iQ

InfoRMAA Quarterly

GETTING OFF THE

STORAGE

MERRY-GO-ROUND

RMAA/SNIA SPECIAL FEATURE

Change Management:
Are you
an
Organisational
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RIM
in
Asia

RMAA
CONVENTION REVIEW

Objective Article of the Year

HEALTHY RECORDS
We Interview HIMAA President Angela Randall

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

In This Issue

Front Cover:
Storage and data management today present RIMs with a dizzying range of options. On page 36, we commence a feature on the subject. See how you can get off the storage merry-go-round.

Spreading the RIM Gospel

The RMAA Convention is over, exhibitors are gone, balloons have lost their bounce and we have a new Convention Chair and site for 2007. Hurray!

The 2006 Convention Committee really enjoyed putting on the RMAA's Cairns Convention. Much was learned and we all found the true meaning of patience and communication; as anyone who has put on a convention would understand. We had a great team and worked very well together, which made the task so much easier. The programmes were outstanding and worthy of being repeated at a later date.

The international speakers also undertook a post-convention speaking tour, and feedback was brilliant. It was disappointing that the lack of support from members may jeopardise the opportunity to tour international speakers in future. This is a shame, as it is rare to have the opportunity to get an international speaker at a low cost.

During the Convention, every delegate had the opportunity to attend programmes that related directly to the job of being a records and information professional, to building relationships, and to helping build a community of compliant users of records. Comments regarding the sessions shared around the Cairns Convention Centre were most encouraging. Don't forget, papers and DVD copies of the presentations are available for purchase.

Once again Kristen Keley did an outstanding job with the exhibitors. We sold 39 exhibition booths, involving approximately 80 exhibitor staff and vendor material that was timely and helpful. The ever-wonderful Wendy Daw, serving as Registrar, reports that over 360 delegates attended the Convention.

Door prizes were again a big draw. Everyone seemed very happy at the Convention; almost as happy as Convention Committee members. MC Mike Steemson had the most important job, awarding the many door prizes provided by exhibitors. RIMers had the easy job of waiting for their name to be called.

As you can tell from all the reports in this IQ, the Convention was great. For those who missed it, I can only encourage you to attend in the future; either at the Convention or post-Convention speaking tours (which will only be held if you support them).

Compliant RM

I also want to talk about another subject I'm passionate about. What role does compliant records management play in achieving compliance and efficiency? Compliant RM has three 3 phases:

1. Reduce the risk/cost of automatic penalty: Organisations must develop records policies that meet legislative obligations to maintain records of all transactions and retain all those records for adequate periods. A compliant RM programme helps organisations demonstrate that they are not only meeting the letter of the law but the spirit as well.

2. Reduce legal defence risks/costs: A programme puts into place processes and systems that help organisations respond more timely and more effectively to the tide of increasing legal discovery orders and regulatory investigations – and to reduce legal exposure by providing the owner with the ability to analyse its information, not just frantically gather it in response to an urgent order or request.

3. Reduce the risk/cost of retaining mounds of useless information: A programme helps reduce the costs of compliance by proactively reducing both the amount of information that your company needs to retain and the costs of searching and recovering records for use, discovery, decision-making, and disposal.

Compliant records management is not about performing an annual office cleanse, just in time for the office party, using a temporary clerk to rough index records and scribble a date seven years hence on the carton.

In the digital world, it is not about the invisible accumulation of redundant back-up tape/disk records in dark corners – nor the mindless imposition of disk space reductions and email account cleansin. It is about understanding your business and the information it produces, and paying due respect to the legislative framework. Above all, it is about managing the risk.

Storage and RIM

Last month, our CEO Kate Walker participated in the Storage Networking Industry Association's (SNIA) Storage Networking World conference in Sydney and sat on a 'Crossing the Chasm from Records to Storage' panel. The panel looked at creating stronger ties between IT and RIM, looking at ILM (Information Lifecycle Management) and data management, tiered storage and of course the big driver - compliance and legal discovery.

Consisting of RMAA and SNIA experts, leading lawyers, and analysts, the panel asked, "Who owns the data? Who does the classification and applies metadata? Who makes the rules?" Our CEO and Marketing & Event Manager also staffed an exhibition stand at the conference, and some great contacts and discussions resulted.

The close working relationship between RIM and Storage is further demonstrated by the articles in the Storage and Data Management feature later in this issue of *IQ* – yet another way we're developing our strategic partnership with the storage industry.

I'll close with a reminder that we are here for our members and our profession. If you have anything you wish to discuss, please don't hesitate to contact me.

Kemal Hasandedic, FRMA
National President, RMAA

Kemal Hasandedic,
RMAA's National President

From the CEO

A Great Conventional Week in Cairns

Well, after two plus years of hard work, a million emails, and with staff exhausted, I'm pleased to report that 23rd RMAA International Convention has been widely hailed as one of the best ever!

Sure, sure, of course we're going to say that. Right? Oh, but it's true! We knew something was up right from the beginning - Sunday lunchtime there was a line of people waiting to get in!

While you'd think that this would make us very happy, we had actually forgotten to dot a couple of i's and cross a couple of t's, which slowed us up at the beginning.

While understaffed, our killer group of volunteers and our two brilliant staff (Kristen and Wendy) and my dragged-along family (for free labour), really did their best to keep up with the flood of people streaming in the doors.

For the second year in a row, there were dramas with the RMAA exhibition stand (this year, our freight didn't turn up even after 2 weeks on the road), and again 2 teenagers came to the rescue. Given the constraints (financial and material), they did a great job.

The stand was decorated as a new baby girl's room – to commemorate the birth of IQ's little sister publication *iRMA* – our *Information and Records Management Annual.*

There is a comprehensive Convention Review later in this issue - but here are a few snippets from my perspective for those of you who missed out on one of the best events of the year.

Sunday evening's welcome function was amazing. We knew something was up attendance-wise; usually Sunday is a slow, because many delegates are still at on their way to the Convention city. But people just kept streaming in the doors, and the reception area was noisy and full. Everything worked out so well -- smiling faces all around!

The range of speakers was on everyone's lips… coering humour to disasters, from psycology to education, and always linking back to RIM.

I think one of the great initiatives (okay, I was scepticle to start with) was the onetest Individual Behavioural Reports. Delegates undertook a 10-minute test that gave them a detailed insight to themselves, the Board and the profession.

It was great to see the breakdown of professionals into Dominance, Influencing, Steadiness and Compliance sectors. (No surprise that I fell into the Dominance sector! Although there were only 9 of us in there.)

This report provided insight into RIM professionals' strengths, values, motivation, environments and communication skills. If you missed out, I highly recommend you undertake this (or a similar) assessment to understand both your strengths and weaknesses and develop strategies to meet the demands of your environment. It also works brilliantly in a team environment.

The Convention dinner saw some 70's fashion dragged from the back of the wardrobe… and the scary part was that it looked good on a lot of people! The dancing well, there were a few people who certainly lost their 'professional' image, just for a while. Everyone had a great time. (No loose lips from me on this one.)

While a long list of RMAA 'family' members visit with us each year, we were excited to welcome some brand new faces as well. Delegates, both during and after the Convention, remarked what a pleasure it was to talk to our international keynote speakers. They were all stories, jokes, and mile-a-minute banter, and it was a pleasure having them at the Convention.

The thing that makes the Convention so great, is the huge number of members and exhibitors who keep coming back, planning their professional development around our Convention. They phone and email us for months afterward to let us know how much they appreciate all the hard work.

Honestly, that's what makes it worthwhile for us, knowing that, despite the incredible amount of attention, planning, and plain old slog it takes to organise the Convention each year, we've provided a place where RIM professionals from all over the world can feel at home in an atmosphere created especially for their profession.

My almost final comment on the Convention is: *Thank you Kristen and Wendy, for your understanding, dedication, and ensuring my requests are delivered in the best possible manner.*

I cannot miss congratulating the following: Stephanie Ciempka, ACT, Melissa Okely, WA, Hydro Tasmania, Queensland Transport, Elisabeth Wheeler, Qld, Objective Corporation, Tina Howard, Tas, John Behrens, Tas, and Brigitte Stephens, SA. Turn to this issue's Awards section to see why these people have achieved what we're all aiming for.

Will you be among the awardees for excellence next year? Take the challenge, I'm looking forward to receiving your application for 2007.

Kate Walker
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Kate Walker,
CEO of the Records Management Association of Australasia

From
the Editor's
D E S K

BROADENING ALLIANCES

With the RMAA broadening its alliances with fellow industry associations. November's *IQ* features an interview with Health Information Management Association of Australia President Angela Randall. And there's a feature on Storage and Data Management, evidence of the RMAA's developing alliance with the Storage Networking Industry Association (SNIA).

BROADENING OUR COVERAGE

While we'll never desert core topics, we're always canvassing interesting material on allied subjects. In this issue, for the first time, we cover Change Management, and RIM in Asia.

CONVENTION REVIEW

September's RMAA International Convention in Cairns was, by all accounts, one of the best ever. In addition to a detailed Convention Review, inclusive of lots of Convention snapshots, we feature awards presented at the Convention.

IQ ANNUAL BECAME iRMA

Just as the information-packed *IQ Annual* went to press, the RMAA National Board changed the title to the *Information & Records Management Annual (iRMA)*. If you haven't got your copy yet, see page 27 for ordering details.

KEEP THE SUBMISSIONS COMING

Write us an article for February's issue. Send us an interesting RIM relics story like this issue's one on NZ parliamentary broadcasting. To discuss an idea for an article, send me an email.

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

CORRECTION – *iRMA*, Rina Solomon, & CCSU
In the article 'Putting Six Government Ministers on RIMS' in the inaugural issue of the *Information & Records Management Annual*, we inadvertently described the author, Rina Solomon, as RIMS Business Manager with the Objective Corporation. She was in fact at that time RIMS Business Manager with the New South Wales Department of Commerce's Central Corporate Services Unit (CCSU), the subject of the article.

'Dear Editor…'

Wrong President, or Wrong Date?

I'm writing to say check your records again! In the August *IQ*, on page 40, it says that Bill Clinton signed into law the Global and National Commerce Act in 2002. George W Bush was president in 2002!!

But I really like your magazine and think your staff is doing a great job.

Andy French
(An American!)
Melbourne, VIC

(We checked with Canon, sponsors of the original white paper, from which they extracted this article for IQ. *Seems the date changed in the extraction process. It was in fact 2000. Well spotted, Andy – Editor.)*

Delving into Our Sister Information Fields

I was at a very senior conference recently (CEO's etc) and the most pervasive comment was "What's the difference between records management, information management, knowledge management, library management and archives management?"

The CEO's said they were most confused by the different information professions and how they should advertise. So, could *IQ* start delving into these 'sister' information fields?

These could include Knowledge Management (given that records management underpins the KM standard), Data Quality, Data Mapping, Data Mining, and Business Intelligence Systems (all utilising data dictionaries, classification schemes, etc.)

Then of course there is the whole world of Web (intranet, internet, extranets) which records professionals should be involved with but often leave to IT.

The world of records management if actually far broader than we accept.

Kerrie Monzo, MRMA
Corporate Manager
Knowledge & Information Systems
Catholic Healthcare
Windsor, NSW

(We'd love to hear from readers with expertise in these areas, Kerrie, people who might write for us on these subjects. Hopefully, your letter will generate some offers - Editor.)

Thanks for My Award

I would like to convey my thanks to you and the Editorial Board for the honor of being awarded the Objective RMAA Article of the Year Award for 2005/2006. (See page 55 for a full report.)

It is indeed an honour to receive such an award, and the plaque will be displayed with pride to RIM colleagues as well as family. The Canon IXUS 750 is a fantastic prize and will be put to good use – my thanks to Objective also.

I'd like to give a personal 'thank you' to yourself, as you gave me great help with the editing of the original work as well as general encouragement.

Elisabeth Wheeler, ARMA
Raymonds Hill, QLD

Survey Finds all in Web Content Management
Garden Rosy Despite Recent Acquisitions

SILVER SPRINGS, MARYLAND: In its comprehensive semi-annual worldwide survey of the web content management (WCM) market, US technology analyst CMS Watch has found that recent acquisitions by major players such as IBM and Open Text have not reduced the slate of WCM products on offer.

For the tenth edition of The CMS Report, CMS Watch studied 30 Web content management suppliers operating in the US and Europe. And they found that potential customers still had a dazzling array of products to choose from, with the WCM market crowded with players and offerings.

While the acquisition of FileNet by IBM and Open Text's acquisition of fellow Canadian vendor Hummingbird in recent months (see later reports in this Industry News) have reduced the number of content management software suppliers overall, the WCM product offerings have not been affected.

"Major Web CMS products are not getting taken off the table here," said CMS Watch founder Tony Byrne in a media statement accompanying the September 12 launch of the latest report. "Buyers still have as dizzying a slate of viable choices as ever."

The report, based on hundreds of interviews with Web content management customers worldwide, gives detailed comparisons on 30 WCM products across 17 key feature categories, as well as evaluations of individual product suitability for 12 universal CMS scenarios.

The report found that suppliers are divided about what Web features they should include in their products. Some vendors, such as Stellent and Ektron, have added modules to their products for blogs, wikis and ratings. With uneven client uptake on such bells and whistles, other vendors, including Vignette and Interwoven, avoid these features entirely or turn to channel partners to build specific applications in the field.

With growing customer demand for greater interactivity, more CMS products are adding portal-like features, as the line between Web content management systems and enterprise portals begins to blur, reversing the trend that occurred earlier in this decade when these product segments diverged.

At the same time, portal vendors are trying to remove the need for a separate investment in CMS products.

The American WCM market is particularly competitive at present, with European vendors such as Sitecore, Tridion and Mediasurface recently entering the market and no one vendor dominating.

The upshot is that, with plenty of product choice available right now, and with conflicting attitudes among vendors as to the balance between features and affordability, buyers can afford to be choosey and look at a number of offerings before committing to a particular product.

CMS Watch is an independent US analyst firm with no links to any of the vendors surveyed. Their electronic CMS Report is designed to help enterprises make fast but informed buying decisions. For more information, go to www.cmswatch,com.

New Guides to Australian Privacy Act Interpretation Released

CANBERRA: **Australia's Privacy Commissioner, Karen Curtis, has released two guides to application of privacy regulations in the public sector - the Privacy Impact Assessment (PIA) Guide and a new Privacy Policy for the Privacy Commissioner Office.**

In a media statement, Ms Curtis said: "These two documents will undoubtedly play an important role in assisting agencies and organisations in further developing their privacy systems and procedures."

The PIA Guide assists Australian government agencies in determining the impact new organisational proposals could have on privacy. It enables agencies to examine and assess their project's capacity to comply with the Privacy Act, and informs agencies on broader privacy issues raised by the project.

The Commissioner said: "A project which underestimates privacy impacts, and as a result makes privacy mistakes or simply gets privacy wrong, can place its overall success at risk by breaching privacy legislation or by not meeting the test of trust and acceptance by the community.

"It is therefore in an agency's interests to do a PIA for any projects which involve the handling of personal information."

The Privacy Policy for the Office of the Privacy Commissioner adopts a layered notice format to ease access and understanding of the Office's privacy policy. It is intended to serve as model for other agencies and organisations, the Commissioner said. For details, visit: www.privacy.gov.au.

Sydney Uni Students Give Interwoven Website Upgrade High Marks

SYDNEY: **A recent survey by the University of Sydney has found that 79% of its students rate its main website, as 'easy to use' since an Interwoven Web Content Management (WCM) solution was introduced.**

The University of Sydney, operating 17 faculties at 8 teaching campuses, with 46,000 students and 6,000 staff, contracted Interwoven to update and upgrade all 130 of its websites and streamline delivery of its key print materials using the Interwoven WCM solution.

The University's Director of Community Engagement, Marian Theobald, said, in a media release, "The Interwoven solution has given our staff a level of control and professionalism that was not available previously. This is reflected in the enthusiastic uptake of the system."

The University of Sydney's main website now attracts 1.5 million users per month.

CCH Launches New Digital Archive Solution

SYDNEY: **CCH Worklflow Solutions has launched Alexandria, its new digital archive solution that integrates images and documents into one document management platform.**

Designed as an alternative to hosted ASP archive systems, Alexandria allows all information to be contained within an organisation's designated network, meaning information can be searched and retrieved within the network and not over potentially non-secure public Internet connections.

Password-protected for information control, Alexandria runs on standard Microsoft Windows 200 Professional with SP4 or Microsoft Windows XP Professional with SP2, with prices starting from $1,049 plus GST.

Objective Cops a WA Police Contract

PERTH: **Selected as provider of a new ECM for Western Australia Police, Objective Corporation has also been appointed to the WA Government's CUA 8005 supplier panel.**

The WA Police contract, announced on September 5, will see Objective install its ECM solution that will be accessed by more than 6,000 staff through all 162 WA police stations and 14 district offices throughout the 2.5 square kilometre state

The single Objective solution will replace 7 records systems that previously resided on the Police mainframe, covering records management, global file tracking, the Secretariat, the Criminal Investigation Brief file system, the video interview tape log, the Coronial enquiry system, and the Forensic Branch/Photograph system.

In a media release, WA Police's Superintendent Nigel White said, "Findings from the Royal Commission in 2001 identified the need to manage information more effectively." Moving from a mainframe environment was identified as a priority.

Objective will initially focus on replacing file registration and tracking functionality at multiple levels on existing WA Police mainframe systems. This will provide a 'foundation project' for a fuller ECM implementation that meets legislative requirements provided by the WA State Records Act of 2000.

Eight days after announcing the WA Police contract, Objective learned that the company had been included on the WA Government's Common Use Arrangement (CUA) 8005 supplier panel, effective from September 29.

The CUA 8005 panel was recently introduced by the WA Government to assist departments with electronic document management systems (EDMS) inclusive of records management, content management, access control and security, process management and workflow, import and export administration, and archiving.

WAG CUA Panel Selects TOWER Partner

PERTH: **The Western Australian Government has selected TOWER Software's WA partner for its preferred supplier panel.**

TOWER Software's WA partner Sigma Data Solutions joined the 3-year Common Use Arrangement (CUA) 8005 panel on September 29.

Sigma Data Solutions, which has been TOWER Software's WA partner for the past 15 years, will supply TOWER's TRIM Context ECM platform to WA Government departments and agencies.

To date, Sigma has sold TRIM Context to 70 WA Government clients.

HP and ELO Partnership Designed to Reduce Paper Document Usage

SYDNEY: Hewlet-Packard and ECM software provider ELO have announced a partnership designed to reduce paper usage by bundling scanner and digital archival software.

HP told *IQ* that the partnership paves the way for HP to deliver a comprehensive document management solution for the seamless capture, preservation, organisation and retrieval of business critical information for small to medium business operations.

A range of HP-ELO bundled all-in-one scanning solutions has been designed to reduce paper usage in HP Scanjet products, resulting in reduced costs and decreased document-search lead times.

Several of the new HP Scanjet sheet-fed and flat-bed scanners, which range in price from $1,299 to $2,999, include software packages such as HP Photosmart, IRIS Readiris Pro 9.0, Adobe Photoshop elements, and KofaxA VRS.

Objective Docks at Townsville Port Authority

TOWNSVILLE: The Townsville Port Authority has implemented an Objective Corporation ECM solution to provide an information repository for the Port of Townsville.

The port of Townsville handles 10 million tonnes of cargo annually. The Objective ECM solution will manage a range of physical and electronic information including engineering drawings, plans and digital pictures used for construction and maintenance projects such as new berths and buildings.

In addition to improving its information management, the Townsville Port Authority will use the Objective solution to support compliance with the Queensland Public Records Act 2002 and Queensland Government Information Standards 31, 40, 41, and 42.

TOWER Man Now on Ground in Queensland

Jesse Edwards, Manager of TOWER Software's new Queensland branch

BRISBANE: As a part of its Australasian expansion programme, TOWER Software has opened a branch in the Queensland capital, appointing former Canberra Branch Manager Jesse Edwards to head up the Sunshine State operation.

"With over 40 customers in Queensland and a whole of Northern Territory Government contract supporting 10,000 users," said Edwards in an October 4 media release, "my key goal will be to manage the support of those customers."

Edwards has been with TOWER for six years, prior to which he was an account manager with Ingram Micro.

Datacom Opens SA Office

ADELAIDE: Major independent IT services provider Datacom announced on October 9 that it is opening an office in South Australia.

Founded in New Zealand in 1965, Datacom Group is 30% owned by New Zealand Post and 70% by private shareholders. The company expanded into Australia ion 1992, and has 2,100 staff throughout Australasia.

The Adelaide office, in Hinton, has a staff of 7, headed by Managing Director Darren Williams, formerly with Commander, and Chairman Mick O'Rourke from Centari Systems.

Datacom specialises in IT support and services, from LAN/WAN technical support to disaster recovery design and operations and contact centre solutions.

TOWER Partners With iPLATINUM to Enhance Council Outcomes

CANBERRA: TOWER Software has announced a partnership with an independent consulting services partner serving the Local Government market, the Sydney-based iPLATINUM Pty Ltd.

TOWER Software has some 80 Local Government clients around Australia, while iPLATINUM services 70 council clients of its own in East Coast states.

iPLATINUM has been increasingly involved in Local Government system implementations over the past 18 months.

iPLATINUM Director Michael Preedy said in a media release that his company will focus on assisting TOWER Software's council clients to gain maximum return on their EDMS investment.

This will include implementation reviews and upgrades, integration and interfacing with other council systems such as property, rating, and regulatory, systems replacements, and documentation and training.

Objective 7 Gains US Defence Certification

WASHINGTON DC: The US Department of Defence (DOD) has retested and certified the Objective Corporation's enterprise content management product Objective 7 against the military records management specification US DOD 5015 2-STD.

The specification defines exhaustive requirements based on operational, regulatory and legal needs that must be met by Records Management Application (RMA) software used by the DOD and related agencies.

This makes Objective one of the few vendors currently certified in both Chapter 2 (Mandatory Requirements) and Chapter 4 (Management of Classified Records) for records management. Chapter 4 classification involves meeting stringent security requirements to support 'classified' records.

This is the third time that Objective has achieved DOD 5015-2 classification – the standard's requirements have evolved since Objective's initial classification in 2000.

Australian High Court Rejects FOI Case

CANBERRA: **In a majority decision, the High Court ruled on September 6 that the Government could withhold information sought under FOI.**

The Court found that Treasurer Peter Costello had properly withheld information sought under the country's 24-year-old FOI law by The Australian newspaper relating to how the Government applies tax laws.

It found that disclosure could compromise confidentiality of Government decision-making and the candour of officials involved.

The decision now allows Government ministers to deny FOIAs where they contend disclosure would harm the national interest.

Report Finds Good & Bad FOI Laws Around World

LONDON: **A survey by Privacy International of Freedom of Information laws and practices in almost 70 countries has found both encouraging and worrying signs.**

The Freedom of Information World 2006 report highlighted a growing movement around the world toward the implementation of FOI laws. More than a dozen countries have introduced new FOI laws or decrees over the past few years.

ARMA International's Washington Policy Brief pointed out that at the same time the Privacy International report also reveals that in a number countries FOI laws were poorly drafted, or implementation was lax, often due to a culture of secrecy.

Other countries have created barriers to the easy access of information despite introducing FOI. In Ireland, for example, FOI fees are so high they discourage all but the most determined information seekers.

The survey authors concluded that US and Canadian FOI laws needed updating, while Mexico now possesses one of the best FOI laws in the world.

Bach's Oldest Manuscripts are Back

WEIMER: **German researchers have found 2 music manuscripts by composer Johann Sebastian Bach dating from around 1700, in a library that was ravaged by fire in 2004.**

Miraculously, the manuscripts, the oldest-known works by Bach, survived the fire at the Duchess Anna Amelia Library, a former palace in Weimer.

An NBC report of August 31 said that the compositions were the work of two other composers, Johann Adam Reinken and Dietrich Buxtehude. Researches said that a 15-year-old JS Bach copied the two choral fantasies for organ when he went to Lueneburg to lean more about the North German organ school.

The manuscripts had survived the fire two years ago, which destroyed 50,000 rare books, because they had been stored in the vault. But they were only identified in August by the Bach Archiv foundation of Leipzig, which has been combing German archives for information about Bach for the past four years.

NARA Initiative 'Stops Declassification in its Tracks'

WASHINGTON DC: **Following national outcry earlier in the year when it was revealed that US Government security agencies were secretly reclassifiying documents on its shelves, the National Archives & Records Administration has announced it has succeeded in reining in the process.**

The Archivist of the United States, Professor Allen Weinstein, told a research community meeting on September 6 that the National Declassification Initiative (NDI) that he announced in April has severely restricted the much criticised programme, which had been ordered by the White House.

Professor Weinstein was quoted in a September 6 NARA media release saying, "The practice of withdrawal of documents from the open shelves has been stopped in its tracks. Today, withdrawals are extremely rare and must demonstrate a compelling case."

The professor said that only 7 documents had been withdrawn by security agencies since April 26. All of these withdrawals have been carefully

noted in the open files so that their removal is transparent to users. One of those 7 documents has since been returned to the shelf.

Since April, the Archivist has asked agencies to re-review the classifications of all documents previously removed, and as a result NARA expects the vast majority of withdrawn records to be restored to public access over the coming months.

The US Air Force, for example, expects to return 95% of the documents it withdrew, although some of these documents will include 'redacted' or censored elements. The CIA, meanwhile, is re-reviewing 55 boxes of State Department records and expects to release 85% in full and 10% in redacted form.

"We regard this as encouraging news," said Professor Weinstein, "and plan to continue to hold our feet to the fire to ensure there is no backsliding."

SEC & PCAOB Chairmen Defend Sarbanes-Oxley But Concede Some 'Challenging' Problems

WASHINGTON DC: US Securities and Exchange Commission Chairman Christopher Cox and Public Company Accounting Oversight Board Chairman Mark W Olson have defended the Sarbanes-Oxley Act (SOX) before Congress. The groundbreaking RIM legislation has come in for criticism from some lawmakers who consider it so onerous that it has forced some US companies offshore.

Cox and Olson were appearing before the House of Representatives Financial Services Committee on September 19.

The Committee is conducting a periodic review of the Sarbanes-Oxley Act, and some Congressmen feel the Act's compliance requirements are so onerous that they have forced a number of public companies to delist in the US and relist in foreign markets.

Both Cox and Olson lauded Sarbanes-Oxley. Cox told Congress, "I believe it has been a success." He said that the majority of industry complaints are from small business, and centre around Section 404 compliance, which requires a management report on internal controls.

SEC Chairman Cox said that the problems encountered with Section 404 had more to do

with the method of its implementation than the language of the Act itself.

He said the SEC was convinced there were no irreparable problems with Section 404 implementation, "although the problems that have been identified will be challenging."

The Information Management Journal (IMJ) of September/October reported that the SEC and PCAOB are working together to try to simplify SOX compliance, particularly in relation to Section 404.

For the time being, Section 404 compliance has been suspended for small companies while the two bodies 'get it right' in terms of an efficient and cost-effective audit programme.

The IMJ said that while small companies are being given temporary relief, the SEC will nonetheless require all US public companies to begin detailed checks of their internal control systems by the end of 2006.

Inter-American Court Upholds Public Access to Govt Info

SAN JOSE: Sitting in Costa Rica, in the first decision of its kind from an international tribunal, the Inter-American Court of Human Rights (La Corte Interamericana de Derechos Humanos) ruled on October 11 that there is a fundamental human right to access government information.

In the case of Claude Reyes and others vs. Chile, the court found in favour of three environmental activists who in 1998 sought information from the Chilean government about a controversial logging project.

By failing to provide access to the requested information, the Costa Rica-based court held that Chile had violated Article 13 of the American Convention on Human Rights, a treaty backed by 25 Central and South American nations, which guarantees freedom of thought and expression.

According to the court, Article 13 contains an implied right of general access to government-held information, and states must adopt legal provisions to ensure the right is given full effect.

The court specifically ordered Chile to provide the requested information about the Rio Condor logging project or to issue a reasoned decision for withholding it, as well as to adopt adequate administrative procedures to protect the right in the future and to train public officials to uphold the public's right to information.

International advocates of transparency in governance and the right-to-know applauded

the precedent-setting court decision. According to freedominfo.org, Peter Kornbluh, who directs the Chile Documentation Project at the National Security Archive in the US, commented, "The court has ruled that freedom of information is a fundamental personal, social, and civic right, and a critical component of a full transition to democracy."

Freedominfo.org also quoted Helen Darbishire, Executive Director of Access Info Europe, as saying that the decision "will be invaluable for activists who need government information to defend other human rights, protect the environment, and fight corruption."

For more information on the decision, see www.freedominfo.org and www.corteidh.or.cr.

Open Text Captures Hummingbird for US$489 Million

WATERLOO, ONTARIO: Open Text Corporation has acquired fellow Canadian enterprise content management (ECM) software supplier Hummingbird Ltd in an all-cash a deal worth US$489.

Open Text originally evolved from the electronic Oxford English Dictionary project at Canada's University of Waterloo. That project developed an effective search technology that became the basis for the founding of the Open Text Corporation in 1991.

In 1995, Open Text purchased Odesta, creator of the Livelink electronic document management system, which Open Text converted to a Web-based system.

After experiencing solid growth, much through acquisitions which added modules for compliance and online meetings to the Livelink product, in 2003 Open Text acquired German ECM company IXOS, almost doubling in size in the process. Prior to the Hummingbird acquisition,

The acquisition of Hummingbird, announced in July, was completed last month. Hummingbird, also established in the 1990's, had itself grown in part through acquisition, most notably through the purchase of European vendor Red Dot last year. The acquisition gives Open Text a solid foothold in the Australian market for the first time.

While Hummingbird left Red Dot in the marketplace as a separate brand, there is considerable industry speculation about whether Open Text will rebrand Hummingbird products or retain it as a separate entity.

Open Text's major competitors in the WCM sphere are FileNet, itself recently acquired by IBM, as well as EMC/ Documentum and Intewrwoven. iQ

L to R, **Rob Cells**, **Sella Hatang**, **Gary Zasman**, **Louisa Venter**, and **Mike Steemson**

South African RIMs Strive to 'Nail Jelly to the Wall'

Special Report by Contributing Editor Mike Steemson

JOHANNESBURG: **Call it Information Lifecycle Management, Enterprise Content Management, Business Information Governance or Records Management, South African RIMs are lapping it up with their braaivleis boerewors, braaipap, biltong[1] and Castle beer.**

Thirty of them recently came from across the Rainbow Republic to one of Jo'burg's swankiest suburbs, Sandton, at up to 10,000 Rands[2] a head, to join home-based and US, UK and NZ consultants and practitioners for 3 days of RM presentations and workshops.

Most of the South African consultants, like NokusaEI Director Rob Cells, leader of Day Three's ECM workshop, have Australian links with company colleagues and have frequently worked Down Under.

The conference was launched by Sello Hatang, Manager, Promotion of Access to Information Act, for the South African Human Rights Commission and former head of the crusading South African History Archive (SAHA), which campaigns for retention of records of the nation's dark, apartheid past.

Hartang spoke of challenges familiar to records managers worldwide: changing the culture of ownership of the records and changing consciousness that the records constitute a critical part of the heritage of the country. It was, he said, like nailing jelly to the wall.

Standard Bank SA Archives and Historical Services Manager, Barbara Conradie warned: "The dream of a paperless society is fast becoming a nightmare." Her paper led delegates through the labyrinths of risk managements, compliance, accountability and the rest.

In a country only recently concerned with privacy law, freedom of information, public record legislation and the like, the themes were new and ominous. But Conradie's concerns were universal: "Do we destroy or not.? That is the question we ask ourselves at every intersection along the road records travel. The only way the answer the question is to go through the (disposal) process step by step."

Recordkeeping training is another hot topic for South Africans. Lorna Ndlela, Configuration and Documentation Manager for Eskom Transmission Technology, hit out at the academic sector. "The important question is why is this not fully addressed by the academics?

"If records and documents are carriers of information, then it is time academics gave the management of records and documents the attention it deserves, and examined their curricula to address in depth the various skills required." She added, "Information management service providers or consultants also need to develop accredited records management courses that will be of value to organisations."

South African local-boy-made-good, consultant Gary Zasman, brought heartening storage news from his U.S. company Network Appliance Inc, where he is a senior ILM consultant.

He took delegates through a series of guides and questionnaires on legal and commercial compliance and security risks, asking for answers to questions like, "If you could change any two things regarding how information is managed in your organisation, what would they be?" He got as many different answers as there were delegates, and then some.

At the ECM workshop, Rob Cells told horror stories - insurance applications that take 28 days to process but actually require only 26 minutes' work; unimportant stationery that costs less than $10 an item incurring expenses of $300 in reviews, sign-offs and approvals; an order taking 180 days to fulfil against a competitor's 30; 40% erroneous invoices resulting in huge reconciliation costs and customer turn-off.

What records managers could establish, said Cells, was that their work in the information flow process added value, for which customers are prepared to pay.

SA National Archives and Records Service Assistant Director Louisa Venter gave as neat a description of recordkeeping as you'll meet in a kudu kilometre – her institution defines it as "a process of ensuring creation, maintenance, use and disposal of records throughout their lifecycle to achieve efficient, transparent and accountable governance."

She listed some of the new, post-apartheid laws that today's South African recordkeeper must deal with – covering finance management, access to information, administrative justice, electronic communications and transactions, financial Intelligence centres, financial advisory information services, and more.

It all has to be managed, said Venter, to "enable the organisation to perform its functions successfully, efficiently and in an accountable manner".

The United Nations recently included South Africa in its list of 8 'greatest advances in e-services in developing countries'[3]. The country's GNP is greater than the rest of sub-Saharan Africa. Small wonder then, that information management is becoming a hot potato on the veldt. iQ

Notes

1 Barbecue, sausages, cornmeal and dried meat.

2 R10,000 worth approximately AU$2,000, NZ$2,500.

3 UN Global E-Government Readiness Report 2005: From E-government to E-Inclusion, United Nations, New York, U.S.A., 2005. http://unpan1.un.org/intradoc/groups/public/documents/un/unpan021888.pdf.

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Working Toward the Ultimate in
HEALTHY RECORDS

Health Information Management Association of Australia (HIMAA) National President Angela Randall talks to *IQ* about the past, present, and future of this vital RIM sector.

IQ: **Angela, can you tell our readers a little about HIMAA.**

AR: HIMAA Ltd – the Health Information Management Association of Australia - is the national professional organisation for health information managers and those working in the field of information management in health. This includes a number of key organisations that interact with the health professions in this field.

Our organisation has grown since our first established in 1949 from the New South Wales Association of Medical Records Librarians and the Victorian Association of Medical Librarians.

In 1955, we established the Australian Federation of Medical Records Librarians and had a name change in 1975 to the Medical Record Association of Australia [MRAA]. Our organisation continued to flourish and incorporate more states and territories and in October, 1996, with another name change to the current HIMAA Ltd, we re-incorporated into a national company.

The Association was originally created as a professional body for those practicing medical record management and librarianship. In the late 1940's, this was a new field of health management and has grown to face the challenges of time and changes in the healthcare arena. We strive for the highest quality of health information management for an effective and efficient contribution to the health industry.

journal, and a number of planning committees.

IQ: **What has been your background with HIMAA?**

AR: I have been President for 3 years, with one year to serve in my second term as President. I have been a Health Information Manager for 28 years. My experience spans across all spheres of the heath care system.

My specific areas of expertise in HIM are rehabilitation and early parenting. I hold a Bachelor of Applied Science Medical Record Administration, a Graduate Diploma of Education and a Master of Public Health.

I have also lectured at the University of Melbourne, in the School of Population Health – in Epidemiology and biostatistics - as well as guest lecturing to HIM students at La Trobe University in Melbourne, the Medical Administration in TAFE and VET in VCE-office administration.

IQ: **We are told by people in the industry and by 'head hunters' that there is a great shortage of qualified records managers across the board. Is that the current experience in the health industry?**

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HIMAA and other industry stakeholders are currently collaborating to bring about change in the way we gather, store, and share patient information

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The areas of occupation HIMAA covers ranges across health information professionals, clinical coders, data mangers and research officers, records and forms management, information & communication managers, those involved with health departments, and casemix, finance and insurance industry officers, those involved in quality assurance, accreditation and education.

IQ: **You certainly cover a broad scope of professionals. What sort of organisational structure does HIMAA have?**

AR: HIMAA is governed by a National Board of Directors. There are 8 National Directors, made up of volunteers from the various states, each elected to the board for a 2-year term at the company's annual general meeting.

As a second tier of operational management we have an Executive Committee made up of State branch representatives, the HIMAA Executive Officer, and National Board's Jnr Vice-President, who is the Chair.

Our National Office in Sydney is managed by the HIMAA Executive Officer, supported by 9 full and part-time staff managing membership services, education services and corporate services.

HIMAA's state branches each have their own executive committee, and we have an Editorial Committee for our national

AR: Yes. It is the case for health information managers, particularly in the states where there is not an undergraduate course, and in some states where the course intake is low. We are also experiencing a great shortage in the clinical coding workforce, involving both health information managers and clinical coders trained through the HIMAA distance education program.

IQ: **Do records and information managers in the health industry need different skills from RIMs working in other sectors?**

AR: Essentially, yes. The skill set of the health information manager is quite different to that of other records managers. Whilst we learn the fundamentals of records management, we also have to have additional clinical knowledge and health systems knowledge, which is important in the health sector.

IQ: **There is a perception in the overall information industry that health workers' systems create silos of information which others cannot access, potentially jeopardising patient health care. Is that an accurate perception?**

AR: The potential to create silos of information is prevalent in any

industry. Health is not alone in this phenomenon. However, the impact of the information silo on an individual's health care create the potential for risk.

IQ: **What is being done, by HIMAA, government, and the health industry in Australia to overcome the problems in information sharing?**

AR: At present the federal government has created an agency – the National E-Healthy Authority (NEHTA) to spearhead the government's commitment to information sharing through a fully electronic health record.

HIMAA and other industry stakeholders are currently collaborating to bring about change in the way in which we

IQ: **Who are most guilty of dragging their feet? GP's? Bureaucrats? Politicians?**

AR: I guess I could say that the federal minister has had an agenda to progress the electronic health records and has put in train a number of initiatives to progress this.

However, I understand that from the bureaucrat's position, they are rotated through the various departments, and we who are working at the coalface are starting from scratch each rotational time. There is a disconnect between the bureaucrats and the industry providers.

IQ: **In the US, the health sector is said to be the slowest of all sectors in moving to electronic records, with just an estimated 15% of health records there currently electronic. What is the situation in Australia?**

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In Australia, we are in advance of the US with many of the initiatives to move ahead with an electronic health record

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gather, store and share patient information. Only recently, I joined a taskforce inaugural meeting to commence this process of collaboration between the stakeholders on a more formal level.

IQ: **Should law enforcement agencies be able to access GP or hospital records or welfare agency records, to either alert them to, or allow them to build a case for child abuse or spousal abuse prosecutions? Does HIMAA have a stance on that?**

AR: The issue of abuse is widespread and serious, and the agencies involved utilise the legislation for access to patient/client information as appropriate. HIMAA does not have a particular position paper on this issue, because we are bound by the state and federal legislation on privacy, confidentiality and protection of the healthcare records.

IQ: **What is being done by HIMAA to promote the conversion from paper records to e-records in Australia?**

AR: Currently, many agencies both public and private are undertaking the conversion of paper-based records to electronic health records. This is also the task of NEHTA to set the guidelines, standards and platform for agencies to work collaboratively to produce an electronic health record, that has interoperable capabilities.

AR: The US has a larger health care system and is problematic because of the insurance factor. In Australia, we are in advance of the US with many of the initiatives to move ahead with an electronic health record.

We are currently using ICD 10 AM-5th Edition, which is utilised throughout Australia for reporting morbidity and mortality. We are working through Standards Australia and a number of discreet working committees to progress the interests of an electronic health record.

In addition, we have recently been made aware that NEHTA has gained a national licence for the use of SNOMED Clinical Terminology, which will be the national language allowing capability for systems to talk to each other. This is a broad picture of what is happening at present.

IQ: **Recently, *IQ* and its RMAA sister publication the Information & Records Management Annual (IRMA) have reported on cases in the UK where the failure to share health and social care records between government agencies has resulted in deaths. That has led to government legislation requiring local government to adopt EDRMS for social care records. What is the situation in the local government field in Australia in that respect?**

AR: I can't quote the mortality rates due to lack of information communication here in Australia. Australia has a number of the

health service professional associations collaborating to overcome these types of issues.

I think the most important issue here is that we who are working with the development of electronic health records in Australia recognise the need to collaborate with our peers, and that no one professional body will produce definitive electronic health records guidelines. There are many stakeholders involved, and more importantly we are learning from our UK, US and Canadian counterparts.

IQ: **What specialised health-sector software is currently available? Is it meeting industry needs?**

AR: There are a number of specialist health-sector software vendors around Australia. The important issue for us is that there are guidelines and standards in which their products are developed.

IQ: **Is there a crying need for health sector information products that have yet to be developed? Something that combines the areas of patient treatment with accounting, legal, administration, etc?**

AR: I guess there are a number of sectors which need specific software. These are related to the sector for example in the Primary care sector. There is Medical Director which covers the needs of the general practitioners and some specialists.

For the hospital sector there are the big companies like iSOFT, IBA, Cerner etc. And in the area of aged care and rehabilitation there are other vendors. These have specialist packages to cover those areas of patient care, accounting and the legal attributes of the service.

IQ: **Federal Government trials of healthcare cards which contained client health information have recently been dropped in favour of the concept of a universal e-card that contains a variety of personal data. What is you opinion of that decision?**

AR: My personal opinion is that it is better for an individual to hold one card capable of holding important health information in addition to the necessary socio-demographic information.

IQ: **What is HIIMA's stance on such a universal e-card?**

AR: I believe we would promote a universal e-card if it contained important health information which the patient is able to share at any episode of care.

IQ: **In the US, private companies are increasingly managing the health care records of client company employees, even moving to allowing employees to access their own health records online. Is that a good direction for health records to go in this country?**

AR: I believe the ability of patients/clients to access their own health care online is important. It allows patients responsibility for their own health care management.

There are some stories about companies managing other company records and selling the databases to third parties. I guess I am against third party company managing client health information because of that risk.

IQ: **Should individuals be able to routinely access their own health records online, from their GP or from government agencies?**

AR: Yes, I believe there should be the right of access. But of course there is always the risk of client litigation. Records should be documented in clear simple language that the client can understand. But the client should not have the ability to alter the recorder's documentation.

IQ: **Are universal online health records likely to happen any time soon in this country?**

AR: Yes, it is in the process of happening now, with the government initiative of Health Connect. This allows all episodes of care to be accessed by any health care provider with the permission of the client, as well as the client having access. This is the precursor to a fully automated sharable health record.

IQ: **Is there a need for pharmaceutical companies to be more transparent with the records of their drug trials? Should drug**

manufacturers be obliged to publish the records of such trials at the time of new product releases?

AR: In the field of clinical trials there are stringent regulations from the Therapeutic Goods Association (TGA), which require transparency and ethical management of trial information.

'' **It will be much easier when the next generation is ready to take the helm** ''

Of course, the pharmaceutical companies are interested in publishing the positives of their trials to promote the product. We must remember that trials come about after many years of research and development and many, many dollars.

At the time of new product releases, most pharmaceutical and artificial devise has been tested and reported in well established journals. Those that are not are often followed up by the TGA or industry.

IQ: **HIMAA and the RMAA jointly promoted Information Awareness Month last May? What came out of that exercise, from you point of view?**

AR: From the HIMAA point of view, it is important that we collaborate with our peers in the records management field. We have been promoting collaboration for a number of years, between professional associations with similar interests. We were pleased with the effort.

IQ: **In what other ways do you see the two Associations working together?**

AR: I think sharing of journal articles for peer review, promoting each other's events and encouraging cross-fertilisation of our professionals. We work on very similar grounds and have much to share with each other. This would be a very productive venture from both organisations' points of view.

IQ: **Is it true to say that we will only see a major change in the way health records are kept and managed when the next generation of doctors and bureaucrats, who have been brought up using computers, come into the system?**

AR: No, I think the process is already underway. However, it will be much easier when the next generation is ready to take the helm. There is always work to be done to improve systems and ways of managing our information, and each successive generation enhances and builds on the work of the previous generation.

IQ: **What major innovations in health industry information management can we expect over the next few years?**

AR: I think the major innovation over the next 10 to 20 years will the emergence of a fully electronic, interoperable secure health record, accessible nationally. This is the goal of all those working in the health informatics environment today.

IQ: **What is the one thing that you would most like to see changed in the health information industry?**

AR: I would like to see the systems in which we collect patient/client demographic data and information streamlined to reduce the amount of duplication that is happening currently.

I think we should also ensure more stringent measures are in place to guarantee risk mineralization to patients/clients from illegible writing, and from misinformation.

IQ: **Thank you, Angela.** IQ

For the Record

Angela Randall graduated from La Trobe University with a Master of Public Health degree, a Graduate Diploma of Education (Uni. of Melbourne), and a Bachelor of Applied Science (Medical Record Administration).

She is currently employed as a Health Information Consultant in an Early Parenting Centre in Melbourne, as a private secretary to a cardiologist in Melbourne, and consults in private practice.

Angela has lectured at the University of Melbourne's School of Population Health, La Trobe University HIM school and at TAFE Medical Secretaries.

Angela is a member of the International Federation of Health Records Organisations (IFHRO), and holds Associate Fellowship status with the Australian Institute of Management.

A frequent visitor to the Shin Heung University College in Seoul, South Korea in her role as Visiting Professor, Medical Records, Angela has played an integral part in the preparations for the next IFHRO international congress to be held in Seoul, South Korea next May 27th – 31st 2007.

Angela is married and has two sons and a beautiful granddaughter. She has traveled widely and would like to take three months to walk from central America to the Terra-del-Fuego of Argentina, visit the pyramids, Machu Pichu and Alaska. Angela hopes to undertake doctorial studies in the near future, and enjoys the learning experience. She is also a past candidate for federal parliament.

RIM WORLD OBSERVATIONS

by Kenneth Tombs

OFF the RECORD

It's All Just a Load of Words...

Passion in the profession can run quite high at times, and I don't mean a quick bit of nookie behind the filing cabinets. I mean those for and against taxonomies! In the last few weeks I've encountered some robust discussions on the subject, and no one has convinced me either way.

Having been investigating the why's and wherefores of automating taxonomy production, I feel a bit like Ludwig Wittgenstein when he killed off philosophy by describing it as just word games. It reminds me of why so many organisations still don't bother with other than the most simplistic of filing methods. It just gets too intellectual and we disappear up our own Rolodex.

Let me refresh us in the choices we have available for putting things away in our metaphorical cabinets.

We have indexing which is structured either alphabetically or numerically (Dewey like). Embedded indexing, where the originator adds their own index references or tags to a document that can then fit into an index (folksonomy).

Then there's LR-tree as a logarithmic decomposable spatial index method for large numbers of data objects (bet'ya didn't know about that one!) There are classification schemes, many and various, and the wondrous taxonomy which is a way of referencing our documents according to some rigorous and consistent view of our businesses unique ways of thinking.

Layer onto this lot glossaries, thesauri, and finally sprinkle liberally with Synnets that map between language concepts, and top-off with full-text search engines that either count word frequency or use neural networks to resolve document characteristics. No wonder the poor old manager can never find what he or she wants when they want it!

Then in the cause of good science and a quiet life, I tried out some things with various search tools and methods, and came to the conclusion that no one method is better than another.

Now, this may feel like a huge expense coming on; we always need the right tool for the job, one that reflects what we are trying to find at the time. Er, you may say, seems obvious doesn't it? Yet how many organisations have their search panacea when it comes to document filing?

After all, it's only filing isn't it! What surprised me, was how taxonomies generally come into existence, manually; they seem so well organised and almost index like!

A few quick phone calls follow - colleagues who know about this stuff point out that the objective of a taxonomy is to bring order and rationality through something that reflects how we think and work.

For me, indexing and similar never seem to reflect how I work.

Maybe that's just me. Yet it could be that when finding things we are horribly rational, when we need to be more emotional. You know that feeling where it doesn't quite find the thing you're desperate for, but comes annoyingly close?

To help me try to understand the implications of this, colleagues at Concept Search gave me the metadata for 100,000 pages of a website. Now try putting that lot into a spreadsheet and manipulating the cells; brain damage guaranteed!

This data then formed a conceptual map of the characteristics or fingerprints of those HTML pages and document files. And guess what, it looked totally random and nothing like the recipe for a good taxonomy.

"Rubbish and nonsense!" I said to myself. "What a waste of effort!" Yet, after a cup of coffee and the greatest aid to thought - a doughnut - a kind of sense emerged. The chaotic seemingly random map was actually showing me some order; but not a neat, packaged sort of order.

Managers who use information every minute of their working lives and beyond seem driven to get their organisation to adopt the latest software panacea. Driven by the 'it's not quite right, it doesn't feel comfy' state of mind, and understandably so considering how the world of compliance makes few allowances for failed information delivered to regulators or auditors. And this is a senior someone's neck on the block here, not just a minion in the archive who gets the chop.

I guess my point is that maybe we get too obsessed with perfection when a bit o' rough is what we really need. Is the best way forward an Ontology for the characteristics of our documents and less about the software, while accepting that there is nothing week or feeble about having a dozen tools for interpreting the metadata from our documents?

Having items lost in the filing isn't an acceptable excuse to a regulator, even if it's 10 million docs big. Maybe, "Well I've tried six different ways of searching and we haven't found any email about the chairperson's mistress' insider dealing".

What was that about passions...? iQ

The Author

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The Politics of Change:

Why RIMs Can no Longer be Organisational Hermits

By David Horne, ARMA

Within all organisations there is an undercurrent of tension, an overt or covert attempt to influence decisions to favour specific agendas. There are power struggles between those that have power and those who want it. To affect change within your organisation, are you prepared to come out of your cave and play politics?

Whether we like it or not, politics are an enabler. Without politics in the organisational environment, change is unlikely to happen. And if RIMS, and record managers in particular, do not involve themselves in this forum, they risk being left behind and becoming irrelevant in the organisations they serve.

Further, failure to use politics and power in organisations has the potential to limit the success of your projects.

The aim of this article is to give an alternative view of change management by focussing on organisational politics and power as opposed to the usual discussion of business cases, business process reviews, and training.

Why it Doesn't Pay to be a Hermit

Jeffrey Pfeffer says it best: 'One can be quite content, quite happy, quite fulfilled as an organisational hermit, but one's influence is limited and the potential to accomplish great things, which requires interdependent action, is almost extinguished.' [1]

How many RIMs are 'organisational hermits'? How many RIMs have a strategy of continuity and not change?

When we read about change management in our industry it is often associated with changing software, business process re-engineering, training staff, etc. Rarely is a full reason for the change examined.

Kotter (1995) suggests that goal of change is '…to make fundamental changes in how business is conducted in order to help cope with a new, more challenging market environment.' [2]

Indeed, Stace and Dunphy (1996) support this proposition of the challenging market when they state that '…the rate of competitive repositioning for our organisations to adapt to new environments is faster than most of us have ever experienced.' [3]

So, in order to step away from the hermit tag, maybe records managers need to take a broader strategic view of how their programs actually contribute to the overall organisational strategy of improving competitive advantage.

Business process re-engineering, training and knowledge enhancement are all very valid contributors to the change management process, but the real catalyst for change in an organisation is the gathering of and use of political power.

Without the political will or a political strategy to make a difference in the first place, the rest just falls by the wayside and we just adopt a continuity path rather than a change path.

Indeed, Pfeffer (1992) suggests further that 'There are politics involved in innovation and change.' [4] Records and information managers need to be equipped to deal with this facet of change management that is largely overlooked, even though in many ways it touches us regularly in

our work environments.

The use of politics and power can impact on RIMs in many ways, some of which are discussed below.

Structural Influence

Politics and power should play a role in where you are placed in the organisation structure. This is supported by David Smythe (1999) who suggests: '…where information management is placed organisationally influences its effectiveness. That right place, however, is not necessarily with the general counsel, chief financial officer, or IT. Organisations are unique.'[5]

In effect, you need to use your political skills to ascertain where you should be placed in the organisation and develop a strategy that will get you there.

This should assure that you are in a position that can influence decision-making and access the resources you need to get the job done. Records Managers need to align themselves with the appropriate senior managers to get the job done, not idly accept their present predicament.

Technological Influence

Another benefit of actively using politics and power within an organisation is its use in determining technology. Again, change management is not about getting users to use a new system alone, it is about influencing the organisations decision makers so they believe that the organisation needs the system you propose in the first place.

Dawson and Gunson support this when they state, 'The influence of history and unseen power plays leading to conflict and resistance on the outcomes of technologically driven change has been widely recognised.'[6]

Indeed, Records Managers when implementing technology are in a battle of politics, this is supported by Lapointe and Rivard who indicate users will adopt a system if it is seen to support their position of power, if it is seen to diminish their position of power then users will resist.[7]

Gaining an Organisational Profile

So, how should Records Managers equip themselves and avoid becoming or remaining organisational hermits?

The first step would be to conduct a Political Diagnostic of your own organisation. As a RIM, have you asked yourself the following questions?
- Who, in your organisation is seen as an influencer?
- What are the relationships between the members of the Leadership Team in your organisation?
- What are the backgrounds of your Leadership Team? Did they go to the same schools? Did they have the same past employers? Were they collaborators on past projects, who appointed them, etc?
- Which manager has a high profile, or is seen as an achiever?
- Which department is successfully acquiring resources?
- The above questions are merely a guide and are clearly not exhaustive; you should develop your own diagnostic tool.
- The answers to these questions can help you navigate your way through the organisation and identify the various power sources in your organisation.

For instance, are the power sources:
- Reputational?
- Structural?
- Allies?

Once these sources of power are identified, you are in a better position to align yourself with those that can help you form an influential coalition. The idea of a 'guiding coalition' is supported by John P Kotter (2006), who states 'Since you are likely to meet resistance from unexpected quarters, building a strong guiding coalition is essential.'[8]

Kotter is supported by Bolman and Deal (1997), when they suggest that '…astute managers need to develop a direction, build a base of support, and learn how to manage relationships with both allies and opponents.'[9]

The significance of such coalitions for the RIM should not be underestimated or ignored. Such coalitions potentially provide the RIM with the power to influence decisions outside of their delegation or usual sphere of influence.

They offer the potential to give the RIM a higher profile that is required to obtain appropriate resources and a higher level support for the programme they want to develop and implement, rather than continue

Keywords

Politics
Power
Change Management
Coalition
Records Management

down the inherited path of their predecessor.

The fact is it is these coalitions and these influencers that you identify, recruit and cultivate that will enable you to achieve more for your organisation. It is these relationships that will develop you into an agent of change, lend you more credibility in the organisation, make you more valuable and allow you to cease being an organisational hermit.

Thornton A May suggests in his article 'IT Sweet Spots: 2010' that 'If you want to build an evergreen career, I suggest you develop skills in leadership, change management and information management.' [10]

It is a significant statement that signifies that RIMs can be at the forefront of a growing industry if they broaden their view of change management.

Conclusion

It is the contention of this article that change management begins before you even get to introduce a new system or review business processes.

Change management encompasses changing your organisational leadership's view of your role, and of you as an employee, so that they sign on to a change management programme involving Records in the first place.

The fact is, politics and power play a major part in how successful you can make your role and also how successful your project will become.

The calculated use of politics and power by RIMs in their organisations can make the management of resistance easier, and therefore enhance the prospect of more success.

RIMs need to accept that politics and power exists at all levels in organisations, and that these are just another set of tools that should be used to further the goals of your programme, and change the perception that RIMs, and in particular records managers, are organisational hermits. iQ

The Author

David Horne, ARMA (MBA; GrdCertMgtOrgChge) has worked in a variety of industries in developing records management strategies and systems, undertaking analysis and managing implementations. These industries include travel, transport, education, government, private sector and the not-for-profit sector.

David is presently the Manager, Records and Archives Management at St Vincent's and Mater Health Sydney, and he has recently taken on the role of Secretary for the NSW RMAA Branch Council.

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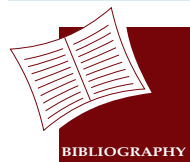
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How a Former Restaurant Manager is Changing South African University Records Management

By Mike Steemson, ARMA

She's young (32 last August), gifted (2 Bachelor degrees) and black, and she's convinced a bunch of elderly, male academics to spend 35 million Rand (AU$7 million) on a records management project for the University of South Africa, the rainbow republic's largest tertiary educator with 250,000 distance-learning students.

Meet her for a few minutes and you understand why those learned men of the UNISA Executive Management and Board, led by former political exile, Dr Matthew Phosa, agreed to every cent asked this African dynamo asked for.

Her eyes glow with enthusiasm at the campaign recall, her voice gets husky with excitement, her miniature dreadlocks gambol at her laughter. She is committed and enthralled.

Margaret More (pronounced 'Moray'), called Ngwanaphalam ('Baby Springbok') by her parents in their Sepedi language from Northern Sotho, nutritionist and mother of two boys, is Manager of the university's Records Management Centre.

She got the job in 2002 and employs 80 staff. Her admiring peers unsurprisingly call her "the best records manager in the country". Her path to recordkeeping reads like pulp fiction.

"I've always been nosey," she admits, candidly. "I'm curious how you can set up things."

The inquisitiveness first led her to dietary studies at the Tshwane University of Technology north of Pretoria where she gained a bachelor's degree in nutrition and was appointed restaurant manager at UNISA.

"Then, I got bored with cooking and setting up menus. There seemed to be no opportunity for growth of a career."

Margaret More, the University of South Africa's dynamic young records management honcho, who became an overnight RM millionaire

DM Didn't Sound Complicated

The university was running into trouble over misuse of its academic qualification documentation. Legal threat was in the air and information control had to change. Margaret heard about the quest for a document manager and "It didn't sound complicated", she confides.

Her nosiness kicked in again. She applied, was short-listed, but realised she needed more than restaurant management knowledge to pass the final interview. She had an answer to that, too.

"I walked into two of the biggest banks in South Africa and asked," she says. "I thought the banks would know, and it seemed like a good way of getting an idea of what was involved. At the Standard Bank I saw a lady consultant who was most kind and helpful."

Of course, as can be expected in heroic legends, she got the job … and quickly enrolled in the UNISA archival and records management studies course. She attended workshops, joined the South Africa Society of Archivists and short courses in IT document management courses.

Of course, she got an Honours Bachelor's degree in archival studies and is now facing a Master's degree.

The next big challenge loomed in 2004. South Africa merged its three largest distance-learning institutions, UNISA, Technikon SA, and Vista University's Distance Education branch, VUDEC. Recordkeeping tyro Baby Springbok had to match the low-tech records of the two incoming educators with the UNISA systems.

"We needed to improve our existing document management system, too. I held a workshop on records management needs with all the UNISA stakeholders. We had about 40 people from so many departments: library, student administration, HR, IT, legal, all of them.

"We did SWOT analyses on records management. A common understanding was reached among the stakeholders. It was quite apparent that UNISA needed to establish a corporate RM programme, managed and controlled by a records management centre.

Voila, A Budget of $7 Million!

"The stakeholders passed the word on to their bosses. I wrote the proposal to the university management and, voila, the project was approved and they allocated my budget of 35 million."

She based that massive figure on calculations like the cost of scanning the paper archives of the two incoming institutions. She asked three vendor companies to estimate costs for upgrading the existing systems and then added 10 per cent for exigencies.

Nothing ventured, nothing gained!

"During that management meeting - I did not go in, just my boss - I was nervous. I didn't know, but I was positive they would accept it. Everyone said I was crazy, but it was supported by the steering committee comprised of stakeholder executives. They were right behind it!

"On the day, at around 1.00 o'clock, my boss called me and said, 'I need to speak to you'. I knew, then. He would have told me on the phone if it had failed.

"When I went in, he said, 'Congratulations'. The Management had approved the figure with only one condition - that the money would be spread over five years. That was fine! I'd half expected something like that. It was so exciting."

The new Records multi-millionaire launched straight into her upgraded campaign with a records and information audit throughout the new UNISA and its five main hubs in the Johannesburg, Durban, Cape Town, Limpopo and North West provinces. She grows suddenly solemn as she lists the lacks revealed.

"We found lots of gaps, a lot of waste, space problems, no policy or procedures, not enough retention schedules and those we had were not up to date. There were no file plans, no proper electronic records system, no overall records management policy, no disposal or access procedures.

"There was no control of documents couriered between UNISA head office and the hubs. We'll never know what documents were lost or where. We relied on students to follow up sometimes months after registration, compromising their assignments and even their exams.

"It was no-ones' fault, really. People were working in whatever way they thought, not knowing about records management and legal requirements."

Task Team Challenges

Inspired by former President Mandela's and the new republic's determination not to dwell on their past, Margaret More set about putting things right. She has created nine 'task teams' to run down the problems and open the future.

The teams deal with subjects like policy and procedures, taxonomies, retention schedules, facilities, communications, HR, change management and so on. She has a team focused just on scanning, for example, as well as another on the wider issues of information management (IM) technology.

"For us," she says, "scanning is a very big issue. We have a great deal of documents to scan and index and that alone is a very big job."

When we talked, at an IM conference in Johannesburg's boom satellite suburb, Sandton, she was days away from her initial progress report, in person, to the UNISA Executive Management and Board meeting, for the first time, with the national hero, chairman Phosa.

When we spoke, she was dressed in fashionable black leather jacket, high-neck white jumper and dark, brushed cotton slacks, a soft scarf looped loosely against the high city's winter chill, a picture of casual authority.

But this was not going to do for Executive Management and Dr Phosa. "I shall wear a business suit, dark grey, over a bright blouse. I'll have heels, and pile my dreadlocks up here in a knot." She gathered her braids to the back of her head to demonstrate.

Was she nervous about that face-to-face with management? "No, I wouldn't refer to it as nervous, but I am rather excited."

She is driven by results, and is committed. "I am going to make sure that the project is a success by staying until it is complete, and successfully so."

And she confides another hope: "What I would like to do is give the new system and processes wider application. I want higher education all over South Africa to use them."

Young, gifted, nosey, an RM millionaire and a dreamer. What a combination! I have little doubt we'll be hearing more about UNISA's Baby Springbok. Like her namesake aerodynamic antelope, she leaps seemingly insurmountable hurdles at high velocity and lands squarely on her feet. iQ

The Author

Mike Steemson, ARMA, *IQ* Contributing Editor and an award-winning RIM writer, is the principal of the Calderson Consultancy in Wellington, New Zealand. He regularly speaks at RIM conferences around the world.

Corporate Compliance Without Burdening the End User:
Change Management Lessons from Ergon Energy

By Petá K Sweeney

Since 2002, Queensland's Ergon Energy has been preparing for the introduction of an enterprise-wide RM solution. Change lessons learned over the past 4 years continue to determine how staff of Ergon's Records Management Unit interact with the organisation to raise awareness of best practice recordkeeping and to help build a corporate culture that values records and information as important assets.

With changing legislative and corporate compliance obligations, Ergon Energy, like many government agencies, is moving towards recordkeeping best practice. This article shares some of the lessons learned so far on the change journey.

The journey began in 2002 when Ergon Energy established a Records Management Project to develop strategies to meet compliance obligations under the Public Records (Qld) Act 2002. The Queensland State Archivist's endorsement of its Strategic Recordkeeping Implementation Plan in 2003 enabled the project to build momentum.

In 2004, while developing an Operational Recordkeeping Implementation Plan, it became clear that an evolutionary rather than revolutionary model was required. Readers from Queensland public sector agencies will be familiar with the legislative requirements to have these plans in place. (Others can learn more about the Plan from the box on this page.)

Given the amount of change that was impacting on its business, Ergon Energy wanted to meet the variety of legislative and

The Strategic Recordkeeping Implementation Plan

In compliance with Information Standard 40: Recordkeeping, all public authorities in Queensland are required to submit to Queensland State Archives a Strategic Recordkeeping Implementation Plan for endorsement. The purpose of the Plan is:

1. To document what steps the organisation is planning to undertake to meet the requirements of each principle, and thus how it intends to comply with the standard.

2. To ensure that all public authorities incorporate recordkeeping into the overall strategic planning framework of the organisation as a key activity enabling and supporting the delivery of its functions and services.

compliance obligations for recordkeeping with minimal burden on members of staff.

"Our business is experiencing an incredible amount of change through an enterprise-wide initiative impacting all of our staff," says Chris Simpson, Ergon Energy's Manager of Records Services. "To place further burden on our staff in the form of a major eDRMS implementation and expect success was an unrealistic objective."

Lesson 1: Evolutionary Not Revolutionary Change

They say the only constant in life is change and the environment at Ergon Energy is largely reflective of this. However, constant change makes everyone weary and many successful change practices may appear to be insincere and therefore negatively received by the end user.

The first lesson on our change journey was the realisation that evolutionary change was better than revolutionary change.

Evolutionary change equates to a gradual adaptation to the environment or a specific requirement – in this case the recordkeeping legislative and corporate compliance obligations – over time.

It was considered that even resilient staff such as those employed at Ergon Energy have a change tolerance level, consequently this led deliberately to discounting a revolutionary 'big bang' approach to recordkeeping improvements.

The response to this approach from members of staff has been encouraging. Staff are more willing to participate in the change journey as well as offering suggestions for improvements. They do so knowing that changes will take place gradually and allow for time to fully bed down new practices and that effective enterprise wide changes require their help.

Taking this evolutionary approach naturally means compliance also comes gradually. Clearly there are benefits of being compliant over night but realistically where does this happen with success in the business world?

Like evolution, where successful species adapt and change gradually over time, continuing and planned activities resulting in compliant practice are more like to remain culturally embedded long after a 'quick and dirty' reactionary fix.

> **'The Records Services Unit is a provider of solutions to the information challenges faced each day'**

The Ergon Energy headquarters in Brisbane, Qld

could see the consultation was genuine and that concerns, difficulties and suggestions would really be considered.

This is not to say all suggestions and concerns could be addressed. It was clearly stated at the beginning of the consultation the parameters of scope and what the intended outcome was to achieve.

However, it was also recognised that consultation sometimes involves a period of 'venting' before the real partnership can develop. Often, participants just want to have their voices heard, and use the consultation process to achieve this - rightly or wrongly.

Once these people are heard the consultation process can begin in earnest and business users can begin to take real ownership through the contribution of ideas and suggestions that shape the future of the enterprise.

In embedding responsibility for compliance across the enterprise the consultation approach has proved effective at Ergon Energy and further consultation will be used throughout the next phases of the project to strengthen that

Lesson 2: Consult, Consult, Consult

Avoiding the 'quick and dirty' approach and gaining the end users assistance to implement change is fundamentally important. Consult, consult, consult then became the second lesson learnt on the change journey.

While users can be hesitant at first and time may be required to prove genuine consultation, persistence will see rewards. At Ergon Energy consultation is not to be taken lightly and a real effort was made to get some early consultation runs on the board across the enterprise.

For instance, after the initial round of consultation the resulting statements and goals were made available to any interested party. They were also articulated in reports, web statements and used to guide the recordkeeping activities from that point forward.

This had the result that those whose key business was not recordkeeping but had taken the time to contribute could see themselves, or at least their ideas and thoughts and suggestions, in the outcomes of the consultation.

Consultation after this point became easier because the end user

sense of ownership and responsibility.

The consultation process has meant some additional effort for the Records Services unit however, the sense of recordkeeping conscientiousness and cultural mind-shift that is developing far out weighs the time required for a genuine consultative approach.

Lesson 3: Let Business Benefits Drive the Change

As adults, very few people like being told what to do or how to do it, and the consultation approach assisted us overcoming this problem. It also soon became evident that legislation and compliance are the mainstay of only a small number of people and that most members of staff at Ergon Energy were not going to take kindly to making and keeping records simply because of legislation.

Instead of taking the 'big stick' approach and waving the Public Records (Qld) Act 2002 under their noses, a conscious decision was made to emphasise the business benefits of good recordkeeping and downplay the compliance requirements.

This is not to say that change activities were implemented without thought to complying with industry standards and legislative

requirements. Far from it. However, the words compliance and legislation are hardly mentioned when compared with phrases such as mitigating business risk, increasing efficiency, developing capacity and adding value.

Taking this approach has led to an enterprise wide culture reflecting the staff's willingness to actually practice good recordkeeping and the Records Services unit is seen as a provider of solutions to the information challenges faced each day.

Using the business benefit approach will allow change management activities to be targeted at particular levels throughout the enterprise and to making the benefits relevant for each user in Ergon Energy.

For instance, with the field staff that connect residential electricity, change activities work around electrical safety and other business benefits that help to make the reasons for recordkeeping relevant to their own experiences.

As to meeting compliance requirements, well it hasn't simply fallen out of changes to the business practices. Regular audits will still be required to ensure compliance is maintained but the reasons for all staff to make and keep records remains largely driven by business benefits rather than legislative imperative.

Chris Simpson explains, "Compliance is a consequence of business best practice recordkeeping; this has always been my interpretation of the Queensland legislation and I'm sure that the same applies in other jurisdictions".

Lesson 4: This is Not a System Implementation

The final lesson learnt revolved around making sure underlying process and practices were in order before laying a system such as an eDRMS over the top.

Following industry best practice Ergon Energy decided to ensure all processes and practices were in order before implementing a new system. This was a particularly important lesson but a difficult one to convince some people on.

System implementers (no disrespect intended here) can have a wonderful way of convincing the 'powers that be' that a system will answer their every prayer. The reality is that a system will only manage the supporting structure underneath. If that support structure is a mess the system will manage that mess – wonderfully, efficiently, without a doubt – but it will still be a mess.

With this in mind, Ergon Energy has set off along a path to ensure the underlying process and practices are close to industry best practice before a system is put in place.

This has had the effect of delaying the implementation of an EDRMS, but Ergon Energy Records Services staff are confident that with a compliant foundation there will be less disruption and change management required when the system is ultimately rolled out across the enterprise.

Because Ergon Energy staff will already be practicing good recordkeeping, the system will become merely another instrument in the recordkeeping toolkit.

Good practices now will also mean the end user has only to learn a system rather than learn good recordkeeping practice at the same time. Change management is therefore less stressful for everyone concerned.

Where to From Here?

Ergon Energy is moving into the next phase of the project and making a concerted effort to raise the profile of recordkeeping across the enterprise. With the foundation being laid for good recordkeeping practice through training and awareness, the time is right to improve the image of recordkeepers and recordkeeping through a coordinated communication and marketing programme.

The aim is to foster the belief that the Records Services unit is a provider of solutions to the information challenges faced each day.

Phase three (just getting under way) will see the first of the system implementations, an upgrade to the existing corporate records management system, rolled out to the main recordkeeping practitioners across the state.

It is anticipated the current foundations will be well set to support the introduction of a new system and success in this phase will have widespread implications for the remaining rollout and the continuance of recordkeeping best practice.

So, can Ergon Energy achieve corporate compliance without burdening the end user? The proof, as they say, is in the pudding. Col Hayward, Contracts Manager with Ergon Energy's Retail Business Unit, says, "My views on the need for effective recordkeeping have changed as a result of the quiet efforts of the Ergon Energy Records Services team to help staff in their daily tasks.

"By providing a seamless interface between the records created on a day to day basis and those that we need as background information, the Team has, apparently, ensured that we are well on the way towards meeting our recordkeeping obligations". iQ

The Author

Petá Sweeney, BA Lib & Info Science, BEd, MBA Trng & Devel, MRMA is a professional member of the Records Management Association of Australasia and has recently held the position of Chair, Professional Development Committee, for the Queensland State Government Chapter.

Involved in the records and information management industry for the past 20 years in both local and state government, Petá joined Queensland State Archives as a policy officer during the roll out of the Public Records Act 2002 and supporting Information Standard 40: recordkeeping. She was also recently part of the whole of government eDRMS pilot at the Department of Employment and Training. In both instances Petá worked with agencies and business units to ensure information management solutions align with legislative obligations while meeting business needs.

Now an information management consultant at Records Solutions, Petá continues this work with a variety of agencies including Ergon Energy. She is also a strong advocate for using business needs to drive recordkeeping mindful that people need to interact with the recordkeeping systems that serve them.

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Susan McKinney is many things. American university director of information. 'Godmother' of the listserv. And new President of ARMA International. Here, she shares her thoughts with *IQ Annual* about the challenges RIM faces, and the things that bind RIMs everywhere.

PREPARING YOUR ORGANISATION FOR EDRMS

Sooner or later, your organisation will have to face up to replacing their existing records management system with a new generation EDRMS. Jackie Bettington & Trish Wichman say the experience need not be a nightmare, if you prepare your colleagues.

WHY TRIM HAS TAKEN OFF AT JETSTAR

TRIM has taken off at Jetsar Airways. TOWER Software's Geoff Moore tells the how and why of a solution that's managing the low-cost airline's crew records, accounts payable, customer services and HR needs.

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After years at the coalface implementing EDRMS across a range of agencies, leading New Zealand expert Matt O'Mara provides the benefit of his experience.

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GIVING RM A LOCAL GOVERNMENT PRESENCE

Meryl Bourke tells of how her RM staff got together to teach the Logan City Council the value of records and recordkeepers.

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RIM in China: A Critique

By Dr Xiaomi An

Records management in the Peoples Republic of China is very different to what we're used to. This article, written especially for *IQ*, critically analyses RM issues in China, using the ISO15489 standard as a measurement tool. Based on a review of relevant Chinese books, journals, polices, standards[1] and the author's observations from two decades in the field, it highlights limitations imposed by Chinese interpretation and classification of records, discusses the approaches and purposes of RM in China, and points to the future of RM in that country.

According to ISO15489-1, 'Records are information created, received, and maintained as evidence and information by an organisation or person, in pursuance of legal obligations or in the transaction of business'.[2] In the Chinese teaching manual, 'records refers to evidential documents that are created by social organisations or individuals, from various kinds of business activities, which have particular effects'.[3]

Measuring the meaning and uses of records in China against ISO15489-1, it could be said that the interpretation of what records are in China has two marked limitations:

Firstly, the transaction of business usually refers to public administrative affairs. Business activity is used as a narrow term, restricted to public sector administration, and does not include commercial activity, non-profit and other activities. [4]

In both the initial Chinese teaching manual on records management[5] and in the 21st century teaching manual[6] on documents, discussion is limited to public administrative records. Private records, business records, scientific and technical records, etc, are not included.

Other transactional business records in China are usually called specialised records and are separately discussed in other books. Other transactional business records and science and technology records are widely discussed, with quite a few books on science and technology records.[7891011]

Thus there is a need for common understandings and terminology among IT people, records creators, and records managers regarding records management covering comprehensive transactional business activities.

Secondly, 'records' are regarded as current records. In China, all semi-current and non-current records are called 'archives'. As a result, 'archives' in China is used as a broad description covering short term, long term and permanent records; which refer to records of agencies (the place of custody is called Danganshi) and archival repositories (where the place of custody is called Danganguan).

Different understandings about records have brought many difficulties for international cross-culture communications. For instance, the application of ISO15489 to China has met difficulties when the standard is mentioned, because 'archives management is not covered in ISO15489'.[12] To date, the standard is still not widely known in China, though the Chinese version has been published in professional journals.[13]

There are no archival administrations who take any action to promote use of the international standard, and that includes the State Archives Administrations of China, because it is said that ISO 15489 is a records management standard, not an archives management standard.

As another example, when an international global company[14] did research about laws, regulations and standards about records retention in China; they only found very few relevant references.

As a matter of fact, there are plenty of laws, regulations and standards on records retention in China, as the Chinese view records, according to different professional and specialised archival administrations at various levels.

The management of records in Danganshi and Danganguan are all under the control of archival administrations at national, provincial and local administrative levels according to archival laws, regulations and standards.

Chinese Approaches to Records Management

According to ISO15489-1, 'Records management is the field of management responsible for the efficient and systematic control of the creation, receipt, maintenance, use and disposition of records, including processes for capturing and maintaining evidence of and information about business activities and transactions in the form of records'.[15]

The management of records in China has separate approaches in terms of public administrative records, science and technology records, construction project records, accounting records, business records, etc. However, they usually follow two types of rules for management - public administrative records rules and science and technology records rules.

A search for the term 'records management' in the two representative Chinese text books of the 20th and 21st century[16] and in two professional dictionaries[17] finds that there is no such term. The textbooks and dictionaries use the term 'records work' instead.

The purpose of 'records work' is seen as the creating, delivering, arranging, using, filing, storing and daily maintenance of records, particularly the management of records from government activities.

There is little discussion about the organisation and management of records work, and the focus is on effective and efficient creation and processing of official documents. The arrangement of government records follows the DA/T22-2000 The Arrangement Rule of Filing Documents.[18]

The principles of records arrangement is that for facilitating

the preservation and use of records, records should be arranged in accordance with their creation patterns to reflect their interrelationships and values.

The quality requirements for records are that records should be complete, and the materials, mediums and binding should meet the requirement of archival preservation. Years, organisations and projects are factors for classification and arrangement. 'Item' is the unit for arrangement and storage.

The standard as it is applied in China is limited to records that are already created, only to official records, and only to the paper world.

The management of all types of records must comply with Implementing Measures for Archives Law of People's Republic of China[19].According to article 8, all the archival departments in agencies, organisations, business units and other corporate bodies have responsibilities for implementing national laws, regulations and polices.

They are also required to develop regulations and programmes for archival work, and are responsible for the supervision and guidance of the creation, accumulation and filing of materials and documents as well as unified control of archives and transfer of archives to relevant archival repositories.

The Archives Law has made a great contribution to the building of a comprehensive legal archival records administrative system for China.

Science and technology records management has both broad meaning and narrow meaning. The broad meaning refers to the management of both science and technology records and archives. The narrow one refers to the management of current science and technology records.[20]

Focusing on the storage and filing of records, the arrangement of science and technology records follows the GB/T 11822-2000 General Requirements for the File Formation of Scientific and Technological Archives[21]. The principles of science and technology records arrangement is the same as for administrative records.

The quality requirements for these types of records are that documents within a file should accurately reflect the truth of the science and technology activities in accordance with its creation patterns. Documents within a file should be complete; the mediums and materials for writing should meet the requirement for enduring use.

Project, product, and object are factors for classification and arrangement. Files which consist of documents with interrelationships are used as a unit for arrangement and storage. The standard applies widely to both science and technology records and archives, but, again, it only refers to paper records.

The management of science and technology records have to comply with both Implementing Measures for Archives Law of People's Republic of China and Regulations of Scientific and Technologic Archival Work.[22]

The quality requirements for scientific and technologic archival records are that they should be complete, accurate and systematic. Integration is the key. The creation, accumulation, arrangement, and filing of scientific and technological records should be integrated into the procedure of scientific work.

These records are required to be integrated into the planning of research, production and equipment; integrated into the responsibility of relevant departments and staff, and integrated into the evaluation, checking and acceptance of finished products and projects.

Without complete, accurate and systematic science and technologic records, the project and product could not be accepted.

Archival departments have responsibilities for checking, assisting and supervising the creation, accumulation, arranging and filing of science and technology records.

Each professional administrative authority at the national level is responsible for the unified control of its professional archival work. It is also responsible for stipulating its own professional standards such as classification schemes, descriptions standards and arranging and filing standards, etc.

Different professional administrative authorities under the State Council can build specialist archival repositories to collect and preserve the long term and permanent value of the professional archives. The large scale and middle scale city can build an urban development archives repository for its city, for the purposes of collecting and preserving long term and permanent capital construction archives.

However, the National Archives Administration and archives administrations at different levels are responsible for guiding, supervising and checking of the science and technology archival work.

By measuring the records management approaches used in China against ISO15489, it is clear that records management in this country has three distinguishing limitations. They are:

1.Paper-focused in theory and practice, with much attention paid to filing of records that are already created. Not enough attention is paid to the characteristics of a record that are to be created or are being created.

2.Lacking in integration controls for best practice. Due to various professional archival regulations and standards stipulated by different professional archival authorities at different levels, records management in Danganshi has difficulties in making archival decisions on what to keep, where to transfer their records for permanent preservation, as well as which standard they should follow for classification, description, performance measurement, etc.

Thus, there are many overlaps and duplicated jobs in records management. There is a need for collaboration across professional administrations and archival administrations in records management decision-making.

3.Devoid of any concept of records management programmes in Chinese archival theory and practice. In China, records management systems refer to office automation systems for documents and current records. Archives management system refers to office automation systems for non-current records and archives.

There is a kind of integrated records and archives management system for managing semi-current and non-current records. There are few electronic records management systems or digital archives management systems in China.

They are more like archival information systems that emphasise the application of IT to improve effectiveness and efficiency of processing and using of information from archives.

Few concerns are given to the control of records management processes or the guarantee of the characteristics of records from business transactions.

Thus, records systems in China have serious problems that are hardly able to guarantee the authenticity, reliability, integrity and usability of archival information.[2324]

There is a need of functional requirements specifications for records and archives management systems that can guarantee the authenticity,

reliability, integrity and usability of records for the electronic world.

Purposes and Driving Forces of Chinese Records Management

According to ISO15489-1, 'Records contain information that is a valuable resource and an important business asset. A systematic approach to the management of records is essential for organisations and society to protect and preserve as evidence of actions.

'A records management system results in a source of information about business activities that can support subsequent activities and business decisions, as well as ensuring accountability to present and future stake holders'.[25]

It might be observed that the key driving force for records management in ISO15489-1 is the support of business and evidence-based governance, focusing on the front-control and entire-process-control of records. In ISO15489-1, ecords are regarded as integrated part of business resource and asset.

The goals of records management in China are similar to ISO15489-1 in that they emphasise meeting business needs as well. In the Scientific Management of Records Work, the goals of the management of records work are high quality, effectiveness, efficiency of records information services and appropriate use of records. [26]

In Theory and Practices of Science and Technology Records Management, the purposes of science and technology records management is for maximised exploitation and uses of the records[27] for both current use and non-current use.

However, it could be said that the key driving force for records management in China is the management of information from records, which focuses on the end-control. Records are regarded as mediums and the carrier of business information rather than as resource and an asset.

Measuring the purposes of records management in China against ISO15489, it appears that that the driving forces of records management in this country have two distinguishing limitations:

1.Lack of a regulatory environment for evidence-based governance in organisations and society as a whole. There is no tradition of transparency in decision-making by administrators in Chinese history.

Today, the establishment of e-government and the impact of globalisation has changed Chinese culture and the work process. China is in the process of developing her Freedom of Information Act. There is a need of protection and preservation of evidence of actions at the business table.

Organisations and individuals need to develop a consciousness of the need to document their activities for reasons of accountability and compliance with the regulatory environment in accordance with international customs.

2.Lack of business-driven and customised strategy involving records management systems. As a rule, in the process of design and implementation of records management systems in China, there are no systematic preliminary investigations on the role and purposes of an organisation.

There is not enough analysis of business activity and not enough analysis of the importance of records in relation to an organisation's regulatory environment, and a lack of awareness of the risk of not creating and maintaining records.

Decisions on what should be captured into a records system in China are usually in accordance with archival records filing

standards, which are more concerned with the memory of organisation and of society for future historical and cultural use.

This is opposed to the concept of recording evidential facts to support the sustainable development of business for present evidence-based governance and establishing the best value of assets for future competitiveness and productivity.

There is a need of assessment of the regulatory environment, business and accountability requirements, and the risks while developing records management programmes and systems.

Conclusions

'Records' is used as a narrow term in China. Local interpretations of records in China have caused difficulties in international communication and exchange. A common understanding of records in according to ISO15489 will enable the nation to comply with international customs in the future.

There is a lack of integrated approaches across records creators, professional administrators and archives administrators. There are conflicts among Chinese records management standards. There is a need of unified rules for Chinese records management practice.

For optimisation of business management and records and information management within an organisation, this author recommends promotion of ISO15489 as the universal rule for records management of all types of business activities in China.

ISO15489 can be applied in both macro-administration and micro-management. For macro-administration, the adoption of the standard means applying internationally advanced ideals and frameworks for records management. For micro-management, it means using international best practice as a performance benchmark for the design, implementation and measurement of records management systems.

Driven by both the need to manage business information from records for maximum benefit today and the traditional archival focus on serving the future, there is demand for a consciousness of evidence-based governance and business-driven strategy to serve for both present and future in Chinese records management practice.

Challenges lie ahead in the digital world, which will only be multiplied by traditional Chinese end-control archival approaches which have met many difficulties in guaranteeing the authenticity, reliability, integrity and usability of records. To deal with the difficulties, ISO15489 has provided solutions by front-control and entire process-control to records.

The application of regulatory elements to records management requirements and employment of the design and implementation methodology for records systems offer effective approaches for the future of records management in China.

The Author

Dr Xiaomi An is a lecturer with the School of Information Resources Management, Renmin University, China. She has more than 18 years experience in records and archives management in her country, and has addressed numerous RM forums around the world.

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Taking Our RM Knowledge to Asia
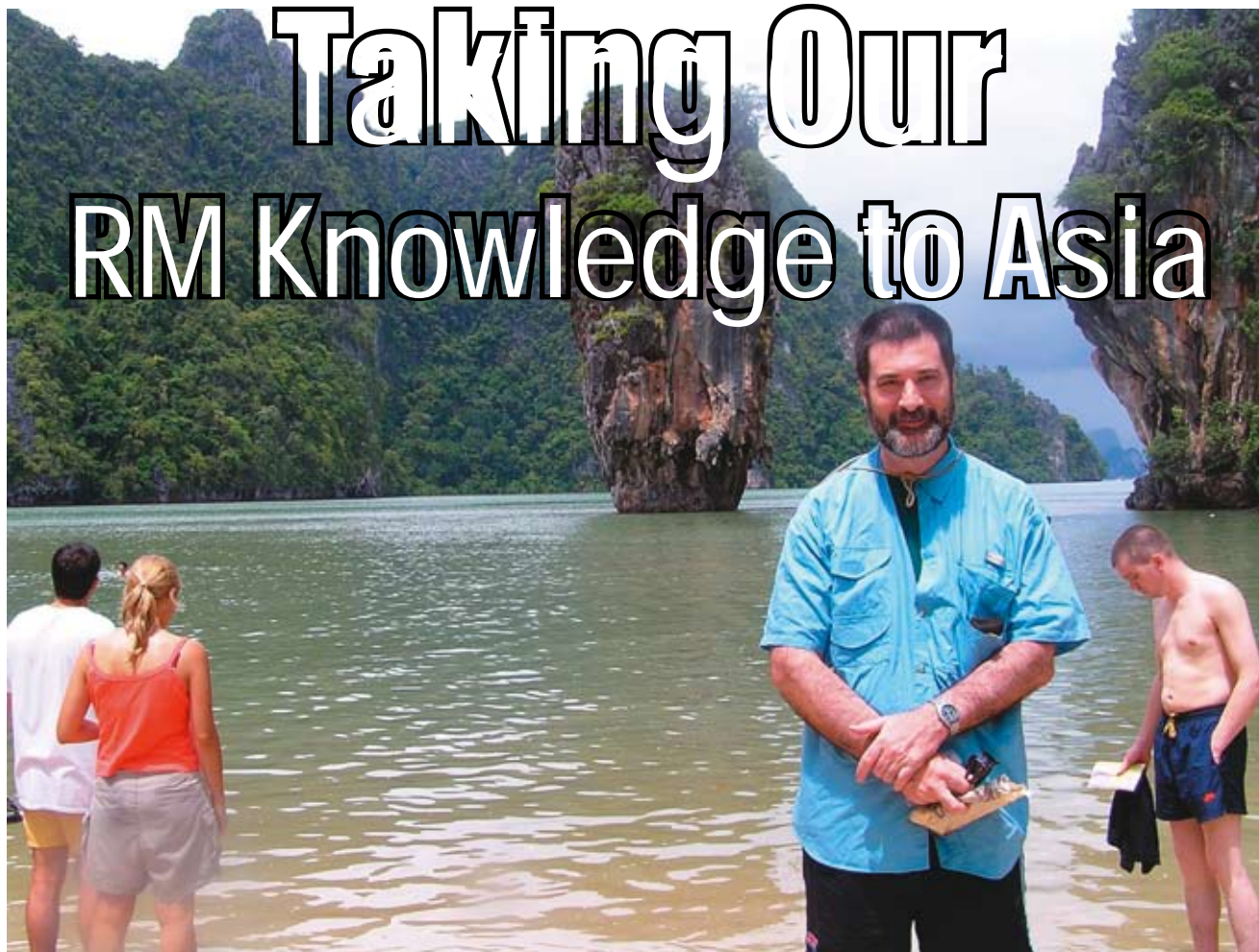
By Geoff Smith, ARMA

A comparison between EDRMS conferences in Australia and Singapore shows that Australian RIMs are in demand in Asia for their knowledge and experience. Is there a good case for helping others in our region to develop their skills?

It was some time in the 1990s when I first became involved with conferences run by private companies on the theme of records management incorporating document management. While expensive, these conferences do cater to a market.

The market covers those companies or government bodies seeking to implement an Electronic Document and Records Management System (EDRMS) and needing a forum to learn about products, issues and case studies.

Increasingly they have become focused on the public sector. The

> Above: **Geoff Smith** at James Bond Island, Singapore, on his not-so-secret mission to spread the RM word in Asia

RMAA has been involved with a number of the conferences for some years, initially through the NSW Branch.

Our involvement, initially through the efforts of Conni Christenson, was seen as an opportunity to raise the RMAA profile and by begin involved demonstrate our capabilities as an authoritative source of experience and knowledge in records and document management,

These conferences were primarily concerned with document management and largely attracted people from Information Technology areas. Currently, people attending are more likely to come

from a records/information management area within an organisation.

Attendance numbers are generally in the 40 - 60 range in Australia and 60 – 80 in Singapore. They do not come cheap, with the 2-day conference (not counting workshops), costing around $2,500. Most workshops are either 1 full day or 2 half-days.

There used to be several companies running EDRMS conferences (or EDM or ERDM or some other variations in titles) including IIR, IQPC and EIS. Marcus Evans also ran some conferences on Data Management.

These days, IIR and Ark Group are the main providers, and both of these companies have offices in Singapore and Australia. The author has been involved with conferences for all of these companies.

The two workshops to be examined in this article were both held in March 2006 and the Ark Group arranged both. The first of these was held on 8 – 9 March at the Chifley on Northbourne in Canberra, followed on 10 March by a 1-day workshop.

The second was held on 28 – 29 March 2006 at the Marina Mandarin in Singapore with 2 half-day workshops on 27 March. I chaired the Canberra conference and in Singapore I conducted a half-day workshop, presented a session during the conference, and chaired the second day. Chris Fripp chaired the other day.

The Differing Programmes

Before examining the sessions in detail, a few broad comparisons.

The Canberra conference was heavily concerned with providing case studies, while the Singapore conference was surprisingly focused more on standards setting. Australia, in spite of differences, between jurisdictions, is similar in the way our government records authorities work.

A conference in Singapore (and this is the fourth or fifth I have done there) can include people from Singapore, Malaysia, the Philippines, Hong Kong, Brunei, Thailand, India and Indonesia, and can include some very divergent legal approaches.

A relatively recent innovation at conferences in both countries has been vendor displays. However, normally these only consist of two or three vendors.

All speakers in Canberra were Australian, while in Singapore speakers came from Singapore, Hong Kong and Australia - about half a dozen Australian speakers.

In Canberra topics as listed in the programme were:
- Taking an enterprise approach to EDRM
- Aligning EDRM with other management frameworks
- Managing digital records in the long-term (no, this wasn't VERS)
- A corporate case study
- Designing a functions thesaurus to support records management
- Managing the incumbent threat of email and unstructured data
- Improving recordkeeping systems
- Linking document management capabilities with existing business systems
- Assessing what does and what doesn't work in EDRM implementation
- Tackling the nuts and bolts of implementing an EDRM system
- Devising a particular strategy for EDRM implementation
- Managing the myriad of challenges relating to change management and EDRM
- People management strategies to drive better performance in IM
- Change management and EDRM: enjoying a people focused

approach Panel discussion on the challenges of developing an effective and accurate BCS.

The workshop was entitled 'Beyond Technology': Issues for designing sustainable records implementations and was conducted by Barbara Reed.

In Singapore, topics as listed in the programme were:
- Leveraging and exploiting the capability of Infocomm technology to drive organisational improvement and changes
- Strategic considerations for electronic records management and systems in the Hong Kong Public Sector
- Regulating electronic records management in the Public Sector: What works and what doesn't
- Treating EDRM as a comprehensive programme to influence seamless implementation and expansion in the Public Sector
- Communicating the EMDS message to the rest of the organisation and gaining their buy-in
- Implementation: Success, challenges and loopholes
- Facing challenging issues in maintaining effective and efficient public records and documents within the electronic environment
- Maximising your investment in a document imaging solution
- Leveraging common EDRM architectures and infrastructures to promote cross-agency collaboration towards a networked government
- Overcoming the real and operational and systems challenges in EDRM
- Building and capitalising on public-private EDRM collaboration: Ensuing long-term preservation of electronic records (this was VERS)
- Developing classification systems to manage and access highly sensitive information
- Leveraging and managing information and data quality for digital heritage
- Ensuring the security of documents in an EDRM system
- Institutional repositories: Populating and searching IRs
- Developing dual compliance: Statutory compliance and EDRM International Standards
- Minimising risk in e-records and infringements in intellectual property rights.
- The workshops were on:
- Optimising the capability of EDRM infrastructure to achieve efficiency in public records creations by minimising its operational, technical and system risks, presented by myself
- Pro-active and pragmatic change management issues in EDRM implementation, deployment and expansion presented by Suzanne Vucorovic currently at BATA, previously at APRA.

Standards and Laws

As regards the international standard on records management (ISO 15489), it was referenced frequently at the Canberra conference, but less so in Singapore, where it was mainly Australian speakers referring to it. The DIRKS methodology received similar scant attention in Singapore.

Laws relating to electronic records and their evidential value are largely the same in Australia with some exceptions when dealing with scanned materials. In South-East Asia there are differences, and still some jurisdictions with no laws governing electronic records.

In Hong Kong, the Government Records Office is working on

developing methods of managing electronic records at least within the public sector. The Philippines Central Bank is examining the issue.

Value for Money

After currency conversion, the Australian conference was more expensive than the Singapore conference, although if someone attended both workshops in Singapore it would have cost more than the full day workshop in Canberra.

Obviously, for someone from Australia, one has to consider travel and accommodation. For Canberra it would be possible for someone in Sydney or Melbourne to fly to Canberra on the morning the conference started and fly out the day it finished, but this is not practical for Australians travelling to Singapore.

Conference attendance numbers were greater in Singapore than in Canberra. Workshops in Singapore attracted fewer attendees, with my session having 8 attendees and the other session only 7. I believe about 10 or 12 attended the Canberra workshops.

One criticism levelled at these conferences is that they fail to provide formal papers, a requirement the RMAA has recently introduced for it's own national convention.

I have never been a fan of formal papers, preferring to raise any questions with the speaker rather than refer to a paper or presentation. Papers tend to be required well in advance of a conference and the speaker's views can well change between submission of paper and presentation.

There is also the extra work involved. A good speaker would not read a prepared paper. The only value I can see in providing formal papers is that translations can be provided.

Two Quick Words of Advice

One, if attending a conference in Singapore, please note that conference rooms are kept quite cool and though you would not need a jacket outside you will inside. Indeed the day I chaired the conference in Singapore it was sufficiently cold that it froze the digital camera I carried with me.

Two, Ark Group seems to like long days in comparison with some others, with days running 9.00 to 5.00 or 5.30 in Canberra, and 9.00 til 5.45 or 6.00 in Singapore (this is normal for Singapore conferences). Singapore usually has longer lunches, allowing more time for networking.

Venues

The venue for the Canberra conference was the Chifley on Northbourne. It was quite a nice room and within walking distance of Civic and the cafes there. The conference room and the vendor room were both large and comfortable enough. Food was excellent, with regular breaks.

The venue for the Singapore conference was the Marina Mandarin. I should state the company usually quote the Grand Hyatt as the venue, but of the conferences I have been involved with and/or known them to run they have ended up being relocated to the Marina Mandarin.

Location wise there is a sizeable difference. The Grand Hyatt is just off Orchard Road, the shopping Mecca of Singapore. Orchard Road has all the upmarket shops here, though I have only ever purchased form Marks and Spencer there (a nice pair of shorts for those interested in that level of detail). Quite close to Orchard road MRT (train station).

The Marina Mandarin is near Suntec the major convention/exhibition centre of Singapore and usually accessible by pedestrian walkway from City Hall MRT, but new work made this difficult this time. The hotel itself is lovely with a central atrium and glass sided lifts for those who don't feel uncomfortable with heights.

I would recommend it as a place to stay but not if you are on a budget. If looking for place to eat near there I can recommend a Thai Restaurant in Suntec called Tuk Tuk, one of my usual haunts while in Singapore.

Food at the Marina Mandarin was excellent and there was plenty of it. Indeed I suspect the reason the room seemed cooler after lunch was to ensure attendees did not doze off after a very healthy lunch.

Is it Worth RMAA Being Involved?

This question has been raised on a number of occasions in the past, and my position has always been 'Yes'. This is for several reasons:

The RMAA is the Australasian professional association for recordsmanagers and as such the EDRM field is ours. We should be the experts in the field and need to provide input into the training of those working in this area, and into developments in this area. Wee should be targeting people working in this area for our membership.

It is as much about being there to network as it is about promoting records management. Networking is also a rich source of contacts to discuss issues after a conference finishes. Such conferences can also be a source for speakers for our own events, at least where they are worth hearing.

Secondly, we e need to be seen as the experts in the field, or we risk being marginalised by the industry, by other associations such as IIM or ACS, or other professions/fields such as knowledge management or content management.

Also, we need to grow as an association. As members age and retire we need to bring in new members. This can happen in two ways: bringing in the younger people coming into the industry, or expanding the membership base in ways such as bringing on board those working with EDRM systems.

We need to keep our finger on the pulse. We have to know what is going on with implementing systems, to sell the importance of records to management. With changing workforces, we need to ensure compliance with standards and/or best practice. And so on.

It may not be that someone learns from every session, but will always learn something.

Finally, we have an obligation to help other countries develop their records management. We often forget how other countries look to us as leaders in this field.

One trip to places like Singapore quickly shows how advanced we are as a profession in Australia. The respect in which we are held is of great encouragement.

The End Bit

When we first became involved with such conferences, the RMAA, through the NSW Branch, had to push itself onto the programme. But over time it seems, at least from my perspective, conference organisers have come to see value in involving the RMAA in their conferences.

This involvement includes seeking our official support (so they can carry our logo), providing speakers and, in some cases, seeking input to conference programs.

The last two or three IIR EDRM programmes included input from myself, and I regularly receive calls from companies seeking advice on content and possible speakers for upcoming conferences.

With conferences developing in South-East Asia, it is flattering to see how highly we in Australia are valued as a source of knowledge and speakers.

The major risk for us, both in Australia and overseas, is where we provide speakers who might tarnish our reputation as a profession and/or a professional association,

There are a small number of speakers purporting to be records managers who give me great concern, and I support the moves by the RMAA's National Board to restrict those who speak on behalf of the Association.

It is my view that there is an obligation on us to help others learn, especially those in our region. And we will learn as much by working with them in developing the profession, irrespective of any expansion plans the RMAA may develop. IQ

The Author

Geoff Smith, ARMA has been speaking at and/or chairing conferences for a number of years in both Australia and Singapore. He has participated mainly in EDRM conferences but also in conferences on Data Management, Enterprise Content Management and Unstructured Information and has spoken on a range of topics related to records management or the associated technology.
In conferences, Geoff has appeared and presented on behalf of the RMAA. For 8 years he was President of the NSW Branch of the RMAA, serving a 2-year term as a Federal Director and as co-editor of InfoRMAA Quarterly.
He is employed by the National Archives of Australia as the Assistant Director Government Branch in the Sydney Office, and has been with that organisation for 23 years.
As well as being a professional member of the RMAA he is also a professional member of the Australian Institute of Management and the Institute of Public Administration in Australia.
The author notes that the views expressed in this article are his own and not those of his employer. Nor should the views expressed in this article be interpreted as those of the RMAA.

STORAGE & DATA MANAGEMENT

THE STORAGE NETWORKING INDUSTRY ASSOCIATION

The Storage Networking Industry Association, (SNIA), is a vendor-neutral trade organization, which works in conjunction with its members around the globe to make storage networking technologies understandable, simpler to implement, easier to manage, and recognized as a valued asset to business.

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• Developing comprehensive educational offerings throughout the world

SNIA ANZ is a chapter of the worldwide Storage Networking Industry Association, which is headquartered in the United States. Other SNIA chapters exist throughout Western Europe, China, Japan, Singapore and Brazil.

The mission of SNIA ANZ is to promote storage networking, educate users, integrators and storage professionals on the best practices and emerging standards within the industry. Focusing on the local needs and providing regional input into the direction of the SNIA standards bodies.

SNIA ANZ's 2006 annual Storage Network World (SNW) conference in Sydney in September attracted 300 delegates, a 30% increase on the previous year, indicating the fast-growing information industry awareness of the importance of storage issues. For more information on SNW: www.snwaustralia.com

This IQ Storage & Data Management feature is a joint initiative of SNIA and the Records Management Association of Australasia (RMAA).

SPECIAL FEATURE

New Storage Technology Gives a Whole New Meaning to 'Something out of the Box'

By Graham Penn

What is the state of Storage Management today? Are you as storage application aware as you should be? Startling things are happening in the world of storage and data management that will effect the way information is recorded and retained in the future. And who is going to manage this brave new content world?

As organisations attempt to maintain an increasing number of applications and also support a vast number of legacy servers and storage devices, a conflict is emerging between spending on maintenance of the status quo and the desire to add new applications and new infrastructure.

IT infrastructures are not usually designed for constant change. Many applications and networking implementations are difficult to alter, introducing a considerable amount of inertia into IT operations.

Indeed, as the IT network and infrastructures mature, and as the volume of number of business applications and digital content increases, management of storage assets and the protection of all types of information are becoming more and more complex.

To address this requirement, some organisations have sought to centralise and consolidate their operations in order to reduce the cost of change and to increase the rate of innovation.

The Current Situation

Today, we face many situations where data is fragmented across systems, across databases and also across locations. In order to gain business value from the data it is becoming increasingly necessary to provide better access to all of the data and to simplify

data queries in order to yield consistent, easy to find information.

The question necessarily arises as to who will drive the creation of a coherent information environment for flexible, heterogeneous access to both structured data and online content. A follow-on question is - who is to manage the collection, organisation and long-term protection of all of this content?

Herein lies the challenge. In Australia, we at IDC expect new shipments of disk storage capacity to increase from 36,900 TBs in 2005 to 43,600 TBs in 2006 and 199,000 TBs in 2010. The amount of capacity that needs to be managed increases even faster, from 78,000 TBs in 2005 to 111,400 TBs in 2006 and to 485,000 TBs in 2010. This is an compound annual increase of 44.2%.

As the amount of data that needs to be stored and accessed continues to grow, we will need a lot more capacity, better scalability and more flexibility to meet different application and user requirements.

However, storage is no longer merely about individual devices or isolated SANs. It is about the data and how it should be organised for better access and usability, and at lower cost.

Consequently there is an increasing need for more intelligence and greater automation for easy provisioning and management, for data protection, for data classification and easier search, and for smart data reduction.

The Emergence of a 'Storage OS'

Storage systems are continually evolving. A new generation of storage systems is on the drawing boards, one that will seek to control and manage content as well as the hardware and network infrastructure.

This implies a rapid shift from isolated, point functionality towards an integrated capability that is included within the 'Storage OS'. The new generation applications are then expected to take advantage of these advanced storage system features.

The new Storage OS will require a richer storage interface for close application integration. Key characteristics will include:

1. It scales quickly and cost effectively with minimal disruption to ongoing operations.
2. It enables a very granular allocation and partitioning or resources to meet variable application requirements and stringent service-level agreements.
3. It connects to a wide range of heterogeneous systems from multiple suppliers, managing them as a single, integrated system
4. It reduces application and server provisioning and automates the reconfiguration process.

These developments will not occur overnight, indeed, completion of the journey may well take us another 10 or so years. Today, we are still building out our networks and increasing our ability to replicate and migrate our data.

We are talking about storage volume and file virtualisation and continuous data protection. Application integration is on the horizon but not yet imminent.

Ultimately, this will enable applications to automatically take full advantage of advanced storage system features for automated data migration, application-defined data retention policies, single instance storage capability and also provide common data access and security capability, consistent and appropriate levels of data protection, and unified search capabilities.

Of course, there are likely to be some hitches or collision points along the way. These may include technical issues as the industry searches for an appropriate foundation, competitive collision points as smarter storage undermines value add and vendor differentiation, and operational collision points relating to data ownership or the discipline of key personnel such as DBAs.

The objective is to build and integrate hardware and software capabilities that will help companies cost-effectively consolidate, manage, protect, and archive growing volumes of digital content. By integrating intelligent storage systems with business-critical applications, there will be opportunities to boost application performance and availability

Essential Guidance

In addition to the increasing complexity of the existing server, networks and storage infrastructure, the new drivers of the transition to a new Storage OS are application consolidation and content-intensive applications.

At IDC, we have already observed a focus on more flexible storage systems, and a shift from isolated functionality towards an integrated Storage OS in order to boost application performance and value.

IDC also expects that storage system suppliers will seek to increase their investment in the core Storage OS and enable an advanced, scalable application infrastructure leading to a 'grid-like' OS.

These storage systems suppliers will likely become more active participants in higher level development efforts such as web services and services oriented architectures (SOAs).

Over the next few years, IDC expects there will be an expansion of the direct relationships between the application software vendors and leading storage suppliers, and also attempts to offset the perceived loss of software value-add with more advanced data/information integration services.

We have some way to go, but the ultimate goal is a worthy challenge. iQ

The Author

Graham Penn is Associate Vice President Asia Pacific Storage with IDC.

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Getting off the Storage Merry-Go-Round

Smart Questions to Ask About Storage Virtualisation

By Nick Milsom

The buzz around the storage world today is virtualisation. Users large and small can maximise their storage infrastructures by taking advantage of virtual storage solutions through storage software and even partitions within the storage hardware itself. But many are still asking questions about what storage virtualisation is all about, how they can implement these technologies, and if their infrastructure is a good fit.

1. What does storage virtualisation do for me? Storage virtualisation is a technique used throughout IT environments to simplify what tends to be a relatively complex underlying infrastructure. The idea is to separate the logical presentation of a resource from its physical implementation -- presenting a simplified, seamless virtual view of the resource to applications and administrators.

2. Where should storage virtualisation live? The software that virtualises storage can be run in a variety of locations. Generally, the three most common locations are on a server, on a storage device or in the storage network. The storage network is receiving the most focus because it has the advantage of being able to support any connected server platform and any connected storage device. The next question that usually follows is...

3. Should I choose an in-band or out of band solution? Some vendors want to make a big deal about the technical path they took to implement virtualisation. The more important question is, "As a customer, what results do I expect to achieve from virtualisation?"

The answer will guide you to an implementation. Today, only in-band implementations have the ability to deliver this full set of virtualisation value. The smart thing to do is first decide what results you are looking for and then evaluate the solution based how well they match your goals.

4. How can I avoid vendor lock-in? The best way to avoid vendor lock-in is to virtualise the complete disk experience. If a vendor can get you to integrate your disaster recovery procedures to his proprietary replication services, or get you to load his proprietary multi-path device driver on all of your servers, or train all you administrators on his proprietary management interface, he knows your switching costs will be high -- and you are locked in.

If, however, you choose to virtualise your complete disk experience, you give yourself complete flexibility of choice in what underlying disk hardware you choose. And that flexibility will often result in lower overall costs.

5. What are my cost considerations? When evaluating a virtualisation solution, it's important to consider the direct cost of the solution in addition to the indirect savings that virtualisation can bring.

For example, most disk vendors charge extra money for their proprietary multi-path device drivers, replication services and management interfaces. (Remember, this is how they keep their margins up and keep you locked in).

Done right, virtualisation can remove your need to buy all this proprietary software.

6. What sort of changes do I need to make in my environment to implement virtualisation? Storage virtualisation is valuable, but if you have to make major modifications to your infrastructure to turn it on, the return on investment can be compromised.

A good virtualisation solution does not require any changes to your disk or storage network infrastructure. Talk to your potential vendors about what changes are required to test and run their virtualisation solution.

Be aware that some solutions require you buy new-generation SAN switches or new-generation storage controllers just to turn on virtualisation.

7. How long has this virtualisation product been on the market? Smart purchasers consider not only vendor claims about their virtualisation solution but also how established the product is and how many upgrades have been made to the product.

Some vendors are just now rushing to market with new offerings. As you know, in the world of software, version 1 is rarely as robust and reliable as version 6. Look for established products from reliable vendors.

8. Will virtualisation enhance my management capabilities and ease the workload of my IT staff? The idea behind storage virtualisation is to improve the efficiency of your infrastructure, making storage management easier and more cost-effective. Virtualisation done right can take the complexity of multiple storage devices, storage vendors, device driver types, sets of copy services, management interfaces -- and give your administrators a common view of a single virtual resource. What's more, with transparent data movement between storage devices, many of the 2:00 a.m. jobs that storage administrators have to do can become 2:00 p.m. jobs. Application outages can be avoided and work / life balance can be improved.

9. What are your performance, availability, capacity and scalability requirements? In your evaluation of virtualisation solutions, look not only for vendor claims but also external benchmarks.

Some vendors have chosen to control everything in the virtualisation path to ensure reliability and performance. Others have taken a more federated approach -- gluing together hardware components from one vendor with software components from another.

Whichever approach you are evaluating, look for outside validation of vendor claims -- external benchmarks from industry organisations.

10. Will virtualisation do for storage what Linux did for servers? Before Linux, applications and system administrators were tied to an operating system -- and that meant being tied to the hardware that operating system supported.

Done right, storage virtualisation has the potential to do the same thing for your storage hardware. Do you want that freedom? If so, ask the virtualisation vendors you are evaluating if they see things the same way you do. Is virtualisation of the complete disk experience (and giving you complete flexibility of choice) their goal too?

Armed with the above storage questions and answers, organisations should feel well equipped to tackle the challenge of evaluating storage virtualisation. They just might find that they can save time, money and hassle when they make an informed decision about storage virtualisation. IQ

The Author

Nick Milsom is a Storage Virtualisation Specialist with IBM

A Better Way to Break Down Organisational Barriers to Create & Implement a Comprehensive Email Policy

By Simon Barnier

Organisations struggling to implement email archiving often miss the critical step of understanding departmental business drivers. You could try using a sledge hammer to break down organisational barriers. Or you could use this article to steer a cross functional team through a series of steps that define key attributes of an email archiving solution that delivers business value across the organisation.

How do you develop a comprehensive email policy that addresses requirements of all business groups, increases access to data, and mitigates risks associated with unmanaged email systems?

With RIMs today being tasked with building systems that will be able to support the regulations and emerging requirements for their organisation, they are frequently unable to get the business groups involved to clearly define their needs.

The Solution

RIMs are key stakeholders in the development of an email policy as their organisations attempt to manage growing mailboxes.

This article can be used as a template that can be shared with a cross-functional team developing email policies and requirements for an email archiving solution. There are 4 key steps to defining an email archiving solution:

1. Identify business groups impacted by email archiving.

This may include, but is not limited to Marketing, Sales, Legal, IT, Compliance, End Users, Human Resources, Senior Management etc.

It is important to recognise that an organisation's email system acts as a corporate knowledge repository, and the majority of the content held within this system is vital to an organisation. Email needs to be treated as a record, and access to this corporate asset is critical for all users of an organisation. This is simply not an IT responsibility.

2. Develop requirements for each group

High level requirements for the solution should include:
- Achieving operational efficiencies including - productivity, performance, stability, storage costs.
- Actively participating in corporate governance by preventing offensive or objectionable communications on moral, legal, or ethical grounds by monitoring email, IM traffic, and other electronic messaging for noncompliance with the firms' policies.
- Providing efficient electronic discovery and litigation support activities.
- Delving into these high level requirements the group may find requirements for email and supervisory pre-review, post-review and rejection to support governance requirements including sample policies like:
- All mail communications relating to customer or clients financial matters will be archived indefinitely support a regulatory requirement.
- All mail communications relating to customer or client non-financial matters will be archived after a period of 90 days.
- All mail communications relating to HR will be archived after a period of 365 days.
- All mail communications relating contract servicing must be pre-viewed by Contracts Management.
- Purge data after a 7 year set period to support both regulatory and operational efficiencies, unless it is subject to other issues which hold it from being purged.
- Different content (for the different divisions or groups) within the organisation, will require different retention periods and organisations need to have the capability to set purge policies per division, group or individual. For many companies, regulations are what drive retention requirements, either requirements specific to their industry, or regulations that cut across all industries.

3. Create policies for each group

Developing policies from these requirements is the translation of the requirements to the rules which provide the governance. Guidelines for these policies should be viewed with these aspects:
- Entire organisation
- Organisational unit
- Mail system file size
- Threshold delta (mail file threshold)
- Quota delta (mail file quota)
- Mail Groups
- Age of mail
- Size of individual mail
- Folder(s) classification the message is in
- How to handle message with attachment
- What attachment type will be permissible
- Security and governance from a perspective of who administers, who reviews, who can perform searches.

4. Configure archiving product to address business requirements.

The decision of where to capture the messages, how to provide for the flow of control and access and the management of storage is critical to the overall design of the system. The organisational and group policies developed will define the configuration of the system.

Departments with data protection sensitivity may choose to have their message captured in real time, while groups that simply need their email archived for convenience may choose a batch archival method that does not provide for continuous protection of the email data.

Highly sensitive groups dealing with proprietary corporate information may additionally need to have their messaging scanned at the SMTP relay to examine their compliance in real time.

Storage subsystem selections additionally can be driven based on a combination of budget, departmental requirements and regulatory directions. For a system the ability to maintain information from different groups on different media is important as the day to day communications of the mail room do not require the same policies as those of the board room.

Archiving data to both WORM and regular storage at the same time based on their importance is vital. Additionally, the system must provide for the aging of the data through storage systems and the eventual migration of data from online through near-line to offline storage.

Implementation Review

Once a business system has been implemented it must be continuously reviewed to have it maintain relevance and efficiency.

The archiving system is no different as it is business policy driven. As the organisation changes and evolves, the archive must be evaluated, updated and documented to reflect the changing character of the organisational requirements.

This process would be reflected in periodic re-evaluation of business requirements and system implementation against standardised industry best practices resulting in a benchmark of the systems against those found in the industry.

The application that provides access and management of email data must be able to deliver on the policies created by each group. This includes capture of email, processing, indexing, access and eventual disposal.

Enterprise message management and archiving solutions must provide the enterprise-level answer to handle mail storage management, archiving and retention management, discovery, litigation support, regulatory compliance and corporate supervision around email and instant messages, satisfying the requirements for all business groups within an organisation.

As a Domino Administrator, a solution integrated with Domino that allows your IT department to maintain the Domino server within defined operational requirements (such as disk space available, backup windows, server maintenance tasks) is paramount.

Other business requirements are supported by migrating data from Domino to an archive where it can be leveraged. Using Domino application development tools to extend functionality of the messaging server without modifying existing customisations in Domino is critical for future ease of management.

As an Exchange Administrator, a solution that takes advantage of Exchange's exposed interfaces without complicating an already

complex environment is critical.

While improving the normal operation of the environment, support tools must be able to perform their management tasks without degrading an already taxed messaging environment. Using services from a management server without installing tools on Exchange allow for the least impact on the performance and support of Exchange in the long term.

As a GroupWise Administrator, a solution which takes advantage of the underlying framework provided by Novell, e.g. the trusted application framework and the IMAP4 protocol will negate the need to invest in additional skills.

Utilising existing services to maintain the retention policies etc. also ensures the continued smooth operation of a critical piece of infrastructure supporting the business units individually and as a whole.

For any enterprise email system administrator, the questions that must be asked of any solution that proposes to manage the environment are around the impact on the server performance, user experience and administrative load.

An archiving and management solution should be able to provide support and migration strategies for multiple major email platforms. Optimally, a support strategy must be available for all messaging systems. This strategy should not only extend to a single platform, but also to the support of multiple systems and migration between them.

The server impact must be minimised though intelligent interfacing to the messaging system with a minimal software footprint to allow for easy system troubleshooting when problems appear.

For the end user as well as the administrator, an integrated seamless experience must be provided, otherwise it will not be accepted by the community and will become just another problem for the IT department.

Summary

The contribution of business stakeholders to the requirements of an email archiving solution is critical to realising maximum benefit and satisfied business users. Any comprehensive solution must meet the needs of all business groups within the organisation to be complete. [Q]

The Author

Simon Barnier is Director of CA Pacific's Enterprise Systems Management (ESM) and Storage Business Units, responsible for the development of strategy and go-to-market initiatives for the company's ESM and Storage solutions. Simon has 17 years experience in the IT industry. Prior to joining CA in 1999 he worled in the mobile wireless computing sphere, holding roles from sales executive to Systems Development Manager.

CA (Computer Associates) is one of the world's largest IT management software companies. Founded in the US in 1976, and headquartered in New York State, it serves customers in more than 140 countries.

Offsite Information Backups:

Corrrecting the Policy Void

By Harold Graycar

A company that provides offsite data backup has been asking a lot of questions about the RIM backup policies applied by various industry associations. The answers haven't been encouraging.

My company provides a range of backup systems and services for small to medium-sized enterprises. In addition to managing software and backup devices that operate at the clients' premises, we use the power of the internet to provide real-time offsite backup of data into a secure Type 1 data centre. Our clients can then view archives of backed up data through a secure Web connection, and retrieve selected files if required.

Some of our clients belong to professional associations that look after members in the fields of: accounting, law, financial planning, real estate, etc. In seeking reassurance that their offsite backups meet the requirements of their professional association, some clients have asked us to find out what their association's stand is regarding offsite data backups.

It's been an interesting journey, but, so far, we haven't found out very much at all.

What are the Professional Associations Saying ?

We have approached a number of professional associations. Generally, they seem to have some guidelines for their members relating to information security and records management, something along the lines of: 'Information must be securely stored, and records retained for X years .'

On behalf of a client, I recently had a conversation with an executive of a professional association, asking whether the client was meeting the association's guidelines in storing their customer records offsite in our data centre.

He emphasised that the association was very interested in their members maintaining information security, and when I asked for some more details on their specific security requirements, he responded: "You know, the papers should be stored in a cupboard under lock and key."

Not very relevant to the brave new world of electronic data storage and backup!

Are Offsite Backups Here to Stay ?

Offsite data backups are now an accepted and increasingly common method of storing information.

A number of business drivers mean that offsite backups will continue to be more practical and affordable for the near-term future. For example, Internet data speeds are increasing rapidly, leading to higher information transmission rates from client premises to a secure data centre.

New techniques in data encryption (if correctly implemented) now provide strong protection of business information.

The falling price of computers and disk storage mean that operators of data centres can provide storage at very low prices per gigabyte.

More and more business documents are being originated and handled electronically, with no paper copies produced.

Many small businesses do not have direct access to IT professionals, and do not have the skills or the discipline to protect and/or back up their electronic data adequately.

What Should the Professional Associations be Saying ?

In Australia, a significant number of professionals work in small practices, and look to their professional association for guidance in specialist areas such as office management, information technology and insurance. I believe that associations could provide some very valuable information regarding offsite backups for their members.

Some of the issues they could address include:
- Selection of offsite backup provider
- Security of provider's data centre and systems
- Encryption methods used
- Telecommunications methods for transmitting and retrieving data
- Data rotation and refreshment strategies
- Guidelines for selecting information for backup
- Retention periods for different data types
- Risk management
- In-house security and access management
- Insurance and professional indemnity
- Safeguards against technological obsolescence of data.
- Other areas in which professional associations could help their members with regard to offsite backups are:
- Bulk subscription to reduce individual members' backup costs
- Training of members in offsite information management and security issues
- Input into the development of features for offsite backup software.

So there is now an excellent opportunity for professional associations to take a leadership position in helping their members come to terms with the business issues related to offsite information backups. iQ

The Author

Harold Graycar is a director of Backup Systems Pty Ltd, an Australian company that designs information management software and provides backup services, including Web-based offsite services.

Backup Systems is keen to work with professional associations to develop policy recommendations about offsite backup services. If you can offer ideas and suggestions on how he can go about this, Harold can be contacted at: corporate@backupsystems.com.au
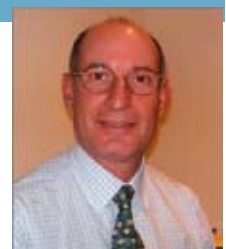
When Effective Data Management is on the Line:

HREOC & the Move to a VoIP Data Network

By Gurkirat Singh, Manager, South Pacific, ProCurve Networking by HP

Experiencing frequent 'Network storms', with staff often loosing data, and with its previous network supplier going out of the market, the Human Relations and Equal Opportunities Commission (HREOC) was desperate for a new network. As this case study shows, HREOC not only solved its data management problems, it was able to switch over to Voice over IP at the same time.

The Human Rights and Equal Opportunity Commission is an Australian Federal government agency charged with protecting and promoting the human rights of Australian citizens.

In the course of its activities HREOC conducts public inquiries, manages diversity tolerance programs, and investigates alleged incidents of harassment or discrimination on the grounds of race, ethnicity, gender, marital status, pregnancy or disability. It mediates between the parties in conflict, achieving conciliation whenever possible.

HREOC employees roughly 160 people throughout Australia, with the national headquarters occupying three floors of an office tower in central Sydney. The agency is required to ensure that its services are accessible in every Australian state and territory, and in regional and rural areas as readily as in the cities.

Consequently, roughly 50 of HREOC's 160 staff are enabled for remote network access, and the organisation is a heavy user of teleconferencing services.

"We're a very mobile organisation, there are people on the move all the time," says Ron McLay, IT Services Manager, HREOC, "and one of the challenges we faced is putting in place the infrastructure for that." In this environment, a powerful, flexible and reliable network is essential. Before HREOC began its relationship with a new supplier, it was relying on switches provided by another vendor, and the agency was far from happy with the result. That vendor had decided to exit the networking equipment market, and spare parts were becoming almost impossible to obtain.

In addition, HREOC was experiencing crippling technical problems with its installed switches, resulting in near daily 'network storms' which regularly interrupted essential network services and cause HREOC employees to frequently loose their data.

"We had a lot of spare switches on hand and we were forever switching them in and out — pardon the pun," says Mr McLay.

While HREOC faced daily frustrations with its network infrastructure, it also had great hope for the capabilities that a new powerful, flexible and reliable network would make possible.

"We were keenly looking to the future. We knew that we wanted a converged solution and we were looking to IP telephony," says Mr McLay.

A Two-Stage Project

HREOC embarked on an ambitious project in two stages. First, the organisation installed a data network designed with its future needs in mind, then it embraced that future by replacing its ageing PABX telephone system with a modern IP voice solution.

To begin, HREOC carefully mapped out its network requirements and specified these in a tender document. There were more than 20 criteria, and they were ranked according to importance.

Unsurprisingly, price was an important factor — as with most government agencies, price transparency and value for money are vital for HREOC. However, other factors such as warranty, technical support, reliability and scalability were rated even more highly.

With the tender document in hand, HREOC then requested submissions from 10 network integrators representing four different vendors of network equipment.

"As we always do, we held very strictly to those criteria," says Mr McLay. "We rated each of the responses against the criteria that specified and scored them accordingly."

Based on this analysis, Mr McLay selected a proposal from Data 3 that was built around ProCurve Networking by HP equipment.

"I think it was a major decision for us," he says. "The ProCurve product had a lot of attractive things about it, such as lifetime warranty, free software upgrades and the fact that ProCurve products were designed around open standards."

The ProCurve Networking by HP Solution

Once the decision was made, the transition process was smooth and satisfying.

"There wasn't a glitch — it was a beautiful project," said Mr McLay. "I have to say that it was down to two things: the quality of the project management from Data 3, and the ProCurve equipment, which was very good.

"When we turned on the ProCurve equipment the legacy problems that we had been experiencing just disappeared. For example, we're on three floors, and those in the offices furthest from the switch cabinet were experiencing latency problems all the time. Some applications that were very sensitive to latency were failing.

"Those problems vanished as soon as we put in the ProCurve kit. There was a big improvement in the responsiveness of everything on the network and the legacy problems just disappeared."

Waiting a second to receive an email is tolerable as long as it doesn't happen too often, but enduring second-long interruptions to a telephone conversation is unbearable. So, while a powerful, flexible and reliable network is highly desirable for data services like email and file transfer, it is absolutely essential for Voice-over-IP (VoIP).

The network infrastructure needs to absolutely guarantee quality of service (QoS), both by providing sufficient capacity and by intelligently conveying packets of voice data to their destination ahead of other packets.

QoS is what the ProCurve solution provided. Even better, just as HREOC become ready for VoIP with its new reliable network infrastructure, VoIP also became ready for HREOC.

Ron McLay, HREOC's IT Services Manager: "There wasn't a glitch, it was a beautiful project. I have to say that it was down to two things: the quality of the project management from Data 3, and the ProCurve equipment, which was very good."

"I had been looking at the VoIP market and making site visits for years," says Mr McLay. "I felt the future lay with VoIP, but I couldn't get into VoIP until it was mature enough to be stable, because, although staff may put up with a slightly inconsistent data network, they would not tolerate a telephone system that does not work 100% efficiently."

With the ProCurve solution in place, HREOC approached the VoIP solution market with a tender document that Mr McLay describes as the most extensive he's ever written in his career.

"In the specifications, we listed the ProCurve equipment we were using, so the tender respondents would know exactly what we were asking them to do."

Based on these proposals, HREOC selected an Avaya solution installed by NSC. "They did a brilliant job," he says, "it was very smooth."

As a result, HREOC is now enjoying substantial productivity gains as well as significant cost savings. Some of the savings come from 'toll bypass', which means that the VoIP solution allows the organisation to make long-distance telephone calls without incurring long distance charges. HREOC moved to a new telecommunications provider at the same time to consolidate the savings.

Major productivity gains come from the increased functionality and ease-of-use of the new VoIP solution. For example, voicemail messages can be emailed directly to each employee's inbox, and Mr McLay says that he has programmed the speed dial on his new VoIP telephone handset — something that just wasn't worth the effort with the old PABX.

By far the most important advantages for HREOC are in the area of multi-party telephone conferencing — a vital tool for the organisation's work, which frequently involves investigating and mediating complex disputes in multiple languages around the country.

"It is a major part of the business that we do, we're running conference calls all the time," says Mr McLay. With VoIP, conferencing is much easier and cheaper than using operator-controlled services. "I use my phone and conference call two or three times a day, sometimes with up to five or six parties, so it's extremely useful even from an IT management point of view.

"The complaints unit and the policy units all use the conferencing features, so it's very popular. To date the system has worked 100% as expected. I am delighted."

Identifiable Business Results

Using the ProCurve Networking Switch 5300xl series and an AVAYA Voice-over-IP solution, HREOC has experienced immediate productivity gains from the reduction of waiting and downtime derived from the introduction of a reliable network infrastructure.

The Commission also reports business flexibility and productivity gains from the introduction of new capabilities and functionalities hitherto unavailable, and has made significant cost savings from enhanced productivity and from the introduction of VoIP

Not only has the solution addressed the limitations that affected the agency's data network, it has also enabled HREOC to move to Voice-over-IP. This is a critical capability for any organisation that is as dependent on multi-party telephone conferencing to the extent that HREOC is. iQ

India's Storage & Data Management Mission

By Swati Prasad

The Indian Government has embarked on AU$6.8 billion worth of e-governance projects all across the nation. Critical to this initiative is cost-effective data storage

India may have earned itself the distinction of being an IT superpower, but it continues to be a nation of millions of poor people. With a population of over one billion (a third of them being illiterate), that speaks many languages and lives in different geographies, implementing e-governance projects can be a daunting task. So can data storage, a vital element of e-governance projects.

But IT has already begun to change lives of Indians. For instance, out of 341 blocks in the relatively backward state of West Bengal, land records have been computerized in 331 blocks.

Similarly, e-Seva in the state of Andhra Pradesh is a government to citizens (G2C) portal wherein citizens can pay their water, electricity and telephone bills online, pay property tax, register their vehicles and interact with the state government in many more ways with the use of the internet.

Over the next five years, India plans to spend a humongous sum of AU$6.8 billion in e-governance initiatives that have been brought under one umbrella -- National e-Governance Plan or NEGP. Common service centres, land records, commercial taxes, agriculture, police, education, pensions, income tax and banking will all be brought under the ambit of NEGP.

The plan involves 500 implementation agencies, two lakh sites and around 70,000-man years of effort. Around 22 Indian states have started implementing the state-wide area networks (SWAN) that would provide at least 5 mbps connectivity up to the block level all over India.

All these projects imply that the Indian government needs to pay heed to data storage. "For any organisation involved in mission critical business, data security is absolutely imperative. And the business of governance is a mission critical business," says Jaijit Bhattacharya, Country Director, Government Strategy, Sun Microsystems India. Sun Microsystems is involved in key data storage projects of the government and its agencies.

According to R. Chandrashekhar, Joint Secretary, e-Governance, Ministry of Communications and Information and Technology, Union Government of India, "e-governance initiatives have thrown upon several opportunities for the private sector". One such opportunity lies in data storage.

Companies like IBM, Sun Microsystems, TCS and EMC are doing their precious bit in ensuring that government data is stored in a secure manner.

Towards an IT-Enabled Government

All e-government initiatives are undertaken by the National Informatics Centre (NIC), under the Ministry of Communications and Information Technology. "The NIC has done a yeoman's job in moving towards an IT-enabled government to the extent that no one today questions the

concept of e-governance," says Bhattacharya.

Concurs Sameer Kochhar, Chief Executive Officer, Skoch Consultancy Services Private Ltd : "Few years ago, there was ambiguity over e-governance. Today, we can see the benefits. Barring the odd exception, the scaling up of e-governance projects hasn't resulted in any discernible deterioration in their quality. In most cases, quality standards have gone up."

NIC manages one of the largest and most complex information systems in the world. The mandate of NIC is quite different. For example, e-Governance in Singapore was introduced in order to develop the IT industry of Singapore, with the government playing the role of an in-house customer.

In contrast, the mandate of NIC is to move the government to an IT-enabled government and to be the custodian of government electronic data. "NIC has done a fine job of this mandate," says Bhattacharya.

The private sector is helping NIC in keeping government data secure. Tata Consultancy Services is the BOT implementer for MCA21 – an e-governance initiative that enables local companies to register and file their financial documents online with the Ministry of Company Affairs in India. MCA21 is at an advanced stage of implementation.

To cope with the growing number of local companies, the ministry hopes to remove all paperwork and move to e-registration of companies soon.

Similarly, NIC has partnered with IBM on creating the enhanced

connectivity to the taluk level.

In addition, numerous satellites of ISRO are also providing economically feasible satellite connectivity in hilly areas like North East India and Uttaranchal, since laying fibre connectivity in such terrains may not be economically feasible or ecologically acceptable.

"The last mile is being bridged by either Ethernet or DSL/ADSL. The government is also keenly looking at the option of deploying a combination of Wi-Max and Wi-Fi to bridge the last mile," informs Bhattacharya.

"The Indian government is very sensitive to data security, given the fact that some of the key governance records like land records, date back to at least 400 years and embody the trust of the people," he adds.

As India moves towards a digitised world and the paper records get converted to digital records, the loss or mix-up of a single land record can shatter the trust of the people in both the system as well as the government.

The issue of security is being handled at multiple levels. The government is looking at physical security and ensuring that the digital infrastructure is placed in a secure area.

It is also looking at information security and has introduced a host of technological, legal and policy frameworks, including the PKI (public key infrastructure) and the IT Act 2000.

"To address infrastructure security, the government is ensuring that all datacentres have a disaster recovery (DR) site. In fact, guidelines clearly lay out that every state datacentre needs to have a DR site, which

> ### EMC has set up a Centre of Excellence in e-Governance to help the central and state governments with their e-Governance information management and storage needs

national portal of India -- india.gov.in. Based on open standards and service-oriented architecture (SOA) from IBM, the website serves as a 'single point entry' for government information and services, to offer greater transparency and responsiveness.

IBM's software expertise makes the portal more user-friendly, secure and scalable. IBM is using DB2 Universal Database for data storage for this project.

Similarly, EMC has set up a Centre of Excellence in e-Governance (CoEE) to assist the central and state governments with their e-Governance information management and storage needs.

Empowering the Citizens

Various governments in India use different mechanisms for storing data at different points of their level of maturity with information technology. "While a lot of data is still being stored in hard disks of PCs, increasingly governments are realizing the perils of such storage and are moving to centralized data storage with access being provided through a stateless thin client," points out Bhattacharya.

For the mission critical projects of the government, invariably, a combination of storage area network (SAN) and tape drives are being used, with the latter being used for archiving. The networking issues are being addressed through two policy initiatives of the government.

First, telephony networks are being set up in the rural areas through the Universal Service Obligation fund or USO fund route. The USO puts pressure on telecom companies to roll out of telephony networks in the rural areas.

Second, the initiative of the government to roll out SWAN will ensure that there are dedicated data lines available till at least the taluk level (a cluster of villages/small towns). In fact, the government of Andhra Pradesh is rolling out such a network with one gigabit

can also be shared by datacentres of other states," says Bhattacharya.

Skoch Consultancy Services holds surveys across India to find how e-governance projects are changing lives of people. It then rates the projects on a scale of 10.

"In almost all cases, users reported that processes, such as getting a piece of land registered or an income certificate, which used to take days earlier is now down to a few hours; and corruption has dramatically gone down," says Kochhar.

With secure systems for data storage in place, there is no doubt that India is moving towards higher levels of efficiencies. IQ

The Author

Swati Prasad is a Delhi-based freelance business journalist with 12 years of work experience in leading newspapers of India, such as The Economic Times, Business Standard and The Indian Express.
She has also worked with Business Today, India's leading business magazine. Prasad is a graduate in Economics from the prestigious Shri Ram College of Commerce, University of Delhi, and holds a diploma in business journalism. She writes on Indian corporates, industries and economic issues.
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23rd RMAA International Convention:

What Happened When Records Met the Rainforest & the Reef?

Reviewed by Kristen Keley, ARMA

For those who thought the trek to Perth was long but worthwhile in 2005, the 23rd International Convention held in Cairns, 17th-20th September, was almost as far from Perth as one can get whilst remaining in mainland Australia, and the trip was equally worthwhile for more than 400 delegates, trade representatives, speakers and staff.

Sunday afternoon saw some delegates familiarizing themselves with the local layout on a tour bus which ran every hour. For those who wanted to see more of Cairns and surrounds a tour desk was on hand throughout the Convention.

The Welcome Reception on Sunday evening was held in the Convention Centre's Outdoor Plaza, on a suitably tropical evening. Food and drink were abundant, and it must people remained and mingled for almost an hour after the event.

The RMAA's own Michael Steemson was Master of Ceremonies for the Convention, which was officially opened on Monday by Cairns Mayor Kevin Burns. A cleverly casual conversation between Chris Simpson and Geoff Beck followed, reflecting on how records management had changed over the past 30 years and discussing the Convention's 3-day programme and speaker topics.

Almost entirely unscripted, this generated many audience chuckles as the pair touched on numerous subjects from drying wet paper using a Boeing 747 through to the generation issues surrounding text messaging.

The traditional presentation of the RMAA's J Eddis Linton Awards, Jim Shepherd Award and Objective RMAA Article of the Year Award completed the opening. (See page 54 for full Award details.)

Following morning tea keynote speaker Susan McKinney, President of ARMA International in the US, discussed the history of records management, saying, "What we do does not change, the way we do it changes."

She explained that modern records managers must change in order to keep up with technologies, and must maintain and update their knowledge in the areas of technology and project planning in order to remain 'in the game'.

QSA's Rowena Loo discussed what Knowledge Management is and its impact on the world in the future, in particular the emphasis on a need to access records rather then just capture them.

USQ student Troy Pullen discussed the relationship between information management practice and corporate risk, quoting scary statistics including, "Of the 40 companies I surveyed, 40% had no identifiable records programme." And, "65% did not have disaster

reaction and recovery plans in place."

Rick Ryan presented a transition to EDRMS case study based on the Queensland Department of Education and the Arts, covering successes and learnings in the changeover from TRIM Captura to TRIM Context involving 2,500 users over 12 months.

Delegates ambled back to their hotels to prepare for the Official Dinner. With the dinner's theme of 'Step Back to 1976', the Convention Centre ballroom was suitably decorated, as were many of the delegates. A number had made the effort to dress for the event - the Mash team, the Blues Brothers, Luke Skywalker, ABBA, Demis Roussos all joined the fun.

The dance floor was full, as everyone grooved along to the almost entirely pre-1976 tunes. In honour of Tower Software's 21st birthday, Geoff Moore was presented with a Birthday Cake for the team to enjoy, after his welcoming speech.

With an opening session on Tuesday by Bram Collins and Trevor Tim, who call themselves Success with Attitude, the day had to start on a positive note. Keynote speaker Andras Riedlmayer from Harvard University in the US provided an emotive and powerful presentation about the Bosnian war atrocities, describing the mass graves and the importance of documentation in identifying bodies.

One million books and other historical archived documents in Bosnia's shared history were deliberately burnt and destroyed, effectively cleaning out the country's cultural history .

Showing photos of the destruction of buildings and records, and talking about the efforts to save records, Andras said, "When order breaks down in society at large, the order in our collections and records is also in danger". He finished by reminding everyone, "We need to be the keepers of memory".

Becky Mayhew from Spencer Stuart in Chicago spoke about the dangers of "scope creep" in projects, and provided a case study of globalizing a database and the variety of challenges her company faced when it combined 15 databases in 25 countries.

Rick Snell from the Law School of Tasmania discussed the conflict between recordkeeping and freedom of information and the reliance of FOI on information management. BHPBilliton's David Moldrich, recently awarded an OAM for his work in RM Standards, reported that AS/ISO15489 was the second-highest selling standard internationally, only beaten by the 9000 series on Quality, as he discussed the current state of recordkeeping standards.

The day ended with casual networking drinks in the Trade Exhibition which finished early enough for many delegates to form groups and wander off in search of local restaurants to continue their conversations.

Wednesday opened with keynote speaker Wayne Bucklar of Truecom and Urban Digital Publishing discussing the information revolution. He warned, "The way in which technology is utilised is determined by the user and not the creator".

Cherie Curtis from One Test explained the use of behavioural profiles and how to interpret the One Test Profiles completed by delegates. For the purpose of demonstration, the RMAA Board (and in particular National President Kemal Hasandedic) kindly allowed their profiles to be used. Members can be assured that there is a very complementary blend of skills and behaviour making up the current Board of Directors!

A vast majority of the delegates profiled were naturally people focused rather than task focused, quite opposite to how people outside the industry would view records practitioners.

Toowoomba City Council's Ken McLoughlin asked, "Are aliens on our payroll?" and discussed the different communication and working styles between the generations - Veterans, Baby Boomers, Generation X and Generation Y.

Ken was appropriately followed by Carolyn Barker of the Australian Institute of Management, who talked about the Virtuous Leadership Model, explaining the 7 virtues of good leadership - defined as courage, humility, wisdom, integrity, passion, compassion and humour.

Trevor Tim & Bram Collins returned to help participants map their future through identifying personal goals and belief systems. Then, after a sneak preview of New Zealand's offerings for the 2007 Convention in Wellington, and the official closing, delegates moved to the Sofitel Reef Hotel to enjoy Farewell Drinks by the pool.

The hardworking Convention Committee were everywhere throughout the Convention ensuring that everyone's needs were met. They were certainly easy to spot in their matching tropical shirts.

The Trade Exhibition was again well supported, with a number of vendors commenting by the end of Day 1 that they were amazed at the number of leads they had already received.

The aroma of coffee filled the air during breaks, wafting over from the Recall stand, while the tropically themed Alphawest stand provided delegates with frozen slushies to sip on whilst they received a complimentary massage. Another popular location was the Internet Café, sponsored by National Archives of Australia.

Trade Stand People's Choice Awards were presented to the exhibitors:
• Best Giveaway – Recall (RMAA delegates love their caffeine fix!)
• Most Informative - Iron Mountain
• Most Interesting - Records Solutions (Lava Lamps, Flares and Orange Vinyl LP's struck a chord with delegates)

They say that an event is well run if no-one knows about those pesky background problems, and this event was no different. For the second year in a row, and despite being organised weeks in advance, the RMAA didn't have their stand equipment until Monday,. However the RMAA CEO's family saved the day with an impromptu shopping session and the theming of the RMAA stand to look like a baby girl's nursery for the introduction to the world of *iRMA* (the RMAA's new annual publication and little sister to *IQ*).

Unfortunately, catering caused some minor rumblings due to the rearrangement of the menu, with the result that the same curry dish served two days running (picked up too late to change) and BBQ Prawns served the day after our Gala Dinner Seafood Buffet - those who thought they'd been served leftovers, be assured this was not the case.

Those with special dietary requirements - a number of comments were received that you were not catered for. On the contrary, anyone who had indicated specific requirements only had to ask wait staff to retrieve their specially prepared meals from the kitchen.

Overall, the Convention was very successful and received high praise from the delegates and the trade representatives alike, for everything from speakers and content to trade space and networking opportunities,.

According to those who attended, it was one of the best Conventions the RMAA have ever run. It was a credit to the RMAA and the Queensland Convention Committee.

Many delegates were overheard at the end of the Convention saying, "I just have to go to the New Zealand Convention next year." We hope that we do indeed see you in Wellington in 2007. Details are on the RMAA website now.

And for those who could not attend the entire proceedings, a DVD of all sessions is available for purchase for $550 (incl GST) - contact RMAA Head Office. IQ

Convention Snapshots

ABBA

Delegates & Vendors networking

Chris Simpson & Geoff Beck, opening chat

Andras Reidlmayer, emotive & powerful

Mash Team, also known as QLD Transport

Cherie Curtis & Mark Taylor from OneTest

Sandy "Disco Queen" Skelton

Stephen Renouf as Michael Jackson

Chris Simpson, Sandy Skelton, Deb Graydon, Kemal Hasandedic, Phil Taylor, Jennifer Curley

Louise Storie from Alphawest Slushies

Geoff Moore receiving cake to celebrate Tower Software's 21st Birthday

Mike Steemson, Event MC

J Eddis Linton Awards

The J Eddis Linton Awards, introduced in 2000 to recognise outstanding contributions to the records management industry in three categories, are generously sponsored by the RMAA's Queensland Branch. The number and quality of nominees were so good this year that the judging committee and the RMAA Board agreed to award two Group awards.

INDIVIDUAL – STEPHANIE CIEMPKA

Stephanie Ciempka (ACT) has continually developed innovative recordkeeping practices that deliver improved recordkeeping compliance and understanding in a government sector, and helped her employer, DEST, win the 2005 Group Award.

Stephanie has contributed significantly to the development of the profession over the past 35 years, and was instrumental in setting up the Certificate and Accreditation process for the Certificate 3 & 4 in Recordkeeping within DEST.

Her aim is to continually engage and encourage debate between the profession and the various authorities to ensure the profile and level of understanding is continually improved.

A shocked Stephanie accepted her award at the RMAA's Cairns Convention saying, "I am passionate about records management and do not make apologies for that, you need to be passionate about what you do."

STUDENT - MELISSA OKELY

Melissa Okely (WA) completed her qualifications in 2005, obtaining a double degree - Bachelor of Science (Communication & Information Technology) and Bachelor of Science (Library Technology).

She obtained a course average of 82.75% (High Distinction) and was awarded the Australian Library and Information Association Prize for Undergraduate Librarianship as graduating student with the highest course weighted average.

In addition, she won the ASA's Mander Jones Award (Student Category) in September 2003 and the Golden Key International Honour Society (New Member Undergraduate Scholarship) in 2001.

GROUP – HYDRO TASMANIA

Hydro Tasmania implemented hardware and software comprising a document management repository and environment, and associated search tools, including deployment across process development, training and document conversion.

Hydro Tasmania has ensured that they have introduced the necessary policy, systems, infrastructure, and processes to meet its statutory obligations as they relate to document management. Hydro Tasmania demonstrated a very good project which combined many different elements to arrive at a records management programme that will ensure quality records across the organisation.

Margo Graeme-Evans, accepting the award on behalf of Hydro Tasmania, said, "It has been a challenge to manage our electronic records and I believe it will remain a challenge for many years to come".

GROUP – QLD TRANSPORT

Queensland Transport established a specialist unit to provide a range of strategic information & recordkeeping advisory services to assist the transport portfolio (Queensland Transport and Department of Main Roads) and its external clients to improve and sustain their information and recordkeeping practices and compliance. with whole-of-government standards.

They demonstrated an impressive portfolio of achievement in a large and complex organisation and provided evidence of significant business reengineering of processes and the raising of the profile of records management across the organisation.

Accepting the award on behalf of Queensland Transport, Julie Apps brought her team up on stage with her, saying "My role was to build a passionate, skilled team who could then who could then build tools and implement change…and they did".

Jim Shepherd Award

The Jim Shepherd Award was introduced in 2004 to recognise the contribution of vendors to the records management industry and to acknowledge their ongoing support of the RMAA. The 2006 winner is the Objective Corporation.

Objective has supported the RMAA for many years through advertising in *IQ* and *IRMA* and in the online Product & Services Directory, exhibiting at and often sponsoring the RMAA Convention annually, sponsoring local branch events, and sponsoring the Objective RMAA Article of the Year Award in 2005 and 2006.

Founded in Australia in 1987, Objective is now a global company delivering solutions throughout the Asia Pacific, Europe and the Americas.

Objective have consistently improved their product through research and development. Their latest product release, Objective 7, is a comprehensive integrated suite of Enterprise Content Management modules designed to address requirements including Document Life Cycle Management, Electronic and Physical Record Management, Process Automation/Workflow, Web Content Lifecycle Management and Reporting.

Collecting the award on behalf of Objective were Katrina Hinton and Gary Somerville, who thanked the RMAA saying, "We are proud to support the RMAA, and look forward to continuing our support in the future." IQ

Stephanie Ciempka with her award

Margo Graeme Evans accepts the award for Hydro Tasmania

Julie Apps accepts the award for Queensland Transport, with her team

Katrina Hinton & **Gary Somerville** accept the award for Objective Corporation from RMAA National President **Kemal Hasandedic**

Elisabeth Wheeler Wins

Objective RMAA Article of the Year Award

With 'Riveting' Palm Island Case Study

A records management case study from first-time Queensland author Elisabeth Wheeler has won the Objective RMAA Article of the Year Award for 2005-2006.

This year's Article of the Year Award, introduced in 2004 by the RMAA to encourage members of the Association to write papers and articles for publication in RMAA journals, and sponsored by the Objective Corporation since its inception, has been won by Queensland Branch Councillor Elisabeth Wheeler.

Elisabeth's award-winning article, 'The Palm Island Wage Claim: A Study in Recordkeeping and Accountability', was published in the inaugural edition of the RMAA's new Information & Records Management Annual (iRMA).

It tells the compelling story of how, in the 1990's, 7 Aboriginal residents of Queensland's Palm Island took the State Government to the Human Rights and Equal Opportunities Commission over an outstanding wage claim.

While the legal decision is now close to a decade old, Elisabeth's article is the first detailed study of the causes, outcomes, and ongoing repercussions of a case which ultimately seized headlines and in which recordkeeping played a key role.

The article also celebrates the courage and determination of Dr Ros Kidd, who stuck to her guns throughout the long case as she gave evidence, in the face of threats of legal action by the Queensland Government, based on Government records she had viewed

while preparing a PhD thesis – records which the Government had subsequently 'mislaid.'

Elisabeth's article was unanimously chosen by the Award's three judges as the award-winner for 2005/2006. In announcing the award at September's RMAA Convention in Cairns, Objective Corporation executive Katrina Hinton told the audience that she had begun to read Elisabeth's article at 10.00 pm on a Sunday night and had been "absolutely riveted" by it.

"This article provides a compelling and sobering example of what happens when records are not kept or can't be found," Ms Hinton told Convention delegates.

Fellow judge, David Pryde, the RMAA National Board's representative on the judging panel this year, told *IQ* that he considered Elisabeth's article "a breath of fresh air." He too found the article compelling: "I was on the edge of my seat to see what the outcome was."

David felt the article exhibited "journalistic qualities," a feeling echoed by Judging Panel Chair Stephen Dando-Collins,

Objective

RMAA Article of the Year
AWARD

the Editor of *IQ* and *iRMA*. "Elisabeth has displayed a real talent for the written word as well as the ability to render a complex story in a way that draws in the reader. In short, this was a fascinating RIM story very professionally told."

Elisabeth won a framed Certificate and a Canon IXUS 750 digital camera worth $699 (RRP) courtesy of Award sponsor the Objective Corporation.

This year's award shortlist of twelve articles from eleven authors covered subjects ranging

Award-winner **Elisabeth Wheeler** of Queensland won the Objective award with the first article she has ever had published

from EDRMS to ethics, compliance to standards. But it was the Wheeler article that really stood out, says the judges. The biggest surprise was that Elisabeth Wheeler had never before submitted an article for publication, anywhere.

"This goes to show," says Stephen Dando-Collins, "that there are many RIMs out there who could be sharing their talents, their knowledge and their experience with their peers by writing articles for professional journals.

"I really do hope that, now Elisabeth is an award-winning writer, she continues to put her writing talents to good use."

As *IQ* was going to press, Elisabeth told us that she did indeed have a new article in the planning stage, encouraged and inspired by her award win.

You can be in the running for next year's award by submitting an article for consideration for publication in *IQ* or *iRMA*, to editor.iq@rmaa.coma.au. All articles by RMAA members published in *IQ* and *iRMA* automatically become eligible for consideration for the Objective RMAA Article of the Year Award.

So, go to it! iQ

RMAA Snapshot:

The People Who Help Make Us Tick.

Donna-Maree Findlay, National Director

Donna-Maree Findlay, ARMA holds professional membership with the RMAA and currently sits on the Association's National Board as the Board Member for South Australia.

At 35, Donna-Maree has over 10 years experience within the Archives, Records and Information Management profession spanning across Local Government, State Government, Private Consultancy and Training and Education sectors.

Her areas of expertise include Business Analysis, Change Management, Developing and Implementing Records and Information Management Frameworks, Providing Policy and Strategic Direction and Design and Implementation of Electronic Document and Records Management Systems (EDRMS).

Donna-Maree has a passion for training and education and has had extensive experience in tutoring and lecturing at the University of South Australia and within the private sector under her Records and Document Management consultancy business DMF & Associates.

Donna-Maree also regularly delivers workshops, presentations and competency based training on behalf of the RMAA and is an integral part of her current role as Records Manager for the South Australian Government's Department of Transport, Energy and Infrastructure Building Management Division.

TRUE CONFESSIONS

IQ asked Donna-Maree some personal questions:

A little known fact about you? I have sprained my right ankle three times in the last 5 years and now have permanent nerve damage in my right foot

Marital status/children(if any)? Not Married. No Kids, but do two dogs & two cats count as a nuclear family these days?

How did you get started in the industry? Like most RMers I stumbled across a position with the Adelaide City Council Archives as a General Clerk in 1995.

Goal yet to be achieved? To become a mother, and get the Work /Life/ Balance thing right.

Word that best describes you? Passionate – I get really excited and 110% committed to things I feel strongly about.

The thing you like best about your job? I really enjoy connecting people with efficient business solutions to achieve collective knowledge.

The thing you least like about your job? When you find a half eaten sandwich or other nasty's in an archive box.

The most important lesson you've learned? Try to not expect anything – then you can not be disappointed.

Your motto for life? Success is only determined by your own efforts.

The award/honor you're most proud of? In 1998 I was invited to assist with establishing and chairing the Institute of Public Administration (IPAA) SA Divisions Young Professionals Forum, which, I am proud to see, is still going strong in South Australia.

During my time as the Chair I hosted many guest speakers including The Premier of South Australia, The Honorable Mike Rann, and Kate Langbroke from TV show 'The Panel'.

The book that has influenced you most? I read a lot of autobiographies – but nothing striking comes to mind.

Your favourite movie/s? I am a big fan of the psychological thriller with a twist – a favourite of mine is 'The Talented Mr Ripley'.

Your favourite singing artist? David Bowie a true genius, just brilliant live.

Your favourite restaurant/dining experience? Tapas in Spain.

Your favourite holiday spot? I fell in love with Barcelona.

Your favourite way to spend free time? Taking my dogs for a long walk along a scenic route.

What vehicle do you drive? A 1991 Mazda 323 Astina Hatch – the best car I have ever owned.

Your business philosophy? To continue to develop my skills and experience within the records and information management profession that will assist business to achieve best practice, innovation and leadership.

Your personal measurement of success? When one of the 'persons' in your organisation who has devalued your job role, criticised your processes, complained about bureaucracy gone mad and resisted using the most simplest of systems comes and asks for your help to find some information – then I know that I have succeeded at getting under their skin.

Your ambition for the RMAA in South Australia? To provide quality opportunities for the SA membership to grow, collaborate, share knowledge and become further involved with the RMAA.

My particular area of interest is to encourage the younger generation to look at recordkeeping as a serious career option and promote the diversity that the ever evolving records and information management industry has to offer.

Your ambition for the RMAA nationally and internationally? I would like to see the RMAA branding become well recognised and respected as the peak association for best practice and leadership in records and information management.

The RMAA is committed to ensuring recordkeeping is pivotal in the success of transparent business acumen and ethics and is actively demonstrating this through the development and delivery of standards and education to the membership and wider community both on a national and international scale. IQ

DID YOU KNOW?

By Kristen Keley, RMAA Marketing & Event Manager

There are a number of ways the RMAA is currently employing to increase public awareness of the Association and what it does. Five of them are outlined here:

1. Event marketing

As part of the RMAA's support of other industry events, the Association has arranged with organisers to distribute information to the event delegates. For the past year this has taken the form of a small "show bag", which contains a RMAA pen, 'Why Employ a Records Manager' brochure, 'About the RMAA' brochure and a few mints. Over the past year the RMAA have distributed over 1,000 of these gift bags at the following events:

- Strategic Data Quality Management, 11-13 April, 40 delegates
- Identifying & Managing Unstructured Information, 17-19 April (Singapore), 60 delegates
- Web Content Management for Government, 17-18 May, 60 delegates
- Information Architecture, 5-7 June, 80 delegates
- PRISM - Public Relations Industry Summit, 19-21 June, 100 delegates
- Information Management: Understanding & Engaging Your End-Users, 28-30 June 2006, 50 delegates
- KM Australia, 14-16 August, 300 delegates
- eHealth: Transforming the healthcare landscape, 31 July - 2 August, 80 delegates
- Asia Pacific Lawtech Summit, 7-8 Sept, 330 delegates
- DCM Evolution, 9-10 November, 150 delegates

In addition, the RMAA has distributed back issues of *InfoRMAA Quarterly (IQ)* in Australia and the US, at:

- Storage Networking World, 26-27 September, 1,400 delegates
- ARMA International Convention, San Antonio, Texas, USA, 22-25 October, 4,000 delegates

The RMAA received a free registration to every one of these events, which were passed on to our Professional Member & Fellow status members. We also negotiated a 10% price reduction on the registration fee for all RMAA members who attended.

This represents a great benefit for our members. In fact, if members had attended only one of these events the savings would have represented approx 50% of their RMAA annual membership fee.

Further, through the support of like events, the RMAA has reached a potential audience of some 6,500 people who may not have previously been aware of the Association.

At the Storage and Networking World Conference in September the RMAA hosted an Exhibition Stand, staffed by our CEO Kate Walker and myself. We spent two days talking to delegates and to other exhibitors. We were pleasantly surprised by the extremely positive reaction to the stand, the Association and our profession.

2. Poster Marketing

The RMAA has released the first 3 posters in its Industry Poster Series, targeting specific industries with a view to increasing awareness of recordkeeping as being of importance to everyone regardless of their core business field. This is reinforced on the posters with the catchphrase "Keeping records is everyone's business".

In a series of competitions, RMAA members were asked to submit appropriate captions for the cartoons and were then asked to vote for the best caption for each poster.

The first posters to be released in the series targeted the Finance, Legal and Private Industries and in addition to being sent to all RMAA members were distributed as follows:

Finance poster

8,230 through *Risk Management* magazine in April 2006, and 44,000 through *Charter* magazine, the official publication of the Association for Chartered Accountants in September 2006

Legal poster

19,600 through *Lawyers Weekly* magazine (Issue 285 with Document Management feature) in April 2006

Follow-up advertisements based on the posters were also placed in these publications, to reinforce the RMAA's message. Whilst some RMAA members were quite vocal in regard to their displeasure at the themes, (ie, a perceived paper focus), the posters proved very popular.

3. Information Awareness Month (IAM)

In May each year, starting in 2006, IAM sees the RMAA collaborating with five other like Associations to raise awareness of the information management industry, with a view to gaining more public understanding of the records management profession and the role of records.

4. Career Website & Video

With the knowledge that we are currently an ageing industry and need to encourage a new generation of records managers to come on board, the RMAA is currently working on a Career Website to appeal to a younger audience who may wish to learn more about the industry, profession and Association,

We're also developing a Career Video to introduce records management to school leavers and people changing career paths as a career option. There's also a Career Video competition to encourage senior primary and high school students to learn more about the industry and make a 30-60 second film clip about it.

5. Press Releases

Where appropriate, when a major news story breaks which involves records, the RMAA issues a press release in relation to that story.

It's all part of our ongoing mission to broaden the perception and influence of the RMAA and our profession with industry, government, and the general public. iQ

What Chatterbox Heard

By The Informer

At the RMAA Convention Dinner…

Four hundred-plus delegates and vendors gorged, gulped and grooved through the 23rd Convention's luscious gala dinner, celebrating Queensland Branch's 30th anniversary.

Guests were invited to dress for 1976 and they came up with some hugely inventive schemes. One of the Rolling Stones (Kevin Knudsen, Australian Department of Defence) turned up, along with several guru-gowned hippies like Aussie Retirement Benefits Fund Board's Michael Hangan, Allan Kavanagh, South East Queensland Water's ARMA, and Recall's hot-shot MRMA Ray Chambers, to name but a few suspects.

All of Abba was there - Convention Secretary Chris "Simo" Simpson, Logan City's Meryl Bourke and Nancy "Tye" Taia, and Ergon Energy's records team leader Gavin Parton.

John Travolta hit the dance floor (National President Kemal Hasandedic, if you can believe that!) Even Objective's senior account manager Paul Simos's spitting image of Star Wars' Luke Skywalker, complete with almost real light-sabre.

Jolly John Sim and his Records Solutions team arrived with much jovial menace as the Blues Brothers. Reminded that the Brothers didn't make their first TV appearance until some time after 1976, John had an instant answer: "They were planning it then, though."

Conventional Language

Convention Master of Ceremonies Mike Steemson ("You can call me Mike, or Master") surprised delegates by showing off with short bursts of the Maori language. But, he seemed to get away with it despite his temporary adoption as one of the organising team of Queenslanders.

Something he didn't get away with, though, was a little joke at the expense of the Australian Society of Archivists. Mentioning one of the speakers was a member, he uttered a small "MoU" that could just be, and was, recognised as a "boo".

A protest was lodged with RMAA Queensland Branch President Philip Taylor and Mike apologised at the next plenary session. Mike's post Convention take? Silly joke! Silly reaction!

Get Shirty in Wellington

Memo to organisers of next year's convention in NZ: Do get your team dressed in distinctive shirts for the event, like the Cairns company's. Queensland's tropical trappings of palms, parrots and piscatorial pulchritude worked wonders.

But don't bother printing those pretty tickets for the welcome and farewell cocktail parties. No-one ever collects them and they must cost more to print than the price of a couple of gatecrashers.

Do pass your video promo secrets to the 2008 planners looking for a quality Silver Jubilation in Sydney. That Kiwi Come-hither you gave the Cairns crowd was a corker.

Don't serve spirits at the cocktail parties other than, perhaps, the occasional vodka, lime and lemonade. It will earn many Brownie points with John Travolta look-alikes.

And talking of Brownie points, remember to keep sweet with hard-worked CEO, Kate Walker, by getting in a hearty supply of local Kapiti ice cream, especially the hokey pokey. Kate was heard salivating softly at the thought of such treats when the convention circus gets to Wellington Town.

Job Ads on the Listservs

The listservs have been rich recently with alluring advertorials for recordkeeping jobs. Some offer the earth but ask it, too. Queensland Health wants to develop its own recordkeeping framework and, in July, was offering up to $70,000 per annum for two short-term contracts.

A month earlier, a New Zealand recruitment agency, looking for an information services manager for a large government department, offered "approximately 100K" p.a. for someone to "lift the profile of Information Services".

New South Wales' New England Strategic Alliance of Councils (NESAC) offered up to $70,000 p.a. for an "exceptional candidate" to lead "the organisational development of NESAC in terms of both documentary and electronic Records Management" among its five small member authorities.

In September, the Australian Communications and Media Authority sought two strategic information management professionals, one paying $133,000, plus perks.

It's all very encouraging, but none of these was asking for RMAA professional membership, it seemed. We've got more work to do.

Lots of Offers

Talking listservs, I hear a listserv message from RMAA Marketing & Event Manager Kristen Keley putting out the potential themes for next year's editions of *IQ* and asking for suggestions and volunteers to write articles brought an avalanche of responses that lasted for a week.

Shows two things. RIMs use Listservs. And RMAA members are interested enough in *IQ* to spare the time to share their thoughts. Kristen was thrilled by the response. Just make sure you lot out there turn good intentions into good submissions.

**Got a snippet for The Informer? Send it to editor.iq@rmaa.com.au.
We'll keep your identity a secret. Promise.**

REACHING THE PEOPLE:
The Introduction of Parliamentary Radio Broadcasts

By Dr John E Martin

In 1936, New Zealand became the first country in the world to broadcast and record its parliamentary debates. Here, with a unique photographic record, the New Zealand Parliamentary Historian tells the story of how it came about and how radio broadcasting changed the way Parliament was conducted and perceived.

The introduction of radio allowed politicians for the first time to speak directly to the people at large and allowed Parliament to reveal its deliberations in a new way. Seventy years ago, New Zealand became the first country in the world to regularly broadcast its debates in Parliament.

The Labour Party, prior to the 1935 election – concerned about the conservative nature of the major daily newspapers – announced that it would introduce the radio broadcasting of Parliament. Labour won the election and the new government immediately installed microphones in the chamber.

As Prime Minister Micky Savage emphatically said, "We cannot bring the people to Parliament, so the only alternative is to take Parliament to the people by means of the microphone".

Broadcasting began on 25 March, 1936, (a day earlier than often thought by New Zealanders) with the swearing in of MPs and the election of a new Speaker. The transmission was relayed to the four
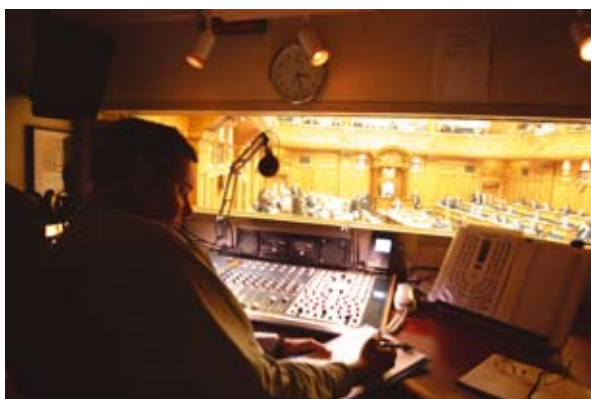
The modern-day broadcasting control room at the time of the opening of Parliament, 2005.
Andy Palmer photograph

national radio stations.

The following day, the formal State Opening of Parliament was broadcast, with the description of the ceremony made more vivid by the sound of the salute of guns from Point Jerningham and the movements of the guard of honour outside.

Some felt that this action should have received the blessing of Parliament itself but many applauded the move. As the Listener ecstatically trumpeted: New Zealanders were now 'perhaps closer to an ideal of democracy than any other people … Whether their homes are at North Cape or Stewart Island, listeners can hear the debates as clearly as if they sat in the Chamber itself.'

Once regular broadcasting of the House of Representatives commenced not everyone was happy with the new medium. Traditional politicians were uncomfortable with the glare of publicity. It was the Prime Minister who decided which debates should be broadcast. Usually it was the three hours in the evening after the dinner break. The Opposition felt that radio was being politically exploited, while

On the following page:

1. The possibility of broadcasting debates in the House arose in 1934. The Coalition government was not interested, but cartoonists speculated on the likely effects. 'The harmonious Hansarders', JC Hill, Auckland Star, 7 August 1934
2. Labour's Prime Minister Micky Savage (as Micky Mouse), perched on Semple's head, battles with George Forbes, standing on Gordon Coates' shoulders, as they go hammer and tongs at each other in the chamber. 'Things to come – radio rivalries', JC Hill, Auckland Star, 28 March 1936
3. The first broadcast was recorded on metal acetate disk, made of an aluminium metal base coated with black lacquer. (Radio New Zealand Sound Archives)
4. Charles Wheeler, the oldest and most experienced press gallery reporter,

gave a commentary for the first broadcast of Parliament in 1936. Alongside him was the relay operator, Norman Johnston, wearing headphones to monitor and mix the sound from the microphones hung in the chamber. (Parliamentary Collection)
5. The second issue of the Listener featured the parliamentary broadcasts. Cover, New Zealand Listener, 7 July 1939.
6. New Zealand Broadcasting Service announcer Mr Ensor in the new control room at the back of the chamber, c. 1953–4. (Archives New Zealand, AAQT, 6401, neg. A35707)
7. By the 1970s there were twenty microphones hanging from thick wires. In 1975 these obtrusive microphones and wires were replaced by fifty small microphones attached to members' desks. (Evening Post collection, Alexander Turnbull Library, F21786¼)

NEW ZEALAND
LISTENER
JOURNAL OF THE NATIONAL BROADCASTING SERVICE

Programmes for July 9–15

Where They Sit
(Page 5)

"House" to Home
(Page 8)

Lotte Lehmann's
Last Words
(Page 10)

Does "Hot" Music
Pay?
(Page 10)

WOMEN
CHILDREN
FARMING
SPORT

2000 Miles of
Print
(Page 12)

Women in the
Backblocks
(Page 13)

THE MAN WHO CONTROLS PARLIAMENT

ALL THE PROGRAMMES FROM ALL STATIONS

backbenchers as a body thought that they were not getting a look in. After protest, from September 1937 entire sittings were broadcast.

Red lights above the lobby doors showed when the House was on air. The operator skilfully switched microphones as speakers began and regulated the volume to filter out distracting noise. When the division bells rang and MPs filed into the lobbies to cast their votes music was played to cover the gap.

The microphones picked up the characteristic commotion of the chamber. Shocked members of the public complained about the noise and the apparent lack of order, and MPs themselves were astonished to hear what it sounded like. Later, additional microphones helped focus better on the speakers themselves.

Various hitches were experienced in the early days. Speeches did not necessarily go to plan and could finish early, causing awkward intervals to be filled by the announcer. A few MPs could not believe that they were being treated fairly by the technician having control of the microphones.

Once, broadcasting was interrupted when the Speaker struck his bell so forcefully that his microphone overloaded the electrical equipment and put it out of action! Power failures and electricity shortages during the Second World War also caused problems from time to time.

Broadcasting of Parliament soon became an accepted part of political life and drew huge audiences in the 1930's-1950's. The 2YA radio station had the largest audience in the country when Parliament was on the air. Budget night was listened to avidly as taxes on petrol, beer or ciggies were announced. High-profile MPs such as Jack (John A) Lee received loads of 'fan mail' as listeners responded to stirring speeches.

For their own part, MPs began to address their remarks to the wider public and political parties manoeuvred the speaking slots to gain maximum advantage. The evening period from 7.30 to 9 pm was 'prime time'. One enterprising Maori MP, Dobbie Paikea, spoke in Maori on Fridays, bewildering most MPs but causing great mirth amongst his fellow Maori - he was sending messages to his wife over the radio.

Broadcasting of Parliament was carefully controlled for reasons of national security during the Second World War. A censorship officer was stationed in the chamber and the Speaker had a telltale red light above his Chair indicating when speakers were no longer on the air. From 1941 Parliament observed a minute's silence for prayer at 9 pm

to join in spirit with a beleaguered Britain, the recorded chimes of Big Ben being relayed from the chamber.

In one incident, the Minister of Defence himself had to be cut off repeatedly for revealing information. There was no broadcasting of special secret one-day sessions. The power and the cables back to the studio were disconnected but the technician was also required to remove some 'vital part' to make sure. He settled on a very impressive length of cable which clanked loudly as he left the chamber. This seemed to satisfy the powers-that-be - even though it was only a spare connector!

The opposition National Party became convinced of the importance of broadcasting Parliament and the power of radio. It was 'one of the things the present Government had done which had turned out to be right', leader Sid Holland admitted.

When elected to power in 1949, the National government installed additional microphones in the chamber and shifted the technician into a specially constructed soundproofed control room at the rear, with a large observation window.

By the 1960s, with television and other forms of entertainment and information vying for the attention of the public, people began to turn their radios off. By the 1970s, some people proposed that Parliament should be televised instead. From the 1990s televising of Parliament – largely confined to question time and the budget – has taken place. Parliament is currently looking at a way of extending TV coverage.

The New Zealand Parliament still broadcasts its debates on radio, seeing this as integral to the accessibility of democratic institutions. The 1936 principle of reaching the people directly through the radio waves still applies. IQ

The Author

This article was written for *IQ* by **Dr John E Martin**, New Zealand's Parliamentary Historian, who is based in the Parliamentary Library, Wellington, New Zealand. In 2004 he published The House: New Zealand's House of Representatives, 1854-2004, for the 150th anniversary of parliament in New Zealand. He is currently researching the history of the Parliamentary Library.

Send RIM Relics submissions to editor.iq@rmaa.com.au

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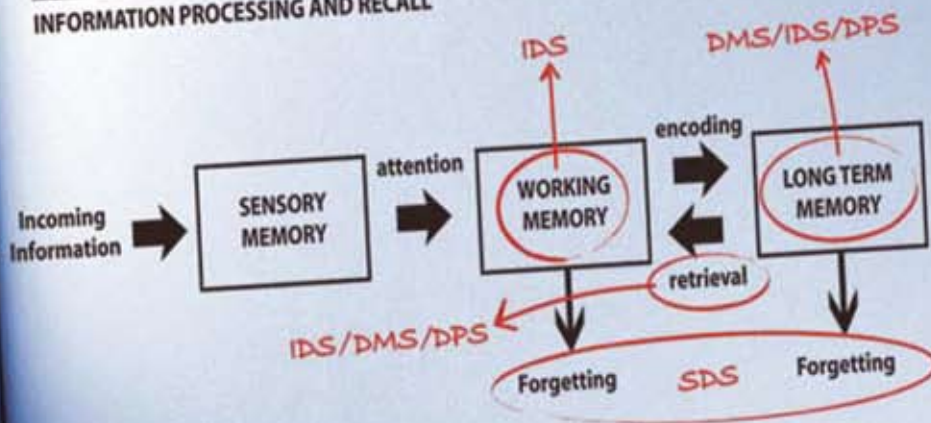
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