of technology in your office and see what I mean. What will it do? Without the contribution of people, it will do nothing. People are the key to successful use of technology. That does not mean "remember to train the staff in the equipment's use" (while this is essential) it requires the implementation of technology to involve the review of people's job functions and, many times, the organisational structure of the department.

Plan the use of technology from the people aspect. Who is going to be affected? Remember in the word processing example above where the main beneficiaries were the authors who did not touch the technology directly. So in identifying the staff who will be affected, you have to look at all the people involved in the information process you are impacting.

How are these people going to be affected? What is in it for them? This is the question they will be asking and if you don't have a good answer the project is in for a rocky ride. Few people will willingly make their job more unpleasant "for the good of the organisation". Usually finding benefits is not too difficult for everyone has gripes and grumbles about their current role. The key is to find out what they dislike and then relate your "sell" to the removal of these problems. But remember, four people doing the same job may have four completely different problems they are looking for you and your technology to address. Talk to the staff who are to be impacted, individually if possible, get them involved in discussing the project and helping to decide some of the implementation considerations.

They have to live with the result of the project, so ensure they know what is happening and you are fully cognisant of their jobs, the impact you are having and the benefits you are able to deliver. However, don't oversell, do not sell benefits you cannot deliver or are out of proportion to the investment entailed.

Be honest and, if necessary, group your benefits into those that are certain, and those benefits that are possible or incidental and cannot be guaranteed.

On the other side of the coin, few technological "benefits" come without some losses as well. While I don't advocate these are preached loudly and regularly, they must be admitted and placed in the positive context of the benefits. Don't hide the problems as this has often led to the death of a project when management is suddenly alerted to an often exaggerated version of the adverse impact of your proposed changes. Discuss them, agree that they are the "price of progress" and manage the installation to minimise their impact.

WHAT IS MANAGEMENT COMMITMENT?

Mr. Allan Baird, in a recent speech on office automation, distinguished nicely between mere involvement and total commitment. He used the analogy of a breakfast of eggs and bacon; he argued that whereas the chicken is involved in the breakfast, the pig is fully committed!

Every article on office automation states that senior management commitment is vital for success. But what constitutes real commitment rather than mere involvement? Usually, the best means of gaining commitment is to ensure at least one senior manager has a stake in the success of the project, often as a user. This manager, usually referred to as the "Champion" of the project, must argue and gain funding for the project, overcome concerns in the executive boardroom and, with your help, deliver the benefits. Ask, "Who would lose if this project failed or was cancelled?" If there are no senior managers on your list, you do not have management commitment whatever approvals you may have.

Also be aware of the political undertones that pervade everything. Technology cannot

be introduced in a political vacuum, indeed, technology is a major influencer in terms of who has access to information with consequent power. The project team cannot bury its head in its project and ignore politics as "management's concern", with the introduction of change comes shifts in power bases which must be recognised and handled.

Set "managing management commitment" as one of the tasks on the project. Meet with management regularly to ensure you are aware of the feelings at the top in relation to your project. (If there are no feelings at the top in relation to your project, you have a problem!) These meetings will also enable you to ensure you have a meeting of both the heart and mind. Too often management has a different view of the project to the project team, and when the difference becomes clear, the project is in real trouble. Ensure management is aware of what is to be achieved, to gain which benefits and at what cost (and to whom if relevant).

WHO IS IN CHARGE?

There is a feeling among the computing profession that if magnetic storage or computer chips are involved, they should be in charge. "We", they argue, "have years of experience in all things to do with computers and so can avoid the learning curve again." If only this were so, but as recent data processing departments' attempts to manage End Use Computing and office automation installations has shown, the computer profession has much to learn in the successful use of technology for business. They can implement and maintain technology standing on their heads, but that is not the objective; implementing a business process that will contribute to the success of the organisation is the goal, and requires a complete, people-orientated approach rather than a technology approach.

This lack of success will not stop them arguing for and often gaining control of office and records management technology proj-

ects. In the USA there was a fierce argument for many years over who should rule whom between DP and the office automation management. The main concern of the office automation management was not that they would be subservient to DP, but that their whole approach was completely different and would be wiped out by DP to the detriment of the organisation.

Liaise with DP, for they do know their technology but they do not know how to implement it. As office automation and records management gain in both momentum and success, I believe we will see them grouped with DP but under often a line manager, a non-technician who, as Chief Information Officer, will oversee all the technologies and enable each discipline to preserve their necessary identity.

Meanwhile, the records management teams should either stay independent or link with the office automation group as your approach to technology is more OA-like (ie people based) than DP-like (technology based).

INSTALL AN INFRASTRUCTURE

One of the best ways of ensuring the ongoing existence of a records management function is to establish a working, successful support system for all records management activities. Installing new equipment, training the staff and transferring any records does not constitute the end of the project team's commitment. Staff will leave, transfer or be promoted requiring more training. Circumstances will change and the system will need to deal with requirements unforeseen at the time of the original project, this will need records management expertise and often systems design input.

The lesson is, you cannot implement records management technology and walk away. A comprehensive support system must be established to ensure that the processes and the technology can be maintained as business demands change. The additional bene-

fit of this support infrastructure is that it cements the role of records management in the organisation (provided it is done well, otherwise it will be seen as the justification for transferring control of the records management function elsewhere).

The support infrastructure must provide for basic and more advanced training, quick problem resolution, technology skills to deal with questions relating to the ability to use the technology for new circumstances as well as good business skills to relate the opportunities provided by technology to the business needs of the organisation.

IMPLEMENTING THE PLAN

First you must have an implementation plan. How is the technology going to be introduced? Who will be trained and when? Will this be impacted by equipment delivery delays? What is the roll-out plan across the organisation. What measures will be intro-

duced to ensure the plan is being met and the installations are performing to expectation?

The planning aspect should be fairly simple. It is putting it into effect that causes all the problems. Assuming for the moment that the supplier can deliver and that the technology both operates and meets all specifications (and, of course, a wealth of problems can come in this area alone), the primary area to be managed is the people side.

It is often argued that people resist change as if by instinct. What people do resist is badly implemented change. Change that ignores the people aspects and expects people to instantly change their jobs with little warning.

We have already talked above about the need for a people orientation and for staff to be involved in the design and implementation processes. In addition, throughout the project, a planned sequence of education

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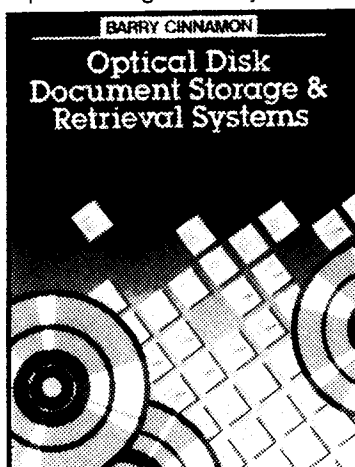
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sessions is vital to convey the objectives of the project and to sell its benefits.

These sessions should be two way allowing the staff to voice their fears and have these discussed and resolved. If this is not done at an official, informed level, the rumour mill will take over and wild and frightening (and often impossible) impacts will become commonplace among the staff you hope to win to your project. To beat the rumour mill, get in first with the facts and be open to discuss people's fears, however outrageous they may be. But never denigrate their concerns, these are living, breathing humans who are trying to make a buck and they see you as endangering their future plans. Remembering this will allow you to handle their concerns and bring them round to seeing you as the "knight in shining armour" about to remove all their problems!

We are talking of inertia and the need to motivate people to give up what they know and are comfortable with (even if it has many aspects they dislike) for the unknown. We have to woo them, get them interested, keen to try and then motivated to make the project a success. This cannot be achieved without an on-going education series that introduces the staff to the technology in the context of their jobs (not yours).

Talking of education brings us to the aspect of the project most often neglected or cut, training. If people orientation is the number one key to success with any office technology, training is number two. You cannot have your staff over trained. If your staff are confident they know what the technology can do and that they are in control of the technology, the installation is heading for success. If the staff do not feel confident and are afraid of the technology ("all those knobs") the project will most likely fail.

With a scenario like this, why is training so often cut? There are too many forces against it. The vendor argues that their equipment is so "user friendly" that extensive training is

not necessary, the project team will often want to invest the funds in more equipment, and the "bean counters" cannot see a direct dollar-for-dollar return on their investment in training.

Ignore all these pressures and make sure you have a comprehensive training and re-training programme as part of your project. Without well trained staff capable of using the technology, the technology's value to the organisation is only the value of its raw materials!

SUMMARY

If you are to gain anything from those who have travelled the road of office technology before let it be this:

- people are the key to success
- have clear objectives that relate to your organisation's goals
- aim to value add to existing processes rather than just to replace
- ensure you have management commitment, not just involvement
- have a comprehensive implementation plan
- plan a sequence of staff education sessions
- never skip on training as it is the key to allowing staff to adopt the technology, and
- establish a support infrastructure for your implemented sites

and, good luck!

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It's a good sign..

Compilation of the General Records Disposal Schedule for Local Government in N.S.W.

New South Wales has recently become the second state in Australia to produce a general records disposal schedule for local government. Victoria was the first in 1985. Queensland has recently introduced a draft schedule for discussion.

In all of these cases the compilation of the Schedule was undertaken by the archival body of the state: the Public Record Office of Victoria; the Queensland State Archives; and the Archives Authority of N.S.W. In Victoria and Queensland this was done because the respective archival bodies have legal responsibility for permanently valuable local government records.

However, this is not the case in New South Wales: in this state, each local authority has responsibility for its own records. Thus, the compilation of the Schedule can be seen as a land mark not only from the archival point of view, but in the management of local government records in its total environment.

BACKGROUND:

Events leading to the compilation of the Schedule could be said to have started as early as 1981, when the Action Committee on Local Government Records was formed. The Action Committee initially comprised archivists, librarians, historians and local government administrators who were concerned over the lack of interest being shown in the preservation of local government records.

The Committee was later joined by local government records personnel and together they lobbied for amendments to the Local Government Act to better preserve those records of local authorities which were seen as historically vital.

Their efforts were rewarded in 1985 when amendments to Ordinance 1 of the Local Government Act were proclaimed. These amendments included a revised definition of the term record to mean:-

a document (including any written or printed material) or object (including a sound recording, coded storage device, magnetic tape or disc, microfilm, photograph, film, map, plan or model or a painting or other pictorial or graphic work) that is, or has been, made or received in the course of official duties by an officer or employee of the Council.

More important, perhaps, was the expansion of the four classes of records which had been required to be kept permanently, into fifteen. Now, as well as minute books, registers of legal records, legal documents dealing with land and cemetery and burial registers, registers and indexes of Council files, certified copies of electoral rolls and Returning Officers' declarations, rate books, annual statements of accounts, maps of water, sewerage and drainage works, roads and residential districts, registers of building approvals, development consents, residential districts and roads, approved building applications and records of contracts for engineering and building programmes all had to be kept.

An additional Sub-clause was inserted which allowed councils to microfilm most records and destroy the originals, but it was appreciated by all concerned that these amendments would place a severe burden on the capabilities and facilities of many Councils.

So, lobbying was continued, this time for funding to allow for the compilation of a

comprehensive records disposal schedule for local government.

It was the view of all concerned that if Councils were allowed to dispose of records of short-term value before the statutory six-years allowed for in the existing legislation, this would in some way alleviate the additional burden the amendments to Ordinance 1 had created.

Indeed, the need for such a document had been recognised even before the amendments to the Ordinance had been proclaimed. In 1983 the Ministerial Working Party to Formulate a General Records Disposal Schedule had been set up under the Department of Local Government.

The Working Party realized it couldn't adequately formulate a Schedule while working on a part-time basis, and, lending its support to the Action Committee, also lobbied for the funding of a full-time position.

In 1986 this funding was forthcoming by way of a bicentennial grant. The project, along with several others, was placed under the control of the Archives Authority of N.S.W.'s Government Records Repository, as part of the Bicentennial Archives Program. The Repository was seen by the N.S.W. Bicentennial Council as the body most able to provide the support and resources needed for the project.

COMPILATION OF THE SCHEDULE:

The project was commenced in November 1986 and compilation and publication of the Schedule took almost exactly two years.

The project developed in a number of stages: the first being a period of research and liaison with local authorities. All legislation

relating to local government functions and administration was studied for references to specific types of records. Over sixty pieces of legislation were researched in this manner.

All local authorities throughout the state were circularized as to the aims and objectives of the project and were asked to com-



Ms Sally Irvine-Smith, compiler of the "General Records Disposal Schedule for Local Government in NSW" with the Minister for Local Government and Planning, the Hon. David Hay, M.P.

plete a questionnaire about their current records system, storage facilities, and willingness to participate in the project.

The second stage of the project involved the recording of all records generated by councils throughout the state, both general and special-purpose.

This was done by the traditional and simple method of a records inventory. Instead of surveying all the records in one organisation, as is usually the case, different councils were selected for their predominance of certain functions.

In all, thirty-six of the 219 general and special-purpose councils in the state were vis-

ited personally, and records relating to pre-determined functional areas carefully examined.

Record series were identified and an inventory form completed for each. This form included details of quantity, individual record types within each series, approximations of usage in relation to age, and physical format of the records.

In all, 321 series of records were described in this way.

Stage three involved the correlation of the information gained in the previous stages, and its translation into a workable format.

It was realized early in the project that the traditional method of grouping of records in a disposal schedule, that is, by records series, would not be beneficial in this case. Of the 219 local authorities throughout the state, probably no two of them kept similar records in the same series. (A record series is an archival term for a group of records which are arranged in a particular order, or arise from the same function or activity, or which have been created, used and stored as a unit).

Thus, individual record types would have to be the primary descriptive unit on which the Schedule could be based.

Out of the 321 record series described in the inventories, and including those mentioned in the legislation, approximately 1150 record types were identified. These were entered on cards and appropriate retention sentences appended. The retention sentences were gauged from the usage shown on the inventory, experience, and legislative requirements.

Stage four involved assembly of the Schedule in draft form and circulation for discussion. The Draft Schedule was circulated to seventy-two local authorities, organisations and individuals.

These included each council which had taken

part in the inventory process, professional associations of local government employees, and members of the Action Committee and Ministerial Working Party. Advertisements as to the availability of the Draft Schedule and invitations to comment thereon were also circulated.

Some 22 replies were received containing over 380 requests for changes to specific items (generally dealing with retention periods) and a number of more general comments.

Many of these were acceded to, including a request from the Local Government Auditors' Association that all accounting records with a six year retention period be changed to seven years, and requests from engineers that some maintenance records be retained longer.

Requests from a number of historians that community welfare records dealing with individuals be retained permanently were not acceded to. It is believed that at the present time most Councils have neither the resources or the expertise for dealing with access to private material of this nature, and that as these records have only a limited period of administrative usefulness for the generating Council, after that period they be destroyed. It is anticipated that these factors will change with time, and that future editions of the Schedule may list these records as permanent.

Stage five of the project therefore involved amendment of the Schedule and publication in its final format.

This was done in-house via a desk-top publishing software package.

A computer-generated index was also appended, as well as Sections on the implementation of a background to the Schedule.

THE GENERAL RECORDS DISPOSAL
SCHEDULE FOR LOCAL GOVERNMENT
IN N.S.W.:

The Schedule itself is a 350pp document in loose-leaf format to provide for easy updating.

It is divided into four sections: an introduction; a section on implementation; the Schedule itself and an index to the Schedule.

The Schedule itself comprises 254 pages and is a listing, arranged in functional groups, of all records generated by local authorities in the state. It aims to be comprehensive, having 1510 individual entries.

The Schedule is divided into sixteen chapters, each relating to a function of local government. Chapters include accounting and audit; administration, buildings; community services; council; engineering and construction; fire and bush fire control; gas and electricity supply; health; libraries and library services; parks and reserves; personnel and recruitment; property, plant and stores; rates and valuation; town planning; and water, sewerage and drainage.

Each chapter is divided into sections which

relate to particular activities belonging to that function. Within each of these sections record types are listed alphabetically according to subject.

This subject division, which is carried out in fine detail, was necessary to overcome the old and vexed question of the appraisal of subject files.

Most organisations have series of subject files to a greater or lesser extent and it is very hard for series-based general disposal schedules to deal with them.

In other states, and in other levels of government, the archival authority often carries out the appraisal of such records, determining which of them are worthy of permanent retention. This was not an option available to local government in N.S.W.

Consequently, the Schedule attempts to list all subjects dealt with by local authorities, and divides these into record types such as policy files, accounting records and routine

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correspondence. Interspersed with these entries are, of course, record types that denote a particular form of record, such as engineers' diaries, or map alteration registers.

Each entry has its own retention sentence described in periods of time and specifies whether a record may be ultimately destroyed or retained permanently. The Schedule does not attempt to describe periods of semi-activity in relation to periods of inactivity of records.

The retention sentences specify the minimum time period that the record must be kept, and these are mandatory upon all local authorities throughout the State.

The Index includes not only references to records as described in the Schedule, but alternative nomenclature if this is appropriate.

Both the Index and the Schedule itself provide a comprehensive formulation of local government records that could have wider relevancies than disposal scheduling alone.

USE OF THE SCHEDULE:

Some interpretation of the Schedule and knowledge of records disposal theories will be required: as everyone is aware, records disposal is never as easy as it first appears.

Nevertheless, the Schedule has been designed to facilitate implementation of disposal techniques. Its keynote is simplicity. Users should be able to implement its recommendations equally on accumulations of secondary or inactive records, or, and this is obviously preferable, on current records at time of creation.

To help those Council officers with little experience in records disposal a series of one-day workshops has been planned for February and March 1989. These will be held at various locations throughout the State and outline methods of implementation in

greater detail than that described in Section 2 of the Schedule.

It is hoped that all local authorities throughout N.S.W. will make use of the Schedule: it is, after all, primarily an administrative tool which will help councils manage their information resources.

Its judicious use will allow local authorities to automatically destroy worthless records and to identify and preserve those which will be retained permanently. If an information system is free of worthless records, better care can be taken of those remaining; retrieval of the information in those remaining is quicker and easier; and the storage of them is cheaper.

With the General Records Disposal Schedule for Local Government in N.S.W. records managers have a tool to aid in the effective administration of their records collections. It is not a cure-all for all the ills of their systems, but it can help in ensuring that the information they provide to their users is quick, current and reliable.

All records managers in local authorities, not only in N.S.W., but Australia should take note of the words of the Hon. David Hay, Minister for Local Government and Minister for Planning, at the launch of the Schedule on 26th October, 1988:

'The records of council represent its corporate memory. They are needed for administration, for research, and to satisfy legitimate public interest. It is paramount to the principle of 'open government' that information can be readily accessed to satisfy any public interest.

Important records documenting policies, decisions, data and individuals' rights must be safeguarded whilst routine records should not be kept longer than necessary.

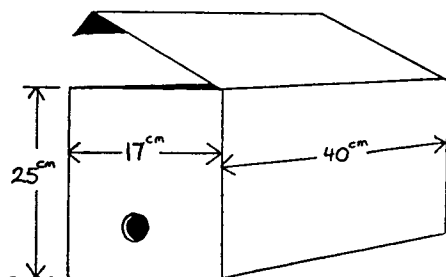
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Compiler of the Schedule, Ms. S. Irvine-Smith, showing the Schedule to the Minister for Local Government and Minister for Planning, the Hon. David Hay.

WHO AND WHAT IS THE INTERNATIONAL RECORDS MANAGEMENT COUNCIL?

Although the International Records Management Council was founded in 1970 little publicity has been afforded it, in Australia, until recently.

As the incumbent International President I have been asked to provide some of the history and background to I.R.M.C. as well as re-inforce the importance of being affiliated with an International body.

The International Records Management Council is a non profit educational Council that was founded to:-

Promote and advance the profession of records management and related fields through education, research and study.

Disseminate professional knowledge, techniques and information through international sharing of experience related to records management and related fields.

Develop, improve and advance standards appropriate to the entire field of records and information management.

Convene, sponsor or promote conferences and meetings for furtherance of records management knowledge.

Assist countries that do not have a Records Management Association in organising one and give advice, information and training.

Contribute to the programs and projects of U.N.E.S.C.O. and other international, national and regional organisations.

You may ask but what has all of this to do with me? I'm an individual going about my daily work as a records officer with no real interest in what happens in Barbados, Brazil or Zimbabwe.

I would like to suggest that it should be of interest to you and that you should show some concern as to how information is being managed and developed in other parts of the world.

To answer the question with some logic there are several factors that make international records and information important.

Firstly, the huge gains in communication technology are ensuring that speed, accuracy, quality and economy of the information is not being provided.

The rest of the world really is on our door step!

The fact that we trade and negotiate with the countries around us obviously is reason enough to standardise the management of information - what better vehicle could we have than an international forum such as I.R.M.C. to promote standards, good records management practice and ethics.

By offering professional help to those countries requiring it, such as developing countries, offering training programs, seminars, workshops and advice, we strengthen and protect a vital resource - INFORMATION.

I am suggesting that we should not be parochial in our outlook that we foster and encourage the expansion of our knowledge and our learning and what better way to do this than by supporting the International Records Management Council.

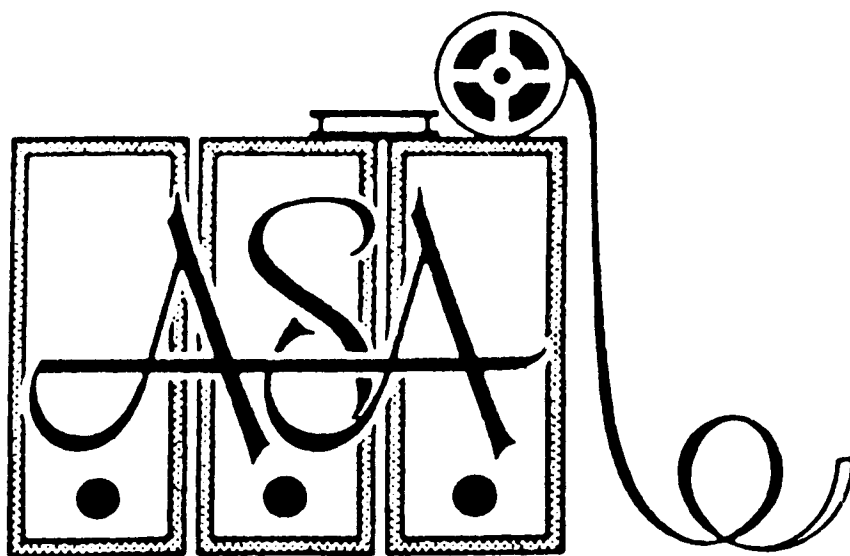
Further information can be obtained from:

- 1) Graham Dudley, I.R.M.C. Executive Director, P.O. Box 397, Victoria Park. W.A. 6100.
- 2) Helen Francis, Vice President, I.R.M.C. Australia and Oceania, G.P.O. Box 1086, Adelaide. S.A. 5001.
- 3) Peter Smith, I.R.M.C. President, 106 Coal Point, Coal Point. N.S.W. 2283.

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NATIONAL REGISTER OF RECORDS MANAGEMENT CONSULTANTS

The Federal Council of the Records Management Association of Australia invites interested Records Managers and Records Management Consultants to submit for consideration, proposals for the setting up and managing of a National Register of Records Management Consultants in Australia.

Your submitted proposal should include all facets you consider should be included in the register including;

What fees should be paid annually for the registers maintenance.

Whether the register should be maintained commercially or by the Association.

All submissions should be forwarded by 31st May, 1989 to;

Mr. Murray Stewart ARMA
Federal Secretary
Records Management Association of Australia
C/- Central Records Branch
Brisbane City Council
GPO Box 1434
Brisbane QLD 4001

2nd INTERNATIONAL CONGRESS
International Records Management Council
in association with the
6th NATIONAL AUSTRALIAN CONVENTION
Records Management Association of Australia
Perth, September 25th-30th, 1989

Dear Colleague,

The 2nd International Congress of IRMC and the 6th National Convention of RMAA are now only a matter of months away.

Already the response to registration has been excellent as delegates take advantage of the early bird registration and an opportunity to win a prize.

Two keynote speakers, Professor R. Sprague and P. Emmerson have confirmed their attendance and abstracts of their papers are attached.

Phillips Telecommunications and Data Systems Limited advised that they are negotiating to provide two additional international speakers at their expense.

Generous support has been given by Qantas Airways in providing tickets to enable promotion to be done at overseas related conferences which has produced more than 400 responses.

The response to the Trade Exhibition has been tremendous and the original plan to provide for 37 exhibition stands has already been exceeded.

This has forced a change to another area within the hotel and a redesign of the exhibition which will enable up to 52 stands to be available.

All of this activity is ensuring that the two conventions will be outstanding events and contribute greatly to the knowledge of Records Managers.

In addition, the Merlin Hotel has been taken over by the Hyatt Regency chain and will be refurbished in time to the general standard of Hyatt Hotels.

CAN YOU AFFORD NOT TO BE PART OF THIS SCENE?

REGISTER NOW!

D. T. Pearce
Managing Director
Promaco Conventions Pty. Ltd.



Abstracts of Keynote Addresses

**CONVERGING TECHNOLOGIES: THE NEW OPPORTUNITY
FOR DOCUMENT MANAGEMENT**

Ralph H. Sprague, Jr.
University of Hawaii

Rapid development of new technologies is offering exciting new opportunities for handling and managing documents. Optical disk storage, broadband telecommunications capability, document formatting languages, and hypermedia are examples of technologies that promise a new era in electronic document management. These technologies are evolving from several sources, but are converging to have a major impact on records management, librarianship, archiving, and other document database management fields.

This keynote speech will identify and categorize these new technologies, indicate where developments are likely to lead, and develop a plan for exploiting them in the future.

RALPH SPRAGUE

Ralph H. Sprague, Jr. is a Professor in the Decision Sciences Department at the University of Hawaii, in Honolulu, Hawaii. He has over 20 years experience in teaching, research and consulting on information systems in organizations. He is the co-author of a 1986 book entitled *Information Systems Management in Practice*, published by Prentice-Hall. He is recognized as an international leader in the field of Decision Support Systems, having authored several books and articles on this subject. Previous positions include visiting scientist at the IBM Research Laboratory and visiting professor at Stanford University. He is the co-chairman of the annual Hawaii International Conference on System Sciences (HICSS), which has become a major forum for academic work in Decision Support Systems during the past ten years. He is currently leading a research project on document processing for the Pacific Research Institute for Information Systems and Management (PRISM) at the University of Hawaii.

**THE BABY AND THE BATHWATER
MANAGING RECORDS AND
INFORMATION IN THE
LIGHT OF ELECTRONIC
SYSTEMS DEVELOPMENT**

Peter Emmerson
Barclays Bank PLC
London

There are a number of problems which need to be addressed. The first is that of records as information and as evidence and the fundamental dichotomy between records, their form and the information they contain. The legal dimension also needs to be addressed with the problems of using electronic records in both civil and criminal litigation. The sheer volume of records generated in the course of modern business has also not been fully appreciated. The solutions lie with the application of the principles of records management irrespective of the format of the records. The approach is one of investigation, evaluation and promulgation by way of analysis, synthesis and development. It is suggested that the standard techniques of classification of current records by the functions, activities and transactions of which they form a part, the inventory of records found in an organisation irrespective of medium or format, the analysis of record and information requirements of both the immediate users and their organisation, the development of retention schedules and disposal plans for all records, and the provision of a comprehensive user service remain the most satisfactory way of coping with these problems.

There is a need also to deal with the changing environment by ensuring the continuing development and relevance of these techniques. This would be achieved by co-operation with other disciplines and other functions, by borrowing their techniques, and, at the same time, informing them of what records management is and what it does. In addition the converging technology available should be utilised and records managers should develop an awareness of how it all links together. But convergence in this sense does not mean the submergence of their profession.

Records managers need to be educated in new approaches and trained in new techniques so that they are properly equipped to deal with the new environment. This can be addressed by continuing professional development by way of regular training courses and, above all, listening to other people and hearing what they say. Records managers and other information professionals must recognise the need for a wider horizon in the provision of the seamless information world that the user demands, without losing sight of their proper concerns for the survival and the availability of the record.

PETER EMMERSON

Peter Emmerson, an honours history graduate of the University of London, is Chief Archivist for Barclays Bank. Prior to that he was Group Archivist for the British Steel Corporation. A qualified archivist, his interests and initiatives in records management have been concentrated to a great extent on appraisal and scheduling matters. He has organized and run residential courses in these fields for the Society of Archivists, of which he has been conveyor of the records management group. Prior to joining British Steel he was a senior staff member of the National Archives of Rhodesia. He is the Society of Archivists delegate to the IRMC.

"EXCELLENCE IN COMMUNICATION"
The Proper Approach to Information Technology

PROGRAMME

Time	SUNDAY 24th Sept '89	MONDAY 25th September '89	TUESDAY 26th September '89	WEDNESDAY 27th September '89	THURSDAY 28th Sept '89	FRIDAY 29th Sept '89	SATURDAY 30th Sept '89							
0830	UP													
0900			IRMC AGM	RMAA AGM										
0930		Welcome & Opening	Plenary 2	Plenary 3 Speaker Peter Emmerson	MEETING	MEETING	MEETING							
		Keynote Speaker Professor R. Sprague												
1030	SETTING	M O R N I N G T E A												
1100		Plenary 1	Session A	Session B	Session C	Session D	Session A	Session B	Session C	Visits	COUNCIL	COUNCIL	DIRECTORS	
1200		L U N C H & B R E A K O F												
1215		Session A	Session B	Session C	Session E	Session F	Session G	Session H	Session D	Session E	Session F	Workshop	FEDERAL	FEDERAL
1400	EXHIBITION	A F T E R N O O N T E A												
1515		Session D	Session E	Session F	Panel 2 RMAA & 2 IRMC	Plenary 4		RMAA	RMAA	IRMC				
1545						Next Conference Launch Closing Ceremony								
1700		Cocktail Party			Cocktail Party									
1730	Drinks													
1800														
1930														
2000			Convention Dinner											

LIST OF CONFIRMED EXHIBITORS

ACCESS COMPUTING
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 DATA SYSTEMS LTD
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holding its 6th Annual Convention at the same time. The Records Management Association of Australia (RMAA) invites you to present a paper at its 6th National Convention. The Convention is co-hosted by the International Records Management Council (IRMC) which will be holding its 2nd International Congress at the same time. The combined meetings provide an excellent platform for the exchange of ideas and practices.

CLOSING DATES

Abstracts 31st March, 1989
Final Paper 14th July, 1989

SPECIAL ARRANGEMENTS

The official domestic carrier, Australian Airlines, has special Convention packages available that make it very attractive to travel to Perth. Based on 7 nights accommodation, these fares from all capital cities to Perth are substantially reduced. As an example, the current economy return fare from Sydney is \$934. The special fare is \$700 taken with the accommodation and if paid for now will avoid any future fare increases. As a further help to prospective delegates Promaco Conventions Pty Ltd is prepared to accept payment for air-fare/hotel package in 4 equal instalments. For further information contact Promaco Conventions Pty Ltd.

A forty page booklet is available with full details of the conventions. Please contact:

Promaco Conventions Pty Ltd
Unit 9A Canning Bridge Commercial Centre
890-892 Canning Highway
Applecross 6153
Western Australia
Tel: (09) 364 8311. Fax: (09) 316 1453

INTERNATIONAL AND NATIONAL Call of Papers

The International Records Management Council (IRMC) invites you to present a paper at its 2nd Congress. The Congress is co-hosted by the Records Management Association of Australia (RMAA), which will be

6TH NATIONAL CONVENTION PERTH 1989

The following airfare/5 nights accommodation packages have been negotiated with Qantas for delegates to the Perth Convention in September who want to make a post convention tour.

The costs are based on a minimum number of 16 delegates. However, if 16 is not reached, the packages are still available but could be about another \$50 more.

As September is peak season for travel, anyone interested will need to indicate their preferred travel times as soon as possible.

The package operates on the basis of a delegate say from Sydney, selecting a package,

purchasing the ticket, flying to Perth and staying for the Convention and then continuing overseas and returning to Sydney.

The accommodation in Perth is not included and must be booked separately.

Reservations must be made through:-

PROMACO CONVENTIONS PTY LTD
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890-892 Canning Highway
Applecross 6153
Western Australia
Telephone: (09) 364 8311
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A Directors Life is such a Busy One . . . Busy One !!

HONG KONG COSTS

HONG KONG HOTEL - High (Mar/Apr/May/Sep/Oct/Nov)

	Ex Brisbane	Ex Sydney	Ex Adel.	Ex Melb.	Ex Perth
Total Twin	\$1543.00	\$1501.00	\$1606.00	\$1560.00	\$1249.00
Total Triple	\$1469.00	\$1427.00	\$1532.00	\$1485.00	\$1175.00
Total Single	\$1931.00	\$1889.00	\$1994.00	\$1950.00	\$1637.00
Breakfast Supplement	\$75.00 per person				
Extra Night	\$74.00 person TWIN				
	\$63.00 person TRIPLE				
	\$147.00 person SINGLE				
Extra Breakfast	\$15.00				

PARK LANE HOTEL - High (Apr/May/Sep-Nov/Mar)

	Ex Brisbane	Ex Sydney	Ex Adel.	Ex Melb.	Ex Perth
Total Twin	\$1497.00	\$1455.00	\$1560.00	\$1515.00	\$1203.00
Total Triple	\$1438.00	\$1396.00	\$1500.00	\$1455.00	\$1144.00
Total Single	\$1833.00	\$1790.00	\$1896.00	\$1860.00	\$1543.00
Breakfast Supplement	\$75.00 per person				
Extra Night	\$63.00 per person TWIN				
	\$53.00 per person TRIPLE				
	\$126.00 per person SINGLE				
Extra Breakfast	\$15.00				

SINGAPORE COSTS

PAN PACIFIC HOTEL

	Ex Brisbane	Ex Sydney	Ex Adelaide	Ex Melb	Ex Perth
Total Twin	\$1112.00	\$1070.00	\$1039.00	\$1129.00	\$775.00
Total Triple	\$1091.00	\$1049.00	\$1018.00	\$1108.00	\$724.00
Total Single	\$1291.00	\$1249.00	\$1217.00	\$1308.00	\$923.00
Breakfast Supplement	\$60.00 per person				
Extra Night	\$32.00 per person TWIN				
	\$30.00 per person TRIPLE				
	\$63.00 per person SINGLE				
Extra Breakfast	\$12.00				

TAIPAN RAMADA

	Ex Brisbane	Ex Sydney	Ex Adelaide	Ex Melb	Ex Perth
Total Twin	\$1066.00	\$1024.00	\$993.00	\$1081.00	\$699.00
Total Triple	\$1049.00	\$1007.00	\$976.00	\$1066.00	\$682.00
Total Single	\$1203.00	\$1161.00	\$1129.00	\$1217.00	\$835.00
Breakfast Supplement	\$45.00 per person				
Extra Night	\$24.00 per person TWIN				
	\$22.00 per person TRIPLE				
	\$47.00 per person SINGLE				
Extra Breakfast	\$9.00				

MABUHAY, MANILA

The Philippines Records Management Association is holding a conference for members and non-members on 16-17th May, 1989 at the Manila Garden Hotel, Meekati, Metro Manila.

Mr. Peter Smith, President of the International Records Management Council, will be opening the Conference.

The PRMA has attracted speakers from the Philippines and also the International sector.


Papers are being presented on the following:

COLLOQUIUM TOPICS AND SUB-TOPICS

- I DEVELOPMENT OF A RECORDS MANAGEMENT IMPROVEMENT PROGRAM
 - A. Record-Keeping Systems: A National Concern
(It's possible to develop records management programs and procedures that will be applicable anywhere)
 - B. The Records Manager: Change Agent or Victim of Changes
(What should be aimed for is the elevation of a more efficient usage of records and information resources. Should this not occur, then not only have you wasted a lot of government money, but you have also failed to capitalize on the benefits that technology can provide)
 - C. Education in Records and Information Management
(Advantages of formal education training apart from on-the-job training, seminars and workshops)
- II RECORDS MANAGEMENT INFORMATION SYSTEM (RMIS)
 - A. Solutions and Theories, Computers, Micrographics and Records Management
(The greatest challenge of Records Management today is to integrate solutions with practical application. The dream is for a fully integrated technological office. The computer can assist the records manager to locate, control and record movements of records. Computers are not a tool for laxity, but an aid to assist those who have effective management of records as their main aim)
 - B. Office Automation
(The concept of an automated office and the need to know the range of technologies affecting information and records management determine the efficiency of a Records Management Information System)
 - C. Integrated Records Management System: CAR
(The parallels between administrative services and data processing enhance organizational information flow)

Further information is available from:

Aurora Aquino
Presidential Staff Director
Malacanang Records Office
Office of the President
Malacanang, Manila, Philippines



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CORPORATE RECORDS MANAGER KNOCKS OUT FINANCIAL DIRECTOR

Financial Director, Jack Dawe, prides himself on being the most organised person in the office. "Efficiency," Jack has been known to say, "is my middle name."

But that was before new Records Manager, Jill Hackett, gave Jack the old "1-2-3." "Jack" she said, "every time we file a piece of paper vertically we cost this company time and money."

"By converting to a Unistat lateral filing system we can save up to 70% of the floor space used for our current filing system, find the file we want up to 25% faster, and compared to an ordinary

4-drawer system, a Unistat lateral filing system is up to 226% more efficient."

At this point Jack was on the ropes, and Jill moved in for the kill. She showed Jack a lateral file complete with colour coding, and explained that even if a user can't spell, they still can't lose the file if they just follow the colours.

If you'd like to knock out your financial director, why not pick up the phone and ask to see a Unistat filing consultant today, or send in the coupon below (but we would advise organising smelling salts).



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