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OCTOBER 2019

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50TH BIRTHDAY

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INFORMATION
MANAGEMENT EXPERT

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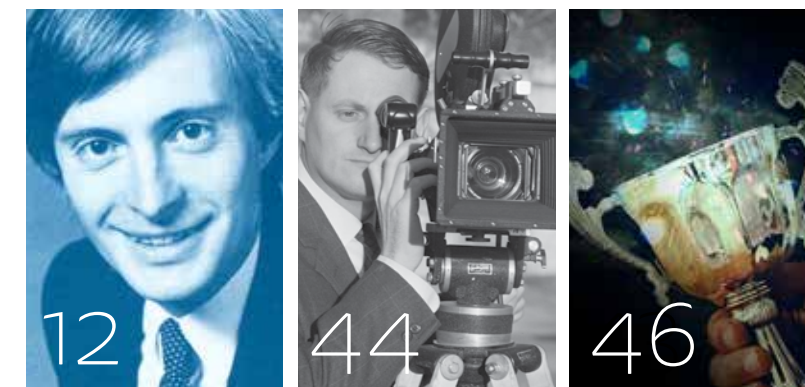
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ANNE CORNISH
MRIM, GENERAL
MANAGER, RIMPA

“Turning
50 as an
Association is a
huge milestone
and one that
all members
should all be
proud of.”

VIEW FROM THE GENERAL MANAGER

Welcome to the August edition of iQ. I hope you enjoy reading insights from experts in the education section. There’s also Mike Steemson’s interview with industry great, Ken Tombs and Phil Taylor’s thought-provoking article about what motivates staff to learn, plus much more.

During RIMPA’s 50th birthday year, I feel it’s timely talk about some of the Association’s great members from the past five decades.

Turning 50 as an Association is a huge milestone and one that all members should all be proud of.

My memories of RMAA/RIMPA started in the 80s as the new kid on the block when I thought I knew it all and admired Judith Ellis and David Moldrich, both of whom still contribute to the industry.

I attended a Victorian State meeting in Lorne at age 18 to debate why corporate members didn’t have a vote at the AGM. Ray Holswich, another great industry ambassador, encouraged my passion for asking questions. At the time, Ray took me aside and suggested that one day, I’d make a good director of the Association as I was vocal (not much has changed in that regard).

I subsequently went under the wing of Julie Apps, one of my favourite people, both professionally and personally. Julie knew everything and was what we used to refer to as a Registrar (the person responsible for keeping a list of Victorian members, before software).

It was a privilege to sit at the table with my idols, Judith and David, as well as people like Rosemary Kaczynski, Frank Upward and Betty Powell.

In the 1980s and ‘90s, Branch Councils consisted of up to 15 people and at some Branch Annual General Meetings, there was a requirement for a vote for councillors as too many people had been nominated. It was also mandatory to hold Professional status to sit on Branch – there were no exceptions back then.

During one meeting, the Branch spent over 45 minutes discussing whether or not they should allow a vendor to be a member of RMAA and to sit on Branch Council. This vendor was the infamous Gary Edgecombe, who was a pioneer for vendors in the industry.

Monthly Branch meetings were held with most of the 15 councillors in attendance. The Board agenda required councillors to provide feedback to their director representatives on how they wanted to vote on each agenda item. Meetings went for three days and usually covered around 30 items of business!

I continue to remain a member of the Local Government Chapter, which was my introduction to the industry and provided me with an excellent grounding and an introduction to John Sim, who supported me throughout my career.

John and I worked as consultants and with industry ‘legends’, David Pallott, Thomas Kaufhold, Stephanie Ciempke, Barbra Reed, Connie Christensen and Sally Algate.

In 2003, after spending many years on the Victorian Branch and Chapter, my family and I relocated to Queensland and I immediately joined the local Chapter. The relocation allowed me to work with great people such as Kemal Hasandendic, Peta Sweeney, Meryl Bourke, Nancy Taia, Megan Cappelleri, Keith Davis and Lucy Schelberg... The list goes on.

Two Queenslanders who influenced my thinking during my 36-year career are the late Harry Haxton and Chris Simpson. Harry holds a legacy of being a left-field operator who could sometimes be disparaging but was always thought-provoking and excelled in the space. We had some great debates, but always respected each other’s opinion. Chris Simpson, is another exemplary mentor – always calm and level-headed when giving advice.

I am proud to be appointed General Manager of RIMPA in its 50th year. Already in my short time in the role, I’ve had numerous conversations with Jim Shepherd, one of the founders of RMAA/RIMPA, and a hugely significant influence in RIMPA’s direction over five decades.

I’ve been privileged to meet and work with many pioneers of this industry. I hope to share the best of these individuals with new industry professionals such as Lydia Lorient, Sian Sewell, Janine Morris, among many others.

I thank the Association for providing me with access to great people and the opportunity to pursue my passion while attempting to make records management appealing to the masses!

Happy Birthday, RIMPA!

Member Update

Membership continues to grow due to additional member services being provided through training workshops, Branch events and the exceptional program featured at this year’s RIMPA Live convention.

We welcome our new members and the continued support of our existing members.

Congratulations to the following Professional Members below:

LIFE MEMBERS
Kristen Keley Life MRIM
CHARTERED MEMBERS
Katherine Clarke MRIM
Sarah Welland MRIM
Bethany Sinclair-Giardini MRIM
ASSOCIATE MEMBERS
Sharlene Dows ARIM
Eric Boamah ARIM
Maja Krtalic ARIM
Debra Leigo ARIM
Maria Kalajic ARIM
Susan Lillywhite ARIM
Helen Clark ARIM
Lyvern Slender ARIM
Melanie Rogers ARIM
Robert Fung ARIM
NEW CORPORATE COMPANIES
ACT
ACT Health Directorate
Department of Agriculture and Water Resources
Department of Parliamentary Services
Clean Energy Regulator
Department of Defence - Records Management Policy
Office of the Legislative Assembly of the ACT

NSW
DocsCorp Australia
Digitus Information Systems Pty Ltd
ResMed Pty Ltd
Singtel Optus
University of Newcastle
Cowra Council
Avondale College of Higher Education
RecordPoint
QLD
Records Solutions
Queensland Urban Utilities
Great Barrier Reef Marine Park Authority
Queensland Law Society
TAS
Australian Antarctic Division
VIC
Deakin University
Gippsland Water
Independent Broad-based Anti-corruption, Commission (IBAC)
East Gippsland Catchment Management Authority
Goulburn Valley Water
Barwon Health
Note Printing Australia Ltd
Knox City Council
WA
Rise Network
Hayes Information Systems
NATIONAL
i-SIGMA (US)
NEW INDIVIDUALS
ACT
Kylie Tanner - National Archives of Australia
Andrew Calderazzo - AeroPM
Nathan Hannigan - Department of Industry, Innovation and Science- Digital Strategy and Operations
Joccoaa Davies - Department of Defence
Lesley Nelson - Australian Research Council
Colin Webber - Grace Information Management
NSW
Laura Baldwin
Joel Baines - Adesso Digital
DeborahCollins - Royal Australian Air Force

QLD
Kathleen Erskine - Stanwell Corporation
Paul Nelson
Patrick Meuleman - Anglican Church Southern Queensland
Matthew Harris - TAFE Queensland
Wendy Rowlands - Wujal Wujal Aboriginal Shire Council
Chris Jordan
Lucy Schelberg - Paxton Solutions Pty Ltd
SA
Jacinta Connell - Attorney Generals Department
Catherine Esser
VIC
Sian Sewell - Development Victoria
Julia Reichstein - Jewish Holocaust Centre (Library & Resource Centre); Smart Records Group
Tim Young - National Australia Bank
Jeremy Sim - NAB
WA
Krystal Vi - Public Transport Authority WA
Kimberley Chamberlain - ATCO
NZ
Bruce Symondson - Auckland Council
Richard Foy - Archives NZ
Patricia Brett - AgResearch
NATIONAL
Mary Duggan (UK)
STUDENT MEMBERS
NEW STUDENT MEMBERS
Alexandra Debeljakovic - Department of Premier and Cabinet
NEW 1ST YEAR STUDENT MEMBERS
NSW
Janine Robertson - RMIT
Fiona Sheehan
Tiana Rapley
SA
Lisa Carrig
VIC
Liang Zhu
Myf kemp - Curtin university
Belinda Bradford
Tin Nguyen
Alan Kuffer - RMIT
Keren Moskal - RMIT
WA
Crystal Gardner

Associations Forum: RIMPA's Turnaround of the Year Award

BY THOMAS KAUFHOLD MRIM, CHAIR OF THE BOARD, RIMPA

RIMPA is the proud recipient of the Association Turnaround Award presented by the Associations Forum at the Awards Dinner Event during the July National Convention held in Canberra.

RIMPA was one of three shortlisted not-for-profit associations for this award, as listed below:

- Australian Acupuncture and Chinese Medicine Association.
- Australian Catholic Primary Principals Association.
- Records and Information Management Professionals Australasia.

I was so pleased and proud to represent RIMPA as Chair of the Board to receive this award which was presented in my home state at the prestigious venue of Parliament House.

We likely all recall that 20 months ago, the RIMPA Board embarked on a journey to make sweeping changes to its operations and image after some years of gradual and increasing decline. This required the Board, with assistance from Branches and passionate members in making some tough decisions in implementing what I considered to be some calculated risks.

Our nomination for the award confidently reported that due to Board endorsed changes, RIMPA can

report a substantial increase in its membership. As well, RIMPA can also report the inclusion of new revenue streams, an overall enhancement of our image through rebranding, as well as increasing alliances.

As the Chair, I would like to express my thanks and appreciation firstly to the members of the Board who stood steadfast over the last 20 months in supporting these changes.

I'd also like to sincerely thank our new team led by Anne Cornish, General Manager. Anne has aptly and swiftly implemented the Board's decisions to make the necessary changes a success. We now have a highly-motivated and passionate team whose work has become the backbone of our Association.

I would like to acknowledge everyone who volunteered to assist and provide input and advice on the range of corporate and operational issues RIMPA was facing – such as reviewing and writing new operational procedures and governance documents.

Finally, and most importantly, I would like to acknowledge our membership for sticking with us during the last 20 months of uncertainty. I especially welcome new members who have joined RIMPA as they could see value and benefit to their membership.



THOMAS KAUFHOLD
AND ANNE CORNISH



(3rd from left)
ANNE CORNISH, TYNELLE SPINNER, THOMAS KAUFHOLD
AND JO KANE WITH AWARD WINNERS

Hong Kong also battles for public records law

BY SIMON F.K. CHU

Hong Kong's leading English-language newspaper, the South China Morning Post, has mocked the city's Beijing-back government over its soaring annual destruction of public service records.

The news item, headlined "Paperwork destroyed by Hong Kong government would be five times higher than world's tallest building," said the disposal level from 17 Hong Kong policy-making departments last year was a three-year high and 25% more than the previous year.

The news feature examined an April report from the region's official Government Records Service (GRS). Post Hong Kong news reporter, Su Xingi, reported: "The Hong Kong government destroyed 4,488 metres of paperwork in 2018, or about five times the height of the world's tallest building, the Burj Khalifa in Dubai."

The article scoffed at the government's public recordkeeping because "several high-profile cases have highlighted deficiencies in the system". It went on:

"In 2011, the government admitted it had destroyed documents equivalent to almost 2½ times the height of Hong Kong's tallest building, the International Commerce Centre, before it moved into its new Admiralty headquarters, prompting questions over whether the destruction involved valuable data."

More than half the destruction was from housing records, the Post revealed. The second largest increase was by the Environment Bureau "of which 79 percent were administrative records". It went on: "At present, the creation and

disposal of government records is only regulated by internal guidelines, which do not specify criteria for the destruction of paperwork."

GROSS STRUCTURAL DEFICIENCIES

"Local archivists, lawyers and academics have for years battled fiercely for effective Public Records legislation for the territory, a Chinese "special administrative region." The highly-critical Archives Action Group (AAG) has protested: "The absence of an archives law has resulted in gross structural deficiencies regarding the management of public records."

The group's spokesman, Mr Simon Chu, the old Director of the former British colony's Government Records Services, told iQ:

"Hong Kong is one of the few jurisdictions in the world that has not yet enacted an archives law. In the decades since Hong Kong's reunification with China, the quality of governance has greatly deteriorated. Cases abound of disasters involving loss of lives and huge amounts of public funds resulting from mismanagement of public records."

Mr Chu recalled that, in 2012, mounting public and AAG pressure, and severe criticism in reports from the Auditor and the Ombudsman forced the government to agreed "facelift" changes within the Government Records Service and to review the legislation. In December 2018, the Hong Kong Law Reform Commission published a public

consultation paper on Archives Law. It was, Mr Chu declared, "a total disappointment".

He commented: "The paper provided no recommendations to address the government's continuing failure to create complete and accurate records for good governance, efficiency, transparency and accountability. It delayed transfers of records to the Public Records Office for public access, thereby increasing loss and unauthorized destruction of records by bureaux and departments."

"Serious flaws"

The paper had serious flaws, he insisted: "It is not comfortable with imposing criminal sanction on public-funded officers for violation of the law because it would hurt their morale. It insists the law should not cover all agencies because 'they are not ready yet'."

He summed up with the damning commentary: "The picture seems very clear. There is no doubt that the Hong Kong Government will eventually 'bless' Hongkongers with an archives law, but it will most likely be a law without any teeth that can hardly be enforced."

Mr Chu joined the thousands demonstrating against another Beijing-backed demand, more draconian extradition laws, that has aroused huge opposition in the city. He informed iQ: "I have just signed the petition 'Call for sanctioning of Hong Kong Government officials' and wanted to see if you could help by adding your name. You can read more and sign the petition at: <http://chnq.it/f6m2KcnWr2>."



Australia's Largest Council Moves 15 Million Records to Secure cloud-based Records Management System

BY PHILIP TAYLOR

Brisbane City Council (BCC) has entered into a contract with Citadel Group to transfer responsibility for the management of the council's records management system using a cloud-hosted enterprise content management solution; claiming business benefits, with a cost-effective solution using the Microsoft Azure platform. Citadel partnered with BCC to provide an end-to-end solution to transition their on-premise records management system to a secure, cloud hosted environment.

Citadel's staff upgraded BCC's existing application platform as part of the Citadel-IX implementation, providing advice and support throughout the project. In addition to implementation services, BCC received continued benefit through the Citadel-IX managed service, including ongoing maintenance and support for both application and infrastructure, end-to-end disaster recovery services and zero data loss. Citadel-IX is currently the only ISO 27001 certified information management solution in Australia with all data hosted and managed within Microsoft's Australian Azure data centres.

It is likely that organisations might pursue similar arrangements to have records management systems hosted in the cloud. The impact on the operation and cost of having these arrangements could potentially see a significant change in the operation of records and information management systems into the future. Another challenge will be to ensure that such an arrangement does not conflict with the suite of records management standards and that those standards can be adapted to cope with the changing business arrangements.

The history of Greeks in Australia explored through six objects in the Dardalis Archives, Latrobe University

BY PHILIP TAYLOR

A series of lectures delving into the history of the Greek Diaspora in Australia through six objects kept in the Dardalis Archives of the Hellenic Diaspora is being held at Latrobe University, Melbourne. The archive contains a collection which covers a wide variety of subjects related to Greek Australian migration, history, religion and culture.

The six lectures will be hosted at the Greek Centre of the Greek Community of Melbourne, during which the presenters will unravel the amazing secrets the archives hold.

The initiative for organising the lecture series belongs to La Trobe University's Greek Studies Program, which is aiming to inform the general public of the historical significance of the Dardalis Archive and aspects of Greek settlement in Australia. The archive provides the opportunity to see first-hand how objects can inform the human memory.

The lecture series will commence with the topic of 'National Identities and Orthodoxy in the First Constitution of the Greek Community of Melbourne' as they emerge from letters kept in the archives.

Dr Chris Fifis presents on 'Politics of the Greek Orthodox Community of Melbourne and Victoria, 1928-1959'.

On 21 August, Dr Konstandina Dounis will examine the topic of 'A Parallel Universe: Growing up 'Greek' in the '50s' and '60s'.

On 18 September, Dr Dimitri Gonis will look into the lives and contribution of three Greek pioneers: Mick Adams,

Vlase Zanalis and Harry Corones. Three weeks later on 9 October, Peter Yannoudis will explore 'The History of Greek Cinema in Australia.'

The series will conclude on 6 November, with political scientist's Dr Toulia Nicolacopoulos and Dr George Vassilacopoulos canvassing the youth activism of Greek Australians after the '70s and examines in particular 'The Case of the Lambrakis Youth and the Melbourne anti-Vietnam war campaign.'

<https://neoskosmos.com/en/136241/the-history-of-greeks-in-australia-in-six-objects-kept-in-the-dardalis-archives/>



Unlocking the Vault: Geelong Heritage archive goes online

BY MARK BEASLEY, MANAGER, GEELONG HERITAGE CENTRE COLLECTION & SERVICES

The Geelong Heritage Centre, Victoria's largest regional archive, is handing online keys to its bulging vaults. It's the first stage in the three-year archive management redevelopment project we are undertaking.

Over 46,000 records can now be searched online for the very first time. The archives are a unique recorded history of Geelong and surrounding areas from Portarlington to Lorne, Belmont to Lara, Geelong to Meredith.

The holding includes countless memories and stories which live on in the extensive collections of public and private records, newspapers, maps, plans, photographs and much more.

From public records to golden gowns and dinner sets, family diaries and football socks, researchers can uncover the rich local history and cultural heritage that exist within our vault from the comfort of home.

It is a huge step forward for the 40-year-old Archives to be online providing the community with remote accessibility for the very first time. Visit <https://archives.grlc.vic.gov.au> to start exploring today

The old view of Geelong is a detail from an 1853 watercolour by Edward Snell, a significant item in our collection and a personal favourite of mine. The artist shows himself on horseback visiting the construction site of his house that still exists in the suburb of Newtown, a short distance from central Geelong.

The view is down to the Geelong township and waterfront. In those days, access to the inner Geelong Harbour was difficult because of a sandbar. In the right-hand middle-distance, larger vessels are working the deep-water anchorage off Point Henry. Live stock had to be swum ashore there while smaller boats landed people and goods.



The complete Edward Snell watercolour

It was 1861 before a straight cut channel, excavated to a depth of 18 feet was finally dredged through the sandbar.

The land area to the right of Point Henry is the Bellarine Peninsula extending as far as Point Lonsdale and the entrance to Port Phillip Bay from Bass Strait. The work reveals the eye of Snell - engineer, diarist and artist. A committed adventurer, he migrated from England in 1852 and worked as a design engineer for the Geelong and Melbourne Railway Company, later in private practice as an engineer and surveyor.

The watercolour was exhibited as part of the Geelong Mechanics' Institute Exhibition of March 1857. Snell gave it as a wedding gift to a friend and business associate Andrew Pollock in 1859. It remained in Pollock's family until 1941 when it was gifted to the City of Geelong by a grandson.

Kiwi community mourns Rachel Lilburn

The New Zealand community is mourning the death of one of its well-known members, Rachel Lilburn, former head appraisal manager at Archives New Zealand, mentor and teacher at the Victoria University of Wellington School of Information Management.

Before joining the School of Information Management staff, Rachel worked at the national archives as records advisor officer for its first local authority archives. She graduated with a BA at Auckland University and, in 1993,

with a Master of Arts (Archives) from the United States' Western Washington University. Rachel was always passionate about improving the state of archives and records education in NZ.

In the late 1990s, she led the Wellington Branch of the Archives and Records Association of New Zealand (ARANZ).

The family death notice in Wellington newspaper, the Dominion Post, revealed that she died on May 27 at home age 57, adding "taken too soon", a comment shared on the listserve by many old colleagues over the following days.

They recalled her pedagogic skills. "She was a passionate advocate and visionary in archives in New Zealand. Her legacy is all the students she inspired to become recordkeepers and

archivists," said a former SIM student.

Another posted: "Rachel was one of the people who helped me decide I wanted to be an archivist. If archivists were young and cool like her, it must be a good idea to be one."

A fellow teacher wrote: "She deserves a chapter to herself in the history of New Zealand archives."



Archives academic Rachel Lilburn

Awards, honours and a haka at New Zealand Branch General Meeting

BY MIKE STEEMSON

Highlight of events following the general meeting of the newly-restored NZ Branch after its first new year: One new life member; two new chartered members, two new associate members, two new councillors, the branch's first outstanding practitioner awards ... and a haka. No, it wasn't anything like any of the branch gatherings before the refurbishment last year.

Branch President Katherine Clarke reported the year's achievements and plans following the restoration. Then she called on the Branch Director, ex-pat Aussie, David Pryde, to receive his Life Membership certificate. He's been a branch senior since its original formation in November 2002, and NZ's Company Director for the past 14 years.

Two new Chartered Members received their certificates, Sara Welland, a lecturer in Information and Library Studies at the Open Polytechnic of New Zealand, and President Katherine Clarke herself who is an Archives Advisor with the Government Recordkeeping Directorate of Archives New Zealand.

TWO MIGRANT COUNCILLORS

Two recent migrants were presented with Professional status and elected to the 2019-2020 Branch Council. Dr Eric Boamah, PhD (VUW) is an Information and Library Studies lecturer at the Open Polytechnic and is President of the Archives and Records Association of NZ (ARANZ). He is Ghanaian.

Dr Maja Krtalić, PhD (Zadar) is a senior lecturer in information studies at Victoria University of Wellington (VUW), School of Information Management which she joined last year from Croatia. She helped the meeting with an Anglophonic guide to her surname: "cur/tal/itch".

The branch's first awards for outstanding information managers were revealed to the meeting, one a long-term Wellington consultant, the other a new records and information management diploma graduate.

OUTSTANDING AWARDS

The "outstanding individual" award, dedicated to New Zealand Chief Archivist (2001-2009), Dianne Macaskill, was sponsored by the Open Polytechnic. It was awarded to Wellington industry identity, Mrs Kerri Siatiras, advocate of records and information management for 30 years. The citation to her award speaks of her "generosity of sharing contributes to the personal and professional development of practitioner's knowledge, understanding, confidence and competency".

The branch's "outstanding student" award was won by Open Polytechnic student Mr Tangi Te Mapu Tupere Maihi, a Hamilton-based student whose Māori ancestry goes back to one of the earliest New Zealand iwi (tribes), Tainui. His citation says that he "has shown sustained achievement over time, achieving excellent marks in his courses and a demonstrating ongoing commitment to his study".



Polytechnic lecturer Sarah Welland receives ARIM certificate from NZ Branch President, Katherine Clarke



NZ RIMPA Company Director David Pryde gets life member award from Branch President, Katherine Clarke.



NZ Branch "outstanding" award winners Tangi Maihi and Kerri Siatiras.

A "WELL DONE" HAKA

As Tangi was presented to the gathering as a winner, Tangi's school-master father, also Mr Tangi Maihi, attending the ceremony with his family, called a congratulatory haka ... nothing like the All Black challenging performance, of course, but a strong, personal te reo Māori (Māori language), declaration calling attention to his clever son's success.

The student award is dedicated to the former Director of the Master of Information Studies program at the School of Information Management, Victoria University of Wellington, Dr Gillian Oliver, PhD, now Director of the Centre for Organisational and Social Informatics at the Faculty of Information Technology of Monash University, Australia. It was sponsored by the Victoria University, Wellington.



An interview with: Kenneth Tombs

Remember Ken Tombs? He's published in iQ before; even launched a LinkedIn page Vision Ahead, based on one of his features. Now, for the first time, he's telling the whole story of his high, wide information management career from South London teddy boy apprentice to British government paratrooper plunging in, re-boots and all, to re-set public service minds bewildered by new technologies.

BY MIKE STEEMSON ARIM

Kenneth Tombs was an early UK Generation X arrival and, as Britain reached out for dominance in the astounding post-war technologies, he was among the earliest to enjoy the new-fangled medium. In his personal archive, he keeps a 1974 clipping listing apprentice awards at the Engineering Industry Training Board Centre. A photograph identifies mop-haired Ken Tombs, 17, as "joint equal-first Electronic Technician" with a shiny leather jacket, turtleneck sweater and a cool air.

His carefully assumed indifference was a cover. Within months he was making printed circuit board controls for nuclear power stations and ship stabilisers, early modems and microcomputer test equipment. He landed a "junior grunt" job with a government team creating telephone fax exchanges then joined manufacturer, Nexos.

Soon back in Her Majesty's Government (HMG) harness, Ken became a safe pair of hi-tech hands for an H.M. Treasury civil service training corps. Over the next decade he was

deep into the minefields of government technologies, archival preservation, reliability of hardware, digital documents in court. Here was where he and I met; him a government whizz-geek, me a newcomer to hardcopy digitisation in news media.

He and a couple of London School of Economics techie-academics lead a group of other scholars, new-technology users, and computer-savvy lawyers in an initiative to settle the long-vexed "legal admissibility of electronic records" debate. It worked and the program was adopted by the British Standards Institution who made it into the world-leading BS10008.

By then, Ken had moved on to meatier subjects: Digital Preservation with the Public Record Office (now The National Archives), US Congress workshops with NARA top-gun Ken Thibodeau, info-videos for public broadcast, digital record provenance "look and feel"; the EU's DLM (Document Lifecycle Management) Forum; electronic records for office systems (EROS).

In time, tired of the public service rat-race, Ken went back on his own. He moved to Normandy, married, created

start-ups on management culture, Big Data, compliance, stuff like that. It's a living and France is great. They keep horses.

Fifty years after his teddy-boy days he sometimes looks out from his office door to the horse paddocks and asks the question, why? Typically candid, he remembers:

"Actually, it all started when my wife and I got together on a summer evening 14 years ago. We had both over indulged somewhat and agreed we needed an adventure. So, we borrowed Alison North's holiday home in the south of France and I wrote my book *Making Out with Decisions*. The book bombed, but we both loved the country so much we stayed put.

"My franglais is terrible and Brexit is a sadness. Britain's forgotten that the EU has brought 75 years of harmony to Europe and established strong humanist principles – it's not just about business."

He's not giving up, though. Watch this space ...

The first Q & A question is, of course, about his start point.



Government guru, Ken, aged 25

MS: Where and when did you begin, Ken?

KT: In the summer of 1973, having failed my 11-Plus for grammar school, I was destined for technical college and a telecom engineer apprenticeship. This set the theme that carried throughout my career – doing it differently!

The head teacher of my secondary modern school realised he had an unusual bunch of boys and girls, and so arranged that we swap day release from school for college. Having been admittedly rather mediocre at school despite the best efforts of a few interested teachers, suddenly there were lecturers who had actually done stuff. I thrived in this odd combination of school and Croydon Technical College and began to learn what life and universe was about (or to an older generation "where my towel was").

MS: What was your apprenticeship like, where did it take you?

KT: It brought practical skills like no other and training leader, Edward 'Teddy' Taylor, exposed trainees to engineering at all levels of complexity. It also gave me an inbuilt BS(!) detector when talking to technologists and suppliers. I can't ever thank those people for their faith in me, and chucking me in the deep end yet making sure I never sank. It was certainly different and with help we stood up to the likes of the-then leviathans as Plessey and GEC's to come third in a national engineering competition.

It's almost impossible to imagine today anywhere in the world, let alone the UK, one month making printed circuit boards, the next control gear for nuclear power stations, then satellite weather fax machines, stabilisers for ships (like kiddy training wheels for a bike), followed by early modems and test equipment for microcomputers ... The world of early information management knocked at my door. The Wales government had a problem with sharing job applications around their (often quite isolated) valleys. The answer was a telephone exchange for fax machines, for which I was junior grunt, and thus introduced to the UK government who was paying for it. Looking back, electro-mechanical machines were incredibly effective, and helped to open HMG to buying lots of fax machines over time.

MS: Then there was an exciting and challenging period that lead to your first business start-up in education and learning!

KT: The early 1980s were heady days politically, and like many countries the UK embarked on trying to best IBM's dominance. IBM successfully achieved that by buying Bill Gates' crude Windows operating system. Back to the story... The U.K. Labour government created the National Enterprise Board to proactively establish major businesses. The headliner was Inmos, the company that worked out how to make very large-scale chips for processors and memory in quantity, and was way ahead of the commercial curve.

APPRENTICE AWARDS

Congratulations to the following who completed an Apprenticeship in the first six months of 1974 and were presented with Indentures and a signed Certificate of Apprenticeship.

J. Brooker	Mechanical Craft	P.M. Lucas	Mechanical Craft
P.M. Brown	Mechanical Craft	B. Pilly	Mechanical Craft
P.R. Coleman	Mechanical Craft	W.H. Southby	Mechanical Craft
J.A. Finch	Mechanical Craft	We also congratulate three first year Apprentices who won awards at the Engineering Industry Training Board Centre.	
C.M. Harrison	Electronic Technician	M.T. Buckle	Joint equal second
I.R. Hurst	Mechanical Craft	K.N. Tombs	Joint equal first
R. King	Electronic Technician	D.P. Bottrell	Chairman of Board of Governors Award.



K.N. Tombs (left) best Electronic Technician, Mr. Martin Jules, O.C., Director General of the Engineering Employers Federation are pictured above, with D.P. Bottrell, who holds the shield he won as trainee of the year. The prize ceremony took place at the E.I.T.C. training college.

Typewriting and Design II
Prize-winning Electronic Technician apprentice, Ken, aged 17

Another was NEXOS, which included Muirheads (fax), Logica (VTS2200 word processing), Ricoh (daisy wheel printers), UDS (and Delphi — a monster of a computer that could almost understand someone talking!

I joined NEXOS to a whirlwind of customers, travel and 10 years of business-life crammed into two years. Inevitably, short-termism won the day and the government pulled the plug, Inmos was sold to Intel while NEXOS disintegrated back into its component suppliers. Redundancy followed so I had a holiday and three weeks later worked for Honeywell-Bull as a joint venture with the French state-owned manufacturer. I worked with leading edge customers who wanted word processing and computer storage to improve administration. The typing

pool, yes, that did exist once, was replaced by screens and productivity went through the roof. One customer quadrupled the number of documents 'typed' per day, and halved its staff turnover for those suffering frustrating managers who couldn't dictate for toffees. The era of the boilerplate document had arrived - storing them on boxes of huge floppy disks was amazing!

I was asked by Honeywell to 'do something' with a Canadian learning package named CAN-8, which turned into my first business start-up, and took me to the world's largest online training system in Scandinavia. All very leading-edge designing simulators ranging from train drivers to nuclear power stations. It showed me how an information system should work, in the context of management, culture and education. Broadly, a very dictatorial management style would not cope well with a flexible and individualised software design. Or government systems which by their nature were more self-managing, wouldn't work well where someone had to tell you what to do. Dilbert's books are so true! Inevitably this enterprise was taken over by a consultancy business, which nose-dived during the 1988 financial crisis.

MS: You were working with the British Government's mysterious Central Computer and Telecommunications Agency (CCTA). What was it doing and why was it so mystifying?

KT: At this point the real fun began, sneaking up before I even realised. Foot loose and fancy free, I had a holiday (there is a theme here you'll realise). While I was away my pager buzzed (this was before mobile's), and a colleague from the Chartered Institute of Marketing, Vivien Bolton, called as she'd just started working for Budget and her first task was unifying franchisees – "any ideas I knew about this computer stuff?", she asked. So, we invented a computer game that let franchisees compete for a prize, and as it used live data you might argue that it was an early example of Big Data. What fun! We travelled the UK and made videos with funny man Ernie Wise. The adventure's slogan was 'Think Wise, think Budget Wise!' Ernie's stage persona was being tight with money. I still have the videos somewhere on tape.

What none of us knew was that this was improving the business before Ford bought it as a route for second hand car sales. News of this circulated which led to the Patent and Trademarks department of HMG asking me how they might use ‘emerging office technologies’ to improve their services’. Thence came a call from Mr Roy Wickens at CCTA (then HM Treasury) who sought an adviser to run a workshop. He had a remit to educate and drive change by using new-fangled office technologies, and my experience with Welsh fax machines gave me a leg-up. A dozen workshops and 10 years later we had engendered a highly innovative mindset in civil servants who were genuinely driven to transform and ‘work smarter, not harder’. I became one of the paratroopers at the Strategic Assignment Consultancy Services (SACS), and one of the Treasury’s safe hands to literally drop into a conflict anywhere, at any time.

MS: *This development program for the CCTA was then confusingly called “electronic paper handling” and workshops on “image processing”. These were scary subjects for an entirely paper-backed government business base. What were you saying to those people?*

KT: It wasn’t scary in itself, it did however shine a light on internal politics, to highlight the gap between those who wanted better and those for the status quo. There was a group of external consultants involved, Mark Fresco, Alison North, Jonathan Hudson and John Hollister plus others developed internally by Chris Innes (who turned SACS into a powerhouse for public sector change). After a while it was no longer just my voice on the podium, which helped spread the word more widely. Government was entirely paper and microfilm, all computers did was replace ledgers and calculators until ‘emerging technologies’ came along. Then we witnessed the first real change in government administration and while he was contentious, Roy Dibble, CEO at CCTA supported and promoted the best work.

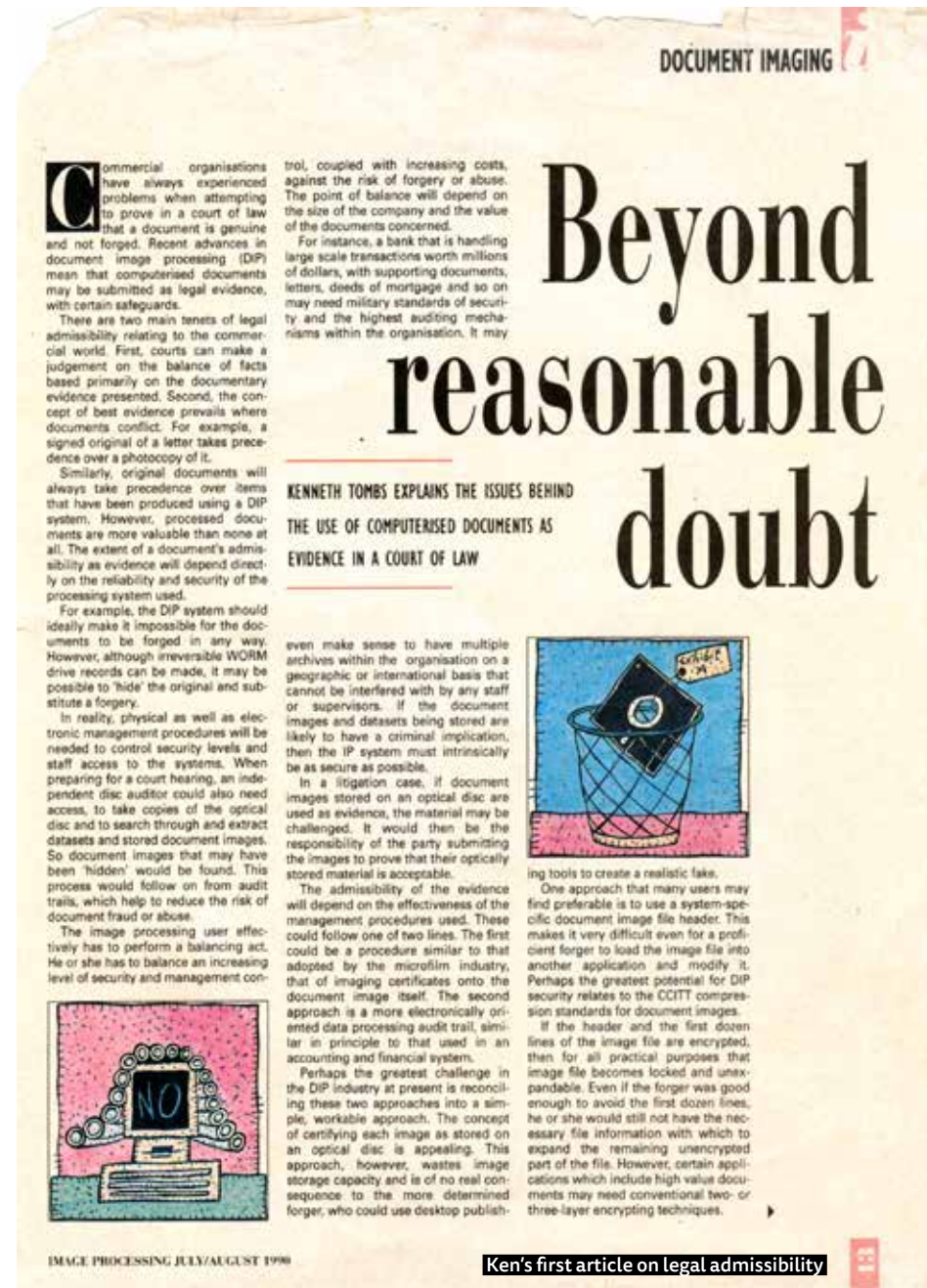


Ken at home in Normandy

“It’s worth noting that project failures and delays were as endemic then as project managers, who with little technical savvy, exaggerated projects merits and were trapped by their executive and suffered badly from function specification creep.”

MS: *I met you about then on a study over legal admissibility of electronic documents. How had you got involved with this debate, who had organised it and why was it so exciting? What was the link with Queen Mary University of London?*

KT: It became something of parallel working lives ...To have technologies adopted we had to deal with fundamentals like legal admissibility, or how long an optical disc would last and how archival preservation worked. All key factors in wider adoption. At times it got political - even suppliers played games, such as Kodak producing legal arguments about how microfilm was digital and wasn’t legally admissible as evidence in court. The whole thing was bonkers and doing something simple like moving information from media Type A to media Type B took on nightmarish proportions. At this time, I began formal research into legal admissibility at the IT Law Unit of Queen Mary University of London with Dr Ian Walden as my supervisor. He is now deservedly a Professor of the academy’s School of Law. It’s also worth mentioning the Society for Computers and Law and the work they continue to do, around bridging the philosophy of law with the reality of tech in business.



Ken’s first article on legal admissibility

Somewhat ironically, judges didn’t fuss much if you could justify data as evidence, while lawyers and corporate types really didn’t understand legal admissibility much at all. Personal reasons intervened so my LIM/PhD work was never submitted, however, Bill Mayon-White and Bill Dyer, visiting fellows at the London School, of Economics took up the challenge and carried on the Legal Admissibility Initiative (Working Group /IDT/1/4) that led to the British Standard BS10008. It shaped how information systems should store documents.

Back then there were many judges who foresaw the future and got involved. Justice Peter Bowsher was particularly significant as he tried the first courtroom documentary system using images to present evidence in court (those cumbersome ‘bundles’). He also took a personal interest in technology and refereed many cases on patent infringements and breach of contract around technology. It’s worth noting that project failures and delays were as endemic then as project managers, who with little technical savvy, exaggerated projects merits and were trapped by their

executive and suffered badly from function specification creep. It was impossible for the minister to tell the tax department to radically change how all its systems worked with only six months until the new tax year. Such chaos was often self-inflicted and the minster would of course move on. Sadly, this still happens today though much less so.

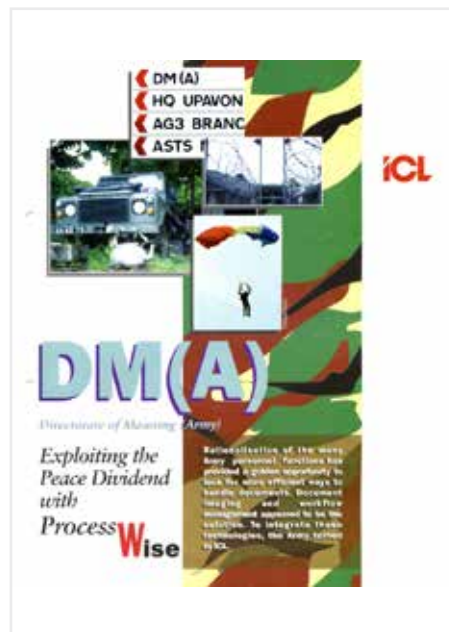
MS: *Did that link to the DLM Forum and the digital preservation agenda? What about Ken Thibodeau’s US Congress workshops on DigiPres.*

KT: The PRO need for a fast strategy provided an opportunity to compare notes around the world including at Hayatee Abdullah in Malaysia and DLM in Europe and obviously the USA with Ken Thibodeau’s work at NARA. Also, Ken’s Congressional Funding workshops on digital preservation of document and video with WGBH Boston public service broadcasting. The insights into how a government works and funds on that scale was an eye-opener I would never have missed.

I joined the Board of the PRO for a while to progress this and was offered the role of taking it forward. With hindsight I should have taken that offer, though my reputation for being difficult, as in if you promise you deliver, would probably have caused many upsets.

Despite it all we made a start with the Electronic Records from Office Systems (EROS) as the vehicle, and EROS-Industry Change Program as the implementation mechanism. Headly leading-edge stuff, though in retrospect, it was too much for a government leviathan to handle. However, Ian MacFarlane delivered a strategy based on common file types, PDF if memory serves, which has naturally developed and evolved.

What plagued us was the provenance issue for an electronic record. The arguments were intense for having a ‘look and feel’ as in a paper original or caring only for the words themselves. Did we care about what it was produced on? How do we avoid the long-term issue of constant upgrades between technology environments? We worked with what is now VMWare’s Paul



The Big Army Project

“... I advised, negotiated, contracted, salvaged, made tea, and bought pizza for almost every UK government department, agency, London underground, and local authorities.”

Mendelson, to test ideas that preserved provenance and look and feel.

It was an exciting, if sometimes frustrating, period and I met great people who knew their stuff: Vicki Lemieux, Graham Cook, Ken Thibodeau, Monica Scott, Michael Hill, Finette Eaton, Jonathan Hudson and Chris Innes spring to mind. Just a few of the roll-call of people who deserve recognition for their pragmatic and grounded thinking. The acid test for me has always been, “can you say ‘no’ to a minister or Chief Executive?” They all could!

MS: Then a period of intense project work for HMG and corporates. Can you talk about a few and these impacts? Then came Montreal and the launch of the records standard, ISO15489.

KT: It was intensive for all involved. I advised, negotiated, contracted, salvaged, made tea, and bought pizza for almost every UK government department, agency, London underground, and local authorities. While working in Malaysia, the USA and the EU, I greatly enjoyed the diversity of ideas and thinking. The list is long, including the MoD, Cabinet Office, Department of Education, British Council, Tyne and Wear, the Environment Agency, security services and others. I suppose the question is what were the best and the worst of the projects...

The best were the reorganisation of the British Army's Pay, Personnel and Pensions operations from 21 offices to one centre in Glasgow (for 440,000 personnel using an innovative paperwork processing centre. Also, the



Ken, aged 40

Environment Agency's new information law unit and the British Council who were coping with masses of information they held about people, places, and projects. These were all good projects as everyone shared a common vision and strongly believed in what they were doing. My most difficult project was implementing data protection for a development agency where I completely misjudged the mindset of people involved. It got messy, political and took a lot longer than planned. It was a good example of how important management style and culture is for staff and implementation planning.

When the records management standard launched in Montreal, I indirectly supported the ISO efforts. This experience influenced a shift towards management culture and how that impacts on computer systems design.

MS: Looking back, what was the good, the bad and the ugly of this changing digital world?

KT: Lots of great people, with good and robust intentions in the 1990s and a feeling of breaking barriers and finding better ways of working. The late '90s and 2000s saw that overtaken by management and leadership that focussed on personal advancement. The stupidity and excesses of the corporate world caught up with the economy and somewhat ironically, we went full circle back to a public sector where performance mattered and costs were critical. The result was a new wave of 'tech evangelicals' and 'anti-majorism' that while necessary to rebalance how we purchased, itself caused upsets by excluding many skilled people from further work. Young was beautiful, though we now have the phenomenon of job candidates who can sell themselves but fold after a few months because they actually can't hack it.

The biggest and best evangelism was the UK Government's G-Cloud now on its 11th iteration. Its simplicity is its strength. It is the HMG's evangelical transformation for the better, of central government IT services procurement. It has morphed into the universal Digital Marketplace. However, it is open to manipulation by those tinkering around the edges.



Ken with his wife Christine at a beach restaurant in France

A number of people helped to shape G-Cloud, Tony Singleton finally got behind it and protected the fledgling from internal politics. The Australian and NZ governments have done something similar. G-Cloud was seriously radical by being simpler for both suppliers and purchasers. Yet like all revolutions the rebellious get superseded. How much longer it will last is up for discussion.

What's been annoying is that what we are doing and thinking now, we could have been doing and thinking two decades ago, it just never worked out that way.



ABOUT THE INTERVIEWER

MIKE STEEMSON has been involved with records management and R.M. standard setting since the 1990's, from membership of the British Government's Central Computer and Telecommunications Agency to the International Standards Organization' sub committee TC46/SC11. He is a life member and a former chair of the UK's Information and Records

Management Society. He joined RIMPA in 1996, was a founding member of the NZ Branch in 2002, and gained professional membership ARIM in 2003. He is a member of Archives and Records Association NZ (Aranz) Wellington Branch Council. Contact: mike.steemson@xtra.co.nz

“The acid test for me has always been, “can you say ‘no’ to a minister or Chief Executive?”



THE DIGITAL CHAMPION

CONNECTING THE DOTS BETWEEN PEOPLE, WORK AND TECHNOLOGY

The Digital Champion: connecting the dots between people, work and technology, by Simon Waller, provides hands-on practical information about the speed of technological change and the magnitude of change in businesses and organisations. As Waller explains, there is a move in the business world to be more innovative with not just products and services but also how companies operate.

REVIEW BY JULIE COXALL ARIM

Waller provides the reader with an understanding of different approaches to digital technology, as a guide to assist with discussions about an organisation's current status and where an organisation can be positioned in the future.

The disruptive spectrum outlined in the book and defined below references the types of people you might deal with in business:

- **Disrupted:** those who don't see change coming or they recognise change too late.
- **Defenders:** those who may have a level of awareness but protect old technologies.
- **Maintainers:** people who have a better grasp of technology's benefits but don't necessarily appreciate the speed of change.
- **Dissenters:** this group represents a transition between old and new ways of doing things and will be proactive to seek alternatives (primarily driven by a belief that there is a faster, cheaper or simpler way to do things).
- **Upstarts:** a group that has more confidence than dissenters and rather than seeking answers, they create them.
- **Disrupters:** those who are completely changing the way we do business.

The Digital Champion: connecting the dots between people, work and technology highlights that the Digital Champion undertakes three sequential activities with projects such as identifying problems, investigating solutions, and implementing changes.

Waller outlines the Digital Champion's three character traits in the book.

- 1) **Generosity:** enjoys listening to people and helping them. Has empathy for people who don't necessarily understand technology, which they may be fearful about. They take time to engage directly with people, use products, understand problems and understand they are primarily about solving people's problems, not implementing digital solutions.
- 2) **Curiosity:** constantly testing and trying new things to keep up with the latest developments. Has a strong desire to learn and understand the problem with a good balance of curiosity to help identify possible solutions.
- 3) **Laziness:** do as little work as possible yet still deliver the desired outcome. Some Digital Champions look for the 'laziest' projects that require the least amount of effort to implement, although will generate a reasonable return.

The types of projects that a Digital Champion works on and how they are implemented depends a lot on the maturity of the organisation they work for. A Digital Champion may identify some excellent projects to work on to deliver significant value to the organisation, if the company is mature enough to adopt the ideas.

Waller explains, "Every project whether it is digital or not has some unique combination of complexity and payoff, the first projects are the ones with the lowest complexity and the biggest payoff."

Talking to and engaging with people is the number one strategy for investigating possible projects. Ask probing questions, and use a value stream mapping tool – this involves mapping out a process from the end to the beginning – as a different approach. Working backward through the process allows information flow, double-handling, lost work or work that needs to be redone, to be examined.

Waller suggests creating a story about the project, which he describes as, "use it as a vehicle to engage with people about the projects we are working on, a simple and succinct approach to articulate what we are doing." In return, this addresses people's concerns and questions and ensures you are investigating the project thoroughly to avoid hidden surprises at the stage of implementation.



This simple approach is highlighted with a Business Case that Waller refers to. Waller adopts a simple formula – that is, to work out how much time it will save per person each week, which is multiplied by the number of people it will help. Divide this by 40 (the average number of hours people are paid each week) and this provides an answer. The answer illustrates how many FTE (full-time equivalent) employees the opportunity will save. Finally, multiply this figure by an estimate of how much people are paid and examine the benefit over a one-year return.

Waller reminds us that, "the whole premise of the Digital Champion is based on connecting business problems with technology solutions." This method highlights that you are building a story, and to keep it simple, engaging and relevant for all those that you speak to. This story needs to engage an audience to receive their feedback, or enlist their support to help make the project happen.

Waller also reminds us to reinforce the purpose of the project so the Digital Champion can align with the 'why' aspect of the project during the investigation stage. Maintain engagement with key stakeholders and identify any gaps.

As we know, bite-size information provided by Waller have been grouped together into three core activities – identify, investigate, and implement. Waller reiterates that reasonable steps should be taken to avoid unnecessary risks and not to waste other people's time and money.

He emphasises the importance of taking on small projects initially that will get quick results and break down big projects into smaller pieces to be seen as making a difference.

The Digital Champion: connecting the dots between people, work and technology highlights how to be a Digital Champion and reinforces never lose sight of the 'why'? To also never lose sight of the fact that digital technology is just a tool, and if we aren't using it to make our lives better, then we are misusing it.



ABOUT THE AUTHOR

JULIE COXALL ARIM is a records coordinator at City of Armadale, WA, and has worked in public

libraries for 13 years before moving into records management in 2007. Julie worked in local government for over 20 years and rolled out a scanning program to implement quality control of scanned images to ensure compliance with relevant standards. She was a leading hand in the development of an integration program between application software and HPE TRIM, to capture templates into the corporate EDRMS. She coordinated the implementation of a \$1.5 million-dollar digitalisation program of hardcopy archives. Julie has a Master in Information Management. Contact: J.Coxall@armadale.wa.gov.au

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GDPR enforcement:

How are EU regulators flexing their muscles?

We have regularly been asked in recent months' questions such as "what do EU Data Protection Authorities really care about?" and "where is the enforcement activity likely to be?"

So far, the evidence is slim; European Data Protection Authorities (DPAs) continue to wade through very high work volumes, not least in dealing with over 50,000 data breach notifications across Europe since the GDPR came into force on 25 May 2018. But, we are starting to see evidence of the type of conduct that is likely to jump the data enforcement queue (as well as grab media attention), and the tools that DPAs are ready and willing to use.

BY GEORGINA GRAHAM AND ASHLEY HURST

IN THIS ARTICLE, WE LOOK AT:

- Data breaches.
- The recurring themes of transparency and consent.
- The exercise of data subjects' rights.
- And the increasingly important role that audits and dawn raids are likely to play, as dpas emerge from behind their computer screens.

WHERE IS THE HEAT?

Data breaches and post-breach orders and litigation

Not surprisingly, DPAs have seen a huge increase in the number of data breaches being reported to them, since the 'mandatory' breach notification was considerably extended at the end of May 2018. For example, in the UK, which is in third place behind the Netherlands and Germany in the data breach league table, the Information Commissioner, Elizabeth Denham, gave a speech to the International Privacy Forum on 4 December 2018, in which she said that the Information Commissioner's Office (the ICO) had received over 8,000 notifications of data breaches since the end of May 2018. That is compared with just 3,311 notifications between 1 April 2017 and 31 March 2018, and 2,565 between 1 April 2016 and 31 March 2017.

Despite this sharp increase in notifications, there has been little overt enforcement activity, to date. Which is not to say that investigations are not taking place behind the scenes; they are, and it won't be long before we hear again about some of the headline-grabbing breaches that we have seen in recent months.

In Germany, one of the most publicly debated fines under the GDPR regime has been issued as a consequence of a reported data breach: The DPA of Baden-Württemberg issued a fine of €20,000 against the social network Knuddels for a violation of Article 32 of the GDPR by storing passwords unencrypted, after the company reported that hackers had leaked over 800,000 e-mail addresses and more than 1.8 million user credentials. Most remarkably, the DPA's justification for the relatively low amount of the fine was the fact that Knuddels fully co-operated with the DPA and committed to intensive improvements in its data-handling practices. In another case, the Baden-Württemberg DPA fined a business €80,000 (to date, the highest fine in Germany) for a lack of internal controls regarding health data

on the Internet. These investigations take time and the DPAs have also been busy clearing the backlog of pre-GDPR investigations.

The Netherlands leads the top of the table, with nearly 20,881 data breach notifications in 2018, compared to 10,009 in 2017. The Netherlands was one of the first countries to introduce a GDPR-style data breach notification requirement back in 2016. The high number of data breach notifications in the Netherlands shows Dutch companies are more aware of the data breach notification requirements, compared to other EU jurisdictions.

A potentially concerning development for business is the increase in class action-style litigation and so-called 'data protection ambulance chasers'. Whilst a representative action was struck out against Google in relation to the well-publicised 'safari workaround' case of Lloyd v Google, that has not deterred groups of claimant law firms (often specialising in personal injury) from trying to build books of business off

the back of large data breaches.

Ashley Hurst, a Partner in Osborne Clarke's London office, notes that "here in the UK, claimant law firms are lining up to advertise post-breach data protection claims on 'no win no fee' agreements, even where the data compromised appears to give rise to little risk of damage". These firms are going to find it even harder to get these claims off the ground when the recovery of success fees is abolished for privacy claims in April this year.



The recurring themes of transparency and consent

Transparency and consent continue to be a regular feature of complaints to DPAs. For example:

In September 2018, Brave (an Internet browser) filed a complaint with DPAs in Ireland and the UK requesting an EU-wide investigation into the behavioural advertising industry's practices. One of the main complaints was a lack of transparency information provided to website users about how data collected about their use of a website is used to build a profile about them, and subsequently show advertisements which are deemed to be most relevant.

In November 2018, Privacy International filed complaints under the GDPR with DPAs in the UK, France and Ireland against two data brokers, two credit reference agencies and three advertising technology companies, alleging that those businesses had not provided the required transparency information and did not have a valid legal basis for processing.

Transparency and consent (or the alleged lack of them) were also key factors in the CNIL's fine against Google – that fine was based on two complaints by NGOs noyb and La Quadrature du Net (see more on this below).

One of the key themes arising from these complaints is the level of detail that is expected to be included in the transparency information provided to data subjects. For example, in its statement on the Google fine, the CNIL said that Google's "purposes of processing are described in a too generic and vague manner", and that "information about the retention period is not provided for some data".

Gianluigi Marino, Partner in Osborne Clarke's Milan office, comments that "it is likely that a number of businesses are similarly vague in their privacy policies (if not more so); businesses should be looking again at their privacy policies in light of the CNIL's decision to see if there is any scope for making them more specific".

Requests from data subjects (lots of them...)

The exercise of data subject rights is becoming a serious business issue. The GDPR granted individuals more extensive rights in relation to their personal data, including the right to data portability. But it also gave lots of publicity to the existing rights of erasure and access. Litigators and employment lawyers, in particular, were paying attention, and have been making repeated subject access requests, often with little more motive than to cause annoyance and build pressure.

Immediately post-25 May 2018, we noticed a big uptick in erasure requests, as data subjects sought to clean up their online privacy and security. This seems to have slowed down in recent months, but the increased wave of data subject access requests (DSARs) continues unabated.

There are two types of DSAR that are particularly problematic. The first is the one that asks lots of complicated questions about data processing, some which fall within scope of Article 15 of the GDPR and others which don't. These requests are manageable, but often require experienced data protection lawyers to avoid pitfalls, especially when the requestor is an employee of Privacy International.

The second category is requests by employees and former employees for data contained in e-mails going back many years. These are time-consuming and expensive exercises that businesses find a chore and which can often lead to litigation if not handled well.

The good news for companies is that regulators have higher priorities than acting as judge in deciding which personal data should and shouldn't be disclosed or redacted. The Article 15 regime is designed to provide transparency about data processing, not to provide a new regime for pre-action disclosure, although plenty of claimant law firms try to use it for litigation purposes.

Companies therefore need to be smart about how they expend their efforts and carry out proportionate searches. Those companies that have developed an organised and efficient system are more likely to persuade regulators to expend their energies elsewhere. We are seeing some interesting examples of this, demonstrating that it is a false economy to simply adopt the cheapest option with a provider that doesn't understand data protection law.

One particularly noteworthy complaint is that filed by noyb – Max Schrems' NGO – with the Austrian DPA in January 2019 against eight technology companies. The complaint claims that those companies' automated systems for responding to access requests do not comply with the requirements of the GDPR. This will be one to watch for all businesses processing personal data.

WHICH ENFORCEMENT TOOLS ARE DPAS WILLING TO USE?

Fines

The headline GDPR fine, so far, has been the €50 million fine by the French DPA (CNIL) against Google for lack of transparency, inadequate information, and lack of valid consent in relation to its use of personal data for the purposes of personalising advertisements. That fine is significantly higher than any of the other fines imposed by any EU DPA for breaches of the GDPR, so far. The CNIL justified the amount and the publicity of the fine on the basis that:

- Google would (continue to) infringe essential principles of the GDPR: transparency and consent;
- the infringements were not a one-off, nor were they time-limited; they are still on-going;
- the scale of the infringement would be significant (thousands of French people are affected); and
- Google's economic model would partly be based on the personalisation of advertisements, and therefore, it is of utmost importance that Google complies with its obligations in that respect.

Beatrice Delmas-Linel, Managing Partner of Osborne Clarke's Paris office, observes that "in fining Google €50 million, the CNIL has silenced anyone wondering whether DPAs would be willing to walk the walk, as well as talk the talk."

At the moment, though, the Google fine is an outlier. High fines under the GDPR have been few and far between. Where there have been other fines (in Germany and Portugal), the amount

of those fines has been considerably lower. According to a report by the Handelsblatt published on 18 January 2019, German DPAs had until then issued 41 fines under the GDPR. Stefan Brink, state data protection commissioner for Baden-Württemberg, commented on its €20,000 fine against Knuddels: "The LfDI is not interested in entering into a competition for the highest possible fines. In the end, it's about improving privacy and data security for the users." It remains to be seen whether other DPAs take a similar approach.

Flemming Moos, Partner in Osborne Clarke's Hamburg office, says that "DPAs are likely still clearing the massive backlog of investigations and complaints; these proceedings take time. In Bavaria alone, there are currently 85 fine proceedings for violations of the GDPR pending. We will undoubtedly see more fines (and higher fines) in the near future as DPAs finalise their proceedings. For businesses, in order to avoid high fines once being subject to investigations, it will be important to devise the right strategy based on a thorough analysis of the criteria for determining the fine under Art. 83 (2) GDPR."

Outside of fines, there is also some interesting activity bubbling away behind the scenes, which gives an indication of those areas which appear ripe for enforcement and likely to be highest risk for businesses.



Audits

Audits are an increasingly important weapon in a DPA's armoury. An audit allows a DPA to assess whether an organisation has effective controls in place alongside fit for purpose policies and procedures to support its data protection obligations. Audits can be consensual (when an organisation requests one) or compulsory.

Kevin van 't Klooster, Senior Associate in Osborne Clarke's Amsterdam and San Francisco offices, notes that "the Dutch DPA is particularly keen on exercising its power to audit. So far, those audits have focussed on specific industries and requirements, including the requirement to have a Data Protection Officer, a register of processing activities, and compliant data processing agreements".

Even more and broader audits have been carried out by DPAs in Germany: for example, the DPA of Lower Saxony conducted random GDPR audits at 50 companies during summer 2018 and is currently evaluating the feedback. The Bavarian DPA has sent a comprehensive questionnaire to a reported number of 85 companies assessing their overall GDPR compliance.

Dawn raids

Under the GDPR and those Member State laws which implement, DPAs are granted the power, under certain circumstances, to obtain access to any premises of a business processing personal data, whether as a controller or processor (ie a dawn raid).

This is not a brand new power, though the scope of the power has been expanded in certain EU Member States. In 2018, the UK's ICO made headlines for its extensive and wide-ranging investigations into the SCL Group and Cambridge Analytica, as part of a wider investigation into the use of personal data and analytics by political campaigns, social media companies and others.

Pro-active investigations into companies, market segments or specific technologies

Investigations are predominantly complaints-driven at the moment. Nonetheless, DPAs have, or are starting to, identify key focus areas.

The Bavarian DPA is already particularly active. The watchdog engages in several audits focussing on specific data processing scenarios, currently in relation to data deletion in ERP systems (including SAP) and potential data protection violations by (sub-) processors.

Georgina Graham, Senior Associate in Osborne Clarke's Bristol office, points out that "here in the UK, the ICO has identified new technologies as driving the most significant data protection risks. In its Technology Strategy 2018 – 2021, the ICO identified AI, big data and machine learning, as well as web and cross-device tracking as priority areas for investigation. In its view, the potentially intrusive nature of those technologies demand that the ICO puts its focus and resource into better understanding them."

WHERE DOES THIS LEAVE US?

It is safe to say that 2018 was a busy year in the world of data protection and privacy, but it shows no signs of slowing down into 2019 and beyond. DPA enforcement has not quickly produced prohibitive fines (as had been widely expected). Enforcement activities have slowly unfolded, and take some time. We will see much more, and more high-profile, results of these activities in the near future.

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Synergies between RIMPA as a Professional Association and the Development of New Zealand's Latest Records and Information Qualification

Records and Information Management Professionals Australasia (RIMPA) and the New Zealand branch of RIMPA have supported the development of the recently-opened qualification, NZ3467 New Zealand Diploma in Records and Information Management (NZDipRIM). Professional associations have an important role in contributing to the development of records and information management qualifications through means such as industry-related feedback, advice around practice-based skills and competencies, and guidance on professional accreditation processes.

BY SARAH WELLAND MRIM

NZDipRIM was launched in June 2019 after being approved by the New Zealand Qualifications Authority (NZQA) in 2016.

Offered by the Open Polytechnic, the Diploma equates to one year's full-time study at undergraduate level. It consists of six courses delivered online, each course requiring approximately 180-200 hours of study to be completed within a 16-week trimester.

The Open Polytechnic has long supported records and information management practitioners. They developed the original diploma in records and information management in 2001 and have continued to produce learning content that emphasises close connections between a student's study, their assignments, and work-place situations. Like its predecessor, the new diploma supports those looking to learn or develop skills in the sector, providing foundational guidance around standards practices and theory that aid the ongoing development of records and information management knowledge and skills.

Courses in the diploma staircase from level 5 knowledge acquisition (equivalent to first-year university level) through to level 6 (second year) application and practice. Students

can staircase the qualification in a Bachelor's degree (for example, courses provide credit in the Bachelor of Library and Information Studies (BLIS) if students wish to continue their study pathway in this area) and then move onto other postgraduate qualifications, such as post graduate qualifications in information management offered by Victoria University of Wellington.

DEVELOPMENT OF THE DIPLOMA

The New Zealand Diploma in Records and Information Management was designed and endorsed by industryⁱ. Its development started with a mandatory review of all NZ qualifications (MROQ) up to level 6 (ie, excluding bachelors' degrees and higher) for each discipline area in the early 2010s. This process was managed by the New Zealand Qualifications Authority, which ensures that New Zealand qualifications are 'accepted as credible and robust, nationally and internationally'ⁱⁱ. This includes responsibility for the New Zealand Qualifications Framework (NZQF)ⁱⁱⁱ which is the 'definitive source' for all quality assured New Zealand qualifications^{iv}.

A working group for the information management and services area (which includes libraries, archives and records) developed the draft scope and learning outcomes of the qualification. This working group was heavily industry and professional association focused and included some records and information management (R/IM) practitioners and organisations. It also engaged with a range of sector representatives through onsite brainstorming sessions and surveys as part of the participatory and co-production process^v. Input into the qualification's development was also provided by representatives from New Zealand associations such as the Archives and Records Association of New Zealand (ARANZ), RIMPA's New Zealand branch, Archives New Zealand, and other information-related associations and organisations.

RIMPA PLAYED A PART IN QUALIFICATION DEVELOPMENT

Over the years, RIMPA representatives have aided the development and review of both the old and new diplomas at the Open Polytechnic, providing industry-related feedback relating to workplace-related competencies, employer requirements, and continuing

professional development. They are involved on a continuing basis in the Open Polytechnic's Library and Information Studies (LIS) Stakeholder Advisory Group, which meets twice a year and forms a vital link between the workplace, employers, professional associations, LIS programs and educators at the Open Polytechnic.

Feedback from these meetings informs the range of LIS qualifications and courses. It helps the Open Polytechnic to become more aware of the unique variety of practices that the management of organisational and heritage information currently requires in New Zealand. It also provides another way of ensuring that R/IM related content recognises New Zealand's cultural, ethical, legal and community-based requirements.

Staff in the then School of Social Sciences at the Open Polytechnic used RIMPA's Statement of Knowledge for Recordkeeping Professionals in the development and review of the original and new diplomas to ensure appropriate coverage of key competencies by which 'individuals can be tested and certified'^{vi} in an industry that can vary widely in terms of scope, practice and terminology. It helped decision-makers within the Open Polytechnic gain a deeper understanding of the R/IM sector, making the Statement a useful tool for understanding an industry that can be perceived as not being widely understood by the public.

RIMPA's Statement of Knowledge for Recordkeeping Professionals and how concepts are reflected in the New Zealand Diploma in Records and Information Management

While a 2016 study confirms that employers value the knowledge of foundational R/IM competencies by staff, particularly at the operational level^{vii}, a key consideration for anybody developing curriculum in R/IM is how to present this core knowledge. Knowledge needs to be provided in ways that are current, practical and relevant while also taking into consideration the necessary influences of location, format, culture, context, resources and pedagogy.



Developing the New Zealand DipRIM qualification

“Staff in the-then School of Social Sciences at the Open Polytechnic used RIMPA’s Statement of Knowledge for Recordkeeping Professionals in the development and review of the original and new diplomas to ensure appropriate coverage of key competencies by which ‘individuals can be tested and certified’

For the Open Polytechnic, this meant course development was based on the theory of spiral curriculum design. Courses were structured so that students acquired understanding of key skills or competencies (such as those outlined in RIMPA's Statement of Knowledge for Recordkeeping Professionals) and learning extended through content of increasing complexity.

The structure of the NZ Diploma demonstrates this. There are five compulsory courses, each of which deals with competencies around a key component of R/IM business practice: LIS 507 Principles of Records Management, LIS 508 Principles of Information Management, LIS 609 Digital Asset Management, LIS 610 Archives Management and LIS 612 Preservation and Digitation. There are also three electives from which one is chosen: LIS 603 Knowledge Organisation Systems, LIS 604 Cultural Competencies in the Information Environment, and 73213 Research Methods and Interpretation. These electives provide students with options to specialise while ensuring they gain awareness of the broader spectrum of options and opportunities for R/IM in wider business practice.

Each course has topics and themes that include aspects relating to one or more of the three knowledge domains outlined in RIMPA's Statement of Knowledge. That is, the purposes and characteristics of records and recordkeeping systems, the context in which recordkeeping occurs, and recordkeeping processes and practices, each structured around theory, ethics and practice^{viii}. As they work through courses students revisit a R/IM topic or theme several times throughout the Diploma, with complexity increasing with each revisit as new learning is placed into context with old learning.

This process helps students to gain understanding of a R/IM concept, gain insight into the complexities of context and learn how to adapt their knowledge in different situations. Additionally, students can apply learning to a range of workplace situations and draw on their experiences in the workplace as the basis for many of their assignments. For example, the learning outcomes for LIS507 Principles of Records Management, the first course in the New Zealand Diploma in Records and Information Management, state that students who successfully complete the course will be able to:

1. Explain records management principles, processes, and terminology.
2. Apply knowledge of key aspects of records management practice in various contexts.
3. Identify issues that impact on the ongoing management of records that document organisational activities, assess their effect, and develop relevant solutions.

The course content helps students to apply this knowledge to workplace situations through in-course activities assignments and links to other readings and resources. Through these, students consider consistencies in practice as well as exceptions, and have opportunities to analyse the context(s) through which practices take place.

Course Code	Course Name	Level	Credits
COMPLETE THESE COMPULSORY COURSES			
LIS507	Principles of Records Management	5	20
LIS608	Principles of Information Management	6	20
LIS609	Digital Asset Management	6	20
LIS610	Archives Management	6	20
LIS612	Preservation and Digitisation	6	20
CHOOSE 1 COURSE			
LIS603	Knowledge of Organisation Systems	6	20
LIS604	Cultural Competencies in the Information Environment	6	20
73213	Research Methods and Interpretation	6	20

In later courses students will cover the same or similar concepts introduced in LIS 507 Principles of Records Management, but in different contexts and with increasing complexity. For example, the learning outcomes for a later course LIS 608 Principles of Information Management state that students who successfully complete the course will be able to:

- Identify and discuss key factors that impact the management and use of information management systems and technologies operating within or across an organisation.
- Analyse how different systems and technologies work as information management tools, and how they relate to each other.
- Evaluate information management strategies that facilitate the effective management of information within organisational systems.

Course content relates to more specific content than that introduced in LIS 507 Principles of Records Management. For example, information governance, strategy, and review.

The knowledge domains, concepts and competencies covered by the RIMPA statement of knowledge are also summarised in the overall qualification outcomes that 'umbrella' all courses within the Diploma. The outcomes state that when students achieve NZ3467 New Zealand Diploma in Records and Information Management, they will be able to:

- advise organisations on principles and benefits of information management and information governance for equitable and compliant [that is, fair and legal] information access, use and disposal, and to minimise information-related risks;
- analyse the business information needs of organisations and select appropriate information management solutions for the organisations;
- apply specialised technical and theoretical knowledge of information management to manage business information ethically and in line with industry standards;
- guide organisations to the delivery of a robust and effective information management environment for the organisation including consideration of the importance of kaupapa and mātauranga Māori, [that is, the Māori 'way of being' and associated knowledge and wisdom] and Pacific knowledge.

RIMPA'S PROFESSIONAL ACCREDITATION OF QUALIFICATIONS

As a professional association, RIMPA provides a useful framework for certifying professional practice. The term professional organisations can be defined as:

...organisations that act as a peak body or umbrella for professionals working in the same or similar fields. These associations can define the profession and assist members to further the profession through ongoing learning, quality control and research. They also seek to maintain standards within a profession, provide ongoing professional development to members, and represent the interests of their members to the government and community^{ix}.

RIMPA's professional accreditation of approved courses or programs provides a useful way of helping education providers to validate the importance of R/IM sector practice and create related qualifications and courses. This process helped the Open Polytechnic to keep up to date with trends in R/IM, confirm that content is relevant and current, and that the New Zealand Diploma in Records and Information Management addresses areas of importance to industry for both generic and industry-specific competencies.

For example, the qualification requires (among other things) content on the principles and benefits of information management and information governance, fair and legal information access, use and disposal, the selection of appropriate information management solutions, and the application of specialised technical and theoretical knowledge that manages business information ethically and in line with standards such as New Zealand's mandatory Information and Records Management Standard for government agencies^x.

Ongoing collaboration between professional associations and educational institutions, like that between RIMPA and the Open Polytechnic, can have a variety of benefits for the industry as well as for the educational institution. Industry (via the professional association) contributes to ensuring that students learn what they need to learn to meet practical workplace needs, while educational institutions get the benefit of knowledge about industry trends, strategies and processes. This helps to ensure ongoing practitioner development in foundational industry competencies in a variety of information-based contexts.



ABOUT THE AUTHOR

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FOOTNOTES

- i. See for example, <https://imsqualreview.wordpress.com/>.
- ii. New Zealand Qualifications Authority (n.d.). Our role. Retrieved from: <https://www.nzqa.govt.nz/about-us/our-role/>
- iii. See <https://www.nzqa.govt.nz/about-us/our-role/>.
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Skills for the future:

Transforming training in information management

No industry is immune from the challenges and opportunities presented by the future of work. While some sectors are experiencing minor changes, others are being transformed wholly and irrevocably. Information management is one of these industries. PwC's Skills for Australia is working with industry to improve national education and training for information management professionals.

BY TIM RAWLINGS

Digital disruption is creating dramatic change to all areas of information management. From curation, to records, libraries, archives management and customer service - all facets of the industry are changing. The digital transformation of previously manual tasks is requiring learners to reskill in areas that did not formerly exist. Librarians are adopting new technologies and streamlining processes to improve data management and expand collections. Employers are increasingly demanding that staff are able to distinguish between reputable and non-reputable data sources. The volume of readily accessible information and variety of available sources are both rapidly expanding.

This disruption has resulted in a significant convergence of skills among records, archives and library services workers. As skills change, so too must the skills and knowledge that we instill in learners.

Vocational education and training (VET) are an integral pathway for equipping learners with job-ready skills in information management. PwC's Skills for Australia is the Skills Service Organisation with responsibility for the Business Services Training Package. This training package contains VET qualifications relating to information management, including Recordkeeping and Library and Information Services.

“Our role is to work with the Business Services Industry Reference Committee to conduct industry-led reviews of existing qualifications and competencies.”

Our role is to work with the Business Services Industry Reference Committee to conduct industry-led reviews of existing qualifications and competencies. We update, change and create material to plug skills gaps and actively respond to the needs of the future.

We are currently in the midst of a two-year review, which is due for completion at the end of 2020. In our work we have conducted extensive consultation with hundreds of people in industry across Australia. We have engaged with employers, training providers and peak bodies to determine what the industry needs in order to suitably educate the learners of today and tomorrow. Our consultation discovered several broad themes across information management, in the areas of libraries, records and archives.

Practitioners in library and information services manage the storage, organisation, access, retrieval, dissemination, and preservation of information. In most cases they work closely with clients to suggest resources and locate information. Within the library and information services workforce, there are essentially three work levels: librarian, library technician, and library assistant. The VET sector is primarily concerned with the training and skilling of library technicians.

Records management practitioners are found in large private businesses and the public sector, where they are primarily involved in the collection, maintenance and retrieval of records. Public sector organisations, particularly in the health care, public safety and training sectors, employ specialist records managers to administer records. Private businesses also employ specialist records managers, though more often as a means of adhering to compliance requirements, such as in the financial services industry.

Archivists acquire, manage and maintain documents. In large part, the function of an archivist is to preserve information and make it accessible to future users, increasingly in digital format. To this point, the education and training of archivists has primarily been the function of the higher education sector.

Our consultation overwhelmingly found an increasing convergence of all of these job roles in information management, suggesting all-rounder roles are becoming the industry norm. This job role ambiguity is evident in the outcomes of qualifications in the information management disciplines. For instance, there is little difference in the job role obtained after completing a Certificate III as compared to a Certificate IV in Recordkeeping.

Consultees outlined the need for training to adapt to contemporary and emerging job roles, whilst remaining cognisant of some of the niche skills and knowledge that records, archives and library services workers are expected to maintain.

“...job role ambiguity is evident in the outcomes of qualifications in the information management disciplines.”

Another theme that emerged was the identification of outdated terminology in this field. Information management is increasingly used as an umbrella term for libraries, records and archives, while recordkeeping is more often referred to as records management in the contemporary environment.

Consultees also noted a desire to deliver more archiving skills at the level of vocational education and training, rather than predominantly at university level.

In addition to these themes, there is a need to address the low enrolments in recordkeeping qualifications from Certificate III right through to the Advanced Diploma level.

We discovered, tested, challenged and validated the insights we gathered from industry. We are now in the process of translating these insights into a transformation of training, so that learners will be better equipped with the skills they need to work in the radically evolving information management sector of the future.

One of the major outcomes of this review is the merging of qualifications at each level to sit under the broad banner of Information Services. This will address the need for more transferable skills and all-rounder job roles, while also aiming to boost the low enrolments. For instance, at Certificate III level, the Library and Information Services qualification and the Recordkeeping qualification will be merged into a new qualification called Certificate III in Information Services. The same will be done at Certificate IV.

At Diploma level, the Recordkeeping qualification will be merged into the existing Diploma of Library and Information Services qualification. Learners will then be able to make the choice to specialise in records management. This will give them all the skills they need to enter into a records profession, while also equipping them with fundamental skills in libraries, archives and broader information management as well.

In addition to these significant changes to qualifications, there will be extensive changes to the units of competency (akin to subjects) taught at each level. There will be streamlining of now redundant skills, the creation of new skills in archives and data management, and updating of existing skills to ensure they are current in terms of digitisation and automated processing.

We are currently in the unit drafting phase of this review, which is a critical time for making these fundamental skills changes. While we have concluded our consultation phase of the review, we rely on industry experts to collaborate with us in this drafting phase of the process. We need your help to ensure we have the right information to create the best training standards for learners and educators on a national scale.

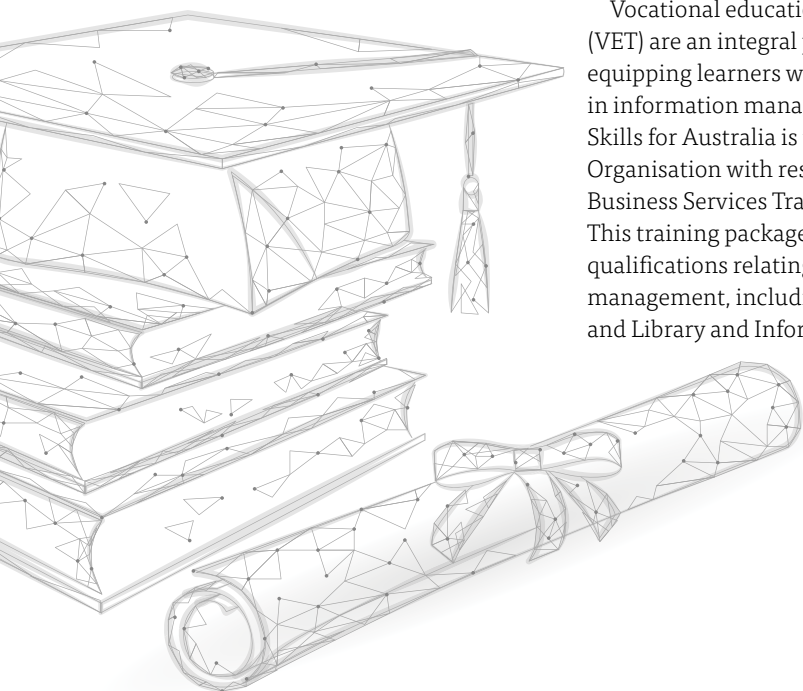
If you would like to be involved in contributing to this review, please contact us at info@skillsforaustralia.com



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Tim is a Director in PwC's Skills Practice and is the Head of Training Product Development at PwC's Skills for Australia. Tim is directly responsible for reviewing, rewriting and developing the national Training Packages across nine industries and over 300 qualifications.



Recordkeeping Vocational Qualifications and Training

A vocational qualification is a practicable work-based qualification that will provide you with the skills and knowledge to undertake recordkeeping functions. In many instances, the activities and assignments undertaken in studies will be able to be used in the workplace.

BY CHRIS FRIPP FRIM LIFE

Vocational studies allow you to use units completed in one qualification as credits in another qualification (at the same level and in some instances at a higher level). Vocational qualifications are flexible in delivery, period of study and are also cost-effective.

These days, there is an expectation by employers that applicants for a position in recordkeeping should hold a formal qualification. It demonstrates they are a professional recordkeeper and have skills and knowledge at a known level. It also demonstrates to an employer or a manager that you are willing to learn and take on new challenges. A formal qualification provides the opportunity for promotion and widens employment opportunities.

While training is available at four levels - Certificate III, Certificate IV, Diploma and Advanced Diploma, the most popular courses undertaken are the Certificate IV and the Advanced Diploma courses.

Certificate IV: this level of qualification should be the standard requirement for all records staff.

LEARN ABOUT...

- Creating a recordkeeping framework
- Creating a strategic plan
- Managing change
- Developing preservation strategies
- Marketing
- Meeting organisational requirements
- Promoting the value of recordkeeping
- Archival work, sentencing & appraisal work
- Project work

This qualification is suitable for those working as records and information officers in a broad range of contexts. Individuals in these roles apply well-developed recordkeeping skills and an extensive knowledge base. They may use problem-solving skills, analyse information and provide guidance for others in the workplace. It is also suitable for staff who wish to broaden their skill base and/or go back to the basics and theory of recordkeeping.

It helps records officers and administrative assistants to understand the benefits of recordkeeping within their organisation. Qualified records staff are in significant demand, and

THINGS TO CONSIDER...

- Have you been appointed to a position in Information Management and Recordkeeping and are looking for a formal qualification?
- Have you started work in a new role and would like to specialise in Information Management/Recordkeeping?
- Have you been working in the Information Management/Recordkeeping sector for several years and have no formal qualification to show for your skills and knowledge?
- Is your employer expecting you to be strategic and innovative?

this course will give you a leading edge when applying for jobs or going for a promotion. All units are practical and relate to the way you work.

Advanced Diploma: this qualification reflects the role of records and information consultants and managers who have a detailed understanding and specialist knowledge of business or records systems.

These consultants or managers may provide strategic direction for business or records systems in large organisations and be responsible for managing a team. They may also be individuals with the sole responsibility for the business of records systems in smaller organisations.

Record Coordinator/ Managers or Administration Managers or IT system administrators:

This is a very strategically-focused course and assists participants in developing all the main strategic documents required for your organisation to become compliant with various Archives, State and Public records Acts and Australian and International Standards.

The completion of this course is easier if you have already completed a Certificate IV or Diploma of Recordkeeping, but these are not a prerequisite. The course is very practical and produces six strategic documents that can be used in the workplace.

People holding either the Diploma or Advanced Diploma qualification are eligible to become a professional member of RIMPA.

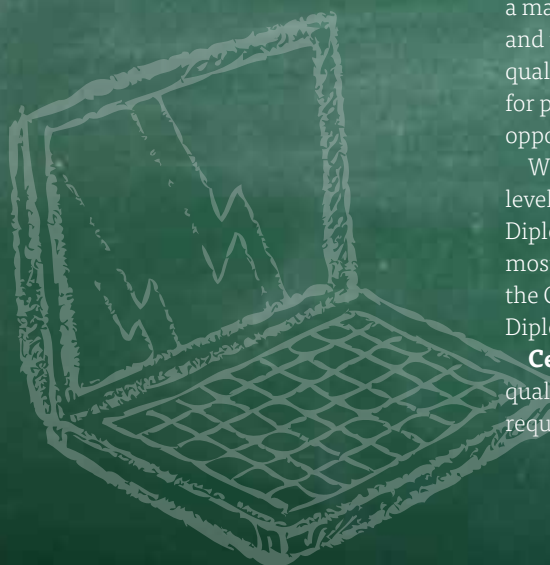


ABOUT THE AUTHOR

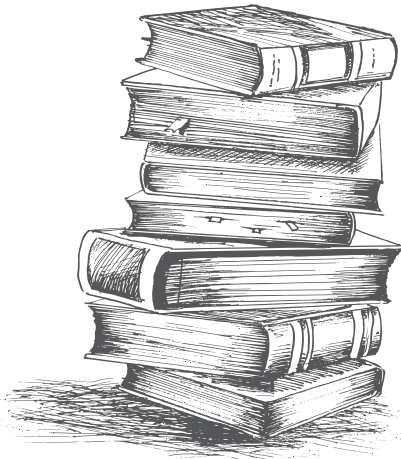
CHRIS FRIPP

Life Fellow is the Director Records and Information Management

Relevancy Training and Consulting. He is the principal educator of vocational recordkeeping courses from Certificate 4 through to Advanced Diploma around Australia. Chris has been providing VET courses since 2008 all around Australia and has trained over 1000 students in that time from all levels of government and private enterprise. Chris was the inaugural winner of the J Eddis Linton Award for excellence in Records and Information Management. Chris was National President of RIMPA for six years and served on Board for 12 years; NSW Branch president; and President of the NSW Local Government Chapter. Chris has represented RIMPA on the International Standards Organisation SC/11 committee for records management. Contact Chris at: chris.fripp@relevancy.com.au



Postgraduate Certificate in Archival Studies



A Professional Development joint venture by EASTICA and the University of Hong Kong

People don't really know what an archivist is, at least not in my part of the world. To those who seem to know, they think archivists are not much different from librarians. In fact, in the early days, when an organisation had a job opening, if the nature of it was primarily archival, they would advertise for a librarian. I remember one time when we advertised for an archivist post in the Public Records Office, there was a number of architect graduates applying.

BY SIMON F.K. CHU

It's always bothered me that archivists and records managers, at least in Asia, are played down as "para-professionals", easily replaced by staff with a bit of common sense and management skills. The idea of establishing a formal and structured program of archival studies based in Hong Kong came out of my grave concern in the early 1990s for the professional capacity of "archivists" working in different levels of government archives in East Asia.

In a study I undertook in March 1998 on behalf of EASTICA (International Council on Archives East Asian Regional Branch, I was its Secretary General from 1997 – 2017) regarding professional education and training opportunities for Asian archivists, I found that many fellow archivists lacked formal and structural training. Many could not afford to do a formal course overseas because of the expense and time required. As a result, most Asian institutions were staffed with "archivists" who were lagging behind in concepts, theories, methods and techniques in managing archives in the modern world. This, as my study concluded, had adverse effects on the identification, appraisal, safe-custody, preservation, accessibility,

use and sharing of the rich archival heritage in Asia and with the rest of the world. (Of course, the situation has changed drastically since, as formal and structured archival education has gained its place in many of the countries in our region now).

To address the problems then, I proposed organising a practical and custom-made training program on archival theories and practices adaptable to the Asian environment leading to some professional and academically recognised qualifications. The proposal had received strong support from national archivists of the East Asian region and in January 2003, I put together and launched the first Postgraduate Certificate in Archival Studies (PCAS) program in Hong Kong.

PCAS is jointly organised by the School of Professional and Continuing Education (SPACE) of the Hong Kong University, and EASTICA. It is custom-made for archivists or those engaged in records management-related functions in the region who wish to update their professional knowledge and skills, widen international exposure and obtain an academic qualification for the profession.

"I proposed organising a custom-made training program adaptable to the Asian environment leading to some professional and academically recognised qualifications."

The program is offered annually in Hong Kong, usually in November when the weather is milder. This three-week intensive program comprises of approximately 140 hours of lecturing, seminars and visits and introduces participants to the most updated theories and practices in archival administration. It is taught by leading records experts and academics from the United States, Canada, Australia, Korea, Singapore and the Netherlands. I invite these industry experts to share their valuable knowledge and experience on a pro bono basis.

In fact, the success of the program depends hugely on their support. Since its inception in 2003, more than 300 archivists, librarians, curators and teachers and information professionals from China, South Korea, Japan, Mongolia, Macao, Philippines, Singapore, Bangladesh, Fiji, Malaysia, Bhutan and Hong Kong have come to Hong Kong to join the program.

As some students cannot leave their job for three weeks, I have held the PCAS program, along with Hong Kong University's regular team of lecturers in attendance, in the capital of Mongolia, Ulaanbaatar (2003), Macao (2006) and Beijing (2019) at the invitation of their governments. There may also be a chance for PCAS to be held in Singapore in 2020.



PCAS - Archival Legal Issues: Postgraduate Certificate in Archival Studies class at the Hong Kong University Downtown campus. Students listen to lecturer Sarah Choy, Chief Archivist of the Hong Kong Legislative Council Archives.



ABOUT THE AUTHOR
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was government archivist and director of the Hong Kong

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The case for certification in an ever-changing environment

Anybody ever taken 500 certification courses in just three months? I suspect that no one has ever done this in an average lifetime, let alone in three months. Today, technology advancements are so prolific that trying to stay certified can be a full-time job.

BY GUY HOLMES

As an example, Amazon Web Services (AWS) released over 500 new tools on their cloud platform in just three months. To stay certified as an AWS developer on all this innovation is seemingly impossible. With many records and information management products and services transitioning to cloud-based implementation, it should be expected that products running on these cloud platforms will also begin to release new updates and new features more rapidly as well. This will, in turn, create more flux in the industry, changes to practices, legislation, privacy - a whole myriad of areas to stay certified in.

Does the rapid speed that we see innovation evolving at mean we need to increase the speed at which we seek certifications?

The purpose of staying certified contributes to professional development and allows certificants to stay current in their field through participation in continuing education.

“Does the rapid speed that we see innovation evolving at mean we need to increase the speed at which we seek certifications?”

Many subject matter experts stay on top of their industry by reviewing continuing education credits based on current events and the changing environment. So in between the three-year certification process, many professional bodies recommend accruing “points” annually for any hours spent on self-education to stay up to date.

Staying certified these days with the speed of innovation without some form of continued education in between seems mandatory if you plan to stay relevant. But why stay certified if things around you are just going to change?

THE CASE FOR STAYING OR BECOMING CERTIFIED

Here are some of the reasons that you may want to become or stay certified:

- Just like any field, foundational learning is both essential and the key to growth in a chosen role. Certifications, if nothing else, help create and maintain that foundation. “Knowing the basics” is never going to be replaced with some other form of knowledge.
- In direct contrast to just knowing the basics, certifications can also differentiate and specialise your skills. In the innovation spiral we are in now, staying specialist and on the bleeding edge of knowledge in a narrow field through certification is a great way to differentiate yourself.
- Using certification to stay a few steps behind, rather than on the edge is not a bad way to look at things when innovation is constantly changing your environment. By the time you seek certification, the innovation is likely accepted and deserves your full attention. Certify on the certifiable and not before.

THE CASE FOR NOT STAYING CERTIFIED

Technology is moving fast, so will the certification I do today be out of date before I even finish it? Here are some of the reasons to skip the certification headache:

- You probably won't have a job in five years due to the advancement of artificial intelligence, machine learning, and robotics. Certification – shmertification!
- Getting hands-on experience is better than certification. Just because it is framed and hanging on the wall, does not make it relevant. Spend your time getting your hands dirty and forget formal courses.
- Many new methods of innovation and development are free-flowing and almost contemporaneous. The new mantra of create, fail fast, and move to the next attempt is generally not the way of certifications. Certification by its nature is ridged and fixed. Locking one's workflow through processes into “the certified” way is in many ways like wearing blinders.

I know that some of what I have said above is tongue in cheek. But there is an overarching change in the way businesses need to behave to stay alive. Certification used to be a way to ensure that you knew best practice in your industry and were foundationally solid. The problem today is that foundational excellence can often be looked at as inflexible and old school.

THE MIDDLE GROUND OF CERTIFICATION

I think we can all agree that certification is an important process to maintain. But I think we can all also agree that the speed of innovation and change in our businesses is like nothing we have seen before. Can certification still be a valuable tool?

Certification can almost never cope with the cutting edge. However, conceptual basics based on the fundamental changes in our business environments are likely a great place to start. Let me give you an example:

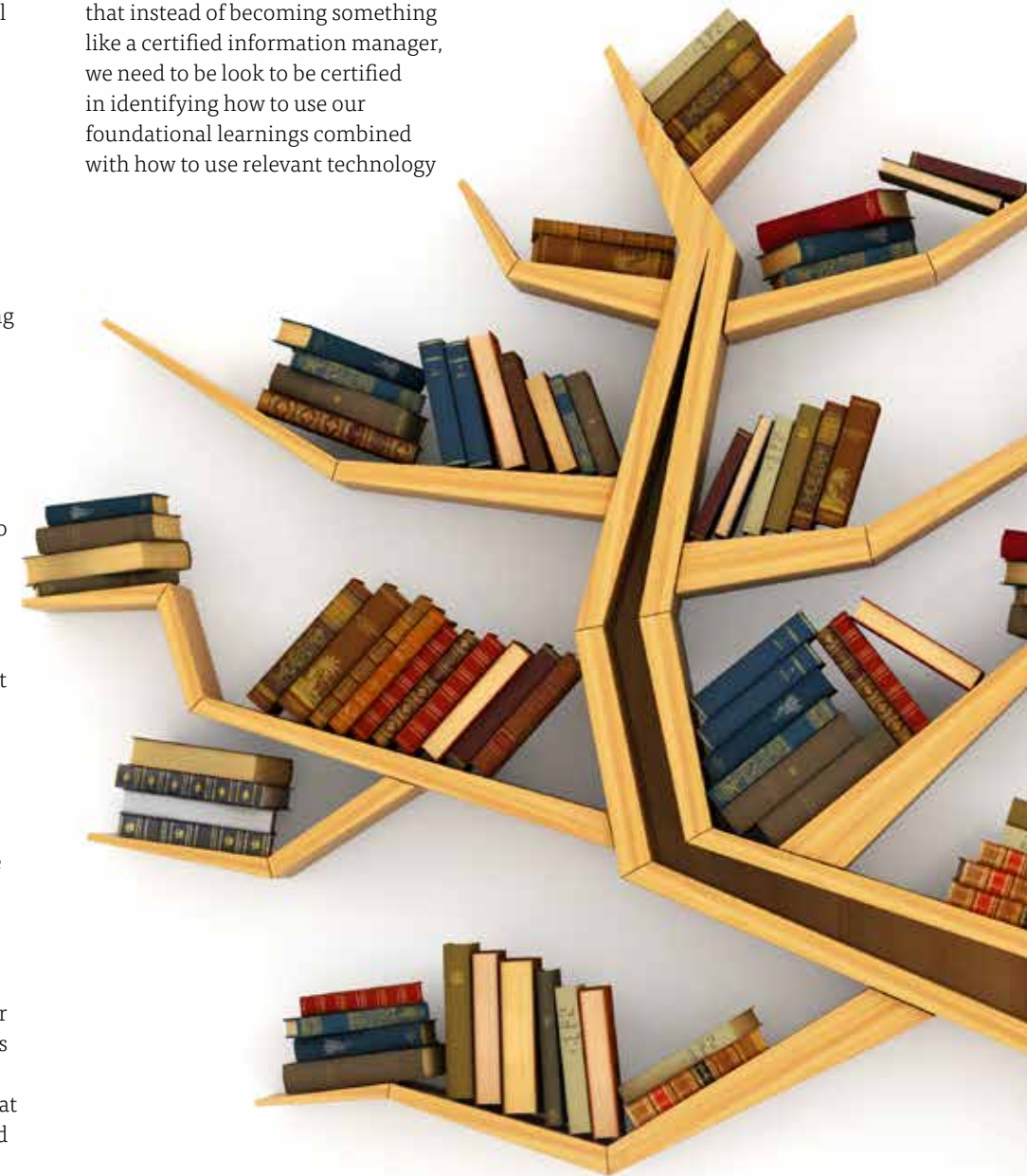
Recently Google researchers talked about a prototype of a microscope that uses augmented reality (AR) and artificial intelligence (AI) to help detect cancer cells in tissue cultures. The microscope is just like a normal one, except the images a user can see are also fed into a computer in real time and the AI engine outlines cells that look affected – to help the clinician see things more clearly, or see things they may have missed.

A clinician or lab technician does not need to be an expert in AR or AI to gain this insight, nor does it affect their fundamental need to know cancer cells from normal ones without AI and AR. However, being able to understand what AI and AR is, how it can be applied, and

how to identify where the technology can help solve problems that are in massive scale is something that can be part of a certification.

It would seem to me that certification will always play a role in our society. However, it may be that instead of becoming something like a certified information manager, we need to be look to be certified in identifying how to use our foundational learnings combined with how to use relevant technology

to improve our practices and move the ball forward. In this way, everyone is an innovator, everyone can keep their ear to the ground, and change can be something we all embrace instead of shy away from.



ABOUT THE AUTHOR

GUY HOLMES has chased his passions wherever they took him over the past 19 years. After starting five companies, from scratch in various industry segments, it should be no secret why Guy is bald. In most of Guy's business ventures, magnetic tape storage was a key component to the business he was creating, and he spent a lot of time professing the merits of tape storage as the long-term storage medium of choice. However, late one night in 2015, after 19 years, and having read over 5 million tapes, this all changed for Guy when he made a profound discovery. That discovery led Guy to found Tape Ark – a company driven to eliminate historical tape archives from the planet. Guy has a degree in Physics, an MBA in Technology Management and maintains memberships with the ASEG, PESA & the AICD. Contact: guy.holmes@tapeark.com

Passing the Laugh Test

It is not always good to make ‘em laugh

There is a test that Change Advocates take (conscious or not) whenever they try to persuade individuals to do something that they otherwise would not do. It is called the “Laugh Test” and it actually can be a hard, cruel test – especially in group settings.

BY CRAIG GRIMSTEAD

It all has to do with the “reasonableness” of the request or directive. If the receiver of the request feels it is not reasonable for one or more reasons (cannot be done, not enough time available to do it, not worth doing, bad idea, etc.) they may break out in laughter of some sort (including snicker, chuckle, giggle, and outright laughter). If they break out in laughter, the change advocate(s) have failed the “Laugh Test” and now need to do “damage control” on the expectations of the change.

It is imperative that IM/RM Change Advocates pass the Laugh Test the first time to avoid initiating a backlash that will damage their program.

“It is imperative that IM/RM Change Advocates pass the Laugh Test the first time to avoid initiating a backlash that will damage their program.”

Information Governance / Records Management Change Advocates seem to have an abnormal propensity to make ‘em laugh and fail the test. Somehow, we often come up with expectations that seem unreasonable to the rest of the organisation. It is well worth the time to check out the probability of laughter with the Laugh-O-Meter privately before going public with the request(s).

First, we commonly face the attitude that IG/RM tasks are outside the scope of an individual’s normal job responsibilities – not what individuals are “paid to do”. Accordingly, requests for action are viewed with a jaundiced eye: Am I really expected to do this with everything else I have to do? Is there something in it for me? Do I really have to do this?

That leads to the second point: by whose authority is the request being made? Is this someone in the individual’s chain of command that is respected and who knows what is done on a day-to-day basis? Someone that individuals are inclined to comply with?

Or is it someone who is outside of their organisation who doesn’t understand how busy they are and how much “real work” they have to do?

Third, the retention requirements that can seem unreasonable and ever present – “retain the record for five years from the ‘date of creation’”. So, is that saying that each individual needs to check daily for records that need disposal that day?

How do we navigate all of these issues and accomplish our mission of establishing, improving, and maintaining a functional, effective IG program? Let’s start at the top with the authority question.

Regardless of the organisational position of the IG/RM program, requests for action need to be understood to have the backing of the local chain of command. The more “intrusive” the request, the more visible that support needs to be. The attitude question is a tough one, but needs to be met head on.

There can be acknowledgement that IG/RM tasks are not directly what an individual was hired to do, but the task does need to be done for the effective management of company records and

“It is well worth the time to check out the probability of laughter with the Laugh-O-Meter privately before going public with the request.”

information – vital to the continuing operation and success of the company.

At the same time, it can be noted that the IG/RM tasks are an important component of how an individual leaves a lasting contribution and how they can set themselves apart for individual recognition (See Energise Compliance by Changing the Attitude - iQ November 2015). Is the request worthwhile?

Yes, we know it is not for individuals across the company to decide, but taking the time to convince the workforce of the value this change will have in cost, efficiency, and/or productivity improvement will not only help to get the workforce to “sign on” to this initiative, but pay dividends later with increased credibility for future changes.

Finally, let’s address the reasonableness of the retention requirements. That should be made easy for the individual and institutionally easy and routine for the IG company.

Consider establishing policy that all records are deemed as having been created on December 31st of the year they were created. Then all retention requirements become due at the end of the year, and an effort can be initiated at the beginning of the year to effect disposition. The company can establish a first quarter deadline for effecting disposition, and establish at least one Records Disposition Day in the first quarter to give a day’s priority to everyone to manage and dispose of records. This policy/procedure establishes a reasonable and uniform process that all individuals and the company can plan for and efficiently manage with other business activity requirements.

Almost every company has IG/RM improvements that they want to make. Change advocates should take into account the mindset of those asked to change, and work to gain their support with an understanding that the changes are reasonable, appropriate and worth their time. This will yield a low probability with the Laugh-O-Meter, causing the change advocates to pass the Laugh Test and successfully advance and mature their IG/RM programs.



ABOUT THE AUTHOR CRAIG GRIMSTEAD

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RIM core components with a sub-specialty for RIM auditing. Craig holds a Masters 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 RIM program, and implemented and managed Electro-Motive Division’s RIM program. He blogs to: infogoto.com/author/cgrimestad



What motivates staff to learn?

How can we inspire staff to engage in learning? Engagement and motivation are two of the greatest barriers to both the delivery of education and the implementation of the knowledge gained. Having an understanding of Adult Learning Principles and the concept of 'andragogy' will put you in a better position to develop a more effective educational program for your organisation.

BY PHILIP TAYLOR MRIM,
MA (ARCHIVES AND RECORDS)

In the previous article in this series on being an effective manager in your organisation, the focus was on team building and change management. In this article we will turn to the important, but often overlooked skill of being an effective trainer. As a Records and Information Manager the dissemination of information in the form of training in new policies and procedures is critical to successfully implementing new information systems. Of course, the option is available to develop your training program the way you want. However, a better tack would be first to understand how adults learn and then use this knowledge to prepare and deliver a training program that has a higher chance of success.

ADULT LEARNING PRINCIPLES – ANDRAGOGY

Andragogy is a term that was coined to describe the teaching of adults. Although this term has been in use since the 1830s, in recent times it is Malcolm Knowles who has become synonymous with this term, well known for his work in understanding the science behind how best to teach adults. Knowles proposed six core principles that are central to adult learning:

- Learners need to know
- Self-concept of the learner
- Prior experience of the learner
- Readiness to learn
- Orientation to learning; and
- Motivation to learn.

These conditions focus on central themes such as motivation, self-directed learning, life experience, goal-orientated learning, practical application, and respect. Andragogy is an important concept, because the adult and child learn considerably differently (Knowles, 1984),¹ and the principle of motivation is a key difference.

WHAT MOTIVATES ADULTS TO LEARN?

When considering the individual's motivation to learn, Munro² speculates that:

'We learn when we want an outcome that we won't have if we don't change what we know'.

The motivation lies in needing or wanting a skill or information that only the individual can obtain through changing what they know (there are of course, different levels of motivation across any given group).

Munro suggests that learning on a 'deep' or 'achieving' level is undertaken because the individual desires to solve problems or meet the expectations of others. In a records and information environment, this can be seen when professional recordkeepers provide a service to the organisation that coincides with the organisations reasoning for having a recordkeeping system, for instance, to enable the corporate record memory to facilitate the work of the organisation and meet the expectations of accountability and legislative requirements.

Therefore, motives for learning also appear to be contextual, with different types of learning occurring at different stages for different individuals, based on need, setting and type of learning.

'Surface' learners wish only to meet minimum requirements ie: what do I need to learn to perform my job, while 'deep' learners are motivated to solve problems and satisfy curiosity by learning answers to questions they have. 'Achieving' learners are motivated by progress, self-confidence and the intrinsic need to constantly know more.



MOTIVES FOR LEARNING

Munro (2003)³ recognises the following types of motives for learning, and associated outcomes:

	MOTIVES FOR LEARNING	LEARNING ACTIONS USUALLY USED	LEARNING OUTCOMES
SURFACE	To meet minimal criteria, hurdles or demands, meet organisational requirements and policies.	Meet the expectations of others, reduce pressure imposed by others to feel valued. Achieve skills to play the game, climb through a system, secure one's future.	Ideas retained short-term, not owned or understood by learner, limited application and transfer.
DEEP	To meet minimal criteria, hurdles or demands, meet organisational requirements and policies.	Actions that help understanding; taking ideas apart, exploring them as widely as possible, relating ideas to what is already known.	Better understanding, commitment to the ideas, can teach ideas to others, know that learning is not finished, transfer and use ideas broadly.
ACHIEVING	Meet the expectations of others, reduce pressure imposed by others to feel valued. Achieve skills to play the game, climb through a system, secure one's future.	Memorise, act to reproduce in an organised way, outcomes valued by others, learns procedurally, doesn't take risks, conforms and copies. Actions that help understanding; linking ideas with existing knowledge using a range of resources and materials.	Structuring the learning in the most facilitative way.

HOW TO USE ADULT LEARNING PRINCIPLES

The next time you are teaching a colleague or peer new information, think about the theoretical principles behind how and why adults learn. Try to identify what type of learner this person is, and what is driving them to learn this new skill or knowledge.

Some practical tips:

- Create a pre/post-test for learners so that they can critically evaluate their state of knowledge.
- Let the learner direct their course of learning.
- Adult learners need to know how education affects them and why it's relevant. Try focusing on the problem to be solved, and don't make it too complex.
- Leverage their source of motivation to encourage interest.
- Practical examples should be used wherever possible.
- Learning outcomes should be clearly defined.

As a records and information manager in an organisation as some time you will need to deliver a training program. This might be for staff that you have direct responsibility for or employees of the organisation in the case of the implementation of a new records and document management system. Unfortunately, there is no quick fix in designing a training program that meets the requirements of the organisation and staff and conveys the information you wish those attending to understand and retain.

WHAT IS MEANT BY 'ADULT LEARNING PRINCIPLES'?

Good question! Here we will discuss some ways to facilitate learning by using some of the principles listed above.

1. Adults are internally motivated and self-directed

Adult learners resist learning when they feel others are imposing information, ideas or actions on them. Your role will be too to facilitate an individual's movement toward more self-directed and responsible learning as well as to foster the participants internal motivation to learn.

2. Adults are goal oriented

Adults become ready to learn when "they experience a need to learn in order to cope more satisfyingly with real-life tasks or problems" (Knowles). Your role is to facilitate those attending your training courses with the knowledge and skills to successfully apply what has been learned.

3. Adults are relevancy oriented

Ask questions that motivate reflection, inquiry and further research.

Adult learners want to know the relevance of what they are learning to what they want to achieve. One way to achieve this is to ensure that the information is targeted to the audience.

4. Adults are practical

Where they can recognise firsthand how what they are learning applies to life and the work context. Any training course will succeed when those attending are able to see how what is being learnt can be applied in a practical sense.

To summarise, put into practical application by considering the following:

- Develop a rapport with those attending the training session to optimise your approachability and encourage asking of questions and exploration of concepts.
- Show interest in their thoughts and opinions. Actively and carefully listen to any questions asked.
- Lead participants toward inquiry and resist supplying too many facts.
- Review goals and acknowledge goal completion.
- Encourage use of resources such as manuals, policies, staff intranet resources, fact sheets.
- If appropriate, set projects or tasks for the participants which they must complete and "tick off" over the course.
- Acknowledge the preferred learning style. People learn at different paces and with a level of understanding. Courses need to be adapted accordingly.
- Adults bring life experiences and knowledge to learning experiences.
- Adults like to be given the opportunity to use their existing foundation of knowledge and experience gained from life experience, and apply it to their new learning experiences.

Ask participants to reflect on what they expect to learn prior to the experience, what they learnt after the experience, and how they might apply this in the future.

ADULT LEARNERS LIKE TO BE RESPECTED

Most importantly is to remember that the group in front of you is not a room of children. They are adults and demand respect. Avoid being condescending or superior. As set out above adults learn in a very different mindset to children. This requires that the trainer prepares and delivers the material in a respectful manner. Respect can be demonstrated by:

- Taking an interest in the people attending your course.
- Acknowledging the wealth of experiences that participants have about the organisation and how it works.
- Regarding them as a colleague who is equal in life experience.
- Encouraging expression of ideas, reasoning and feedback at every opportunity.
- Promote active participation by allowing participants to try things rather than passive observation. Provide opportunities to practice with ample repetition in order to promote the development of skill, confidence and competence.

So how can this theoretical framework be used to prepare and deliver a training program. The easy option is to prepare a Powerpoint presentation and then talk to the points raised. Audience participation is guaranteed to be low, half the attendees will lose interest in 10 minutes and start wondering why they are here and the other half will be waiting to get onto social media and see what they have been missing out on.

A useful way to start to develop your ideas is to write a training template. A training template sets out the timetable including objectives, learning outcomes and end results.

Questions to consider could include:

- What do you want to achieve in the training course?
- How will you know if you have been successful in delivering a course that is relevant and useful to participants?
- Prepare a Lesson Plan on what is to be covered in the course.
- Prepare materials, handouts, hands-on computer sessions.
- How will you know that those attending have completed the course with new knowledge?

Consider using tests, inviting audience participation and questions for clarification of issues covered. If possible, provide the opportunity that allows attendees to practice for themselves. If your records management system has a training module with dummy data this is ideal. Let people play with the system, make mistakes and explore.

If the course is more than one hour, schedule periodic breaks as the human attention span declines after about 20 minutes of being spoken to.

Organising and delivering training is a significant responsibility for a manager. The imparting of knowledge and the delivery of information to enable employees to do their job requires a range of skills. Knowledge of how adults learn and the development of training programs that are attractive and relevant should be seen as an integral part of the information management plan of your organisation.



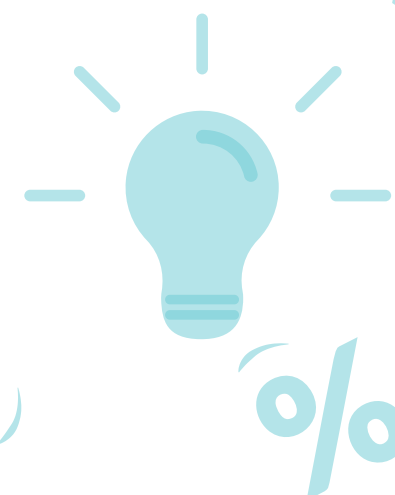
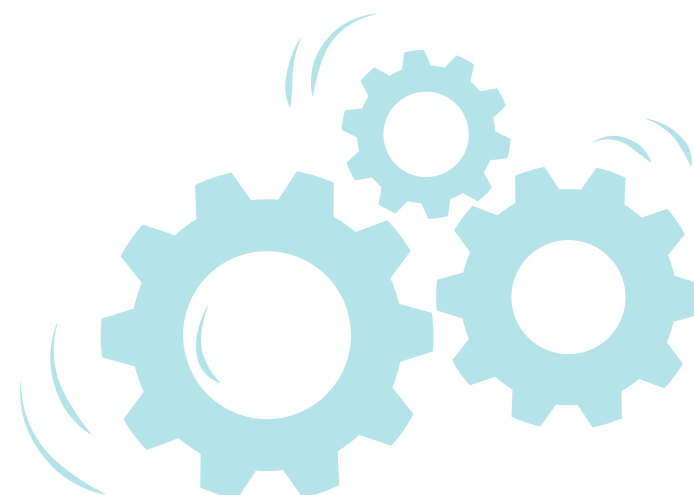
ABOUT THE AUTHOR

PHILIP TAYLOR joined the Qld Branch in 1992 after relocating from Victoria. He

became a Branch Councillor in 1993 and in 2001 became Branch President, a position held until 2007. Philip had a long held interest in education for records management staff and was Qld Branch Education Co-ordinator for many years. Philip is currently a member of the Editorial Committee for iQ. His career in records management spanned over 35 years in both state government and higher education sectors. Now retired, he enjoys travelling and perusing a number of other interests. His records management still remains especially in the area where records management interaction with public policy issues. He was awarded Life Membership of the RIMPA in 2006. He has been a member of the former RMAA and RIMPA since 1974.

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Communicating the archive

Total history geek. Typeface aficionado. Paper-sniffing nerd. That's me. But to work in the communications team at the nation's preeminent archival institution, you need to be so much more.

MICHAELA FORSTER

You need to have a deep understanding and appreciation of the very essence of the National Archives of Australia, with its more than 40 million items – including 100 million folios and hundreds of thousands of hours of audiovisual material, located in our offices in every state and territory, across Australia. Of the enormity of holding the sights, sounds, words, images and photos that constitute our national memory. Of the sheer responsibility of building and safeguarding the evidence locker of our nation.

However, what's the point of this magnificent evidence locker if only a small percentage of people, eager for information and evidence of how Australia as a nation was and continues to be shaped by government decisions, know about it? If it's undescribed, unseen and unknown? That's where communications comes in. We are part of the vital process of taking to Australians, their archive.

The National Archives is for the people. From proceedings of land title claims that tell the truth about Indigenous occupation of various part of Australia. To the breathtaking intensity that comes from handling the same piece of paper that your father held in his hands and signed when he was in the Air Force at Woomera, before you were even born. To the unadulterated joy of watching Johnny O'Keefe sing his heart out on Six O'Clock Rock.

“I can rest assured that my children, grandchildren and great grandchildren – and all the other history nerds in-the-making – will be able to experience the thrill, wonder and astonishment that is the national archival collection.”

Surely publicising this is a straightforward thing – pump out a few ads, a couple of tweets, the odd media release? It can be that simple but to really do the national archival collection – and the very people it is there for – justice, it involves so much more.

You need a really strong grasp on the services the National Archives provides, how they are developed and why we deliver them. Our online RecordSearch tutorials may assist a researcher locate and order a copy of their defence-service record or that passenger arrival card that allowed Grandad entrance to Australia as a refugee fleeing Europe at the end of World War II.

This massive and diverse collection offers so much more. What of the creative who is searching for that perfect mid-century image to screenprint onto fabric? Or the digital humanities postgraduate trying to locate a dataset relating to post-World War II Australian immigration? Or the Queensland visitors in Canberra eager to take in an exhibition followed by coffee and cake in our heritage-listed National Office? To this we can add those who like to stay up to date with our latest information management policies and standards, and government agencies awaiting information on the latest record disposal freeze.

Who our audiences are, what they want and how we reach them are at the heart of communications at the National Archives. We build connections and credibility with them in order to take the National Archives and all it offers to the people.

We need to know what our audiences want. This entails staying abreast of current debates and trends so we can effectively participate in national conversations. It also involves remaining across industry trends and

“the breathtaking intensity that comes from handling the same piece of paper that your father held in his hands and signed when he was in the Air Force at Woomera, before you were even born”

developments, be they information management, archival, design, education, tourism, cultural and especially, digital.

And we need to know the best ways to reach each of our audiences. Some prefer an email, social media or a hardcopy press advertisement. Others will immerse themselves in a long-form article in the latest current affairs magazine. While others prefer to engage with us via crowd-sourced content on one of our websites. Or onsite at an exhibition presenting original collection material or in a research centre where people seek information to create and open up a much bigger story to share with and empower others.

And we are constantly scanning for ways to reach new audiences, from large banners in local shopping malls and cinema advertising, to making the most of search results on Google.

Each year, millions of people visit the National Archives' websites. Hundreds of thousands visit one of our research centres or attend events and exhibitions. We reach a vast audience in the tens of millions via social media and traditional mainstream media. The National Archives works hard and diligently to achieve all of this, and the Communications team is proud to be part of the process.

I can rest assured that my children, grandchildren and great grandchildren – and all the other history nerds in-the-making – will be able to experience the thrill, wonder and astonishment that is the national archival collection.



ABOUT THE AUTHOR

MICHAELA FORSTER is Assistant Director, Communications and Media at the National Archives of Australia, where she has worked for more than ten years. She has nearly 30 years' experience in the publishing and communications industries, predominantly in Australia's national cultural institutions. Design, writing and 20th-century Australian history are her passions. Contact: michaela.forster@naa.gov.au

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The leading education and networking event to exchange ideas and rub shoulders with industry influencers in the Records and Information Management profession. 2019 marks a milestone for the Records and Information Management Professionals Australasia (RIMPA) as we celebrate 50 years as the longest serving peak body for industry practitioners in the Southern Hemisphere. RIMPA was officially founded in Melbourne in 1969, at an inaugural dinner held at the Windsor Hotel. To celebrate both our profession and 50-year birthday, RIMPA Live is being hosted from 8-11 October at Marvel Stadium, in Melbourne, Australia.

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KEYNOTE SPEAKERS



1969 – 2019: an evolving and challenging 50 years

David Moldrich,
Life FRIM



Getting a clue, conjuring a vision & executing a plan

Randolph A. Kahn Esq.



Interview discussion: where are we heading as an industry?

Richard Foy,
NZ Chief Archivist



Mark Leopold,
Head of Better Workplaces
Institute of Managers and
Leaders Australia



The Future of the Profession, RIMPA Noobs Panel Discussion

Panel Chair: Lydia Loriente
Panelists: Sian Sewell and others



The Art of Resilience

Jacqueline Nagle
Speaking Coach & Mentor



Empowerment and Leadership in the Workplace

Kevin Sheedy AO



4k Paradigm Awakens!

Matt O'Mara
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- Records 365



WORKSHOPS & ROUND TABLE DISCUSSIONS

- **Discovering the art of the possible.**
Janine Morris MRIM and Megan Cappelleri MRIM
- **Evergreen is the new black:**
Information governance in the Office 365 ecosystem.
Gabrielle Ingram
- **Innovative ways to obtain stakeholder buy-in for information management initiatives.**
Amanda Day & Julie Kilner
- **Being an effective agent of change – change management basics and creative approaches for RM/IM practitioners.**
Helen Palmer.
- **Round Table Discussion:** information governance, information security, managing digital records, artificial intelligence - impacting records managers.
Hosted RIMPA Branch Presidents.

TRADE TIMES
Tuesday 8th October
3pm – 8pm.
Wednesday 9 October
and Thursday 10 October
9.00am – 5.00pm
Friday 11 October
9.00am – 1.00pm

GET SOCIAL

BE SOCIAL

Starting with the Welcome Reception celebration at Marvel Stadium, to the spectacular setting of the 'Black Tie' National Gala Awards Dinner on waterfront Docklands, there is ample opportunity for you to meet and mingle with peers from all around Australasia and different segments of the profession.

Tuesday 8 October

- Welcome Reception

Wednesday 9 October 6pm – 8pm

Sponsored by Iron Mountain
- Black Tie Gala Awards Dinner

Thursday 10 October 6.30pm - 11.30pm

Sponsored by EzeScan & Micro Focus
- Trade Networking Drinks 5pm – 6pm
- Branch Dinners 7pm – 9pm

BLACK TIE GALA NATIONAL AWARDS DINNER

Sponsored by EzeScan and Micro Focus

Join us at the spectacular 2019 'Black Tie Gala Awards Dinner' on Wednesday 9 October at the Peninsula Docklands, hosted by Pat Panetta one of Melbourne's most loved and versatile TV and radio presenters, we will celebrate RIMPA's 50 years along with the achievements of colleagues in our profession.

- Dress to Impress Black Tie- Formal attire.
- Dance the night away with Melbourne's best corporate band 'Chunky Jam'.
- Announcement of the inaugural Hall of Fame recipient.
- National awards for excellence
J Eddis Linton, Jim Shepherd and iQ Article of the Year.

REGISTER NOW!

PROUDLY SPONSORED BY



WHATS ON

- Welcome Reception
- Black Tie Gala National Awards Dinner
- Trade Networking Drinks
- Branch Dinners



Hosted by
Pat Panetta

RIMPA LIVE 2019 AWARDS

OUTSTANDING ACHIEVEMENT AWARDS 2018-2019

The RIMPA Awards are to be presented at the Gala Awards Dinner at the Peninsula Docklands, Melbourne on Wednesday 9 October 2019.

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 by a RIMPA member and published in the year between September 2018 - August 2019 is automatically eligible for consideration. The judges look for articles that inform, engage and inspire readers, while displaying the authors sound knowledge of their subject.

Nominees for the iQ Article of the Year Award are:

- To Digitise or not to Digitise: a millennial's perspective.
By Susannah Tindall
- Recruitment: inclusion and the questions that matter.
By David Pich
- Interview with industry authority, Ken Tombs.
By Mike Steemson ARIM
- Interview with New Zealand's Chief Archivist, Richard Foy.
By Mike Steemson ARIM

JIM SHEPHERD AWARDS

These awards are named to pay tribute to Jim Shepherd, one of RIMPA's founding fathers. The Awards recognise and celebrate two distinct supportive pillars of RIMPA; Vendors and Branches. The support of both these streams form the foundation of the opportunities provided to the RIMPA membership.

Nominees for the Jim Shepherd Awards are:

VENDOR OF THE YEAR

- CorpMem Business Solutions
- EzeScan
- Grace
- Records Solutions
- TIMG
- Votar Partners

BRANCH OF THE YEAR

- Nominations are currently being finalised by the Board.

J EDDIS LINTON AWARDS

The J Eddis Linton Awards are named to honour of one of RIMPA's founding fathers, J Eddis Linton and were established in 1999. The Awards culminate in the recognition and celebration of organisations and individuals that implement world-class initiatives and industry leading services on a prominent and far-reaching scale.

Nominees for the J Eddis Linton Awards (recipients of the Branch Awards) are:

NEW PROFESSIONAL

This award is presented to a new professional to the records and information management industry who has demonstrated significant potential to succeed within the profession. The nominees for this award are:

- Nominees for this award are still being finalised.

OUTSTANDING STUDENT

Sponsored by Records Solutions

This award is presented to a student who has achieved excellence in educational studies in records and information management. The nominees for this award are:

- Tangi Te Mapu Maihi, NZ Branch
- Livia Porto, Qld Branch

OUTSTANDING GROUP

This award is presented to a group who have achieved excellence and made an outstanding contribution within the records and information management industry.

The recipient of the Outstanding Group award will have demonstrated, in the previous year, distinction and a lasting high impact in one or more of the areas – innovation; marketing, partnership and teamwork; collaboration; implementation and business benefit. The nominees for this award are:

- Australian Fisheries Management Agency, ACT Branch
- Toowoomba Regional Council, Qld Branch
- Yarra Ranges Shire Council, VIC Branch
- Archives Office of the Catholic Archdiocese of Perth, WA Branch

OUTSTANDING INDIVIDUAL

Sponsored by EzeScan

This award is the pinnacle award bestowed upon an individual within the records and information industry by RIMPA. 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 in the previous year. The nominees for this award are:

- Kerri Siatiras, NZ Branch
- Gabrielle Ingram, Qld Branch
- Megan Cappelleri, Qld Branch
- Sandra Ennor, VIC Branch
- Julie Coxall, WA Branch

AWARD CATEGORIES

- iQ Article of the Year
- Vendor of the Year
- Branch of the Year
- New Professional
- Outstanding Student
- Outstanding Group
- Outstanding Individual

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 how they have influenced the direction of the industry and on their long-standing commitment and dedication to RIMPA. 2019 marks the inaugural year of the Hall of Fame and this year's inductees will be announced at RIMPA Live.

RIMPA LIVE 2019

8-11 OCTOBER
MARVEL STADIUM
MELBOURNE

NOV 2019

RIMPA Live | 50th | Vendor focus

+ 21st Century Records Security Challenge: cybercrime's risk to populations, nations, governments, businesses, and critical infrastructures. How is cybercrime evolving and changing? Types of cybercrime: financial crime, fraud, crimes against individuals, threats to the public.

Deadline (articles due): 16 September 2019.

50

FEB 2020

Standards. Have they made a difference?

What has been the impact of records management standards, in particular, in public sector agencies?
Update on international RIM standards.
+ Innovation and excellence: feature articles by RIMPA Live winners.
Deadline (articles due): 1 December 2019.



MAY 2020

Management and Recruitment in RIM

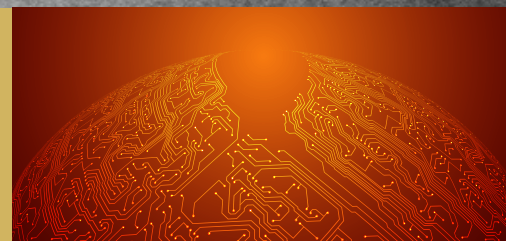
What's in your management and recruitment toolkit? Tips for embarking on a career in RIM / engaging with your organisation / being strategic / developing strategies.
+ CPA: all you need to know
+ Data: how is data acquired, transformed, used for insights?
Deadline (articles due): 12 March 2020.



AUG 2020

Future of RIM

What will recordkeeping look like in 2050?
What will the workplace be like? Strategies for keeping up-to-date with advancement in RIM in a digital world.
+ Information Awareness Month
Deadline (articles due): 18 June 2020.



NOV 2020

RIMPA Live | Vendor focus

+ Collaboration: RIM bringing people, systems and organisations together. Building relationships with Information Governance, Risk Management.

Deadline (articles due): 17 September 2020



Want to contribute to iQ?

Contributors are asked to refer to iQ's submission guidelines and author checklist on RIMPA's website before submitting articles: www.rimpa.com.au Generally speaking, articles are between 1500 and 3000 words. We ask that authors provide a short headline/title, a summary introduction of 40-80 words, break the article up with short subheadings if possible, particularly if the article is long. A 50-100 word bio and headshot (between 1-2 meg) needs to also be supplied. Where possible, provide relevant photos/illustrations and diagrams.

The editor can also be contacted directly with queries: editor.iq@rimpa.com.au

INTERVIEW WITH

Julie Apps

FRIM and LIFE Member



Julie Apps has enjoyed a career spanning 42 years in Records and Information Management. She reflects on a distinguished career and her association with RIMPA. Julie fell into the industry, which is a long way from her initial aspiration to be as a forensic scientist or educator, although she considers the roles to have similar approaches.

How did you become associated with RIMPA?

In 1984 I encouraged my employer at the Health Department, Nhulunbuy in the Northern Territory, to join as a corporate member of the Association. I believed it was an avenue to gain industry knowledge from my remote site.

Subsequently, in 1989, my family and I relocated to Victoria, where I was employed with the Ringwood City Council. I joined the local government Chapter, where I managed the Membership Status role and the position of Representative to the State Branch. I held roles of Membership Status, State Editor of the newsletter, and was elected to the National Board. I was the National Editor of Informa and held Membership roles for five years. In 1997, I was elected as Company Secretary, also for five years.

I developed the first training manual for records management for Local Government Chapters; plus developed training manuals for all industry sectors. I also lectured at Swinburne University and was a seasonal lecturer for return-to-work programs. In the development of a National Curriculum for Information Management for Swinburne University, I co-wrote modules covering classification schemes with Peter White and Chris Hurley.

As an industry representative, I assisted in the development of National Competency Standards for the Australian Transport Industry – Armed Vehicle Safety & Standards course. Additionally, I represented the Association in writing by developing a College Text Book for Business Communication & Technologies. I was also responsible for the development of an Information Awareness Program (including two online learning courses) that was delivered to state government.

What have been the highlights of your Association with RIMPA?

The biggest highlight has been playing a part in watching the Association and the community grow over time through the dedication of many passionate members. Other highlights include the development of the Membership Status Guideline and Federal Directors Guidelines and being co-convenor of the first conference to move to a convention centre at Victoria Crown Casino. Also seeing David Moldrich meet his vision to introduce the first Australian Standards (AS4390); and it's development into an International Standard ISO 15489.

You have achieved Fellow status with RIMPA. What does this mean to you?

Achieving Fellow status in 1996 was so rewarding. Especially as I was the first female member of the Association to gain this status. Not only did I kick down that door, it gave me the opportunity to encourage more female members to achieve a higher status within the Association.

Tell us about the various roles you have held over your career in the Information and Records Management Industry?

In 1982 in the Northern Territory I worked for the Department of Health as Manager of Records. I later worked in Local Government with the Ringwood (Maroondah) and then Caulfield (Glen Eira) City Councils, as Senior Officer of Records. In time, I moved to the private sector to work for Brambles Group as Director of Information Management, then a move to Price Waterhouse Urwick as a Senior Consultant. I established my own business, RDM Consultancy and worked for state government before finally taking up permanent positions with the Department Premier and Cabinet, Child Safety Qld, and Department of Transport and Main Roads. It has been my pleasure to play a part in the development and future of the Association and the industry.

For people just starting in the industry, what words of wisdom would you impart to them?

Look back on the history of Information and Records Management to go forward into the future as the principles remain the same. To succeed, engage with the community as the people make it most exciting and drive the change.

Thank you, Julie.



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