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In This Issue

Front Cover:
In this issue we
take a close look at
issues that affect
the individual RIM,
featuring, on page
30, a study which
asks whether RIMs
have a distinct
personality.

Getting Personal

Information Awareness Month (IAM) is upon us at long last.

IAM will be a major collaborative event on the 2006 calendar. It showcases the various streams of information management and highlights the specialist areas. There will be IAM events in your area, and everyone is encouraged to participate.

The brainchild of our own Marketing & Event Manager, IAM is being developed and enhanced by a coalition of industry organisations in response to the need to organise and make transportable the information management industry. The ultimate goal of IAM is to ensure the importance and value of information management to the community and to the world as a whole.

We want to thank the professional bodies, sponsors and participants who have shown unwavering support for Information Awareness Month. IAM is - above all - a collaborative event. It was essential to us that everyone in the Information Family participated.

Support for this 'month' has been provided by: National Archives of Australia (NAA), Health Information Management Association of Australia (HIMAA), Australian Society of Archivists (ASA), Australian Library and Information Association (ALIA), Institute of Information Management (IIM), and of course, the Records Management Association of Australasia (RMAA).

The important thing to remember is that information awareness comes in many forms and is not controlled or 'owned' by any one body, but many specialist areas, and it is critical that these bodies form alliances to promote the professions.

We look forward to supporting all events during May 2006 – event details are available on the RMAA website.

The overarching theme for Information Awareness Month 2006 is 'personal records', and in line with that, the theme of this issue of *IQ* is 'Up Close and Personal'.

Few people look forward to updating their records. It is easy to keep putting it off. However, many people find it useful to have good personal records and enjoy looking back over them in the future.

So, make an event of it. Put some good music on or have a good TV programme on in the background. Make yourself a favourite snack. Don't try and rush it. Put time aside three or four times a year to update your personal records. Write these dates into your diary. You won't regret it. You will save a lot of time and effort finding key information when you need it.

Your records say something about you. Personalise them as far as you can so you can take pride in them.

As you'll see later in this issue of *IQ* and from our website, the RMAA, through member Glenn Sanders, has a developed an excellent Personal Continuity Plan. Please feel free to distribute it to everyone you feel could benefit - and that should be everyone.

Think of organising your personal documents and other important papers as preventative maintenance. Just as you take care of your car or your home so that it runs smoothly and doesn't break down, the same care needs to be given to the maintenance of your personal records.

You can save yourself hours of frantic searching, and lower your stress in general by organising a system for managing your personal records. Create a system and a habit of handling each important piece of information or paper as it comes into your home.

With your papers in order, you will be prepared to cope with emergency situations, tax preparation, credit issues, legal needs, school registrations, or family healthcare.

Most records, documents and miscellaneous papers can be kept in a home file for ready access. Keep the item at home unless it is a legal document or is difficult to replace or duplicate. Those kinds of documents should be kept in a safe-deposit box or left with your solicitor.

Most records discussed here should be kept for long periods of time. Before you decide to toss any out, check over them carefully so that you do not destroy any permanent or semi-permanent, or irreplaceable records.

Documents to Keep

FAMILY RECORDS

- Education & Employment. Even outdated resumes list important education and job experience as evidence of qualifications for certain work, reliability and tenure.
- Family Professionals - Create a reference list of the names, addresses and telephone numbers for medical, legal, financial, tax, insurance, investments, property, or other important contacts.
- Insurance Policies - File each policy and review annually.
1. Vehicle - File policies and maintain until car is sold or policy expires.
2. Personal liability - Keep until policy expires.

Kemal Hasandedic,
RMAA's National President

3. Property - Keep until property is sold or policy expires.
4. Life - Keep until policy expires or is redeemed.
5. Health - Keep until policy expires.
- Health Records - Physicians' names and addresses who have record of each family member.
- Licenses to practice - Display safely and/or keep copy in a safe place.

PROPERTY RECORDS
- Vehicle - Certificate of title and bills of sale. Keep until you dispose of your vehicle. Essential for transfer to new owner when car is sold.
- Guarantees and warranties - Provides proof of date of purchase to determine service and parts guaranteed. Keep until no longer valid.
- Household inventories - For insurable items, maintain an up-to-date list. Record item, cost and date of purchase or sale and photos to establish values. Make a copy also for safe-deposit box.
- Instruction books - For reference on use and care. Keep until sold or discarded.

FINANCIAL RECORDS
- Maintain a monthly budget or accounting book to track spending, income & expenses. Useful to determine net worth.
- Bank statement - proof of payments for income tax purposes (child support/maintenance payments, child care expenses).
- Credit cards - Keep a list of names and addresses of issuing company, plus card number, if any. In case of loss or theft notify nearest office of company immediately by telephone or email. Give your name, address, number of card, where and when you think it was lost or stolen, and whether you reported loss to police. Follow up with a letter giving same information.
- Receipts and proof of payment. For accounts that are tax deductible. May also be useful in filing insurance claims to prove value.
- Safe-deposit box item list - Revise list annually. For the information of family members.
- Bank Accounts - Statements. List of accounts and numbers should be in safe-deposit box.
- Tax returns - Keep ALL copies of every tax return. Keep invoices, receipts and accompanying papers accessible for at least seven years.

LEGAL RECORDS
- Living will - Keep copy at home with medical records and provide a copy to your solicitor or keep in safe deposit box.
- Will (copy) - Unsigned copy for home reference should questions arise, keep original filed with lawyer or public trustee or in a safe deposit box with access by someone trusted as your executor.
- Durable power of attorney - Gives others the power to make health care or business decisions when you are no longer able to make decisions on your own. Provide to lawyer or executor.

As you can see, keeping personal records is easy, but the biggest barrier is the understanding of what to keep and why it should be kept….let's help break down those barriers, by encouraging your friends to attend IAM events and/or use the personal continuity plan.

Recordkeeping is everyone's business!

A Personal Invitation
On behalf of the Organising Committee, it gives me great pleasure to invite you to attend the RMAA's 23rd International Convention, which will be held at the Cairns Convention Centre from 17th - 20th September, 2006.

The Convention will provide a unique opportunity for delegates to be involved in surveying the past, examining the present and looking to the future. This is an opportunity for records and information professionals from all disciplines to share their knowledge, gain insights and experience the network opportunities available.

The programme promises to be challenging and diverse and will feature both Australian and international speakers. Special events will include a welcome reception, convention dinner, and farewell cocktail party.

The vendor showcase offers more educational opportunities to the latest products and services for effectively managing records and information. Many of the leading industry vendors will be available to you.

We also hope that many of the delegates will take the opportunity to enjoy the hospitality of Cairns where Records Meet the Rainforest and the Reef.

I look forward to making you welcome at Cairns, and I know you will have an enjoyable time at the Convention.

Kemal Hasandedic, FRMA
National President, RMAA

From the CEO

Kate Walker,
CEO of the Records
Management Association
of Australasia

Amused when my page in the journal was given the title 'Kate's Column', I felt like I should be responding to 'Dear Kate' letters. So, to satisfy this feeling, and to reflect this issue's theme of 'Up Close and Personal', I thought I'd provide some encouraging words. The message can be used not only in records management but your whole life.

Risk and Reward

All of life is risk and reward.

You want to cross the road. You look right and left and right again? Correct? Wrong. You do that only in countries that drive on the left hand side of the road. In other countries you look left and right and left again. Sorry, couldn't let you get an easy one in straight up.

When you have taken the right precautionary steps you have reduced the risk by, perhaps, 95%. There is still the other 5%. You may slip, a bolt may strike you from above, someone may come round the corner too fast and hit you, you may have a heart attack in the middle of the road.

Unlikely as these are, they remain possibilities. So you weigh up the likelihood of one of them happening. When you think that the chances of disaster are least and that it is time for you to get on with it, you cross the road.

Every records management professional knows that the reward from managing records through their lifecycle broadly in proportion to the risk they take with the format, storage medium, preservation and disposition of that record.

How do you weigh up the risk? There's an instinct called a 'nose for business'. It seems quite mysterious, but it isn't. It involves calculating the likelihood of something happening. You think yourself into the position of the people who are going to cause it or prevent it from happening.

The issue may be children deciding on the style of their holiday sandals, (I'm actually having a day off from work whilst I'm writing this and have just visited the Queen Victoria Market in Melbourne). Or it may be government deciding how to raise further taxes.

In the first case you have to become that child. Where are we going on holiday? What is 'cool' this year? What will other children be wearing? What will appeal to my sense of both conformity and display at the same time? What will my parents allow me to wear? What will my parents pay for?

Notice that I don't say 'think about records'. By thinking yourself into the position of the child you are already doing that.

Predicting governments is a totally different matter. Their agendas are driven by political, sometimes personal needs that we cannot all be aware of. However, in countries where there is stable government, the goal posts remain in place and the overall policy is consistent. Forecasting government attitudes is easier here than in many countries.

And that is what risk is about - forecasting. If you start by doing this consciously you will end up doing it automatically. What matters is that you become used to the discipline of forecasting.

Can we help people improve their forecasting? A magic formula? Not at all. Hard work, alert observation and consistent behaviour are the ways to making better predictions of the future. They are disciplines you have to practice all your life.

More immediately, how do you assess risk when you have to make snap judgements? The best way is to have thought through the scenario before the event happens. We cannot do this all the time, of course, but we can do it much more than we think.

Let's take a simple example. One day you are very likely to come across a bad road accident. Chances are that you won't be the first person on the scene, but you might be. A nasty road accident can be very shocking, so we are usually taken by surprise. This is not the best frame of mind in which to deal with the situation.

If, however, you have thought through what you would do in such an event - and you only have to think it through once - you will be prepared. The steps you must take will quickly come to mind. You will be calm and collected. What is more, you may save a life.

With forecasting and risk-assessing the important lesson is that you will sometimes fail. Everybody does. We hate it but it's part of life. The critical points about failure are:

(i) To recognise the failure as soon as possible.
(ii) To get out of whatever it is that is failing without waiting too long.
(iii) To learn from the failure - this doesn't involve a long and tedious post-mortem, merely an acknowledgement of whether there were things you could have done to reduce the

failure and to know how you would handle it in the future.

You can guess the chances of something happening at every moment of the day. Play a game with yourself and see how often you get it right - and how often wrong. With practice you will improve dramatically. That's when you can afford to take more risks knowing that you will come out, on balance, on the positive side.

Whilst I didn't specifically mention "records management" (as this whole journal is about that!), the risks you need to weigh up still occur in the same way - you need to forecast and assess the risk.

Stress and Silence

Let's face it, life is stressful. Living with your spouse or partner in marriage or a long-term relationship is stressful. Bringing up children is stressful. Driving the car is stressful. Shopping is stressful (even if you're a woman). Even keeping up with the news is stressful.

All that pales into insignificance when compared to the stress we feel at work. What is more, we cannot leave it at work. It comes home with us, it goes to bed with us. It haunts us. What's it all about?

Let's get rid of one myth right away. Stress is nothing to do with hard work. In fact, quite the opposite. Hard work often relieves stress, when what you are doing is purposeful, focused, understood and you feel properly equipped to handle it.

No, it's not hard work that causes stress, although people often think it is. It is badly thought out plans, ill-defined purposes, poor training, inadequate resources, personal animosities that cause all the trouble. Most of all it's fear. Fear of being bullied, of losing your job, of not getting the promotion you so badly want or need.

How can you cope with all these worries?

Rule One is to find someone to share your anxieties with. A problem shared may not be a problem halved but sharing makes it more bearable and produces a rational analysis of the issues. Facing your problems is half the battle to solving them. But only half. You still have to find solutions that make work fun and rewarding.

Difficulty is that there are not many people you can talk to. Your spouse is often potentially too affected by the issues you have; you may not

want to worry him or her. Your children, if old enough to understand, are 'too busy'.

Your best friends may be part of the organisation for which you work and sharing your fears with them may only make matters worse. And somehow sharing anxieties is often (quite wrongly) thought of as losing face. (A simple solution here is your local RMAA Branch.)

So you don't share the stress and you live in a silent darkness from which, you sometimes feel, you may never emerge. Unfortunately, the very worst thing you can do when you are stressed out is keep it to yourself. If you do that, the bogey that is scaring you simply gets more frightening. It can even lead to a nervous breakdown.

Finding someone to share your anxieties and worries with is vital. Obviously you need someone intelligent - a fool will make matters worse by failing to understand that you need reassurance, not depressing forecasts of worse to come. You need someone wise, who has been through it all themselves and knows the pain of isolation and the agony of a muddled head.

You need someone analytical. Taking your fears to pieces and setting them out on the table is a good way to discover how real they are and what it is practical to do about them. You need someone who will stand by you when you have to make brave moves to put your stress behind you. Support is a much misunderstood aid to making life tolerable.

Most important of all, you do not need silence. The isolation of stress, whatever its cause, is what does real damage. You need sympathy, closeness, warmth and advice. You will only get those from another person.

It doesn't matter whether that person is a professional or a good friend or a RMAA networking get-together – all would be willing to spend time listening to the problems.

Stress is like a swimming pool. It may look daunting but the water is warmer than you think. You always underestimate your ability to swim. But don't go into the swimming pool alone. You need someone there with a helping hand, just in case. You probably won't need it. But it's reassuring to know that your local Branch, and RMAA National, are there if you do – as close as an email.

Kate Walker
RMAA Chief Executive Officer
kate.walker@rmaa.com.au

From
the Editor's
DESK

UP CLOSE AND PERSONAL

This issue marks two years that I've been occupying the chair as Editor of *IQ*. Those fast-flying years have seen the journal take on a new look while we looked at a cross-section of RIM-world issues.

We have two bonuses for May readers - the annual RM Calendar of Events, and a copy of the February 2006 issue of the Records Management Society of Great Britain's journal, the *Bulletin*, to give Down Under RIMs a look at what colleagues in the UK are thinking and talking about.

With this jam-packed *IQ* themed Up Close & Personal, we focus on issues that affect the individual RIM. Our *IQ* Interview with RIM recruiter Bob Wright, CEO of Zenith Information Management, sets the scene, with an insight into today's rich RIM marketplace.

We also get up close and personal with the UK's new National Archives chief Natalie Ceeney, and look at a US study that suggests RIMs have a distinct personality. An HR expert offer tips on how to ace your next job interview. A US author suggests why some people aren't liked at work: recognise someone you know?

We consider return on RIM investment, take a look at RM at Melbourne and Adelaide Universities through the eyes of a UK practitioner, and a US expert discusses the latest trend in collaborative management.

We ask whether scrapbooking isn't a legitimate recordkeeping activity. And this being Information Awareness Month, and in the light of recent natural disasters, (did *IQ* not warn last year that we were overdue for another devastating cyclone?) Glenn Sanders talks about avoiding personal records disasters by adopting a Personal Continuity Plan.

We look at RIM education and training, review a new RM e-book, and introduce a new column, Chatterbox. Plus much more!

August's *IQ* will feature Policy, Law & Compliance, as well as taking a close look at RIM in New Zealand and previewing the next RMAA International Convention, in Cairns. If you have an editorial submission, deadline is July 1.

We're also looking forward to the launch of the *IQ Annual*, the new sister publication to the quarterly *IQ*, in September - see page 17 for details.

See you back here on the pages of *IQ* in August.

Stephen Dando-Collins
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' Dear
Editor… '

9/11 Story Still Resonating

Add my congratulations to the list for the Feb 2006 edition of *IQ*. By the way, I hope the Simkos know their presentation at the last RMAA convention (see 'From the Dust of 9/11', August 2005 *IQ*) is still receiving acclaim.
Steve Renouf, MRMA
Gladstone, Qld

(My wife and I caught up with Robert and Alison Simko in New York City in March. Both were still bubbling about their trip to Australia. Alison has just started work as public affairs spokesperson for the head of the Ground Zero reconstruction authority, a post for which she is uniquely qualified. Robert still heads up the Battery Park City Broadsheet*, and has hired an editor to replace Alison – EDITOR.)*

Laurie Warned us About DRM First

I was surprised and a little annoyed on reading your article in the latest edition of the RMAA *IQ* (Does Digital Rights Management Tie Recordkeepers' Hands Behind Their Backs?', February 2006) that no mention was made to the article I wrote in respect to Digital Rights Management – DRM – for the *IQ* way back in May, 2004.

The article was titled 'Trojan Horse Programs - Is this the Records and Archives Management Armageddon?' in which I attempted to bring the HORRORS of Digital Rights Management to the attention of the RIM fraternity.

The article is available on the RMAA website: www.rmaa.com.au/docs/library/*IQ*Archive/index.cfm?A=Laurie%20Varendorf&C=ALL&I=ALL&R=1&E1

You may like to bring my attempt to highlight the DRM issue almost 2 years ago to your readers' attention in the next edition of the *IQ*.
Laurie Varendorff, ARMA
Perth, WA

Open Source Article Worth Thinking About

A recent article in *The Australian* newspaper (March 14, 2006), revolves around the emergence of Open Source software and the fact this is one 'product' that is moving into the realms of records/document management; (see http:australianitnews.com.au/articles/0,7204,18421886%5E24169%E%Enby%5E,00.html)

I think some of the questions that this article poses include:
• Are traditional software companies about to face new competition?
• Does RMAA, as the professional association, need to take a stand on this issue, as it represents both public and private sector industries?
• How will various State Records Offices deal with Open Source options when preparing tenders for all-of--government contracts?
• Are we on the precipice of a major change in our industry?

Certainly, Open Source is becoming more prevalent in both private and public sectors. Should we be exploring this 'Brave New World'?
David Horne
Sydney, NSW

War on Terror Targets Documents in Government Archives

Revelations that US Government security agencies have been secretly reclassifying thousands of documents that had previously been freely available on National Archives shelves have raised questions about security agency paranoia and the public's right of access to official records.

In March, senior National Archives And Records Administration (NARA) officials met with federal government officials in Washington for a tense 1-hour meeting to discuss the withdrawal of declassified documents from NARA shelves by security personnel.

There had been uproar after historian Matthew M Aid revealed that many previously declassified documents had been secretly removed from NARA shelves by security agency personnel.

As the *New York Times* revealed on February 21, that secret 'classification' programme had been going on for 7 years. Up to 2001, 1,500 documents had been reclassified. The programme accelerated once George W Bush took office, with another 8,000 documents withdrawn since 2001.

"The stuff they pulled should never have been removed," Matthew Aid told the *Times*. "Some of it is mundane, and some of it is outright ridiculous."

As an example of some of the more innocuous withdrawn documents, Aid cited a 1948 CIA memorandum on a scheme to float balloons over Iron Curtain countries to drop propaganda leaflets. The State Department itself published the memo in 1996. It's now reclassified 'Top Secret'.

Mr Aid didn't question the Government's right to reclassify documents. He himself had seen some "scary" documents that were freely available on NARA shelves, such as detailed instructions on the use of high explosives.

But he did question the wholesale reclassification of documents that should be publicly available - under US law, government documents must be declassified after 25 years unless there are strong grounds to keep them secret.

A special secure room had been built at the NARA complex at College Park, Maryland, where 30 security agency personnel worked daily to review and reclassify 'sensitive' documents. NARA was not permitted to reveal the existence of the secret room or of the programme.

The *New York Times* said reasons for reclassification of some documents were 'baffling,' but suggested that government agencies

US spy agency personnel worked in a special secure room at NARA reclassifying previously declassified documents

were taking advantage of the 'war' climate to reclassify many documents which detailed old embarrassments to the US.

One such reclassified 'embarrassment' is a 1950 CIA assessment that Chinese intervention in the Korean War was 'not probable' – three weeks later, 300,000 Chinese troops entered Korea.

After an immediate outcry in response to the *Times* revelations, from organisations as diverse as the Society of Historians of American Foreign Relations and the Federation of American Scientists, Archivist of the United States, Bush appointee Professor Allen Weinstein, responded quickly. Next day, February 22, he announced a review of the reclassification process.

"Inappropriate declassification can subject our citizens, our democratic institutions, our homeland security, and our interactions with foreign nations to potential harm," Weinstein said in a media statement.

On March 2, Weinstein declared a moratorium on all reclassification activities at NARA by outside personnel, and called a summit with national security agencies.

In that summit, on March 6, Weinstein urged security chiefs to return inappropriately reclassified documents to NARA shelves, made clear the need for protocols and standards for reclassification, and proposed a National Declassification Initiative (NDI), co-ordinated by NARA and using joint resources.

The security agencies stated at the brief summit that they supported the moratorium and were supportive of the NDI concept, although many claimed not to have the resources to reexamine previously withdrawn documents.

While Professor Weinstein's rapid action brought praise from critics of the declassification programme, it remains to be seen whether words, from both NARA and the security agencies, will translate into action.

Meanwhile, are Australian security agencies conducting similar reclassification activities closer to home. *IQ* put the question to the National Archives of Australia. The response? No comment. iQ

Convict ploughing team, Port Arthur, Tasmania, 1830's

Illustration courtesy Tasmanian Museum & Art Gallery

From Shame to Fame:
UNESCO Recognises Australia's Convict Records

SYDNEY: Material relating to Australia's convict past has been recognised by UNESCO as precious and irreplaceable part of the world's and Australian heritage.

Three collections of criminal records, the 18th and 19th Century convict records of New South Wales and Tasmania and the Ned Kelly papers of Victoria, have been added to the world agency's Australian Memory of the World Register.

World recognition of the three collections, along with the mid-20th Century indigenous Yirrkala drawings at the Berndt Museum of the University of Western Australia, was announced at a ceremony by the Australian National Commission for UNESCO on February 20 at the State Records Office of NSW.

Former senator Chris Puplick, AM, presented certificates marking the latest

additions to the Register, commenting: "Historical records and documents are an essential part of that bedrock of facts from which we construct the narratives of our history, our beliefs and our national life and identity.

"That is why their collection, preservation, organisation and security are so important."

The four collections join other Registered items such as the Endeavour Journal of Captain James Cook, at the National Library of Australia, and the 1998 Sorry Books, held by the Australian Institute of Aboriginal and Torres Strait Island Studies in Canberra, as records of international consequence.

The Australian Memory of the World Register is part of a UNESCO international program established to recognise, protect and promote documentary material that records or reflects significant milestones and events in the history of the world.

At the February ceremony, State Records NSW Associate Director, Alan Ventress, told the audience: "Our convict past and the Ned Kelly story are part of what makes us Australians. They are a key to our national identity".

He said that to claim convict heritage was no longer the shame it once was. Many Australians had convict ancestors and were proud to say so. It was an important symbol of long-term connection with the nation.

Dr Jan Lyall, Chair of the UNESCO Australian Memory of the World Committee, said the inscriptions on the Register are further examples of material that record the evolution of Australia.

She added: "Our memories of events and experiences which have formed Australia are fragile and easily forgotten. The documentary records which mirror these memories are equally fragile and irreplaceable. Without special measures to protect them we risk losing part of our identity."

ALRC Inquiry into Need for E-World Privacy Laws

CANBERRA: The Australian Law Reform Commission (ALRC) has launched an in inquiry into whether the nation's privacy laws should be expanded as a result of rapid technological change.

The inquiry will look at whether Australians have enough privacy protection for health, credit, and other sensitive information in the light of the digital revolution.

With the proliferation of in-phone cameras, it will also ask whether new laws should give us the right not to be photographed, and will investigate the need for protection against electronic surveillance generally.

ALRC President, Professor David Weisbrot, said, in a media release, that with valuable information being provided every time we conduct an Internet transaction serious questions need to be asked. "There are now real issues as to how securely information is stored, how it is used, and who has access to it."

The federal Privacy Act, which stemmed from an earlier ALRC inquiry, has not been updated since its introduction in 1988.

The inquiry, headed by ALRC Commissioner Associate Professor Les McCrimmon, will produce at least 2 consultative papers before presenting its final report to the Attorney-General in March, 2008.

To register an interest in the inquiry, or for more information, visit www.alrc.gov.au

NAA Will Migrate Xena to OpenDocument

CANBERRA: The Digital Preservation team at the National Archives of Australia is planning to migrate its Xena preservation software to the new OpenDocument format with the next release of the software.

OpenDocument is a specification for standardising documents based on an XML file format. Its benefits are flexibility and longevity.

In a media release in March, the NAA said that it had been involved in drafting the Open Document for Office Applications format in collaboration with the OASIS standards group, in submitting code for the new file format.

The NAA will be the first Australian government agency to go down the OpenDocument route.

ASA Appoints Education Officer

CANBERRA: The Australian Society of Archivists (ASA) has appointed Dr Sigrid McCausland as its first Education Officer.

The role is a part-time one and is intended to coordinate the whole range of the ASA's education activities. There are four priority areas: continuing professional development (CPD), course accreditation, competency standards and introductory archival education.

In 2006, the Education Officer has several major projects, including investigating and advising on options for a CPD framework and program for the ASA, redeveloping the ASA's course accreditation procedures and coordinating the ASA's response to the review of BSB01.

An essential part of the Education Officer's role is communication and building relationships with ASA members and with other stakeholders, including the RMAA.

She will be meeting ASA branch members around Australia to discuss their education needs and to support local initiatives such as seminars and workshops.

Another important task is to integrate the joint ASA-RMAA Statement of Knowledge for Recordkeeping Professionals into the ASA's educational framework.

In a media release, ASA President Catherine Robinson welcomed the move, saying: "The appointment is a major step forward for the Society."

Dr McCausland has extensive experience as an archivist and has contributed to a number of archival publications. Her most recent professional position was as University Archivist at the Australian National University.

She can be contacted at: education@archivists.org.au.

TAFE NSW Adds 2 New RM Courses

SYDNEY: TAFE NSW-Sydney Institute has added two new short courses to expand its suite of corporate recordkeeping courses, at the same time extending its course reach into Queensland.

According to Joan Janson, Assistant Director, Educational Programs at TAFE NSW-Sydney Institute, a national leader in the provision of RM courses, the introduction of a Statement of Attainment in Business (Record Keeping) will allow participants to undertake individual modules that make up the Certificate and Diploma programmes.

She told *IQ*, "Participants can choose to enrol in one or two modules that they are interested in. They can then either take their new skills back to the workplace, or they can continue on in their studies to a higher qualification like a Certificate or a Diploma.

"We also now offer a new 6-hour programme in Tower Records and Information Management (TRIM), a hands-on program that is delivered through our TAFE PLUS centre."

TAFE NSW-Sydney Institute says that its programme base is continuously evolving following various ongoing successful training partnerships with large and small corporate companies across NSW and interstate.

A recently inaugurated partnership between TAFE NSW-Sydney Institute and Integrated Business Improvement Services (IBIS) will allow Queensland residents to attend local business workshops and face–to-face training that will result in a TAFE NSW-Sydney Institute qualification.

TAFE NSW-Sydney Institute has a reputation for assisting businesses and individuals develop through training programs that can be delivered onsite, in the workplace, or that can be customised for individual businesses needs.

For more information about TAFE NSW-Sydney Institute's range of short courses, call 1300 360 601.

Boral Challenge to RM Rules Brings RMAA Response

SYDNEY: After the giant building group Boral announced it was considering breaching records rules in the Federal Government's new Work Choices regime because they impose too much red tape, there was a swift RMAA reaction.

The Australian Financial Review (AFR) reported on March 29 that Boral's General Manager of Employee Relations, Nigel Ward, had warned an employers' forum in Sydney that if the new regulations were "just seriously onerous, administratively and culturally, then we might just decide to be technically in breach".

The report added that the Australian Industry Group's National Industrial Relations Director, Stephen Smith, had also revealed that a business lobby group was pushing the government to change the recordkeeping obligations in Work Choices.

The RMAA reacted swiftly. The Association's Chief Executive Officer, Kate Walker, announced to the RMAA listserve: 'RMAA will certainly be providing comment – releases such as these are most concerning and obviously need a response.'

All employers covered by Work Choices must record not only details like wages and leave entitlements for every worker, but also a tally of all their hours worked and daily starting and finishing times. Fines of up to $2750 are set for each offence for employers who fail to meet their recordkeeping obligations. The federal government is giving employers six months to adjust to the regime.

Sydney Uni Uses Interwoven to Enhance Web Experience

SYDNEY: Sydney University has adopted Interwoven software to enhance its Web content management, including the ability to publish both electronic and hard copy versions of student handbooks.

Sydney University is using the Interwoven solution for Web content management and publishing, digital asset management, content distribution and provisioning, content intelligence and metadata services, and document management.

In a media release, the university's Web Services manager, Charlie Forsyth, said, 'Interwoven has helped us to ensure our markets and students receive the most current and accurate information, via any of our Web channels and print.'

AcessIM Wins Woodside Data Storage Contract

PERTH: Western Australian document and records management firm Access Information Management has won a multi-million dollar contract to manage and store energy giant Woodside Energy's petroleum exploration assets.

Four-year-old AcessIM teamed up with seismic data specialist SpectrumData to secure the deal, which will involve consolidating data from over 180,000 tapes and a large volume of paper records currently stored in a number of separate sites.

Following verification, audit and indexing to a comprehensive seismic data catalogue, the data will be stored in a pair of purpose-built, state-of-the-art data storage vaults incorporating the latest security and protection technology including smoke detection, thermal motion detection, and a gas flooding fire extinguishing system.

Fibre-links will give the capacity to provide rapid electronic data transfer from the site to Woodside on request.

AcessIM Managing Director Guy Holmes said, in a press release announcing the contract, 'We were able to offer value-added processes that our competitors would not have even considered.'

SRO WA to Launch Digital Standard

PERTH: **The State Records Office of Western Australia (SRO WA) is to launch the first part of a proposed new digital records standard in June.**

'Making and Managing Digital Records (Exposure Draft) – Part 1' will be launched by the SRO at IEA's Electronic Document and Record Management Systems Seminar on June 16.

The 3-day seminar, 'EDRMS: Local People, Local Knowledge', will take place at the University Club, UWA, over June 14-16. For more information, visit www.iea.com.au

Powerlink Plugs into Objective Solution

BRISBANE: **Powerlink Queensland has awarded Objective Corporation the contract to provide its new enterprise content management ECM Solution.**

Powerlink is a state Government-owned corporation that operates Queensland's $3 billion electricity network.

It chose Objective to provide a single, secure electronic information source to 800 users and to co-ordinate the way it meets it compliance obligations and manages documents, emails, and records.

Redcliffe Selects Objective ECM

REDCLIFFE: **Queensland's Redcliffe City Council (RCC) has also opted for an Objective ECM solution to improve its business practices.**

Redcliffe is located 35 kilometres north of the Brisbane CBD. Employing 277 personnel and operating on an annual budget of $72 million, the RCC serves a population of 50,000.

The Objective ECM will replace an existing physical records system, providing EDRM, drawings management, and web content management.

RCC CEO Bob Holmes said, in a media release, that Objective won out over competitors because of its ease of use and extensive search capabilities.

He went on, "Objective will integrate with existing computer systems such as our property system, which stores all correspondence relating to an individual property including rates notices, building applications, and noise control complaints."

In addition to reducing duplication, Mr Holmes said, the new Objective ECM solution will enhance the delivery of information such as agendas and reports to the public.

Google to Digitize NARA's Historic Films

WASHINGTON DC: **The National Archives and Records Administration (NARA) and Google have jointly announced a pilot project to digitize 103 historic films and make them available free online.**

Google co-founder **Sergey Brin**, who jointly announced the agreement with NARA
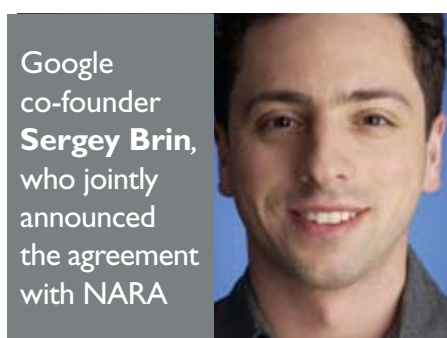
The agreement, which is non-exclusive, will make the rare and unusual films available online to both researchers and the general public.

Among the films in the pilot are the oldest film held by NARA, 'Camencita - Spanish Dance', from 1894, many World War II newsreels, and documentaries on NASA's spaceflight programme.

In a joint media release about the programme, Archivist of the United States, Professor Allen Weinstein and Google co-founder Sergey Brin said they are also exploring the possibilities of expanding the online film collection and making the Archives' extensive textual holdings available via the Internet.

Email Record Flaws Cost JP Morgan

NEW YORK CITY: **JP Morgan Securities has been fined a total of US$2.1 million as a result of failures in its email recordkeeping.**

JP Morgan was the subject of investigations by the US Securities and Exchange Commission (SEC), the New York Stock Exchange (NYSE), and the National Association of Securities Dealers (NASD).

All alleged undue influence of investment banking interests in securities research. But it was the way JP Morgan handled its email records that saw the fines imposed.

Out-Law Magazine reported on February 15 that Susan L Merrill, the NYSE's chief of enforcement, said in a media statement, "JP Morgan Securities' representation that its email production was complete, without disclosing that it had failed to retain, locate and restore all email responsive to our investigation, is simply unacceptable."

All three investigating agencies fined JP Morgan US$700,000.

Medical Info Site to Deliver Records Online

NEW YORK CITY: **WebMD Health, one of the Internet's most visited medical information sites, has announced it has signed contracts with major employers to enable their staff to keep track of their own medical records online.**

The New York Times reported on February 23 that WebMD Health announced that it had signed contracts with large US health insurers and employers to operate private-access sites where employees can keep track of their own medical records.

Employees covered by the agreement will also be able to look up information about diseases and also compare costs and ratings for doctors and hospitals.

Employers, or their health insurers, will pay licensing fees to WebMD to be involved in the scheme, in the hope that, with workers better informed about their health issues, imposts on insurers will be reduced.

First State Dept E-Records Released Online

WASHINGTON DC: **The National Archives and Records Administration (NARA) has released a range of 1973-74 US State Department records online.**

1973 was the year that the State Department began replacing its paper-based Central Foreign Policy Files, begun in 1906, with digitally-based files.

Access to the newly released records has been enhanced by the recent redesign of NARA's Access to Archival Databases (AAD) system, a research tool that makes the Archives' most popular e-records available online.

TRIM Towers Over Opposition With DoD Win

WASHINGTON DC: **The US Department of Defense (DoD) has awarded Australia's TOWER Software a US$45.2 Million contract to expand its TRIM Context ECM solution right across the Department.**

TRIM Context was already being rolled out to 360,000 seats for the US Navy. In its biggest ever contract, TOWER will now extend TRIM to all arms of the US military including the Coast Guard and to US intelligence agencies.

The deal, which includes a 5-year training and maintenance contract, means that TRIM will soon serve over one million US Government seats.

Leaders4 in the Driver's Seat at CSAA

SAN FRANCSICO: **The California State Automobile Association (CSAA) has deployed the Leaders4 board management product from Melbourne's 80-20 Software.**

The CSAA provides automotive, travel, insurance and financial services to 4 million motorists in Northern California, Nevada and Utah.

Leaders4 is a governance, risk and compliance product that will enable CSAA directors and executives to have instantaneous access to boardbooks and company and industry information online from anywhere in the world.

The same product is used to manage the board meetings of leading Australasian corporations including Telstra, Commonwealth Bank, Coles Myer, and Telecom NZ.

SAHA Seeks Repatriation of Apartheid Military Intelligence Records

JOHANNESBURG: **The South African History Archive (SAHA) has launched a legal campaign against the Republic's Defence Department for the return of historical military intelligence records. The Department claims it has transferred the records to their country of origin, Zimbabwe, in 'accordance with archival principles'.**

In a media release in March, SAHA announced that it had discovered the 'transfer' while pursuing an access claim under the Promotion of Access to Information Act, 2000.

The SAHA statement, from its Freedom of Information Programme Co-ordinator, Kate Allan, said: 'The delay in notification of transfer indicates that the records were in the custody of the Department upon receipt

of the request and that the transfer may have breached the provisions of the Act that aim to preserve records of public importance.

'The department may also be in breach of the National Archives and Records Service Act of 1999 for failing to gain the National Archivist's authorisation to transfer the records.'

SAHA, a department of the Witwatersrand University in Johannesburg (www.wits.ac.za/saha), is concerned that the records, which contain names of persons who have engaged in military intelligence operations throughout the region, have not have been adequately masked prior to the transfer and individuals may be at risk.

Ms Allan said: 'The records are important for the ongoing exposition of truth in South Africa as they relate to international military relations and operations during the Apartheid era. The retention of these and other similar records is vital to ensuring the continuing establishment of a transparent and open democracy.'

India's HFDC Bank into Interwoven Web

MUMBAI: **HDFC Bank India has selected Interwoven's Web content management (WCM) solution and content distribution software to reduce operational costs and streamline compliance processes related to its website.**

HDFC has been operating in India since 1995. Previously, HDFC's IT team had manually uploaded its Web content. This time-consuming, error-prone process didn't allow for auditable copies of Web content changes, making compliance difficult and costly. And there were long delays before new marketing content could be added to the site.

CN Ram, HDFC's head of IT, said, in a media release, "We needed a solution which would enable us to deploy and integrate our content across our website accurately, securely, and easily, and it quickly became apparent that Interwoven was the only solution that could enable us to effectively meet all our objectives."

IN MEMORIAM

Guy Anthony Lanyon
(1960 – 2006), Records Manager

Colleague, mentor, father, fisherman and friend. Guy's passing on 16th January 2006 has left a void in the lives of those who knew him.

Guy Lanyon, commenced at Rockhampton City Council in 1978 as a junior clerk. Following studies in a records management correspondence course he keenly moved into a records role after resignation of two key records officers. He was appointed Records Manager in the Town Clerk's Department in 1982.

In 1995 Guy prepared and introduced a revised corporate records organisational structure for the Council. He also promoted our profession by providing assistance to smaller councils in the Rockhampton area.

He resigned from council in 1998 to take up similar position with Stanwell Corporation, where he continued to support the profession.

Guy was an RMAA member for more than 20 years. A foundation member of the Local Government Chapter (Qld), he held the position of Central Division Coordinator for the duration of his membership. Presenting a paper to a regional Local Government Chapter symposium, he negotiated sponsorship for the event.

His professional passion, experience and further studies in Business Management saw him advance in the profession; being awarded Associate status in 1992.

Guy was regularly seen at Association sponsored events and his presence as a true and trusted friend to many of us will be missed.

Linda Stanisic,
Archivist & Information Manager

Linda passed away on 21st October 2005. Archivist and Supervisor of the Information Management and Policy Section in the Corporate Support Department of Pine Rivers Shire Council for almost 14 years, she was a nominee for the Council's corporate membership of the RMAA from 2002 and a regular participant in the activities of the RMAA (Qld) Local Government Chapter.

Following a long and successful nursing career Linda retrained as a librarian before moving into archives. She was a member of ALIA and worked as a part time reference librarian at QUT Kelvin Grove Campus for many years. There she is remembered for her passion in helping students with their research.

Linda was also an active member of ASA and was well respected by her Society colleagues. She pursued additional education opportunities with great vigour attaining her Masters in Information Science in 2004.

A passionate archivist, she was always concerned to ensure that the history of the Council was not lost as a consequence of any system changes. Linda was seen as a very caring team leader with a good sense of humour; but God help you if you got on the wrong side of her - the true mark of a passionate professional! She was an archivist whose motives were always sound.

A very private person, she kept news of her illness to herself for as long as she could. Linda will be sadly missed due to her passion and drive in achieving results in records and archives management. **iQ**

Call for Convention Papers

24th RMAA International Convention Wellington New Zealand, 2007

The RMAA is seeking submissions for papers for presentation at the 2007 Convention which suit the following focuses:

Native - Influencing Society
Suggested topics: Indigenous records, records & the law, privacy, freedom of information, ethics, civil rights.

Nature - Influencing the Organisation
Suggested topics: corporate governance, risk management, discovery, email management, metadata, legal hazards, RM system/standard implementation case studies.

Nurture – Influencing the Profession
Suggested topics: professional development, education, awareness raising, qualifications standards.

Presentations should be 20 minutes for Student Papers or 40 minutes for Professional Papers and/or Case Studies. A written abstract outlining your paper, along with background information on yourslef should eb forwarded to the Convention Coordinator, Mike Steemson, at: mike.steemson@xtra.co.nz.

Once accepted, full papers must be submitted to the Convention Committee by August 1, 2007. If you cannot meet this deadline, please do not commit to a paper.

Speakers will be asked to approve video recording of their presentations for possible use by the RMAA for training and publicity purposes.

RMAA
Records Management
Association of Australasia

MAKING NEWS IN NEW ZEALAND

By Contributing Editor Mike Steemson

International Lawyer Calls for Tougher Constitutional Protection for Chief Archivists

WELLINGTON: International lawyer and recordkeeping ethicist, Jeremy Pope, the former Legal and Constitutional Affairs Division Director of the Commonwealth Secretariat, has called for greater constitutional protection from political interference for national chief archivists, "on a par with a Supreme Court judge or, at least, the Auditor General".

The demand came before a packed house for the annual ARANZ[1] Lecture, part of New Zealand recordkeepers' Focus on Records and Archives celebrations in March. Mr Pope[2] was speaking for the first time since returning to his hometown, Wellington, after 30 years in Europe.

He told 90 recordkeepers, lawyers and public servants filling the Victoria University of Wellington Law Faculty lecture room: "We, here, are fortunate. In most other countries archivists' posts are relatively junior, and their work radically under-resourced. Too many of them also work in the absence of a coherent and enforced records management policy. Neither would seem to apply here.

Jeremy Pope, *delivers the 2006 ARANZ Lecture to a packed house in Wellington.*

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"However, ideally, the post of chief archivist should be granted a degree of constitutional protection so that he or she is insulated from political interference – perhaps being placed on a par with a Supreme Court judge. If not this, then at least placed on a par with the Auditor General.

"The chief archivist should be designated as an officer of the Legislature, and be appointed by, and responsible to, the elected representatives of the people. Such is the position of the Auditor General as a result of reform of the Public Audit Act 2001. The chief archivist deserves no less."

The lecture, 'No Records, No Rights, No Accountability', might also include 'No Democracy', Mr Pope said. He recounted examples of bad and corrupt recordkeeping in many parts of the world that had, sometimes, resulted in loss of human life.

He said: "At the level of the individual citizen the situation in many countries is shocking. But the damage does not end there. Most of these countries have administrations pledged to raising the standard of living for all their citizens.

"Denied accurate information, planning becomes a matter of guesswork. So, too, does it become a near-impossible task for these countries to embark on any effective reorganisation of their civil service, deprived as they are of such basic information as knowing how many civil servants they have, and where they are stationed.

"This is aggravated by the fact that in these countries, for generations, posts in the civil service have been handed out to kith and kin, and treated in large part as being largesse to be dispensed by ministers and senior servants without regard to merit. No records, no rights, no development."

The trouble was not confined to Third World countries, he said. "When Margaret Thatcher came to power in the U.K., the first thing she did was to require reductions in the numbers of civil servants.

"As they looked around for surplus staff, the eyes of managers fell on the lowly filing clerks, and these were shed in large numbers. Their absence, after all, was not going to affect the operation of their ministries for some time, and by then most if not all of the senior civil servants would be safely at home in the country, gardening and drawing their pensions.

"The result, of course, was when FOI legislation was enacted in the year 2000, the Keeper of the Public Records at Kew found herself with some seven aircraft hangers full of unfiled documentation – and, of course, no resources with which to process and weed it."

Mr Pope, who will be opening keynote speaker at the 2007 RMAA National Convention in Wellington, told the ARANZ Lecture audience that his recent professional life had been spent promoting transparency as an aid to reducing corruption, strengthening just and honest government, rational decision-making and social and economic development in the Third World and the former Soviet Union "countries in transition".

No monopoly on truth

Pope said: "An open society recognises that no one has a monopoly on the truth. In such a society, citizens are able vigorously to debate government policies and the future direction of their country. Freedom is maximised, and at the same time the weak and the poor are protected.

"Where legal guarantees of freedom of association and freedom of speech are assured, the space for corruption to occur is markedly diminished. Not eradicated, of course, but kept to a minimum."

In the early 1990's, a small group of lawyers had decided that governments could not be trusted to combat corruption.

"It seemed to us self-evident that, in building a successful open society, guaranteed access to information is the most critical element. Freedom of speech and freedom of association play a crucial part.

"But in the absence of reliable information, citizens are unable sensibly to discuss the issues of the day, challenge the media and government, and, when they see fit, take to the streets to register their protest in peaceful demonstrations.

"Underpinning these processes must be an independent media ready, willing, and able to hold those in positions of public trust to the standards of an open society, and accepting the media's responsibility to filter information fairly and objectively, so that citizens are accurately informed."

References:

1 ARANZ: The Archives and Records Association of New Zealand, www.aranz.org.nz/
2 Jeremy Pope, a New Zealand lawyer, was Director, Legal and Constitutional Affairs Division, Commonwealth Secretariat, London (1980-1993) and founding Managing Director of Transparency International (TI), Berlin, from 1998-1998. His writings on containing corruption and the building of integrity systems have been translated into over 25 languages. He now works with Tiri (the governance-access-learning network) on raising ethical standards in government, www.tiri.org. He is a trustee of the International Records Management Trust that works in the developing world, www.irmt.org.

Cold War Spy Papers Get Archives NZ in Hot Water

AUCKLAND: Archives New Zealand has been dropped in the mire by bad recordkeeping 20 years ago in the office of the then Prime Minister, David Lange, who died last August. Sensitive, top-secret spy files were unearthed from the official Lange Papers, released in January, by a leading NZ journalist.

An artist's impression of the colourful late NZ Prime Minister, **David Lange**

The institution's hurried response to prevent a recurrence of the embarrassing release, brought censure from National Radio as "blatant censorship" and by prominent historian Dr Keith Blassett as "lacking judgment".

Political Editor of the Auckland-based *Sunday Star Times*, Helen Bain, found the documents in a dozen Archives New Zealand boxes after Cabinet approved release of the Lange Papers.

The rogue documents showed that, in the mid 1980's, New Zealand Government Security Communications Bureau (GCSB) eaves-droppers were spying on 'friendly nations' like Japan, the Philippines, Fiji, France, Argentina, North Korea, Vietnam, Tonga, South Africa, Laos and 'international organisations operating in the Pacific' including the UN.

The details were contained in a top-secret report from the GCSB to Prime Minister Lange, one of only 16 copies delivered at the time to top-level government personnel.

The boxes also contained highly-sensitive letters between David Lange and his Trade and Industry Minister David Caygill describing US diplomatic pressure over New Zealand's then new anti-nuclear policy.

The revelations brought quick Government response. Cabinet Minister Jim Anderton told the New Zealand Press

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Association in January: "There was a failure of the system somewhere. It's 20 years or so ago, but there are lessons to be learned. Officials will look at the circumstances surrounding the presence of the report in the archives and how that paper was handled."

He added that the contents of the archival boxes, which also included cheque butts, suggested that the report had not been deliberately misplaced.

"It strikes me that it's probably all just been bundled into a box. Nevertheless the system of monitoring should have been able to track it down."

Swift reaction came also from GCSB Director Dr Warren Tucker[1] in an on-line release named, with bureaucratic directness, GCSB Responds. However, it dealt only with the media's "misplaced assertions" such as "the inference that the GCSB's greater loyalty is to the so-called "UKUSA partnership" rather than to the New Zealand Government of the day; that the GCSB keeps its Minister (traditionally, the Prime Minister) "in the dark"".

The statement threw no light on how the secret files got into the Lange Papers.

Archives NZ's initial response[2] was to announce "additional checks" on all Government ministers' papers "whether they have 'restricted' or 'open' status", and a review of permissions to access documents already granted to researchers.

But what raised the hackles of eminent Kiwi historian and commentator, Dr Michael Bassett, was the discovery that "all the finding aids to politicians' papers from 1939 had been removed and I was given to understand that nothing would be able to be seen".

He queried this with Chief Archivist Dianne Macaskill, and, he told National Radio's Morning Report programme on March 6: "The Chief Archivist indicated that they were going to look at privacy issues, and letters that might be in politicians' papers that related to private matters from people who are still alive.

"That is not done in other countries. The papers of a politician are the papers of a politician not after they have been sifted and weeded out by archivists. They haven't thought this through properly."

The following day, Chief Archivist Macaskill told National Radio listeners: "We are just checking (the files) to make sure that there are no security classified papers among them. If we do find any, they will be removed to secure storage and a

paper trail will be kept of that removal so that the papers can be reunited when they are declassified."

Ms Macaskill said that normal checks for consistency with the NZ Official Information Act (OIA) would continue. She went on: "My staff will also be involved in checking for secret or top secret documents because they're very keen to ensure that we can't release another document by mistake."

References:

1 N.Z. Government Communications Security Bureau statement GCSB Responds, Dr Warren Tucker, Director, GCSB, http://www.gcsb.govt.nz/docs/response.html, 30 January 2006.
2 Archives NZ statement Review of access to politician's papers, 26 January, 2006, http://www.archives.govt.nz/docs/pdfs/ReviewOfAccessToPoliticiansPapers.pdf.

Sex Worker Records Controversy

WELLINGTON: More trouble came for Archives NZ in late March, when opposition National Party MP Katherine Rich protested that New Zealand Police registers of sex workers, collected under an old Massage Parlour Act and no longer required, should be destroyed, not handed to Archives, as required under the country's new Public Records Act.

"The registers must be shredded to protect the privacy of those on the list," Mrs Rich said, following a meeting with the Prostitutes Collective.

"Some waffly argument about protecting our nation's history doesn't wash in light of the violation of privacy this action represents. These women have the same rights to privacy as anyone else. It was information most didn't want to hand over in the first place."

Prostitutes Collective National Co-ordinator, Katherine Healey, told National Radio that the possibility of the police files becoming public was "making some woman very nervous, afraid that the information will pop up and embarrass them, prevent them from getting a job".

Once again, Archives NZ had to make reassuring noises. Group Manager Government Recordkeeping, Greg Goulding, told the media: "Most of the records that are created are destroyed after a period of time rather than transferred to Archives.

"They have to be of significant historical or social value to be included in the archives." He said that even if files were kept, Privacy Act restrictions would apply to records of living people.

TEC Takes Objective Approach

WELLINGTON: New Zealand's Tertiary Education Commission (TEC) a has adopted an EDRMS from Objective Corporation to centralise its information management and enhance business processes.

With an annual budget of NZ$2.2 billion and 360 staff in its national office and 13 area offices, TEC funds all post-compulsory education and training offered by universities, polytechnics, colleges of education, Maori tertiary education institutions, private training establishments, foundation education agencies, adult and community education providers and industry training organisations.

The Objective EDRMS replaces databases and manual systems across a number of offices, centralising information while enabling common practices and processes across the area office network.

In a media release, TEC's CIO, David Oakes, said, "Our existing filing system was limited and used by a small percentage of the organisation's user base. Staff were also concerned about security and integrity so people felt uncomfortable putting their documents into the existing system."

He went on, "Staff were used to making impulsive document decisions, creating a document explosion of differing versions stored in a variety of locations. Now, using Objective, stringent document lifestyle management occurs – almost as a by-product.

"We are already seeing efficiencies in having a holistic view of information and seeing reduced duplication of effort." iQ

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Why RIM Professionals are Worth Their Weight in Gold!

Zenith Information Management CEO BOB WRIGHT tells *IQ* why records and information management professionals are in big demand with recruiters, and what they and the industry have to do to capitalise on that demand.

IQ: **Bob, how has the records and information management field changed since Zenith was founded 20 years ago?**

BW: I believe it's changed dramatically since the mid 80's - from a filing and hard copy distribution and retrieval role with primarily low level management visibility within corporations, to a 'golden age' of visibility now approaching for recordkeeping.

A 'golden age' within those business entities introducing EDRM and ECM. There's been a peaking of interest caused by legislative changes working hand in glove with software functionality that was previously unavailable. Software now offers process control, integration of many applications, and the digitising of information. The consequent easy retrieval has caused RIM to have a much higher presence within business management

Back 20 years ago we were only just learning individual pieces of software, ie word processing and spreadsheets, with PC users sweating on the next increase of computer memory and RAM to allow a bit of extra grunt, speed. and reliability. High speed, wide area, PC networks had only recently been introduced and generally the network integration was not ubiquitous as it is now.

RIM is only now being regarded as a profession, with upper bands of RIM personnel interacting with CIOs! This was not the case twenty years ago.

Information Management is used synonymously with Knowledge Management in some organisations. The term, Knowledge

For those same organisations, we offer the opportunity to have trained RM and IM personnel to be on assignment in their organisations

IQ: **What areas/roles would you put under the heading of records and information management?**

BW: One has to be careful with the semantics used with various streams of professionals laying claim to the ownership of the titles like Information Manager, Knowledge Manager, Records Manager, Documentation Manager.

Records and Information Management often fall within these areas but it is totally dependant on the culture and history and structure of each organisation as to their choice of titles.

Roles which Zenith has supplied staff for include Records Assistants to Record Managers, Information Officers to Systems Administrators, Team Leaders to Supervisors, Knowledge Workers to Business Analysts, Records Consultants to Document Analysts.

Although there have been some creative titles, they can be absolutely meaningless outside the context of each organisation's structure. Some 'Customer Service Officers' carry out recordkeeping functions, for example.

IQ: **What factors are driving RIM employment trends today?**

BW: Software which allows IM to reach the CEO as an area for consideration for productivity gains and communication efficiency. The reach of RIM software will be into Finance, Banking, Insurance,

> ' **The shortage of skilled RIM personnel is driving their remuneration up at a much faster rate than other professions** '

Management, and many of the concepts behind it, were not around twenty years ago.

As has happened in many areas of business, there has been a significant increase of legislation. This is causing RIM professionals, especially in the Public sector, to be on top of compliance legislation as well as standards of best practice.

The terminology of record creation, classifying and sentencing that is commonplace today did not have the importance to records management. By the mid 90's we saw the large-scale introduction of electronic record management systems used primarily to track physical files. Followed by more modern EDM and ECM systems that allow general administration staff to file their own records.

Electronic document management systems has necessitated RIM professionals upskilling their technical know-how. The transition from paper based compliance skills to include skills for the electronic environment has led to a scarcity of able professionals across the entire information management field.

IQ: **Could you foresee those changes back in the 1980's?**

BW: We could only foresee that improvements to productivity would continue. In the RIM area, the most common prediction by futurologists would have been the advent of the paperless office! Emails and the Internet were certainly not being discussed as the 'next big thing'.

IQ: **What does Zenith bring to the RIM industry today?**

BW: A much more comprehensive service than we ever offered in the past. For industry participants - the opportunity to assess their career options and to experience new and different work environments.

For organisations, it's the opportunity to have their RIM needs assessed, challenged and critiqued by professional consultants.

Medical and "best practice" corporations within the next 7 years.

The natural movement of personnel who have been exposed to ECM and EDRMS systems has promoted the adoption of RIM systems with their new employers.

Another driving factor - legislative compliance needs, and increasing awareness of possible legal ramifications resulting from poor recordkeeping. This is currently mainly limited to Government and Legal related functions.

The movement to or appearance of good corporate governance, transparency and fear of litigation have also been major catalysts.

Some instances of companies recognising their cultural heritage value have also helped.

Another interesting factor with RIM employment is the place of IT. There are contrary attitudes found within the IT function. While one IT department views IM as very much their domain in introducing and managing the ongoing processes, another will have the view that RIM is outside their area of responsibility and are only there to provide the governance architecture for their RIM internal client.

IQ: **There's a national shortage of skilled workers in most employment fields. Is that the case in RIM?**

BW: Definitely. There is short supply across the spectrum of RIM roles. There is also a continuing need for RIM personnel to up-skill their technical knowledge of the capabilities of RIM software. And to keep pace with electronic and legislative changes.

The major areas of shortage include Technical Consultants, Business Analysts, Project Managers, Systems Administrators, Archivists, Information Architects, Software Trainers and qualified recordkeeping professionals at all levels.

The shortage of skilled RIM personnel we believe is driving their remuneration up at a much faster rate than other professions.

IQ: **How has the digital revolution impacted on the needs and demands of employers of RIM professionals?**

BW: The RIM digital revolution, I believe, is only one tenth of the way in for employers. The greatest in-roads have been made for business in the area of physical tracking of "hard" assets. Information alone being thought of as stand alone asset for business is not there in all industries yet. in ten to twenty tears time it will.

It will come about through the easy delivery and retrieval of information, and the non-destructiveness and security of digitised information – it may be the cause of a true reduction in the use of paper and associated filing cabinets! I won't be the one to predict "paperless".

EDRM and ECM will eventually be ubiquitous for all industries. The recognition of type and subsequent classification of material will be automatic for all staff with information responsibilities.

RIM professionals who can confidently interact with the IT profession, have a rosy future – the movement has primarily started with government and utilities and is moving into large private corporations, initially predominantly service based B2B industries.

BW: The movement towards true ECM springs to mind. However the management of heritage systems, imaging and archives is expected to keep us very busy for the next five to ten years.

As the benefits of the digitisation of information is seen, then there will be an accelerating demand for the classification of records wherever they may be found.

IQ: **Recent legal cases involving regulatory agencies such as ASIC and the ACCC have highlighted the importance of records, in particular email records, in corporate governance matters. Has this filtered through to impact job specifications?**

BW: There has been a definite move to incorporate compliance and good record keeping practices in Position Descriptions. We have been observing this over the last few years for those industries embracing EDM – primarily government.

There is, however, still a long way to go to filter a compliance mentality through to all who do create records. Including it on PDs is just one way, but it will require training and education to change awareness of the importance of good recordkeeping practices.

IQ: **Have factors such as the digital revolution and corporate governance requirements elevated the importance of RIMs in the**

Employers are seeking individuals with the skills and ability to find common ground between IT and the traditional records managers

IQ: **What is the biggest growth area for RIM employment?**

BW: The need is across the board, with some playing upward musical chairs. Government has led the way with funds made available through government compliance initiatives and e-commerce programmes. Private sector is playing catch up especially with US affiliated firms having to comply with Sarbanes-Oxley.

However many in the private sector still seem hung up on justifying return on investment before committing to an EDRM or ECM system.

Having said that, we are seeing instances of private sector corporations upgrading the RIM function to what we believe is a professional level.

IQ: **In the US, the health industry has been slow to adopt electronic client records - as opposed to electronic financial records - and that field is expected to boom over the next 10-15 years as the majority of hospitals and medical practices convert to e-records. Can a similar boom be expected here?**

BW: Hopefully we may see a similar boom here within ten to fifteen years for hospital patient electronic records. The biggest stumbling block for a quick uptake may be the reluctance of governments to provide major injections of funds into the hospital system for this specific area. RIM is not a primary process in the delivery of services or goods to end users, and this is also true for hospitals.

I believe it will be more likely one of introduction as funds become available for individual hospitals and after the ROI has been demonstrated by a few trail-blazing hospitals.

When it does come, it will most likely be Web-based sourcing of hospital patient records as pioneered in South Australia and Tasmania. Should there be an outstanding ROI, then hopefully there will be an accelerated rollout of the technology in hospitals.

IQ: **Any boom areas that you see ahead?**

eyes of employers?

BW: Sometimes. The majority of government sector entities are definitely taking RIM personnel more seriously but this has not yet filtered through to all areas of the private sector.

As the efficiencies of digitalisation of documentation is realised by CIOs and CEOs, then the importance of good records and information management practices will naturally be raised in importance to the organisation.

IQ: **What skills are employers most interested in today when seeking new RIMs?**

BW: Technical skills as well as corporate communication skills. A balance of experience and tertiary qualifications remains important. However a grasp of the technology, ability to articulate RIM needs and influence staff remain the most sought after skills

IQ: **Do you find that smaller organisations expect their RIMs to straddle more than one field and be a jack of several trades?**

BW: The lesser number of staff an organisation has means that there is a corresponding greater number of roles each staff member has to undertake to make the organisation successful.

Should the CEO of a smaller organisation support the RIM function, then the introduction of good recordkeeping processes is best done at the earliest stage possible.

The staff member who has the finger pointed at them to take on the RIM role may have a wonderful career opportunity open up, that in time and with appropriate training, will lead to senior full-time roles in RIM.

I believe the full-time experienced RIM manager does not need to take on a role that straddles other functions. However, if they do then they will need to manage potential conflicts within their position.

IQ: **What the chief difficulties in attracting and retaining good RIM staff?**

BW: An organisation's remuneration policy which doesn't reflect the reality of the market will be the major factor that causes difficulty in attracting staff.

The work climate offered to RIM staff will be the cause of high or low retention rates. Other areas impacting on retention of staff is how change is managed in an organisation and of matching the needs of individuals to that of the organisation.

IQ: **Do you see scope for salaries to increase significantly over the next five years?**

BW: Yes. However, once standardisation of systems has been achieved and a critical mass of RIM personnel comes about, then, I believe, salaries are unlikely to rise at the same rate as experienced over the last few years.

IQ: **The 'experience versus qualifications' debate continues to**

> **A grasp of the technology, ability to articulate RIM needs and influence staff remain the most sought-after skills**

IQ: **Who makes the more successful RIM – an extrovert or an introvert?**

BW: I don't know. The most memorable and most successful managers and senior professionals, no matter what their profession, seem to be more extroverted. Is it because they are better at trumpeting their own worth?

IQ: **How job-stable are RIMs compared to other industries?**

BW: Some RIM senior personnel are being lured away for monetary reasons alone. It reminds me somewhat of the demand for IT professionals before the dot.com bust.

Having said that, I believe RIM people are more job-stable than some other professionals, caused by the nature of their work and of their service oriented temperament.

IQ: **How do RIM salaries compare with similar industries?**

BW: RIM salaries have come into alignment with similar industries. The average package for a qualified and experienced Records and Information Manager for a corporation can range from $80k to $120K, depending on the industry and amount of travel involved.

rage within the profession, and probably always will. What, in your experience, is most important to RIM employers today - experience, or qualifications?

BW: If there is a skilled and qualified RIM professional within an organisation already, then they are happy to take on a recent graduate and often prefer their qualifications to their experience. In the absence of a RIM professional, the employer almost always will favour experience.

IQ: **Is there an increasing trend toward a requirement by employers for formal RIM qualifications?**

BW: Definitely, with employers in Victoria probably more so. It is not helped in NSW by a relative lack of Records and Archives Management courses on offer. Graded membership of the RMAA and ASA is being more sought after.

IQ: **Are you aware of employers encouraging their RIM staff to become involved in further education?**

BW: In the government sector there is a generally a commitment, but in the private sector it depends on the individual manager and organisation support for the RIM function and continuing professional development for their staff.

IQ: To your mind, are Australia's tertiary institutions providing adequate RIM courses?

BW: In NSW the answer is definitely 'no'. I believe UTS is about the only tertiary institution to offer an Information Management course but at this point in time it is not recognised by the RMAA or the ASA.

If you want to be recognised as an Archivist only Monash and Edith Cowan University have courses accredited by the ASA.

Greater efforts need to be made on this front. Some TAFE colleges are showing support for RIM courses.

IQ: What is the one major area where you would like to see RIMs improve their skills?

BW: The up-skilling on the technical front to have sufficient know-how when dealing with EDRM systems.

IQ: What do industry associations such as the RMAA and ASA have to do to convince employers to include professional membership at least on the 'desirable' list when writing RIM job specifications?

BW: I think it is an awareness-creating exercise that is continual and multi-faceted.

The recently achieved professional status recognition for RMAA professional members was a necessary first step. Both the RMAA and ASA need to continue to go down their path of relating to outside groups as a professional body, and to encourage ongoing professional development by their members.

Maybe an email or letter, explaining the advantages of an association accredited applicant, could be sent out to each employer each and every time they advertise a RIM position?

Another idea for consideration may be a two to three year marketing campaign directed to HR departments. HR people generally have the responsibility for the creation of Job Descriptions.

IQ: There is a feeling among a number of RIMs, articulated by Chris Hurley in our last issue, that IT can often be the enemy of RIM by acting unilaterally and without much understanding of RIM issues. From where you sit, is this a problem?

BW: Yes, it can be a major problem. IT can often be the catalyst for a stuff-up caused by them not having an understanding of their brief and the necessary RIM structures that need to be in place for an IT led enhancement of RIM.

However it is my belief that there is a shared responsibility of both parties to give and receive a project brief with understanding and support of each other's role.

Unfortunately for RIM, IT often has control of large parts of the EDMS budget and they can land up project managing the rollout of the system. Whether we like it or not, RIM professionals have to work harder in gaining an understanding of the technology and acceptance from IT.

Of course IT should be doing the same, with the bottom line being that we both need to work together!

If effective two-way communication is not occurring than what we see is the introduction of an outside third party RIM consultant to ensure an effective communication and solutions occur.

IQ: Zenith has expanded into the areas of information management consulting and cataloguing. What sort of projects has this involved?

BW: Our Consulting projects have included sentencing and archival programmes, writing of policies and procedures, building of business classification systems and functional disposal authorities (FDA), implementing DIRKS, and partnering on the selection and rollout of EDRM systems.

Our Cataloguing Division is quite separate from our RIM Consulting Services Division. The cataloguing we do is specifically geared for libraries with multicultural collections and back-log needs. We catalogue hard copy item collections before they are made available to end-users.

IQ: Where is the greatest demand for Zenith services coming from?

BW: Currently it remains the government sector with strong demand coming from the financial and legal services in our three areas of operation – consulting, staffing and cataloguing.

IQ: What do you believe Zenith can do that competitors cannot?

BW: The offering of a total solution through strategic alliances within RIM is something we have already, but are further consolidating each month.

While our core focus has traditionally been on the recruitment side, the RIM Consulting division is now up and running and offers to our clients genuine alternative solutions to their RIM needs.

Our two RIM Divisions – one for staffing and the other for consulting, along with our strategic alliances with key vendors, make for range of solutions and opportunities for our clients which our competitors are unlikely to match.

IQ: What in your opinion are the greatest problems and opportunities that lie ahead for the RIM industry?

BW: The greatest challenge for the RIM professional is keeping up to pace with the ever-changing technology, especially as the digital revolution takes hold in image collection and retrieval of information.

Recognition and acceptance of the value of the RIM function by the business community as a whole remains an on-going challenge – which will only be continuously met by keeping up to pace with changes in technology.

The recognition and acceptance will occur by taking any opportunity to train, to educate and to change attitudes and beliefs as to what RIM can offer an organisation.

The greatest immediate challenge lying ahead for the RIM industry may be ensuring commonality of purpose and understanding with the IT function as to what RIM can offer an organisation. Otherwise, we may see the hi-jacking of RIM by the IT profession and/or Microsoft! Or has it happened already in some instances?

IQ: Thank you, Bob. You've given our readers plenty to chew on.

BW: Thank you for the opportunity of allowing me to present my views on the current state of play within RIM. IQ

At the Zenith of the Story

Bob Wright is the Managing Director of Sydney-based Zenith Information Management Services, a company he founded in 1986. He is an Associate Fellow of the Australian Institute of Management and a Chartered Member of the Australian Human Resource Institute. Bob's background before leading the RIM Consulting team at Zenith was in Change Management within multinational corporations.

He regards himself, for this article, as an "outsider looking in". For more information about Zenith and its Staffing and Consulting divisions, go to: www.zenmgt.com.

RIM WORLD OBSERVATIONS

by Kenneth Tombs

OFF the RECORD

Up Close
and Culturally Personal

Culture is a peculiar thing. To us Poms it's those macho Aussies who only have one opera house in the place. To you Aussies and Kiwis, it's us Limeys who drink warm beer and can't take the heat! Cagoules vs Dryzabones and bottle cork hats. All very stereotypical and unrepresentative (probably!) yet these attitudes, for right or wrong, are often our points of reference in the world about us.

Cultures invariably dictate how we react with each other, and the attitudes we exhibit. Some cultures clash, while some place individuals more highly than the collective does.

These are our cultures, the glue that creates common bonds in the outside world, as well as in the workplace, strongly influencing and controlling how we work together.

We all desire an appreciative and constructive manager to lead us, and loath aggressive self-seeking individuals. This is human nature and part of society's interlocking jigsaw of workplace cultures.

Yet experience suggests that too often we ignore culture and management style when we design information systems, building into a project a major risk of failure or becoming living dead. For me, culture is to be understood and technology chosen to suit a business' culture and approach. We force people who like green to work as pink, and then wonder why sickness rates and staff dependability become serious issues.

Rarely in information science (is it really yet a science!), do we go beyond the person/machine interface. Do we see that promised land where machinery reflects management style, or even further away to the planet where culture is used fundamentally to shape business development or change. One size fits all, and all we do is screw up that most fundamental mirror of our working style, our computer applications.

Now this may seem a tad negative and it's meant to be. For the drive of ICT so far has been to enforce standardisation to reduce costs, to commoditise, to commercialise. All-important drivers. Yet, in what other walk-of-life do we make people who are told they need a mini car, drive around in a Chelsea tractor (a monster 4x4)?

Information management is only now and tentatively looking at how we work with our computer applications to improve productivity (and having happy people), by matching with a business' culture.

For me there are two ways of thinking about management style and organisation culture. Most commonly used are examples or scenarios that are useful at a point in time. Alternatively, Roger Harrison's work from the early 90's considers characteristics of behaviour or belief in the workplace.

Roger formulated two sets of cultural dimensions. Power – Role – Achievement – Support (PRAS), followed by Transaction – Mutuality – Attunement (Alignment) - Self Expression (TMAS).

The easiest to think of here is the PRAS model where management is predominantly: power mad and focussed on themselves; obsessed with role, rule, and process; totally dedicated to individual success and achievement; or where management are supportively warm and fuzzy towards each other and their staff. All have strengths, and, seriously so on occasions, weaknesses.

Every organisation exhibits these characteristics in some degree. Even megalomaniacs need help to be megalomaniacs. So for an organisation that is mostly Role in culture, management will prefer business process structured applications that follow the rules.

In contrast, a new business start-up with a small group of directors will probably be Power orientated to move fast. Here, applications will be rule-less and flexible, where Achievement and rapid delegation work best.

A different example is where a corporate in financial trouble that has evolved into being Role and Support orientated, may have to change to a Power and Achievement culture to survive. Changing the format and approach of user applications, may well be management's most useful change mechanism.

Commoditised ICT has brought us the brain space and focus to think more about how we work effectively and enjoyably. It's ironic then that the very ICT brought in to raise organisation performance, can reinforce a far less harmonious way of working. There is conflict enough in life without forcing the wrong approach to technology onto people happily working a completely different way.

Now where are my umbrella and that warm beer? iQ

The Author

IQ columnist **Kenneth Tombs** is a leading UK Rim consultant and a director of Document Law and of the Performance Trust. He can be contacted at: ken.tombs@warmfuzzies.co.uk.

Up Close & Personal

With the UK's New Keeper of Public Records

By Mike Steemson, ARMA

The menu for a light lunch with the new Chief Executive Officer of the National Archives and Keeper of the Public Records for the United Kingdom, Ms Natalie Ceeney, included low-salt and crunchy Walkers Golden Wonder crisps, wholemeal sandwiches, iced water, and 'step change.' Her message to *IQ*: "We've got to change the world agenda on records management."

Thirty-four-year-old Natalie Ceeney is everything the British Press has said about her, and more. She's petite, just 5ft 2in (1.6m) tall, blonde, slender and dynamic. She's private school and Cambridge University educated, global management consultancy McKinsey & Co trained, and retail, pharmaceutical, National Health Service and British Library management experienced. She talks right to the point, sets out her thoughts directly and moves on.

I was lucky to get the exclusive meeting with her, and in no doubt when my time was up in her bright, sun-filled office overlooking the National Archives' spacious water gardens.

Natalie Ceeney is friendly, forceful and, I sensed, fast-forwarding new strategies and targets for The National Archives … and for recordkeeping.

Her predecessor at The National Archives, Mrs Sarah Tyacke, after 15 years in charge and the UK's first woman Keeper of Public Records, left her with a strong, world-leading institution to drive.

Strong management is Natalie's forte and fixation. She told me: "When Sarah and I met, we agreed if it's not broken, don't fix it. That's certainly what I've got here - strong management in the right places."

Three Business Horizons

She has ideas for advancement, though. She's a proponent and enthusiast for what she describes as 'step change'. She sees any and all business as needing three horizons: Current practice; "Looking at what's out there", and "Thinking beyond that, looking for what doesn't exist, yet".

She wouldn't be drawn on detailed plans for the Archives: "I have a meeting with staff next Tuesday". It would be at least the end of the year before she would talk publicly about any new campaign. But she was clear that she wants the institution to think across that third horizon, her "beyond that" definitive.

She sees electronic information as the world's biggest challenge culturally and the Internet as its biggest, best and worst medium.

The great gush of modern information flows was forcing vast changes for business management she said, adding: "We must change the agenda for business to accommodate the information flood. Organisations will have to restructure, create new strategies, accept and embrace the influence of strong, intelligent and entire information management.

"These are exciting times to be in information management and I couldn't think of a better place to be sitting right now than in this hot seat at National Archives."

Her blue eyes swept the big office and her big, drop earrings sparkled as she laughed delightedly over the prospects.

As reported in last November's *IQ*, Ms Ceeney's appointment to the 'hot seat' last October was not met with unmitigated enthusiasm by the British Press, or by the UK heritage sector.

The 1990-91 President of the Cambridge University Students' Union, mathematics and politics graduate and one-time Labour Party activist was described imprecisely and patronisingly by London's centrist *Daily Telegraph* newspaper as "the woman responsible for safeguarding the documentary record of British history".

First Blairist 'Keeper'

The Telegraph credited a former Keeper of Public Records, Professor Geoffrey Martin, with the ageist remark: "It sounds a very drastic step. Thirty-four is extremely young."

And historian-journalist Sir Max Hastings, himself once editor of the paper, commented stuffily: "To end the tradition of appointing experienced scholars and archivists and start putting management consultants in their place sounds exactly the sort of thing one might expect from this Government."

The appointment was the first to the Keeper's post by British Prime Minister Tony Blair's government. Perhaps coincidentally, a senior McKinsey partner had just been appointed as head of a Prime Ministerial policy unit.

However, former business colleagues of Ms Ceeney were more enthusiastic. *The Telegraph* quoted one of them saying: "She is a small tornado and very tough. She will have sympathies with the role of the Archives because she is pro-public bodies, but now she has the ruthlessness of the management consultant."

Ms Ceeney plans to evangelise her consultancy "ruthlessness" out in the great recordkeeping world. Last month, in Manchester, she made her first public appearance as keynote speaker to the annual conference of the Records Management Society (RMS) of Great Britain, and she will appear at the International Council on Archives congress later in the year.

In September next year, she will visit the New Zealand and Australian national archives and address at least one conference.

She says: "I am extremely keen to share learnings and best practice across all of our organisations, and see such forums as yours critical to doing so."

She has a fine sense of humour. A media scribe asked her what, if anything, would make her life complete. The diminutive Keeper-to-be declared: "Being four inches taller would be good." What makes her laugh? "Irreverence."

But the business steel is always there. She recently struck a deal giving Amazon.com rights to the British Library's entire catalogue as a searchable database linked to dealers' sales lists.

And she set up an encryption technology deal with Adobe and Elsevier Science, the world's leading publishers of scientific, technical and medical journals, to deliver on-line material from 2,500 titles such as the British medical journal, *The Lancet*.

In another recent interview, Ms Ceeney outlined a business philosophy, declaring: "The task for us is defined by the fact that we are the cutting edge of IT challenges.

"Information needs and customers' demands are changing and developing so rapidly that everyone here has to change with them. That is the challenge we face in managing change in our business." IQ

The Author

Mike Steemson, ARMA is *IQ* Contributing Editor. The principal of the Calderston Consultancy in Wellington, New Zealand, he had extensive experience as a journalist in the UK and is a former Chairman of the Records Management Society of Great Britain.

Do RIM Professionals

Have a Distinct Personality?

By Anne Pemberton, J Michael Pemberton, Ph D, CRM, FAI,
Jeanine M Williamson, Ph D, and John W Lounsbury, Ph D

A US study reveals that records and information management (RIM) professionals exhibit particular personality traits, which should aid those making hiring and career decisions.

As a discipline, records and information management professionals are not much given to introspection. "Why do I like doing records-related work?" "What makes someone attracted to records management or archives management?" "What personal characteristics should one look for when interviewing applicants for a records management or archives position?"

Knowing the answers to such questions could be important both to those contemplating entry into the field and those who want to establish those personality traits that suggest a successful hire.

By contrast, librarians have for a long time paid a good deal of attention to the personality and image of their practitioners. (See panel, 'Examples of Book-Length Library Personality Studies.)

In 1976, Wilmer Maedke surveyed the records management field and noted that the most important criterion in hiring was an 'interest in records work.' For too many years, RIM managers have characterized their entry into the field in critical terms: "I just fell into it," or, "I was pushed into it." This puts the field in an unnecessarily unflattering light.

There are several vocational aptitude tests, (eg, the Strong Interest Inventory) that help test takers align their interests with those who are successful in various fields.

There are also standardised tests that establish a person's ability to compete successfully an academic programme in some desirable professional field (eg, medicine, law, engineering) and, by extension, help test-takers establish their 'fit' with a discipline of their interest.

What, then, is already known about the personality traits of records managers? Very little. Most discussion is personal observation and anecdote. For example, in an article in the *Records Management*

' Records professionals are more conscientious than academic librarians and public librarians "

Quarterly, Robert Sanders suggests, 'We records managers are known for our pessimistic point of view.

'We attend conferences devoted to planning for the worst imaginable contingencies. We participate in workshops on dealing with smoke and water damage… However, without being ready to commit myself to an institution as a schizophrenic, I must admit that, alongside my usual pessimistic records management self, there lives a wannabe optimist.'

In another article in *Records Management Quarterly*, 'Recruitment in the Profession: A Key to Developing the Records Management Field,' J Michael Pemberton anecdotally explored qualifications and personality traits of records managers, but no hard data was collected at that point.

Skills as Personality Surrogates

Until now, desirable job-related competencies (knowledge, skills, and attitudes) have been obliquely used as characteristics in lieu of personality assessments. Attempts to describe those characteristics typically needed for those in records management and library services have been published by several organisations.

The UK Society of Archivists, for example, suggests that records managers must have the following characteristics:

- **Confident communications skills.** Records managers deal with colleagues from all backgrounds, from the managing director/chief executive down. They also have to contact suppliers, contractors, and outside organisations.
- **Good negotiation skills.** It is not always easy to persuade senior colleagues to hand over 'their' records or to agree to a retention period/destruction date for a record they wish to preserve forever.
- **Analytical thinking strengths.** Records managers need to understand how their organisation works to be capable of constructing systems that are integrated with business processes and organisational culture.
- **Flexibility.** Records managers are often expected to turn their hand to anything remotely connected with the provision of information.
- **Comfort with new technology.** RIM managers must demonstrate the ability to use and adapt to rapidly evolving information communication technology (ICT) packages and systems.

In a poster titled 'Competencies for Information Managers'**,** the Records Management Association of Australasia (RMAA) notes specific workplace competencies but also suggests the following as 'personal behaviours and characteristics': being discreet, thorough, ethical, and service oriented.

The US Special Library Association regularly provides a list of competencies - professional and personal – for those in its ranks, on its website, www.sla.org/content/learn/comp2003/index.cfm.

A major funded study by Josie-Marie Griffiths and Donald King – one little known to RIM managers – is New Directions in Library and Information Science. In volume eight, competencies of RIM managers are identified at different levels (entry level, mid level, and senior level).

In addition to work-related competencies, notice is taken here of 'personal qualities' among successful RIM managers as these are cited by RIM managers:

- Alertness
- Assertiveness
- Compassion/Kindness
- Confidence
- Cheerfulness
- Dependability
- Tenacity
- Diplomacy
- Emotional Stability
- Leadership Ability
- Imagination
- Inquisitiveness
- Need for Achievement
- Flexibility
- Neatness

While being acutely aware of such attributes on both sides of hiring decisions is important, attributes are not the same as personality traits. Competencies may be learned and become part of one's active behaviour; personality can be neither learned nor changed.

Using Empirical Data

Can the personality of a RIM professional be defined? This field, as well as several other branches of the information profession, addresses the organisation and storage of recorded information, but does it require unique personality traits that differ from others in the broad category of the information profession?

Do the personality traits of records managers and archivists resemble each other and those of others in the information field, such as reference librarians? Systems librarians? Special librarians?

In 2002, researchers at the University of Tennessee, Knoxville, (UTK), began an investigation into the personality of 'information professionals'.

A usable response from records managers and archivists enabled researchers to look deeper

Examples of Book-Length Library Personality Studies

The Assertive Librarian
Jannette S Caputo, Oryx Press, 1984

The Personality and Occupational Stereotype of Public Librarians
Robert B Clift, University of Minnesota, 1976

Staff Personality Problems in the Library Automation Process
Jay E Daily, Libraries Unlimited, 1985

Stereotypes and Status: Librarians in the United States
Pauline C Wilson, Greenwood Press, 1982

at the personality traits of this portion of the information profession, one that has not been otherwise studied in such context.

With responses from 92 records managers and 155 archivists, a comparison between this specialty – collectively 'records professionals' – and others in the information profession is now possible based on Lounsberry and Gibson's Personal Style Inventory, a well-established and validated psychometric tool.

Data was collected in 2002 from participants of a non-random sample of 1,352 librarians and other information professionals who responded to solicitations (both in print and email) to complete a personality inventory. The inventory was available in paper, as a Microsoft Word document, delivered through email, and as an online form.

Subjects were solicited via email messages to several information profession listservs during the summer and autumn of 2002. Print surveys were handed out and left on tables at a national librarians' conference and returned to researchers via mail.

Although geographic location was not included as a question on the inventory, email extensions indicated that the respondents were not just in the United States but in several other countries as well, including Australia, Canada, the United Kingdom, New Zealand, and others. Library technicians or paraprofessionals were not included.

The following demographic information was collected about respondents: job title (which included an 'Other' choice and a blank to enter current profession); the number of years employed in current position; and the number of years employed as an information professional. The demographic data is summarised at Fig 1.

Subject matter experts in the information professions were consulted in the development of the personality inventory. These experts were asked to list the personality traits they believed are possessed by successful members of the information professions.

The authors measured these traits using relevant components of the Personal Style inventory, a work-based normal-personality measurement system. The information profession personality inventory consisted of 101 questions measuring 13 scales: adaptability, assertiveness, autonomy, conscientiousness, customer service, emotional stability, extraversion, openness, optimism, teamwork, tough-mindedness, visionary work style, and work drive.

In Personality at the Crossroads: Current Issues in Interactional Psychology, psychology traits were defined as 'relatively enduring characteristics of individuals that are relatively consistent over time and across situations.'

Fig 1: Demographic Characteristics of the Information Profession

Characteristic	Frequency
Job:	
Academic Reference Librarian	222
Archivist	155
Records Manager	92
Public Librarian	145
School Librarian	26
Special Librarian	76
Systems Librarian	86
Cataloguer	228
Distance Education Librarian	39
Other Information Professional	283
Years in Current Position:	
Less than 2	468
2-5	442
6-10	198
11-15	103
16-20	65
More than 20	76
Years as Information Professional:	
Less than 2	110
2-5	308
6-10	278
11-15	208
16-20	160
More than 20	288

The personality traits used in this personality study have the following definitions:

- **Adaptability** refers to a person being flexible and able to make on-the-spot adjustments to different situations. High scorers are able to go with the flow, respond flexibly to changing circumstances, and function comfortably with change. Low scorers tend to be more rigid and inflexible, preferring to work in unchanging settings with predictable outcomes. (3 items on inventory.)
- **Assertiveness** refers to a person asserting him/herself, taking charge of situations, speaking up on matters of importance, defending personal beliefs, and being forceful. (8 items on inventory.)
- **Autonomy** refers to a person with a disposition to function autonomously and in a self-directed manner on one's job,, to make work decisions, and to choose a course of action without reliance on others. (3 items on inventory.)
- **Conscientiousness** refers to a person's conscientiousness, reliability, trustworthiness, and readiness to internalise company norms and values. (9 items on inventory.)
- **Customer Service Orientation** refers to a person striving to provide highly responsive, personalised, quality service to internal and external customers, putting the customer first, and trying to make a customer satisfied, even it means going above and beyond the normal job description or policy. (8 items on inventory.)
- **Emotional Resilience** refers to the overall level of adjustment and emotional resilience of the employee in the face if job stress and pressure. This can be conceptualised as the inverse of neuroticism. (6 items on inventory.)
- **Extraversion** refers to the tendency to be sociable, outgoing, gregarious, warmhearted, and talkative. (7 items on inventory.)
- **Openness** refers to a person's receptivity/openness to change, innovation, new experience, and learning. (9 items on inventory.)
- **Optimism** refers to a person having an optimistic, hopeful outlook concerning prospects, people, and the future, even in the face of difficulty and adversity. (6 items on inventory.)
- **Teamwork** refers to a person's propensity for working as a part of a team and cooperatively on work group efforts. (7 items on inventory.)
- **Tough-Mindedness** refers to a person's ability to appraise information and make work decisions based on logic, facts, and data rather than feelings, values, or intuition. (8 items on inventory.)

Visionary vs Operational Work Style refers to a work style that emphasises creating an organisational vision and mission, developing corporate strategy, identifying long-term goals, and planning for future

Fig 2: Example of Contextualised Question on Information Professional Personality Survey

Given the chance, I would be more interested in activities like developing procedures, specifying work practices, and allocating resources for the library or other information organisation	1 2 3 4 5	Given the chance, I would be more interested in activities like creating an inspiring vision for the future of the library or other information organisation

contingencies versus an operational work style, which focuses on day-to-day activities and accomplishments, short-term goals, current problems, and implementation of plans. (8 items on inventory.)

Work Drive refers to a person's disposition to work for long hours (including overtime) and an irregular schedule, greater investment of one's time and energy into job and career, and being motivated to extend oneself, if necessary, to finish projects, meet deadlines, be productive, and achieve job success. (8 items on inventory.)

All scale items have been used extensively in a wide range of organisations and validated for a variety of jobs. Some of the questions were especially contextualised for the information professions for this study. An example of a question that was contextualised is seen in Fig 2.

Participants chose that point on a sliding scale (1 – 5) that best represented both their preference and the strength of that preference.

Results

Ninety-two records managers and 155 archivists responded to and completed the inventory. After collecting and analysing the data, it was discovered that the relationship between archivists and records managers was statistically strong enough to treat them together under the title 'records professionals'.

A variety of interesting comparisons can be made about this records-specific discipline within the information profession. Using the personality traits listed and defined above, the following comparisons are made on strong degrees of statistical significance.
- Records professionals are more assertive than cataloguers.
- Records professionals are less customer service oriented than special librarians but more customer service oriented than cataloguers.
- Records professionals are more emotionally stable than academic reference librarians and cataloguers.
- Records professionals are more emotionally resilient than academic reference librarians and cataloguers.
- Records professionals are higher in extraversion than cataloguers.
- Records professionals are higher in openness than cataloguers.
- Records professionals are more optimistic than academic reference librarians and cataloguers.
- Records professionals score higher on teamwork than cataloguers.
- Records professionals are lower in tough mindedness than systems librarians and cataloguers.
- Records professionals are more visionary than cataloguers.
- Records professionals are less operationally oriented than cataloguers.
- Records professionals are more adaptable than cataloguers.
- Records professionals are more conscientious than academic librarians and public librarians.

While the results of this study are not earthshakingly conclusive, the study represents a first use of established psychometric methodologies to create a profile for records managers/archivists.

Further refinements of this test – along with other tests, such as Myers-Briggs and the Strong Interest Inventory – should also be available to assist in assessing a personal career fit with successful records professionals.

And, of course, using such tests will aid in identifying applicants who are more than merely "interested in work with records" or those who are just being "pushed into it." IQ

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Prepare for Your Own Disaster

Tens of thousands of homes in the US Gulf States such as this one at Lake Pontchatrain, Louisiana, were destroyed by Hurricane Katrina last August

With a Personal Continuity Plan

By Glenn Sanders, MRMA

Cyclones like Larry, twenty-metre tsunamis, asteroid impacts, bushfires, floods, bird flu pandemics, terrorist attacks! It's a dangerous world we live in, and most organisations should have business continuity plans in place to handle major and minor interruptions. But what about you? What will you do when a disaster strikes at home? Are you and all your family prepared and practised?

Personal continuity planning takes time, thought and effort, but it isn't hard and there is lots of information available on the Web or from emergency organisations. Given the availability of photocopiers, digital cameras and PC's, it is easy to record and duplicate your personal vital records and belongings for offsite storage, so that when something happens you can focus on the really important part of the plan: your family.

It's not just spectacular disasters you should be thinking about either. By any analysis, the probability of these happening in the statistical short term, to most of us, is very low. What is really likely to get you into trouble at home is a kitchen fire, a burst water pipe, theft or a serious car accident.

Any number of things can interfere with the smooth running of that very complex organisation called home and family, and we all should have plans in place to deal with whatever happens.

Your definition of 'disaster' will vary too, and some disasters will not necessarily interfere with your smoothly-running home. An ABC Radio announcer recently bemoaned the theft of his laptop PC, with all his family photos. Presumably he did not have backup, and the loss demonstrably did not affect his ability to house and feed his family, but I'm sure he sees it as a disaster all the same. No electricity for 24 hours might be an irritant to you, but a disaster for your local shop owners.

If you have been involved in business continuity planning at work, the steps in developing a personal continuity plan will be familiar. There is a wealth of information available, with wide-ranging consensus, on websites like the US Federal Emergency Management Agency (http://www.fema.gov) or Emergency Management Australia (http://www.ema.gov.au).

The Queensland Government State Disaster Management Group (http://www.disaster.qld.gov.au) has some excellent publications, as does the American Red Cross (http://www.redcross.org). A Google search for family disaster planning will get you more information than you can handle!

The first step to take is to list all the things that might affect you and your family. This will vary, depending on where you live and what you and your family do. In the outer suburbs of Sydney or Hobart, bushfires are more likely than floods, but in Brisbane's low lying areas, the reverse will apply.

If your children are very young, and there is only one breadwinner, your list will look different to that of a family with a couple of teenagers and two or three breadwinners. Are you near an airport, defence installation or industrial complex?

Then you have to assess each risk for probability and impact. Plan first for the most likely problems with the greatest impact. If you live in a remote area of northern Australia, bushfire, flood or cyclones could see you needing that first aid kit and the five litres of drinking water per person day. But drinking water won't be an issue for a suburban house fire in a major city.

The websites mentioned above have good contents lists for survival kits, if you decide you need one. If there is anyone involved with special needs, your list will look very different, as will the probability and impact columns.

Make sure the local emergency services know about any special needs. For example, electricity supply is usually cut off before the fire brigade leaps into action, and special arrangements need to be in place for evacuation, medical equipment and accessibility and mobility issues.

And where will you be when it happens? The most important part of the plan is the people. Where will everyone be? At night (teenagers excepted) most families will be at home, but during the day, many families scatter to widely separated locations. You need to specify where everyone will go if they can't get home.

If at home, where will you all meet if you have to get out in a hurry? Front yard, back yard, neighbours on which side? You need an immediate meeting place, and a distant one (a relative or friend in another suburb or town). If you do need to leave your home, who will turn off the power, water and gas? Does everyone know how to do so?

So you need a checklist – names, addresses, mobile and landline phone numbers, local emergency services (SES, Bushfire Brigade, Police etc). Laminate copies for everyone, and update it once a year at least.

Finally, you need to practice. Bedrooms upstairs? How will everyone get out if the fire blocks the main staircase? Who will grab the cat and the budgie, the emergency kit and the car keys? Does everyone have their torch and laminated checklist in their bedside table drawer, ready at hand even in the dark? Talk all of this through, at least once a year, with everyone involved.

Of course, this being a records management journal, we mustn't forget the vital records pack. However, given modern technology and the ease of duplication, with proper planning and preparation, you may indeed be able to forget about the vital records pack altogether, because everything that you have decided is vital, is copied and stored safely elsewhere.

Some things are not copiable – passports, cash, and credit cards, jewellery, heirlooms and so on, so your vital records pack may be bulkier than others. If so, make sure that everyone knows where it is, and who is responsible for it.

Most vital records can be duplicated, and stored offsite with friends or relatives. Computer backups, photos of valuable items and the interior and exterior of your house, for insurance purposes, wills, birth certificates, title deeds and so on can all be copied for offsite storage, on paper, CD or USB drive. Many of the disaster planning web sites do not have comprehensive lists, but information is always out there on the Web, and a suggested list will include[1] :

- Birth, death and marriage certificates
- Passports
- Credit card details
- Medical records
- Personal identification (driver's license)
- Recent bank statements and other financial records, and contact details of financial advisers
- Title deeds, car registration papers, mortgage documents
- Insurance policies and contact details
- Recent tax returns
- Copies of, or location of, wills, trust deeds and powers of attorney
- Names and contact details of executors, trustees, guardians, next of kin
- Photographs and videos of personal belongings of value – jewellery, furniture, stereos, computers, with lists showing date purchased, cost, estimated value and condition.
- Recent computer backups

As always, your list will probably be different. For a really comprehensive list, with templates, download the Household and Personal Property Inventory Book from the University of Illinois website (http://www.ag.uiuc.edu).

This may all seem like a lot of fiddly work, but with digital cameras, PC's and photocopiers so easily available, it is really easy to get things photocopied, or transferred to CD. Then, when something happens, you won't be sorry you went to the trouble, because it will be one less thing to worry about. You can then focus on the really important things (your family), because all those vital records are properly managed.
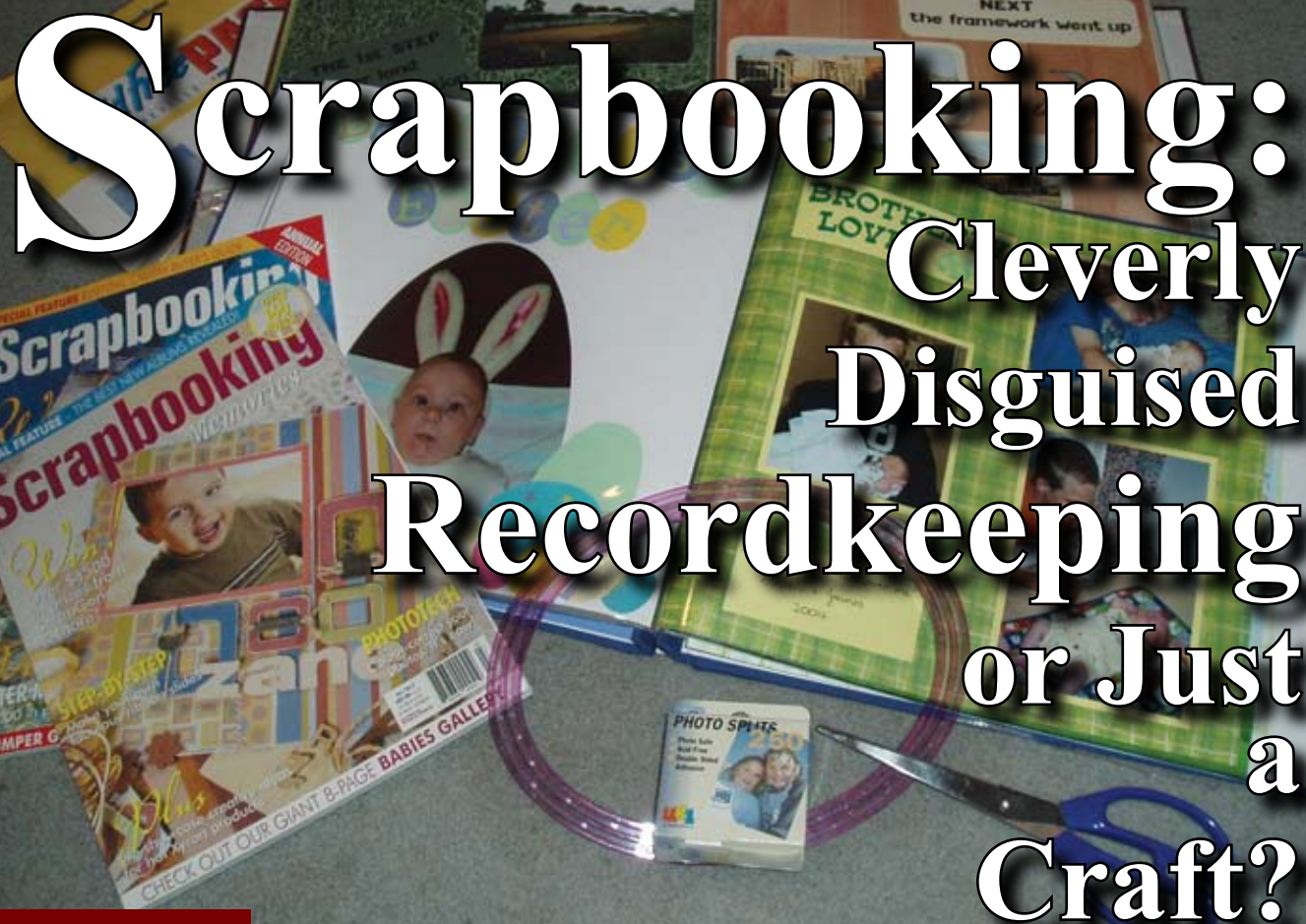
Like all continuity planning, personal continuity takes some time, thought and effort. Just do it! IQ

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Glenn Sanders, BA, Dip Lib, GDDM, MBII, MRMA is one of Australia's leading experts in document and records management. He has worked on software development for three commercial systems, written several books and articles, consulted freelance for many years, and been document manager for Tyndall Australia, Deloitte Touche Tohmatsu and (currently) EnergyAustralia. Recently he has presented workshops on business continuity planning for the RMAA in several locations around Australia.

Neiman, D Protect your personal information in a disaster Entrepreneur.com, Oct 17, 2005

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Scrapbooking: Cleverly Disguised Recordkeeping or Just a Craft?

By Kristen Keley, ARMA

The worldwide craft phenomenon of scrapbooking has been gaining popularity in Australia and New Zealand over the past five years, with supply outlets and 'how to' classes popping up all over the country. Can it be classified as personal recordkeeping, preserving invaluable family records for future generations, or should it merely be ranked with crochet and stamp collecting?

A sweep of the eye over the stands in any newsagent will find at least six magazines or books dedicated to scrapbooking, showcasing methods, ideas, suppliers and beautifully presented final products. Meanwhile, a recent Google search on scrapbooking netted 5,400,000 hits, 687,000 in Australia alone. There are scrapbooking conventions. Cruise ships offer scrapbooking classes on their activities programmes.

What is Scrapbooking, the uninitiated ask? Far from the old blank pages filled with newspaper cuttings and wedding and birth announcements of years gone by, it has grown into a real craft. Or is it a science?

Scrapbooking sees the practitioner turn their photos into works of art using acid free products and a variety of techniques to capture their memories in an attractive way – recording moments in their life for future enjoyment and reference.

There is also a digital version, called Digital Scrapbooking, which uses the same craft concepts as its hardcopy counterpart but relies on digital photographs and software products.

There is actually a higher risk for longevity in this version from a record keeping perspective, as any person interested in digital preservation will attest to, (see the articles on digital preservation in February's *IQ*). However, this article concentrates on the hard copy version.

Scrapbooking enthusiasts and sales persons argue that the photographs are more likely to be looked at because they have been presented in an interesting way. Think slide night at Uncle Bert's or a stack of 148 photos of your best friend's recent overseas holiday for comparison.

In addition, the pages often have dates, names, event details, related mementos such as concert tickets and personal thoughts or memories – known in the trade as journaling - which add valuable information to the photos as well as personalizing them.

No longer are they just photos. Now they are memories with context and emotion. The purists in the craft use only acid free products which prolong the life of the photos, particularly in comparison to former methods of storage such as the old sticky page albums - known in our industry as preservation.

Many scrapbooking enthusiasts have multiple albums, each dedicated to a subject, such as weddings, holidays, one for each child in the family, etc, and the events are kept in chronological order within the album - cataloguing and indexing.

Further, their favourite memories and moments are sorted and stored in albums or boxes usually in a single location which makes them easy to collect and move in a hurry, such as during a flood, fire or other unforeseen emergency - risk management and disaster planning.

Those against scrapbooking argue that the non-purists do not use acid free products, thereby placing the photographs at risk. They also argue that by cutting into the original photo the context or history of the photo is altered or lost. For example, the tree or sign in the background might be pertinent information - version control or maintenance of authenticity.

Most importantly though is the fact that thousands of people are maintaining personal records without even realising it, and are enjoying doing so!

And, you never know, in years to come, the efforts of today's hardcopy scrapbookers may even contribute to recreating official records of our era, in the wake of the loss of digital records due to technology failures. iQ

The Author

Kristen Keley, ARMA, is the Adelaide-based Marketing and Event Manager of the Records Management Association of Australasia.

Prior to her appointment in 2005, she had worked in RM for 17 years, volunteering at RMAA branch and national levels.

Preservation Tips That Scrapbookers Live by:

- Avoid all liquids – keep your workspace free of drinks and store your photographs, negatives and memorabilia away from potential hazards such as water pipes which may break. And don't keep your files in the basement!
- Avoid direct sunlight which will fade your photos, etc.
- Store all items in a consistent moderate temperature with low humidity – as applies for archival storage.
- Before handling photos and negatives, wash your hands to remove oils or contaminants. Even better, wear light cotton gloves - as applies for historical archival preservation.
- Be careful to ensure that any plastics such as polyethylene or polypropylene used for storage or in your craft work are chemically stable, and avoid PVC and PVA 'vinyls', as over time they will corrode your photos.
- Ensure any products used for scrapbooking are clearly marked 'acid free'. Just because they are sold by a scrapbooking supplier does not ensure that they are safe.
- Proper storage and preservation can ensure your pages stay in great condition for many years to come.

How You Can Get

By Craig Rhinehart

If you're an astute **RIM** with an eye to return on investment, you can turn your **RM** programme into the means of winning friends and influencing people within your organisation, from **Legal** to **Accounting.**

Over the past few years, records management has emerged from the basement to the boardroom, driven both by regulatory drivers and by corporate initiatives to reduce risk exposure and support potential litigation and discovery requirements.

Today, the capture, control, storage and timely destruction of records has more impact on the success and future of a business than ever before.

As the profile of records management has grown, so too has its perceived role in the organisation. Today, records management is viewed as a highly strategic initiative that, when properly implemented and enforced, can not only reduce business risk, but increase operational efficiency and generate compelling return on investment (ROI).

Quantifying ROI from Records Management

Today's objectives for records management initiatives are very different than those of yesterday. As more regulatory requirements are introduced and content continues to grow exponentially, organisations need to ensure records

ROI from RIM

management initiatives aren't just going with the flow and keeping up with demand, but are also delivering tangible ROI.

How should companies be quantifying this ROI? What are the best opportunities for cost savings and how can companies achieve optimal results with their records management initiatives?

A significant opportunity for ROI in records management is in the area of business process improvement. By automating records management processes, companies cannot only eliminate the onus on business users to manually declare and classify records, they can dramatically reduce cycle time and error potential.

It is estimated that business workers take from 5 to 15 seconds to declare a single record. If you figure the average employee declares 50 records per day, this equates to nearly 1 hour per day of lost productivity!

Business process improvement can also be applied to the administration of file plans and the management of retention schedules. Automating tasks such as disposition approval processes ensures timely disposition of records, reduces risk, and reduces the labour time and costs associated with records administration tasks.

Additional ROI can be realised in the form of reduced potential discovery and storage costs. Records kept past their disposition dates are discoverable in a lawsuit - and can add a significant order of magnitude of cost associated with discovery.

When records are kept only as long as they are required, and expired records are destroyed on time according to policy, records can be more easily found and produced, resulting in more efficient and less costly discovery processes.

A recent analysis of legal discovery practices within a Fortune 500 multinational corporation illustrates just how much time and energy is wasted by unwieldy discovery processes.

In this particular case, out of the more than 75 million pages that were produced and reviewed for nine separate legal cases, 50 percent were found to have been retained past their legal retention period - resulting in an unnecessary cost of nearly $12 million!

Meeting Legal Requirements While Generating ROI: Yes, You Can Have it All

In today's highly regulatory environment, organisations are facing unique and highly fluid compliance challenges. To satisfy both current and future mandates, organisations require a highly extensible architecture to capture, declare, classify, store, and dispose of both electronic and physical records according to their fiscal, legal, and regulatory requirements.

Streamlining records management activities to meet regulatory compliance is one thing, but doing so while delivering considerable return on investment is quite another.

Companies have a tremendous opportunity to slash the time and costs associated with all records and legal discovery processes by ensuring that all records related to a specific business process or project are programmatically declared, properly classified, retained, and destroyed.

Records management can help companies save both time and money, translating into real business benefits and competitive advantage and making everyone in your organisation happy - from lawyers to accountants. **IQ**

The Author

As Director for Compliance Markets and Products, FileNet Corporation in the UK, **Craig Rhinehart** (crhinehart@filenet.com) directs FileNet's Records Management marketing activities. Rhinehart is a veteran in the enterprise content management industry, and currently serves as an advisor/board member on the ARMA Electronic Records Initiative.

His track record includes a strategic role in four successful corporate acquisitions, including IBM's acquisition of Tarian Software, where he was vice president of Worldwide Sales and Marketing.

Craig welcomes your comments regarding this article, which was first published in the November 2005 issue of the RMS *Bulletin* in the UK and appears in *IQ* with permission.

Top 10 Reasons They Don't Like You at Work

By Kate Lorenz, CareerBuilder.com Editor
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When you walk into the break room, do the lively conversations stop? Do the groups quickly disband as everyone scrambles back to their offices?

Do you think to yourself, "Was everybody's break really over, or were they just trying to avoid me?"

If any of the following situations describe you, these might be the reason you feel left out:

"The sky isn't really blue – it's actually cyan"
Do you incessantly spout unnecessary or obscure information that would make Cliff Clavin from the TV show 'Cheers' jealous? Lose the "know-it-all" attitude or you'll make a career of lunching alone.

2 — Chains of Love

Are you never around because you're always out on a 'smoking break'? Limit your puffs to standard break times.

3 — Workaholic Wannabe

Do you mosey in late, take extra long lunches, and don't really start to roll up your sleeves and dig into some serious work until about 2.00 pm? Then, do you make sure everyone sees you working past 5.00 pm? Well, you're not impressing anyone; rather, you're annoying those who already have put in a full day before you even get warmed up.

4 — People Magazine Office Edition

You're very good at filing away information about everyone on the office! If you want to keep friends, learn to keep a secret.

5 — Devil's Advocate

Do you feel compelled to take the other side of every argument just to make a point? Well stop it! Nothing is more exhausting for your co-workers than knowing you're always ready to challenge them no matter what they say.

6 — Yadda-Yadda-Yadda

Do you barge into a cube after cube forcing one-way conversations on your innocent victims? If the only response you receive is, "Uh-huh, uh-huh, uh-huh," then they're not interested in your blather. Now get back to work!

7 — You Gotta See the Ba-a-aby!

Related to the yadda-yadda-yadda talker is the baby babbler who incessantly gushes about her children. Only family and close friends should be privy to details about every syllable uttered, step taken or nappy dirtied. It's wonderful that you love your baby, but just don't make it your only topic of conversation.

8 — Mr Un-Clean

Leaving dishes in the sink, old food in the fridge, food splattered inside the microwave, and crumbs on the break table is a sure-fire way to annoy fellow workers. Clean up your act.

9 — What's That on Your Nose?

Do you constantly follow your boss around, laugh at all her jokes and drop her name in countless conversations? If so, then you are a suck-up. Working in an office does require a certain amount of 'schmoozing' the boss. But you don't have to tie yourself up in a pretzel to impress her while alienating everyone else in the office.

10 — Big Mouth

Are your phone conversations loud enough to be from the speakerphone even though they're not? Dial down the volume to keep the peace.

If you recognise yourself in any of these scenarios, be warned: It's time to change your ways. Of course you can never please everyone, but healthy work relationships are necessary to properly perform your duties and for future advancement in the company.

So get rid of some of your annoying habits and you're sure to gain some new friends. iQ

The Author

Kate Lorenz is the article and advice editor for CareerBuilder.com. She researches and writes about job search strategy, career management, hiring trends, and workplace issues.

Linking the Islands:

How Information Convergence is Creating the Information-Centric Enterprise

By Michael Peterson

Gone are the days when enterprise operations and IT datacentres could exist as separate and independent islands, with different owners and often speaking different languages. Today, the demands of governance, risk and compliance have made information, not applications, the 'requirement setter,' transforming organisations into information-centric enterprises.

Once upon a time, an enterprise generated and 'owned' the information of the business and its applications, and the datacentre processed and 'owned' the data and its supporting infrastructure, generally in ignorance of the requirements of each other.

"We don't communicate" seemed to be the mantra of the day. Data and information were managed and retained by separate and distinct owners, each with unique languages further separating their domains.

For most companies, the time of this old-world operating model has now passed. It no longer works in the emerging new-world-order in which the drivers of regulatory compliance, legal risk and

security risk, including privacy and confidentiality, have elevated the value of, and requirements for, information.

The dynamic driving this change I call 'Information Convergence'. The point this term illuminates is that the world is converging around the value of information, not that information is converging around or into something else. Instead, information is the new central actor, defining the enterprise organisation and its business.

On one hand, information is power and a competitive weapon. In this sense, information is the chief asset of the business. Yet, on the other hand, information is also the chief risk. It is a legal and security liability and we're required to keep it exposed for what seems like forever.

In the end, it is this paradox that is the catalyst for change; change which is transforming the information-centric enterprise.

Information Convergence

Information convergence describes the trend in which operations, practices, applications, and roles are converging around information and its value to the organisation, transforming the enterprise into an information-centric enterprise.

With information convergence as the driver, the appropriate response is to transform the enterprise from independent islands into a unified information-centric organisation.

Information, not applications, is the new 'requirements setter' for operations and management. The impact and burden of compliance, legal, and security risk have changed the world forever and become global issues for all information users, owners, managers, and providers.

Information, to an organisation, is now the filter though which enterprise-wide, cross-disciplinary management and operations decisions can be made. It is the common denominator that bridges and enables convergence of Information Management, Information Technology, and Information Security practices, allowing each area of responsibility to communicate and collaborate together in a business contact. This collaboration starts to shift the organisation into becoming an information-centric enterprise.

Information-Centric Enterprise

An information-centric enterprise is an organisation in which the value of, and requirements for, information are used as the basis for collaborative management, administration, and security of information systems and operations, thereby orchestrating a cooperative relationship between the 'information users', 'information owners', and 'information systems operators and administrators'.

An information-centric enterprise aligns its operations and responsibilities to best address the needs of the business. You might recognise that this transformation has already begun.

Fifty-percent to 60-percent of enterprise CIOs in the United States now have responsibility for information management, information technology, and security[1].

Here is the initial evidence that responsibility for corporate information assets will unify in all organisations when compliance, legal, and security risk dictate it. Collaboration is the new mantra of the information-centric enterprise. It is the new standard of excellence[2].

"The principle of 'information convergence' stems from the idea that has finally dawned on many in the corporation: that successfully managing electronic information requires a collaborative, enterprise-class approach as opposed to a departmental approach focused point solutions and islands of responsibility." - Julie Gable, ARMA international (USA), 2005.

Beyond Convergence?

The concepts expressed by 'information convergence' and transformation to the information-centric enterprise are not new. They parallel other convergence trends identified by many industry and business communities who are experiencing similar issues. Here are several examples in which you'll note a common theme: 'Meet the service requirements of the business'.

- **Enterprise Convergence**[3]: The goal of enterprise convergence is to share IP network resources and services among different applications. The challenge is not to just enable the infrastructure to support one specific application but to enable it to meet the specific service requirements of all deployed applications. (Telecommunications community)

- **Security Convergence**[4]: The identification if security risks and interdependencies between business and functions and processes within the enterprise and the development of managed business process solutions to address those risks and interdependencies. (Security community.)

• **Content Convergence**[5]: Databases, Business Intelligence, ERP, and Enterprise Content Management applications are working to integrate unstructured data into business processes and provide structured management. (Information Management community.)

The model of 'convergence' merely speaks to the drivers; to the dynamics and nature of change. What matters most is the outcome is a convergence trend. And, here is where the real values emerge. Information convergence stands out when compared to these other models because underlying its more strategic and high profile business drivers are two fundamental organisational and operational shifts.

The first step into the transformation to the information-centric enterprise is achieved through organisational collaboration of the five to six 'information owning and managing' disciplines: the business group, finance, legal, records & information management, information technology, and information security. This group's first job is to cooperatively classify information and define requirements.

Second, long-term change will be achieved through a new, standards-based management practice being brought forward by the Storage Networking Industry Association (SNIA) called Information Lifecycle Management – ILM.

ILM is not just about best practices or better storage or application infrastructure. It represents a new, business-centred way of operating the datacentre based on information.

ILM's unique value is its ability to reduce complexity and operating costs far more than any other emerging management practice. ILM promises to become the cornerstone management practice of the information-centric enterprise.

Combined, these two factors are core to the future of datacentre operations.

The Role of SNIA

How is the Storage Networking Industry Association, SNIA, involved with information convergence and the transformation to the information-centric enterprise?

First, SNIA is developing standards for the new management practice called Information Lifecycle Management, ILM.
The principle behind ILM can simply be stated as information-centric management.

The standards currently in development will first instrument the management the management of storage and data services, allowing policy engines that utilise rules set by information-classification processes to operate services automatically across the lifecycle of the information.

With time and collaboration with other associations, the plan is for the standards to extend into security and information services as well.

Second, SNIA is also collaborating with other industry associations to conduct educational programmes around information convergence and the information-centric enterprise because these trends underpin and are precursors for the adoption of ILM as a management practice.

Foremost among these efforts by SNIA is the new 'Enterprise Information World Conference' developed to teach collaboration and information-based management practices. (See www.enterpriseinformationworld.com)

What Can You Do?

Whether or not your organisation is already caught up in the information convergence cycle, begin preparing and educating your organisation to transform itself into an information-centric enterprise.

The lessons and experiences of your peers in this process are invaluable. You will find a community of them working these problems and able to help you within the SNIA's 'End-User Council' (www.snia.org/tech.activities/euc/).

Here is a taste of some lessons offered by two of your peers on this topic, and you'll find examples of detailed case studies presented at all of our conferences:

"It is scary to look in the mirror – at what we have done historically in managing IT – now that we know about ILM." – Ericsson representative.

"We're discovering how the old, data-centred approach to IT really isn't working. The difference between data and information-based management is profound." Representative of large Nordic company.

Information convergence is a global trend, and the transformation into an information-centric enterprise is a necessary process top survive the challenges of compliance, legal, and security risk.

Everything pivots off information and its value to the business now, making ILM a necessary practice to implement. Your community of peers is moving down the path. Are you?

You can get help in understanding these issues further from SNIA's End-User Council and the Data Management Forum at www.snia-dmf.org, and at our upcoming conferences, Storage Networking World and Enterprise Information World. **iQ**

The Author

Michael Peterson is the President of Strategic Research Corp of Santa Barbara, California, through which, over the past 20 years, he has helped create today's dataprotection (backup and recovery) industry and many of its products.
He is also the founder and past President of SNIA, where he is currently Program Director of the Data Management Forum.

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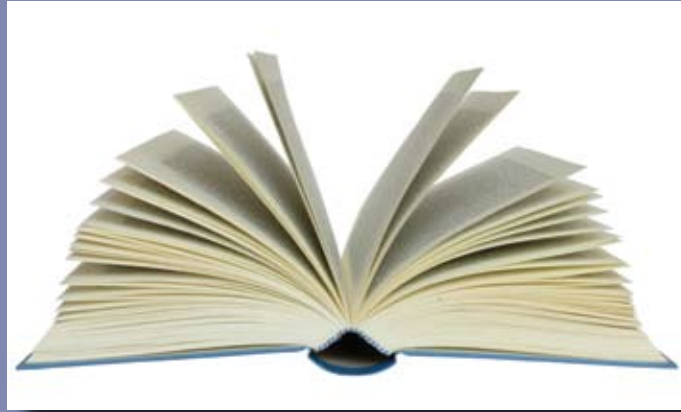
**Reviewed by
Stephen Macintosh**

Assessing What's Out There:
THE RECORDS MANAGEMENT REPORT
by Priscilla Emery

In January 2005, a Free Trade Agreement between Australia and the United States came into effect. This agreement is aimed at enabling products and services of both countries to be freely and seamlessly exchanged. This free exchange is supposed to expand and strengthen national markets and increase the prosperity of the citizens of both countries.

For Australian recordkeepers this agreement, potentially, opens up the huge United States market of electronic records management products. With these possibilities in mind, the Records Management Report is a welcome addition to the resources needed to assess the wide array of electronic records management products in that market.

Priscilla Emery, a well-known and widely respected United States recordkeeping professional, has taken some 23 product providers and organised them into 6 categories:

- ECM (electronic content management)Suite Vendors
- Pure play RM Vendors
- Vertical industry orientated vendors
- Specialty/niche players
- Physical records management orientated companies
- Services providers/Outsourcers

Each of these categories is then defined and discussed

I think the need for this exercise gives a graphic indication of the depth and complexity of the United States market, and the potential value of this book.

Ms Emery then provides a comprehensive outline of these providers, and their product. The outline includes a brief introduction that provides a history of the provider as well as some of the current challenges they are facing; an outline of the architecture and design used; as well as the products compliance with a series of best practice standards, including ISO15489.

Most helpfully, featured at the end of each outline, is a 'spec sheet' with the author's assessment of the strengths and weaknesses of each product as well as a guide to other software that the product can integrate with.

Also included in the book is a section entitled – "Why Records Management". While providing some interesting insights, such as the apparently novel idea that records management is not always a boring undertaking, the section also shows the differences between USA records management and Australian recordkeeping.

I would suggest that Australian recordkeeping has been much more informed by ISO 15489 and that the functionally-based approach is regarded as being the basis for best practice recordkeeping.

Whereas, Ms Emery states at the end of the section regarding compliance: "The bottom line is that there is no substitute for understanding your organizations specific requirements".

I suppose I would want to say that responses to those requirements need to incorporate industry best practice and legislative requirements and it is those responses, in combination with an understanding of an organisation's requirements, that define the value of the record keeping profession.

At the end of the book we are provided with a useful and thought provoking twelve step program. Among the steps are sections dealing with:

- They may have the best software: but mind vendor viability.
- The most important aspect: education and training.
- Product integration: know if it's an engagement or a marriage.

Overall, I found the book to be a timely, coherent, readable and comprehensive addition to the ever increasing body of literature assessing electronic recordkeeping systems.

THE RECORDS MANAGEMENT REPORT is only available electronically, for downloading in PDF format, at: (CMS Watch) www.cmswatch.com. Download prices depend on the number of copies purchased. For more information, email info@cmswatch.com. iQ

The Reviewer

Stephen Macintosh is Archivist with the Reserve Bank of Australia, Sydney. He has extensive experience in the implementation of records management software in national and international organisations.

Why We Should be in Quest of

By Philip Taylor, MRMA

Lifelong Learning

The RIM career path is becoming broader and richer. As a result, demands are burgeoning for RIM professionals with skills that go well beyond traditional recordkeeping. Are you looking for every opportunity to broaden your knowledge and expand your skills, to cash in on the opportunities that are out there?

The challenge for everyone in the records and information management industry is to continually enhance skills. Our industry is one that faces continual change, whether it be because of technology, organisational change, increasingly complex administrative and governance issues, or legislation. Without exposure to new ideas the capacity of an individual to grow and take on additional responsibilities is diminished.

There has been much debate about the role of a formal qualification versus experience. I don't intend to return to the debate but instead want to look at the role of professional development and the importance of ensuring skills remain relevant and up to date.

Without a process of continual renewal of personal skills and knowledge the individual runs the risk of stagnating and unable to undertake additional responsibility when in competition for jobs.

Recently, a position of Corporate Records Manager was advertised in the RMAA listserv[1]. The duties of the position called for skills in implementing a records management programme, ensuring

compliance with legislation, management skills, and an ability to organise and supervise work flows.

The skills sought included substantial knowledge of recordkeeping principles and systems and industry standards, knowledge of legal and regulatory requirements, sound IT literacy, and excellent organisational and interpersonal skills.

The position description was not especially different to the many other positions for similar positions. However, what is interesting to note is the diverse range of skills required to successfully fill the position. Candidates were being asked for tertiary qualifications and/or 5 years experience, and understanding of the legal jurisdiction and regulatory requirements.

This raises the question of where and how will a candidate for the position obtain the knowledge and skills being requested.

Today, the obtaining of a recognised qualification is straightforward. The overall trend in the employment market is to have graduates with an appropriate qualification. To obtain a qualification requires the completion of a course of study, leading to the award of a formal qualification. The RMAA has a formal process for the

recognition of courses in records management, (see http://www.rmaa.com.au/docs/profdev/education.cfm).

Formal studies usually involve studying over a period of time of a set curriculum, and the completion of required assessment procedures. Formal courses of study involve students being prepared to give up a substantial amount of time each year for up to 6 years for part-time studies at undergraduate level to obtain the qualification. Whilst many people may regard this as a serious imposition, the rewards are substantial.

The Graduate Careers Council of Australia estimates that graduate starting salaries increase by $2000 within 12 months and there is a strong level of labor market demand for new graduates[2].

Potential for condensed learning by one week or similar intensive courses is another option. However, these are limited at the present time but no doubt over time these will become more popular.

What are the other options for improving skills?

Perhaps the most convenient form of development is the workshop, seminars or conference. These usually involve attendance of between a few hours or several days and listening to people explain or discuss ideas. The level of participation can vary widely.

Workshops imply some hands-on activity, either by individuals or in groups. Seminars are usually arranged around the presentation by an individual of information. The audience is mostly passive and listens with little actual audience participation except for an occasional question. Conferences follow a similar pattern.

However, a big plus with workshops, seminars and conferences is that they provide the opportunity to meet other fellow professionals. Making new acquaintances, friends and colleagues and networking can sometimes lead to fruitful collaborations. It is reassuring to learn that you are not the only one with a problem with records disposal and classifying.

Networking is increasingly important to share ideas and engage socially. So, how do you choose a seminar or workshop that will provide sufficient interest, maintain attention for a day and contribute to knowledge?

An obvious choice is to attend topics that are of particular interest. Most branches of the RMAA run various seminars and workshops during the year. In addition, there are a number of commercial providers also offering seminars and workshops on specific issues.

The RMAA also conducts a Continued Professional Development Program[3]. The aim of the program is to ensure all professional members (mandatory for Member and Fellows to continue to hold membership) engage in some form of professional development over a 3-year time period.

The scheme requires the recording of the relevant professional development activity attending. Based on a points system the member obtains a certain number of points depending on the activity undertaken.

For instance the number of ways to earn points included attending at seminars and conferences, presenting a paper at a conference, writing a paper for a professional journal, such as *IQ*, attending a vendor demonstration or helping a branch council.

The objective for every professional recordkeeper is to maintain the skills and to continue to build up the knowledge and understanding that accumulates over a career. The goal is to engage in lifelong learning.

There are plenty of opportunities to enhance your professional skills, and plenty of rewards - and I've just earned 30 CPD points for writing this article! So, what are you waiting for? IQ

The Author

Philip Taylor, MRMA, has had a long involvement with the RMAA, spanning 30 years. He has served on the Association's Queensland Branch Council and is currently Queensland Branch President and Coordinator of Education and Professional Development. He is also an active member of the Editorial Board of *IQ* Magazine, and has presented at many seminars and workshops.

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30 TIPS

For Acing Your Next Job Interview

By Vanessa Jordan

You may possess exceptional qualifications, you probably have fabulous RIM experience, but, take it from a leading HR psychologist, you could blow your chances for a great new job at interview stage.

Over the past eight years, interviewing candidates for senior positions with major corporations and the federal government, I've been struck by how many candidates who look great on paper come unstuck at interview.

Often, very intelligent people can make basic mistakes. Some have obviously made no preparation and appear disorganised. Others assume their record or qualifications will speak for them, or, not wanting to appear conceited, do little to sell themselves.

A candidate who prepares well and presents well will always win out over candidates with similar credentials and experience.

To help you ace your next job interview, I've turned the interview process inside out with a list of 30 'must do's' that will help you woo and win interviewers like myself.

1 Do confirm all important details such as time and location the day prior to the interview.

2 Do some background research, or review the research you have already completed. By the time you attend the interview you should be reasonably well acquainted with the organisation and the type of work they do, as well as the details of the position.

3 Do dress accordingly. While it is true that the rules of dress in the workplace have changed in recent years, in most cases you will still be expected to wear a suit and tie (if you are male) to an interview. I once heard it said that you should dress in the workplace according to where you want to be in the hierarchy, not where you currently are. This is even more important in a job interview.

4 Do arrive 15 minutes early. Not arriving early is considered being late.

5 Do give yourself plenty of time to make the journey and park the car, or if travelling by public transport allow for delays or cancellations.

6 Do stay calm, explain and apologise if you are late. The interviewer would rather hear an apology than nothing at all.

7 Do allow for double the time you are told the interview will take. It is not uncommon for interviews to start late and run overtime. While it's not reasonable for candidates to be late or ramble overtime in an interview, the same rules do not apply for the interviewer.
You should therefore ensure your parking meter is taken care of, and do not schedule appointments directly following the interview.

8 Do switch off your mobile. Or better still, leave it behind.

9 Do shake hands confidently. Handshakes have a far deeper significance than most of us would credit. Never underestimate the power of first impressions.

10 Do be yourself. Don't play roles - you are selling yourself, not something you're not and can't deliver.

11 Do smile and be friendly. Try to form rapport with the interviewer. One of the basic rules of human behaviour indicates that someone is viewed more favourably if they are likeable.

12 Do make eye contact. If you are faced with an interview panel (ie two or more people interviewing you), it can be hard to know who to look at when answering the interview questions. As a rule of thumb, focus on the person who asked you the question, however try to address each member at some stage during the interview.

13 Do avoid one-word answers, unless it is obvious that this is all that the interviewer wants to hear. Introduce what you are about to say, and then expand. In my experience, not providing enough information is the biggest mistake made in interviews. If you don't say it, the interviewer may assume you don't know it, or can't do it.

14 Do keep it concise. While it may seem contradictory to the last point, it is important to keep from rambling on. Present all the relevant information while remaining as succinct as possible. Rambling is the second biggest mistake made in an interview. To overcome this, really listen to the question, and answer the question, and answer it concisely. So many applicants get this wrong. They are asked a question, and they go off on a tangent. They might think they are saying what the interviewer wanted to hear, but they didn't answer the question.

15 Do stay positive. Making negative or derogatory comments about your past employers or colleagues will not make you look any better. In fact it will have the opposite effect!

16 Do agree with the interviewer even if you know they are wrong. An interview is not the place to participate in an argument, and in most cases will fast track your application on the bottom of the pile.

17 Do tell the truth. If you're caught out lying or embellishing you will ruin all future chances with this employer, and may face disciplinary action for fraud if you are already working for this organisation.

18 Do use the word "I". Always use "I" when describing the work you have done in the past. Using "we" gives the impression that you may not have done the work independently, or that you weren't even involved in the first place. Hearing "we" rings alarm bells for interviewers.

19 Do use examples. It is one thing to say you can do something, but it is much better to provide an example of where you have done it.

20 Do ask for clarification if you are unsure about what a question means, or what the interviewer is looking for.

21 Do ask questions about the role early on if it is appropriate. Then fit your responses to what you have learned.

22 Do take a copy of your application and the job specification (if you have one) with you and keep a copy in front of you during the interview. Knowing what the interview question is aimed at will help you frame your responses correctly.

23 Do pause to reflect before answering the question. This will avoid an interview full of "umms" and "ahhs". If you have been given a glass of water, sit, think, reflect and have a drink before launching into your response.

24 Do reflect the interviewer's communication style. Allow the interviewer to set the tone of conversation. Mirroring their style can vastly improve your chances of making a favourable impression.

25 Do stick to the topic. Don't get off track.

26 Do put together a portfolio of your work to present at an interview. It may not always be looked at during an interview, but presenting examples of your work can strengthen your claims for a position, and it also demonstrates your initiative and innovation.
Things to put in a portfolio include reports you have written, screen dumps of computer applications you use, certificates, awards, letters of recommendation, performance appraisals and so on. (Be sure that you are not breaching any copyright, security restrictions or intellectual property before including something in your portfolio).

27 DO ASK A QUESTION! If you are asked at the end of the interview if you have any questions, the answer is always YES! More than anything it shows that you have prepared, and interviewers love to see applicants who are well prepared and motivated about the position.

28 Do know exactly what salary you would like to commence at, as it is likely that this will be asked during the interview.

29 Do remain focussed on what the employer wants. Don't bring up conditions of service during the interview unless someone else brings it up first. The interview is supposed to be about you being suitable for the position, not the other way around.
This is something that you can research yourself as most organisations will have their Award, Certified Agreement or equivalent published on the Internet. If it's really important to you, ask later, once the selection process is over.

30 Do stay professional. Each interviewer is going to be different, and every interview experience is going to be different. Some interviewers will be very straight and to the point, while others will be very informal, laid back, and easy going.
A lot of applicants make mistakes in this area, they start to feel too comfortable and think, "Great, this interviewer is really cool." And then they open up and cross the line! Stay professional!

Good luck with your next interview. Like a good boy scout, be prepared, and like a movie star, give your best performance. **iQ**

The Author

Vanessa Jordan is the Director of Review Consulting in Melbourne. With degrees from the University of Tasmania and Curtin University she has previously worked as an HR executive with the Australian Department of Defence, Boeing, and Adecco. She is highly respected in the recruitment field and is sought after to speak to and provide training for recruiters and job applicants alike.

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This article has been updated for *IQ* by Vanessa from her book Get That Job! which is distributed by www.publicservicejobs.com.au

RMAA and ASA Finalise Statement of Knowledge

After two years of industry consultation, the two peak professional bodies have released a Statement of Knowledge which identifies the unique body of theory, standards and ethics that differentiates recordkeeping professionals from other professionals.

The product of the efforts of the ASA & RMAA Joint Education Steering Committee, this Statement of Knowledge is a guiding document that forms a foundation for the responsibilities of the recordkeeping profession.

The primary audience is the recordkeeping profession, and it aims to inform:
• the design of educational programs, assessment and qualifications frameworks;
• course recognition and accreditation; and
• membership of professional associations.

Authority and Status of the Statement of Knowledge

The statement of knowledge is based on AS ISO 15489 - 2002 Records Management and BSB01 Business Services (Recordkeeping) Training Package and is a collaborative endeavour of the Australian Society of Archivists Inc. (ASA) and the Records Management Association of Australasia (RMAA).

The statement has been approved by the ASA Council and the RMAA National Board and will be reviewed in August 2008.

The Statement of Knowledge

The statement is structured around three integrated concepts: theory, ethics and practice. It recognises that recordkeeping is influenced by the period and place or dimension in which it occurs.

It also recognises that recordkeeping is a complex business and social activity that has relevance and influence beyond the immediate context in which it occurs.

In brief, the three defined Knowledge Domains are:

Knowledge Domain 1: Purposes and Characteristics of Records and Recordkeeping Systems

This domain is about understanding the records and the systems in which they are created and maintained; why they are created, the information they contain and how evidence is represented in the records.

Knowledge Domain 2: Context

This domain is about understanding the broader environment that is needed to support the creation and maintenance of records. A recordkeeping professional's understanding of context includes ethical consideration of community expectations, legislative and regulatory mandates, governance frameworks, the business environment, and recordkeeping principles and standards.

Knowledge Domain 3: Recordkeeping Processes and Practices

Recordkeeping professionals understand and apply recordkeeping processes and practices to establish, manage and maintain recordkeeping infrastructure and behaviours that are appropriate to the context in which they operate. Recordkeeping frameworks, theories and principles inform this understanding.

This domain is about understanding how recordkeeping theory, frameworks and standards may be implemented. This domain also reflects the responsibilities of the many and varied roles that members of the profession might carry out.

Matrix of Recordkeeping Knowledge Domains

Another way of showing how the knowledge domains are inter-related is through a matrix. The Figure below summarises the more detailed aspects of the Statement of Knowledge and shows the relationship between the domains and how theory and ethics guide practice.

For more information, and to obtain a copy of the detailed Statement of Knowledge document, contact RMAA CEO Kate Walker at: kate.walker@rmaa.com.au iQ

Matrix of Recordkeeping Knowledge Domains

	Knowledge Domain	Knowledge Domain	Knowledge Domain	
	Purposes & characteristics of records & recordkeeping systems	Environmental & recordkeeping context	Recordkeeping processes & practices	
TIME — PAST PRESENT FUTURE	Records are: - reliable - authentic - useable - evidential - outcome of social and business activity Systems: - capture, manage and preserve - are compliant - are made up of entities and aggregations - use metadata schemas	Context is about: - expectations of individuals, organisations, communities and society - legislative frameworks - policies and governance - risk - standards - technical frameworks - information management frameworks - stakeholders - culture and language - continuity and change	Practice is about: - documenting context - custody - storage - functional requirements - preservation - care and handling - application of metadata - reference and access - classification - capturing records into systems - business and systems analysis - applying disposal frameworks	SPACE/ DIMENSION
	Underpinning Knowledge Domain: Recordkeeping theories & principles Theory and principles are about: - systems of control, provenance, original order, classification systems, custody principles - records continuum theory, life cycle theory, accessibility of records, arrangement & description - mandate and ownership of business process, risk principles, administrative change, appraisal theories - ethics and codes of practice, advocacy and education of value of records for memory			
	DEPTH OF KNOWLEDGE			

Gaining RM Qualifications Via VET

By Phill Bevan

Vocational education training (VET) has proven to be a viable route to qualifications for the records management profession.

Vocational education and training courses have risen in significance and prevalence over the last five years, leading the charge in responsive and flexible training options for working professionals.

By the end of 2002, over 1.7 million students were enrolled in VET courses across public and private training colleges around Australia.

Vocational qualifications are delivered through a competency based process, whereby training and assessment is workplace based, focusing on meeting industry required standards, and students are deemed competent as they demonstrate they are able to perform in their workplace to this required standard.

While VET qualifications have traditionally been regarded as technical qualifications, the restructuring of the VET system through the 1990's has seen a larger focus on higher level qualification areas, and a broader theory knowledge base incorporated into qualifications.

Students enrol in VET qualifications for a variety of reasons, including:
• To improve their employability.
• To assist in transferring theoretical understanding to the workplace environment.
• To access further flexible professional development opportunities.
• To maintain the currency of their workplace skills and knowledge.
• To overcome real workplace issues and needs.
• To support transitions into new workplace roles/positions.

Four Qualification Levels

My own institution offers four qualification levels in the records management area:
1. Certificate III in Business (Recordkeeping).
2. Certificate IV in Business (Recordkeeping).
3. Diploma of Business (Recordkeeping).
4. Advanced Diploma of Business (Recordkeeping).

The certificate level recordkeeping qualifications are relevant for technical records management officers, where records are used, maintained and reviewed with a supervisory focus.

The diploma and advanced diploma level recordkeeping qualifications are relevant for the records management professional, involving the setup and review of complex records management systems, and managerial responsibility for the planning and implementation of records frameworks and staffing.

All units within these qualifications have been directly aligned to the international records management standards ISO15489, ensuring they are relevant to the latest quality standards in records management processes and practices.

At Esset Australia we offer all four recordkeeping qualifications nationally through distance education and e-learning programs.

The VET qualifications have been designed to be complimentary to other educational programs including university degrees. Many university graduates enrol in VET qualifications to assist their transition into the workplace environment.

Alternatively, VET students may complete diploma level qualifications as a pathway into university degrees, applying to universities for credit articulation on a case by case basis. Commonwealth government guidelines suggest up to one year's credit from a relevant diploma qualification into a three year degree.

When considering your professional development needs, don't overlook completing a VET course or full qualification – they achieve results in reflecting on and reviewing individual and workplace practice. iQ

The Author

Phill Bevan is Managing Director of Esset Australia, a fully accredited training college, which has achieved RMAA accreditation for its Recordkeeping qualifications.

For more information, contact Esset Australia on 1300 558 936 or visit the records management toolbox site at: http://www.esset.com.au/rmt

How Melbourne and Adelaide Universities Are Doing RM Better

It has dawned on British RIMs that recordkeeping practice Down Under leads the world. Here, Scottish university records manager **Gordon Brown** tells of discovering two Australian universities which he believes are RM models that British institutions would do well to emulate.

I recently undertook a study tour of Australian universities to observe first hand their records management programmes that have been operating at the heart of their respective organisation for decades.

The Universities were: the University of Melbourne, an institution with a student population of 40,000 with 6,500 members of staff. The University of Adelaide has a student population of 19,000 with 2,500 members of staff.

The sun rises over Melbourne's CBD

Australia in Context

Records management has been seen as a key function within Australian organisations for decades. Indeed the University of Melbourne has had a centralised records management function since 1978, with their archives service operating since 1960.

This is in sharp contrast to many public authorities throughout Great Britain, where much belated employment of records management staff was left until shortly prior to the implementation of Freedom of Information Acts, both north and south of the border.

One reason for this difference is that there has been a stronger legislative driver for good recordkeeping practice in Australia. In both the states of Victoria and South Australia they have had their respective State Records Act since 1997 and in Victoria they have had an Evidence Act since 1958 that has decreed standards for evidence for court.

Structures of Records Management Functions

The University of Melbourne has divided its Records Services into four sections. Records Management Programme is run as an internal consultancy on records management issues.

Central Records controls the mail for the executive management of the University and are also responsible for entering these documents onto their EDRMS, TRIM Context.

Their Minutes Office services the Committees of the University and ensures that the main committees are indexed and bound. The Imaging Centre is responsible for the microfilming of student records and is now scanning centrally for areas of their finance department.

To run this breadth of services, they currently employ 14 full-time and 8 part-time staff.

As can be seen, the University has invested a lot of resources into this function but the University is getting back a number of business benefits that are well known to Records Managers but can be elusive if there are a lack of resources to implement change.

The University of Adelaide has a uniform Records Management Office (RMO) consisting of a Records Manager and 4 Records Officers. They offer an equally efficient service but on a smaller scale. The RMO handles the mail for senior management and is the administrative centre for records being entered into the EDRMS, (again, TRIM Context).

It is unrealistic for many, if not all, organisations to invest as much in staff as the University of Melbourne but it is a good example to show senior management what can be achieved in a practical sense if there is proper investment in records management.

Business Case for Records Management

Many records managers will be compiling a business case to get more staff and resources to fund records management initiatives such as strategy and policy development, information audits, the creation of retention/disposal schedules in tandem with a filing scheme with

thesaurus and no doubt extra storage facilities. This is before the additional costs of implementing an EDRMS.

None of the Universities have had to make a business case for the records management programme, but they have been established long enough to see long-term benefits for their respective organisations such as:

• The University of Melbourne has noticed increased retention periods for staff partly due to more pleasant working areas with less clutter created by records.

• The University of Adelaide noticed significant benefits for communication across the university as people know where information is held, and terminology has been standardised due to the use of a thesaurus and classification scheme.

In addition to these observable benefits, I would take their advice and in any business case for records management include every legislative act that requires or relies on good recordkeeping.

It may be tempting to mention Freedom of Information and Data Protection constantly because they are so much in the public these days but the same argument will get boring very quickly.

The inclusion of other (UK) acts such as the Workplace Health, Safety and Welfare Regulations 1992 or the Health and Safety at Work Act 1974 can only increase the strength of any business case.

To help long-term investment in records management it is important to keep the profile of the service as high as possible. The University of Adelaide employs a monthly email to all staff with 5 short bullet points relating to issues relating to good recordkeeping. I have had very encouraging feedback so far from this scheme myself.

Resources

There are a number of useful resources available online for institutions and organisations within Australia. Both the University of Melbourne and University of Adelaide have resources available online including retention schedules and procedures manuals.

The National Archives of Australia has a vast quantity of resources available including the DIRKS Methodology which has been used across so many Australian public authorities to develop a records management programme.

Conclusions

The University of Melbourne and the University of Adelaide both employ best practice in records management. They have several similarities that explain why they are so advanced in the successful operation of records management. These are:

1. Having a centralised records management programme ensuring consistency and authority.
2. Adequate funding in terms of staffing levels and operational budgets.
3. Records management being centrally positioned within the university. Records Services at the University of Melbourne is within the University Secretary's Office. The RMO at the University of Adelaide is situated within the Information Management Division that reports to the Vice-Chancellor.
4. Recordkeeping culture within the University.

It is, of course, unrealistic for there to be many organisations with as developed a records management function as those found in the University of Melbourne and the University of Adelaide.

They have the relative luxury of having a culture of recognising the importance of good recordkeeping and yet they still have to fight for funding and to develop their service. That said, it shows what is possible and what Records Managers in Great Britain should be striving for. IQ

The Author

Gordon Brown has been the Records Manager at the Robert Gordon University, Aberdeen since May 2004. Previously he was the Archivist (Records) for North Lanarkshire Council, a large local authority in Scotland. He is currently the Chair of Grampian Information's Records Management Group and is the Secretary to the Scottish Higher Education Information Practitioner's Group.

This article was first published in the UK, for a British readership, under the title of 'Throw Another File on the Barbie', in the December 2005 issue of the RMS *Bulletin*, and appears in *IQ* with permission.

J Eddis Linton and Jim Shepherd Awards Changes

Guidelines for the J Eddis Linton awards, now in their sixth year, were recently reviewed, with changes made that should make nomination easier and fairer.

The J Eddis Linton Awards for excellence in Records and Information Management are currently presented annually in three categories - Most Outstanding Individual, Most Outstanding Group and Student of the Year.

They recognize individual and group achievement in the practice of records management. The RMAA Marketing & Event Manager coordinates this award, with a records management professional, a representative of the Board and an education representative making up the judging panel.

MOST OUTSTANDING INDIVIDUAL

New criteria and process

1. This award is open to individual members of the RMAA who have achieved excellence in records and information management and made a significant contribution to the profession.
2. Individual's who are not professional members will be required to address the Associate status criteria as well.
3. Individual members can be nominated by their peers/colleagues or self-nominate.
4. The achievement or contribution may be in the individual's own workplace or to the profession as a whole.
5. The award is open to all individual members of the RMAA (including the Board of Directors and members of Branch Councils).
6. The nominator is required to provide a summary in no more than 1000 words of the outstanding achievement of the nominee (ie why they are being nominated).
7. The nominator will be required to meet with the Awards Judging Panel in regard to the nomination and may be asked to provide documentary evidence.
8. The outstanding contribution should demonstrate one or more of the following:
- An example of best practice or innovation in the records management field that extends the boundaries of common practice.

J Eddis Linton (Left) and **Jim Shepherd,** (right) RMAA founders

- Evidence of a commitment to records and information management issues leading to increased motivation, involvement and improved business performance. Key internal personnel will need to verify that initiatives made a significant strategic and practical contribution to the organisation.
- A significant innovation or development in the field that increases the awareness of the profession to those outside the RMAA.
- Display of an outstanding degree of dedication and commitment to the profession.

Changes from old criteria and process

Previously only professional members could be nominated and the award could not be self-nominated. Corporate nominees are still precluded.

Board and Branch Council members were unable to be recognized for their contribution at that level, now they can be.

Nominator no longer required to be financial member of RMAA.

Nominator no longer required to provide documentary evidence up front.

MOST OUTSTANDING GROUP

New criteria and process

1. This award is open to groups, committees (other than RMAA Committees), vendors, business units or consultants (whose work has not been performed for personal gain) who have achieved excellence in records

and information management and made an outstanding contribution to the profession.
2. Groups/committees must comprise at least three people
3. This award can be self-nominated or nominated by another party.
4. The Company to which the group belong must be a financial member (ie Corporate member) of the RMAA.
5. The nomination form must include the name of a representative who will accept the award if nomination is successful.
6. The nominator is required to provide a summary in no more than 1000 words of the outstanding achievement of the nominee (ie why they are being nominated).
7. The nominator will be required to make themselves available to discuss the nomination with the Awards Judging Panel and may be asked to provide documentary evidence.
8. The outstanding contribution should demonstrate one or more of the following:
- Innovation or best practice within the records management field that extends the boundaries of common practice.
- Evidence of an increased commitment to records and information management issues leading to increased motivation, involvement and improved business performance. Key internal personnel will need to verify that initiatives have made a significant strategic and practical contribution to the organisation.
- A significant innovation or development in the field that increases the awareness of the profession to those outside the RMAA.
- A level of achievement that results in an increase of RMAA members or displays an outstanding degree of dedication and commitment to the profession.

This award will not be judged on financial contributions (including "in kind").

Changes to old criteria and process

No longer require project leader to be an individual member. Instead accept Corporate membership of company.

Nominator no longer required to be financial member of RMAA.

Nominator no longer required to provide documentary evidence up front.

STUDENT OF THE YEAR

New criteria and process

1. Nominees must have achieved to a high level as a student in a dedicated records and information management course completed in the previous 12 months being July to June (study may be undertaken at any level, including tertiary and VET).
2. High level achievement is defined as attaining no less than a Credit (or its equivalent) for the entire course.
3. The award is open to student members studying in a full or part-time mode in Australia and New Zealand.
4. The educational institution/provider must be accredited by the RMAA.
5. The nomination form is to be completed by the nominee (self-nominating award) and countersigned by an academic staff member from the relevant educational institution familiar with the student's studies.
6. A certified copy of academic record must be provided with the application.
7. The nominee must indicate his/her personal vision of the future direction of records management (1000 words).

Changes to old criteria and process

Educational institution/provider must be accredited by RMAA.
Achievement level reduced from Distinction to Credit.
Expanded to include VET courses (eg Certificate III, IV & V).
Nominator no longer required to provide documentary evidence up front.

Jim Shepherd Award Changes

Whilst in review mode, the Jim Shepherd Award guidelines were also revised by the RMAA.

The RMAA Jim Shepherd Award is awarded to vendors in recognition of trade support of the Records Management Association of Australasia and in recognition of services to the records management industry.

The RMAA Marketing & Event Manager coordinates this award. Each RMAA branch is required to submit a nomination at branch level, with the RMAA Marketing & Event Manager submitting three shortlisted nominations with recommendations to the National Board for consideration and endorsement.

New criteria and process

The company must demonstrate the following:

1. A minimum of five (5) years continuous sponsorship of the RMAA at both Branch and National level - sponsorship can be financial or 'in kind'
2. Active involvement / participation in advancing the records management industry
3. Their product or service must be specific to the records/information management industry
4. Must be a Corporate Member of the RMAA.

Applications covering these criteria and demonstrating the company's suitability, must be submitted by either an individual RMAA member (who does not work for the company) or by a Branch Council, Chapter or SIG of the RMAA. Self nominations will be accepted, but must be endorsed by a professional RMAA member who does not work for the company.

The nominator is required to provide details of the nominee incorporating the award criteria in no less than 1,000 words.

Changes to old criteria and process

Seven years sponsorship was previously required; now reduced to five years.
Previously was not self nominating - self-nomination is now an option but requires endorsement from an independent RMAA professional member.
Nominator no longer required to provide documentary evidence up front. IQ

Objective

IQ Article of the Year AWARD

The Objective *IQ* Article of the Year Award has been extended to cover four issues of *IQ* and the new *IQ Annual*.

The award, inaugurated in 2004 with the support of the Objective Corporation, will now be given to the author of what is considered to be the most outstanding article appearing in *IQ* or the *IQ Annual* by a member of the RMAA over the previous year.

No nominations are sought. Instead, the Editor of *IQ* shortlists articles for consideration by a panel made up of himself, an Objective Corporation representative, and a member of the RMAA National Board.

Contents of eligible articles can be technical, academic, or light, as long as they are original, involve the reader, and show the author's grasp of their subject.

Any article by an RMAA members which appears in *IQ* between November 2005 and August 2006 or in the 2006 *IQ Annual*, which will be published in September, will be considered for the 2005-2006 Award.

The Award shortlist will now appear in the *IQ Annual*, with the winner announced at the RMAA International Convention, Cairns, on September 18. IQ

New Membership Structure Introduced

By Kate Walker, MRMA

As a part of the process of constantly reviewing its structure to ensure members receive maximum benefits for their membership fee, the Records Management Association of Australasia has unveiled a new membership structure for 2006/2007.

The RMAA has incorporated the 'Two Big Ideas for Membership Success' into the current review.

1. Get a grip on change: The Association has gathered and analysed what is happening in the external environment.

2. Customise: Members deserve to be treated as individuals and accordingly we have reviewed the levels of membership and the benefits you can receive. Membership now falls into the following categories:

Individual Membership, covering Professional Members, Affiliate Members, Student Members , and Emeritus/Unemployed Members.

Corporate Membership, which is broken up into Bronze, for businesses employing less than 50 company staff, which brings an entitlement to 2 nominees, Silver, (entitled to 4 Nominees), Gold, (entitled to 6 nominees), and Platinum, (entitled to 10 nominees with further nominees at discounted rates).

Vendor Membership, (entitled to 1 nominee, but also receives advertising benefits).

Benefits for each membership Category are set put in the following tables.

Individual Membership

	Professional Member	Affiliate Member	Student	Retired (Emeritus) Unemployed
30% discount to RMAA events (not including International Convention)	P	P		
50% discount to RMAA events (not including International Convention)	P*		P	P
Members Only Website Access	P	P	P	P
IQ Journal – Hardcopy	P	P		P
RMAA Listserv	P	P	P	P
Networking Opportunities	P	P	P	P
CPD Accreditation	P			
Discounts to "supported events" – minimum 10%	P	P	P	P
Scholarships / Awards	P	P	P	P
Consultation on regulatory and statutory papers / standards	✓	✓	✓	✓
Voice for members	✓	✓	✓	✓
Has set standards and ethics	✓	✓	✓	✓
Special Interest Groups	✓	✓	✓	✓
Promotional Materials	✓	✓	✓	✓
Branch Newsletters	✓	✓	✓	✓
Membership Card	✓	✓	✓	✓
Free professional profile listing on website	P			
Vendor discounts	P			
10% Early Bird Membership discount	P			
Representation on regulatory committees	P			
Offer of free delegate passes to supported events	P*			
Voting Rights	P			
	$220.00	$220.00	First year free	$75.00
			$25.00 / yr after	

* Professional Members and Fellows

Corporate Membership

(Nominees cannot include Professional Members)

Membership Levels -	Platinum	Gold	Silver	Bronze*
Total number of nominees included in the membership	10	6	4	2
Total number of hardcopy IQ's	5	3	2	1
30% discount for nominees to RMAA events (not including International Convention)	P	P	P	P
Members Only Website Access	P	P	P	P
RMAA Listserv	P	P	P	P
Special Interest Groups (SIG's)	P	P	P	P
Promotional Material	P	P	P	P
Branch Newsletters	P	P	P	P
Membership Card	P	P	P	P
Networking Opportunities	P	P	P	P
Discounts to "supported events" – minimum 10%	P	P	P	P
Corporate Awards (not individual/student)	P	P	P	P
Product Directory Advertising Discount	50%	30%	20%	
Additional nominees	$120.00			
	$1650.00	$1056.00	$748.00	$400.00
	= 25% discount off affiliate membership fee	=20% discount off affiliate membership fee	=15% discount off affiliate membership fee	=10% discount off affiliate membership fee

* Bronze Corporate Membership for Companies employing less than 50 staff only (company staff, not records staff)

Vendor Membership

Total number of nominees included in the membership	1
Total number of hardcopy IQ's	1
30% discount for nominee to RMAA events (not including International Convention)	P
Members Only Website Access	P
RMAA Listserv	P
Networking Opportunities	P
Discounts to "supported events" – minimum 10%	P
Vendor Awards (not individual/student)	P
Branch Newsletter	P
Membership Card	P
Product Directory Advertising (online and hardcopy)	Free
IQ Advertising Discount	10%
Website Link on RMAA Links Page	P
Additional nominees (or refer to Corporate membership)	$200.00
	$1500.00

**For further information or questions, contact Kate Walker at
kate.walker@rmaa.com.au or 0409 250 795, or Wendy Daw
at admin@rmaa.com.au IQ**

Notice of RMAA
Annual General Meeting

Notice is hereby given that the 31st Annual General Meeting of the Records
Management Association of Australasia (RMAA) will be held on Tuesday
19th September 2006. It is to commence at 12:45 pm and will be held at the
Convention Centre, Cairns, Queensland.

To all Members

In accordance with the Constitution of the Association, notice is hereby given of the date and time of the Annual General Meeting of the Association. The closing date for acceptance of any motion of business not relating to the ordinary annual business of the Association will be 5.00 p.m. on 29th August 2006.

All items to be sent to Kate Walker, Chief Executive Officer, PO Box 276, St Helens, Tasmania, 7216 or emailed to kate.walker@rmaa.com.au

Business Proceedings of the Annual General Meeting

1. To receive a report from the President on the activities of the Company in the preceding year;
2. To receive and consider the duly audited statements of accounts and the report from the Auditors;
3. To appoint the Auditors for the ensuing year;
4. To transact such other business as shall have been included in the notice convening the meeting;

5. To declare the Board members for the ensuing year in accordance with the nominations of persons put forward by each Branch;
6. To elect from the declared Board, the office bearers of the Executive as determined by the Board from time to time;

**Kate Walker, MRMA
RMAA Chief Executive Officer**

RMAA Snapshot: The People Who Help Make Us Tick

Thomas Kaufhold,
National Treasurer

Thomas, currently the ACT Branch President, has been the National Treasurer over the last 4 years has been involved in the RMAA since 1977.

He has undertaken a number of roles in the Association, such as ACT Branch President on two previous occasions, served on a number of committees, including three convention committees.

Thomas has a Bachelor of Arts Degree in Administration with a Law Major and his working career has mainly been with the Australian Government. He has worked for the most part in the field of records management but has also worked in the areas of human resources and property management.

Since leaving permanent employment with the Australian Government, Thomas has been working on a contract/ consultancy basis in the information and records management profession.

TRUE CONFESSIONS

A little known fact about you?
I like to read science fiction.

Goal yet to be achieved?
Well-earned comfortable retirement.

Word that best describes you?
Dedicated, and patient (most of the time).

The thing you like best about your job?
Working with a high performing toward a common goal.

The thing you least like about your job?
Having to continually promote the value of RM to people who simply don't want to know when they should.

The most important lesson you've learned?
Don't take anything for granted; remain positive.

Your motto for life?
Keep plugging away on something you believe in.

The award/honor you're most proud of?
Life Membership of the RMAA.

The book that most influenced you?
Two - George Orwell's Animal Farm and 1984. I often reflect on 1984's theme, of recordkeeping designed to change the past. There's a lesson in this for recordkeepers - we must manage and protect records not only for business needs but also to preserve the past.

Your favourite movie?
Anything which tells a good story with some imagination.

Your favourite restaurant/dining experience?
Stillwater Restaurant in Launceston, Tasmania.

Your favourite holiday spot?
I like to visit different places whenever I have a chance to take a holiday.

Your favourite way to spend free time?
Reading a good book, or in the company of good friends and family.

What vehicle do you drive?
Suzuki Swift (very economical), but looking at a VW Golf or Jetta.

Your business philosophy?
Be straight up front, and don't do business with people who don't have the same values as yourself.

Your personal measurement of success?
When I feel comfortable with an outcome and don't have to revisit it.

Your tip for people starting out in the industry?
Records and information management is a growing profession and if you want to be part of something innovative this is the place for you. It will take a lot of dedication to make a mark.

Your ambition for the RMAA?
To continue to grow as a professional body for the benefit of our members, business and the community. IQ

What **Chatter box** Heard

By The Informer

Records Retention Horror Stories

When **Stephen Macintosh**, Archivist at the Reserve Bank of Australia, asked for torrid tales on the RMAA listserve, Australian Parliament recordkeeper **Norman Lewis** told of an Australian Federal Police file that had been kept over-long and affected a trial.

Queensland's Fileforce boss **Harry Haxton** (theboss@ fileforce.net) advised jovially: "Buy shares in Brambles and keep it all, while praising the Lord that he made you, yet another indecisive records officer."

Kiwi lawyer and ethicist **Jeremy Pope** has the answer. He told the ARANZ Lecture in Wellington in March: "I asked a former UK colonial service lawyer how they had managed records in southern Africa. 'We had an excellent system. We simply put the records up in the rafters of our building. And if they were not needed before the termites ate them, they were clearly surplus to our requirements'."

Wet Labrador Test for BCP

Energy Australia Document Manager, **Glenn Sanders,** got a live, 'wet run' for his Business Continuity Plan (BCP). A burst water main in his company's Sydney headquarters had staff fleeing into Hyde Park as flooded power supplies shut down lifts and air conditioning, water deluged mid-level floors and sprinkler water pressure failed.

It was a full-scale test for Glen's Risk Management Perspective available on-line at http://members.ozemail.com. au/~sanders/bcp.pdf, in which he declares: "Don't do a (disaster recovery plan), even if your state records office makes it mandatory. Don't take the narrow view. Do a BCP instead."

He reported his BCP worked pretty well, but for a couple of glitches: "I couldn't get in touch with two of my staff because I hadn't updated their home phone numbers in my mobile phone, Palm Pilot or the printed and laminated contacts pages from the BCP. And the storage company, quite rightly, didn't completely believe I was me because I didn't have our customer code."

It all ended well. Glenn reported: "So apart from waiting 20 minutes for a lift, and the building smelling like a wet Labradors' convention, it was all fairly trivial. But I'm kicking myself about those phone numbers. And the message for everyone is, it can happen, and will."

Auckland records and library manager, **Lyn Maguire,** posted a heartfelt: 'Thank you so much for sharing this, Glenn. I now have ammunition to use against our very bad office file storage furniture.'

The Great Bagel Dump

Picture the scene: Late March, RMAA Marketing and event Manager **Kristen Keley** settling down in the Wellington office of RM consultancy SWIM Ltd surrounded by NZ Branch planners for the 2007 RMAA International Convention. Around her: Convention convenor **Mike Steemson,** programme planner **Trish O'Kane,** entertainment chief **Diane Weatherhead,** and business opportunities supremo, **Jean Cavaney.**

On the menu: budgeting, speaker confirmations, Cairns convention publicity and give-aways, a drop of donated Marlborough sauvignon blanc and a tray of luscious bagels filled with cheeses, smoked salmon, chicken, and other yummy things. Meeting opens; Mike, (ever the gentleman), goes to pass around the bagels; aluminium foil-covered cardboard tray collapses; the great bagel dump; expletives deleted.

Scattered and disassembled bagels and their creamy fillings are scooped off the carpet under the 10-second rule, and the meeting proceeds. Kristen ruefully remarks later that she can't remember having a chicken AND smoked salmon filled bagel before. Nobody died!

So, It Was Our Fault!

Addressing the National Press Club in Canberra in February, Dr **Peter Shergold,** Secretary to the Department of the Prime Minister and Cabinet, spoke of the Children Overboard affair and the "appalling mistreatment" of Cornelia Rau and Vivian Solon.

His next few words rang bells around recordkeeping circles. Dr Shergold declared: "The failures were ones of inadequate managerial control, weak direction and poor organisational communication exacerbated by an unacceptable tardiness in acknowledging and correcting the mistakes that had been made.

"Worst by far, failures in both instances were compounded by organisational silos, poor recordkeeping, a reluctance to clarify the record and, in a few instances it would seem, attempts to cover up the initial mistakes. I deeply regret these instances in which the normal standards of the Australian Public Service have not been upheld. I apologise for them."

So it was our fault, after all! I hope you're all suitably ashamed of yourselves. Not!

Got a snippet you want to share with The Informer for next issue's Chatterbox? Send it to editor.iq@rmaa.com.

COPPERS OF THE COLONY

This previously unpublished photograph from Tasmania Police files shows the Hobart Town police force of 1880, when Tasmania was still a separate British colony.

Until convict transportation from Britain ended in 1856, Tasmania's policeman was frequently a former convict. By 1880, recruits with criminal records were frowned upon.

Colonial policemen were routinely armed with rifles, and the fashion of the day dictated that every man bar one in this photo wears a beard or moustache.

The other notable feature is the helmet, familiar to us as the British 'bobby's' helmet. This helmet wasn't British in origin, but Prussian. After 1870, following the Franco-Prussian War, the Prussian helmet, or pickelhaube, was adopted by both the British Army and Britain's police forces throughout the world.

By World War II, the pickelhaube had been replaced as headwear for all Australian police forces by a soft peaked cap and/or wide-brimmed hat, with the baseball cap finding popularity with some state forces in more recent times. iQ

Coming Up

In The August 2006 issue of *IQ*…

• Policy, Law and Compliance
• RIM in New Zealand
• Cairns 23rd RMAA International Convention in Preview

The Copy Deadline for the **August 2006 issue is July 1**

iQ The ONLY industry magazine that reaches EVERY RMAA member in Australia, New Zealand and the Asia/Pacific

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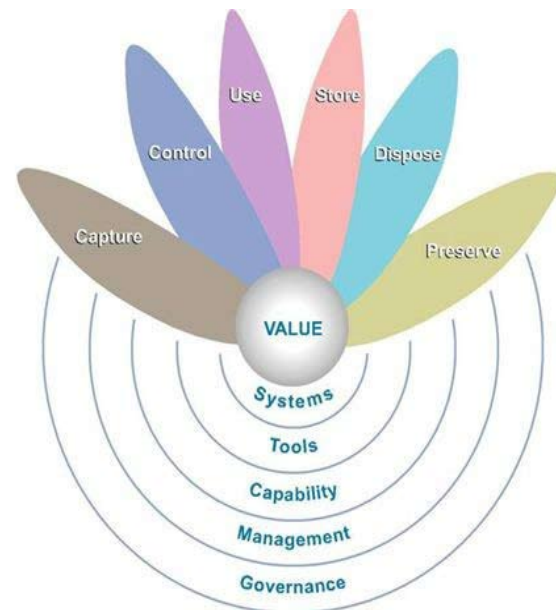
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