iQ

WELCOME
to

RIMPA
GLOBAL

SPECIAL FEATURE

Audit and Risk:
Assessing, Identifying and Mitigating

+ IN THIS ISSUE

A Foundation of Trust for Information Security and Access: Balancing Privacy with Best Practice

5 Ways to Turn Imposter Syndrome into Confidence and Conviction

2021/2022 Company Award Winners

Explainable **AI Systems**

ADVANCING AND CONNECTING THE RECORDS AND INFORMATION MANAGEMENT PROFESSION

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ANNE CORNISH MRIM
CEO, RIMPA GLOBAL

The Board is excited about the change and look forward to working with members over the next 12 months whilst implementing this new approach.

Welcome to RIMPA Global.

Last week saw a monumental change for RIMPA with professional members approving constitutional changes and a name change.

Records & Information Management Practitioners Alliance – Global

The introduction of the words PRACTITIONERS, ALLIANCE and GLOBAL allow RIMPA to diversify the membership to include persons new, not so new and long termers from all information management genres across the world.

RIMPA professional members also agreed to adopt the One RIMPA approach, removing branch and country borders to become one collaborative entity with a skills-based Board to be elected from the entire professional membership.

One RIMPA also promotes increased volunteer opportunities, where members can utilise their skill strengths to participate in short- or long-term objectives becoming more involved in the future of RIMPA and help promote the value of the industry.

The Board is excited about the change and look forward to working with members over the next 12 months whilst implementing this new approach.

But I must say, where has the year gone? I just cannot believe it is September! So far this year we have all worked hard to determine the right direction for RIMPA, held a successful RIMPA Live, an in person IAM event, advocating for change, partnering with our USA counterparts in ARMA and continue to hold local events.

Members embracement of in person events varies in each country, state and or territory and we can clearly see the hesitation and cautiousness in those members who were hit

RIMPA Global's new brand

hard by the COVID lockdowns.

Canberra put on sunny crisp days for RIMPA Live in June with over 300 people gathering together at the Hyatt Hotel to network and learn. The content of the program was diverse and intriguing, but it was the ability to network in person that really hit the mark. We saw the first Gala Dinner and Awards night held in three years with all guests dressed in their formal wear and looking amazing. This edition of IQ will provide you with an insight to the event as well as a run down on all the award winners.

The next few months sees RIMPA hitting the road and delivering high content seminars within selected areas. The intent of the roadshows is to provide consistent content, whilst still providing local interest stories and trends.

I hope to catch up with many of you at the upcoming roadshows as I will be on the road with the team promoting the value of records management and the importance of RIMPA.

The next few months will most likely go quicker than the last few, and Christmas will be upon us before we know it. The next edition of IQ to be released in December will celebrate the end of an era in our branches and chapters.

Celebrations are always fun, so keep your ear to the ground for further information.

WELCOME TO OUR NEW MEMBERS

Another great quarter has gone by at RIMPA!

All 2022-2023 renewals have now been finalised and we are looking forward to another productive year ahead in RIMPA world.

In addition to the new members that are listed below, we have welcomed another 145 Corporate Nominees!

ARMA International Membership

The ARMA International and RIMPA joint memberships are continuing to grow, with 66 members reaping the benefits of this membership. To find out more about this opportunity and how your career can benefit from our global partnership, head to page 6.

Emerging Professional Scholarship Announcement

Congratulations to Svetlana Tishchenko! Svetlana receives 5 RIMPA Workshops, a 12 month Mentoring Program and free enrolment to the Certificate III in Business (Records and Information Management).

Svetlana is about to start her Certificate III and we wish her the best of luck!

To find out more about applying for the RIMPA Scholarship Program head to page 33

NEW CORPORATE COMPANIES
ACT
Department of Infrastructure, Transport, Regional Development and Communications
Office of the Inspector-General of Intelligence and Security
Services Australia
National Disability Insurance Agency (NDIA)
FIJI
The University of the South Pacific
NSW
State Library of NSW
Parliament of NSW
Burwood Council
City of Ryde Council
TAFE NSW
NZ
ACC
Qld
Cairns Regional Council
SA
Department for Health and Wellbeing
University of South Australia
Vic
Department of Transport (Victoria)
Chrome Consulting Pty Ltd
Ballarat Cemeteries
WA
Office of the Auditor General, Western Australia
North Metropolitan TAFE

NEW INDIVIDUALS
ACT
Brook Wills - Transport Canberra & City Services
Matthew Pitt - Joint Accreditation System of Australia and New Zealand
Kenya
Beatrice Korir
NSW
Irene Walker (1st Year Student)
John Ritchie (1st Year Student)
Cherie Gouin – Defence
Louise Harding
Michael Moore - Catholic Education Office, Archdiocese of Canberra & Goulburn
Robyne Stewart - Department of Planning and Environment
Yogesh Desai - DNV Business Assurance Australi
NT
Melissa Goff (1st Year Student)
Paula Jones - Northern Land Council
NZ
Elizabeth Griffiths
Qld
Kymberley Bax – (1st Year Student)
Kathryn Anderson (1st Year Student)
Hayley Thompson (1st Year Student)
Jacinta Jamieson - Queensland Parliament
Michelle Williams – Logan City Council
Michelle Tindall - Institute for Healthy Communities Australia Limited
Michelle Williams
Kylie Lack – Miktysh
Rehana Adcock – RIMPA
SA
Tamsin Sykiotis (1st Year Student)
Grazio Vella

Tas
Anna Gates - Tasmanian Ports Corporation
Clayton Hinds (1st Year Student)
Vic
Milena Torres (1st Year Student)
Brian Valionis (1st Year Student)
Deborah Deakes (1st Year Student)
Xuan Dinh Diep (1st Year Student)
Ann McCarthy
Stuart Harrison – Gateway Health
Peter Willliams
Kate Sinclair (Student)
WA
Annie Cameron – (1st Year Student)
Robyn Bryan - North Metropolitan TAFE

ARMA INTERNATIONAL MEMBERS
Canada
Alexandra Bradley
Jay Jorgensen – University of Alberta
United States of America
Erin Shaw
Diya Roberts – Warner Media
Roy Kline - General Conference of Seventh-day Adventists
Tyrene Bada – City of Beaverton
Wendy McLain - Valero Energy Corporation
Tri Truong – DigitalGo
Deborah Hess – Town of Granby
Sandra Schreier
Lynn Stephan
Amanda Farris

RIMPA AND ARMA INTERNATIONAL MEMBERSHIP

Arm yourself with double the benefits and enhance your career further when you add on an ARMA International membership to your existing RIMPA membership.

Drive your career and gain access to more information and resources outside of Australia and New Zealand. Apart from the amazing list of benefits you receive from RIMPA, for a small additional fee, you will also receive:

- Weekly Updates with timely & relevant resources
- Special discounts on training and certificate programs, events and programs
- Online and Chapter Community, Industry Groups, and Mentorship programs
- Complimentary Webinars from Industry Experts
- 24/7 Access to a library of publications
- Job-seeker access to the career center

WHO IS ARMA INTERNATIONAL?

ARMA International is the community of records management, information management, and information governance professionals who harness the benefits and reduce the risks of information.

ARMA International supports members professional and career advancement with forward-thinking education, continued meaningful networking, and cutting-edge business tools - everything members need to successfully navigate the full information cycle.

ARM YOURSELF WITH
DOUBLE THE BENEFITS

PARTNERING FOR THE PROFESSION

ARMA

RIMPA GLOBAL

iQ

NEXT EDITION: DECEMBER 2022

**INFORMATION GOVERNANCE:
DATA, TECHNOLOGY, FRAMEWORKS AND POLICIES**

- Data Architect and System Design
- Governance, Risk and Compliance
- The Value of information
- Managing Information Assets
- Legal Discovery

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Visit rimpa.com.au/news/iq/iq-article-submission

COPY DUE: 17 OCTOBER, 2022
Submit your story to:
editor.iq@rimpa.com.au

ARMA INTERNATIONAL UPDATE

ARMA International Update

Staff at ARMA International have been busy this summer preparing for its infoCON conference this fall, closing out a successful fiscal year, and releasing its new and improved Information Governance Professional (IGP) Certification Exam.

As of July 15th, 2022, professionals in information governance, information management, as well as information security, technology, and privacy have access to the new and improved IGP Certification Exam. The IGP certification is the premier certification focused exclusively on the high-level, strategic practice of information governance. In the process of this improvement, the IGP board teamed up with Professional Testing, Inc. (PTI). PTI's staff includes psychometricians and certification experts, including members of the ANSI National Accreditation Board (ANAB). PTI provided guidance throughout the exam updating process, ensuring that the exam maintains the highest standards in accordance with ISO 17024. The new exam was developed by information governance subject matter experts and each of the questions has undergone evaluation during a trial period before being formally added to the exam as scored items.

Under the leadership of Past President Jason Stearns, who helped to create the certification program in 2012, the exam updating process included a revalidation study; job task analysis survey; revalidation report; updated exam blueprint; item writing and item review workshop; new item bank; and new exam form. ARMA International pilot tested the updated IGP exam May 1 – June 18, 2022. Following the pilot

testing, the exam items were reviewed, verified, and updated as necessary.

During ARMA International's InfoCon trade show and conference, Jason Stearns, CRM, IGP, CIPP/US, CIPM, Senior Consultant for Information Governance, Data Privacy, and Records Management for Arrayo will lead a full day Information Governance Implementation Model (IGIM) workshop which offers the fundamental knowledge for the IGP Certification. The workshop will take place on Saturday, October 15 from 9 am – 5 pm at the Gaylord Opryland Resort in Nashville, TN. For more information, **click here**[1].

As of July 15th, 2022, R/IM professionals will have access to the new and improved IGP Certification Exam.

"While the IGIM Pre-Conference Workshop is not an IGP Certification Exam prep course, many of the same principles are discussed and therefore this is a highly recommended workshop to attend for anyone interested in taking the IGP Exam," said Jason Stearns. "The IGIM is a useful tool used to connect various stakeholders of information governance, bridge policy and technology through common understanding and unified implementation, and foundational concepts needed to advance a career as an IGP. The IGIM v.2.0 was released in April 2022, and this workshop will provide a deep dive into the changes to the model and the IG profession overall."

On July first, the ARMA International Board of Directors seated its new president, president-elect, and directors as the association's 2022-23 fiscal year begins.

"We are thrilled to welcome Wendy McLain, MLIS, CRM as the new president and Margaret Hermesmeyer, MLIS, IGP, CRM, as the president-elect of ARMA International. Together they bring years of leadership experience to our organization, and we look forward to working closely with them, and the entire board," said Nate Hughes, Executive Director, ARMA. "Wendy will be replacing outgoing president Michael Haley, IGP, a principal consultant with Cohasset Associates, who steps into the role of immediate past president. We are grateful to the wonderful leadership Michael has provided as president of our board and wish him continued success."

"I believe experienced professionals have a duty to give back through volunteerism and mentoring. I am honored to be elected to this new role to lead ARMA in serving our members as they navigate the challenging world of RIM/IG," said Wendy McLain.

Wendy brings more than thirty years of experience in records and information governance in government, petrochemical, engineering, and healthcare. In partnership with IT, legal, compliance, and other stakeholders, Wendy drives ongoing compliance, synergies, and process improvements. Throughout her career, she has served in local and international roles including the ICRM Board 2012-18 and the ARMA International Board 2019-present.

ARMA looks forward to an exciting third and fourth quarter with many new and updated resources planned. Of those is a new co-publishing agreement with RIMPA's IQ magazine. Each month, IQ Magazine will feature one co-published article from the ARMA Magazine and the ARMA Magazine will feature one co-published article from IQ Magazine to continue to better serve the information management profession worldwide.

References:

1. https://armainfocon.us2.pathable.com/meetings/SC9 3Diceo3idtXq74#/?limit=10&sortByFields[0]=isPinne d&sortByFields[1]=lastActivityAt&sortByOrders[0]=- 1&sortByOrders[1]=-1&uid=FoP4qkAEDCp7tmNY4

STATE RECORDS
of South Australia

Stephanie Coleman:

New Director of State Records of South Australia

Last week we were excited with the announcement that Stephanie Coleman had been appointed as the new Director of State Records of South Australia.

Stephanie shared with us what she is most looking forward to as she steps into this role.

"I am extremely proud and honoured to have recently been appointed the new Director of State Records of South Australia. Bringing records management and Freedom of Information knowledge and experience to the role I am keen to build on the strong foundations my predecessors established."

With staff spread across two sites and three facilities, State Records, established by the State Records Act 1997, is quite unique to other jurisdictions. Not only can we boast the oldest government archive in

Australia, but we are also responsible for administering the Freedom of Information Act 1991, the Information Privacy Principles Instruction (in lieu of State privacy legislation), and the management of the State's copyright agreements with collecting societies.

What are you looking forward to in your new role as Director?

I am most looking forward to broadening my focus, working with the State Records team and increasing collaboration with our customers and stakeholders. In particular, working with the Aboriginal Reference Group which was formed earlier in the year. This joint initiative between State Records and the State Library of South Australia, has been established to work closely with both agencies to enhance the availability of archival materials and services that relate to Aboriginal people and culture.

The State Records has several other significant projects currently underway and/or in the pipeline including the replacement of our aged archival management system in preparation for a much-needed digital archive; and a privacy policy framework including privacy awareness training. I am excited to be involved with these projects and see them be implemented.

What do you do in your 'spare time'?

In my 'spare' time I can be found tending to a small farm in the Adelaide Hills with my husband and two adult sons.

State Records Research Centre is located on Cavan Road at Gepps Cross and is open to the public by appointment Tuesday to Thursday. Further information can be found at www.archives.sa.gov.au

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Update from Public Record Office Victoria

Public Record Office Victoria

PROV recently completed their standards and specifications redevelopment project.

Under the Public Records Act 1973, the Keeper of Public Records is responsible for issuing mandatory standards for the VPS. A complete set of standards and specifications was developed between 2009-11, in addition to the Victorian Electronic Record Strategy (VERS) Standard Framework.

A survey of public offices in 2016 found that, while the standards were comprehensive and useful, having

to comply with two frameworks was difficult, there were too many documents and requirements, and they were not easily applicable to the range of systems and storage environments digital records are held.

So, a project to completely redevelop the standards and specifications was undertaken. Outcomes have included the merging of the Recordkeeping Standards Framework and the VERS Standards Framework, the development of simpler and shorter documents, and requirements

which can be applied to all systems and storage environments. The number of standards has been reduced from 8 to 6, specifications from 17 to 8 and mandatory requirements from 297 to 75.

Thank you to everyone who provided input throughout the course of this project either as a member of a Stakeholder Advisory Group or in response to published drafts. PROV will now work with stakeholders to ensure the standards and specifications remain up to date.

Revising Check-up

– the National Archives of Australia's survey of Australian Government information management maturity.

BY NATIONAL ARCHIVES OF AUSTRALIA

The National Archives of Australia has been surveying the state of Australian Government information management by conducting regular 'Check-up' surveys for over a decade.

'Check-up' is a questionnaire which Australian Government agencies use to self- assess their own information management capability maturity. They also submit their responses to the National Archives and we compile a summary report that profiles whole of Australian Government information management maturity. This report is published on the National Archives' website.

In 2021 the National Archives began reviewing the Check-up survey instrument to ensure that the questionnaire retained its relevance and usefulness to agencies, and the National Archives. In part, the review was undertaken to incorporate questions relevant to the National Archives' current policy Building trust in the public record: managing information and data for government and community.

As part of the review process, we consulted agencies on how they used the survey's results, as well as their preferences for modifying the survey. We were encouraged to hear agencies use the data from Check-up in many ways including to:

- familiarise themselves with an agency's information management maturity if they are new to an agency
- inform their information governance frameworks
- alert executives to areas of lower maturity
- perform gap analysis of areas for improvement

- measure how they are implementing National Archives' policy actions

We heard about agencies pain points including getting buy in from users on new systems, the volume of outstanding sentencing and finding skilled sentencers, and users wanting 'digital magic' to undertake their information management tasks. We are still pondering how to assist with 'digital magic.'

In addition to reporting on Australian Government information management maturity, the National Archives uses the survey to:

- gather data on current information management challenges facing Australian Government agencies, to assist with the provision of advice and targeted assistance
- assess agency progress in implementing policy and guidance issued by the National Archives
- plan future service delivery, including transfer, storage and preservation of the national archives of the Australian Government.

Revising the survey was a balance between keeping aspects of the survey similar to enable points of comparison over time, and changing the survey so that it remains relevant and useful to the National Archives as well as agencies.

Some of the changes, many based on feedback from agencies, include:

- an expanded qualitative description of the standard maturity scale used in the survey
- more free text options and opportunities to provide feedback, or optionally to further explain responses, to the National Archives

- more questions about challenges to discover the reasons why certain areas are generally lower in maturity
- additional questions to assist our transfers team identify and prioritise information assets for transfer or plan for future handling and preservation. These include questions on information assets which may be at risk because they are held in fragile formats or information assets that have sensitivities which require specialised storage and handling, for example culturally sensitive material relating to Aboriginal and Torres Strait Islander peoples.
- simplification of certain areas of the survey
- additional sections on specific information management topics.

One of these sections relates to the recommendations of the Royal Commission into institutional responses to child sexual abuse (RCIIRCSA). In 2017 the Commission released a report which included 5 recordkeeping related recommendations, 4 of which are directly relevant to the Australian Government. These can be found in volume 8 of the report. In response the National Archives released a number of products to assist agencies to implement these recommendations. This section will assist the National Archives to understand how agencies are using this guidance and if further guidance is needed.

Over the past decade Check-up survey data illustrates the transition of the Australian Government from paper-based, to digital, information management. In 2010 30% of agencies reported managing information digitally by default, compared to 92% in 2020. The current and future Check-up surveys will provide data to enable the National Archives of Australia, and agencies, to maximise the opportunities of the current digital information management environment as well as assisting to resolve some of the complexities.

Check-up survey whole of government summary results and survey instruments, including the instrument for 2022, can be found on the National Archives of Australia's website.

Digital Adoption Remains a Challenge for R/IM Professionals

Organisations are adopting modern tools for a remote or hybrid workplace, a trend accelerated by the COVID-19 pandemic. This brings huge challenges for records and information management professionals, and we need modern tools to meet them. But many professionals are still facing barriers when it comes to digital adoption.

These are some of the key findings from our Pulse of the Industry Report 2022, created in partnership with RIMPA.

This is the first report of its kind dedicated to the Australian and New Zealand market and provides the opportunity to establish an ongoing annual benchmark. The survey went out to RIMPA members in May 2022, and the final report was presented at RIMPA Live 2022.

In this article, we'll focus on how the pandemic accelerated several trends related to technology adoption, and how records and information management professionals have responded.

THE PANDEMIC

A significant number of respondents (43%) reported their organisations were not prepared for remote work. One way that organisations dealt with the pandemic and the challenges of remote work was by adding new data sources, and 72% of respondents said they added two or more new data sources over the last two years.

Most respondents' organisations (81%) are now operating a hybrid model, with both cloud services and on-premises systems.

As a result, a third of respondents said their data had grown between 100 to 500% in the last couple of years, and over half said they predicted it would grow by another 50% again in the next two years.

TECHNOLOGY

At this scale the traditional method of putting the work of classification and categorization on the user no longer works, if it ever did.

The finance team are focused on paying invoices, so they are not worried about classifying the document that went into the finance system. An asset manager is focused on their outcome, not the data they have used or created along the way.

The result of this apathy? According to the Report, only 36% of respondents felt their organisations had dealt either somewhat well or very well with managing information from new sources and tools added since March 2020.

This suggests we need to consider technology, rather than relying on users. We can now point a machine learning (ML) model at a data source and have it report what is in there and how to classify it. It will never be perfect, but neither will your users, even when they do remember to do the task. But an ML system shows up to work 24/7 and does the job consistently every time.

Professionals are either late to the realisation or struggling to get their organisation bought in to the benefits of ML and AI. Of respondents, 28% said their organisations' use of artificial intelligence and machine learning was very immature, with just 2% reporting their organisation uses machine learning and AI extensively. Most organisations (35%) needed to improve how they automated governance and information management.

It's possible a lack of internal influence is behind this struggle. A little over half of respondents work in non-managerial staff positions, with limited influence in the organization. Across the board, half of respondents said they didn't know the budget for records and information management. But for those in a managerial role the number was 60%, a shocking result. And 40% of the respondents reported that their information management strategy is poor or needs improvement as it relates to alignment with business.

This is a challenge that is only growing, and the results of the Report suggest the industry needs help. To read the full report, visit: https://rcrdpt.news/3OaPrWZ or scan the QR code.

How quickly has your organisation's data grown in the last 2 years?
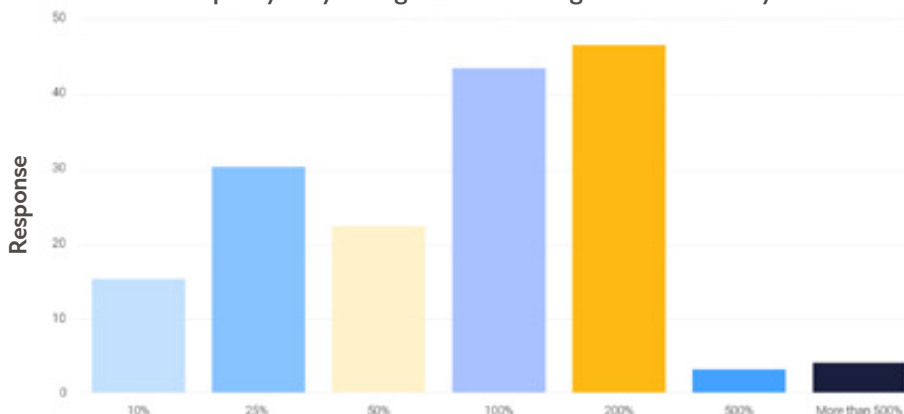
Reported AI / ML Maturity by Industry
(as a % of responses)

Organisation Industry (% of Reseponse)

Maturity
- 1 - Very immature
- 2 - Somewhat immature
- 3 - Somewhat mature
- 4 - Mature
- 5 - Very mature

Government — 12%, 29%, 23%
Commercial Industry — 2%, 4%, 10%, 4%
Education — 4%, 6%

Scan this QR code to read the full report.
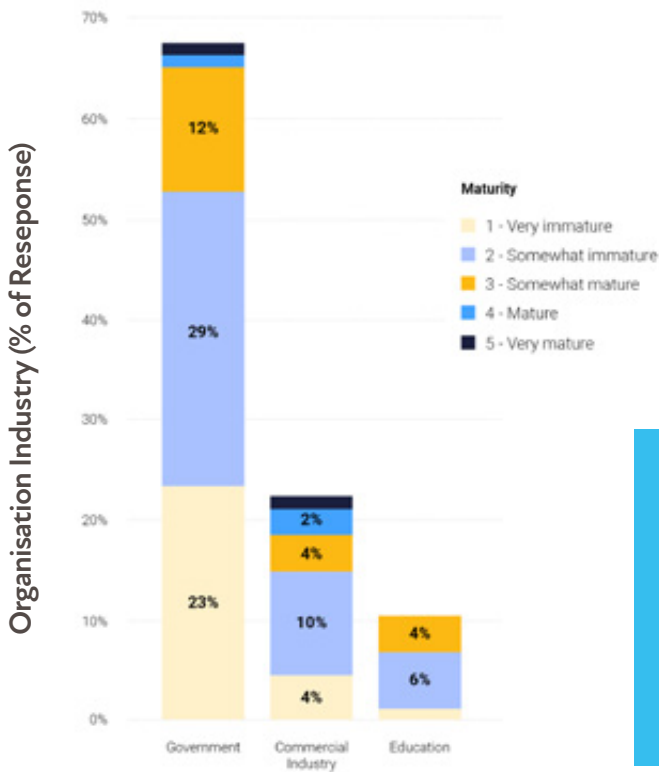
ABOUT THE AUTHOR

Kris Brown – As Vice President of Product at RecordPoint, Kris Brown is responsible for developing and executing a long-term strategy for RecordPoint's products. Kris is an experienced product visionary with a well-established history serving a number of renowned Document Management companies. Working across Australia, New Zealand, the UK and the US, Kris has a unique perspective on the Information management industry and the needs of regulated entities with regards to trust and transparency. With over 20 years in Enterprise Content Management, mostly in positions driving technological change, Kris is excited about how Machine learning and AI will change the Records management products of the future.

72%

Of respondents reported their organisations adopted two or more new data sources during the pandemic.*

How do you solve the challenges of the data sprawl?

RecordPoint Connectors bring consistency to your data management no matter where the data lives.

Make better decisions and ensure you are compliant across your entire data corpus, all without impacting your users.

* Pulse of the Industry Survey 2022

recordpoint.com

RECORDPOINT

RIMPA LIVE 2022 | KEEPING P.A.C.E.

The theme, Keeping P.A.C.E. became somewhat ironic during the preparation, planning and coordination of the ~~2020~~ 2022 RIMPA Live Convention. The RIMPA events team did their best to Keep P.A.C.E with the various date changes and postponements. Flipping the convention from in person to full virtual and then finally into a hybrid version, they navigated the unsettling and troubled waters faced with the COVID pandemic over the last couple of years.

Hosted at the Hyatt Hotel in Canberra, the RIMPA Live Convention certainly delivered on many levels to the 300 plus who were in attendance on site as well as the 100 virtual delegates joining us from across the globe. The session rooms and trade spaces were buzzing with excitement and a renewed energy that hadn't been felt amongst our tribe for a number of years.

With the recent global partnership formed between RIMPA and ARMA International, we were delighted to welcome and introduce Nate Hughes, Executive Director, and Incoming President Wendy McLain to the RIMPA family. Joining us for the entire duration of the convention they had the opportunity to meet with the Board and start to build important connections and relationships with the full RIMPA community, including our valued trade vendors.

Our mission was clear as we set out to reconnect the community and bring the family back together and by all accounts we succeeded! With a well-rounded program covering content for emerging practitioners all the way up to the more seasoned practitioners, the great balance of presenters gave their all. Sharing and delivering insightful and thought-provoking intel on governance, best industry practices, capturing records, championing yourselves as leaders, data architecture, the power of branding and leading with purpose were just some of the inspiring sessions delivered.

Everyone loved our opening keynote, Steve Sammartino, who gave us the low down on the progression and powerful message surrounding the data explosion we are all facing. Visiting partners from the UK, Leadership Through Data, headed by Jaki Stockwell shifted our conscious and unconscious minds, combining soft skills and better models to win with the front line. We loved seeing Jaki's UK outfits during the convention.

With some new features and formats added into the RIMPA Live 2022 calendar, there was ample time and opportunity for everyone to meet again, shake hands and walk the talk with industry colleagues. The hum of chatter and the clinking of glasses were welcome sounds to our ears, as the Official Opening and Welcome Reception got underway with over 200 people in attendance.

The Gala Dinner and Company Awards Night was held at the National Arboretum; a spectacular setting and backdrop for RIMPA's night of nights! We celebrated the outstanding achievements of industry colleagues and welcomed Frank Upward into the RIMPA Hall of Fame (see page 14 & 15 for all the award winners).

No trip to Canberra is complete without a visit to the National Archives of Australia. Over 40 people attended a tour of their latest exhibits and had the opportunity to sit with some of the team from the NAA to discover what truly goes on behind the scenes.

We closed the convention differently this year and indulged all our senses with a unique gin tasting and presentation from Matt Jones, co-founder of Four Pillars Gin. Our MC, Cam Sullings, facilitated a summation panel with some of our key industry thought leaders, who all agreed that RIMPA had delivered one of the best conventions ever! We Kept P.A.C.E and achieved what we had set out to do.

The RIMPA community is back with a renewed energy and vibe like never before. Recharge, reconnect, family, friendships and collaboration were just a few of the words we heard whispered among the event spaces over the duration of the 4-day convention.

Face to face events are back!

If you are yet to attend a convention, make sure you mark 3-6 October in to your 2023 calendar. The RIMPA Live Convention 2023 is bound to be bigger, bolder and brimming with captivating, fascinating and interesting content to lead you and your team well into the future: The Power of Information is up to you!

The RIMPA Live Convention would not be such a success if it weren't for the incredible support of our industry partners and trade sponsors.

The RIMPA Live Convention certainly delivered on many levels to the 300 plus who were in attendance on site as well as the 100 virtual delegates joining us from across the globe.

SPONSORS	TRADE EXHIBITORS
EzeScan	ACA Pacific
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Micro Focus	Information Proficiency
Objective	inMailX
Grace	iPlatinum
iCognition	Miktysh
Litera	Leadership Through Data
AvePoint	Steamatic
CorpMem	ZircoDATA
Castlepoint	Smartech Business Systems
FujiFilm	Harbour Software
Iron Mountain	Gtmhub
Informotion	
FYB	
Records Solutions	
Compu-Stor	
NAA	
Supported by ACT Government	

Congratulations to our 2021/2022
COMPANY OUTSTANDING

COMPANY OUTSTANDING ACHIEVEMENT AWARDS 2020/21

The recipients of the RIMPA Awards were announced at the Black-Tie Gala Dinner held on day two of RIMPA Live at the National Arboretum on Wednesday 15th June 2022. The night was a long time coming with two postponements due to COVID-19. A great night was had by everyone, and it was truly wonderful to celebrate these amazing people and organisations.

IQ ARTICLE OF THE YEAR

Sponsored by Iron Mountain

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

Winner:

Keith Darlington
For his article published in the March 2021 issue: The Precondition to Humanizing AI - Common Sense Knowledge

JIM SHEPHERD VENDOR OF THE YEAR

One of the founders of RIMPA and first Branch Council President of the Queensland Branch, Jim Shepherd has been a proud member of RIMPA since its inception. The award is presented to a vendor in recognition of both their support of RIMPA and of their services to the records and information management industry.

WyldLynx

Winner:

RIMPA BRANCH OF THE YEAR

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

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

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

Winner:

Queensland

JULIE APPS NEW PRACTITIONER

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

Winner:

Susannah Tindall ARIM

TOM LOVETT OUTSTANDING STUDENT

Named to honour Tom Lovett, one of the founders of RIMPA, who in March 1969 saw a gap that needed filling for an industry that was being ignored. The award is presented to a student who has achieved excellence in educational studies in records and information management. The award is open to full time and part time students who have completed a records and information management course within the preceding 12 months. The study may be at any level but must have been undertaken through an accredited RTO.

Winners:

Chris Colwell Life FRIM

Rachel Bell

AWARD WINNERS

RIMPA
GLOBAL
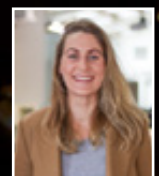
PAMELA HALL
OUTSTANDING GROUP

Sponsored by Information Proficiency

Pamela Hall was an archivist at the National Archives in New Zealand (now known as Archives New Zealand) in the 1950's. Pamela gave lectures on archives at the Library School and at many conferences. The award is open to groups who have:

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

Winner:

Cardinia

J EDDIS LINTON
OUTSTANDING INDIVIDUAL

Sponsored by EzeScan

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

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

Winner:

Nancy Taia MRIM

RIMPA HALL OF FAME

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

The 2021 inductee:

Dr Frank Upward

2021
2022

WINNERS

Behind the Scenes

– RIMPA Volunteers

BY LINDA SHAVE FRIM
AND SIMON RAWSON MRIM

BEHIND THE SCENES - RIMPA VOLUNTEERS

Behind every successful organisation are the volunteers. They are the unseen and unsung heroes who tirelessly give many hours of their time to work behind the scenes so that organisations such as RIMPA can meet the needs of its members and bring knowledge, skills and opportunities for growth.

The RIMPA Training Workshop Working Group (TWWG) is one such group of volunteers, they are the quiet achievers, the beavers who donate many hours of their time working hard on the production line to develop new workshops and programs. Like so many volunteers past and present they work hard behind the scenes to create a lasting legacy for the future of RIMPA practitioners. By utilising our combined skills, experiences, knowledge and enthusiasm the RIMPA TWWG team are creating professional workshops that embrace change, address the need for new skills, knowledge and move RIMPA forward to deliver impact where it is most needed.

MEET THE RIMPA TRAINING WORKSOP WORKING GROUP (TWWG)

The RIMPA Training Workshop Working Group (TWWG) is a small yet diverse group of 4 RIMPA members and industry practitioners, who are dedicated to reviewing, writing and updating content for the wider RIMPA membership. The team currently consists of:

Chair, Lisa Humphries

Lisa is the Chair and well known throughout the RIMPA community for her continued volunteer work with the TWWG and workshop facilitation. Her dedication to information management saw her return to Canberra from regional Victoria in 2018. Lisa is a former Panel Member for the 2018 Criterion Conference in Canberra and was awarded a Defence Australia Day Medallion for her tireless efforts to information management within the Air Training Wing, Royal Australian Air Force. As an eDRMS trainer Lisa has travelled throughout Australia providing training, guidance and support to Defence members. She recently completed her Diploma in Record Keeping and she is very much looking forward to being a part of RIMPA's new adventures.

Carolyn Atkinson, MRIM.

Carolyn has been a RIMPA member for over 20 years, a volunteer for the past 5 years and is currently the Director and President of RIMPA WA. Carolyn is a Recordkeeping Consultant with the State Records Office of Western Australia and an accomplished R/IM professional having worked in various government departments since the 1980's and has a bachelor's degree in Records Management. During this time, Carolyn claims to have met some truly amazing and inspiring industry professionals. Carolyn is motivated to share her passion for the profession and for volunteering for RIMPA. She enjoys using her knowledge and skills for the advancement of the profession.

Simon Rawson, MRIM

Simon Rawson, Principal Consultant, Information Management, PowerMark Solutions. Simon is an independent consultant specialising in information architecture in M365. He is known for his concepts around 'process-centric information architecture', which focusses on strategy and architecture and the use of ECM solutions to support business processes and information usability. He is a member of RIMPA's VIC/TAS branch council and has been involved with Microsoft during the development of its new knowledge management features over the last 3 years and speaks regularly at local and international events on M365 governance and information architecture.

Linda Shave, FRIM

Linda is a RIMPA member, author and a data science, digital information management and preservation industry professional who has won numerous national and international awards. She has been a RIMPA member for over 25 years and volunteering in various ways for over 15 years. Linda is best

By utilising our combined skills, experiences, knowledge and enthusiasm the RIMPA TWWG team are creating professional workshops that embrace change, address the need for new skills, knowledge and move RIMPA forward to deliver impact where it is most needed.

known for her regular contributions since 2013 to the iQ magazine, her eBooks and as an international speaker on all things digital, intelligent information management and related fields. Linda is a recognised advocate for the profession as well as being passionate about sharing her knowledge, skills and promoting the need for continuous learning. Linda has tertiary qualifications in business, artificial intelligence, data science, big data analytics, cybersecurity and robotics. Linda's postgraduate qualifications from the University of South Australia are in Business Information Management.

VOLUNTEERS ARE THE BACKBONE OF RIMPA

The RIMPA TWWG group is not the only volunteer group beavering away in RIMPA land and it would be remiss of us not to mention the hard work our colleagues in other volunteer groups make. RIMPA, like most professional organisations, depend upon volunteers and believe in diversity and openly encourages members and professionals to offer to help. If you have skills, knowledge and or experiences that can be shared with RIMPA membership or would like to offer to help in any constructive way there are always opportunities to volunteer. Ask not what RIMPA and your profession can do for you, but what you can do for your fellow practitioners! Actions speak louder than words and diversity lend itself to creativity and innovation, so if you can spare the time step forward and volunteer.

The Rosedata Stone:
Achieving a Common Business Language using the Business Terms Model
by Steve Hoberman

REVIEWED BY NICOLE THORNE- VICATOS

The discovery of the Rosetta Stone in 1799 enabled scholars to unlock the linguistic secrets of ancient civilisations. As 'The Rosedata Stone' is a wordplay on this amazing piece of history, it is understandable that the reader could expect a similar level of intelligence-transfer by completion! Alas, this may not be the case, but there is the potential to unlock, at the very least, some insight and tips to improving your business practices.

None of us need an artefact or book to realise that in many ways, workplaces are inventing the wheel over and over again with the same results. Purchasing that brand-new sparkling software and rolling it out to every employee, does not result in 100% uptake. The 70% of staff who begin to use it could potentially dwindle down to 50% because they simply do not understand the Business Classification Scheme to group their records e.g., is this a project or a program? And that's just from the user perspective! What percentage of the records will be findable or managed according to the life cycle principle because of misleading or misunderstood architecture? The Rosedata Stone reports the same issues across business systems and rollouts in workplaces and identifies one of the leading reasons as the lack of consistent business language.

Hoberman's Precision Diamond model provides the framework on how to get the conversations started on workplace terminology and uses the fictional bakery chain, Chips Inc. as an example. How many words can

> The Rosedata Stone offers practical tips for all experience levels and could result in the discovery of a common business language in your workplace.

be used to describe one item: biscuit or cookie? What are the relationships (internal and external): can a supplier also be a consumer? How do we define an invoice when the company creates, but also receives invoices from external organisations? Mapping the transactions and definitions provides evidence of consistencies and inconsistencies: a new business acquisition does not sell biscuits or cookies and has unique stock lines e.g., pies and sausage rolls that existing bakeries don't sell.

Your workplace may not sell any bakery products or anything at all, but the methodology could still be profitable. Information workers are often criticised for implementing taxonomies that don't 'fit' with how system users describe their information and processes. Hoberman shares his Precision Diamond model with readers to show how normalisation ("process of organising date into sets to store in a relational database" page 15) can be used to create a Business Terms Model (BTM). There are synergies between Hoberman's world and that of the information manager: for instance, normalisation and aggregating records. An existing BTM would be a valuable tool for R/IM projects such as an eDRMS implementation or developing a retention and disposal schedule.

Information workers should embrace the opportunities to consult with their stakeholders and incorporate "whole of business" terminology into workplaces and future software implementations. The model could be adapted to suit the business need and stakeholders involved: the more complex representations

Author: Steve Hoberman

like 'cardinality' (additional symbols that show how many times one term interacts with others p.58) may not be required for some tasks. The importance of providing visual representations that suit the audience is emphasised by Hoberman. There are also alternative ways to engage people such as the 'Definition Bingo' game (p.73) which could be a winner for competitive workplaces.

The Rosedata Stone offers practical tips for all experience levels and could result in the discovery of a common business language in your workplace. Sometimes a bit of digging finds a gem.

ABOUT THE AUTHOR

Steve Hoberman has been a data modeler for over 30 years, and his virtual Data Modeling Master Class is the most comprehensive (yet entertaining) data modeling course on Earth. Steve is the author of nine books on data modeling, including The Rosedata Stone and Data Modeling Made Simple. Steve is also the author of Blockchainopoly. One of Steve's frequent data modeling consulting assignments is to review data models using his Data Model Scorecard® technique.

He is the founder of the Design Challenges group, creator of the Data Modeling Institute's Data Modeling Certification exam, Conference Chair of the Data Modeling Zone conferences, director of Technics Publications, lecturer at Columbia University, and recipient of the Data Administration Management Association (DAMA) International Professional Achievement Award.

ABOUT THE REVIEWER

Nicole Thorne-Vicatos is celebrating her 22nd birthday this year (in the records management field!) She has worked in both State and Federal government agencies and completed a Graduate Diploma in Business Information Management. Nicole is a member of the Queensland Chapter and is one of the driving forces behind the Townsville Community of Practice.

5 Ways to Turn Imposter Syndrome into Confidence and Conviction

BY ROWENA MILLWARD

Imposter syndrome. That feeling that others will discover you are actually not as good as they expect, and at any point you will be exposed and ridiculed as a fraud. If you can relate to this, then you are not alone. It is estimated that 70% of the population have experienced and suffer from imposter syndrome.

At its core, imposter syndrome is triggered by fear, resulting in feelings that you are unworthy (and hence likely to be discovered as a fraud) despite strong evidence of competence and success. Some of the most successful people have suffered from it. Former first lady Michelle Obama has shared for her "it never goes away", and Atlassian co-founder Mike Cannon-Brookes has admitted to constantly feeling like an imposter throughout the history of Atlassian, a multi-billion-dollar company. Imposter syndrome lives not in reality but fear. It is the psychological experience of not being confident in your ability to meet challenges, resulting in self-doubt overshadowing actual success.

SO HOW DO YOU TURN IMPOSTER SYNDROME INTO CONFIDENCE AND CONVICTION?

First of all, it is not possible to "turn off fear". Ignoring it won't make it go away (rather it is likely to escalate). It's wired into us and part of being human. Fear though lives in our subconscious and is mostly irrational. In fact research has shown that 90% of worries and fears don't come true. So, the best way forward is to recognise your fear, examine it with curiosity, and then reframe your fear as an "uncomfortable growth" opportunity. Reframing your fear will reduce its irrational grip. As you learn and gain small wins, then your confidence and conviction will grow, until one day your imposter syndrome is not there (or at least dramatically reduced).

…the best way forward is to recognise your fear, examine it with curiosity, and then reframe your fear as an "uncomfortable growth" opportunity.

TO REFRAME AND RESOLVE YOUR IMPOSTER SYNDROME, USE THESE FIVE STEPS:

STEP 1. Name your fear. By actually stating what your fear is, then it turns the swirling emotion of "being a fraud and failing" into something tangible. Now you have something which can be examined. Is it a fear of not knowing the detail behind a completely new business? A fear of now being the CMO and responsible for all of marketing? A fear that the CEO doesn't understand your expertise? Fears grow when they are formless, so turn them into a specific statement that you can examine.

STEP 2. Examine your fear with curiosity. This enables you to look at the facts behind your imposter syndrome. Is this fear likely? Has it ever happened before? What can you do to reduce the likelihood of this fear happening? Are your expectations unreasonably high? Use curiosity to look critically at your fear from all sides, and pinpoint what is driving it. The more specific you are, the easier it is to reframe.

STEP 3. Reframe fear into a positive. Learning and growth is the positive outcome from embracing uncertainty, but we are more strongly wired for fear so this often dominates. The opportunity is to consciously reframe your fear into a positive. Perhaps this is a new skill, or career path? Perhaps this is a promotion you worked hard for? Perhaps you have been feeling stuck and bored and this is a new source of growth? Focus on the benefits which can turn uncertainty into a positive and give you the courage and conviction to take action.

STEP 4. Take action and gain some small wins. Once you reframe fear as a positive, it becomes less paralysing. So take action. Rebuild your confidence and conviction by demonstrating

to yourself you are capable. Also don't be afraid to ask for help. That is not being incompetent, but smart and learning is a life-long skill.

STEP 5. Treat your imposter syndrome as a friend. Imposter syndrome may come and go throughout your career and life. Rather than getting lost in the fear or angry for doubting yourself, see it as a friend who is there to help you navigate uncertainty. After all, it's just your subconscious trying to keep you safe.

While the heart of imposter syndrome is fear of being a fraud, this fear does not mean it will happen. Rather, it means you are human. Imposter Syndrome is proof that you are amazing and capable of always learning and expanding to become more.

ABOUT THE AUTHOR
Rowena Millward, author of Uncomfortable Growth – Own Your Reinvention, is a global leader in business and personal growth. After twenty-five years working in Top 500 companies, she now provides consulting and capability services for many of the world's most admired brands and companies. Rowena also provides executive career and life coaching, helping leaders navigate significant crossroads to find meaning in both joy and challenge. Visit www.macmorgan.co

I'm Not Getting Rid of That!

BY CRAIG GRIMESTAD

Mitigate the risk of the workforce not following the Retention Schedule disposal requirements by establishing a **"Culture of Compliance."**

Sometimes individuals in the workforce don't agree with, or have confidence in, the records retention disposal requirements given by the Records Retention Schedule (RRS). Instead of automatically complying, they will make an individual decision to comply, or not comply. They may do this overtly, but more likely they will do it covertly. This is a risk concern for all organizations, as non-compliance from a single individual results in non-compliance for the entire organization. Full, 100% compliance, compliance by all, is not just the goal – it is essential! With one single individual's non-compliance, the efforts an organization has made to establish, maintain, and perform Records Management (RM) fail, and are wasted.

When an individual says (or thinks) "I'm not getting rid of that," they can mean two different things. If the emphasis is on "I'm," "I'M not getting rid of that" it indicates a lack of certainty that it is the right thing to do. The individual does not want to take responsibility for the disposal. If the emphasis is on not "I'm NOT getting rid of that" it indicates an act of defiance. The individual is not willing to depart with the record. Either way, it is a problem that requires attention.

With the stakes so high, let us look at some common root causes, to better understand how to mitigate this risk.

- Belief that the retention duration is not long enough to satisfy legal and regulatory requirements.
- Belief that the retention duration is not long enough to satisfy business requirements.
- Belief that someone will ask me for a record that I have disposed of, and I will get into trouble for not having it.
- Belief that individuals rely on me for information they require to do their work, and therefore I need to keep it for them.
- Belief that without keeping these records as part of my personal database, I will lose prestige and not be as important to my management and colleagues.
- Belief that I have more important things to do, it is not a real requirement, it is not urgent, and it is not worth my time.

This is a daunting list of reasons why individuals might choose to not follow instructions and become compliant. It is a formidable task for an organization to meet and overcome this challenge, but it can be accomplished. It can be accomplished by establishing a no-nonsense "Culture of Compliance." This "Culture of Compliance" will need to assure all individuals have heard and understood the requirements, engage those with concerns and objections (and resolve them), and establish verification and accountability for individual compliance.

Note that in general, these root cause beliefs contain at least an element of individuals trying to do the right thing – for the company and themselves. In establishing a "Culture of Compliance" an organization will clearly establish "the right thing to do" and mitigate the individual's motivation and incentive to go it alone and do their own thing. In establishing "the right thing to do," the organization must take actions in keeping with the requirements messaging given to the workforce.

ESTABLISHING A "CULTURE OF COMPLIANCE"

REQUIREMENT

Records Management in general, and the Records Retention Schedule in particular, must be established as organisational policy.

COMMUNICATION

Records Management policy (including the RRS) must be clearly and unequivocally communicated as a requirement by senior management throughout the entire organization. More than a requirement, perhaps as a condition of employment. Messaging might include something like: "Records Management has value. Records Management is important to the company and to you. If you comply with the organisation's policy, you will not be personally accountable. If you do not comply with the organisation's policy, you may be held personally accountable."

"Culture of Compliance" will need to assure all individuals have heard and understood the requirements, engage those with concerns and objections (and resolve them), and establish verification and accountability for individual compliance.

ENGAGEMENT

The Records Retention Schedule of necessity is a living document. Clarification needs are found, business needs change, and legal requirements change. A process for revising the Records Retention Schedule must be established allowing all individuals an opportunity to propose revisions. As changes are considered, there must be a mechanism to obtain participation from all areas of the organization. As changes are agreed to, the workforce must be notified of the change, including the effective date of the change.

TRAINING

Records Management training must be a requirement for the entire workforce and remain available as a refresher and also for new hires. RM training should include instruction on how to interpret and utilize the RRS, where and how records are to be managed, stored, and disposed of, and the requirement for each individual is to comply. RM training must also include the process for individuals to follow in seeking a revision to the RRS, providing a path for expression of concerns about the requirements of the RRS, including retention requirements. Records Management refresher training should be required of the workforce annually.

ACCOUNTABILITY

Require an annual attestation of compliance from each member of the workforce annually. This is commonly done in association with training. Include records handling and disposal of records as components of each individual's annual performance review. These actions make compliance personal for each individual. Perform organizational "Compliance Reviews" or audits of compliance with the Records Management policies in general, and the RRS in particular.

COMPLIANCE FACILITATION

To facilitate compliance with the RRS, the organisation should establish semi-annual or annual "Compliance Days." These days provide dedicated time for the workforce to focus on managing their records (including disposal) according to the Records Management policies in general, and the RRS in particular.

These Records Management communications and actions send a clear and unavoidable message of the seriousness with which the organisation views the handling of its records. Further, these communications and actions establish a "Culture of Compliance." There is no escaping one's individual responsibilities and participation in support of the organisation's Records Management.

If an organisation is serious about mitigating risk and achieving 100% compliance with its Records Management policies and procedures, it can do so by establishing a "Culture of Compliance" as outlined above. Establishing a "Culture of Compliance" requires leadership, resources, and time. In the end, a "Culture of Compliance" for Records Management will have peripheral benefits in all areas of operation, as it establishes and models a pattern of worker awareness, training, engagement, participation, and accountability.

ABOUT THE AUTHOR

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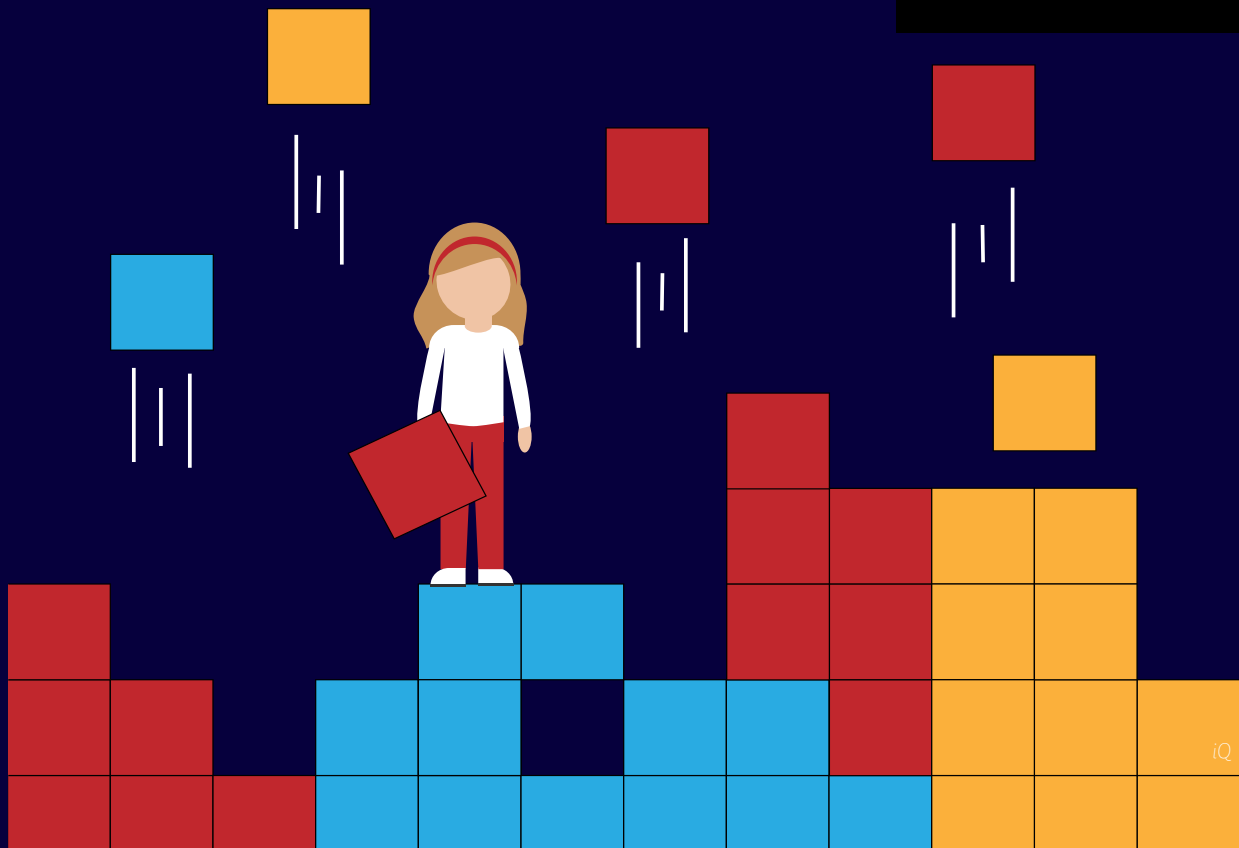
AUDIT AND RISK:

Assessing, Identifying and Mitigating

BY LINDA SHAVE, FRIM

Information is the primary resource and product created by all levels of government. As the digital data-driven world continues to accelerate, the value of government information assets will increase. Managing information assets will be crucial to ensuring organisations feel confident that you have minimised the risk associated with their information.

Risk-taking is fundamental to the success of any organisation. In this digital and data-driven world there are new elements of risk evolving, such as: data management, data privacy regulations, cybersecurity, environment, social and corporate governance (ESG). Leaders of an organisation need to identify their risk criteria and decide on the extent to which risk needs to be sought, accepted, addressed or avoided. An outcome of this analysis might be that organisations need to look beyond traditional, manual, intensive auditing and risk management methodologies and processes. Traditional approaches for mitigating risk are not keeping up with the needs of a data-driven organisation. Thus, there is a need to change and consider new ways of automating the auditing and risk management activities.

WHAT IS THE DIFFERENCE BETWEEN INTERNAL AND EXTERNAL AUDITS?

An internal audit provides assurance on the effectiveness of governance, risk management, and internal controls. An internal audit is a function used by organisations to review the adequacy of their internal controls for identifying technology risks and business operational risks. An internal audit provides an independent (self-regulated) assurance that the organisation is operating effectively.

An external audit can be either a financial audit or certification. A financial audit is a scrupulous process undertaken to provide an opinion on whether the financial accounts provide a true and fair view of the financial history of the organisation over the stated financial period.

WHAT IS RISK MANAGEMENT AND ENTERPRISE RISK MANAGEMENT (ERM)?

Risk management is the identification, assessment and prioritisation of risks. It is an integral part of the organisation, it establishes a structured set of process and procedures directed at those responsible for identifying, mitigating and dealing with the risk(s). Enterprise risk management (ERM) is the term used to describe the whole risk management process that is applied across the entire organisation. The ERM framework is an essential component for achieving organisational business objectives and covers four categories **(see Table 1).**

ERM builds risk thinking into the fabric of the organisation, building an organisations ability to identify risk, assess the impact of risk and respond to the risk.

An ERM framework is structured around the ISO 31000:2018 risk management principles and guidelines for value creation and protection of information assets and consists of eight components.

The eight components are:

1. Integrated
2. Structured and comprehensive
3. Customised
4. Inclusive
5. Dynamic
6. Best available information
7. Human and cultural factors
8. Continual improvement

ISO 31000 places great emphasis on understanding the organisation and its context. The components of establishing the context are described in the ISO 31000:2018 as defining the purpose and scope of risk management

TABLE 1

CATEGORY	DESCRIPTION
Strategic	High-level goals
Operations	Efficient and effective use of resources
Reporting	Reliability of reporting
Compliance	Compliance with applicable laws, regulations and standards

activities; establishing the external, internal and risk management context; and defining the risk criteria. Defining the risk criteria involves specifying the amount and type of risk that the organisation may or may not take, relative to objectives.

This is sometimes referred to as the 'risk appetite' of the organisation. Besides the risk management standard ISO 31000:2018, it is important to be aware of other risk management standards and frameworks, the most commonly used in addition to ISO 31000:2018 is the COSO Enterprise Risk Management (ERM) framework.

WHAT ARE RISK ASSESSMENTS?

Risk assessments are the tools that an organisation might use at different levels of the business. Risk assessments usually start at the Board (executive management) and then filter down through all levels of management and business areas. For example, the Board of an organisation may be interested in strategic risks, whereas the information management department and IT department might be more interested in information and data risk. You need to be clear about what it is you are trying to achieve. Promoting and ensuring that the positive effect of having an information risk assessment matrix is understood by everyone and how they might use the systematic process approach to:

- Identify frameworks and standards for assessing risk
- Identify ownership and accountabilities
- Determine and identify any threats and raise awareness of the risk
- Put in place mechanisms for reducing risk
- Establish continuous monitoring to identify any new risks, possible consequences and corrective actions
- Map and communicate any risks that might cross business boundaries, systems, policies, procedures and strategies.

The key to successful control of risk is to ensure that there is clear ownership and accountability. You might wish to consider the following questions:

- What is the risk impact to the organisation, image, financial etc.?
- Who would be accountable if the risk became a real business issue?
- Is the risk assessment process clearly understood and communicated?
- Is the risk owner(s) fully aware of their responsibility?

...there is a need to change and consider new ways of automating the auditing and risk management activities.

WHAT IS AN INFORMATION ASSETS REGISTER (IAR)?

An information asset register (IAR) captures, controls and monitors your organisations information assets that have been identified as having value. The key purpose of the IAR is to document the links between your organisation's information assets and its business requirements. To identify your information assets you need to consider:

1. How will you find the information? (For example, business applications such as customer resource management (CRM) and financial databases)
2. How will you value and prioritise the information assets?
3. What and how do you need to work with and understand your information?
4. Which people and/or positions are responsible for particular information asset(s)?
5. How does the information link back to your business processes?

Continuously managing, monitoring and maintaining your IAR and asking questions around risk can also support your enterprise-wide governance program for information and data management. Some questions might include:

- What information is being collected?
- Where is the information being stored?
- Who are you sharing the information with?
- How do we identify and manage obsolescence of software and technology?

"...new testing approaches will be needed for automated auditing processes so that any errors do not become a systemic and widespread issue across business processes and data sets."

ROBOTIC PROCESS AUTOMATION (RPA) - THE FUTURE OF INTERNAL AUDITING AND RISK MANAGEMENT

A digital data-driven organisation needs to consider new ways of automating its auditing and risk management processes. One way is to introduce robotic process automation (RPA) as a primer for the auditing process for assessing, identifying and mitigating risk. For internal auditing, RPA brings both opportunity and responsibility and will be a way to automate manually intensive business processes, routine tasks that are transactional, repetitive and often rules based processes.

In the context of introducing RPA auditing, an organisation might consider the following:

- User Access Reviews (UAR)
- Data/evidence gathering
- System configuration testing
- Rules-based workpaper automation
- Master data management compliance
- Application change management compliance
- Continuous monitoring and reporting automation

RPA for auditing has the potential to sieve through the gargantuan amounts of data that an organisation collects, searches, manages, protects and uses to increase compliance and reduce risk. RPA for internal audit professionals has the capacity for freeing up auditors from manual intensive processes and enabling them to be more focussed on value-added activities.

However, RPA for auditing could also introduce risks if appropriate controls are not in place and continuously monitored. For example, new testing approaches will be needed for automated auditing processes so that any errors do not become a systemic and widespread issue across business processes and data sets. When it comes to an auditing project for assessing the risk around RPA you may need to consider the following:

1. Does the RPA strategy align with the organisation's overall business, security and IT strategy?
2. Has the organisation considered the long-term impact to people, process and technology?
3. Has the organisation put in place controls to identify, monitor and report on technology and software obsolescence risks?
4. Has the organisation identified key stakeholders?
5. Does the organisation have a data literate and digital skilled workforce?

Other considerations when transitioning auditing and risk management to a RPA model, is to identify and understand some of the artificial intelligence (AI) standards that are either in development or available. These include:

- ISO/IEC 23894 on Artificial Intelligence and Risk Management (this provides guidelines on managing risks during the development and application of AI techniques and systems and assists organisations to integrate risk management into their AI-related activities and functions).
- ISO/IEC 38507 on Governance implications of the use of artificial intelligence by organizations (the aim is to provide guidance for members of an organisation's governing body to ensure effective, efficient and acceptable use of AI within an organisation).

WHAT IS MEANT BY A DATA LITERATE AND DIGITAL SKILLED WORKFORCE?

In the context of auditing and risk management, a data literate and digitally skilled auditing team is well placed when provided with the opportunities to better identify and understand risks introduced by RPA and ensuring that the organisation's controls are well designed and operating effectively to mitigate those risks.

From an organisation perspective, data literacy is a skill that empowers all levels of the workforce to ask the right questions, to build knowledge, to make decisions, communicate and collaborate with others. Data

> ... data literacy is a skill that empowers all levels of the workforce to ask the right questions, to build knowledge, to make decisions, communicate and collaborate with others.

literacy involves identifying, locating, interpreting and evaluating a range of information and data types in an ethical manner, and then using that information to respond to specific questions or issues. Data literacy is not the same as being data skilled, which is focused on the tools being used e.g., SQL (structured query language) for accessing, managing, manipulating and querying data stored in databases.

Data needs to be interpreted, processed, analysed and presented in order to become information which can then be used to make informed decisions and help the organisation realise expected benefits in both operational efficiency and customer experience. Therefore, a digitally skilled workforce is a key ingredient for organisations to enhance their workforce skills to identify, locate, interpret and evaluate a range of information and data types.

IN CONCLUSION

As we move further and further into a digital and data-driven world we will see areas of artificial intelligence, machine learning, intelligent and robotic process automation expanding across many organisation and business operations. As new elements of risk are surfacing, audit and risk management will become one area of activity evolving and transforming as it moves away from traditional manual intensive processes of assessing, identifying and mitigating risk to a robotic process automation (RPA) model.

RPA offers significant potential and opportunities to transform how internal auditors carry out auditing and risk management tasks and activities. For example, some of the tasks for RPA auditing could include:

- Tracking progress against the annual audit plan
- Tracking and monitoring key risk indicators (KRIs)
- Automating reporting and dashboarding activities (for example automated population of audit report templates or internal audit balanced scorecard)
- Evaluating data quality in any system (for example master data files, checking for completeness of fields, duplicates and validation)

However, along with RPA auditing comes the need for a new data literate and digital skilled internal audit and risk management team. There is also a need to build a digital skilled workforce for the data-driven organisation and provide a digitally savvy leadership team. Digital leaders may need to take on an entrepreneurial mind-set in order to successfully drive change and be able to persuade, encourage, support and enthuse the embryonic digital skilled workforce and the internal auditing and risk management team through this period of transformation.

> As new elements of risk are surfacing, audit and risk management will become one area of activity evolving and transforming.

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

A Foundation of Trust for Information Security and Access:

Balancing Privacy with Best Practice

BY ANNETTE THOMPSON

The Oxford dictionary defines trust as "the belief that a person or thing is good, truthful and can be relied on" (1) We are in an era where we are continuously bombarded with information coming to us from around the globe as well as nationally and locally, appearing online, in print and from our devices. A continuous stream of data that is growing at an exponential rate. People generally have access to more information than ever before; not all of it 'good' or accurate, not always reliable or even trustworthy. But it is right there at our fingertips day or night.

Current published statistics suggest that globally 'internet usage is at 66.2%. Here in Australia, that figure is slightly higher, sitting at 70.1%; a percentage growth of 301% in the period 2000 to 2022.' (2) Perhaps alarmingly, individuals, businesses and governments access and use this information daily to inform their decisions, weigh up risks, enter contractual obligations and make investments.

Data from the Australian Bureau of Statistics in 2018 showed that '3,837,215 terabytes (TB) of information were downloaded in just 3 months for the period ending 30 June 2018; a growth of some 841,243 TB from the same 3-month period just one year earlier.' (3) We can only assume at that rate that the 2022 figures would be significantly larger again, but this is where it gets interesting.

The Edelman Trust Barometer asked the question "When looking for general news and information, how much would you trust each type of source for general news and information?" (4) Across all sources noted (search engines, traditional media, owned media and social media); 'the rating of trust was at its lowest recorded rate since 2012' (4). Further, in the '12 months ending in February 2022 in Australia, trust in our traditional media fell by 9% to 48%; the lowest trust rating among all countries surveyed. Globally, trust in search engines fell from 10% to 47% and information quality became the highest-ranking trust builder across all sectors. (5)

WHAT DOES INFORMATION QUALITY LOOK LIKE?

The Australian Standard for Records Management (AS ISO 15489.1) refers to "characteristics of authenticity, reliability, integrity and useability." (6) In other words, information which is what it claims to be, is complete and up to date, has not been changed without permission and is able to be read and understood by the recipient.

In research and academic circles, quality is often linked to the concept of peer review and is generally measured in citations. Tertiary institutions teach their students that quality research appears in peer-reviewed publications and is regularly cited by others in the field. Any first-year student can tell you that citing Wikipedia is not considered credible.

In legal terms, we often hear the phrase 'credible witness'. Legal counsel seeks to bring in evidence that will be perceived as honest, reliable and believable. Consultation and expert witness testimony rely strongly on a person who can be shown to be a qualified expert in the relevant field. Evidence relies on the prosecution case meeting a burden of proof either beyond reasonable doubt in criminal cases or on the balance of probabilities in civil cases.

In terms of media, the concept of quality information starts to become a little harder to define. Reputation and affiliations of the writer or presenter, target audience and the motivations of the media outlet, sponsorship or political beliefs of the key stakeholders, legislation and cultural sensitivities all affect what you disseminate to a wider audience. Generally, it is easier to trust information when it is delivered as a factual recounting of events supported by evidence and in an unbiased way reflecting the acceptable views of the society in which it is presented.

The common theme in each of these examples is that quality information is authentic and reliable, it is factual or able to be proven and it comes to us from sources that can be believed and trusted.

In our everyday lives, we are constantly trusting those who hold and provide us with information to ensure that it is complete, reliable and true. We trust that the information will assist us to make good decisions.

In business, this management of information comes under Commonwealth and State legislations such as the Archives Act 1983, Public Records Acts in each State, the Privacy Act 1988 and Privacy Regulations 2013, various Australian and international standards and relevant approved general disposal authorities' [7] and there are many others. Jurisdiction varies from state to state however in general, businesses understand that there are rules and policies controlling what they can and should do with information that is being created and provided as a part of their everyday operations.

The foundation of an organisation's information quality governance is in its information management, security and disclosure practices. Financial records that are complete and up to date aid in successful taxation and audit outcomes. Contractual obligations which have been clearly recorded and agreed on by all parties alleviate the risk of conflict or non-compliance later. Personnel information that is up to date and complete for everyone will minimise complaints and issues with work outputs. Strategic decisions that are captured help to ensure business accountability with stakeholders. Confidential and sensitive information held in a secure environment prevents accidental disclosure and minimises the risk of malicious harm.

TRUST VERSUS PRIVACY

The Australian Standard for Records Management (AS ISO 15489.2) says "Reasonable security can be described as the level of security that a reasonable person on the street would believe is needed to protect the information…" [8] This security requirement is about trust. Organisations are continuously collecting and holding personal information about us that we provide as part of an interaction or transaction with them, and we trust that it will only be used for the intended purpose by those who need to see it, that it will be accurate. We expect them to store our information in a way that keeps it confidential and prevents any improper disclosure or malicious access. We presume that when the information is no longer needed or required, it will be securely disposed of.

…"the Digital age has already chipped away at our sense of informational privacy as convenience and efficient technologies become routine and normalised"

The Privacy Act defines personal information as "information or an opinion about an identified individual, or an individual who is reasonably identifiable:

(a) whether the information or opinion is true or not; and

(b) whether the information or opinion is recorded in a material form or not." [9]

Perhaps surprisingly, this definition is far broader than most people realise. We are often not aware of the kinds of personal information that is being collected about us, either that or we don't realise that this information is considered personal information under the Privacy Act.

To be 'identified' by your name or your image is clearly understood. Far less appreciated though is the number of ways in which information can be linked back to you. Information such as your email or physical address, your telephone number, identifying numbers like a staff identity or bank account number, biometric data (like fingerprints and voice recognition), or social media profile information. Some people are willingly volunteering this information every day without having any idea where it is stored, how it is being used or by whom.

PRIVACY IN THE DIGITAL AGE

In 2018, Ellen LeClere noted that "the Digital age has already chipped away at our sense of informational privacy as convenience and efficient technologies become routine and normalised" [10] Research published in 2021 by Vimalkumar, Sharma, Singh & Dwivedi supports this finding, noting that "...despite having significant influence on perceived privacy concerns and trust, perceived privacy risk did not show any significant influence on...consumers"[11]

This tells us that despite a growing lack of trust in information sources and increased scepticism in the sources of information as found by Edelman, [4][5] we are still willing to share our private and sensitive information because the pay-off from the technology is worth it. In 2017, the Global Privacy Enforcement Network (GPEN) Sweep concluded that "the majority of organisations failed to inform the user what would happen to their information once it had been provided." [12]

'Voice based digital assistants' [11] like Siri and the Google assistant 'collect your voice samples (as a part of your sign-up consent) and they use those recordings to train the speech models for their software.'[13] Unless you have "turned off this setting in all the locations where it exists" [14] Google is collecting your biometric data and using it "to develop and improve its audio recognition technologies."[14]

On entering a store, we accept that we are being recorded by CCTV, yet we never approach the store owner and ask about the retention policy for their security tapes because we trust that the files are being deleted or recorded over at regular intervals.

> The key to quality information governance and building trust in the information we use and share lies in having both the systems in place that are designed to ensure that 'authenticity, reliability, integrity and useability'[6] are part of everyday practice,

Following the national roll-out of the digital My Health Record, every Australian was automatically assigned a record and users were asked to 'opt out' rather than opting in. Data available in February 2019 suggests 'that the national opt-out rate was less than 10%.' [15] A cloud-based service that stores and gives access to all our sensitive medical information (as it is defined under the Privacy Act), yet it appears that greater than 90% of the population are happy with the service because they trust it is being managed securely.

We accept tracking cookies on our computers and devices without even reading what they are because we want to access the information on that website. Yet these (mostly) harmless cookies are building a picture of you online, telling your social media platforms what advertising to show you and what suggestions to make when you begin an online search query.

I can sit on my computer at work and search for an item for my employer and purchase it. I'll then go home and find advertisements for the same supplier and even the same item on my social media pages (and I don't access social media on my work devices), yet I write this off to 'Big Data' and overlook it.

FINDING A BALANCE

Privacy versus information security is something that needs greater research and warrants a far more sceptical eye by end-users. Following the launch of The Privacy Amendment (Notifiable Data Breaches) Act 2017, the Office of the Australian Privacy Commissioner began releasing bi-annual reports collating statistics of notifiable data breaches that were reported across all sectors and it makes for some very important reading.

According to the July to December 2021 figures '41% of notifiable breaches were caused by human error compared to 37% from cyber-security incidents' [16]. 190 out of 464 breaches reported within that 6-month period were from things like loss of a device, emailing the wrong person, using 'To' when sending a group email instead of blind-copy or forgetting to delete sensitive information before sending.' [16] This is a procedural issue; I don't raise it to imply blame. The necessary education and resources are being overlooked and that creates risk.

This factor is a large part of why trust is so important. Not only do we need to be sure we can trust the information we are accessing, creating and relying on is accurate and legitimate, but we also need to know that we can trust the holders of that information to manage it correctly, especially when dealing with our personal and sensitive information.

Education, so we know what the information assets are and where they're stored and for how long, is vital. But equally as important is knowing what is being collected by whom, the purpose of collecting it and understanding the risks associated with its loss along with robust practices in place to prevent that loss.

The key to quality information governance and building trust in the information we use and share lies in having both the systems in place that are designed to ensure that 'authenticity, reliability, integrity and useability' [6] are part of everyday practice, but also in guaranteeing that all areas of information management, security, IT and disclosure are working together with the same tools and processes to deliver best practice in the management of information assets across the organisation.

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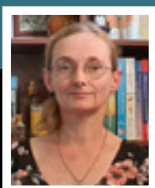
ABOUT THE AUTHOR

Annette Thompson is an Associate Member of RIMPA and graduated in 2011 from Curtin University with a Bachelor of Arts in Librarianship and Corporate Information Management and later completed a Graduate Certificate in Business (Leadership) from the Curtin Graduate School of Business. Annette commenced work in Information Management and Archives at Curtin University as a Records Project Officer in 2007 during her undergraduate studies, and is currently Senior Information Officer. Commencing in 2017, Annette now predominantly works within the Information Disclosure area under the Information Disclosure Compliance Officer and has completed professional development in Freedom of Information through the Office of the WA Information Commissioner and Privacy Compliance through Salinger Privacy.

RIMPA Emerging Professional Scholarship
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The RIMPA Emerging Professional Scholarships are granted annually to two deserving members who are currently in the early stage of their career; and are seeking continuing education to assist them in advancing to professional status. Applicants must be employed in the information management industry, considering professional status and be in their second or third year of membership.

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- Names and contact details of 2 referees.

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- complete the application form online, and
- are prepared to be included in an item on the scholarship in our e-newsletter and journal.

How is the scholarship recipient selected?

Scholarship winners are selected based on their responses to the questions contained within the application form and are checked against the eligibility criteria.

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- Why do you aspire to a Professional Member of RIMPA?
- Demonstrate how you propose to maintain an ongoing commitment to professional development and extending your existing skills?

Using the scholarship

1. Scholarship recipients are required to sign a Deed of Agreement setting out the terms and conditions of the scholarship.
2. The CEO will provide a preliminary status upgrade assessment for each scholarship recipient. The assessment will include recommendations for RIMPA workshops that may assist in filling competency skills gaps. Scholarship recipients can decide which workshops best support their professional studies.
3. Workshops must be taken within 10 months of the scholarship being awarded.
4. There is an expectation that scholarship recipients, make application for status upgrade to Associate level within 12 months of receipt.

RIMPA GLOBAL

Applications close 30 September 2022!

This is an edited version of a paper delivered at the Global Records Access Information Exchange, online via Aberdeen, Scotland, 28 September 2021. TW: mention of sexual abuse.

Whose history is it, anyway?

BY DR FRANK GOLDING OAM

The codification of children's rights extends back to the early decades of the 20th century. At the very time I was learning to read in a school enclosed within the Ballarat Orphanage, Australia was helping to draft the Universal Declaration of Human Rights 1948. "The family is the natural and fundamental group unit of society," it declared, "and is entitled to protection by society and the State". When the UN Convention on the Rights of the Child came into being in 1989, I had long gone from out-of-home Care (OOHC) and had children of my own. Had they been placed in OOHC (heaven forbid), they would—in theory—have the right to maintain contact with their family, and the right to participate in decisions that affect them.

However, the OHHC sector in Australia has never sung in harmony with the lyrical discourse of children's rights. In all my 4,397 days in OOHC, I was never once told why I was living in an orphanage even though I knew my parents were alive. I was told that if my father's visits continued to upset me (which they never did), or if I misbehaved (which I mostly did not), that privilege could be withdrawn. There was no discussion. The idea of having rights never occurred to me or my mates at the time. You don't really have rights if you don't know you have them.

It is a truism that rights are not handed to you. You have to assert or seize them. Decades have passed since Australia ratified the Convention on the Rights of the Child, but the struggle for rights is far from over in OOHC. Those who ran institutions seem to have been oblivious to children having a right to participate in decisions that affect them. In the particular matter of making, keeping, and accessing personal records, the idea that children—and the adults they have become—have rights is still not fully endorsed in the child welfare sector.

Thanks largely to the advocacy of Care leavers, however, a better understanding of rights is beginning to emerge in policy, though less so in practice. The peak advocacy body, Care Leavers Australasia Network (CLAN), has developed a Charter of Rights in Records.

With an emphasis on participatory rights, the Charter asserts ten rights including:

- opportunities to challenge inaccurate childhood records and to complete inadequate records;
- full and unredacted access to any records made about you or your family; and
- control over who has access to your personal records.

The CLAN Charter complements a set of national principles endorsed by governments around the nation, but they are not mandatory and practice is variable. Care leavers were gratified to learn that in 2017 the Australian Royal Commission into Institutional Responses to Child Sexual Abuse endorsed a rights approach to records made about children in out-of-home 'care'. The first principle was that making records is core business. Institutions take over the life of a child knowing that one day she will return to her family or go out into the wide world. How can they do this without owing a duty to make and keep records about her? Making records is not something that social workers or case managers should be doing as an afterthought on Friday afternoon. It's an essential requirement of the job.

The Commission's second principle was that, just as the decision to remove a child from her family is made in the best interests of the child, records should also be made with the same ethical frame of reference. 'Best interests' is a concept long promoted and marketed, but not always well applied. Records were (and are) often written for short-term operational or managerial purposes without thought for the best interests of the child in the longer term. They were written by police, court officials, clergy, social workers, case managers, child protection workers; and their readers were administrators, welfare officials, professional peers and colleagues—for use at a particular time for a particular purpose.

Decades have passed since Australia ratified the Convention on the Rights of the Child, but the struggle for rights is far from over in out-of-home care (OOHC).

Record makers never thought of themselves as writing for a time when the children became adults and would read them in the years to come. It is not surprising, then, that many Care leavers find it shocking and painful to read what was recorded. The Royal Commission confirmed what Care leavers have learned: records "regularly contain inaccuracies, inconsistencies, and indeed on occasions absolute omissions."

One Care leaver commented: "Got my file, but that's not me". It can be something like an out-of-body experience to read a file about yourself as a child. You are not a child with needs, love, hope, growing in achievements—just a child as the problem.

In my 4,397 days and nights as a Ward of the State, I was never asked for my view or opinions on anything. Like many other Care leavers when I read what was recorded about me and my family, I deeply regret that I was never given the opportunity to give 'our side of the story'.

It is not just about the discrepancy between what was recorded in writing and what I remember about my childhood. I came to my records with so many 'why' questions:

- Why was I separated from my family?
- Why was I not allowed see my parents?
- Why couldn't I live in the same place as my brothers and sisters?
- Why was I moved from one place to another so often?

Most Care leavers also want to see if there are any records of vaccinations, any photos of them, any school reports. Many ask: What was I like as a child? So often there are no answers in the records. This disparity is the nub of a major problem—and one that could have been avoided if children had been involved in helping make the records.

Care leavers were disappointed that the Royal Commission did not deal adequately with questions about the participation of children in making the records and the related issue of who owns the records.

Records were (and are) often written for short-term operational or managerial purposes without thought for the best interests of the child in the longer term.
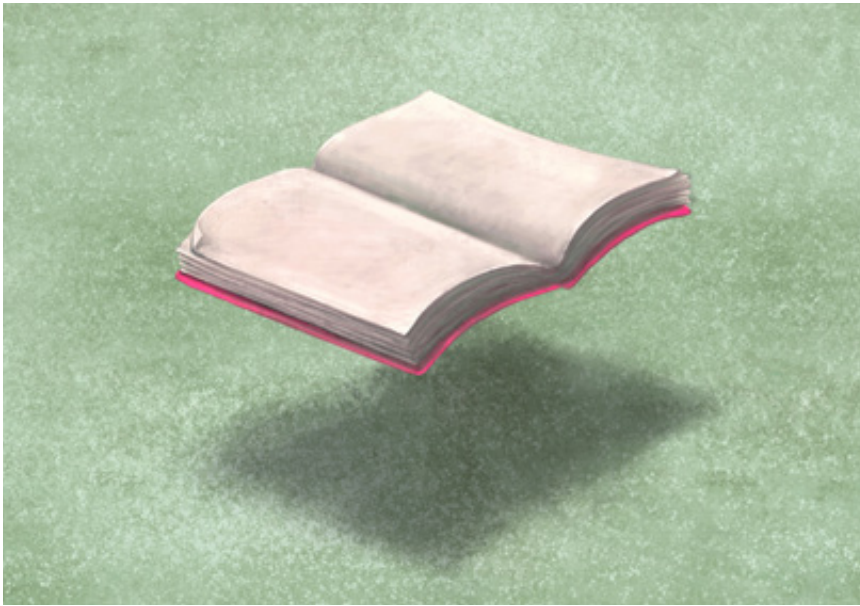
As indicated by the common use of the term 'my file', Care leavers often assume that the records are about them so they must belong to them. Unfortunately, this is not conceded by records holders—with a few notable exceptions.

Yet, it is now acknowledged, what was written about us all those years ago is far from being an 'objective' narrative of 'what happened' to children and their families. Why do agencies cling so possessively to their archives? In my own case, I left the OOHC system in 1953. I was 15 and now I'm in my 80s, I have never been able to get a coherent answer to the questions: Why do you still have a file about me as a child? What use is it to you? Why not just give it to me and you'll be done with it? These are not just legal or even just practical questions. They are also questions about rights—and a bigger question: Who's history is it, anyway?

Care leavers also find that many of the authorised histories and contemporary accounts constructed by welfare agencies are self-congratulatory spin. Punitive policies and brutal practices masquerade as benevolence.

In 1944, the Victorian Commissioner of Police praised the Salvation Army's work at Bayswater Boys Home as 'a national service to the country'. Yet sexual crimes were common knowledge: those in charge knew about it and so did the children. But the scandal was kept from the public in the interests of the organisation and its reputation. One former resident of Bayswater, now in his 70s, sleeps with an axe under his bed, vowing he will never be raped again as he and others had been in that notorious hellhole at Bayswater. His file contains nothing at all about his abuse.

Self-serving dishonesty was often amplified by an uncritical media. The Superintendent of my own Ballarat Orphanage, Bert Ludbrook, told a conference of the Victorian Children's Welfare Association in 1944 that "Institutions had made such strides and progress in the last quarter of a century that their environment was equal to that in the average middle class home". That is a gross misrepresentation unless Ludbrook's middle-class children were neglected, abused, used as unpaid workers, and lived in a state of extreme anxiety day and night. It is pleasing to note that the responsible agency (Cafs) has now removed the name Ludbrook from its headquarters building in Ballarat—and with the collaboration of former residents is constructing a truer history of life in 'care'.

It is easy to understand why many Care leavers have no confidence in historic records and top-down constructions of welfare history. If the ultimate right is the right to the truth, it is unlikely to be established without amplifying the voices of those who experienced child welfare. We must bring insider testimony and memoire closer to the centre of child welfare histories.

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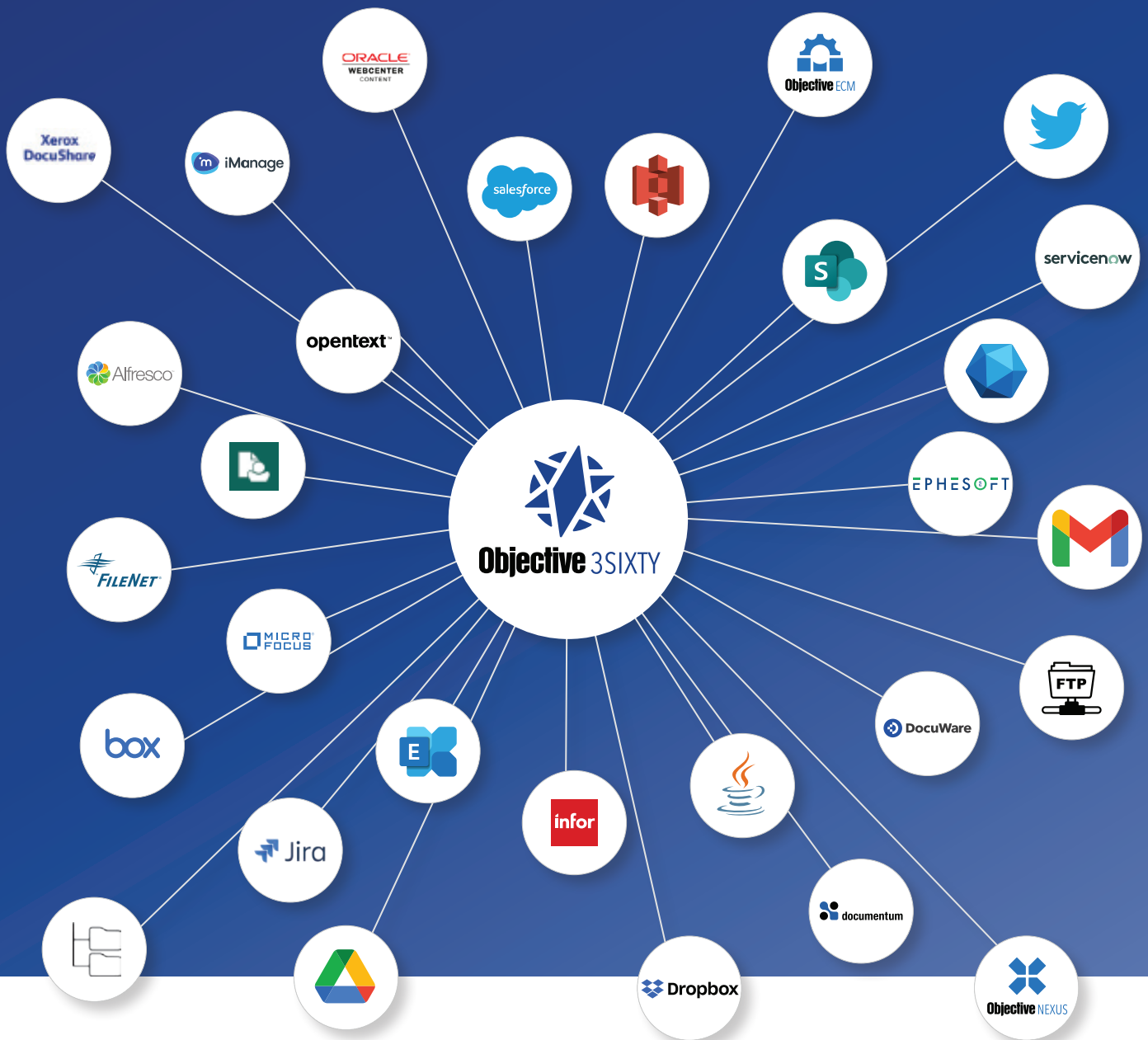
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ABOUT THE AUTHOR

Dr Frank Golding OAM is an Honorary Research Fellow at Federation University Australia. Institutionalised as a child, Frank is a Life Member of Care Leavers Australasia Network (CLAN). He has contributed to formal inquiries and to national projects dealing with child welfare, presented papers in a number of countries and published more than a dozen books, and numerous book chapters and articles. His Ph D thesis is entitled Care Leavers Recovering Voice and Agency through Counter-Narratives.

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Objective

File Management and Information / Records Management Disciplines Divide.

During a recent placement at RIMPA (as a part of studies in Information Management) I was involved with a project to make The iQ Magazine content searchable - and thus more accessible for readers - requiring review of editions as far back as 1984.

BY JOSHUA JONES

Reviewing content ranging more than 30 years highlighted the enormous influence mass implementation of digital technologies has placed upon Information Management. Transitioning from physical to virtual has necessitated navigation of changing hardware, software, formats and associated compatibility requirements. Additionally, an evolving proliferation of new and amended legislation and standards to manage digital integration with existing (often outdated) systems of regulation and law continues.

However, a consistent point of omission within literature is little (if any) focus given to the application of broad-range standards for the manner in which information is managed in an administrative capacity. That is, for the vast amount of information created and managed within day-to-day professional functions (i.e., routine data) there are limited enforced standards, protocols or controls related to its management.

VISUAL INFORMATION MANAGEMENT REVOLUTION

The historical value of routine information is varied and may change during its lifecycle. As almost all records and (related or unrelated) information will incur digital interaction, GUI based file management will factor in its preservation, administration and access. Data may remain as data, or provide meaning and context to records (similar to metadata) and certain information may or may not ultimately become a record, depending on its purpose or requirement.

Introduction of the first enterprise level graphical user interface file managers in the early 1990's (such as Windows File Manager and Apple's Finder) represented a revolution in how the workplace visualised and managed information. Free from Command Line operations, users were now able to create and manage records and information in a visually hierarchical environment affording control over almost all aspects of its management (i.e., creation, preservation, retention and disposal).

As such, information managed on user and enterprise levels present numerous operational (and often financial) risk challenges that require management, standards and controls to mitigate potential impacts (i.e., data governance, information standards, implementation / scalability etc.).

However, from inception in the 1990's to the present, an absence of user / enterprise level policy and controls for operating system file management systems remains. This lapse in structured information management protocols presents risks to the preservation and recall of data, information and records' descriptive, preservation and content information.

INHERENT DIGITAL BEHAVIOUR AND FREEDOM OF CONTROL

Computers inherent characteristic when preserving data is to alphabetise, chronologise and provide logical sequence to files. However, the ability of users to override all inherent hierarchical, chronological and naming conventions within a file managers' graphical user interface nullifies controls that provide (some degree of) standards for information preservation.

This issue is exacerbated on two fronts: firstly, that native file managers built into operating systems enforce none of their inherent characteristics by way of policy or permission. And secondly, a general absence of enterprise-wide policies and standards for managing routine information's hierarchical standards, document controls and retention and disposal policies.

LEVERAGING INFORMATION MANAGEMENT POTENTIAL

Where dedicated CMS / EDRMS provide controls to manage records and information effectively and compliantly, the same cannot be said for the day-to-day management of routine records and information within most operations.

The volume of data created and managed via routine operations represents a large proportion of records and information as a whole, yet its importance is often understated.

Almost anyone who has worked in an office will recall files becoming 'lost' due to no procedure, convention or enterprise-wide policy concerning their creation, storage, retention or disposal – the cost to operations is rarely (if ever) quantified.

Implementation of enforced policies and permissions protocols within operating systems' native file managers is worth examination. Enforced standard that improve routine records and information management practices may yield direct results via operational efficiencies and risk and compliance benefits. Indirectly, wide-ranging file management may improve due to changes in file management behaviour resulting from imposed structured and uniform controls.

ABOUT THE AUTHOR

Joshua Jones – After more than 15 years working overseas in equities, commodities and analytics fields, I have returned to full-time study, completing a Bachelor's degree in Information Systems, followed by a Master's Degree in Information Management. These disciplines enhance a background of software and systems testing conducted for integration with logic-based file drive systems that meet user and enterprise efficiencies, audit and compliance requirements. Combining education and professional skills has been undertaken with a view to Higher Degree research into interdependencies between cognitive behaviour and technologies that influence information / data management and its effectiveness.

Data Conversion: Dos and Don'ts

BY SANDRA TULLER

As technology continues to evolve at a rapid rate, it is inevitable that you will be faced with at least one data conversion project during your career. There are many reasons why your organization might face a data conversion project. Your current system may be outdated. Perhaps you are in need of enhanced capabilities that are not supported in your current system. For example, an earlier box management system utilized by our office did not support a consistent format for data entry and did not require key information.

As a result, retention calculation was not possible. Maybe a change has been mandated. Our office experienced this; we were informed that our antiquated records management system would no longer be supported and were given one year to find a new product. After recovering from the initial shock, we realized that we had been presented with an exciting opportunity to pursue an updated system, designed to meet current and projected operational needs!

THINGS TO CONSIDER

There are numerous issues to consider when contemplating data conversion. Examples include:

- Setting your budget. What are you willing to spend, and where is the money coming from?
- Know your current system requirements and infrastructure. What equipment will be needed, and is that equipment compatible with existing hardware and software?
- Is the proposed solution able to accommodate future system enhancements?
- Is customer support and training available post-conversion, and for how long?
- Can the proposed solution be implemented within an acceptable time frame?

WHERE TO START

The key to any successful project is selecting an awesome team. Include someone from your IT department who understands your existing equipment and system configuration. Include your manager, supervisors, account representative, and training specialist. Consider including some of your power users, both internal and external, in the process. They can provide valuable insight regarding what your staff users and customers are looking for.

Document how the current system works. It may be helpful to provide a system demonstration for the team. Clearly define your system needs, including anticipated future needs, in writing. Describe what functionality must be retained, and what improvements are needed. This will serve as your specifications document. Solicit input from all team members. Keep an open mind and listen to all suggestions. Not all ideas can be implemented but everyone has something to contribute.

The key to any successful project is selecting an awesome team.

Establish your meeting format. Be sure to include a timeline. Develop a responsibilities matrix, which clearly states who is accountable for each project task, such as updating timelines and project specifications.

WHAT'S NEXT?

Your specifications are established, and preliminary meetings have concluded. Now it's time to research available products and alternatives. Invite vendors to give demonstrations and arrange visits to other agencies to learn about their systems and processes. Select a product that meets your business needs. Keep in mind that some changes to your current business processes will likely be necessary. Exercise caution when determining where change is warranted. Remain open to altering your business processes when it is expedient to do so; avoid altering a process simply to fit a product. Ensure the selected product can be implemented within your timeline.

THE PROCESS

A good working relationship with your entire project team is crucial. Communicate regularly and be specific. It is imperative to ensure that your programmer and account representatives have a copy of your timeline and specifications document at their disposal and that they understand your system functionality needs to the fullest extent possible. Review the system demonstration and specifications, if needed, taking care to provide ample time for questions and answers. Plan sufficient time to develop clear and detailed test plans.

TEST PLANS

Test plans define your project, state the objective and anticipated completion date, specify transactions to be tested, and provide a standardized format for performing the tests. A sample transaction test format is displayed below:

- Transaction: State the function to be tested (Box Retrieval)
- Test Case: Describe how the test should be performed (Enter a retrieval request for box #123)
- Expected output: Describe the desired system response
- Actual output: Describe the actual system response

The testing process ensures that desired transactions are accurately completed (positive transactions), and that illegal transactions are disallowed (negative transactions). A test plan should also include sections for testing reports, documenting problems that must be resolved before conversion, and a signature page for authorized representatives to sign, signaling their acceptance of the completed test plan. Plans for testing system security and barcode functionality also need to be developed.

System modules should be tested separately; each module needs its own unique test plan. In a past conversion, our agency tested seven modules in addition to barcode and security components. A sample process outline follows:

PERFORM TEST TRANSACTIONS

- Document errors encountered where indicated in the test plan
- Re-test the entire module until error-free
- Obtain required signatures where indicated in the test plan to certify acceptance of the completed module
- Repeat the process for all subsequent modules

Often, a previously tested module will exhibit problems after a subsequent module is brought into the mix. Accordingly, when testing a new module be sure to test all previously approved sections to ensure that all modules work correctly. Document issues within the current test plan. Do not sign off on the current module until all issues with previous modules have been corrected.

While data conversion is certainly a collaborative endeavor, your department must take ownership of test plan development and system testing.

After all, you are the experts regarding your core business processes and how your new system should function in accordance with those processes. You are ultimately responsible for ensuring the new system is accurate and adequate for

business purposes. During a past conversion, our programmer stated that I did not need to re-test a module that had been sent back for correction because he completed the testing process and determined that the module was working accurately. I may have been born and raised in Southeastern Pennsylvania, but, when it comes to one of my test plans, I'm from Missouri! Don't **tell me** it works, **show me** that it works. I ran through the test plan myself, and did, indeed, find an issue. The module was sent back to the

Plan sufficient time to develop clear and detailed test plans.

programmer for another correction.

Maintain a clear assignment schedule and update it regularly so the testing team knows the status of the project, as well as their own assignments, at all times. Make sure your testing protocol contains a clearly defined process for reporting issues and documenting required fixes.

Finally, complete testing of barcode functionality and system security must be performed. This can be tested with each module or as a separate process after all modules have been completed. In our case, barcode functionality and security testing were completed for the entire system as our final step in the testing process.

TEST PLAN CAVEATS

A test plan is an effective tool, but only if followed consistently by all users. During a past conversion process, I noticed that one particular function was not working, even though I had documented the problem on the test plan. As I investigated further, it became apparent that the programmer and I were interpreting the test plan in different ways. In other words, I was speaking "apple" and the programmer was speaking "orange". Once the disconnect was identified, we were able to work together to get the project back on track.

It is helpful to keep in mind that stress is normal during the testing process. In my opinion, if you have no stress during testing, you are obviously overlooking something! Days are long, the work is intense, and the seemingly endless cycle of reprogramming and re-testing can be, quite frankly, demoralizing. Consider implementing a rotational job assignment schedule in order to provide some relief for your team. For example, if a team member is assigned to work on a test plan in the morning, rotate that person to a completely different, non- conversion-related assignment during the afternoon.

> While data conversion is certainly a collaborative endeavor, your department must take ownership of test plan development and system testing.

PRE-CONVERSION

Parallel testing must be completed prior to go-live. Parallel testing is the process of working the old system (production) and the new system (test) simultaneously in order to verify that the results are the same in both systems. Two teams of parallel testers are needed—one to enter transactions in test and one to enter transactions in production. Develop one set of transactions, designed to touch each area of system functionality. The same transactions must be entered in both the production system and the test system. You may want to invite power users from customer agencies to participate. Make sure participants are fully trained on the new system prior to parallel testing.

TRAINING

Ideally, all users should be fully trained prior to go-live. Remember, the old system will no longer be available after go-live, so users really need to know how to operate the brand-new records management system from the first day. Discuss and finalize your training plan. Will your format be in-person or virtual training? Advance arrangements for meeting rooms and adequate equipment will be needed if you are planning in-person, hands-on training.

Some product vendors may provide initial training for system users. If this is the case, you will need to work out the details with your vendor. Determine who is responsible for creating training materials. Your product vendor may have training materials available to your users. If not, you will need to create your own. Finally, discuss and finalize a plan for managing your ongoing training needs. Maintain and publish an updated training schedule regularly. We are fortunate to have a department trainer, who is responsible for our ongoing training initiatives. We provide regularly scheduled virtual training sessions.

PRE-CONVERSION REPORTS

Pre-conversion reports consist of a sample of all system reports. The reports are run at go- live, just prior to shutting down the old system. Work with your programmer to coordinate timing for your pre-conversion report generation.

POST-CONVERSION REPORTS

Post-conversion reports consist of a sample of all system reports. They are the same reports run during pre-conversion. Post-conversion reports are run at go-live, just after bringing up the new system. Work with your programmer to coordinate timing for your post-conversion report generation. Assign teams to compare pre- and post-conversion reports. The results should be identical.

GO-LIVE

This is the magical moment when you see all of your hard work coming together! Everything has been tested and should be working seamlessly. However, a thorough review of the process and reports must still be performed. Make sure the old system will be available after go-live in case a rollback is necessary.

THE GRAND FINALE

You're almost finished! Verify that review and comparison has been completed for all pre- conversion and post-conversion reports. Document any problems and report them to your programmer immediately. Documentation should include a responsibilities matrix, detailing

who is responsible for addressing each post-conversion issue reported, along with the timeline for resolution.

DOCUMENTATION

Document how your new system works. Check with your vendor to see if they provide user training manuals. Ideally, manuals should include screenshots and step-by-step instructions. Include a table of contents to enable users to easily locate information. Be sure to include a contacts page so users know who to call or email for assistance. Provide screenshots and explanations for each report.

REMEMBER

Take time to congratulate yourself and your team members on a job well done! Everyone has worked very hard, and team recognition is certainly in order. We hosted a luncheon and handed out certificates of appreciation to our team members. The possibilities are endless. The important thing is to provide an opportunity for your team to come together to celebrate their outstanding accomplishment.

"This article is published in cooperation with ARMA International. The original article can be found here: *Data Conversion: Dos and Don'ts – ARMA Magazine.*
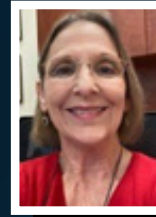
ABOUT THE AUTHOR

Sandra Tuller has been a Pinellas County employee since June of 1999, and currently serves as Senior Manager of the Pinellas County Clerk of Court Records Management Department since June 2014. A native of southeastern Pennsylvania, Sandra earned her Bachelor of Science in Education from Northern Illinois University, DeKalb, Illinois. In addition, she holds a Records & Information Management Specialist Certificate from Chippewa Valley Technical College, Eau Claire, Wisconsin, and a Paralegal Studies Certificate from Rollins College, Winter Park, Florida. Sandra became a CRM (Certified Records Manager) in October 2013 and graduated from the Florida Certified Public Manager (CPM) program in 2009. Sandra's other professional credentials include Certified Paralegal (CP), Florida Registered Paralegal (FRP), and Florida Certified Records Manager (FCRM). She lives with her husband in Palm Harbor, Florida.

Information Management for the
Visual Learner

BY LEADERSHIP THROUGH DATA

Research shows over 60% of the population are visual learners.*

In fact, the human brain processes visual information faster and easier than text. As such, there is no better way of illustrating a subject than using a short video to outline key points, especially when the content can be a little technical and hard going on the brain.

Unlike other competitors on the market, Leadership Through Data (LTD) use training methods that are based on science. Applying the psychology of teaching and how people learn. By focusing on participatory learning methods, which are both interactive and engaging, LTD incorporate exercises, practical based case scenarios, and visual content to enhance learning.

At a day in the training room, you can expect to be taught by one of LTD's expert trainers in a fun, informative and innovative way, using pictorial content to increase learning retention. Numbers of delegates in the room are kept low to allow for maximum participation and valuable group discussions. By the end of the course LTD hope to equip the learners with all they need to know to be confident and knowledgeable in their area of data management. In addition to the courses they offer, LTD even offer tailoring options to achieve delegate goals, with customer satisfaction at the heart of the business ethos.

WHO ARE LEADERSHIP THROUGH DATA?

LTD is a family run business with data managing enthusiasts Jaki and Laura at the helm of the information management consultancy company.

They aim to unwrap and explain information management principles through a range of interactive courses, helping customers get the most out of the likes of Microsoft 365, SharePoint, and Teams.
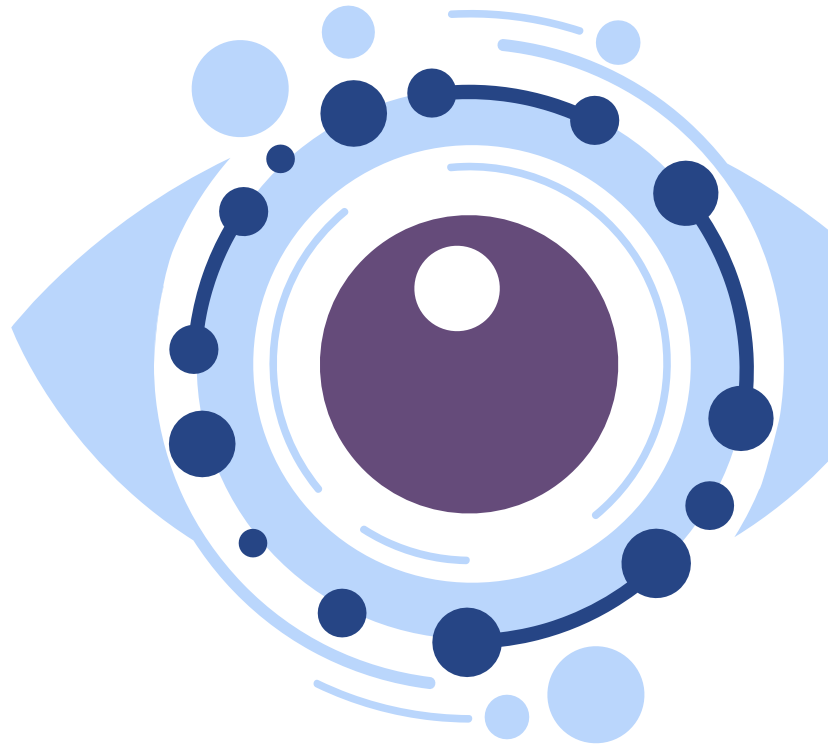
WHERE IT ALL BEGAN

Having studied Business Management at university, Jaki had always wanted to run her own business. Her career pursued a variety of roles from Complaint Management to Information and Records Management, which cemented strong expertise in the world of data management and training.

LTD was born in November 2017 offering a pioneering new way of delivering interactive and engaging information training courses, such as Microsoft 365 and SharePoint records management.

Shortly after Jaki set up LTD UK, Laura came on board leaving the police to run the business alongside launching LTDAU in 2020. The company has since grown to be where it is today. Always striving to find innovative approaches to creativity in the field and continuously evolving with technology.

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LEADERSHIP THROUGH DATA

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LEADERSHIP THROUGH DATA

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Helping to mitigate the risk of AI systems by making their decision-making explainable

BY KEITH DARLINGTON

AI (Artificial Intelligence) has become phenomenally successful during the last decade. But AI decisions are, like human decisions, uncertain. The reasons are that data and knowledge about a system are often unknown or incomplete. The modern variant of AI solves problems by using machine learning applied to large data sets.

These data sets are sometimes assumed to be large enough to minimize the room for prediction errors but that assumes that the data is complete. Even using very large amounts of data, this cannot be guaranteed. Most AI systems would display the probabilities associated with their predictions.

But that is not enough because users that are given advice from human experts would seek an explanation of how or why the advice was made. In the same way, explanation facilities that are part of an AI system would enable users to interact and understand better the decisions made by the system.
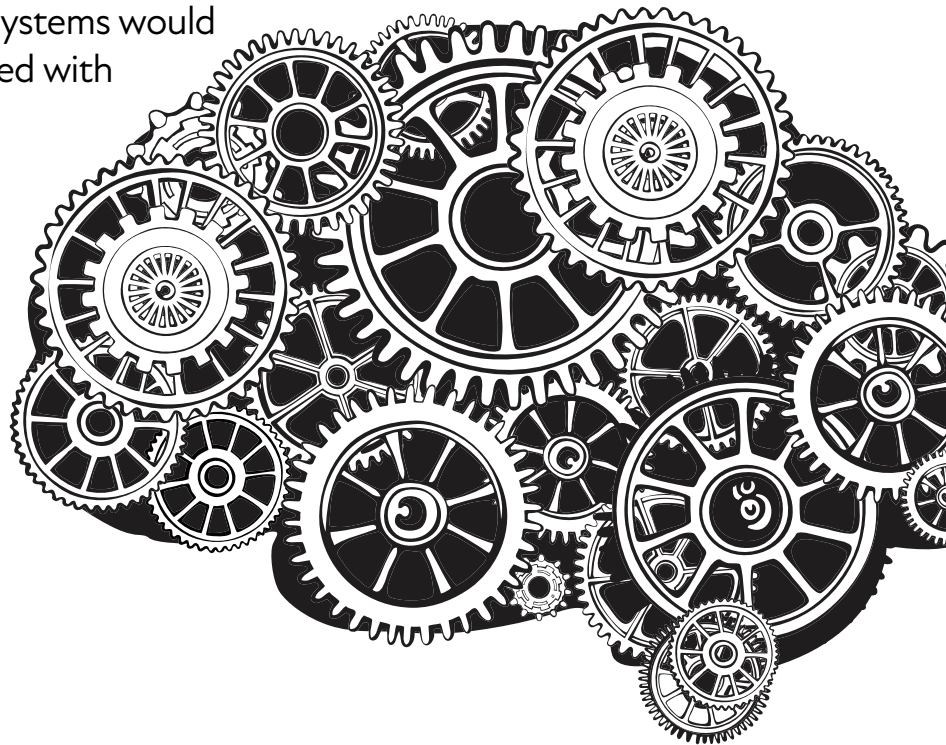
The problem is that the current generation of AI systems use neural networks that are "black box systems" and are not amenable to explanation. Yet, the inclusion of explanation facilities can make the workings of a system more transparent and, in doing so, enable users to better understand the risks associated with AI decisions. In this article, I describe some research work being undertaken to improve explanation facilities in machine learning systems. I also give some brief insights into how they work in practice as well as describe other benefits from the inclusion of explanation facilities if they conform to sound design principles.

THE DARPA XAI PROJECT

To date, little progress has been made in incorporating explanation facilities in machine learning systems. However, DARPA (the Defense Advanced Research Projects Agency), a division of the American Defense Department that investigates new technologies, recognized the importance of explanation facilities. DARPA understood that despite the high level of problem-solving capabilities of AI programs – they lacked explainability. They realized that AI systems, using current technologies, were woefully inadequate in explaining and making easily transparent their decision-making reasoning to human beings.

Hence, in August 2016, they provided funding for a series of new projects, called Explainable Artificial Intelligence (XAI). They said, at the time, that the purpose of these projects was to create tools that will enable a human on the receiving end of information or a decision from an AI program to understand the reasoning behind that decision. The Successful DARPA projects began in May 2017 and were completed in late 2021. The stated goal of Explainable Artificial Intelligence (XAI) was to "create a suite of new or modified machine learning techniques that produce explainable models that, when combined with effective explanation techniques, enable end users to understand, appropriately trust, and effectively manage the emerging generation of AI systems" (https://www.authorea.com/doi/full/10.22541/au.163699841.19031727/v1).

> It is important to realize that explanation facilities are not the same as help provided by many software systems explanation facilities specifically link an explanation to how the system reasons with its knowledge during the running of a system.

HOW EXPLANATION FACILITIES WORK IN AI SYSTEMS

It is important to realize that explanation facilities are not the same as help provided by many software systems because explanation facilities specifically link an explanation to how the system reasons with its knowledge during the running of a system. Explanation facilities are contextual and would differ according to the predictions given by a system.

Explanation facilities are not new and have been used successfully with the previous generation of AI systems. For simplicity, I will illustrate how they worked with the previous generation of AI called symbolic AI. Such systems store knowledge about their subject domains explicitly using symbols and manipulate these symbols using logical operatives. These systems would often manipulate knowledge stored in the form of rules. Explanations would then derive directly from these rules and could be interactively viewed by the user. This explanation could be activated during or after a consultation with the system. These explanations could take the form of the user wanting to know "how" the system advice was given – or "why" the system is asking a question from a user. For example, consider the following rule taken from a healthcare expert system:

RULE 1

If alcohol consumption is high, and patient salt intake is high, then blood pressure is likely to be high.

This very simple example can be used to illustrate a 'how' explanation. If the above system arrived at the conclusion that the risk of heart failure is high, then the user could find out "how" the expert system arrived at that conclusion.

The expert system might respond with something like the following:

I found patient alcohol consumption is high by asking the user directly.

I also found patient salt intake is high again directly from the user and therefore, conclude that the blood pressure is likely to be high from the activation of RULE 1.

A user could also find out why a particular question is being asked. For example, if the user is asked the question: How many units of alcohol does the patient consume per week?

The user could also use explanation facilities to find out why it is asking this question. A user might respond: Why?

The expert system might respond: I am trying to prove RULE 1, to find out if blood pressure is likely to be high. To do this I need to find out if alcohol consumption is high.

EXPLANATION IN XAI MACHINE LEARNING SYSTEMS

The Explainable AI project seeks to integrate problem-solving performance with explainability by using the same machine learning technology. One approach to this could train the neural network to associate semantic attributes with hidden layer nodes – to enable the learning of explainable features by modifying machine learning techniques.

For example, in learning to explain a neural network to identify birds from photographs, the semantic attributes would be things like "can fly" and "builds nests", and so on.

BENEFITS OF EXPLANATION FACILITIES

The results of XAI show that the inclusion of explanation facilities offers significant benefits (https://onlinelibrary.wiley.com/doi/full/10.1002/ail2.61). This has been borne out from previous empirical research that shows that a strong case can be made for the inclusion of explanation facilities (Dhaliwal 93, Darlington 2013). Some of the results include:

- Users prefer systems that provide decisions with explanations rather than systems that only provide decisions. Furthermore, explanations are most important to users that need to understand the way that the decision was made.

- Explanations are more helpful when an AI is incorrect and are particularly valuable for boundary cases.

- Explanations are used by all types of users and system designers should tailor explanations when appropriate to different user groups (see next section).

- Trust, user acceptance of a system, and learning can improve with the inclusion of explanation facilities providing that the explanation facilities comply with good design standards as described below.

## CHARACTERISTICS OF A GOOD EXPLANATION

A good explanation requires the inclusion of content and the delivery of the explanation. Factors should conform to principles of Human Computer Interaction (HCI) and could include consideration of all or some of the following:

- The user types. At a simplified level, this might be classified according to whether the user is a novice or expert in the subject domain. Novice users may use explanation facilities to understand the domain and possibly learn. Experts, on the other hand, may use explanation facilities to understand any dissonance they may have with system advice. For example, getting a second opinion on a medical diagnosis if the decision made turned out to be contentious. Furthermore, others may need to be considered such as the developers or policymakers. For example, a medical AI might be used by consultants, nurses, and other clinicians. Health executives and other policymakers may need to understand aspects of the system - such as confidentiality issues.

- The access mechanism. This refers to the way that the explanation is presented to the user during a system consultation. It could take the form of an explanation embedded in the user consultation screen, or via a pop-up window, or it could be user invoked when the user requires an explanation.

- Human computer interaction factors would need to consider the length

- A user model so that the system understands his or her knowledge attained to date. This means that the content can be customised.
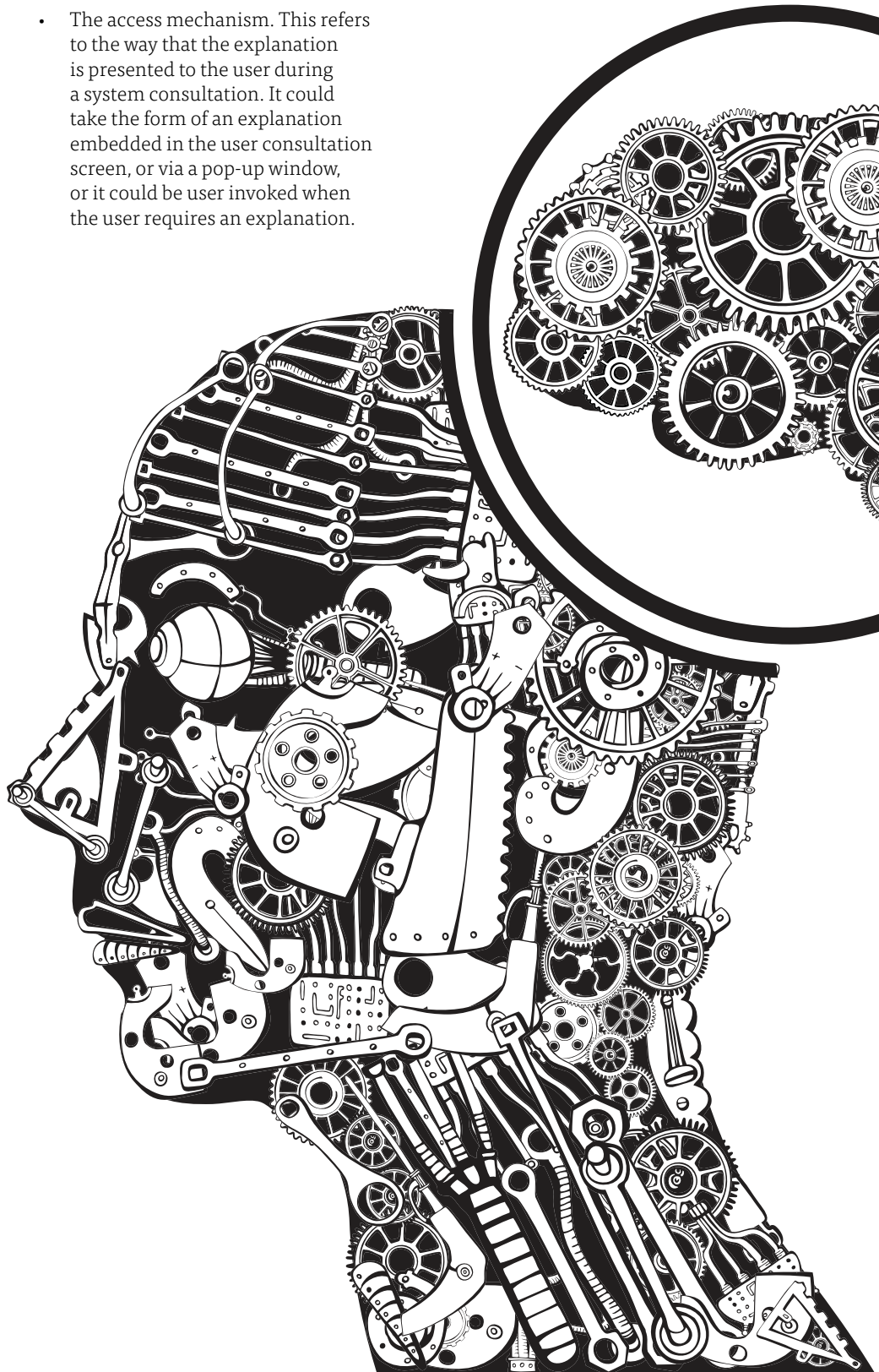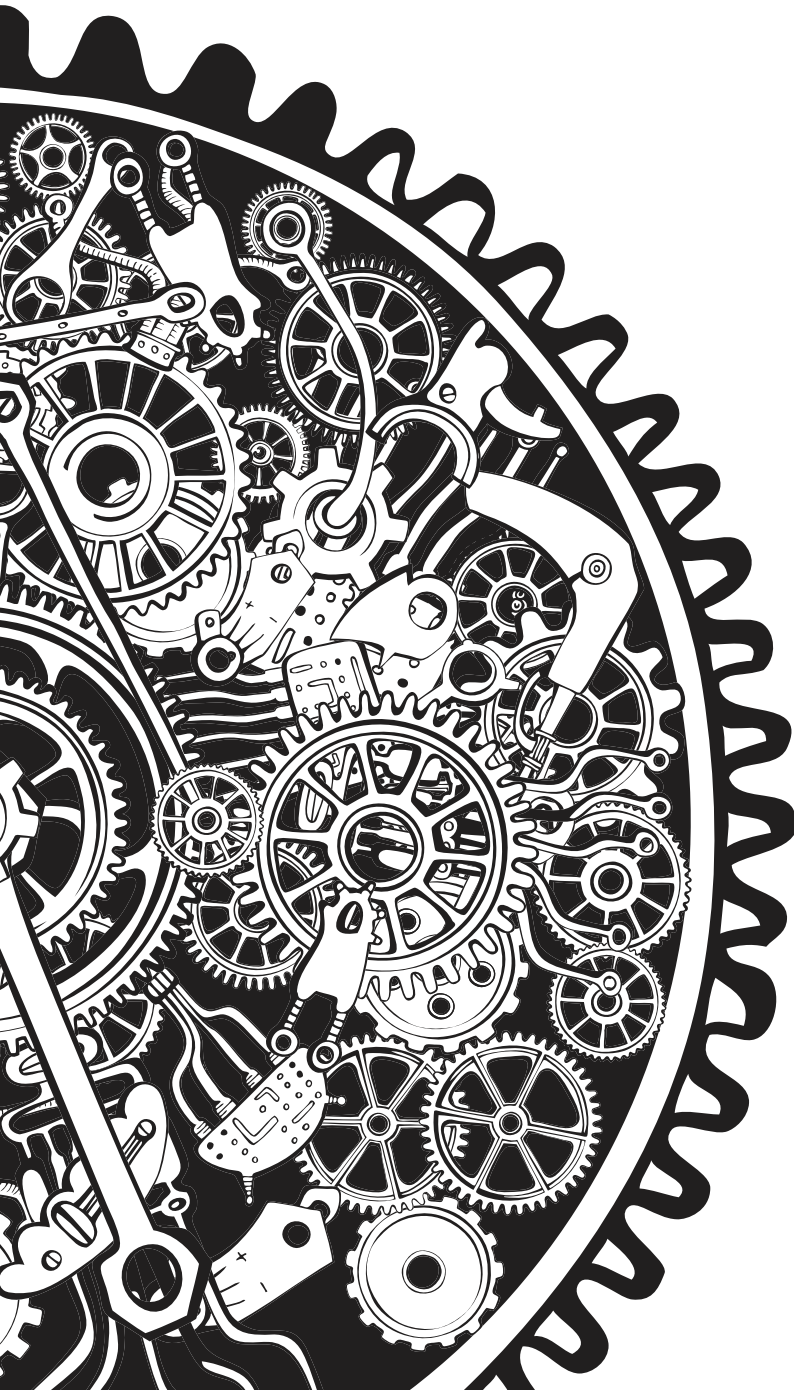
Designers of explanation systems may also need to consider the way the system interacts with the user. For example, the explanatory dialogue might need to present follow-up explanations if the user has not fully understood delivered by the system. This would mean maintaining a user model so that the system would know what the user knows and present the follow-up explanation accordingly.

CONCLUSIONS

This article has demonstrated the need for explanation facilities in the age of high-performance machine learning AI systems that are opaque in their operation. However, the inclusion of explanation facilities is an expensive add-on in terms of time and effort. Automating explanation facilities is difficult because explanation requirements will differ for different domains. The XAI project has developed an open-source toolkit called XAITK ((https://xaitk.org/)), which can be used to facilitate development through ideas relating to techniques and methodologies, as well as a means of evaluating effectiveness of explanations.

ABOUT THE AUTHOR

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

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GETTING TO KNOW...
Rebbell Barnes
LIFE MRIM

RIMPA
GLOBAL

MEMBER

After 44 years in Local Government Rebbell Barnes is retiring. We sat down with Rebbell to find out the story behind the last four decades.

You commenced work in 1978 at the Kogarah Library as a library assistant. Were you always destined for this industry?

I was a library prefect at school and was asked by the Schools Careers Adviser what I wanted to do for a career. I replied, 'be a Librarian!' So, within a heartbeat my career adviser had organised two weeks work experience at Kogarah Library with the Librarian Mrs Austen. This kick started my passion even further to be a librarian so when a paid position became available at the library, I was quick to apply and officially started work at the Kogarah Library on 17th April 1978.

During my working life at the Kogarah Library, I was fortunate enough to be able to study while I worked at the library. It wasn't long before I had completed my Library Degree and was able to apply for librarian roles. I moved to the Botany Council Library which kick started my career and profession as a Librarian, where we built the new central library at Pagewood which was opened by Premier Bob Carr and Mayor Ron Honing and NSW State Librarian Alison Crook.

What brought you to the records, information management industry?

As my career progressed so did my passion for the records and information industry. I became part of the team at the Randwick library service where we opened a central library in Maroubra, Randwick Council. But it was during the Olympics in 2000 when my career changed, and I was

moved up into the Customer Service and Records team in Randwick. My need to continue study led me to councils planning at NSW University as well as building applications at Sydney TAFE.

My next role embedded me deep into the council world when I became Councils Duty Planner at the Rockdale Council in customer service. I was asked by GM Chris Watson and Director Mrs Dawne Clark to take over the Records department and digitise the Councils records and libraries Local Studies area, I said yes. 4 million dollars later we bought Rockdale into the electronic world and then with NSW amalgamation of the two Councils Botany and Rockdale did the same – great achievement by all staff.

You have been an active member of RIMPA for a long number of years. What positions have you held over the last 15 years?

I first joined RIMPA in 2005. To date I have been on the NSW Branch council as: event coordinator, secretary and Branch President. I have served on the Board as NSW Board Director for 11 years.

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

Two things:
1. Working with Suzanna Waller to build the new three storey Rockdale library
2. Digitising the Botany and Rockdale Councils records area.

Who has had a significant influence on your career?

Library's – Chief librarian Mrs Margaret Austen, Kogarah library and librarian Alison Grellis, Randwick library.

Records – Mrs Dawne Clark, Chris Fripp, Judith Ellis, Barbara Reed, David Pryde, Anne Cornish and Thomas Kaufhold.

A lot of our members know you for your social post saying 'Champagne please' but do you have another quote or statement that has resonated with you throughout your career?

"Courage is doing what you are afraid to do"

Achievements and Awards

- 1999 Rotary Award from the Randwick Rotary for Good Customer Service to the people of Randwick Council area.
- 2018-19 Bayside Council received the RIMPA 'Outstanding Group Award' in NSW
- 2019-20 received the RIMPA 'Outstanding Individual Award' for NSW
- 2019-20 received the RIMPA 'Outstanding Individual Award' for Australasia.

I was privileged to be awarded 'Life Membership' of RIMPA in 2021 and achieved MRIM status.

What are you looking forward to most now that you have retired?

I will be spending more time helping RIMPA and doing volunteering work with the Australian Ballet and NSW State Library.

I'm a First 78er Mardi Gras and as the coordinator of events I'm organising a 350 people cocktail party for the 2023 Pride & Mardi Gras at the NSW State Library.

Having time with my elderly mum – Maureen, Aunt Audrey and 90-year-old Uncle Neil.

And of cause spending more time with my dear partner Garry Case and travelling to our 14-acre farm at Crabbe's Creek near Bryon Bay.

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EzeScan is one of Australia's most popular production capture applications and software of choice for many Records and Information Managers. Solutions range from centralised production records capture, highly automated forms and invoice processing to decentralised enterprise digitisation platforms which uniquely align business processes with digitisation standards, compliance and governance requirements.

Contact: Demos Gougoulas, Director Sales & Marketing | 1300 393 722

FYB

At FYB our customer promise is to provide secure,
easy to use, leading edge technological solutions, to enable organisations to harness the power of their information so they can provide excellent services to the community. We've stayed true to our core beliefs—to deliver the best information governance, systems and solutions to our customers.

Ph: 1800 392 392 | E: info@fyb.com.au | W: fyb.com.au

GRACE INFORMATION MANAGEMENT

Grace ensures business information is managed as the
high-value asset it is, throughout its lifecycle — Capture, Control, Storage, Access, and Secure Disposal. Established in 1911, Grace operates a national network of 28 branches across every capital city and major regional centre, each equipped to provide best-in-class secure physical records and specialist digital information management solutions. Partnering with Grace ensures information is expertly managed, whilst our digital specialists provide tailored transformation pathways to increase digital maturity. Locations: Across Australia

Ph: 1800 057 567 | E: GIM-sales@grace.com.au | W: grace.com.au/information

ICOGNITION

iCognition is an Australian SME and the trusted advisor of choice to our clients for enterprise-wide information management and governance, consultancy and solutions implementation. We provide IMG services and software to government, not-for-profit, education and private sector enterprises across Australia and overseas. iCognition's goal is to ensure enterprises maximise the value of their information, while minimising cost and risk. Locations: Canberra, Sydney, Adelaide and Brisbane

Ph: 0434 364 517 | E: Nicholas.Fripp@icognition.com.au | W: icognition.com.au

IGNITE

Ignite has been assisting public and private sector organisations with talent services since 1984. We provide Specialist Recruitment (IT, Federal Government, Business Support & Engineering), On Demand (IT managed services) and Talent Solutions (RPO, Training, recruitment campaigns & talent management services). For four decades, we've been igniting the potential of people and have built a reputation as Australia's trusted talent advisor. Locations: Sydney, Western Sydney, Canberra, Melbourne, Perth

Ph: 02 9250 8000 | E: Catherine.hill@igniteco.com | W: igniteco.com

INFORMATION PROFICIENCY

Information Proficiency is a Records and Information Management specialist providing a full range of services and software. We cover everything IM; from strategy to daily operational processing practitioners, full managed services, technical support and helpdesk, training, software development, data migration, system design and implementations. We work with many IM products including MS365, e-signature, workflow, scanning, reporting and analytics. We also develop a range of productivity tools and connectors. We work hard to understand your requirements and implement solutions to match. Services available in all states and territories. Locations: Perth, Western Australia

Ph: 08 6230 2213 | E: info@infoproficiency.com.au | W: infoproficiency.com.au

IRON MOUNTAIN

Iron Mountain Incorporated (NYSE: IRM), founded
in 1951, is the global leader for storage and information management services. Trusted by more than 225,000 organisations around the world, and with a real estate network of more than 85 million square feet across more than 1,400 facilities in over 50 countries, Iron Mountain stores and protects billions of valued assets, including critical business information, highly sensitive data, and cultural and historical artefacts.

Ph: 02 9582 0122 | E: anita.pete@ironmountain.com | W: ironmountain.com

IPLATINUM

iFerret is a turnkey enterprise search solution developed by iPLATINUM that works like "google" over your corporate data. iFerret enables you to find information quickly across your enterprise. Location: Sydney, Melbourne

Ph: 02 8986 9454 | E: info@iplatinum.com.au | W: iplatinum.com.au

LTD

Leadership Through Data provide Microsoft 365 focused information and records management training that has been developed by information and records managers to Australian and New Zealand Records Standards. Our core offerings are designed to help Information and Records Managers make sense of Microsoft 365 so that strategy and policy can be developed with a true and accurate understanding of the platform's capability. Our SharePoint Foundation offering helps with understanding the core of M365 before providing education in specific aspects – Records Management, Information Protection and Privacy Management, and Information Architecture.

E: jacqueline@ leadershipthroughdata.co.uk | W: leadershipthroughdata.co.uk

MICRO FOCUS

At Micro Focus we help you run your business and transform it. Our software provides the critical tools you need to build, operate, secure, and analyse your enterprise. By design, these tools bridge the gap between existing and emerging technologies—which means you can innovate faster, with less risk, in the race to digital transformation. Locations: Sydney

Ph: 0416 223 226 | E: dincsoy@microfocus.com | W: microfocus.com

OBJECTIVE

Objective Corporation - Powering digital transformation with trusted information. With a strong heritage in Enterprise Content Management, regulation and compliance, Objective extends governance capability throughout the modern workplace; across information, processes and collaborative workspaces with governance solutions that work with Objective ECM, Micro Focus Content Manager and Microsoft 365. Through a seamless user experience, people can access the information they need to make decisions or provide advice from wherever they choose to work. Locations: Australia: Sydney, Wollongong, Canberra, Brisbane, Melbourne, Adelaide, Perth; New Zealand: Wellington, Palmerston North

Ph: 02 9955 2288 | E: enquiries@objective.com | W: objective.com.au

RECORDPOINT

Founded in 2009, RecordPoint is a global leader in cloud-based information management and governance services. Our adaptable layer of intelligence offers complete insight and control over all in-place data, records, and content, enabling organizations to increase compliance and reduce costs. RecordPoint enables regulated companies and government agencies to reduce risk, achieve greater operational efficiency, and drive collaboration and innovation.

Ph: 02 8006 9730 | E: salesapac@recordpoint.com | W: recordpoint.com

RECORDS SOLUTIONS

Records Solutions is an Australian-owned company, founded in 1994. Created BY Information Managers FOR Information Managers, our team provide records and information management solutions to the industry. As a software neutral vendor, our only concern when working with you is what is best for you. With a Quality Management System developed in accordance with AS/NZS ISO 9001:2016, we aim to assist you in achieving the best outcome for your project. Locations: Brisbane

Ph: 1300 253 060 | E: admin@rs.net.au | W: rs.net.au

TIMG - THE INFORMATION MANAGEMENT GROUP

TIMG has been in the Information Management business for more than 20 years. We are known as a company that solves Information Management problems and we remain committed to providing innovative, smart and cost-effective information management solutions for our clients. As the digital world rapidly evolves, we remain committed to helping clients accurately store, track, access, retrieve and cull data. Some of the services we offer include Document Conversion and Digitisation; eDiscovery solutions for the legal industry; Litigation Support; Document Management Software; Aperture Card Conversion; Online Backup and Cloud solutions; Mailroom and Mail handling services; Scanner Sales and Rental.

Ph: (02) 9305 9596 | E: info@timg.com | W: timg.com

VOTAR PARTNERS

Since 1989 we have been providing expert advice and support to organisations across all sectors.
Independent of all vendors, offering proven methodologies, skills and expertise to ensure our focus is on our clients and their stakeholders.
We focus on:
1. Governance – structures and resources
2. Technology – transformation, infrastructure and operations
3. Information and data management – compliance and effectiveness
4. Regulatory compliance – risk, resilience and reputation
5. Change/communications – development and delivery
6. Process improvements – efficiency and effectiveness
7. Sourcing – reviews, procurement and implementation of systems and services

Ph: (03) 9895 9600 | E: votar@votar.com.au | W: votar.com.au

WYLDLYNX

Wyldlynx – We take your business personally. WyldLynx provides Information Management, Governance solutions and services using a unique blend of cutting-edge technology, real world experience and proven industry principles. This allows Organisations to manage their Information, Security, Privacy and Compliance across enterprise systems with reduced risk, complexity, and cost. WyldLynx has a reputation for delivering value through long term relationships built on trust, shared vision, and a continual investment in relevant innovation. Locations: Brisbane

Ph: 1300 995 369 | E: contact@wyldlynx.com.au | W: wyldlynx.com.au

ZIRCODATA

A market leader in Records and Information Management, ZircoDATA provides secure document storage and records lifecycle solutions from information governance and digital conversion through to storage, translation services and destruction. With world class Record Centres nationally, we deliver superior service and solutions that reduce risk and inefficiencies, securely protecting and managing our customers' records and information 24 hours a day, every day of the year. Locations: HQ Braeside, Victoria

Ph: 13 ZIRCO (13 94 72) | E: services@zircodata.com.au | W: zircodata.com.au

RIMPA GLOBAL

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MEET THE BOARD

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

RIMPA's Board of Directors bring decades of industry insight and a wealth of experience, who formally represent the organisation. The Board of Directors consists of one elected member from each Branch with a Chair elected from the Board of Directors, as well as three independent directors.

Thomas Kaufhold
B Admin, Life MRIM
Chair and Australian Capital Territory (ACT) Director

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

John Sim MRIM
Victoria and Tasmania (Vic/Tas) Director

Rebbell Barnes MRIM
New South Wales (NSW) Director

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

Carolyn Atkinson ARIM
Western Australia (WA) Director

Peter Williams
Independent Director

Julie Apps, Life ARIM
Independent Director

Jeremy Manford
Independent Director

RIMPA CENTRAL OFFICE

MEET THE TEAM BEHIND THE SCENES

1/43 Township Drive,
Burleigh Heads Qld 4220

www.rimpa.com.au

RIMPA GLOBAL

Anne Cornish MRIM
Chief Executive Officer

Jo Kane B Bus (Tsm) Grad DipTeach (Sec) Cert IV (WIT)
PR and Marketing Manager

Tynelle Spinner Dip. (Lib&InfoServ)
Member Services Coordinator

Amie Brown (B Mass Comm)
PR and Marketing Coordinator

Sunshine Craig
Executive Assistant and Accounts Officer

Rehana Adcock
Events Coordinator

Renee Harris
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Principal Trainer and Assessor

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RIMPA
ROADSHOWS

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Connection is everything! Get back to business and reconnect with your tribe at this full day mini convention and trade show.

Featuring keynotes: Lindsay Adams, Anne Cornish, Dr Selena Fisk plus local on the ground industry experts!

- Interactive discussions
- Invaluable networking opportunities
- Enhance your professional development
- Gain the latest insights and innovations from industry thought leaders
- Live Q & A Fireside Chat
- Dedicated trade show

Roadshow dates:

Date	Location
6 October 2022	Sydney
10 November 2022	Adelaide
30 November 2022	Canberra
16 March 2023	Brisbane
20 April 2023	Melbourne
22 June 2023	Darwin

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